

Mayor

John Gunter

Council Members

District 1: Bill Steinke

District 2: Dan Sheppard

District 3: Tom Hayden

District 4: Patty L. Cummings

District 5: Robert M. Welsh

District 6: Keith E. Long

District 7: Jessica Cosden



1015 Cultural Park Blvd.
Cape Coral, FL

Interim City Manager

Michael Ilczyszyn

City Attorney

Dolores Menendez

City Auditor

Andrea R. Russell

City Clerk

Kimberly Bruns

AGENDA
COMMITTEE OF THE WHOLE

May 10, 2023

9:00 AM

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 GUNTER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

A. MAYOR GUNTER, COUNCIL MEMBERS COSDEN,
CUMMINGS, HAYDEN, LONG, SHEPPARD, STEINKE,
WELSH

4. 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) Personnel Salary Review - Brought forward by the General Union
- (2) Council Appointed Boards & Committees - Brought forward by Mayor Gunter - Continued from April 12, 2023
- (3) Fire Department Accreditation Update

5. ROUND TABLE DISCUSSION

6. TIME AND PLACE OF FUTURE MEETINGS

- A. A Regular Meeting of the Cape Coral City Council is Scheduled for Wednesday, May 17, 2023, beginning at 4:30 p.m. in Council Chambers

7. MOTION TO ADJOURN

GENERAL RULES AND PROCEDURES REGARDING THE CAPE CORAL COMMITTEE OF THE WHOLE 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 may do so during the designated time 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.



AGENDA REQUEST FORM

CITY OF CAPE CORAL

| | |
|---------------|------------|
| Item Number: | B.(1) |
| Meeting Date: | 5/10/2023 |
| Item Type: | DISCUSSION |

TITLE:

Personnel Salary Review - Brought forward by the General Union

REQUESTED ACTION:

Informational

SUMMARY EXPLANATION AND BACKGROUND:**STRATEGIC PLAN ALIGNMENT:**

1. Is this a Strategic Decision? No
- If Yes, Priority Goals Supported are listed below.
- If No, will it harm the intent or success of the Strategic Plan? No

Recommendations:**SOURCE OF ADDITIONAL INFORMATION:****FISCAL IMPACT/FUNDING SOURCES(S)/BUDGET CONSIDERATIONS:**

1. Will this action result in a Budget Amendment? No

PREPARED BY:

CG Division- Council Office Department- Council Office

ATTACHMENTS:

| Description | Type |
|---|-----------------|
| ▣ 1. City of Cape Coral Grade Step Position by Union | Backup Material |
| ▣ 2. Cape Coral Market Comparison Project Final - Updated on 5/9/2023 | Backup Material |
| ▣ 3. Public Records Request Spreadsheet | Backup Material |
| ▣ 4. Exemptions cited on attachments 1 and 3 | Backup Material |

City Of Cape Coral Grade Step Position By Union

Run Date/Time:2/17/2023 8:48:00 AM

| Union | Last Name | First Name | Middle Name | Emp No | Position | Union | Pay Grade | Step | Hourly Amount | | | |
|-------|-------------|------------|-------------|----------|------------------|-------|-----------|------|---------------|--------------|--------------|--------------|
| BC | WAUGH | KYLE | GORDON | 20210328 | Field Tech | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | HOOD | DAVID | RODNEY | 20210810 | Field Tech | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | CODY | DARIUS | LAMAR | 20210931 | Field Tech | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | | | | | | | | | | | | |
| | MARSHALL | KENNETH | CASEY | 20220240 | Field Tech | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | SCHENONE | DANIEL | JACOB | 20220312 | Field Tech | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | PEREZ JR | JOSE | MIGUEL | 20220311 | FieldTech DPRRep | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | WAGNER | ANDREW | P | 20220831 | FieldTecSidewlk | BC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| | LAZZARO JR | JAMES | MARTIN | 20191202 | FieldTecSidewlk | BC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| | PENTAUDE | ZACHARY | WILLIAM | 20204429 | WWPlntOpTr E | BC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| | KAYATTA | DAKOTA | BALDER | 20185445 | Field Tech | BC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| | STEPHENS | JACK | LIAM | 20198113 | Field Tech | BC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| | RODRIGUEZ | VINCENT | ANTONIO | 20194729 | WatrPlntOpTrnN | BC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| | JOHNSON | DEMETRIUS | D | 20194324 | Field Tech | BC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| | GASSNER | GRIFFIN | JAMES | 20162915 | WWPlntOpTr SW | BC | 10 | 7 | \$ 20.19 | \$ 41,995.20 | \$ 43,255.06 | \$ 43,780.00 |
| | WANZER | RYAN | SCOTT | 20169585 | FieldTecFlotWei | BC | 10 | 7 | \$ 20.19 | \$ 41,995.20 | \$ 43,255.06 | \$ 43,780.00 |
| | MERRILL | JOHN | R | 20210308 | IrrSpec Golf | BC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| | BRUGGELING | JOHN | M | 20185215 | ParkRangerPk | BC | 12 | 1 | \$ 18.37 | \$ 38,209.60 | \$ 39,355.89 | \$ 39,833.51 |
| | THRONEBURY | PAUL | ANTHONY | 20220636 | SrGroundPkMaint | BC | 12 | 1 | \$ 18.37 | \$ 38,209.60 | \$ 39,355.89 | \$ 39,833.51 |
| | MEE | DERRICK | J | 20052959 | SrGroundPkMaint | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | GIOSEFFI | LESLIE | A | 20068478 | SrGroundPkMaint | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | SMITH | WAYNE | J | 20065979 | SrGroundPkMaint | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | UTZ | MARK | R | 20072214 | LiftIns WR | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | TERWILLIGER | RICHARD | J | 20078115 | SrGroundPkMaint | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | FERRARA, JR | JOHN | M | 20185756 | MaintSpc CS | BC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| | TRANNTINA | THEODORE | A | 20082014 | EquipMechGolf | BC | 12 | 12 | \$ 26.12 | \$ 54,329.60 | \$ 55,959.49 | \$ 56,638.61 |
| | BOYD | RICHARD | L | 20027466 | SurveyIns Tec | BC | 12 | 15 | \$ 28.74 | \$ 59,779.20 | \$ 61,572.58 | \$ 62,319.82 |
| | ROSARIO | CARLOS | | 19981212 | ParkRangerPkg | BC | 12 | 15 | \$ 28.74 | \$ 59,779.20 | \$ 61,572.58 | \$ 62,319.82 |
| | CRABILL | BRANDON | GREGORY | 20173816 | SrGroundPkMaint | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | JENKINS | JAMES | R | 20190601 | SrGroundPkMaint | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | NASO | ANTHONY | DOMINIC | 20196225 | SrGroundPkMaint | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | WIGHTMAN | ERIC | KARL | 20210117 | LiftIns WR | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | GIANESSI | FRANK | C | 20210335 | MaintSpcPark | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | MILLER | HONEYSUE | | 20211012 | LC Charter ISF | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | FLORES | CELIA | | 20211202 | LC FM ISF | BC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| | REBER | GARRETT | MICHAEL | 20181959 | SrGroundPkMaint | BC | 12 | 3 | \$ 19.59 | \$ 40,747.20 | \$ 41,969.62 | \$ 42,478.96 |

City Of Cape Coral Grade Step Position By Union

Run Date/Time:2/17/2023 8:48:00 AM

| | | | | | | | | | | | |
|--------------|---------|--------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| KEEHLER | KENNETH | J | 20207593 | SrGroundPkMaint | BC | 12 | 3 | \$ 19.59 | \$ 40,747.20 | \$ 41,969.62 | \$ 42,478.96 |
| LEWIS | LEROY | EVON ROMARIO | 20184472 | LiftIns WR | BC | 12 | 5 | \$ 20.88 | \$ 43,430.40 | \$ 44,733.31 | \$ 45,276.19 |
| HERNANDEZ | JASON | DANIEL | 20210112 | MaintSpc CS | BC | 12 | 5 | \$ 20.88 | \$ 43,430.40 | \$ 44,733.31 | \$ 45,276.19 |
| DUGARD | BRIAN | K | 20220532 | LC FF | BC | 12 | 5 | \$ 20.88 | \$ 43,430.40 | \$ 44,733.31 | \$ 45,276.19 |
| AUGUSTYN | MICHAEL | J | 20144903 | SrGroundPkMaint | BC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| TRUJILLO | JUAN | RAMON | 20167282 | LiftIns WR | BC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| TOVAR | AMANDA | CAROL | 20168479 | ParkRangerPk | BC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| HOLLOWELL | TYLER | JOSEPH | 20177852 | LiftIns WR | BC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| SCHWARTZ | SARAH | LYNN | 20132564 | WellFldTechWRF | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| CLARK | DONNA | ROSE | 20147258 | MaintSpcPark | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| FESTA | THOMAS | ANTHONY | 20162891 | LiftIns WR | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| CANABAL | PEDRO | D | 20168424 | WellFldTechWRF | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| NOFTSKER | BRANDON | SCOTT | 20165448 | LiftIns WR | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| LAUMEYER | LEE | ALLAN | 20163574 | LiftIns WR | BC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| RACHOZA | VICTOR | DALE | 20082403 | MaintSpc CS | BC | 12 | 8 | \$ 22.98 | \$ 47,798.40 | \$ 49,232.35 | \$ 49,829.83 |
| STURGEON | DAVID | ASHLEY | 20125054 | SrGroundPkMaint | BC | 12 | 8 | \$ 22.98 | \$ 47,798.40 | \$ 49,232.35 | \$ 49,829.83 |
| HERMAN | KEITH | ALBERT | 20142497 | LC UCD | BC | 12 | 8 | \$ 22.98 | \$ 47,798.40 | \$ 49,232.35 | \$ 49,829.83 |
| KROYER | MICHAEL | J | 20062842 | EqOpr SW Drain | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| BAUER | DAVID | C | 20063066 | EqOpr SWSwales | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| FREDERICK | TREVOR | K | 20077411 | FSR CBS | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| SNOW | TODD | C | 20068419 | EqOpr TranMaint | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| KORVANEN | STEVE | G | 20077339 | EqOpr SW Catch | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| GARCIA | LENNY | A | 20065456 | EqOpr TranMaint | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| WASHINGTON | JAMES | B | 20065555 | FSR CBS | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| BECERRA | JOAQUIN | M | 20067292 | EqOpr TranMaint | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| BAEZ ROBAINA | JOSE | R | 20025934 | EqOpr SW Drain | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| SUAREZ | ARIEL | | 20062587 | EqOpr TranMaint | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| VIEIRA | JOE | C | 20062468 | EqOpr SWSwales | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| SNOW | JON | A | 20083832 | FSR CBS | BC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| GERARD | RYAN | B | 20072374 | EqOpr Weir | BC | 13 | 12 | \$ 27.42 | \$ 57,033.60 | \$ 58,744.61 | \$ 59,457.53 |
| METCALF | ROBERT | L | 19991173 | EqOpr SWSwales | BC | 13 | 12 | \$ 27.42 | \$ 57,033.60 | \$ 58,744.61 | \$ 59,457.53 |
| LYNCH | DOUGLAS | W | 20041782 | FleetMech PW G | BC | 13 | 14 | \$ 29.24 | \$ 60,819.20 | \$ 62,643.78 | \$ 63,404.02 |
| GAYHART | CLIFTON | T | 19951552 | FSR UCD | BC | 13 | 15 | \$ 30.19 | \$ 62,795.20 | \$ 64,679.06 | \$ 65,464.00 |
| MANNING | BRIAN | WOOLSEY | 20201489 | EqOpr PkAdmin | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| FINNEGAN | THOMAS | MARTIN | 20210106 | UT TEC UCD | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| HARVEY | THOMAS | MICHAEL | 20210110 | EqOpr PkAdmin | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| WEISSINGER | GERALD | J | 20210334 | UT TEC UCD | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| FALCONE JR | MICHAEL | MARK | 20210928 | UT TEC UCD | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| HARDING | WILLIAM | LEE | 20211022 | UT TEC UCD | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |

City Of Cape Coral Grade Step Position By Union

Run Date/Time:2/17/2023 8:48:00 AM

| | | | | | | | | | | | |
|---------------------|-----------|-----------|----------|-----------------|----|----|---|----------|--------------|--------------|--------------|
| MOTTA | THOMAS | JOSEPH | 20220227 | EqOpr SWSwales | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| DAMOTA | BRIAN | | 20220826 | EqOpr Sidewalk | BC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| DELORENZO | AUSTIN | J | 20185546 | IrrSpecPark | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| MAPES | JORDAN | MICHAEL | 20197736 | EqOpr PkAdmin | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| CONTI | TIMOTHY | M | 20191127 | EqOpr TranMaint | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| WARREN | JOSHUA | PAUL | 20200229 | FSR CBS | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| KRAUSZ | STEPHEN | MATHEW | 20206337 | UT TEC UCD | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| DOHN JR | GARY | | 20205597 | UT TEC UCD | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| SMITH | MICHAEL | DEWAINIE | 20209651 | UT TEC UCD | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| WOOD | JOHN | RICHARD | 20210539 | FleetMech PW | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| BEIGH | DAYLE | F | 20210537 | FleetMech PW | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| ALFONSI JR | ANTHONY | JOSEPH | 20220225 | FleetMech PW | BC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| SMITH | BRODERICK | LE CLAUDE | 20168656 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| | | | | | | | | | | | |
| ACOSTA TORRES | JOSEAN | | 20189246 | EqOpr SW Drain | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| PANIK | JORDAN | TYLER | 20193529 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| KAYATTA | KEVIN | L | 20197345 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| WELLS | KYLE | DOUGLAS | 20198534 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| ABBONDONDOLO | GREGORY | CHARLES | 20194624 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| PEDRAZA | YANDY | | 20199046 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| CASPER | JOHN | CHARLES | 20198259 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| MANCINI | FREDERICK | | 20193119 | EqOpr Sidewalk | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| GIAMPAOLO | NICOLE | CARMELA | 20196101 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| SHIPMAN | WILLIE | ADRAIN | 20197524 | UT TEC UCD | BC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| MORRIS | JAMES | ROBERT | 20172016 | IrrSpecPark | BC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| NOGUEROL | OMAR | | 20174762 | EqOpr Weir | BC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| LINZENMEYER | KNUTE | ALEXANDER | 20189418 | UT TEC UCD | BC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| MATHURIN | SONEL | | 20180441 | EqOpr SW Canal | BC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| BENNETT | MILTON | LAMAR | 20147589 | EqOpr SWSwales | BC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| MAHER | WILLIAM | R | 20160922 | EqOpr TranMaint | BC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| CRABILL | BENJAMIN | GENE | 20174857 | IrrSpecPark | BC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| PORR | HAROLD | JAMES | 20173561 | EqOpr Weir | BC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| LASCOLA | DONALD | JOESPH | 20173593 | UT TEC UCD | BC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| HECK | JAMES | ANDREW | 20112036 | EqOpr TranMaint | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| MENAPACE | JASON | L | 20147728 | FSR CBS | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| GUTIERREZ | JESSE | U | 20144426 | EqOpr TranMaint | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| BLANCHARD | ROBERT | JOHN | 20144726 | EqOpr PkAdmin | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| GUTIERREZ RODRIGUEZ | GABRIEL | | 20149274 | EqOpr TranMaint | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| PAUL II | EDDY | LEE | 20155968 | EqOpr SW Drain | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |

City Of Cape Coral Grade Step Position By Union

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|------------------|-------------|-----------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| OLIVEROS | MODESTO | | 20152011 | EqOpr SW Drain | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| STUBBS | PATRICK | A | 20167748 | UT TEC WRC | BC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| KRIVAS | KEN | | 20113211 | EqOpr TranMaint | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| TAYLOR II | ROBERT | EDWARD | 20127607 | FMS Tec | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| ORTIZ | DANIEL | | 20126490 | EqOpr SWSwales | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| BEAL | KEVIN | JOHN | 20135959 | FSR CBS | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| LAUMEYER | WILLIAM | C | 20132053 | EqOpr SWSwales | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| RAMOS | GARY | ALEXANDER | 20132524 | EqOpr SW Catch | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| ROGATO | FRANK | M | 20136228 | FSR CBS | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| WILLIAMS | CODY | JAMES | 20143388 | EqOpr Weir | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| PIERRE | WILLIAM | | 20149395 | FSR CBS | BC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| MAI | ALBERT | FRANK | 20105460 | EqOpr TranMaint | BC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| DYER | RAYMOND | E | 20112130 | EqOpr SWSwales | BC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| HERMAN | CHRISTOPHER | CHARLES | 20114003 | InSpecPark | BC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| ESPINOSA | JOSE | ENRIQUE | 20124613 | FSR CBS | BC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| NOTORFRANCESCO | GREGORY | BRYAN | 20128253 | EqOpr TranMaint | BC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| PAUL | EDDY | L | 20052373 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| SWEENEY | KYLE | T | 20052749 | WstWtrOp C SW | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| GARCIA | DAMIAN | E | 20061454 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| MCGARRY | MICHAEL | J | 20049393 | Traffic Tech | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| TORRES | NELSON | | 20062731 | SrEqOpr SWSwale | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| MEIKLE | DAVID | C | 20063802 | WstWtrOp C SW | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| MORELLI | VINCENT | J | 20078239 | SrEqOpr SW Weir | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| BAEZ | PETER | | 20061420 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| STEPHENS | ROBERT | A | 20047153 | SrEqOpr SWSwale | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| GUTIERREZ | RENE | H | 20063538 | SrEqOpr SWSwale | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| WILSON | DAVID | W | 20025113 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| FRAGUELA MARQUEZ | DANIEL | F | 20070110 | SrEqOpr SWCATCH | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| MCCANN | BRIAN | W | 20076421 | WstWtrOp C SW | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| SLIVKA | MARK | J | 20070764 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| HECK | TOD | A | 20070384 | SrEqOp PW Trans | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| PRITTS | DANNY | R | 20062152 | SrEqOpr SWSwale | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| BARNETT | PHILLIP | G | 20042756 | SrEqOpr SWSwale | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| ROMERO | JAVIER | | 20073471 | WstWtrOp C Col | BC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| PHILLIPS | AARON | A | 20072057 | SrFleetMechPW | BC | 14 | 11 | \$ 27.89 | \$ 58,011.20 | \$ 59,751.54 | \$ 60,476.68 |
| ADAMS | DEAN | B | 20045800 | SrEqOp PW Trans | BC | 14 | 11 | \$ 27.89 | \$ 58,011.20 | \$ 59,751.54 | \$ 60,476.68 |
| EGLOFF | ROBERT | J | 20031795 | SrEqOpr SWCanal | BC | 14 | 12 | \$ 28.80 | \$ 59,904.00 | \$ 61,701.12 | \$ 62,449.92 |
| ESTEVA | EDUARDO | E | 20030169 | SrEqOpr SWSwale | BC | 14 | 12 | \$ 28.80 | \$ 59,904.00 | \$ 61,701.12 | \$ 62,449.92 |
| HALL | SCOTTIE | D | 20030316 | SrUt TEC-UCD | BC | 14 | 12 | \$ 28.80 | \$ 59,904.00 | \$ 61,701.12 | \$ 62,449.92 |

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|-------------|-------------|-------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| HOLDSWORTH | DOUGLAS | E | 20021567 | SrEqOpr SW Weir | BC | 14 | 13 | \$ 29.74 | \$ 61,859.20 | \$ 63,714.98 | \$ 64,488.22 |
| JIMENEZ | RODOLFO | M | 20020763 | SrFleetMechPW | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| SIMONE | RONALD | C | 19983584 | Traffic Tech | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| THOMAS | DONALD | J | 19964533 | SrEqOpr SWCATCH | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| ZESKE | ERIC | B | 19931922 | SREqOpr PkMain | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| VELEZ | DENNIS | | 19950077 | ChemSpecPks | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| GLYNN | ROBERT | P | 19955019 | SrEqOpr SWSwale | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| BOWMAN | MICHAEL | G | 20002266 | SrFleetMechPW | BC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| VONWALDNER | DREW | PATRICK | 20195797 | ChemSpecPks | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| HESS | STEVEN | EDWARD | 20206157 | SREqOpr PkMain | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| PAPP | JOSHUA | PATRICK | 20210430 | WaterPlantOpC N | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| FAHRNER II | WILLIAM | EMERSON | 20210806 | WaterPlantOpC N | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| MILES II | RICHARD | J | 20211108 | SrEqOpr SW Weir | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| BEAULIEU | RYAN | MATTHEW | 20211207 | WstWtrOp C Ev | BC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| RUDOLPH | IAN | THOMPSON | 20203125 | WaterPlntOp C S | BC | 14 | 3 | \$ 21.59 | \$ 44,907.20 | \$ 46,254.42 | \$ 46,815.76 |
| FRENCH | CHRISTOPHER | CHARLES | 20210254 | SrFleetMechPW | BC | 14 | 3 | \$ 21.59 | \$ 44,907.20 | \$ 46,254.42 | \$ 46,815.76 |
| MACPHEE | BRYAN | JOSEPH | 20185461 | SrUt TEC-UCD | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| VANGELDER | RYAN | | 20181029 | SrUt TEC-UCD | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| BROWN | BRITTANY | NICOLE | 20197566 | WaterPlantOpC N | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| CASTRO | EDWIN | EFFRAIN | 20193646 | Traffic Tech | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| HENWOOD | STEVEN | D | 20201498 | SrFleetMechPW | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| VANHOOSE II | LLOYD | | 20201584 | WaterPlantOpC N | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| MILLER | JESSICA | RAE | 20220415 | Env Tech | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| YAHL | RICHARD | WESLEY | 20230105 | ChemSpecGolf | BC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| JEANTY | KIRK | EVERSEN | 20184528 | SrUt TEC-UCD | BC | 14 | 5 | \$ 23.02 | \$ 47,881.60 | \$ 49,318.05 | \$ 49,916.57 |
| AUBELE | JOHN | H | 20187354 | SrFleetMechPW | BC | 14 | 5 | \$ 23.02 | \$ 47,881.60 | \$ 49,318.05 | \$ 49,916.57 |
| HERSL JR | DAVID | MICHAEL | 20210719 | Env Tech | BC | 14 | 5 | \$ 23.02 | \$ 47,881.60 | \$ 49,318.05 | \$ 49,916.57 |
| CHARNO | TROY | MICHAEL | 20159923 | WstWtrOp C Ev | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| STAM JR | ROBERT | JOHN | 20156656 | SrUt TEC-UCD | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| MAPES | BRANDON | GARRETT | 20161171 | WstWtrOp C Ev | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| EVANS | BOBBY | AARION | 20164873 | SrUt TEC-UCD | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| WOLFE | JASON | A | 20161373 | SrEqOpr SWSwale | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| NICKOLETTE | ANTHONY | JAMES | 20173804 | SrUt TEC-UCD | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| NIXON | ANDREW | PHILIP | 20173926 | SrEqOpr Sidewal | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| MENENDEZ | JORGE | LUIS | 20176231 | SrEqOpr SWCATCH | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| SMOLINKA | JASON | CHRISTOPHER | 20174798 | Traffic Tech | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| LENTZ | MICHAEL | J | 20173107 | SrUt TEC-UCD | BC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| COOPER | JEFFREY | DANIEL | 20148852 | SrUt TEC-UCD | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| RICHERT III | CARL | ANDREW | 20142797 | SrEqOp PW Trans | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |

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| ARIAS | JOEL | | 20146495 | SrEqOpr SW Weir | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| CHARNEY | JOHN | J | 20157585 | SrEqOp PW Trans | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| BARANOWSKI | PIOTR | B | 20151361 | WstWtrOp C Ev | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| SCHMIDHEISER | BRIAN | MICHAEL | 20155369 | SrUt TEC-UCD | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| FRAZIER | JAY | J | 20157331 | WaterPlantOpC N | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| JONES | PAUL | MICHAEL | 20154133 | SrUt TEC-UCD | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| MAIMONE | AUSTIN | TAYLOR | 20159131 | SrUt TEC-UCD | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| MEYERS | HOWARD | JOSEPH | 20165090 | SrEqOpr SWSwale | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| PERKINS | PAUL | RUSSELL | 20161726 | SrEqOp PW Trans | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| WAGNER | WILLIAM | A | 20163119 | SrFleetMechPW | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| HENDERSON | LANCE | HAYES | 20162691 | SrEqOp PW Trans | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| PENTAUDE | SHAWN | MICHAEL | 20162968 | SrUt TEC-UCD | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| HERNANDEZ | ALEXANDER | | 20161922 | SrEqOpr SWSwale | BC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| HOLLAND | JAMES | | 20119653 | SrEqOp PW Trans | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| ZEH | THOMAS | F | 20134126 | SrEqOp PW Trans | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| LARIS | KEITH | A | 20142223 | SrFleetMechPW | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| THOMAS | ALBERT | T | 20144222 | SrUt TEC-UCD | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| OLSON | ROBERT | MICHAEL | 20148453 | SrFleetMechPW | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| FERNANDEZ | KILVIO | J | 20147240 | SrEqOpr SW Weir | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| RILEY | STEVEN | G | 20146253 | Traffic Tech | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| MEDEIROS | DANIEL | PAUL | 20144680 | SrEqOpr Sidewal | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| CAVE | JUSTIN | W | 20142853 | SrEqOp SWDrain | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| ARROYO | ARMANDO | | 20143659 | SrUt TEC-UCD | BC | 14 | 8 | \$ 25.34 | \$ 52,707.20 | \$ 54,288.42 | \$ 54,947.26 |
| METCALF | KEVIN | S | 20103905 | SrUt TEC-UCD | BC | 14 | 9 | \$ 26.16 | \$ 54,412.80 | \$ 56,045.18 | \$ 56,725.34 |
| REYNA | GERADO | | 20221006 | AC RefrigTEC | BC | 15 | 1 | \$ 21.27 | \$ 44,241.60 | \$ 45,568.85 | \$ 46,121.87 |
| GIOVINCO | JAMES | A | 20058927 | UTMaintMEC WRC | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| MCCANDLESS | DOUGLAS | L | 20070400 | ConstInspSWDM | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| DOMALESKI | MARK | | 20052554 | UTMAINTMEC WP N | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| BOSCARINO | CARL | A | 20059042 | TradeSpec Fac | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| PEREZ | LUIS | M | 20052882 | Bio-SolidsOpr | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| THOMAS | JAMES | | 20075511 | UTMaintMEC WRC | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| GAGNON | PAUL | P | 20074632 | Bio-SolidsOpr | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| RIDENOUR | JEFFRY | C | 20092381 | UTMAINTMEC WP N | BC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| ST LOUIS | MICHELE | ANN | 20060102 | CityOrdInspect | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| DAVIS | KENNETH | A | 20041395 | CrewCorPkAdm | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| JOHNSON | STEVEN | R | 20014708 | CrewCorPW Tran | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| ESPINAL | EPIFANIO | | 20047617 | UTMaintMEC BIO | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| SCHIAVARELLI | PHILIP | | 20041308 | UTMaintMEC WRC | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| WELSH | SCOTT | W | 20042620 | WstWtrOp B Ev | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |

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| VIERA | JOSE | M | 20082677 | Bio-SolidsOpr | BC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| SEVERA | CHRISTOPHER | S | 20032390 | UTMaintMEC WRSW | BC | 15 | 12 | \$ 30.23 | \$ 62,878.40 | \$ 64,764.75 | \$ 65,550.73 |
| LUNA | YUNER | | 20031532 | ConstInspSWDM | BC | 15 | 12 | \$ 30.23 | \$ 62,878.40 | \$ 64,764.75 | \$ 65,550.73 |
| LLERENA | TITO | | 20063882 | WellFidMantMecS | BC | 15 | 13 | \$ 31.22 | \$ 64,937.60 | \$ 66,885.73 | \$ 67,697.45 |
| NESPOLI | DONALD | | 20081945 | WaterPlntOp B S | BC | 15 | 13 | \$ 31.22 | \$ 64,937.60 | \$ 66,885.73 | \$ 67,697.45 |
| BEASLEY | BRIAN | L | 20033572 | WstWtrOp B SW | BC | 15 | 14 | \$ 32.23 | \$ 67,038.40 | \$ 69,049.55 | \$ 69,887.53 |
| CARVALHO | RAYMOND | F | 20011931 | Bio-SolidsOpr | BC | 15 | 14 | \$ 32.23 | \$ 67,038.40 | \$ 69,049.55 | \$ 69,887.53 |
| MISHKA | DUFF | W | 19910861 | WaterPlntOp B S | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| JACKSON | BRIDGET | D | 20017229 | CityOrdInspect | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| SMITH | MICHAEL | W | 20060257 | FireFleet Coord | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| NOVOSEL | AMANDA | L | 19933042 | WaterPlntOpB N | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| NOVOSEL | PETER | J | 19900905 | WaterPlntOpB N | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| MILLER | DAVID | J | 20052130 | CityOrdInspect | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| WHITE | CHRISTOPHER | M | 20002071 | UTMaintMEC WP S | BC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| CARDINALE | JOHN | ANTHONY | 20206872 | ConstInsp SWM | BC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| NUNEZ | JONATHAN | | 20196232 | UTMaintMEC WRSW | BC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| LEFEBVRE III | BERNARD | ROGER | 20209756 | FacEvtntResCoorF | BC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| DUKE | DARREN | W | 20196238 | WaterPlntOp B S | BC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |
| HENNINGER | LAWRENCE | STANLEY | 20221018 | FacEvtntResCoorP | BC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |
| PERUN | NICHOLAS | BRUCE | 20180514 | UTMaintMECWRRreu | BC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| BURKHOLDER | DEVIN | GEORGE | 20189242 | UTMaintMEC WRSW | BC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| BECHDEL | BRIAN | JAY | 20173048 | CrewCorPWSwlks | BC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| RAMIREZ | MICHAEL | JACK | 20174753 | UTMaintMEC WRC | BC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| HECK | WESLEY | TOD | 20106792 | UTMaintMEC GEN | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| VESPIER | JOSEPH | FRANK | 20157496 | UTMaintMEC WR E | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| KINGSBURY | DALE | E | 20154181 | PreTreatTech | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| AMORIS | MATIAS | FERNANDO | 20157609 | TradeSpec Fac | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| SCHIERMAN | JOEL | DAVID | 20164878 | WstWtrOp B SW | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| SMITH | DANIEL | BOWLES | 20169524 | CrewCorPkAdm | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| ASHCRAFT | JAMES | A | 20170119 | WstWtrOp B Ev | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| LANE | RANDALL | GUY | 20194703 | AC RefrigTEC | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| GRUENEWALD | CHRISTOPHER | JAMES | 20194858 | TradeSpec Fac | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| MULLIN | JASON | LEE | 20198614 | TradeSpec Fac | BC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| MALONE | KENNETH | P | 20105200 | Sign Fab PW | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| BARAN-BARANOWSKI | RAFAL | | 20127422 | UTMaintMEC WRC | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| CANTU | VINCENT | L | 20132354 | UTMaintMEC WP S | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| GILBERT | RYAN | NICHOLAS | 20136547 | UTMaintMECWRRreu | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| ELLIS | SHAUN | M | 20132054 | ConstInspPWD&C | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| WANNALL | WAYNE | QUENTIN | 20147084 | WaterPlntOpB N | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |

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|------------------|-------------|--------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| JOHNSON | SCOTT | CHRISTOPHER | 20143716 | ConstInsp SWM | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| HURST | CHRISTOPHER | G | 20143223 | ConstInspPWD&C | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| BRACKIN | DONNA | MARIE LOUISE | 20164794 | WaterPlntOp B S | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| MURPHY | JEREMY | MICHAEL | 20161962 | WellFidMaintMec | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| PAYNE | JOHN | CARL | 20175583 | AC RefrigTEC | BC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| PEREZ | ALBERTO | | 20084365 | UTMaintMEC WR E | BC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| ZARAGOZA | VALENTE | | 20095553 | UTMaintMEC WRC | BC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| COMEROTA | MICHAEL | P | 20103313 | CrewCorPWSwlks | BC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| TRYON | PATRICK | MICHAEL | 20211116 | TradeSpec Fac | BC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| PELUSO | JOSEPH | F | 20067310 | UT FieldSUP-UCD | BC | 16 | 10 | \$ 29.78 | \$ 61,942.40 | \$ 63,800.67 | \$ 64,574.95 |
| EDWARDS | MICHAEL | A | 20061618 | UT FieldSUP-UCD | BC | 16 | 10 | \$ 29.78 | \$ 61,942.40 | \$ 63,800.67 | \$ 64,574.95 |
| ANGIULO | JAMES | W | 20056201 | Sr TradesSpecFa | BC | 16 | 10 | \$ 29.78 | \$ 61,942.40 | \$ 63,800.67 | \$ 64,574.95 |
| SAVOY | LEIGH | ANN | 20064243 | FireLogCoord | BC | 16 | 12 | \$ 31.75 | \$ 66,040.00 | \$ 68,021.20 | \$ 68,846.70 |
| OLIVE | ERIC | J | 20033146 | ElectricianFac | BC | 16 | 13 | \$ 32.78 | \$ 68,182.40 | \$ 70,227.87 | \$ 71,080.15 |
| VAN GELDER | DAVID | J | 19951895 | UT FieldSUP-UCD | BC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| COLLARD | ARMAND | | 20000059 | ElectricianFac | BC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| CONGELOSI | FRANK | R | 19895369 | Sr TradesSpecFa | BC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| MATTESON | MICHAEL | L | 20210511 | GeneratorMechan | BC | 16 | 2 | \$ 23.06 | \$ 47,964.80 | \$ 49,403.74 | \$ 50,003.30 |
| CORDERO | KATIE | | 20220511 | Sr Lab TEC SW | BC | 16 | 2 | \$ 23.06 | \$ 47,964.80 | \$ 49,403.74 | \$ 50,003.30 |
| | | | | | | | | | | | |
| HERBOTT | BRETT | DAVID | 20193567 | UT FieldSUP-UCD | BC | 16 | 4 | \$ 24.58 | \$ 51,126.40 | \$ 52,660.19 | \$ 53,299.27 |
| EASLER | CAMERON | MITCHELL | 20199685 | UT FieldSUP-UCD | BC | 16 | 4 | \$ 24.58 | \$ 51,126.40 | \$ 52,660.19 | \$ 53,299.27 |
| ROURKE | KYLE | TIMOTHY | 20194835 | UT FieldSUP-UCD | BC | 16 | 4 | \$ 24.58 | \$ 51,126.40 | \$ 52,660.19 | \$ 53,299.27 |
| HEINZEROTH | JILL | D | 20205894 | ResOpsCord | BC | 16 | 4 | \$ 24.58 | \$ 51,126.40 | \$ 52,660.19 | \$ 53,299.27 |
| FLORES HERNANDEZ | DIONISIO | | 20221210 | PlantElec WREP | BC | 16 | 4 | \$ 24.58 | \$ 51,126.40 | \$ 52,660.19 | \$ 53,299.27 |
| MANGINELL | MICHAEL | PAUL | 20180956 | UT FieldSUP-UCD | BC | 16 | 5 | \$ 25.38 | \$ 52,790.40 | \$ 54,374.11 | \$ 55,033.99 |
| NAUGHTON | SEAN | JAMES | 20125342 | UT FieldSUP-UCD | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| WENTZ | JUSTIN | RAY | 20145897 | Sr TradesSpecFa | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| PUTNAM | JEFFERY | R | 20147353 | ElectricianFac | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| MAJEWSKI | ADRIANNA | | 20156745 | Sr Lab TEC SW | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| MCCEE | DANNY | LYNN | 20152924 | UT FieldSUP-UCD | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| ROORDA | HAYDEN | SCOTT | 20155171 | UT FieldSUP-UCD | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| SOSTACK | JOSEPH | | 20156562 | Sr Lab TEC SW | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| ROBERTS II | HOWARD | THOMAS | 20152247 | UT FieldSUP-UCD | BC | 16 | 7 | \$ 27.05 | \$ 56,264.00 | \$ 57,951.92 | \$ 58,655.22 |
| ADKINSON | DENNIS | GILBERT | 20129333 | UT FieldSUP-Adm | BC | 16 | 8 | \$ 27.94 | \$ 58,115.20 | \$ 59,858.66 | \$ 60,585.10 |
| FEKETE | STEVEN | EDWARD | 20133070 | PlantElec UTWPN | BC | 16 | 8 | \$ 27.94 | \$ 58,115.20 | \$ 59,858.66 | \$ 60,585.10 |
| | | | | | | | | | | | |
| GIESE | QUENTIN | K | 20148262 | UT FieldSUP-UCD | BC | 16 | 8 | \$ 27.94 | \$ 58,115.20 | \$ 59,858.66 | \$ 60,585.10 |
| MCCALL | SCOTT | L | 20123891 | Security Spec | BC | 16 | 9 | \$ 28.85 | \$ 60,008.00 | \$ 61,808.24 | \$ 62,558.34 |

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|---------------------|-------------|-------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| BOWLEY | LEWIS | E | 20148223 | PlantElec UTWPS | BC | 16 | 9 | \$ 28.85 | \$ 60,008.00 | \$ 61,808.24 | \$ 62,558.34 |
| BAILEY | STEVEN | EDWARD | 20160323 | PlantElec WRCol | BC | 16 | 9 | \$ 28.85 | \$ 60,008.00 | \$ 61,808.24 | \$ 62,558.34 |
| TRAUTMAN | BRADLEY | A | 20076669 | WstWtrOp A SW | BC | 17 | 10 | \$ 31.27 | \$ 65,041.60 | \$ 66,992.85 | \$ 67,805.87 |
| TRACY | ROBERT | L | 20074138 | WstWtrOp A EV | BC | 17 | 12 | \$ 33.34 | \$ 69,347.20 | \$ 71,427.62 | \$ 72,294.46 |
| ADKINS | CHARLES | K | 20040027 | SurveyCrewChief | BC | 17 | 13 | \$ 34.42 | \$ 71,593.60 | \$ 73,741.41 | \$ 74,636.33 |
| HERRICK | BRYAN | | 20076606 | WaterPntOprtAS | BC | 17 | 13 | \$ 34.42 | \$ 71,593.60 | \$ 73,741.41 | \$ 74,636.33 |
| RAMOS-CRUZ | VERONICA | | 20065092 | InstTech WtrSW | BC | 17 | 14 | \$ 35.54 | \$ 73,923.20 | \$ 76,140.90 | \$ 77,064.94 |
| HARSHMAN | DONOVAN | C | 20074215 | InstTech UTWR E | BC | 17 | 14 | \$ 35.54 | \$ 73,923.20 | \$ 76,140.90 | \$ 77,064.94 |
| NUZZO | CHARLES | S | 20032298 | WaterPntOprtAS | BC | 17 | 15 | \$ 36.70 | \$ 76,336.00 | \$ 78,626.08 | \$ 79,580.28 |
| GROTH | ROBERT | WILLIAM | 20210622 | ProvBldgInsp | BC | 17 | 2 | \$ 24.21 | \$ 50,356.80 | \$ 51,867.50 | \$ 52,496.96 |
| AGUILERA | GUILLERMO | | 20211020 | ProvBldgInsp | BC | 17 | 2 | \$ 24.21 | \$ 50,356.80 | \$ 51,867.50 | \$ 52,496.96 |
| POLSINELLI | LOUIS | ANTHONY | 20205783 | ProvBldgInsp | BC | 17 | 3 | \$ 25.00 | \$ 52,000.00 | \$ 53,560.00 | \$ 54,210.00 |
| HURST | KEVEN | JOSEPH | 20210435 | SurveyCrewChief | BC | 17 | 3 | \$ 25.00 | \$ 52,000.00 | \$ 53,560.00 | \$ 54,210.00 |
| NEEFEE II | EDWARD | WILLIAM | 20220223 | WaterPntOprtAS | BC | 17 | 3 | \$ 25.00 | \$ 52,000.00 | \$ 53,560.00 | \$ 54,210.00 |
| FRANKLIN WASHINGTON | VERONICA | VERNETTE | 20220522 | SolidWasteInsp | BC | 17 | 4 | \$ 25.81 | \$ 53,684.80 | \$ 55,295.34 | \$ 55,966.40 |
| MASCIA | MATTHEW | ROBERT | 20221107 | InstTech UT WPN | BC | 17 | 4 | \$ 25.81 | \$ 53,684.80 | \$ 55,295.34 | \$ 55,966.40 |
| IARUSSI | DANIEL | MICHAEL | 20221211 | ProvBldgInsp | BC | 17 | 4 | \$ 25.81 | \$ 53,684.80 | \$ 55,295.34 | \$ 55,966.40 |
| BONITZ | THOMAS | MATTHEW | 20230122 | InstTech WR Col | BC | 17 | 4 | \$ 25.81 | \$ 53,684.80 | \$ 55,295.34 | \$ 55,966.40 |
| ARNAUD | LINDSEY | J | 20180329 | LabQOfficer | BC | 17 | 5 | \$ 26.65 | \$ 55,432.00 | \$ 57,094.96 | \$ 57,787.86 |
| RIVOLI | ANTHONY | F | 20210324 | InstTech WR Col | BC | 17 | 5 | \$ 26.65 | \$ 55,432.00 | \$ 57,094.96 | \$ 57,787.86 |
| DENARDO | FRANK | JAMES | 20220104 | ProvBldgInsp | BC | 17 | 5 | \$ 26.65 | \$ 55,432.00 | \$ 57,094.96 | \$ 57,787.86 |
| LEE III | LEWIS | JOHN | 20220515 | ProvBldgInsp | BC | 17 | 5 | \$ 26.65 | \$ 55,432.00 | \$ 57,094.96 | \$ 57,787.86 |
| BARD | MARK | BRIAN | 20220530 | ProvBldgInsp | BC | 17 | 5 | \$ 26.65 | \$ 55,432.00 | \$ 57,094.96 | \$ 57,787.86 |
| CLAIBORNE | GIOVANNA | ANDREA | 20153058 | WstWtrOp A SW | BC | 17 | 6 | \$ 27.52 | \$ 57,241.60 | \$ 58,958.85 | \$ 59,674.37 |
| GOSLING | CHRISTOPHER | SEAN | 20161924 | WaterPntOprtAS | BC | 17 | 6 | \$ 27.52 | \$ 57,241.60 | \$ 58,958.85 | \$ 59,674.37 |
| ZYCH | EDWARD | J | 20187422 | InstTech UT WPS | BC | 17 | 6 | \$ 27.52 | \$ 57,241.60 | \$ 58,958.85 | \$ 59,674.37 |
| BURNS | STEVEN | ANDREW | 20195524 | ConPanSpc UTWPN | BC | 17 | 6 | \$ 27.52 | \$ 57,241.60 | \$ 58,958.85 | \$ 59,674.37 |
| PITZER | JOHN | MURL | 20174390 | WstWtrOp A SW | BC | 17 | 7 | \$ 28.40 | \$ 59,072.00 | \$ 60,844.16 | \$ 61,582.56 |
| LAZAR | STANLEY | G | 20175543 | ConPanSpc UTWRS | BC | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| BURKE | MARK | EDWARD | 20171435 | WstWtrOp A EV | BC | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| LEONARD | LEO | ANGEL | 20180963 | ConPanSpc UTWPS | BC | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| CABAJ | CARL | A | 20205258 | ProvBldgInsp | BC | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| NESPOLI | BRYAN | CHRISTOPHER | 20171025 | WaterPntOprtAN | BC | 17 | 9 | \$ 30.28 | \$ 62,982.40 | \$ 64,871.87 | \$ 65,659.15 |
| BOLINGER | ROBERT | L | 20164872 | BldgInspector I | BC | 18 | 10 | \$ 32.83 | \$ 68,286.40 | \$ 70,334.99 | \$ 71,188.57 |
| JIMENEZ | DAVID | EDWIN | 20085327 | Eleins AsstSup | BC | 18 | 11 | \$ 33.90 | \$ 70,512.00 | \$ 72,627.36 | \$ 73,508.76 |
| LIEBEGOTT | KENT | | 20049678 | BldgInspector I | BC | 18 | 14 | \$ 37.31 | \$ 77,604.80 | \$ 79,932.94 | \$ 80,903.00 |
| FOURNIER | JASON | T | 20064508 | BldgInspector I | BC | 18 | 15 | \$ 38.52 | \$ 80,121.60 | \$ 82,525.25 | \$ 83,526.77 |
| MOORE | WILLIAM | B | 20052950 | BldgInspector I | BC | 18 | 15 | \$ 38.52 | \$ 80,121.60 | \$ 82,525.25 | \$ 83,526.77 |
| MONTALBANO | JOHN | JACK | 20221020 | ProvPlnsExamBld | BC | 18 | 4 | \$ 27.10 | \$ 56,368.00 | \$ 58,059.04 | \$ 58,763.64 |

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| SWIFT | REBECCA | LYNN | 20210505 | ProvPlnsExamBld | BC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| SHIVER | STEPHEN | WAYNE | 20220513 | ProvPlnsExamBld | BC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| MENOZZI | RICHARD | A | 20220518 | ProvPlnsExamBld | BC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| KOBILUS | ARMIN | DWAYNE | 20220913 | ProvPlnsExamBld | BC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| OKAPAL | JEREMY | L | 20191429 | BldgInspector I | BC | 18 | 7 | \$ 29.83 | \$ 62,046.40 | \$ 63,907.79 | \$ 64,683.37 |
| DEHULLU JR | ROBERT | FREDERICK | 20157207 | AC RefrigSpec | BC | 18 | 8 | \$ 30.80 | \$ 64,064.00 | \$ 65,985.92 | \$ 66,786.72 |
| LEE | JAMES | ALAN | 20207498 | EleIns AsstSupr | BC | 18 | 8 | \$ 30.80 | \$ 64,064.00 | \$ 65,985.92 | \$ 66,786.72 |
| MAIMONE | PASQUALE | | 20072974 | SrConInsUTEng | BC | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| NOWALL | RICHARD | W | 20052297 | SrConIns DCD | BC | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| RIVERA | HECTOR | J | 20062759 | SrConInsUTEng | BC | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| GOMEZ | JOHN | P | 20072446 | SrConInsSWSu | BC | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| JEWETT | DANIEL | B | 20073003 | SrConInsSW OPs | BC | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| SPINNLER | CHARLES | J | 20054268 | SrConInsSWSu | BC | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| RIDENOUR | SCOTT | L | 20046753 | SrConInsSWSu | BC | 19 | 12 | \$ 36.76 | \$ 76,460.80 | \$ 78,754.62 | \$ 79,710.38 |
| YOUNG | PATRICK | T | 20000553 | SrConInsUTEng | BC | 19 | 13 | \$ 37.94 | \$ 78,915.20 | \$ 81,282.66 | \$ 82,269.10 |
| LOPEZ | ENRIQUE | J | 20031341 | SrConInsUTAdm | BC | 19 | 13 | \$ 37.94 | \$ 78,915.20 | \$ 81,282.66 | \$ 82,269.10 |
| STUART | PAUL | L | 20033802 | SrConInsSW OPs | BC | 19 | 14 | \$ 39.18 | \$ 81,494.40 | \$ 83,939.23 | \$ 84,957.91 |
| PAPP | MARCUS | A | 20076806 | UTMaintSUP WRSW | BC | 19 | 14 | \$ 39.18 | \$ 81,494.40 | \$ 83,939.23 | \$ 84,957.91 |
| BELL | FRANKLIN | S | 20000984 | SrConInsSWSu | BC | 19 | 14 | \$ 39.18 | \$ 81,494.40 | \$ 83,939.23 | \$ 84,957.91 |
| RUIZ | JOSE | E | 19995215 | SrConInsUEPC | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| PHILLIPS | GEORGE | J | 19834368 | SrConInsUEPC | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| CONRAD | DALE | E | 19818633 | SrConInsSW OPs | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| THOMPSON-GAUTHIER | BRYAN | | 19966936 | SrConInsSWSu | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| DAVIDSON | DUSTIN | T | 20058937 | SrConInsPWMMain | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| LUGO GONZALEZ | HECTOR | L | 19962329 | SrConInsUTEng | BC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| TLUCZEK | DANIEL | SIMON | 20211031 | BldgInspectorII | BC | 19 | 2 | \$ 26.69 | \$ 55,515.20 | \$ 57,180.66 | \$ 57,874.60 |
| MOLLER | DANA | LEE | 20207234 | HorticulInspDCD | BC | 19 | 3 | \$ 27.56 | \$ 57,324.80 | \$ 59,044.54 | \$ 59,761.10 |
| WILLIAMS | BRYAN | ERIC | 20190822 | SrConInsD&C | BC | 19 | 4 | \$ 28.46 | \$ 59,196.80 | \$ 60,972.70 | \$ 61,712.66 |
| BARTLETT | ERNEST | LEE | 20187562 | PlansExamIBld | BC | 19 | 5 | \$ 29.38 | \$ 61,110.40 | \$ 62,943.71 | \$ 63,707.59 |
| ESSLEY | TIMOTHY | SHAWN | 20220802 | BldgInspectorII | BC | 19 | 5 | \$ 29.38 | \$ 61,110.40 | \$ 62,943.71 | \$ 63,707.59 |
| SKUTT | MATTHEW | JOHN | 20200465 | UTMaintSUP WRC | BC | 19 | 6 | \$ 30.33 | \$ 63,086.40 | \$ 64,978.99 | \$ 65,767.57 |
| ENWRIGHT | BRANDON | K | 20164752 | SrConInsSWSu | BC | 19 | 7 | \$ 31.33 | \$ 65,166.40 | \$ 67,121.39 | \$ 67,935.97 |
| KISSINGER | MARK | DAMIEN | 20189647 | PlansExamIBld | BC | 19 | 7 | \$ 31.33 | \$ 65,166.40 | \$ 67,121.39 | \$ 67,935.97 |
| DEPATIE | JAMES | ALAN | 20123140 | SrConInsTrfEng | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| BANKS | DENNIS | JAMES | 20134294 | SrConInsUTAdm | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| CLEMENCE | MICHAEL | EDWARD | 20131995 | SrConInsSWSu | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| HOFF | PAUL | M | 20134602 | SrConInsUTEng | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| COMTOIS | DONALD | B | 20145868 | SrConInsLM | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| LIPARI | AARON | BIRK | 20144278 | SrConInsUTEng | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |

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| MENCHACA | ANTONIO | JAVIER | 20142421 | SrConInsUEPC | BC | 19 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| MCDERMITT | EDDIE | W | 20145575 | SrConInsUTAdm | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| BAILEY | JEFFERY | WAYNE | 20180532 | SrConInsUEPC | BC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| REES | PAUL | R | 20103493 | SrConInsPWMain | BC | 19 | 9 | \$ 33.39 | \$ 69,451.20 | \$ 71,534.74 | \$ 72,402.88 |
| MILLER | CRAIG | WILSON | 20178367 | BldgInspectrIII | BC | 20 | 11 | \$ 37.38 | \$ 77,750.40 | \$ 80,082.91 | \$ 81,054.79 |
| CROSS | JASON | C | 20175102 | BldgInsp Res | BC | 20 | 11 | \$ 37.38 | \$ 77,750.40 | \$ 80,082.91 | \$ 81,054.79 |
| ISMAIL | DAMARIS | | 20053478 | PlansExamII | BC | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| TROTTA | JOHN | | 19956404 | Plan Rev PW | BC | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| GUGLIELMINI | LORA | KIMBERLY | 20000797 | PlansExamIIGF | BC | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| MCILWAIN | JEREMY | J | 20002377 | Plan Rev UT | BC | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| MANZANO | DIEGO | L | 20035718 | PlansExamII | BC | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| BRANNAGAN | MICHAEL | W | 20211006 | BldgInsp Res | BC | 20 | 3 | \$ 28.94 | \$ 60,195.20 | \$ 62,001.06 | \$ 62,753.50 |
| MUSKE | JENNIFER | KATHLEEN | 20220706 | BldgInsp Res | BC | 20 | 5 | \$ 30.85 | \$ 64,168.00 | \$ 66,093.04 | \$ 66,895.14 |
| PATTERSON | KEITHON | MAURICE | 20198236 | Plan Rev PW | BC | 20 | 8 | \$ 33.96 | \$ 70,636.80 | \$ 72,755.90 | \$ 73,638.86 |
| KRAUSS | JURGEN | F | 20175738 | SrBldInspector | BC | 21 | 11 | \$ 39.25 | \$ 81,640.00 | \$ 84,089.20 | \$ 85,109.70 |
| SALVAGGIO | ROBERT | J | 20192695 | PlansExamIIIGF | BC | 21 | 11 | \$ 39.25 | \$ 81,640.00 | \$ 84,089.20 | \$ 85,109.70 |
| SWIFT | VES | AARON | 20052343 | SrBldInspector | BC | 21 | 13 | \$ 41.84 | \$ 87,027.20 | \$ 89,638.02 | \$ 90,725.86 |
| OLIVER | ROBERT | A | 20063733 | SrBldInspector | BC | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| MARCONI | JOSEPH | L | 19980130 | PlansExamIIIBld | BC | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| GIULIANO | FRANK | ANTHONY | 20198115 | SrBldInspector | BC | 21 | 4 | \$ 31.37 | \$ 65,249.60 | \$ 67,207.09 | \$ 68,022.71 |
| GAULT | CHRISTOPHER | L | 20210230 | PlansExamIIIBld | BC | 21 | 9 | \$ 36.81 | \$ 76,564.80 | \$ 78,861.74 | \$ 79,818.80 |
| GERRERO | HENRY | ALLAN | 20173114 | ChiefBldgInsp | BC | 22 | 10 | \$ 39.91 | \$ 83,012.80 | \$ 85,503.18 | \$ 86,540.84 |
| WOODHULL | NATHANIEL | H | 20204768 | ChiefPlanEx | BC | 22 | 3 | \$ 31.90 | \$ 66,352.00 | \$ 68,342.56 | \$ 69,171.96 |
| WATSON | MICKEY | ANDREW | 20138253 | Custodian WAYC | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| BAKER | ROGER | J | 20210621 | Custodian Golf | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| UNGER | ANNAMARIA | | 20221003 | Custodian Fac | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| BIFULCO | ZACHARY | R | 20221005 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| LOPEZ-GARCIA | ALAIN | ALEXIS | 20221011 | Custodian Chart | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| THERIAULT | SCOTT | | 20221015 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| MAHADEO | NATHAN | CHRIS | 20221013 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| BONNAR | TIMOTHY | DANIEL | 20221014 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| BETANCUR | LUIS | ANDRADE | 20221022 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| DUFFEK | MICHAEL | J | 20221212 | Custodian Chart | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| SMITH | JOSHUA | | 20230109 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| JUAREZ-HALEK | JORGE | | 20230112 | Custodian Chart | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| SCHULTZ | DANIEL | GEORGE | 20230117 | Custodian Chart | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| HALL | SHAWN | JUSTIN | 20230130 | Laborer UT CD | BC | 7 | 1 | \$ 14.39 | \$ 29,931.20 | \$ 30,829.14 | \$ 31,203.28 |
| RODRIGUEZ | RAFAEL | E | 20058813 | Laborer SWSwale | BC | 7 | 12 | \$ 20.46 | \$ 42,556.80 | \$ 43,833.50 | \$ 44,365.46 |
| SNIVELY | RICHARD | C | 20062099 | Laborer UT CD | BC | 7 | 12 | \$ 20.46 | \$ 42,556.80 | \$ 43,833.50 | \$ 44,365.46 |

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|------------------|-----------|----------|----------|-----------------|----|---|----|----------|--------------|--------------|--------------|
| ESTRADA | CLAUDIA | R | 20014000 | Custodian Fac | BC | 7 | 13 | \$ 21.14 | \$ 43,971.20 | \$ 45,290.34 | \$ 45,839.98 |
| BRINKER | DAVID | G | 20010791 | Custodian SWDP | BC | 7 | 15 | \$ 22.53 | \$ 46,862.40 | \$ 48,268.27 | \$ 48,854.05 |
| PERAL | EVELYN | | 20107871 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| GULLER | JOSEPH | PETER | 20145352 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| DREW | DARREN | LEON | 20208614 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| BAKER | HUNTER | ALAN | 20205431 | Laborer UT CD | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| RIVERO | ODALIS | | 20210913 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| POL | EDUARDO | | 20210914 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| TAGLIENTI | DESERIE | A | 20210919 | Custodian Fac | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| RODRIGUEZ | VICTOR | JORGE | 20210923 | Custodian Fac | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| AVILES | EMIGDIO | | 20211030 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| DANIELS | ARNE | MENKO | 20211109 | Laborer SWWeir | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| JOHNSON | TRACI | LEE | 20220237 | Laborer WR Eve | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| ALEMAN RAMIREZ | ALAIN | | 20220304 | Laborer WR Col | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| FILENE | WILLIAM | JOHN | 20220316 | Laborer WRReuse | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| ADKINS | JESSICA | MARIE | 20220413 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| CURTIS | CARMEN | ODILA | 20220414 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| FELICIANO MADERA | KATHERINE | | 20220416 | Custodian Fac | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| KORDEK | JOSEPH | F | 20220308 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| ALVAREZ ELIAS | JORGE | | 20220812 | Laborer WR SW | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| VILLEGAS JR | LUIS | FERNANDO | 20220905 | Custodian Chart | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| BILLET | GARY | E | 20220924 | Custodian Fac | BC | 7 | 2 | \$ 14.87 | \$ 30,929.60 | \$ 31,857.49 | \$ 32,244.11 |
| PAIPILLA | LUIS | HUMBERTO | 20175476 | Custodian WREP | BC | 7 | 3 | \$ 15.34 | \$ 31,907.20 | \$ 32,864.42 | \$ 33,263.26 |
| COLLIS | TINA | L | 20185484 | Custodian Fac | BC | 7 | 4 | \$ 15.85 | \$ 32,968.00 | \$ 33,957.04 | \$ 34,369.14 |
| RIVERA | BRUCE | ANTHONY | 20191164 | Laborer TranCap | BC | 7 | 4 | \$ 15.85 | \$ 32,968.00 | \$ 33,957.04 | \$ 34,369.14 |
| NOGUEROL | EDUARDO | | 20198669 | Laborer SWDP | BC | 7 | 4 | \$ 15.85 | \$ 32,968.00 | \$ 33,957.04 | \$ 34,369.14 |
| REGIS | ODELIN | | 20192892 | Laborer SWSwale | BC | 7 | 4 | \$ 15.85 | \$ 32,968.00 | \$ 33,957.04 | \$ 34,369.14 |
| BRYANT | DESHAUN | TOBIAS | 20196433 | Laborer UT CD | BC | 7 | 4 | \$ 15.85 | \$ 32,968.00 | \$ 33,957.04 | \$ 34,369.14 |
| LOPEZ | ALAYN | | 20146085 | Custodian Fac | BC | 7 | 5 | \$ 16.37 | \$ 34,049.60 | \$ 35,071.09 | \$ 35,496.71 |
| BROWN JR | MACK | DANIEL | 20180611 | Laborer SWSwale | BC | 7 | 5 | \$ 16.37 | \$ 34,049.60 | \$ 35,071.09 | \$ 35,496.71 |
| BANKS | THEODORE | JACOB | 20183764 | Laborer SWSwale | BC | 7 | 5 | \$ 16.37 | \$ 34,049.60 | \$ 35,071.09 | \$ 35,496.71 |
| CAMPBELL | LONZO | | 20112453 | Laborer Canal | BC | 7 | 6 | \$ 16.89 | \$ 35,131.20 | \$ 36,185.14 | \$ 36,624.28 |
| HECK | TINA | B | 20178592 | Laborer SWDP | BC | 7 | 6 | \$ 16.89 | \$ 35,131.20 | \$ 36,185.14 | \$ 36,624.28 |
| RYAN | MARTIN | A | 20178491 | Laborer SWDP | BC | 7 | 6 | \$ 16.89 | \$ 35,131.20 | \$ 36,185.14 | \$ 36,624.28 |
| WATKINS JR | MICHAEL | DALE | 20132665 | Laborer Facilit | BC | 7 | 7 | \$ 17.44 | \$ 36,275.20 | \$ 37,363.46 | \$ 37,816.90 |
| KILBARA | MICHAEL | J | 20143400 | Custodian Fac | BC | 7 | 7 | \$ 17.44 | \$ 36,275.20 | \$ 37,363.46 | \$ 37,816.90 |
| FRAZEE | BENJAMIN | DAVISON | 20163036 | Laborer Sidewal | BC | 7 | 7 | \$ 17.44 | \$ 36,275.20 | \$ 37,363.46 | \$ 37,816.90 |
| HESS JR | STEVEN | DONALD | 20168843 | Laborer Sidewal | BC | 7 | 7 | \$ 17.44 | \$ 36,275.20 | \$ 37,363.46 | \$ 37,816.90 |
| BARRELLA | ALAN | PAUL | 20136524 | Custodian Art | BC | 7 | 8 | \$ 18.01 | \$ 37,460.80 | \$ 38,584.62 | \$ 39,052.88 |

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|----|-------------|----------|-------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| PR | ISENBLITTER | MERCEDES | | 20142069 | Laborer TranCap | BC | 7 | 8 | \$ 18.01 | \$ 37,460.80 | \$ 38,584.62 | \$ 39,052.88 |
| | SEYBERT | DANIEL | LEE | 20148121 | Custodian Fac | BC | 7 | 8 | \$ 18.01 | \$ 37,460.80 | \$ 38,584.62 | \$ 39,052.88 |
| | JIMENEZ | ERICK | A | 20196526 | Grdkpr PkAdmin | BC | 8 | 1 | \$ 15.12 | \$ 31,449.60 | \$ 32,393.09 | \$ 32,786.21 |
| | TOGNARINE | TREVOR | NICHOLAS | 20220106 | Grdkpr PkAdmin | BC | 8 | 1 | \$ 15.12 | \$ 31,449.60 | \$ 32,393.09 | \$ 32,786.21 |
| | BADGER | MICHAEL | LAVERNE | 20230110 | Grdkpr PkAdmin | BC | 8 | 1 | \$ 15.12 | \$ 31,449.60 | \$ 32,393.09 | \$ 32,786.21 |
| | LESOINE | JAMES | | 20230133 | Grdkpr PkAdmin | BC | 8 | 1 | \$ 15.12 | \$ 31,449.60 | \$ 32,393.09 | \$ 32,786.21 |
| | HOWARD | NICHOLAS | C | 20069504 | Grdkpr Golf | BC | 8 | 10 | \$ 20.15 | \$ 41,912.00 | \$ 43,169.36 | \$ 43,693.26 |
| | ROSSOMANDO | STEVEN | JAMES | 20210341 | Grdkpr PkAdmin | BC | 8 | 2 | \$ 15.61 | \$ 32,468.80 | \$ 33,442.86 | \$ 33,848.72 |
| | KNOTTS | JEFFREY | A | 20210717 | Grdkpr Golf | BC | 8 | 2 | \$ 15.61 | \$ 32,468.80 | \$ 33,442.86 | \$ 33,848.72 |
| | DELOYNES | MATTHEW | DANIEL | 20176825 | Grdkpr PkAdmin | BC | 8 | 3 | \$ 16.12 | \$ 33,529.60 | \$ 34,535.49 | \$ 34,954.61 |
| | FIEBE JR | KARL | B | 20180714 | Grdkpr PkAdmin | BC | 8 | 3 | \$ 16.12 | \$ 33,529.60 | \$ 34,535.49 | \$ 34,954.61 |
| | SCHLABS | RONALD | LEE | 20194193 | Grdkpr Golf | BC | 8 | 4 | \$ 16.63 | \$ 34,590.40 | \$ 35,628.11 | \$ 36,060.49 |
| | BALL | THOMAS | LYNN | 20159255 | Grdkpr Golf | BC | 8 | 6 | \$ 17.74 | \$ 36,899.20 | \$ 38,006.18 | \$ 38,467.42 |
| | MCDANIEL | JOSEPH | ANTHONY | 20123578 | Grdkpr PkAdmin | BC | 8 | 8 | \$ 18.91 | \$ 39,332.80 | \$ 40,512.78 | \$ 41,004.44 |
| | FORDE | CANDISE | THEA | 20211208 | AssocPlanner | PR | 16 | 5 | \$ 25.38 | \$ 52,790.40 | \$ 54,374.11 | \$ 55,033.99 |
| | SANTORA | ANTHONY | JOSEPH | 20220712 | AssocPlanner | PR | 16 | 5 | \$ 25.38 | \$ 52,790.40 | \$ 54,374.11 | \$ 55,033.99 |
| | DELEPPO | HOLLY | ELIZABETH | 20156090 | Trng&DevSpec | PR | 17 | 11 | \$ 32.29 | \$ 67,163.20 | \$ 69,178.10 | \$ 70,017.64 |
| | NEWCOMB | SARAH | LYN | 20220645 | MarkSpec_Comm | PR | 17 | 4 | \$ 25.81 | \$ 53,684.80 | \$ 55,295.34 | \$ 55,966.40 |
| | DEST | MICHAEL | RIFKIN | 20220412 | MarkSpec_Comm | PR | 17 | 6 | \$ 27.52 | \$ 57,241.60 | \$ 58,958.85 | \$ 59,674.37 |
| | | | | | | | | | | | | |
| | CANO | ELSA | FRANISCA | 20142306 | TalentAcqSpec | PR | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| | MEIER | SHERRY | LYNN | 20152730 | TalentAcqSpec | PR | 17 | 8 | \$ 29.33 | \$ 61,006.40 | \$ 62,836.59 | \$ 63,599.17 |
| | PHILLIPS | WENDY | SUE | 20056110 | ConAdminFacMgmt | PR | 18 | 11 | \$ 33.90 | \$ 70,512.00 | \$ 72,627.36 | \$ 73,508.76 |
| | MYERS | JEREMY | D | 20023833 | ProcSpecWSCP | PR | 18 | 12 | \$ 35.00 | \$ 72,800.00 | \$ 74,984.00 | \$ 75,894.00 |
| | NORTHORP | SHANNON | DIANE | 20158359 | GrantCor PD A/S | PR | 18 | 13 | \$ 36.14 | \$ 75,171.20 | \$ 77,426.34 | \$ 78,365.98 |
| | LYNCH | KIERSTAN | O | 20015676 | GrantCor Fire | PR | 18 | 15 | \$ 38.52 | \$ 80,121.60 | \$ 82,525.25 | \$ 83,526.77 |
| | SINCLAIR | ALECIA | SHELLY-ANNE | 20230202 | ProcurSpecial | PR | 18 | 4 | \$ 27.10 | \$ 56,368.00 | \$ 58,059.04 | \$ 58,763.64 |
| | PLATTER | CARLA | L | 20174824 | ConAdminUtAdm | PR | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| | ORELLANA | JASON | RENE | 20220403 | FireCommRiskRed | PR | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| | CONNELLY | MARK | DAVID | 20172846 | ProcSpecWSCP | PR | 18 | 7 | \$ 29.83 | \$ 62,046.40 | \$ 63,907.79 | \$ 64,683.37 |
| | MILKOVICH | MARK | | 20176457 | ProcurSpecial | PR | 18 | 7 | \$ 29.83 | \$ 62,046.40 | \$ 63,907.79 | \$ 64,683.37 |
| | HOWARD | SHAUNA | BERNADETTE | 20144339 | ConAdminUEPCM | PR | 18 | 8 | \$ 30.80 | \$ 64,064.00 | \$ 65,985.92 | \$ 66,786.72 |
| | SCHUCH | ANDREA | LEE | 20144929 | FirePubAffSpec | PR | 18 | 9 | \$ 31.80 | \$ 66,144.00 | \$ 68,128.32 | \$ 68,955.12 |
| | WHITE | PATRICK | C | 20092938 | SrPlan DCD Plan | PR | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| | PHILLIPS | HARRY | | 20051703 | Env Biologist | PR | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| | BABIC | MILICA | | 20094166 | SrPlan DCD Plan | PR | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| | HELLER | JUSTIN | H | 20158826 | SrPlan DCD Plan | PR | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| | DEAN | MICHELLE | L | 20052881 | MarketCoordCM | PR | 19 | 12 | \$ 36.76 | \$ 76,460.80 | \$ 78,754.62 | \$ 79,710.38 |
| | HANKINS | KRAIG | R | 19920002 | Env Biologist | PR | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |

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|----|-----------------|-------------|--------------|----------|-----------------|----|------|----|----|-------|----|------------|----|------------|----|------------|
| SU | PEREZ GONZALEZ | MELISSA | | 20210113 | GISAnal PW | PR | 19 | 8 | \$ | 32.34 | \$ | 67,267.20 | \$ | 69,285.22 | \$ | 70,126.06 |
| | DODD | LAURA | HOPE | 20221201 | PrinPlan PW | PR | 20 | 10 | \$ | 36.20 | \$ | 75,296.00 | \$ | 77,554.88 | \$ | 78,496.08 |
| | BOYKO | CHAD | WILLIAM | 20093870 | PrinPlanD | PR | 20 | 11 | \$ | 37.38 | \$ | 77,750.40 | \$ | 80,082.91 | \$ | 81,054.79 |
| | BRIONES | CAROLINE | ANN | 20205897 | FireEmer MgtCor | PR | 20 | 2 | \$ | 28.02 | \$ | 58,281.60 | \$ | 60,030.05 | \$ | 60,758.57 |
| | KROKOSZ | NICOLE | JODIE | 20220320 | FireEmer MgtCor | PR | 20 | 3 | \$ | 28.94 | \$ | 60,195.20 | \$ | 62,001.06 | \$ | 62,753.50 |
| | ROSE | KATHY | ALINDA | 20143213 | SrProcSpecWS | PR | 20 | 9 | \$ | 35.06 | \$ | 72,924.80 | \$ | 75,112.54 | \$ | 76,024.10 |
| | JACKSON | MEISCHA | KAY | 20165906 | FireEmer MgtCor | PR | 20 | 9 | \$ | 35.06 | \$ | 72,924.80 | \$ | 75,112.54 | \$ | 76,024.10 |
| | TAYLOR | LAURIE | | 20056444 | AssocProjMgrTE | PR | ENG1 | 14 | \$ | 36.86 | \$ | 76,668.80 | \$ | 78,968.86 | \$ | 79,927.22 |
| | HARDER | GREG | L | 20053244 | ProjMgr DCD | PR | ENG2 | 10 | \$ | 36.12 | \$ | 75,129.60 | \$ | 77,383.49 | \$ | 78,322.61 |
| | EDELSTEIN JR | RAND | | 20209627 | HydrogeoUtAdmin | PR | ENG2 | 10 | \$ | 36.12 | \$ | 75,129.60 | \$ | 77,383.49 | \$ | 78,322.61 |
| | DENDIS | ANTHONY | JOSEPH | 20210534 | ProjMgr Fac | PR | ENG2 | 2 | \$ | 28.64 | \$ | 59,571.20 | \$ | 61,358.34 | \$ | 62,102.98 |
| | CHENOWETH | ALLEN | J | 20194437 | ProjMgr SWDC | PR | ENG2 | 3 | \$ | 29.49 | \$ | 61,339.20 | \$ | 63,179.38 | \$ | 63,946.12 |
| | DEAVILLE | BRIAN | EUGENE | 20148628 | ProjMgr SWCIP | PR | ENG2 | 8 | \$ | 34.08 | \$ | 70,886.40 | \$ | 73,012.99 | \$ | 73,899.07 |
| | GOODWIN | AUDRIE | MICHELLE | 20158043 | SrEngnr PEUEPCM | PR | ENG3 | 14 | \$ | 45.01 | \$ | 93,620.80 | \$ | 96,429.42 | \$ | 97,599.68 |
| | CHACON-SANOBRIA | RIGOBERTO | | 20168066 | SrProjMgr FM PA | PR | ENG4 | 11 | \$ | 45.79 | \$ | 95,243.20 | \$ | 98,100.50 | \$ | 99,291.04 |
| | ELLIS | ELIZABETH | MARIE | 20010059 | SrProjMgrUEPCM | PR | ENG4 | 15 | \$ | 51.42 | \$ | 106,953.60 | \$ | 110,162.21 | \$ | 111,499.13 |
| | CAMP | CHRISTOPHER | J | 19952044 | PrinEngFacilit | PR | ENG4 | 15 | \$ | 51.42 | \$ | 106,953.60 | \$ | 110,162.21 | \$ | 111,499.13 |
| | CASTLE | JOHN | A | 20058777 | SrProjMgr UT | PR | ENG4 | 15 | \$ | 51.42 | \$ | 106,953.60 | \$ | 110,162.21 | \$ | 111,499.13 |
| | NOTARIANNI | GINO | A | 20050668 | SrProjMgr FM CM | PR | ENG4 | 15 | \$ | 51.42 | \$ | 106,953.60 | \$ | 110,162.21 | \$ | 111,499.13 |
| | DAUBENBERGER | JODY | | 19921472 | SrProjMgr UT | PR | ENG4 | 15 | \$ | 51.42 | \$ | 106,953.60 | \$ | 110,162.21 | \$ | 111,499.13 |
| | CARTER | EDDIE | RAY | 20174214 | SrProjMgr UT | PR | ENG4 | 6 | \$ | 39.62 | \$ | 82,409.60 | \$ | 84,881.89 | \$ | 85,912.01 |
| | SMITH | KEVIN | DUWANE | 20142925 | SrProjMgr D&C | PR | ENG4 | 8 | \$ | 41.98 | \$ | 87,318.40 | \$ | 89,937.95 | \$ | 91,029.43 |
| | SPERRY | WILLIAM | | 20135772 | PrinEngPE UTA | PR | ENG5 | 11 | \$ | 50.83 | \$ | 105,726.40 | \$ | 108,898.19 | \$ | 110,219.77 |
| | MCLEAN | THOMAS | WILLIAM | 20175681 | PrinEngPE UTA | PR | ENG5 | 13 | \$ | 53.87 | \$ | 112,049.60 | \$ | 115,411.09 | \$ | 116,811.71 |
| | BREAKFIELD III | JAMES | W | 20176301 | PrincEngPE CM | PR | ENG5 | 7 | \$ | 45.26 | \$ | 94,140.80 | \$ | 96,965.02 | \$ | 98,141.78 |
| | CREIGHTON, JR | ROBERT | DALE | 20204165 | PrincEngPE CM | PR | ENG5 | 8 | \$ | 46.60 | \$ | 96,928.00 | \$ | 99,835.84 | \$ | 101,047.44 |
| | TAYLOR | BYRON | NIXON | 20201982 | PrinEngPE UTA | PR | ENG5 | 8 | \$ | 46.60 | \$ | 96,928.00 | \$ | 99,835.84 | \$ | 101,047.44 |
| | TAN | PIMOLMAS | PONGSAENSOOK | 20153663 | PrinEngPE D&C | PR | ENG5 | 9 | \$ | 47.97 | \$ | 99,777.60 | \$ | 102,770.93 | \$ | 104,018.15 |
| | WILLIAMS | WENDY | KAY | 20177685 | PrinEngPE D&C | PR | ENG5 | 9 | \$ | 47.97 | \$ | 99,777.60 | \$ | 102,770.93 | \$ | 104,018.15 |
| | HERSLIP | JOE | H | 20220629 | EnerGovAppAdmin | PR | IT07 | 10 | \$ | 43.55 | \$ | 90,584.00 | \$ | 93,301.52 | \$ | 94,433.82 |
| | GONZALEZ | JOSEPH | L | 20064275 | BusAppAnalyst | PR | IT07 | 15 | \$ | 50.94 | \$ | 105,955.20 | \$ | 109,133.86 | \$ | 110,458.30 |
| | SWADNER | CRAIG | E | 19996132 | GISCoordITS | PR | IT07 | 15 | \$ | 50.94 | \$ | 105,955.20 | \$ | 109,133.86 | \$ | 110,458.30 |
| | MARLOR | ELMER | FRANKLIN | 20092576 | BusAppAnlstII | PR | IT08 | 10 | \$ | 46.61 | \$ | 96,948.80 | \$ | 99,857.26 | \$ | 101,069.12 |
| | DIGIACOMO | STACEY | J | 20112103 | BusAppAnlstII | PR | IT08 | 8 | \$ | 43.78 | \$ | 91,062.40 | \$ | 93,794.27 | \$ | 94,932.55 |
| | FELIZ | RAYMOND | E | 20194885 | BusAppAnlstII | PR | IT08 | 8 | \$ | 43.78 | \$ | 91,062.40 | \$ | 93,794.27 | \$ | 94,932.55 |
| | FIELD | ERIN | DAWN | 20170404 | LeadLife YC | SU | 16 | 6 | \$ | 26.20 | \$ | 54,496.00 | \$ | 56,130.88 | \$ | 56,812.08 |
| | PERUN | STEVEN | J | 20104100 | WhseSupervisor | SU | 16 | 8 | \$ | 27.94 | \$ | 58,115.20 | \$ | 59,858.66 | \$ | 60,585.10 |
| | GIBSON | THOMAS | F | 19971512 | FieldServiceSup | SU | 17 | 14 | \$ | 35.54 | \$ | 73,923.20 | \$ | 76,140.90 | \$ | 77,064.94 |
| | COLELLO | ALISON | MARIE | 20172957 | CustSup | SU | 17 | 6 | \$ | 27.52 | \$ | 57,241.60 | \$ | 58,958.85 | \$ | 59,674.37 |

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|-------------|------------|---------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| OWENS | MORGAN | MARIE | 20086596 | CommShiftSUP-PD | SU | 18 | 10 | \$ 32.83 | \$ 68,286.40 | \$ 70,334.99 | \$ 71,188.57 |
| JEWETT | JACQUELINE | A | 20069154 | CommShiftSUP-PD | SU | 18 | 11 | \$ 33.90 | \$ 70,512.00 | \$ 72,627.36 | \$ 73,508.76 |
| TREBISOVSKY | AUSTIN | M | 20073585 | CommShiftSUP-PD | SU | 18 | 11 | \$ 33.90 | \$ 70,512.00 | \$ 72,627.36 | \$ 73,508.76 |
| SUBICK | SJANNA | M | 20096524 | CommShiftSUP-PD | SU | 18 | 11 | \$ 33.90 | \$ 70,512.00 | \$ 72,627.36 | \$ 73,508.76 |
| GLAESMER | TODD | GREGORY | 20220119 | RestSup_Golf | SU | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| SZUMLANSKI | CARY | J | 20153686 | RestSUP_Pops | SU | 18 | 7 | \$ 29.83 | \$ 62,046.40 | \$ 63,907.79 | \$ 64,683.37 |
| JEDLICKA | ROBERT | GEORGE | 20143343 | GolfProShop Sup | SU | 18 | 8 | \$ 30.80 | \$ 64,064.00 | \$ 65,985.92 | \$ 66,786.72 |
| KENNY | CAROL | S | 20061288 | Cashier Supvsr | SU | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| COX | LESLIE | B | 20060712 | UTMaintSUP UCD | SU | 19 | 10 | \$ 34.48 | \$ 71,718.40 | \$ 73,869.95 | \$ 74,766.43 |
| MORRISON | MARILYN | E | 20040694 | CodeCompSuper | SU | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| SPEARS | DOMINIC | P | 20073616 | UTMaintSUP WR E | SU | 19 | 13 | \$ 37.94 | \$ 78,915.20 | \$ 81,282.66 | \$ 82,269.10 |
| PRENDOTA | JOSEPH | T | 20000090 | UTMaintSUP UCD | SU | 19 | 13 | \$ 37.94 | \$ 78,915.20 | \$ 81,282.66 | \$ 82,269.10 |
| | | | | | | | | | | | |
| MANOCCHI | HOLLY | A | 19963041 | Records Supvsr | SU | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| JONES JR | RICHARD | L | 20022051 | UTMaintSUP WP N | SU | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| FESTA | TIMOTHY | W | 20049693 | UTMaintSUP WRC | SU | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| KAYATTA | MICHAEL | K | 19941099 | UTMaintSUP WP S | SU | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| SEYMOUR | CHRISTINE | | 20000068 | VicAssist Coord | SU | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| KENNEY | RYAN | WILLIAM | 20175821 | CodeCompSuper | SU | 19 | 6 | \$ 30.33 | \$ 63,086.40 | \$ 64,978.99 | \$ 65,767.57 |
| MULLIGAN | JAMES | B | 20173724 | CodeCompSuper | SU | 19 | 6 | \$ 30.33 | \$ 63,086.40 | \$ 64,978.99 | \$ 65,767.57 |
| VANGELDER | ANTHONY | | 20143204 | UTMaintSUP UCD | SU | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| ONUCHOVSKY | TINA | LYNN | 20210826 | PR Supervisor | SU | 19 | 9 | \$ 33.39 | \$ 69,451.20 | \$ 71,534.74 | \$ 72,402.88 |
| HATAWAY | STEVEN | K | 20072360 | SW Oper SUP | SU | 20 | 10 | \$ 36.20 | \$ 75,296.00 | \$ 77,554.88 | \$ 78,496.08 |
| KING | TODD | W | 20065602 | SpecEventsSUP | SU | 20 | 10 | \$ 36.20 | \$ 75,296.00 | \$ 77,554.88 | \$ 78,496.08 |
| COSTELLO | JODIE | M | 20063463 | RecPgmSUP LK | SU | 20 | 10 | \$ 36.20 | \$ 75,296.00 | \$ 77,554.88 | \$ 78,496.08 |
| DEL LEON | MYRI | | 20059285 | RecPgmSUP FF | SU | 20 | 10 | \$ 36.20 | \$ 75,296.00 | \$ 77,554.88 | \$ 78,496.08 |
| CARTMELL | ERIC | R | 20009308 | RecPgmSUP Athl | SU | 20 | 10 | \$ 36.20 | \$ 75,296.00 | \$ 77,554.88 | \$ 78,496.08 |
| | | | | | | | | | | | |
| JAMES | MARQUILLA | P | 20074062 | CommSUP Police | SU | 20 | 11 | \$ 37.38 | \$ 77,750.40 | \$ 80,082.91 | \$ 81,054.79 |
| MILANA | PETER | | 20070841 | FleetSupervisor | SU | 20 | 12 | \$ 38.59 | \$ 80,267.20 | \$ 82,675.22 | \$ 83,678.56 |
| SCHREIBER | ROBERT | | 20125565 | EleIns SupWProd | SU | 20 | 12 | \$ 38.59 | \$ 80,267.20 | \$ 82,675.22 | \$ 83,678.56 |
| CHASE | KENNETH | I | 20139015 | SurveyCrew SUP | SU | 20 | 12 | \$ 38.59 | \$ 80,267.20 | \$ 82,675.22 | \$ 83,678.56 |
| LOCKLIN | KATHLEEN | L | 19950580 | RecPgmSUP ER | SU | 20 | 14 | \$ 41.13 | \$ 85,550.40 | \$ 88,116.91 | \$ 89,186.29 |
| MURPHY | MICHAEL | E | 20052236 | EleIns SUPWrec | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| RALL | CAROL | J | 19981034 | CustSerSUP Code | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| NALEPKA | LISA | M | 19970620 | AP SUP | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| GAIR | PATRICK | J | 19935752 | Pks Maint Sup | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| NASO | STEVEN | R | 19991403 | SW Oper SUP | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |
| FLANAGAN | BRIAN | P | 19950366 | StreetsOper SUP | SU | 20 | 15 | \$ 42.48 | \$ 88,358.40 | \$ 91,009.15 | \$ 92,113.63 |

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|----|-------------|-----------|------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| | MC CLEAN | TAYLOR | LOREN | 20210428 | CustSerSUP Bldg | SU | 20 | 2 | \$ 28.02 | \$ 58,281.60 | \$ 60,030.05 | \$ 60,758.57 |
| | BRIGHTBILL | MATTHEW | JAMES | 20193852 | CustSrcvSupvsr | SU | 20 | 4 | \$ 29.88 | \$ 62,150.40 | \$ 64,014.91 | \$ 64,791.79 |
| | PSZANOWSKI | KELLY | LYNNE | 20220927 | CustSerSUP Bldg | SU | 20 | 4 | \$ 29.88 | \$ 62,150.40 | \$ 64,014.91 | \$ 64,791.79 |
| | KALETTA | CARI | LYNN | 20152986 | CustSerSUP Bldg | SU | 20 | 6 | \$ 31.85 | \$ 66,248.00 | \$ 68,235.44 | \$ 69,063.54 |
| | FLANNELLY | DANIEL | OWEN | 20153826 | Pks Maint Sup | SU | 20 | 7 | \$ 32.89 | \$ 68,411.20 | \$ 70,463.54 | \$ 71,318.68 |
| | NIXON | PHILIP | J | 20133582 | StreetsOper SUP | SU | 20 | 8 | \$ 33.96 | \$ 70,636.80 | \$ 72,755.90 | \$ 73,638.86 |
| | DANFORD | TODD | JEFFREY | 20132764 | Fac Mgt Sup | SU | 20 | 8 | \$ 33.96 | \$ 70,636.80 | \$ 72,755.90 | \$ 73,638.86 |
| | MUNIZ | WILLIAM | PAUL | 20093475 | Pks Maint Sup | SU | 20 | 9 | \$ 35.06 | \$ 72,924.80 | \$ 75,112.54 | \$ 76,024.10 |
| | GAINLEY | RICHARD | CHARLES | 20112367 | Harbormaster_ | SU | 20 | 9 | \$ 35.06 | \$ 72,924.80 | \$ 75,112.54 | \$ 76,024.10 |
| | FORDHAM | JACLYN | R | 20078373 | Forensic EvSup | SU | 21 | 10 | \$ 38.01 | \$ 79,060.80 | \$ 81,432.62 | \$ 82,420.88 |
| | VANDEWALKER | BRYAN | M | 20076344 | ChfEngInsSW | SU | 21 | 10 | \$ 38.01 | \$ 79,060.80 | \$ 81,432.62 | \$ 82,420.88 |
| | CAGLE | MARK | A | 20074725 | YachtClub SUP | SU | 21 | 11 | \$ 39.25 | \$ 81,640.00 | \$ 84,089.20 | \$ 85,109.70 |
| | ASTORINO | MATTHEW | R | 20073225 | ChiefOp WR SW | SU | 21 | 11 | \$ 39.25 | \$ 81,640.00 | \$ 84,089.20 | \$ 85,109.70 |
| | PAQUETTE | HEIDI | | 20076374 | ChiefOp UT WP S | SU | 21 | 13 | \$ 41.84 | \$ 87,027.20 | \$ 89,638.02 | \$ 90,725.86 |
| | WOODS | ROBERT | M | 19971985 | ChiefOp UT WP N | SU | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| | WALTER | JEFFREY | R | 20000588 | ChiefOp WR Eve | SU | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| | ROBILOTTA | ANTHONY | F | 19980774 | ChEnIn UT Adm | SU | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| | BOLER | WAYNE | M | 19970348 | ChEnIn UT CD | SU | 21 | 15 | \$ 44.60 | \$ 92,768.00 | \$ 95,551.04 | \$ 96,710.64 |
| | NAVE | MICHELLE | KRISTINE | 20203264 | YouthCtr SUP | SU | 21 | 3 | \$ 30.39 | \$ 63,211.20 | \$ 65,107.54 | \$ 65,897.68 |
| | SOUDERS | MARK | W | 20152098 | ChEnIn PW LM | SU | 21 | 7 | \$ 34.53 | \$ 71,822.40 | \$ 73,977.07 | \$ 74,874.85 |
| | MORENO | ELOISA | ARACELY | 20165826 | Labratory SUP | SU | 21 | 7 | \$ 34.53 | \$ 71,822.40 | \$ 73,977.07 | \$ 74,874.85 |
| | | | | | | | | | | | | |
| | CASON | DANIEL | MCALLISTER | 20139261 | Coll&DistChief | SU | 22 | 8 | \$ 37.44 | \$ 77,875.20 | \$ 80,211.46 | \$ 81,184.90 |
| WC | GRAF | MEGAN | ROSE | 20221004 | Permit Tech | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | BRICKER | WARREN | A | 20221016 | Permit Tech | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | KEPLEY | CHRISTINE | | 20221115 | Permit Tech | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | PERRI | THERESA | | 20221114 | CSR PD ComRec | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | EDWARDS II | MICHAEL | R | 20221120 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | THEIS | PHILLIPE | JOSEPH | 20221122 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | WALLACE | CARRIE | SONIA | 20221108 | CSR DCD Plan | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | MORA | DULZENIR | CONSUELO | 20221207 | Permit Tech | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | DAVIDSON | WINTER | | 20221203 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | DELL'OSA | TINA | JEAN | 20221205 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | CONKLIN | KATHLEEN | W | 20230104 | Permit Tech | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | GRANT | JOSHUA | ANDREW | 20230101 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | SERRANO | JESSICA | SELENIA | 20230103 | CST CBS GenBIII | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | MAXEDON | JOHN | MICHAEL | 20230204 | CST CBS UTCS | WC | 10 | 1 | \$ 16.66 | \$ 34,652.80 | \$ 35,692.38 | \$ 36,125.54 |
| | GAYWOOD | ANNMARIE | J | 20079194 | CSR CM | WC | 10 | 11 | \$ 22.94 | \$ 47,715.20 | \$ 49,146.66 | \$ 49,743.10 |
| | SCOTT | DEBORAH | A | 20067938 | CSR SW Admin | WC | 10 | 14 | \$ 25.25 | \$ 52,520.00 | \$ 54,095.60 | \$ 54,752.10 |

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| GRINDLEY | DARLA | JEAN | 20010257 | CSR DCD Code | WC | 10 | 14 | \$ 25.25 | \$ 52,520.00 | \$ 54,095.60 | \$ 54,752.10 |
| CRUZ | DIANE | E | 19963198 | CSR DCD Code | WC | 10 | 15 | \$ 26.08 | \$ 54,246.40 | \$ 55,873.79 | \$ 56,551.87 |
| FENSKE | NICOLE | M | 20022076 | EvidenceTech | WC | 10 | 15 | \$ 26.08 | \$ 54,246.40 | \$ 55,873.79 | \$ 56,551.87 |
| TISCHER | HEATHER | | 20200919 | CSR PD A/S | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| SBERNA | VANESSA | LYNN | 20204463 | CSR DCD Plan | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| MANLEY | ERIN | LEIGH | 20206741 | CST CBS SW | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| DICK | MATTHEW | NICHOLAS | 20210421 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| VALLOZZI | TRISHA | ANN | 20210508 | CSR Util CD | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| ESTERLINE | JENNIFER | | 20210637 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| RAMOS ORTA | KEILA | | 20210876 | CSR PD ComRec | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| BYARD | NICHOLAS | ANDREW | 20211103 | CSR DCD Lic | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| SPARKS | ANGELA | MARIE | 20211203 | CSR Util CD | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| LEE | LAURA | JEAN | 20211211 | CSR Util WR | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| DELFINO | RICHARD | A | 20220117 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| CALLIGAN | VICKIE | R | 20220116 | CSR P&R WA | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| THUROW | KELLY | ANN | 20220131 | CSR P&R YachtC | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| DOHN | KATHLEEN | MARIE | 20220209 | CSR Util CD | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| ASSUNCAO | CARLA | FERREIRA | 20220206 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| WALTON | APRELL | LANELLE | 20220508 | CSR PD ComRec | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| DIETRICH | BRITTNEY | ALISHA | 20220539 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| FENELUS | FEDELIN | | 20220604 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| NOWELS | CASSANDRA | ELIZABETH | 20220602 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| BALSLEY | JANNA | LYNN | 20220618 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| CRANMER | CHRISTOPHER | THOMAS | 20220616 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| MALDONADO | DAWN | L | 20220724 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| DREYER | DAWN | MARIE | 20220727 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| BAROTTA | MITCHELL | JAN PAUL | 20220809 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| MONTES | JOSEPH | A | 20220814 | CST CBS UTCS | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| LOPEZ MORA | SANDRA | LUZ | 20220904 | CST CBS UTCS | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| MAXEDON | CLAUDIA | SANDRA | 20220907 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| MARTELL | ERIK | ALLEN | 20220911 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| WILLIAMS | NICHOLAS | RYAN | 20220908 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| TODOROVIC | ANKA | | 20220906 | CST CBS UTCS | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| LIPARI | MICHAEL | JAMES | 20220917 | CSR CM | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| ORIGER | ROBERT | EMILE | 20220914 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| HUGHEY | DERRICK | STANTON | 20220921 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| KOLLER | LINDSAY | MARIE | 20220642 | Permit Tech | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |
| RICHARDSON | RACHEL | LEE | 20220916 | CSR P&R Ath | WC | 10 | 2 | \$ 17.20 | \$ 35,776.00 | \$ 36,849.28 | \$ 37,296.48 |

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| KEMERER | RHONDA | M | 20077126 | CSR PD A/S | WC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| CANTU | CIARA | CORRINA | 20143906 | CST CBS UTCS | WC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| SCOTT | HEATHER | ALINA | 20184529 | CSR PD ComRec | WC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| DERUPO | NADIYA | | 20202891 | Permit Tech | WC | 10 | 3 | \$ 17.77 | \$ 36,961.60 | \$ 38,070.45 | \$ 38,532.47 |
| CURTIS | THALIA | JANE | 20142602 | CSR DCD Bldg | WC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| GABBERT | PHYLLIS | ELAINE | 20177296 | CSR HR Admin | WC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| PAUL | BETH | ANN | 20172459 | CSR PD Alarm | WC | 10 | 4 | \$ 18.35 | \$ 38,168.00 | \$ 39,313.04 | \$ 39,790.14 |
| DUGAS | JUDITH | H | 20143218 | CSR P&R Adm | WC | 10 | 5 | \$ 18.94 | \$ 39,395.20 | \$ 40,577.06 | \$ 41,069.50 |
| | | | | | | | | | | | |
| JENSEN | KEITH | DONNELL | 20185464 | EvidenceTech | WC | 10 | 5 | \$ 18.94 | \$ 39,395.20 | \$ 40,577.06 | \$ 41,069.50 |
| | | | | | | | | | | | |
| SILVER | ALLYSON | ELIZABETH | 20182447 | Permit Tech | WC | 10 | 5 | \$ 18.94 | \$ 39,395.20 | \$ 40,577.06 | \$ 41,069.50 |
| RICCELLI | FRANK | ANTHONY | 20201658 | CSR Clk Bldg | WC | 10 | 5 | \$ 18.94 | \$ 39,395.20 | \$ 40,577.06 | \$ 41,069.50 |
| MCGUINNESS | DEANNA | LYNNE | 20208521 | CSR CM | WC | 10 | 5 | \$ 18.94 | \$ 39,395.20 | \$ 40,577.06 | \$ 41,069.50 |
| GALLAGHER | GAYLE | LYNN | 20170703 | CSR PD ISB | WC | 10 | 6 | \$ 19.56 | \$ 40,684.80 | \$ 41,905.34 | \$ 42,413.90 |
| | | | | | | | | | | | |
| HERNANDEZ | HARVEY | HERNAN | 20146733 | CSR PD ComRec | WC | 10 | 7 | \$ 20.19 | \$ 41,995.20 | \$ 43,255.06 | \$ 43,780.00 |
| LITTLE | THERESA | L | 20152165 | Permit Tech | WC | 10 | 7 | \$ 20.19 | \$ 41,995.20 | \$ 43,255.06 | \$ 43,780.00 |
| HERMAN | CHRISTINE | HOLMES | 20152468 | CSR PD ISB | WC | 10 | 7 | \$ 20.19 | \$ 41,995.20 | \$ 43,255.06 | \$ 43,780.00 |
| ROGERS | ROBIN | A | 20131025 | EvidenceTech | WC | 10 | 8 | \$ 20.85 | \$ 43,368.00 | \$ 44,669.04 | \$ 45,211.14 |
| DOMALESKI | JOETTE | | 20131844 | CSR Util CD | WC | 10 | 8 | \$ 20.85 | \$ 43,368.00 | \$ 44,669.04 | \$ 45,211.14 |
| INGRAM | CAMERON | C | 20137486 | CST CBS UT | WC | 10 | 8 | \$ 20.85 | \$ 43,368.00 | \$ 44,669.04 | \$ 45,211.14 |
| DAILEY | DOUGLAS | DEWEY | 20102600 | EvidenceTech | WC | 10 | 9 | \$ 21.53 | \$ 44,782.40 | \$ 46,125.87 | \$ 46,685.65 |
| ALONSO | AMARYLIS | | 20127001 | CSR PD ComRec | WC | 10 | 9 | \$ 21.53 | \$ 44,782.40 | \$ 46,125.87 | \$ 46,685.65 |
| KYLE | MACIE | MARGARET | 20210533 | Cashier AccWS | WC | 11 | 1 | \$ 17.50 | \$ 36,400.00 | \$ 37,492.00 | \$ 37,947.00 |
| WILLIAMS | TRACY | L | 20069413 | SrCST CBS UT | WC | 11 | 10 | \$ 23.33 | \$ 48,526.40 | \$ 49,982.19 | \$ 50,588.77 |
| SHEVCHENKO | MICHALINA | | 20062664 | 911 Operator | WC | 11 | 11 | \$ 24.09 | \$ 50,107.20 | \$ 51,610.42 | \$ 52,236.76 |
| BILINSKI | MICHAEL | E | 20072471 | InvClrk P&RMa | WC | 11 | 11 | \$ 24.09 | \$ 50,107.20 | \$ 51,610.42 | \$ 52,236.76 |
| COMSTOCK | CATHY | J | 20066613 | SrCST CBS Gen | WC | 11 | 11 | \$ 24.09 | \$ 50,107.20 | \$ 51,610.42 | \$ 52,236.76 |
| HERNANDEZ | MARICEL | | 20042017 | SrCSR DCD Lic | WC | 11 | 14 | \$ 26.51 | \$ 55,140.80 | \$ 56,795.02 | \$ 57,484.28 |
| HAMILTON | KATHLEEN | ELIZABETH | 20028220 | SrCSR Clk Rec | WC | 11 | 15 | \$ 27.38 | \$ 56,950.40 | \$ 58,658.91 | \$ 59,370.79 |
| DANIELS | SHAREE | D | 19951085 | SrCSR Clk Rec | WC | 11 | 15 | \$ 27.38 | \$ 56,950.40 | \$ 58,658.91 | \$ 59,370.79 |
| DUSICK | BARBARA | E | 20016436 | 911 Operator | WC | 11 | 15 | \$ 27.38 | \$ 56,950.40 | \$ 58,658.91 | \$ 59,370.79 |
| BUERMANN | CHRISTI | KAE | 20201349 | SrCST CBS UTCS | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| HENDREN | SANDRA | MARIE | 20209854 | SrCSR P&RAdmin | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| FIELDS | TAMARA | SUE | 20210115 | SrCST CBS LM | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| SANTIAGO | ELIZABETH | | 20210222 | SrCST CBS UTCS | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| CHAPMAN | TERRY | L | 20210332 | InvClerk UT CD | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| WHITE | JEFFREY | G | 20210623 | InvClerk UT CD | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |

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|-------------|-------------|-----------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| TODD | REBEKAH | NICOLE | 20210906 | SrCST CBS UT | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| REID | MEAGAN | ROSE | 20211019 | SrCST CBS UT | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| BROWN | EARL | GENE | 20211112 | SrCST CBS UT | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| FABIAN | ELLEN | | 20220402 | InvClerk UT CD | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| KAWA | BRITTANY | LEHANN | 20220514 | SrCST CBS Gen | WC | 11 | 2 | \$ 18.07 | \$ 37,585.60 | \$ 38,713.17 | \$ 39,182.99 |
| VANDEWALKER | KRISTINE | ELIZABETH | 20125655 | SrCST CBS UT | WC | 11 | 3 | \$ 18.66 | \$ 38,812.80 | \$ 39,977.18 | \$ 40,462.34 |
| DIFFER | TARA | LYNN | 20173345 | SrCSR P&RSpPop | WC | 11 | 3 | \$ 18.66 | \$ 38,812.80 | \$ 39,977.18 | \$ 40,462.34 |
| MENDEZ | KATHLEEN | A | 20194781 | 911 Operator | WC | 11 | 3 | \$ 18.66 | \$ 38,812.80 | \$ 39,977.18 | \$ 40,462.34 |
| SIMONETTI | CARRIE | ANN | 20203197 | 911 Operator | WC | 11 | 3 | \$ 18.66 | \$ 38,812.80 | \$ 39,977.18 | \$ 40,462.34 |
| DESARNO | MICHAEL | ALPHONSO | 20201763 | SrCSR HR | WC | 11 | 3 | \$ 18.66 | \$ 38,812.80 | \$ 39,977.18 | \$ 40,462.34 |
| MONTERO | LINETTE | YAZMIN | 20190560 | 911 Operator | WC | 11 | 4 | \$ 19.26 | \$ 40,060.80 | \$ 41,262.62 | \$ 41,763.38 |
| GARZA | ANGELAMARIE | NICOLE | 20193147 | 911 Operator | WC | 11 | 4 | \$ 19.26 | \$ 40,060.80 | \$ 41,262.62 | \$ 41,763.38 |
| | | | | | | | | | | | |
| CRUZ | ARMANDO | | 20185679 | InvClerk UT CD | WC | 11 | 5 | \$ 19.89 | \$ 41,371.20 | \$ 42,612.34 | \$ 43,129.48 |
| NESPOLI | KATHRYN | | 20184251 | Risk Generalist | WC | 11 | 5 | \$ 19.89 | \$ 41,371.20 | \$ 42,612.34 | \$ 43,129.48 |
| MCCARTHY | LUCILLE | C | 20078378 | SrCSR PD Admin | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| HUMENAY | JANA | L. | 20093864 | AcctAssistCS | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| RICHARDS | JEANNE | M | 20132556 | Cashier Acc | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| FOWLER | DONALD | MARK | 20145337 | SrCST CBS UT | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| CORNINE | AMANDA | DENEA | 20155728 | 911 Operator | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| MILIAN | LEYDIS | | 20163391 | 911 Operator | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| RICHARDS | THOMAS | SAMUEL | 20167285 | SrCST CBS UT | WC | 11 | 7 | \$ 21.20 | \$ 44,096.00 | \$ 45,418.88 | \$ 45,970.08 |
| SZELES JR | JOHN | E | 20136224 | SrCST CBS UT | WC | 11 | 8 | \$ 21.89 | \$ 45,531.20 | \$ 46,897.14 | \$ 47,466.28 |
| ADAMS | CARLA | MARIA | 20132057 | SrCSR PD ComR | WC | 11 | 8 | \$ 21.89 | \$ 45,531.20 | \$ 46,897.14 | \$ 47,466.28 |
| SMITH | SUSAN | EDITH | 19970920 | SrCST CBS Gen | WC | 11 | 9 | \$ 22.60 | \$ 47,008.00 | \$ 48,418.24 | \$ 49,005.84 |
| | | | | | | | | | | | |
| TAYLOR | PEARL | H | 20056446 | AdminSupAllHaz | WC | 12 | 10 | \$ 24.50 | \$ 50,960.00 | \$ 52,488.80 | \$ 53,125.80 |
| NAWROT | ROY | S | 20030034 | DocImag Tech | WC | 12 | 14 | \$ 27.85 | \$ 57,928.00 | \$ 59,665.84 | \$ 60,389.94 |
| BAKER | SHAWN | R | 20056638 | PlanningTech | WC | 12 | 14 | \$ 27.85 | \$ 57,928.00 | \$ 59,665.84 | \$ 60,389.94 |
| HARDER | IRIS | A | 20052428 | AdminAssistCM | WC | 12 | 14 | \$ 27.85 | \$ 57,928.00 | \$ 59,665.84 | \$ 60,389.94 |
| CURTIS | MAUREEN | M | 20000033 | AdminSupSocSvcs | WC | 12 | 15 | \$ 28.74 | \$ 59,779.20 | \$ 61,572.58 | \$ 62,319.82 |
| COLLAZO | IRASEMA | | 20010924 | AdminSupBldg | WC | 12 | 15 | \$ 28.74 | \$ 59,779.20 | \$ 61,572.58 | \$ 62,319.82 |
| | | | | | | | | | | | |
| LARSEN | JOSHUA | J | 20210427 | Permit Special | WC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| CHERRY | BRIENNE | ASHLEY | 20210433 | PlanningTech | WC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| WIER | CHRISTOPHER | MICHAEL | 20220212 | Permit Special | WC | 12 | 2 | \$ 18.97 | \$ 39,457.60 | \$ 40,641.33 | \$ 41,134.55 |
| PAYNE | RHONDA | SUE | 20196528 | AdminSupGolf | WC | 12 | 3 | \$ 19.59 | \$ 40,747.20 | \$ 41,969.62 | \$ 42,478.96 |
| AUGUN | MARIA | CONCETTA | 20190784 | AdminSupFireOps | WC | 12 | 3 | \$ 19.59 | \$ 40,747.20 | \$ 41,969.62 | \$ 42,478.96 |
| PAIPILLA | ALEJANDRA | | 20183925 | AdminSupUWtrRec | WC | 12 | 4 | \$ 20.23 | \$ 42,078.40 | \$ 43,340.75 | \$ 43,866.73 |

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|----------------|-----------|-----------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| INGRAM | JENNIFER | LEE | 20199453 | AdminSupBldgCS | WC | 12 | 4 | \$ 20.23 | \$ 42,078.40 | \$ 43,340.75 | \$ 43,866.73 |
| BEATTY | DANIELLE | ELIZABETH | 20194362 | AdminSupParkAdm | WC | 12 | 4 | \$ 20.23 | \$ 42,078.40 | \$ 43,340.75 | \$ 43,866.73 |
| KNOWLES | REBECCA | SUE | 20198540 | AdminSupFirPrev | WC | 12 | 4 | \$ 20.23 | \$ 42,078.40 | \$ 43,340.75 | \$ 43,866.73 |
| OTTERSTEIN | KAREN | ANN | 20142745 | AdmSup UT WP | WC | 12 | 5 | \$ 20.88 | \$ 43,430.40 | \$ 44,733.31 | \$ 45,276.19 |
| BROWN | KATHRYN | ANN | 20180621 | AdminSupPWTrans | WC | 12 | 5 | \$ 20.88 | \$ 43,430.40 | \$ 44,733.31 | \$ 45,276.19 |
| CASSADAY | BOBBIJO | M | 20155516 | AdminSupUtilC&D | WC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| BAROTTA | LAURA | COBLENTZ | 20175529 | AdminSup SWAdm | WC | 12 | 6 | \$ 21.56 | \$ 44,844.80 | \$ 46,190.14 | \$ 46,750.70 |
| HAENES | COLLETTE | E | 20152416 | AdminSupPD A/S | WC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| WHITE | JENNIFER | L | 20155234 | AdminSupFireLog | WC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| VISLOCKY | LISA | ANNE | 20156311 | AdminSup EnvRes | WC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| ENSGN | CATHERINE | M | 20167547 | AdmSup CBS | WC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| WILKINS | JESSICA | DIANE | 20166104 | AdminAsst RE PW | WC | 12 | 7 | \$ 22.26 | \$ 46,300.80 | \$ 47,689.82 | \$ 48,268.58 |
| LOPEZ | JASMIN | F | 20123523 | AdmSupRecAdm | WC | 12 | 8 | \$ 22.98 | \$ 47,798.40 | \$ 49,232.35 | \$ 49,829.83 |
| PEREZ | IRANYS | | 20160565 | AdminSup FinPro | WC | 12 | 9 | \$ 23.73 | \$ 49,358.40 | \$ 50,839.15 | \$ 51,456.13 |
| SMITH | ALISON | IONE | 20173587 | AdminSup Fleet | WC | 12 | 9 | \$ 23.73 | \$ 49,358.40 | \$ 50,839.15 | \$ 51,456.13 |
| BELL | KERRYANN | | 20072482 | Qtrmstr Police | WC | 13 | 10 | \$ 25.73 | \$ 53,518.40 | \$ 55,123.95 | \$ 55,792.93 |
| GREER | BRIAN | C | 20092870 | Telecommunic | WC | 13 | 11 | \$ 26.57 | \$ 55,265.60 | \$ 56,923.57 | \$ 57,614.39 |
| BRIGHTBILL | STEPHEN | C | 20058994 | ResrchSpec CBS | WC | 13 | 12 | \$ 27.42 | \$ 57,033.60 | \$ 58,744.61 | \$ 59,457.53 |
| KLUCZYNSKI | SHERRY | LEA | 20082992 | Telecommunic | WC | 13 | 12 | \$ 27.42 | \$ 57,033.60 | \$ 58,744.61 | \$ 59,457.53 |
| FILLAK | LAUREN | FAY | 20072249 | Telecommunic | WC | 13 | 13 | \$ 28.32 | \$ 58,905.60 | \$ 60,672.77 | \$ 61,409.09 |
| ROBINSON SIMMS | CONTRACIA | T | 20079309 | Telecommunic | WC | 13 | 13 | \$ 28.32 | \$ 58,905.60 | \$ 60,672.77 | \$ 61,409.09 |
| SAAVEDRA | NATALIE | MARIE | 20210405 | Telecommunic | WC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| PTASZEK | NICHOLAS | EDWARD | 20220222 | PSA_ | WC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| SANTOS | SULINEZ | | 20220501 | Telecommunic | WC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| SOBIERAJ | JESSICA | L | 20220502 | Telecommunic | WC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| BOYLE | JEFFREY | ANTONIO | 20220546 | PSA_ | WC | 13 | 2 | \$ 19.92 | \$ 41,433.60 | \$ 42,676.61 | \$ 43,194.53 |
| SMITH | SHANNON | J | 20193664 | Telecommunic | WC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| DUNSWORTH | ALLEN | BENJAMIN | 20194634 | PlanReviewTech | WC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| STAMM | SARAH | ANN | 20206241 | Telecommunic | WC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| FOLSOM | STEPHANIE | ANN | 20201954 | Telecommunic | WC | 13 | 3 | \$ 20.57 | \$ 42,785.60 | \$ 44,069.17 | \$ 44,603.99 |
| MCMANNES | KIERA | NICOLE | 20180735 | RecSec Code | WC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| KUPPER | EMILY | KRISTINE | 20198454 | FireLogSpec | WC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| ATKISSON JR | ROBERT | J | 20194804 | Telecommunic | WC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| DRAKE | SAMANTHA | M | 20193367 | Telecommunic | WC | 13 | 4 | \$ 21.24 | \$ 44,179.20 | \$ 45,504.58 | \$ 46,056.82 |
| NESPOLI | KAITLYN | TAYLOR | 20153698 | Telecommunic | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| LISKA | MARIE | E | 20182576 | Telecommunic | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| SHELINE | TIERNEY | L | 20181106 | FireLogSpec | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |

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|----------------|-------------|-----------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| NAFFZIGER | ASHLEY | FAWN | 20186959 | Telecommunic | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| AUGUN | TONI | MARIE | 20210407 | Telecommunic | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| GRIFFETT | AMANDA | J | 20220601 | Telecommunic | WC | 13 | 5 | \$ 21.92 | \$ 45,593.60 | \$ 46,961.41 | \$ 47,531.33 |
| CRUZ ROSADO | JESSICA | M | 20148619 | RecSec Code | WC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| REPASH | NANCY | DIANE | 20165286 | Telecommunic | WC | 13 | 6 | \$ 22.63 | \$ 47,070.40 | \$ 48,482.51 | \$ 49,070.89 |
| CHIN | STEPHEN | D | 20152336 | Qtrmstr Police | WC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| DIXON | SHANA | LEIGH | 20165924 | RecSec Clerk | WC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| FREDERICK | COQUINA | GENEVA | 20165892 | Telecommunic | WC | 13 | 7 | \$ 23.38 | \$ 48,630.40 | \$ 50,089.31 | \$ 50,697.19 |
| TEPE | JOHN | MICHAEL | 20136175 | FleetSvc Wr/Exp | WC | 13 | 8 | \$ 24.13 | \$ 50,190.40 | \$ 51,696.11 | \$ 52,323.49 |
| PERUN | HEATHER | CATHERINE | 20095787 | ResrchSpecClerk | WC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| BICKELHAUPT | NICOLE | MARIE | 20112585 | ResrchSpecClerk | WC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| WEIN | JENNIFER | | 20123199 | PSA_ | WC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| WENTZ | CHRISTINA | LEEANN | 20123611 | Telecommunic | WC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| RHINE | SHERI | L | 20124141 | RecSec Clerk | WC | 13 | 9 | \$ 24.91 | \$ 51,812.80 | \$ 53,367.18 | \$ 54,014.84 |
| NYACK | ANELLA | R | 20072301 | ComOutrchPro Co | WC | 14 | 10 | \$ 27.01 | \$ 56,180.80 | \$ 57,866.22 | \$ 58,568.48 |
| ROBERTSON | TRACY | A | 20055116 | PlnResAnalystPW | WC | 14 | 11 | \$ 27.89 | \$ 58,011.20 | \$ 59,751.54 | \$ 60,476.68 |
| MENDOZA | ABEL | | 20059716 | PCOOR Bldg | WC | 14 | 12 | \$ 28.80 | \$ 59,904.00 | \$ 61,701.12 | \$ 62,449.92 |
| MILLER | MICHELLE | A | 20053971 | PCOOR PW | WC | 14 | 13 | \$ 29.74 | \$ 61,859.20 | \$ 63,714.98 | \$ 64,488.22 |
| WHITAKER | TAMMY | S | 20063276 | PCOOR Bldg | WC | 14 | 14 | \$ 30.70 | \$ 63,856.00 | \$ 65,771.68 | \$ 66,569.88 |
| NAPPI | GABRIEL | A | 19898661 | CAD GIS PW Tran | WC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| MARTINEZ | CHRISTOPHER | A | 19980446 | CAD GIS SW Op | WC | 14 | 15 | \$ 31.70 | \$ 65,936.00 | \$ 67,914.08 | \$ 68,738.28 |
| ESHAM | HANNAH | MARIE | 20148443 | Crime Analyst | WC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| SDRENKA | JENNY | CATHERINE | 20211013 | Forensic Tech | WC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| BOZIC | JEFFERY | JOSEPH | 20220205 | CAD GIS UT CD | WC | 14 | 2 | \$ 20.92 | \$ 43,513.60 | \$ 44,819.01 | \$ 45,362.93 |
| COESTER | LAUREN | MICHELLE | 20204451 | PlnResAnalystPD | WC | 14 | 3 | \$ 21.59 | \$ 44,907.20 | \$ 46,254.42 | \$ 46,815.76 |
| ROSE | JEAN | MARIE | 20195347 | PCOOR Bldg | WC | 14 | 4 | \$ 22.29 | \$ 46,363.20 | \$ 47,754.10 | \$ 48,333.64 |
| KACHINOSKI JR | PETER | JOSEPH | 20153526 | PCOOR DCD | WC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| NANCARROW | KRENDAL | LEE | 20152945 | PCOOR Bldg | WC | 14 | 6 | \$ 23.77 | \$ 49,441.60 | \$ 50,924.85 | \$ 51,542.87 |
| REITENBACH | LAURA | IACOVONE | 20155782 | PCOOR DCD | WC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| BAINTON | BRIAN | PATRICK | 20153725 | Crime Analyst | WC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| SHOBER | AMY | NICOLE | 20174628 | Forensic Tech | WC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| LOUIS | WISLY | | 20194952 | CAD GIS PW Surv | WC | 14 | 7 | \$ 24.54 | \$ 51,043.20 | \$ 52,574.50 | \$ 53,212.54 |
| POTTS | CHRISTINA | LYNN | 20127617 | Forensic Tech | WC | 14 | 9 | \$ 26.16 | \$ 54,412.80 | \$ 56,045.18 | \$ 56,725.34 |
| ALIPERTI | DEIRDRA | M | 20122064 | Crime Analyst | WC | 14 | 9 | \$ 26.16 | \$ 54,412.80 | \$ 56,045.18 | \$ 56,725.34 |
| JOHN | FRANK | A | 20230206 | CodeCompOfficr | WC | 15 | 1 | \$ 21.27 | \$ 44,241.60 | \$ 45,568.85 | \$ 46,121.87 |
| TALLEY CANABAL | CINDY | L | 20052041 | AP Spec | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| WANDELL | PATTI | J | 20072118 | SrAcctAssist | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| MERCADO | PATRICK | C | 20061452 | CodeCompOfficr | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |

City Of Cape Coral Grade Step Position By Union

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| | | | | | | | | | | | |
|-------------------|-----------|-------------|----------|-----------------|----|----|----|----------|--------------|--------------|--------------|
| FOLEY | DAVID | | 20058669 | CodeCompOffcUT | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| MATTA | TINA | M | 20052474 | CodeCompOfficr | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| FUSCO | JANICE | M | 20071484 | ActsCor WR | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| REIBER | TRISTAN | DANIELLE | 20063593 | ActsCor Strwtr | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| FONTANEZ | REBECCA | | 20063159 | RecSpec SpPops | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| ROBBINS | RYAN | | 20068528 | RecSpec Ath | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| MULLINS | MARIE | | 20073787 | ActsCor PD FS | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| PENA | MARISOL | | 20052292 | VicAsst Advocte | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| MCGARRY | AMY | B | 20090369 | ActsCor PDSpOps | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| NAUGHTON | SUZANNE | M | 20056365 | CodeCompOfficr | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| ALAN | VICKIE | L | 20044409 | ActsCor Fleet | WC | 15 | 10 | \$ 28.36 | \$ 58,988.80 | \$ 60,758.46 | \$ 61,495.82 |
| WILLIAMSON | CATHY | E | 20065829 | CodeCompOfficr | WC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| DIMICHELE | ANTHONY | | 20051522 | CodeCompOffcUT | WC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| WASSON | CINDY | | 20194115 | PR SpecWS | WC | 15 | 11 | \$ 29.28 | \$ 60,902.40 | \$ 62,729.47 | \$ 63,490.75 |
| SABO | DOUGLAS | J | 20065397 | LeadTelComm | WC | 15 | 13 | \$ 31.22 | \$ 64,937.60 | \$ 66,885.73 | \$ 67,697.45 |
| CARMICHAEL | AMBER | NICOLE | 20073965 | LeadTelComm | WC | 15 | 13 | \$ 31.22 | \$ 64,937.60 | \$ 66,885.73 | \$ 67,697.45 |
| LUZZI | MICHAEL | J | 20023082 | CodeCompOfficr | WC | 15 | 14 | \$ 32.23 | \$ 67,038.40 | \$ 69,049.55 | \$ 69,887.53 |
| EYSTER | LETISHA | G | 20001205 | CodeCompOfficr | WC | 15 | 15 | \$ 33.28 | \$ 69,222.40 | \$ 71,299.07 | \$ 72,164.35 |
| PEREIRA HERNANDEZ | JOSE | A | 20128068 | RecSpec EnvRec | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| SIBBALD | ALEXANDER | | 20196552 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| EARULLO | CHRISTINE | D | 20210422 | ActsCor PW Adm | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| FEARS | CASEY | NICOLE | 20210702 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| STUFF | LAURIE | JEAN | 20210908 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| COLON | JEFFREY | WILLIAM | 20210921 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| DONISI | MARK | JAMES | 20220204 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| SCOTT | IOULIA | ANDREIYEVNA | 20220207 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| CONNER | ELIZABETH | LEE | 20220203 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| STUFF | MICHAEL | ALLEN | 20220313 | CodeCompOfficr | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| CARTER | SHANNON | FAYE | 20220611 | PR Spec | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| HAND | CRYSTAL | DECATUR | 20220634 | AP Spec | WC | 15 | 2 | \$ 21.96 | \$ 45,676.80 | \$ 47,047.10 | \$ 47,618.06 |
| RIVERA | MARISOL | | 20066458 | AP Spec CS | WC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| BURRIS | ALLISON | AMELIA | 20143435 | RecSpec SE | WC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| CRAWFORD | JAMAL | BASHIR | 20206224 | CodeCompOfficr | WC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| ERICKSON | DAVID | PRESCOTT | 20205473 | RecSpec SpPops | WC | 15 | 3 | \$ 22.67 | \$ 47,153.60 | \$ 48,568.21 | \$ 49,157.63 |
| SHERWOOD | VICTORIA | E | 20174381 | RecSpecYchtCib | WC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |
| DODDS | KRISTINA | L | 20196219 | ActsCor FireAdm | WC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |
| STRAINOVICI | PETER | QUINN | 20193358 | CodeCompOfficr | WC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |

City Of Cape Coral Grade Step Position By Union

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| | | | | | | | | | | | |
|---------------|------------|---------|----------|------------------|----|----|----|----------|--------------|--------------|--------------|
| | | | | | | | | | | | |
| SAWTELLE | SIERRA | MARIE | 20221019 | RecSpec WAYouth | WC | 15 | 4 | \$ 23.41 | \$ 48,692.80 | \$ 50,153.58 | \$ 50,762.24 |
| O'BRIEN | AUSTIN | LUKE | 20142228 | RecSpec WAYouth | WC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| NEWMAN | DONNA | M | 20142158 | RecSpec SpPops | WC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| PASEK | SEAN | ROBERT | 20175834 | RecSpec Ath | WC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| HAYHURST | PAT | J | 20186379 | CodeCompOffcBld | WC | 15 | 5 | \$ 24.17 | \$ 50,273.60 | \$ 51,781.81 | \$ 52,410.23 |
| SHANGRAW | SCOTT | ELLIOTT | 20174859 | CodeCompOfficr | WC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| ROSS | ROBERT | JOSEPH | 20171215 | GeoPrTch UCD | WC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| HABEL | DAWN | M | 20181227 | CodeCompOfficr | WC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| LEHMAN | MARTIN | DOUGLAS | 20186291 | CodeCompOfficr | WC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| ELLIS | THOMAS | ROBERT | 20199621 | CodeCompOffcBld | WC | 15 | 6 | \$ 24.96 | \$ 51,916.80 | \$ 53,474.30 | \$ 54,123.26 |
| ALLEN | JESSICA | L | 20059486 | ActsCor PDISB | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| COURTO JR | FRANK | THOMAS | 20132756 | RecSpec YachtB | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| RUIZ SALIVIA | EDUARDO | EMILIO | 20142265 | RecSpec Ath | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| SPERANZA | ERIC | D | 20152807 | CodeCompOfficr | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| LOOS | DAWN | E | 20159883 | BillingCoorUB | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| ADAMS | DAPHNE | CHERIA | 20152048 | ActsCor FireAdm | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| PEWITT | INGA | M | 20154426 | ActsCor Fac | WC | 15 | 7 | \$ 25.77 | \$ 53,601.60 | \$ 55,209.65 | \$ 55,879.67 |
| SHEVCHENKO | THOMAS | MARK | 20096288 | GeoPrTch UCD | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| NEGRON | MARVIN | | 20102041 | ActsCor P&R Adm | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| LIGUORI JR | ROBERT | A | 20122467 | CodeCompOfficr | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| TREBISOVSKY | GABRIELLE | RENEE | 20133684 | LeadTelComm | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| MENAPACE | LESLIE | JEAN | 20143648 | AssessCoordGB | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| GAILLARD | SHANE | F | 20144320 | SrAcctAssist | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| ROBERTS | HEATHER | LYNN | 20141782 | ActsCor UT CD | WC | 15 | 8 | \$ 26.61 | \$ 55,348.80 | \$ 57,009.26 | \$ 57,701.12 |
| GARRABRANTS | JUSTIN | L | 20083240 | AP Spec | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| JOHNSON | KELSEY | ANNE | 20096913 | RecSpec EnvRec | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| WILLIAMS III | JOHN | E | 20125118 | CodeCompOfficr | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| GAIR | TAMMY | LYNN | 20122055 | ActsCor PD A/S | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| TAYLOR | ANDREA | RENEE | 20136690 | LeadTelComm | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| TUCKER | BRANDI | LEE | 20132116 | VicAsst Advocate | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| JOHNSTONE | MARY ELLEN | | 20177268 | ActsCor UT WP | WC | 15 | 9 | \$ 27.47 | \$ 57,137.60 | \$ 58,851.73 | \$ 59,565.95 |
| FELDMAN | SHEREEN | | 20041047 | Sr GeoProc TEC | WC | 16 | 10 | \$ 29.78 | \$ 61,942.40 | \$ 63,800.67 | \$ 64,574.95 |
| ESTINVAL | JOAN | BRIGGS | 20194407 | PropAcqAgentPW | WC | 16 | 11 | \$ 30.75 | \$ 63,960.00 | \$ 65,878.80 | \$ 66,678.30 |
| LANSKY | ELIZABETH | B | 20004036 | Forensic Spec | WC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| SWARTZ | KIMBERLY | M | 19942338 | SrBuyerProc | WC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| LANZILOTTA | REGINA | | 19950835 | SrBuyerProc | WC | 16 | 15 | \$ 34.95 | \$ 72,696.00 | \$ 74,876.88 | \$ 75,785.58 |
| ROSARIO | MILAGROS | | 20216851 | SrBuyerProc | WC | 16 | 2 | \$ 23.06 | \$ 47,964.80 | \$ 49,403.74 | \$ 50,003.30 |
| BUCKNERBRAGER | KASEY | L | 20127358 | Forensic Spec | WC | 16 | 9 | \$ 28.85 | \$ 60,008.00 | \$ 61,808.24 | \$ 62,558.34 |

City Of Cape Coral Grade Step Position By Union

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| | | | | | | | | | | | |
|------------------------|----------|-----------|----------|-----------------|----|------|----|----------|-------------------------|----------------------------|------------------|
| YEPES | IVONNE | | 20021917 | Sr RecSp Yacht | WC | 18 | 10 | \$ 32.83 | \$ 68,286.40 | \$ 70,334.99 | \$ 71,188.57 |
| STAPLES-PETERSON | JULIE | A | 20072928 | Sr RecSp SpPop | WC | 18 | 10 | \$ 32.83 | \$ 68,286.40 | \$ 70,334.99 | \$ 71,188.57 |
| PHILLIPS | HONEY | LYN | 20092261 | Sr RecSp EnvRec | WC | 18 | 10 | \$ 32.83 | \$ 68,286.40 | \$ 70,334.99 | \$ 71,188.57 |
| COPPING | ANGELA | G | 20002293 | CommTrnCoor | WC | 18 | 15 | \$ 38.52 | \$ 80,121.60 | \$ 82,525.25 | \$ 83,526.77 |
| LINDEN | DIANA | LYNN | 20122542 | Sr RecSp FF | WC | 18 | 2 | \$ 25.42 | \$ 52,873.60 | \$ 54,459.81 | \$ 55,120.73 |
| NILAND | ERIK | WILLIAM | 20166103 | Sr RecSpec | WC | 18 | 2 | \$ 25.42 | \$ 52,873.60 | \$ 54,459.81 | \$ 55,120.73 |
| HAEGER | EMILY | NICOLE | 20210924 | Sr RecSp SpEv | WC | 18 | 2 | \$ 25.42 | \$ 52,873.60 | \$ 54,459.81 | \$ 55,120.73 |
| RAMS | KERI | ANN | 20220239 | Sr RecSpec | WC | 18 | 2 | \$ 25.42 | \$ 52,873.60 | \$ 54,459.81 | \$ 55,120.73 |
| BOWMAN | JASON | S | 20095618 | Sr RecSp Ath | WC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| | | | | | | | | | | | |
| AREVALO | ASHLEY | LYNN | 20174232 | Sr RecSp FF | WC | 18 | 5 | \$ 27.98 | \$ 58,198.40 | \$ 59,944.35 | \$ 60,671.83 |
| ELLIS | SAMANTHA | ANN | 20153592 | Sr RecSp Art | WC | 18 | 6 | \$ 28.89 | \$ 60,091.20 | \$ 61,893.94 | \$ 62,645.08 |
| SCARLATO | LORRAINE | A | 20178748 | Sr RecSp SpPop | WC | 18 | 6 | \$ 28.89 | \$ 60,091.20 | \$ 61,893.94 | \$ 62,645.08 |
| WAEGER | ANDREW | IRVING | 20193626 | Sr RecSp LK | WC | 18 | 6 | \$ 28.89 | \$ 60,091.20 | \$ 61,893.94 | \$ 62,645.08 |
| TODD | MELISSA | IRIS | 20157822 | Sr RecSp Yacht | WC | 18 | 7 | \$ 29.83 | \$ 62,046.40 | \$ 63,907.79 | \$ 64,683.37 |
| LEE | CYNTHIA | ANN | 20118832 | Sr RecSp LK | WC | 18 | 9 | \$ 31.80 | \$ 66,144.00 | \$ 68,128.32 | \$ 68,955.12 |
| BENNETT | TIMOTHY | DANIEL | 20123381 | UtilPrOp UTWRE | WC | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| RODRIGUEZ | CARLOS | | 20148426 | UtilPrOp UTWRSW | WC | 19 | 11 | \$ 35.60 | \$ 74,048.00 | \$ 76,269.44 | \$ 77,195.04 |
| PARRA | MARCO | | 20054398 | UtilPrOp UTWPN | WC | 19 | 14 | \$ 39.18 | \$ 81,494.40 | \$ 83,939.23 | \$ 84,957.91 |
| CZERWINSKI | MARC | S | 19990144 | Claim Examiner | WC | 19 | 15 | \$ 40.45 | \$ 84,136.00 | \$ 86,660.08 | \$ 87,711.78 |
| KUPPER | KYLE | MATTHEW | 20170889 | UtilPrOp UTWPS | WC | 19 | 8 | \$ 32.34 | \$ 67,267.20 | \$ 69,285.22 | \$ 70,126.06 |
| CANTU | CHANDRA | ELIZABETH | 20121684 | Billing SUP | WC | 20 | 9 | \$ 35.06 | \$ 72,924.80 | \$ 75,112.54 | \$ 76,024.10 |
| | | | | | | | | | | | |
| SANSO SIERRA | JENNY | | 20201768 | RecAssist SpPop | WC | 9 | 3 | \$ 16.92 | \$ 35,193.60 | \$ 36,249.41 | \$ 36,689.33 |
| WILK | EVELYN | MARIE | 20103333 | RecAssist SpPop | WC | 9 | 6 | \$ 18.63 | \$ 38,750.40 | \$ 39,912.91 | \$ 40,397.29 |
| ILLENBERG | VICKI | A | 20132373 | RecAssist SpPop | WC | 9 | 6 | \$ 18.63 | \$ 38,750.40 | \$ 39,912.91 | \$ 40,397.29 |
| SWARTZ | DUSTIN | CARL | 20220409 | DesktopTechIT | WC | IT01 | 4 | \$ 26.69 | \$ 55,515.20 | \$ 57,180.66 | \$ 57,874.60 |
| SCARBROUGH | GEORGE | A | 20083614 | DesktopSpecIT | WC | IT03 | 13 | \$ 39.00 | \$ 81,120.00 | \$ 83,553.60 | \$ 84,567.60 |
| GARRETT | JONATHON | A | 20193850 | AssocProgAnlyst | WC | IT03 | 4 | \$ 29.42 | \$ 61,193.60 | \$ 63,029.41 | \$ 63,794.33 |
| LONG III | ED | | 20220306 | DesktopSpecIT | WC | IT03 | 4 | \$ 29.42 | \$ 61,193.60 | \$ 63,029.41 | \$ 63,794.33 |
| MARTINEZ COCA | ANGEL | MANUEL | 20210123 | DesktopSpecIT | WC | IT03 | 7 | \$ 32.32 | \$ 67,225.60 | \$ 69,242.37 | \$ 70,082.69 |
| POLACK | DAMIEN | MARK | 20133209 | DesktopSpecIT | WC | IT03 | 8 | \$ 33.35 | \$ 69,368.00 | \$ 71,449.04 | \$ 72,316.14 |
| PASTERNAK | DAVID | MORRIS | 20173218 | DesktopSpecIT | WC | IT03 | 8 | \$ 33.35 | \$ 69,368.00 | \$ 71,449.04 | \$ 72,316.14 |
| POLADIAN | STEVE | W | 20123518 | ITProgamAnalyst | WC | IT04 | 8 | \$ 35.01 | \$ 72,820.80 | \$ 75,005.42 | \$ 75,915.68 |
| | | | | | | | | | \$ 50,371,297.60 | \$ 51,882,436.53 | \$ 52,512,077.75 |
| Current Annual Payroll | | | | | | | | | Annual Payroll After 3% | Annual Payroll After 4.25% | |
| | | | | | | | | | \$ 1,511,138.93 | \$ 2,140,780.15 | |
| | | | | | | | | | Annual Increase | Annual Increase | |
| | | | | | | | | | \$ 755,569.46 | \$ 1,070,390.07 | |

City Of Cape Coral Grade Step Position By Union

Run Date/Time:2/17/2023 8:48:00 AM

FY23 Impact April 1
Implementation

FY23 Impact April 1
Implementation

Cape Coral

Fort Myers

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|---------------|---------------|--------------------------------|---------------|----------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Administrative Assistant | \$43,680.00 | \$62,899.20 | -12.5% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Building Inspector I | \$56,721.60 | \$82,617.60 | -9.7% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Building Inspector III | \$65,124.80 | \$95,284.80 | -13.3% |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Chief Inspector | \$69,825.60 | \$102,419.20 | -10.8% |
| Custodian | \$29,931.20 | \$46,862.40 | Custodian | \$31,200.00 | \$43,971.20 | -4.1% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Customer Service Rep I | \$38,937.60 | \$55,702.40 | -11.0% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Customer Service Rep II | \$41,225.60 | \$59,176.00 | -11.7% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Electrician | \$49,524.80 | \$71,676.80 | -6.2% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Engineering Inspector | \$52,956.80 | \$76,918.40 | -16.5% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Equipment Operator | \$41,225.60 | \$59,176.00 | -2.7% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Fleet Mechanic | \$46,300.80 | \$66,830.40 | -13.3% |
| Senior Equipment operator | 42,140.80 | \$65,936.00 | Heavy Equipment Operator | \$46,300.80 | \$66,830.40 | -9.0% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | Network technician | \$56,721.60 | \$82,617.60 | -6.5% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Payroll Specialist II | \$46,300.80 | \$66,830.40 | -4.4% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Permit Plans Review analyst | \$52,956.80 | \$76,918.40 | -20.4% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | Plant Operator B | \$49,524.80 | \$71,676.80 | -10.7% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | Plant operator Trainee | \$41,225.60 | \$59,176.00 | -15.9% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Recreation Attendant | \$32,926.40 | \$46,612.80 | 0.3% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Recreation Leader | \$34,798.40 | \$49,441.60 | 27.1% |
| Laborer | \$29,931.20 | \$46,862.40 | Service Worker I | \$31,200.00 | \$43,971.20 | -4.1% |
| Field Technician | \$34,652.80 | \$54,246.40 | Service Worker II | \$36,795.20 | \$52,457.60 | -5.8% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Telecommunications Operator I | \$41,225.60 | \$59,176.00 | -2.7% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Trades worker I | \$38,937.60 | \$55,702.40 | 13.6% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Utilities Maintenance Mechanic | \$46,300.80 | \$66,830.40 | -9.0% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | Victim Assistance Advocate | \$43,680.00 | \$62,899.20 | 1.3% |
| \$1,053,124.80 | | \$830,003.20 | \$1,135,617.60 | | \$1,637,812.80 | -6.3% |

Geo-Differential = 0.70%

Cape Coral

Lee County

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|---------------|---------------|-------------------------------------|---------------|---------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Administrative Specialist | \$37,887.07 | \$69,541.29 | 0.9% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Building Inspector | \$41,683.20 | \$81,723.20 | 22.9% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Building Inspector | | | |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Chief, Community Development | \$58,350.67 | \$125,804.68 | 6.7% |
| Custodian | \$29,931.20 | \$46,862.40 | Maintenance Specialist | \$33,488.38 | \$60,569.15 | -10.6% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Customer Service Specialist | \$33,488.38 | \$60,569.15 | 3.5% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Customer Service Specialist, Senior | \$37,887.07 | \$69,541.29 | -3.9% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Technician, Senior | \$48,961.63 | \$97,404.22 | -5.1% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Technician, Senior | \$48,961.63 | \$97,404.22 | -9.6% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Heavy Equipment Operator | \$33,488.38 | \$60,569.15 | 19.8% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Fleet Mechanic (Technician) | \$41,683.20 | \$81,723.20 | -3.7% |
| Senior Equipment operator | 42,140.80 | \$65,936.00 | Heavy Equipment Operator, Senior | \$37,887.07 | \$69,541.29 | 11.2% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | Technician, Senior | \$48,961.63 | \$97,404.22 | 8.4% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Fiscal Specialist | \$37,887.07 | \$69,541.29 | 16.8% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Technician, Senior | \$48,961.63 | \$97,404.22 | -13.9% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | Operator (A,B,C) | \$41,675.62 | \$81,725.83 | 6.2% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | Operator in Training | \$33,488.38 | \$60,569.15 | 3.5% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Parks and Recreation Specialist | \$33,488.38 | \$60,569.15 | -1.4% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Technician, Senior | \$48,961.63 | \$97,404.22 | -9.6% |
| Laborer | \$29,931.20 | \$46,862.40 | Maintenance Specialist | \$33,488.38 | \$60,569.15 | -10.6% |
| Field Technician | \$34,652.80 | \$54,246.40 | Maintenance Specialist (athletics) | \$33,488.38 | \$60,569.15 | 3.5% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Emergency Call Taker | 45,000.00 | | -10.8% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Trades Worker, Senior | \$37,876.80 | \$69,534.40 | 16.8% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Instrumentation Technician, Senior | \$48,963.20 | \$97,406.40 | -13.9% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | Mass Care Coordinator | \$41,675.62 | \$81,725.83 | 6.2% |
| \$1,053,124.80 | | | \$987,683.40 | | | 1.4% |

Geo-Differential = 0.70%

911 Operator \$ 36,400.00 -19%

Cape Coral

Naples

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|---------------|----------------|--|---------------|----------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Administrative Specialist Sr. | \$40,081.60 | \$63,980.80 | -4.7% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Building Inspector I | \$52,873.60 | \$84,323.20 | -3.1% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Building Inspector II | \$60,174.40 | \$90,251.20 | -6.2% |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Building Inspector III | \$63,793.60 | \$95,846.40 | -2.4% |
| Custodian | \$29,931.20 | \$46,862.40 | Custodian | \$33,051.20 | \$51,417.60 | -9.4% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Customer Service Rep | \$38,001.60 | \$59,654.40 | -8.8% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Customer Service Rep | \$38,001.60 | \$59,654.40 | -4.2% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Instrument Technician | 49,562.00 | \$78,838.00 | -6.3% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Construction Site Compliance Inspector | \$51,209.60 | \$81,577.60 | -13.6% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Equipment Operator | \$46,260.00 | \$73,354.00 | -13.3% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Mechanic | \$44,616.00 | \$70,616.00 | -10.1% |
| Senior Equipment operator | \$42,140.80 | \$65,936.00 | Heavy Equipment Operator | \$46,259.20 | \$73,361.60 | -8.9% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | Network Specialist | \$52,873.60 | \$84,323.20 | 0.4% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Human Resources Generalist | \$52,852.80 | \$84,302.40 | -16.3% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Permit Coordinator | \$44,616.00 | \$70,616.00 | -5.5% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | PLANT OPERATOR III | \$49,562.00 | \$78,838.00 | -10.7% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | PLANT OPERATOR I TRAINEE | \$44,609.00 | \$70,613.00 | -22.3% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Recreation Assistant | \$34,694.40 | \$54,163.20 | -4.9% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Recreation Coordinator | \$39,665.60 | \$62,379.20 | 11.5% |
| Laborer | \$29,931.20 | \$46,862.40 | Service Worker I | \$33,051.20 | \$51,417.60 | -9.4% |
| Field Technician | \$34,652.80 | \$54,246.40 | Service Worker III | \$38,001.60 | \$59,654.40 | -8.8% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Telecommunicator I | \$46,467.20 | \$73,548.80 | -13.7% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Tradesworker | \$44,616.00 | \$70,616.00 | -0.8% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Senior Utilities Tech | \$47,923.20 | \$76,107.20 | -12.1% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | N/A | N/A | | |
| | | \$1,053,124.80 | | | \$1,092,817.00 | -7.7% |

Geo-Differential = 5.90%

Cape Coral

Collier

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|----------------|---------------|---------------------------------------|----------------|---------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Admin. Support Specialist I | \$38,638.91 | \$61,822.18 | -1.1% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Building Inspector I Structural | \$58,905.60 | \$77,168.00 | -13.0% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Building Inspector II | \$61,268.69 | \$99,255.31 | -7.9% |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Architectural Plans Examiner | \$63,719.00 | \$103,226.00 | -2.3% |
| Custodian | \$29,931.20 | \$46,862.40 | General Maintenance Specialist I | \$38,638.91 | \$61,822.18 | -22.5% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Customer Service Rep I | \$36,420.80 | \$58,273.28 | -4.9% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Customer Service Rep II | \$40,992.02 | \$65,587.18 | -11.2% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Instrumentation/Electrical Technician | \$61,268.69 | \$99,255.31 | -24.2% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Field Inspector I | \$58,912.26 | \$95,437.89 | -24.9% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Equipment Operator I | \$42,221.71 | \$67,559.66 | -5.0% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Automotive Technician I | \$43,448.43 | \$69,581.41 | -7.7% |
| Senior Equipment operator | \$42,140.80 | \$65,936.00 | Heavy Equipment Operator | \$54,467.71 | \$88,237.55 | -22.6% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | Management Analyst | \$58,912.26 | \$95,437.89 | -9.9% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Accounting Technician II | \$46,136.69 | \$73,818.89 | -4.1% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Plans Reviewer I | \$58,905.60 | \$77,168.00 | -28.5% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | Plant Operator III | \$56,646.30 | \$91,767.10 | -21.9% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | Plant Operator I | \$43,488.43 | \$69,581.41 | -20.3% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Recreation Specialist I | \$36,420.80 | \$58,273.28 | -9.4% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Recreation Program Leader I | \$42,221.71 | \$67,554.66 | 4.8% |
| Laborer | \$29,931.20 | \$46,862.40 | General Maintenance Specialist I | \$38,638.91 | \$61,822.18 | -22.5% |
| Field Technician | \$34,652.80 | \$54,246.40 | General Maintenance Specialist II | \$38,638.91 | \$61,822.18 | -10.3% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Dispatcher Trainee | \$45,115.20 | | -11.1% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Trades Worker I | \$44,793.01 | \$71,668.69 | -1.2% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Utility Specialist I | \$43,488.43 | \$69,581.41 | -3.1% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | Case Manager Assistant | \$56,646.00 | \$91,767.00 | -21.9% |
| | \$1,053,124.80 | | | \$1,208,954.98 | | -12.3% |

Geo-Differential = 5.90%

911 Operator \$ 36,400.00 -19%

Cape Coral

Charlotte County

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|---------------|----------------|--|---------------|----------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Administrative Speacialist | \$38,833.60 | \$60,195.20 | -1.6% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Inspector , Residential | \$57,740.80 | \$95,264.00 | -11.3% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Inspector , Residential | \$57,740.80 | \$95,264.00 | -2.2% |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Coordinator, Inspections | 64,875.20 | 107,036.80 | -4.0% |
| Custodian | \$29,931.20 | \$46,862.40 | Maintenance Worker | 32,240.00 | 53,206.40 | -7.2% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Specialist, Customer Service | \$ 34,174.40 | \$ 56,388.80 | 1.4% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Specialist Senior, Customer Accounts | \$40,705.60 | \$67,163.20 | -10.6% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Utilities Instrumentation & Control Technician | \$45,739.20 | \$60,590.40 | 1.5% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Inspector, Engineering | \$51,376.00 | \$84,780.80 | -13.9% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Equipment Operator II | \$43,139.20 | \$71,198.40 | -7.0% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Technician, Fleet | \$38,396.80 | \$63,356.80 | 4.5% |
| Senior Equipment operator | \$42,140.80 | \$65,936.00 | Equipment Operator III | \$48,484.80 | \$79,996.80 | -13.1% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | IT Security Administrator | \$57,740.80 | \$95,264 | -8.1% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Specialist, Accounting | \$38,396.80 | \$63,356.80 | 15.2% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Technician Senior, Permit | \$40,705.60 | \$67,163.20 | 3.5% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | Plant Operator B | \$48,484.80 | \$79,996.80 | -8.8% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | Plant Operator Trainee | \$ 34,174.40 | \$ 56,388.80 | 1.4% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Specialist, Recreation | \$ 34,174.40 | \$ 56,388.80 | -3.4% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Coordinator, Program | \$ 43,139.20 | \$ 71,198.40 | 2.6% |
| Laborer | \$29,931.20 | \$46,862.40 | Maintenance Worker | 32,240.00 | 53,206.40 | -7.2% |
| Field Technician | \$34,652.80 | \$54,246.40 | Specialist, Meter Services | \$34,174.40 | \$56,388.80 | 1.4% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Communications Operator Recruit | \$44,395.00 | | -9.6% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Technician - HVAC | \$34,174.40 | \$56,388.80 | 29.5% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Operator, Distribution System Level 1 | \$48,484.80 | \$79,996.80 | -13.1% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | | | | |
| | | \$1,053,124.80 | | | \$1,043,731.00 | -2.5% |

Geo-Differential = -2.40%

911 Operator \$ 36,400.00 -18%

Cape Coral

North Port

| Job Title | Pay Range Min | Pay Range Max | Job Title | Pay Range Min | Pay Range Max | Delta in Base Pay |
|--|---------------|---------------|------------------------------------|---------------|---------------|-------------------|
| Administrative Assistant | \$38,209.60 | \$59,779.20 | Administrative Services Specialist | \$44,678.40 | \$71,468.80 | -14.5% |
| Building Inspector I | \$51,230.40 | \$80,121.60 | Plans Examiner/Inspector | \$55,244.80 | \$88,379.20 | -7.3% |
| Building Inspector III | \$56,451.20 | \$88,358.40 | Plans Examiner/Inspector | \$55,244.80 | \$88,379.20 | 2.2% |
| Chief Plans Examiner/Inspector | \$62,254.40 | \$97,406.40 | Chief Plans Examiner | \$59,864.06 | \$89,796.10 | 4.0% |
| Custodian | \$29,931.20 | \$46,862.40 | Building Technician I | \$36,462.40 | \$59,280.00 | -17.9% |
| Customer Service Representative | \$34,652.80 | \$54,246.40 | Customer Care Rep I | \$34,070.40 | \$54,537.60 | 1.7% |
| Senior Customer Service Representative | \$36,400.00 | \$56,950.40 | Customer Care Rep II | \$36,462.40 | \$59,280.00 | -0.2% |
| Plant Electrician | \$46,446.40 | \$72,696.00 | Industrial Electrician | \$47,632.00 | \$76,481.60 | -2.5% |
| Construction Inspector | \$44,241.60 | \$69,222.40 | Engineering Technician I | \$47,799.02 | \$76,478.69 | -7.4% |
| Equipment Operator | \$40,123.20 | \$62,795.20 | Equipment Operator II | \$39,020.80 | \$62,691.20 | 2.8% |
| Fleet Mechanic | \$40,123.20 | \$62,795.20 | Mechanic I | \$39,018.30 | \$62,429.33 | 2.8% |
| Senior Equipment operator | 42,140.80 | \$65,936.00 | Heavy Equipment Operator | \$44,678.40 | \$71,468.80 | -5.7% |
| Desktop Analyst | \$53,060.80 | \$82,222.40 | Network technician | \$51,147.20 | \$81,827.20 | 3.7% |
| Payroll Specialist | \$44,241.60 | \$69,222.40 | Accounts Specialist | \$41,745.60 | \$66,788.80 | 6.0% |
| Permit Coordinator | \$42,140.80 | \$65,936.00 | Planner/Scheduler | \$44,678.60 | \$71,468.80 | -5.7% |
| Water Plant operator B | \$44,241.60 | \$69,222.40 | Plant Operator B | \$44,678.40 | \$71,468.80 | -1.0% |
| Water Plant operator Trainee | \$34,652.80 | \$54,246.40 | Plant Trainee | \$36,462.40 | \$58,344.00 | -5.0% |
| Recreation Assistant | \$33,009.60 | \$51,646.40 | Recreation Attendant | \$34,070.40 | \$54,537.60 | -3.1% |
| Recreation Specialist | \$44,241.60 | \$69,222.40 | Recreation Program Coordinator | \$51,145.12 | \$81,832.19 | -13.5% |
| Laborer | \$29,931.20 | \$46,862.40 | Groundskeeper I | \$34,070.40 | \$54,537.60 | -12.1% |
| Field Technician | \$34,652.80 | \$54,246.40 | Groundskeeper II | \$34,070.40 | \$54,516.80 | 1.7% |
| Telecommunicator | \$40,123.20 | \$62,795.20 | Public Safety Telecommunicator | \$40,518.40 | \$60,777.60 | -1.0% |
| Trades Specialist | \$44,241.60 | \$69,222.40 | Trades Worker (Journeyman) | \$41,745.60 | \$66,788.80 | 6.0% |
| Senior Utilities Technician | \$42,140.80 | \$65,936.00 | Heavy Equipment Operator | \$44,678.40 | \$71,468.80 | -5.7% |
| Victim Assistance Advocate | \$44,241.60 | \$69,222.40 | Case Worker | \$44,657.60 | \$71,468.80 | -0.9% |

\$1,053,124.80

\$1,083,844.30

-2.9%

Geo-Differential =

-1.10%

| Average Percentage Difference | | |
|-------------------------------|--------|--|
| Cape Coral | | |
| Fort Myers | -6.3% | |
| Lee County | 1.4% | |
| Naples | -7.7% | |
| Collier County | -12.3% | |
| Charlotte County | -2.5% | |
| North Port | -2.9% | |
| | -5.0% | |

| Aggregate Minimum Salary Ranking | | | |
|----------------------------------|--------|-----------------|--------|
| Collier County | -12.3% | \$1,091,040.29 | -12.7% |
| Naples | -7.7% | \$ 1,032,642.60 | -7.8% |
| Fort Myers | -6.3% | \$1,026,812.80 | -7.2% |
| Charlotte County | -2.5% | \$985,990.20 | -3.4% |
| North Port | -2.9% | \$ 983,941.90 | -3.2% |
| Cape Coral | | \$952,432.00 | 0.0% |
| Lee County | 1.4% | \$946,007.78 | 0.7% |
| | | | -4.8% |

| Geo-Differential Average Percentage Difference | | | |
|--|--------------|------------------|-------------------------|
| | % Difference | Geo Differential | % With Geo-Differential |
| Cape Coral | | | |
| Fort Myers | -6.3% | 0.7% | -5.6% |
| Lee County | 1.4% | 0.7% | 2.1% |
| Naples | -7.7% | 5.9% | -1.8% |
| Collier County | -12.3% | 5.9% | -6.4% |
| Charlotte County | -2.5% | -2.4% | -4.9% |
| North Port | -2.9% | -1.1% | -4.0% |
| | -5.0% | | -3.4% |

| Starting Minimum Wage | | |
|-----------------------|----------|--|
| Cape Coral | \$ 14.39 | |
| Fort Myers | \$ 15.00 | |
| North Port | \$ 15.31 | |
| Charlotte County | \$ 15.50 | |
| Naples | \$ 15.89 | |
| Lee County | \$ 16.10 | |
| Collier County | \$ 17.00 | |

| Job Assigned To | Job Title | Job Department | Job Adv From | Job Adv To | Hired- Y/N | FEL Rank | Step | Reason if Not Hired |
|-----------------|---|---------------------------------|--------------|------------|------------|-----------------------------------|-----------------------|---|
| Anderson, Dave | Environmental Health & Safety Specialist / Risk Management / Finance #7234 | Finance | 2/8/2023 | 3/8/2023 | N | | | No qualified applicants |
| Anderson, Dave | Superintendent/Golf Course / Coral Oaks / Parks & Recreation #7208 | Parks and Recreation Department | 1/26/2023 | 2/27/2023 | Y | #1 | 9 | |
| Anderson, Dave | Environmental Health & Safety Specialist / Risk Management / Finance #7157 | Finance | 12/21/2022 | 1/12/2023 | N | | | No one passed the interview |
| Anderson, Dave | Business Recruitment/Retention Specialist / Economic Development / City Manager's Office #7140 | City Manager's Office | 12/21/2022 | 1/20/2023 | N | #1, #2 | 8 | Offers declined; Pay was too low |
| Anderson, Dave | Superintendent/ / Parks and Recreation / Golf Course Greens #7144 | Parks and Recreation Department | 12/15/2022 | 12/29/2022 | N | | | No one qualified; pay requirements by candidates |
| Anderson, Dave | Customer Service Technician / Assessment & Billing Services Division / Finance #7014 | Finance | 10/17/2022 | 10/28/2022 | N | | | Requisition cancelled |
| Anderson, Dave | Superintendent/Golf Course Greens / Parks & Recreation #7038 | Parks and Recreation Department | 10/12/2022 | 11/11/2022 | N | #2 | 8 | Turned offer down; counter offer from current company |
| | Engineer / Senior Engineer / Traffic / Public Works #7209 | Public Works Department | 2/27/2023 | 4/13/2023 | N | | | Currently Posted |
| | Administrative Assistant / Public Works # 7238 | Public Works Department | 2/21/2023 | 3/6/2023 | N | | | Interviewing |
| | Recording Secretary / City Clerk's Office #7240 | City Clerk's Office | 2/16/2023 | 3/2/2023 | N | #1 | 10 | Offer Pending |
| | 911 Operator / Communications Bureau / Police Department #7235 | Police Department | 2/9/2023 | 2/23/2023 | N | #1 | 1 | Background |
| | Lead Custodian / Property Management / Public Works #7228 | Public Works Department | 2/9/2023 | 2/23/2023 | Y | #1 | 4 | |
| | Associate Project Manager / Project Manager / Maintenance / Public works #7217 | Public Works Department | 2/8/2023 | 2/22/2023 | N | #1 | 10 | Background |
| | Electrician / Property Management / Public Works #7225 | Public Works Department | 2/3/2023 | 2/16/2023 | N | #1 | 9 | Offer Pending - SCN Approval |
| | Chief Engineering Inspector / Maintenance / Public Works #7224 | Public Works Department | 2/6/2023 | 2/17/2023 | Y | #1 | 10 | |
| | Public Service Aide / Operations, Police Department #7214 | Police Department | 2/1/2022 | 2/14/2023 | N | #1 | 1 | Background |
| | Professional Engineer / Maintenance / Public Works #7190 | Public Works Department | 1/13/2023 | 2/28/2023 | N | | | Interviewing |
| | Senior Equipment Operator / Public works #7158 | Public Works Department | 1/6/2023 | 1/20/2023 | Y | #1 | 8 | |
| | Traffic Technician / Transportation / Public Works #7137 | Public Works Department | 1/6/2023 | 1/20/2023 | Y | #1 | 1 | |
| | Project Manager / Senior Project Manager / Public Works / Design and Construction #7111 | Public Works Department | 12/12/2022 | 12/23/2022 | Y | #1 | 3 | |
| | Trades Specialist / Property Management / Public Works #7104 | Public Works Department | 12/2/2022 | 12/15/2022 | Y | #1 | 9 | |
| | Trades Specialist / Property Management / Public Works #7104 | Public Works Department | 12/2/2022 | 12/15/2022 | Y | #2 | 12 | |
| | Construction Inspector / Senior Construction Inspector / Public Works #7105 | Public Works Department | 12/1/2022 | 12/14/2022 | N | | | No qualified applicants |
| | Senior Engineer-PE or Principal Engineer-PE / Capital Improvement Program / City Manager #7005 | City Manager's Office | 11/30/2022 | 1/13/2023 | Y | #1 | 8 | |
| | Equipment Operator / Public Works #7032 | Public Works Department | 11/21/2022 | 12/6/2022 | Y | #1 | 2 | #2 Declined Offer - Position in Transportation, candidate wanted to work in Stormwater #3 No other qualified candidates |
| | Customer Service Representative / Community Services Bureau / Police Department #7098 | Police Department | 11/18/2022 | 12/5/2022 | Y | #1 | 5 | |
| | Telecommunicator / Communications / Police Department #7096 | Police Department | 11/18/2022 | 12/5/2022 | Y | #1 | 1 | #2 |
| | 911 Operator / Communications / Police Department #7097 | Police Department | 11/18/2022 | 12/5/2022 | N | | | Failed test, Background, Accepted a another job, etc |
| | Victim Assistance Advocate / Investigations / Police Department #7049 | Police Department | 11/2/2022 | 11/16/2022 | N | #2 (#1 withdrew) | 1 | Offer Pending |
| | Professional Engineer - Senior Engineer OR Principal Engineer / Public Works #7069 | Public Works Department | 11/1/2022 | 12/1/2022 | N | | | Declined - Salary too low. |
| | Construction Inspector/Sr Construction Inspector / Capital Improvement Program / City Manager #7030 | City Manager's Office | 10/31/2022 | 12/1/2022 | Y | #1, #4, #5 (#2 & #3 Declined) | 8 | Salary too low |
| | Planning and Research Analyst / Investigations / Police Department #7048 | Police Department | 10/21/2022 | 11/3/2022 | Y | #1 | 3 | |
| | Senior Equipment Operator / Public Works #7031 | Public Works Department | 10/20/2022 | 11/2/2022 | Y | #1 | 6 | |
| | Custodian / Property Management / Public Works #7044 | Public Works Department | 10/20/2022 | 11/2/2022 | Y | #1 | 1 | |
| | Traffic Technician / Transportation / Public Works #7013 | Public Works Department | 10/20/2022 | 11/2/2022 | N | | | No Applicants were qualified |
| | EnerGov Application Administrator / Information Technology Services #7052 | Information Technology Services | 10/20/2022 | 11/23/2022 | Y | #1 | #10 | |
| | Business Applications Analyst II / Information Technology Services #7041 | Information Technology Services | 10/13/2022 | 1/13/2023 | N | | | No Applicants were qualified |
| Cano, Elsa | Plan Review Technician / Development Services / Planning #7221 | Development Services | 1/30/2023 | 2/10/2023 | N | | | Interviewing |
| Cano, Elsa | Permit Specialist / Development Services / Permitting #7206 | Development Services | 1/27/2023 | 2/9/2023 | Y | #1 | 3 | |
| Cano, Elsa | Procurement Specialist / Finance / Procurement #7201 | Finance | 1/25/2023 | 3/31/2023 | N | | | Posted until 3/31/223 |
| Cano, Elsa | Accounts Payable Specialist / Finance / Accounting #7170 | Finance | 1/24/2023 | 2/6/2023 | N | | | Interviewing |
| Cano, Elsa | Recording Secretary / Development Services / Code Compliance #7180 | Development Services | 1/9/2023 | 1/23/2023 | Y | #1 | 7 (Internal Employee) | |
| Cano, Elsa | Building Inspector - Provisional, I, II & III / Development Services / Building #7169 | Development Services | 1/6/2023 | 2/6/2023 | N | #1 | 4 | Withdrew/Declined |
| Cano, Elsa | Plan Review Technician / Development Services / Planning #7142 | Development Services | 1/6/2023 | 1/20/2023 | N | | | No Applicants were qualified |
| Cano, Elsa | Plans Examiner / Development Services / Building #7168 | Development Services | 1/6/2023 | 2/6/2023 | N | #1 | 4 | In background |
| Cano, Elsa | Administrative Assistant / Fire / Administration #7167 | Fire Department | 1/3/2023 | 1/12/2023 | N | | | Posting was cancelled by Hiring Manager. No applicants |
| Cano, Elsa | Customer Service Representative / Development Services / Planning #7146 | Development Services | 12/19/2022 | 1/2/2023 | N | | | Posting was cancelled by Hiring Manager. No applicants |
| Cano, Elsa | Permit Technician / Development Services / Permitting Services #7141 | Development Services | 12/15/2022 | 12/29/2022 | Y | #1, #4, (#2,3,5,6,7,8,9 Declined) | 2 and 2 | |
| Cano, Elsa | Payroll Assistant / Finance / Accounting #7119 | Finance | 12/5/2022 | 12/16/2022 | Y | #2 | 4 | |
| Cano, Elsa | Risk Generalist / Risk Management / Finance #7091 | Finance | 11/17/2022 | 12/16/2022 | Y | #1 | 4 (Internal Employee) | |
| Cano, Elsa | Procurement Specialist / Finance #7079 | Finance | 11/8/2022 | 12/14/2022 | Y | #1 | 4 | |

| | | | | | | | | |
|---------------|--|---------------------------------|------------|------------|---|---|-----------------------|---|
| Cano, Elsa | Management/Budget Analyst / Finance #7060 | Finance | 11/3/2022 | 11/17/2022 | N | | | No Applicants were qualified |
| Cano, Elsa | Customer Service Representative - Development Services #7019 | Development Services | 10/31/2022 | 11/14/2022 | Y | #1 | 2 (Internal Employee) | |
| Cano, Elsa | Floodplain Coordinator / Development Services / Building #7050 | Development Services | 10/26/2022 | 11/26/2022 | N | #1 | 4 | |
| Cano, Elsa | Senior Accountant / Finance / Accounting #7058 | Finance | 10/25/2022 | 11/22/2022 | N | #1 | 1 | Offer Pending |
| Cano, Elsa | Cashier / Finance / Debt Treasury #7039 | Finance | 10/20/2022 | 11/2/2022 | Y | #1 | 1 | |
| Cano, Elsa | Senior Buyer / Finance / Procurement #7037 | Finance | 10/17/2022 | 10/28/2022 | Y | #1 | 2 (Internal Employee) | |
| Meier, Sherry | Senior Groundskeeper / Parks and Recreation / Parks Maintenance #7250 | Parks and Recreation Department | 2/23/2023 | 3/8/2023 | N | | | Interviewing |
| Meier, Sherry | Field Technician / Utilities / Collection and Distribution #7255 | Utilities Department | 2/23/2023 | 3/10/2023 | N | | | Interviewing |
| Meier, Sherry | Business Systems Analyst / Parks & Recreation / Administration #7256 | Parks and Recreation Department | 2/27/2023 | 3/10/2023 | N | | | Interviewing |
| Meier, Sherry | Maintenance Specialist Golf Course / Coral Oaks #7247 | Parks and Recreation Department | 2/23/2023 | 3/10/2023 | N | | | Interviewing |
| Meier, Sherry | Utilities Maintenance Mechanic / Water Reclamation #7248 | Utilities Department | 2/23/2023 | 3/8/2023 | N | | | Interviewing |
| Meier, Sherry | Utilities Professional Engineer / Administration #7229 | Utilities Department | 2/13/2023 | 3/16/2023 | N | | | Currently posted |
| Meier, Sherry | Utilities Maintenance Supervisor / Water Production #7213 | Utilities Department | 2/13/2023 | 2/28/2023 | Y | #1 | 10 (promo) | |
| Meier, Sherry | Laborer / Collection & Distribution / Utilities #7231 | Utilities Department | 2/6/2023 | 2/17/2023 | N | #1, #3; no response from #2 | Step 1 for both | In background |
| Meier, Sherry | Senior Utilities Technician / Collection & Distribution #7233 | Utilities Department | 2/10/2023 | 2/10/2023 | N | | | Error posting (req was for eligibility list) |
| Meier, Sherry | Utilities Field Supervisor / Collection & Distribution #7232 | Utilities Department | 2/6/2023 | 2/6/2023 | N | | | Error posting (req was for eligibility list) |
| Meier, Sherry | Maintenance Specialist Golf Course / Parks & Recreation #7222 | Parks and Recreation Department | 1/30/2023 | 2/10/2023 | N | | | Interviewing |
| Meier, Sherry | Reuse/Residuals Coordinator / Water Reclamation / Utilities #7212 | Utilities Department | 1/26/2023 | 2/8/2023 | Y | #1 | 10 (promo) | |
| Meier, Sherry | Instrumentation Technician / Utilities / Water Production #7203 | Utilities Department | 1/25/2023 | 2/24/2023 | N | | | Testing / Interviewing |
| Meier, Sherry | Senior Groundskeeper / Parks & Recreation / Parks #7204 | Parks and Recreation Department | 1/23/2023 | 2/3/2023 | N | | | #1 took promo in PW #2 Managers didn't select him |
| Meier, Sherry | Equipment Mechanic / Parks & Recreation / Coral Oaks #7195 | Parks and Recreation Department | 1/24/2023 | 2/21/2023 | N | #1 | 4 | In background |
| Meier, Sherry | Maintenance Specialist Golf Course / Parks & Recreation / Coral Oaks #7198 | Parks and Recreation Department | 1/25/2023 | 1/25/2023 | N | | | Interviewing |
| Meier, Sherry | Groundskeeper / Parks & Recreation / Parks #7197 | Parks and Recreation Department | 1/20/2023 | 2/2/2023 | N | #1, #4 - #2 no relocation, #3 Salary to low | 1 | In background |
| Meier, Sherry | Field Technician / Utilities / Collection & Distribution #7182 | Utilities Department | 1/13/2023 | 2/8/2023 | Y | #2 | 1 | |
| Meier, Sherry | Customer Service Representative / Utilities / Administration #7171 | Utilities Department | 1/5/2023 | 1/20/2023 | N | | | Interviewing |
| Meier, Sherry | Senior Groundskeeper / Parks & Recreation / Parks #7160 | Parks and Recreation Department | 12/22/2022 | 1/6/2023 | Y | #1 and #2 | #1 step 2; #2 step 1 | |
| Meier, Sherry | Irrigation Specialist / Parks & Recreation / Parks #7162 | Parks and Recreation Department | 12/22/2022 | 1/6/2023 | Y | #1 | 4 | |
| Meier, Sherry | Control Panel Specialist / Utilities / Water Reclamation #7132 | Utilities Department | 1/31/2023 | 2/13/2023 | N | | | Testing / Interviewing |
| Meier, Sherry | Field Technician / Utilities / Collection & Distribution #7153 | Utilities Department | 12/21/2022 | 1/5/2023 | Y | #1 | 2 | |
| Meier, Sherry | Recreation Program Supervisor / Parks & Recreation / Art Studio #7126 | Parks and Recreation Department | 12/13/2022 | 1/10/2023 | Y | #1 | 4 | |
| Meier, Sherry | Custodian / Parks & Recreation / Youth Center #7133 | Parks and Recreation Department | 12/7/2022 | 12/20/2022 | Y | #1 | 1 | |
| Meier, Sherry | Superintendent/Parks Administration / Parks & Recreation #7118 | Parks and Recreation Department | 12/1/2022 | 12/30/2022 | N | | | No Applicants were qualified |
| Meier, Sherry | Plant Electrician / Utilities / Water Production #7120 | Utilities Department | 12/1/2022 | 12/14/2022 | N | | | No Applicants were qualified |
| Meier, Sherry | Park Ranger / Parks & Recreation / Parks #7121 | Parks and Recreation Department | 12/1/2022 | 12/14/2022 | Y | #1 | 6 (promo) | |
| Meier, Sherry | Field Technician / Utilities / Collection & Distribution #7110 | Utilities Department | 11/28/2022 | 12/9/2022 | N | | | No Applicants were qualified |
| Meier, Sherry | Laborer / Utilities / Collection & Distribution #7109 | Utilities Department | 11/28/2022 | 12/9/2022 | Y | #1 and #2 | 1 and 1 | |
| Meier, Sherry | Senior Equipment Operator / Parks & Recreation / Parks #7099 | Parks and Recreation Department | 11/28/2022 | 12/9/2022 | Y | #1 | 2 | |
| Meier, Sherry | Crew Coordinator / Parks & Recreation / Parks #7103 | Parks and Recreation Department | 11/28/2022 | 12/9/2022 | Y | #1 | 7 | |
| Meier, Sherry | Groundskeeper / Parks & Recreation / Parks #7094 | Parks and Recreation Department | 11/22/2022 | 12/6/2022 | Y | #1 - #4 | All step 1 | |
| Meier, Sherry | Instrumentation Technician / Water Reclamation / Utilities #7088 | Utilities Department | 11/10/2022 | 11/23/2022 | Y | #1 | 4 | |
| Meier, Sherry | Custodian / Parks & Recreation / Youth Center #7075 | Parks and Recreation Department | 10/31/2022 | 11/11/2022 | N | | | No Applicants were qualified |
| Meier, Sherry | Restaurant Operations Coordinator #7045 | Parks and Recreation Department | 10/24/2022 | 11/4/2022 | Y | #1 | 1 | |
| Meier, Sherry | Water Plant Operator A / Water Production / Utilities #7047 | Utilities Department | 10/19/2022 | 11/1/2022 | Y | #1 | 13 (promo) | |
| Meier, Sherry | Chief Operator / Water Reclamation / Utilities #6969 | Utilities Department | 10/19/2022 | 11/1/2022 | Y | #1 | 12 (promo) | |
| Meier, Sherry | Chemical Specialist / Parks & Recreation / Coral Oaks Golf Course #7040 | Parks and Recreation Department | 10/13/2022 | 10/26/2022 | Y | #1 | 4 | |
| Meier, Sherry | Senior Utilities Technician / Utilities / Collection & Distribution #7027 | Utilities Department | 10/13/2022 | 10/26/2022 | Y | #4 and #5(elig list) | 4 and 3 | |

EXEMPTIONS TO CITE

Active investigations - Section 112.3188(2)(a), F.S., states that except as specifically authorized in s. 112.3189, F.S., all information received by the Chief Inspector General or an agency inspector general or information produced or derived from fact-finding or other investigations conducted by the Florida Commission on Human Relations or the Department of Law Enforcement is confidential and exempt if the information is being received or derived from allegations as set forth in s. 112.3188(1)(a) or (b), F.S., and an investigation is “active” as defined in s. 112.3188(2)(c), F.S. “Thus, the act protects the identity of employees and persons who disclose information that can serve as the basis for a whistle-blower complaint, as well as information received in the course of a whistle-blower investigation.” AGO 10-48. Information received by an appropriate local official or local chief executive officer or produced or derived from fact-finding or investigations by local government pursuant to FS. 112.3187(8)(b), F.S. [authorizing administrative procedures for handling whistle-blower complaints filed by local public employees] is confidential and exempt, provided that the information is being received or derived from allegations set forth in s. 112.3188(1) and an investigation is “active” as defined in the section. Section 112.3188(2)(b), F.S. The exemption applies to records received by a municipality conducting an active investigation of a whistleblower complaint, and is not limited to records received as part of an active investigation of a complaint of retaliation against a whistle-blower. AGO 98-37. The exemption applies whether the allegations of wrongdoing were received from an anonymous source or a named individual; in either case information received or generated during the course of the investigation is subject to the exemption. AGO 99-07. *And see* AGO 10-48 (confidential information received by the county’s inspector general pursuant to the county’s whistle-blower act may be shared with the county’s ethics commission only for the purpose of carrying out the commission’s whistle-blower functions). Thus, the Whistle-blower’s Act provides confidentiality for those records received while conducting an active investigation of a whistle-blower complaint; however, while the name or identity of the individual disclosing this information is confidential, the initial report of wrongdoing received by a municipality is a public record, since that information was received before an investigation began. AGO 98-37. *But see* s. 119.071(2)(k), F.S. (2013), providing that complaints alleging “employee misconduct” are confidential until the investigation is no longer active or has concluded as provided in the exemption.

Autopsy reports - Autopsy reports made by a district medical examiner pursuant to Ch. 406, F.S., are public records and are open to the public for inspection in the absence of an exemption. AGO 78-23. *And see* *Bludworth v. Palm Beach Newspapers, Inc.*, 476 So. 2d 775, 777 (Fla. 4th DCA 1985), *review denied*, 488 So. 2d 67 (Fla. 1986), noting that a former statutory exemption precluding release of autopsy reports had been repealed. *Cf. Church of Scientology Flag Service Org., Inc. v. Wood*, No. 97-688CI-07 (Fla. 6th Cir. Ct. February 27, 1997) (physical specimens relating to an autopsy are not public records). Although autopsy reports are subject to Ch. 119, F.S., “[d]ocuments or records made confidential by statute do not lose such status upon receipt by the medical examiner.” AGO 78-23. *See Church of Scientology Flag Service Org., Inc. v. Wood*, *supra* (predeath medical records in the possession of the medical examiner are not subject to public inspection).

Bank account, debit and credit card numbers – Section 119.071(5)(b), F.S. Bank account numbers, and debit, charge, and credit card numbers held by an agency are exempt from public disclosure. Section 119.071(5)(b), F.S. *See also* s. 119.0714(1)(j), (2)(e) and 3(b), F.S., regarding confidentiality of bank account numbers and debit, charge, and credit card numbers contained in court and official records.

Birth Records - Section 382.025 (1), F.S. -- Except for birth records over 100 years old which are not under seal pursuant to court order, all birth records of this state are confidential and exempt from s. 119.07(1). Certified copies of the original birth certificate or a new or amended certificate, or affidavits thereof, are confidential and exempt from s. 119.07(1) and shall be issued only as authorized by the Department of Health to those individuals and entities listed in the subsection.

Building plans, blueprints, schematic drawings, and diagrams, including draft, preliminary, and final formats, which depict the internal layout and structural elements of a building, arena, stadium, water treatment facility, or other structure owned or operated by an agency are exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution. This exemption applies to building plans, blueprints, schematic drawings, and diagrams, including draft, preliminary, and final formats, which depict the internal layout and structural elements of a building, arena, stadium, water treatment facility, or other structure owned or operated by an agency before, on, or after the effective date of this act.

Certain Public Officers and Employees - Section 119.071(4)(d)2., F.S., exempts the home addresses and telephone numbers for certain public officers and employees and their spouses and children, as listed below. In most cases, the photographs and dates of birth of these individuals are also exempt from disclosure. The names of the spouses and children of certain designated employees are exempt as well.

Code enforcement officers - Statutory reference: Section 119.071(4)(d)2.g., F.S. a. Scope of exemption: Current or former code enforcement officers b. Information exempted: Home addresses, telephone numbers, dates of birth, and photographs c. Family information exempted: Names, home addresses, telephone numbers, dates of birth, and places of employment of the spouses and children of such personnel; and the names and locations of schools and day care facilities attended by the children of such personnel.

Complaints against employees - Section 119.071(2)(k), F.S., provides that a complaint of misconduct filed with an agency against an agency employee and all information obtained pursuant to an investigation by the agency of the complaint is confidential and exempt until the investigation ceases to be active, or until the agency provides written notice to the employee who is the subject of the complaint, either personally or by mail, that the agency has either: a. Concluded the investigation with a finding not to proceed with disciplinary action or file charges; or b. Concluded the investigation with a finding to proceed with disciplinary action or file charges.

Confessions - Section 119.071(2)(e), F.S., exempts from disclosure any information revealing the substance of a confession by a person arrested until such time as the case is finally determined by adjudication, dismissal, or other final disposition

Deferred Compensation Plans - Section 112.215(7), F.S. -- All records identifying individual participants in any deferred compensation plan and their personal account activities shall be confidential and exempt from s. 119.07(1).

Department of Highway Safety and Motor Vehicles motor vehicle records - Section 119.0712(2)(b), F.S., provides that personal information, including highly restricted personal information as defined in 18 U.S.C. s. 2725, contained in a motor vehicle record is confidential pursuant to the federal Driver's Privacy Protection Act of 1994, 18 U.S.C. ss. 2721 et seq (DPPA). Such information may be released only as authorized by that act. The term "motor vehicle record" is defined to mean any record that pertains to a motor vehicle operator's permit, motor vehicle title, motor vehicle registration, or identification card issued by the Department of Highway Safety and Motor Vehicles (DHSMV). Section 119.0712(2)(a), F.S. *And see* s. 119.0712(2)(c)1. and 2., F.S., providing that emergency contact information contained in a motor vehicle record is confidential.

Emergency medical services - With limited exceptions, s. 401.30(4), F.S., provides, in relevant part, that "[r]ecords of emergency calls which contain patient examination or treatment information are confidential and exempt from the provisions of s. 119.07(1) and may not be disclosed without the consent of the person to whom they pertain." Such records may be released only in certain circumstances and only to the persons and entities specified in the statute. AGO 86-97. Thus, a city commissioner is not authorized to review records of an emergency call by the city's fire-rescue department when those records contain patient examination and treatment information, except with the consent of the patient. AGO 04-09. *See Lee County v. State Farm Mutual Automobile Insurance Company*, 634 So. 2d 250 (Fla. 2d DCA 1994), upholding the county's right to require the patient's notarized signature on all release forms, to ensure that these confidential records are not improperly released. *And see* AGO 09-30 (entire record of emergency call containing patient examination and treatment information which is maintained as required by s. 401.30[1], F.S., is confidential and exempt; reports containing statistical data, required by the Department of Health, are public records and must be made available for inspection and copying following redaction of any patient-identifying information). However, s. 401.30(4), is not violated by the city attorney, or an attorney under contract to the city, and other city officials having access to the city fire-rescue department's records of emergency calls that contain patient information when such access is granted to such individuals in carrying out their official duties to advise and defend, or assess the liability of, the city in a possible or anticipated claim against the city arising out of the provision of such care. AGO 95- 75. *And see* AGO 08-20 (s. 401.30[4], F.S., permits emergency medical services transportation licensee to release records of emergency calls including patient's name, address, and pertinent medical information to local law enforcement agency that does not provide regulatory or supervisory responsibility over licensee).

Employment Screening - Section 110.1127(2)(d) and (e), F.S. -- It is a first-degree misdemeanor to willfully use information contained in records obtained pursuant to **employment screening** required for certain positions for purposes other than background screening or investigation for employment, or to release such information to other persons for purposes other than pre-employment screening or investigation. It is a felony of the third degree for any person willfully, knowingly, or intentionally to use juvenile records information for any purpose other than those specified in this section or to release such information to other persons for purposes other than those specified in the section.

Examination questions and answer sheets - Section 119.071(1)(a), F.S. Examination questions and answer sheets of examinations administered by governmental entities for the purpose of licensure, certification, or employment are exempt from mandatory disclosure requirements.

Exemption for law enforcement personnel, judges, firefighters and other designated officers and employees -- Section 119.071(4)(d)2., F.S., exempts the home addresses and telephone numbers for certain public officers and employees and their spouses and children, as listed below. In most cases, the **photographs** and dates of birth of these individuals are also exempt from disclosure. The names of the spouses and children of certain designated employees are exempt as well.

Firefighters - a. Scope of exemption: Firefighters certified in compliance with s. 633.408, F.S. b. Information exempted: Home addresses, telephone numbers, dates of birth, and photographs c. Family information exempted: Home addresses, telephone numbers, dates of birth, photographs, and places of employment of spouses and children of such firefighters; and the names and locations of the schools and day care facilities attended by the children of the firefighters d. Statutory reference: Section 119.071(4)(d)2.b., F.S.

Health insurance participant information (HIPAA) - While “information relating to an insurance program participant’s medical condition is protected from disclosure . . . there is no clear statement that such protection extends to the name, address, age, or other non-medical information of such participants.” Inf. Op. to Dockery, November 10, 2008. Subsequent to the issuance of this opinion, the Legislature enacted an exemption for 137 personal identifying information of *a dependent child* of a current or former officer or employee of an agency, whose dependent child (as defined in s. 409.2554, F.S.) is insured by the agency’s group insurance plan. Section 119.071(4)(b)2., F.S. However, while personal identifying information relating to the dependent child’s participation in an agency’s group insurance plan is now confidential, personal identifying information relating to the current or former officer’s or employee’s participation in such plan is subject to disclosure.

Hospital employees - Section 395.3025(10), F.S., establishes that the home addresses, telephone numbers, and photographs of hospital or surgical center employees who provide direct patient care or security services, as well as specified information about the spouses and children of such employees, are confidential and exempt from disclosure requirements. The same information must also be held confidential by the facility upon written request by other employees who have a reasonable belief, based upon specific circumstances that have been reported in accordance with the procedure adopted by the facility, that release of the information may be used to threaten, intimidate, harass, inflict violence upon, or defraud the employee or any member of the employee’s family. Section 395.3025(11), F.S.

Medical information and health insurance participant information - (a) Medical information and medical claims records - Medical information pertaining to a prospective, current, or former officer or employee of an agency which, if disclosed, would identify that officer or employee is exempt from s. 119.07(1), F.S. Section 119.071(4)(b)1., F.S. Such information may be disclosed if the person or the person’s legal representative provides written permission or pursuant to court order. *Id. See* AGO 98-17 (exemption “appears to extend to governmental employees the protection for personal medical records that is generally enjoyed by private sector employees”). Public school system employee medical records, including psychiatric and psychological records, are confidential and exempt from s. 119.07(1), F.S. Section 1012.31(3)(a)5., F.S. Every employer who provides or administers health insurance benefits or life insurance benefits to its employees shall maintain the confidentiality of information relating to the medical condition or status of any person covered by such insurance benefits. Such information is exempt from s. 119.07(1), F.S. Section 760.50(5), F.S. Patient medical records and medical claims records of current or former employees and eligible dependents enrolled in group insurance plans of specified governmental entities are confidential and exempt from s. 119.07(1), F.S.; such records shall not be furnished to any person other than the employee or the employee’s legal representative, except as authorized in the subsection. Sections 110.123(9) (state employees), 112.08(7) (county or municipal employees), and 112.08(8) (water management district employees), F.S. *See* AGO 91-88, citing to *News-Press Company, Inc. v. Kaune*, 511 So. 2d 1023 (Fla. 2d DCA 1987), stating that the exemption applies broadly and is not limited solely to medical records filed in conjunction with an employee’s participation in a group insurance plan; rather, the exemption applies to all medical records relating to employees enrolled in a group insurance plan. *And see* AGOs 01-33 (confidentiality of patient records at medical clinic owned and operated by city for the use and benefit of its employees); 94-78 (monthly printout of medical claims paid under city group health insurance plan that identifies the public employees who obtained medical services and the amounts of the claims, together with some account information, is exempt from public inspection), and 94-51 (agency “should be vigilant in its protection of the confidentiality provided by statute for medical records of [its] employees”).

Payroll deduction records – Section 1012.31(3)(a)4, F.S. There is no general exemption from disclosure that applies to agency payroll deduction records. However, *public school system employee* payroll deduction records are confidential. Section 1012.31(3)(a)4., F.S. *See* AGO 09-11 (tax information [such as Federal Withholding Tax Deduction, FICA Tax Deduction and the Medicare Tax Deduction] of a public school system employee would appear to constitute payroll deduction records and would be confidential and exempt from disclosure pursuant to s. 1012.31[3][a]4., F.S.).

Retiree lists - Section 121.031(5), F.S. The names and addresses of retirees are confidential and exempt from s. 119.07(1), F.S., to the extent that no state or local governmental agency may provide the names or addresses of such persons in aggregate, compiled or list form except to public agencies engaged in official business, to collective bargaining agents or to retiree organizations for official business use. Section 121.031(5), F.S. “Any person may view or copy any individual’s retirement records at the Department of Management Services, one record at a time, or may obtain information by a separate written request for a named individual for which information is desired.” *Id. Cf.* s. 121.4501(19), F.S. (personal identifying information of members in the investment plan contained in Florida Retirement System records held by the State Board of Administration or the Department of Management Services is exempt). Section 121.021(60), F.S., defines the term “retiree” to mean “a former member of the Florida Retirement System or an existing system who has terminated employment and is receiving benefit payments from the system in which he or she was a member.” Accordingly, the s. 121.031(5) exemption does not apply to employees who are participants in the Deferred Retirement Option Program (DROP); DROP participants “are not retirees since they have not terminated their employment.” *Palm Beach Newspapers, Inc. v. School Board of Palm Beach County*, No. 502007CA020000XXXXMB (Fla. 15th Cir. Ct. November 28, 2007).

Security Systems – Section 281.301, F.S. Information relating to the **security systems** for property owned by or leased to the state or any of its political subdivisions is confidential and exempt from disclosure. **Section 281.301, F.S.** Exempt information includes all records, information, photographs, audio and visual presentations, schematic diagrams, surveys, recommendations, or consultations or portions thereof relating directly to or revealing such security systems or information.

Security System Permits - Sections 281.301 and 119.071(3)(a), F.S., prohibit public disclosure of the name and address of applicants for **security system permits**, of persons cited for violations of alarm ordinances, and of individuals who are the subject of law enforcement dispatch reports for verified or false alarms.

Social security numbers - Section 119.071(5)(a)5., F.S., states that social security numbers held by an agency are confidential and exempt from public disclosure requirements.

Student records - Public access to student records is limited by statute. In 2009, the Legislature amended the state statutes relating to student records to incorporate the federal Family Education Rights and Privacy Act (FERPA). Section 1002.221(1), F.S., provides that “[e]ducation records as defined in [FERPA], and the federal regulations issued pursuant thereto, are confidential and exempt” from public disclosure and may be released only as authorized in the exemption. “Education records” are defined by FERPA to mean “those records, files, documents, and other materials which contain information directly related to a student; and are maintained by an educational agency or institution or by a person acting for such agency or institution.”

Undercover personnel of criminal justice agencies - Section 119.071(4)(c), F.S., provides that any information revealing undercover personnel of a criminal justice agency is exempt from public disclosure.

U.S. military service members - a. Scope of exemption: Current or former members of the Armed Forces of the United States, a reserve component of the Armed Forces of the United States, or the National Guard who served after September 11, 2001, if the service member has submitted to the custodial agency a written request to exempt the information, and a written statement that he or she has made reasonable efforts to protect the information from being accessible through other means available to the public b. Information exempted: Home address, telephone number, and date of birth of a service member, and the telephone number associated with a service member’s personal communication device. Family information exempted: Home address, telephone number, date of birth, and place of employment of a spouse or dependent of a service member, and the telephone number associated with such spouse’s or dependent’s personal communication device; and the names and location of schools attended by the spouse of a service member, or a school or day care facility attended by a dependent of a service member d. Statutory reference: Section 119.071(5)(k) 2., F.S.

Victim of a Crime – Section 119.07(1) & s. 24(a), Art. I of the State Constitution - Any document that reveals the identity, home or employment telephone number, home or employment address, or personal assets of the **victim of a crime** and identifies that person as the victim of a crime, which document is received by any agency that regularly receives information from or concerning the victims of crime, is exempt. **sexual battery, aggravated child abuse, aggravated stalking, harassment, aggravated battery or domestic violence.**

Voter registration and voter records - Section 97.0585, F.S., states that the following information is confidential and exempt from public disclosure requirements and may be used only for purposes of voter registration: declinations to register to vote; information relating to the place where a person registered to vote or updated a voter registration; the social security number, driver license number, and the Florida identification number of a voter registration applicant or voter. The signature of a voter registration applicant or a voter is exempt from copying requirements. *Id. See also* ss. 741.465(2), F.S. (identifying information concerning participants in the Office of the Attorney General Address Confidentiality Program for Victims of Domestic Violence contained in voter registration and voting records is exempt); and 741.4651, F.S. (exemption for identifying information of stalking victims who have filed a sworn statement of stalking with the Office of the Attorney General and otherwise comply with the procedures set forth in ss. 741.401-741.409, F.S.). *And see* AGO 04-18, concluding that the supervisor of elections must maintain the exempt status of specified personal information for certain officers and employees which appears in petitions or campaign papers if the affected employee or officer or his or her employing agency has filed a written request for exemption with the supervisor as authorized by s. 119.071(4)(d)3., F.S.

Whistleblower – Section s. 112.3187(5), F.S. The name or identity of any individual who discloses in good faith to the Chief Inspector General or an agency inspector general, a local chief executive officer, or other appropriate local official information that alleges that an employee or agent of an agency or independent contractor: (a) Has violated or is suspected of having violated any federal, state, or local law, rule, or regulation, thereby creating and presenting a substantial and specific danger to the public’s health, safety, or welfare; or (b) Has committed an act of gross mismanagement, malfeasance, misfeasance, gross waste of public funds, or gross neglect of duty may not be disclosed to anyone other than a member of the Chief Inspector General’s, agency inspector general’s, internal auditors, local chief executive officer’s, or other appropriate local official’s staff without the written consent of the individual, unless the Chief Inspector General, internal auditor, agency inspector general, local chief executive officer, or other appropriate local official determines that: the disclosure of the individual’s identity is necessary to prevent a substantial and specific danger to the public’s health, safety, or welfare or to prevent the imminent commission of a crime; or the disclosure is unavoidable and absolutely necessary during the course of the audit, evaluation, or investigation.



AGENDA REQUEST FORM

CITY OF CAPE CORAL

| | |
|---------------|------------|
| Item Number: | B.(2) |
| Meeting Date: | 5/10/2023 |
| Item Type: | DISCUSSION |

TITLE:

Council Appointed Boards & Committees - Brought forward by Mayor Gunter - Continued from April 12, 2023

REQUESTED ACTION:**SUMMARY EXPLANATION AND BACKGROUND:****STRATEGIC PLAN ALIGNMENT:**

1. Is this a Strategic Decision? No
- If Yes, Priority Goals Supported are listed below.
- If No, will it harm the intent or success of the Strategic Plan? No

Recommendations:**SOURCE OF ADDITIONAL INFORMATION:****FISCAL IMPACT/FUNDING SOURCES(S)/BUDGET CONSIDERATIONS:**

1. Will this action result in a Budget Amendment? No

PREPARED BY:

CG Division- Council Office Department- Council Office

ATTACHMENTS:

| Description | Type |
|---|-----------------|
| ▣ 1. Listing of Boards, Committees, and Commissions | Backup Material |
| ▣ 2. Ordinance 128-00 | Backup Material |
| ▣ 3. Overview | Backup Material |
| ▣ 4. Discussion worksheet | Backup Material |

BOARDS, COMMITTEES AND COMMISSIONS

| CITY BOARDS/COMMISSIONS/COMMITTEES | Required by State Statute? | Enabling Documents | MEMBER AND/OR LIAISON (A) Alternate |
|---|---|--|---|
| AHAC Committee | Required in order to participate in a SHIP Program | Resolution 181-20 | Councilmember Cummings |
| | F.S. 420.9072 & 163.3177(6)(f)3 | | Voting Member |
| Audit Committee | YES, Required to have an Auditor Selection Committee, Audit Committee services such roll per section 2-120.31 | Chapter 2, Article 5, City Code | Councilmember Hayden |
| | F.S. 218.391 F.S. 218.39 | Division 9 | Voting Member |
| Budget Review Committee | NO | Resolutions 05-12 & 99-15 | Councilmember Steinke |
| Cape Competes | NO | Chapter 2, Article 5, City Code Division 16 | Councilmember Long |
| Charter School Governing Board | YES, Requires that the Governing Body of the Charter School shall exercise continuing oversight over charter school operations F.S. 1002 | Chapter 26, City Code | Councilmember Long Voting Member |
| Youth Council | NO | Chapter 2, Article 5, City Code Division 12 | Councilmember Hayden Councilmember Cosden (A) |
| Transportation Advisory Committee | NO | Chapter 2, Article 5, City Code Division 5 | Councilmember Welsh Councilmember Sheppard Mayor Gunter (Chair) Councilmember Hayden (Vice Chair) Councilmember Long Councilmember Cummings (A) Voting Members |
| Community Development Block Grant Committee | Required in order to participate in the CDBG Program | Chapter 14, City Code | Councilmember Cummings |
| Community Redevelopment Agency | YES, Required when providing for a community redevelopment area F.S. 163.356 | Chapter 27, City Code | Councilmember Welsh (Liaison) Councilmember Steinke (A) |
| Golf Course Advisory Board | NO | Chapter 2, Article 5, City Code Division 8 | Councilmember Hayden |
| Health Facilities Authority | Under Review F.S. 154.201 | Resolutions 46-75 & 80-82 | n/a |

BOARDS, COMMITTEES AND COMMISSIONS

| CITY BOARDS/COMMISSIONS/COMMITTEES | Required by State Statute? | Enabling Documents | MEMBER AND/OR LIAISON (A) Alternate |
|-------------------------------------|---|---|---|
| Nuisance Abatement Board | NO F.S. 893.138 (Statute provided as reference for statutory authority) | Chapter 2, Article 5, City Code Division 13 | none |
| Parks and Recreation Advisory Board | NO | Chapter 2, Article 5, City Code Division 15 | Councilmember Cummings |
| Planning and Zoning Commission | YES, Required to have a Local Planning Agency F.S. 163.3174 | Article 2: Chapter 1, LDC Section 2.1.1 of the LDC | Councilmember Welsh Councilmember Long (A) |
| Waterway Advisory Board | NO | Chapter 2, Article 5, City Code Division 14 | Councilmember Steinke |
| Police Pension Board | YES F.S. 185.05 | Chapter 2, Article 6, City Code Division 1 - Police - 2-121.3 | n/a |
| Fire Pension Board | YES F.S. 175.061 | Chapter 2, Article 6, City Code Division 2 - Fire - 2-122.3 | n/a |
| General Pension Board | YES F.S. 112.66 | Chapter 2, Article 6, City Code Division 3 - General - 2-123.3 | n/a |
| Grievance Board | YES F.S. 447.401 | Chapter 2, Article 9, City Code 2-33.7 | n/a |

COUNCILMEMBER STEVENS

12/13/99
01/16/01

ORDINANCE 128 - 00

AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF CAPE CORAL, FLORIDA, BY REPEALING AND DELETING THEREFROM CHAPTER 2, "ADMINISTRATION," ARTICLE V, "BOARDS AND COMMISSIONS," DIVISION 5, "EDUCATIONAL ADVISORY BOARD," SECTIONS 2-111 THROUGH 2-116, AND DIVISION 7, "HISTORICAL AND CULTURAL RESOURCES BOARD," SECTIONS 2-120.12 THROUGH 2-120.16; BY REPEALING AND DELETING THEREFROM CHAPTER 20, "WATER WELLS," SECTION 20-3, AND CHAPTER 19, "WATER AND SEWER UTILITIES," ARTICLE VI, "UTILITY FRANCHISES," SECTION 19-77; BY AMENDING CHAPTER 2, "ADMINISTRATION," ARTICLE V, "BOARDS AND COMMISSIONS," DIVISION 5½, "CAPE CORAL ROAD ADVISORY COMMISSION," SECTIONS 2-117 AND 2-120.2, AND RENUMBERING AND RENAMING SAID DIVISION; BY AMENDING CHAPTER 2, "ADMINISTRATION," ARTICLE V, "BOARDS AND COMMISSIONS," DIVISION 7, "HISTORICAL AND CULTURAL RESOURCES BOARD," SECTION 2-120.18 AND SUBSECTION 2-120.19(b), AND RENAMING SAID DIVISION; BY AMENDING CHAPTER 16, "CITY OF CAPE CORAL FAIR HOUSING ORDINANCE," SECTION 16-11, AND CHAPTER 12½, "PARKS AND RECREATION," ARTICLE II, "ADVISORY BOARD," SECTION 12½-14; BY AMENDING CHAPTER 8, "FIRE PREVENTION AND PROTECTION," ARTICLE II, "FIRE PREVENTION CODE," TO ADD A NEW SECTION 8-13.1; BY AMENDING CHAPTER 2, "ADMINISTRATION," ARTICLE V, "BOARDS AND COMMISSIONS," DIVISION 1, "GENERALLY," SECTION 2-59; ALSO AMENDING THE CITY OF CAPE CORAL LAND USE AND DEVELOPMENT REGULATIONS, ARTICLE IX, "BOARDS, COMMISSIONS AND COMMITTEES," SECTION 9.5, "BUILDING & FIRE CODE CONFLICT RESOLUTION BOARD," BY REPEALING AND REPLACING SUBSECTION .2 THEREOF; PROVIDING FOR THE SUNSETTING OF VARIOUS BOARDS, COMMITTEES AND COMMISSIONS PREVIOUSLY CREATED AND ADDING NEW DUTIES FOR OTHER BOARDS, COMMITTEES AND COMMISSIONS; PROVIDING FOR CONFLICT AND SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

NOW, THEREFORE, THE CITY OF CAPE CORAL, FLORIDA, HEREBY ORDAINS THIS ORDINANCE AS FOLLOWS:

SECTION 1. The Code of Ordinances of the City of Cape Coral, Florida, is hereby amended by the repeal and deletion therefrom of the existing Chapter 2, "ADMINISTRATION," Article V, "BOARDS AND COMMISSIONS," Division 5, "EDUCATIONAL ADVISORY BOARD," Sections 2-111 through 2-116, which created and established the duties of the Educational Advisory Board.

SECTION 2. The Code of Ordinances of the City of Cape Coral, Florida, Chapter 2, "ADMINISTRATION," Article V, "BOARDS AND COMMISSIONS," Division 5½, "CAPE CORAL ROAD ADVISORY COMMISSION," is hereby renumbered as Division 5, and Sections 2-117 and 2-120.2 thereof are hereby amended to read as follows:

Chapter 2

ADMINISTRATION

...

ARTICLE V. BOARDS AND COMMISSIONS

...

DIVISION 5. CAPE CORAL ~~ROAD~~ TRANSPORTATION ADVISORY COMMISSION

Sec. 2-117. Creation; composition; terms of members; vacancies.

The City of Cape Coral ~~Road~~ Transportation Advisory Commission is hereby created and shall be composed of four members from the city council. Each member shall serve a term of one year on the advisory commission. All members shall be appointed by council at the first regular meeting in November after the election of councilmembers to the city council.

...

Sec. 2-120.2. Responsibilities and duties.

(a) The advisory commission's responsibilities and duties shall include working with the city administration to establish a five year major road improvement program; and make annual recommendations to city council for road improvements including blacktopping, curbing, stormwater drainage, road widening, sidewalks and major resurfacing. The advisory commission shall review and update the five year road improvement plan annually.

(b) The advisory commission's responsibilities shall also include reviewing and recommending facilities needs for bicyclists and pedestrians and recommending plans of action for educating bicyclists, pedestrians and motorists. The advisory commission shall review and update the comprehensive bicycle plan, the comprehensive pedestrian plan and the five (5)-year project priority list for the development of the bikeway/walkway system.

(c) The advisory commission shall have such other responsibilities and duties as are assigned by majority vote of the city council.

SECTION 3. The Code of Ordinances of the City of Cape Coral, Florida, is hereby amended by the repeal and deletion therefrom of Chapter 2, "ADMINISTRATION," Article V, "BOARDS AND COMMISSIONS," Division 7, "HISTORICAL AND CULTURAL RESOURCES BOARD," Sections 2-120.12 through 2-120.16, which created and established the duties of the Historical and Cultural Resources Board, and said Division 7 is hereby renamed and Section 2-120.18 and subsection 2-120.19(b) thereof are hereby amended to read as follows:

Chapter 2

ADMINISTRATION

...

ARTICLE V. BOARDS AND COMMISSIONS

...

DIVISION 7. HISTORICAL AND CULTURAL RESOURCES ~~BOARD~~

...

Sec. 2-120.18. Definitions.

(a) *City council* means the City of Cape Coral City Council.

(b) ~~Board means the historical and cultural resources advisory Board.~~

Sec. 2-120.19. Historic and cultural resources.

...

(b) ~~The board shall seek and accept~~ Any person may propose to the city council nominations of buildings, sites, and structures for designation as historic and/or cultural resources, based on the criteria listed in subsection (d), below. ~~The board may initiate such designation itself.~~

SECTION 4. The Code of Ordinances of the City of Cape Coral, Florida, Chapter 16, "CITY OF CAPE CORAL FAIR HOUSING ORDINANCE," Section 16-11, "Fair Housing Compliance Board," is hereby amended to read as follows:

Chapter 16

CITY OF CAPE CORAL FAIR HOUSING ORDINANCE

Sec. 16-11. Fair Housing Compliance Board.

~~A.~~ (a) There is hereby established a City of Cape Coral Fair Housing Compliance Board. ~~The Board shall consist of five members to be appointed by the City of Cape Coral City Council. All members of the Board shall be residents of the City of Cape Coral. The Planning & Zoning Commission, established pursuant to Section 9.1 of the City of Cape Coral Comprehensive Zoning and Land Development Regulations, shall serve as the City of Cape Coral Fair Housing Compliance Board.~~

~~B.~~ ~~Of the five members first appointed, three shall be appointed for two years, and two shall be appointed for one year. Thereafter, all appointments to the Compliance Board shall be for a term of two years, beginning November 1, 1989 and ending on October 31, 1991. Any vacancy occurring during the unexpired term of any member shall be filled by the City of Cape Coral City Council for the remainder of the term within 30 days after such vacancy occurs.~~

~~C.~~ (b) The powers and duties of the Compliance Board shall include the following:

~~1. Officers. The Compliance Board shall elect a chairperson and a vice chairperson. The City Manager shall be the liason between the Compliance Board and the City Council. The City Manager, or the City Manager's designee, shall be responsible for keeping minutes of all meetings of the Compliance Board and keeping such other records as are required. Such records shall be maintained in accordance with Chapter 119, Florida Statutes.~~

~~2. It shall take three members of the Compliance Board to constitute a quorum. The Compliance Board may adopt such other rules and regulations as are necessary or desirable to assist in the conduct of its meetings.~~

~~3.~~ (1) The Compliance Board shall hear complaints referred to the Board by the City Manager which complaints could not be resolved by the City Manager. The Board may also hear any complaint referred to the Board at the request of a complainant or respondent.

~~4.~~ (2) Upon receipt of a written complaint by any person, the Board shall schedule a meeting to investigate the complaint to determine if a violation of this ordinance has occurred and to determine if any disciplinary action is warranted.

~~5.~~ (3) Notice of a meeting of the Compliance Board shall be mailed to the complainant and respondent at least 14 days prior to the scheduled meeting. The complainant and respondent shall have the right to appear at such a meeting, be represented by counsel, produce evidence and cross-examine witnesses.

- ~~6.~~ (4) At the conclusion of any meeting on a complaint, the Compliance Board shall make a finding as to whether or not any violation of this ordinance has occurred. Such finding shall be in writing and a copy shall be mailed to complainant and respondent within 15 days after the hearing.
- ~~7.~~ (5) If the parties desire to conciliate, the terms of the conciliation shall be reduced to writing and must be signed and verified by the complainant and respondent and approved by the Compliance Board.
- ~~8.~~ (6) If the Compliance Board deems that there is not sufficient evidence to find that a violation of this ordinance has occurred, the Compliance Board shall take no further action with respect to the alleged defense and shall so notify the complainant and respondent by mail within 15 days.

SECTION 5. The Code of Ordinances of the City of Cape Coral, Florida, is hereby amended by the repeal and deletion therefrom of the existing Chapter 20, "WATER WELLS," Section 20-3, which created and established the duties of the Water Resources Advisory Board.

SECTION 6. The Code of Ordinances of the City of Cape Coral, Florida, is hereby amended by the repeal and deletion therefrom of the existing Chapter 19, "WATER AND SEWER UTILITIES," Article VI, "UTILITY FRANCHISES," Section 19-77, which created and established the duties of the Utility Hearing Board.

SECTION 7. The Code of Ordinances of the City of Cape Coral, Florida, Chapter 8, "FIRE PREVENTION AND PROTECTION," ARTICLE II, "FIRE PREVENTION CODE," is hereby amended by the addition thereto of the following new Section 8-13.1:

Chapter 8

FIRE PREVENTION AND PROTECTION

...

ARTICLE II. FIRE PREVENTION CODE

...

Sec. 8-13.1. Board of adjustment and appeals.

The City's Contractors' Regulatory Board, created pursuant to Sections 2-120.3 through 2-120.11 of this Code, shall serve as the Board of Adjustment and Appeals for purposes of Sections 105.1 through 105.3.3 of the Standard fire Prevention Code.

SECTION 8. The City of Cape Coral, Land Use and Development Regulations, ARTICLE IX, "BOARDS, COMMISSIONS AND COMMITTEES," Section 9.5, "Building & Fire Code Conflict Resolution Board," subsection .2, "Composition; Compensation; Quorum; Organization; Rules and Records," is hereby repealed and replaced by the following new subsection .2:

ARTICLE IX. BOARDS, COMMISSIONS AND COMMITTEES

...

Section 9.5 Building & Fire Code Conflict Resolution Board

...

.2 Designation of Board

The City's Contractors' Regulatory Board, created pursuant to Sections 2-120.3 through 2-120.11 of the Code of Ordinances, City of Cape Coral, shall serve as the Building & Fire Code Conflict Resolution Board for purposes of this section.

SECTION 9. The Code of Ordinances of the City of Cape Coral, Florida, Chapter 12½, "PARKS AND RECREATION," ARTICLE II, "ADVISORY BOARD," Section 12½-14, "POWERS AND DUTIES," is hereby amended to read as follows:

Chapter 12½

PARKS AND RECREATION

...

ARTICLE II. ADVISORY BOARD

...

Sec. 12 1/2-14. Powers and duties.

The board shall have the power and duty to advise and assist the city council in preparation of its plans for future parks and recreational facilities. The board shall prepare plans for the park and recreational facilities of the city. Such plans shall be in addition to any plans submitted by the city manager and shall be for the advice and consideration of the city council and shall not be binding upon the city council. In addition, the board shall advise the city council on matters related to tree proliferation, preservation, and protection in the city and in regard to tree preservation and beautification of the city through landscaping requirements and codes, including matters related to "Tree City USA" designation. The board shall also advise the city council on tourism industry and recreation promotion issues, develop programs to attract quality tourism and recreation activities to the city and assist in the implementation of such programs.

SECTION 10. The Code of Ordinances of the City of Cape Coral, Florida, Chapter 2, "ADMINISTRATION," Article V, "BOARDS AND COMMISSIONS," Division 1, "GENERALLY," Section 2-59, is hereby amended to read as follows:

Chapter 2

ADMINISTRATION

...

ARTICLE V. BOARDS AND COMMISSIONS

DIVISION 1. GENERALLY

...

Sec. 2-59. Annual review of boards, task forces, committees, and commissions.

(a) On or before July 1st of each even-numbered year, the city council shall conduct an annual review of the benefits derived from the continued existence of the ~~below listed~~ boards, task forces, committees, and commissions, designated in subsection (b) hereof, created by ordinance, resolution or otherwise ~~created~~ by the city council. ~~Pursuant to such review, and a~~ Upon finding a lack of ~~that there are~~ substantial benefits

derived from the continued existence of the board, task force, committee or commission; the city council shall adopt a resolution continuing the existence and functions of said board, task force, committee or commission. Any board, task force, committee or commission for which no such resolution is adopted shall automatically be abolished and, if it was created by ordinance or resolution, said ordinance or resolution creating and establishing it shall automatically be repealed 30 days from the date of said finding as of August 1 of such year.

(b) The following boards, task forces, committees, and commissions are subject to the ~~annual~~ review requirements of this ~~ordinance~~ section:

~~Educational advisory board;~~

(1) Parks, and recreation ~~and senior~~ advisory board;

~~Water resources advisory board;~~

~~Architectural review commissions;~~

~~Financial advisory commission;~~

(2) Transportation ~~Road~~ advisory commission;

(3) Golf course advisory board; and

(4) Minority issues/citizens advisory committee.

SECTION 11. Conflict. Any ordinance or code of the city, or any portion thereof, in conflict with the provisions of this ordinance, is hereby repealed to the extent of such conflict.

SECTION 12. Severability. In the event that any portion or section of this ordinance is determined to be invalid, illegal or unconstitutional by a court of competent jurisdiction, such decision shall in no manner affect the remaining portions or sections of this ordinance, which shall remain in full force and effect.

SECTION 13. Effective Date. This ordinance shall take effect immediately upon its adoption by the Cape Coral City Council.

ADOPTED AT A REGULAR COUNCIL MEETING THIS 16th DAY OF January, 2001.


ARNOLD E. KEMPE, MAYOR

ATTESTED TO AND FILED IN MY OFFICE THIS 18th DAY OF January, 2001.


BONNIE J. MAZURKIEWICZ
CITY CLERK

APPROVED AS TO FORM:


DAVID LA CROIX
City Attorney
ord/bdchanges

BOARDS, COMMITTEES AND COMMISSIONS

| City Boards / Comissions / Committees | Required? | Enabling Documents | Staff Contact(s) | Member and/or Liaison - (A) Alternate | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
|---------------------------------------|--|--|--|--|---------------------------|-----------------------------|--|------------|--------------------------------------|---|
| AHAC Committee | Required in order to participate in a SHIP Program F.S. 420.9072 & 163.3177(6)(03) | Resolution 181-20 | Amy Yearsley, Millie Babic | Councilmember Cummings (Voting Member) | 11 | None | 3 Years | 2 Terms | At least quarterly | To review established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plans and make recommendations to encourage or facilitate affordable housing. |
| Audit Committee | YES, Required to have an Auditor Selection Committee, Audit Committee services such roll per section 2-120.31 F.S. 218.391 F.S. 218.39 | Chapter 2, Article 5, City Code, Division 9 | Andrea Russell | Councilmember Hayden (Voting Member) | 5 | 1 | 4 Years | 2 Terms | At least quarterly | To serve in an advisory capacity to the City Council and the City Auditor's Office on issues presented to the committee relating to the City's financial and other reporting practices; internal control; compliance with laws, regulations, and ethics; independent audit process; and special audit needs. |
| Budget Review Committee | NO | Resolutions 05-12 & 99-15 | Clerk's Department, in coordination with Finance and other departments | Councilmember Steinke | 7 | 1 | 3 Years (1 Year for Alternate) | 2 Terms | At least monthly, unless no business | To provide citizen input into the budgetary process so as to best promote the health, safety, financial soundness, and general welfare of the City of Cape Coral. |
| Cape Competes | NO | Chapter 2, Article 5, City Code, Division 16 | Sharon Woodberry | Councilmember Long | 8 | 1 | 3 Years (3, 2, or 1 for Initial Members) | 2 Terms | At least monthly, unless no business | 1) To serve as a voice of local businesses to assist them in their ability to do business in the city, maintain a positive relationship with the local business community and the city, and enhance the overall business climate within the city. 2) To make recommendations and furnish input and helpful information to the City Council to assist them in their policy-making as it pertains to the local business community. 3) To make nonbinding policy recommendations specifically related to the relationship between local businesses and the city. |
| Charter School Governing Board | YES, Requires that the Governing Body of the Charter School shall exercise continuing oversight over charter school operations F.S. 1002 | Chapter 26, City Code | Kathleen Paul Evans | Councilmember Long (Voting Member) | 7 to 11 | None | Councilmember - 1 Year | 2 Terms | Monthly | To oversee the operations of the City's charter school system. |
| | | | | | | | Business/Education - 3 Years | | | |
| | | | | | | | Parents - 2 Year | | | |

BOARDS, COMMITTEES AND COMMISSIONS

| City Boards / Comissions / Committees | Required? | Enabling Documents | Staff Contact(s) | Member and/or Liaison - (A) Alternate | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
|--|---|--|---|---------------------------------------|---|-----------------------------|---------------------------------|------------|--------------------------------------|--|
| Youth Council | NO | Chapter 2, Article 5, City Code, Division 12 | Connie Griglin | Councilmember Cosden | 14 | None | 2 Years | 1 Term | Monthly, unless no business | To discuss topics important to our youth and report recommendations to City Council. |
| | | | | Councilmember Hayden (A) | | | | | | |
| Transportation Advisory Committee | NO | Chapter 2, Article 5, City Code, Division 5 | PW Staff | Councilmember Welsh | 5 | 1 | 1 Year | N/A | Monthly | To review and give staff direction on road projects. |
| | | | | Councilmember Sheppard | | | | | | |
| | | | | Mayor Gunter (Chair) | | | | | | |
| | | | | Councilmember Hayden (Vice Chair) | | | | | | |
| | | | | Councilmember Long | | | | | | |
| | | | | Councilmember Cummings (A) | | | | | | |
| | | | | Voting Members | | | | | | |
| Community Development Block Grant Committee | Required in order to participate in the CDBG Program | Chapter 14, City Code | Amy Yearsley, Millie Babic | Councilmember Cummings | 5 | None | 3 Years | 2 Terms | At least monthly, unless no business | To review and make recommendations to the City Council concerning the distribution of CDBG money and SHIP. Their goal is to provide a fair and equitable distribution of funds to various non-profit organizations which benefit Cape Coral and its citizens. |
| Community Redevelopment Agency | YES, Required when providing for a community redevelopment area F.S. 163.356 | Chapter 27, City Code | Maureen Buice | Councilmember Welsh (Liaison) | 5 | None | 4 Years | 2 Terms | At least 6 times per year | To promote enhancement and improvement of the Community Redevelopment Agency (CRA) district area. |
| | | | | Councilmember Steinke (A) | | | | | | |
| Golf Course Advisory Board | NO | Chapter 2, Article 5, City Code, Division 8 | Clerk's Department, in coordination with Parks & Recreation | Councilmember Hayden | 7 (5 members, President of Men's Golf Association, President of Women's Golf Association) | None | 2 Years | 2 Terms | Bi-Monthly | To discuss the management, financial, and daily operations of the City-owned Coral Oaks Golf Course. Their goal is to make recommendations to Council to ensure Coral Oaks remains a top-quality facility. |
| Health Facilities Authority | Under Review F.S. 154.201 | Resolutions 46-75 & 80-82 | N/A | N/A | 5 | None | 4 Years | 2 Terms | Annually | To meet annually to discuss the Gulf Coast Village bonds. |
| Nuisance Abatement Board | NO F.S. 893.138 (Statute provided as reference for statutory authority) | Chapter 2, Article 5, City Code, Division 13 | N/A | N/A | 7 | 2 | 2 Years (1 Year for Alternates) | 2 Terms | As-Needed | To promote, protect, and improve the health, safety, and welfare of the citizens of the City of Cape Coral by providing an equitable, expeditious, and effective method to reduce the use of property within the City for the unlawful sale, delivery, manufacture, cultivation, or possession of controlled substances; prostitution; gang activity; or stolen property and other crimes. |

BOARDS, COMMITTEES AND COMMISSIONS

| City Boards / Comissions / Committees | Required? | Enabling Documents | Staff Contact(s) | Member and/or Liaison - (A) Alternate | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
|--|--|---|---|---------------------------------------|--|-----------------------------|---|------------|-------------------|--|
| Parks and Recreation Advisory Board | NO | Chapter 2, Article 5, City Code, Division 15 | Clerk's Department, in coordination with Parks & Recreation | Councilmember Cummings | 5 regular members, 1 member of the Golf Course Advisory Board, 1 member of the Youth Council | 2 | 3 Years (1 Year for GCAB and YC Members) | 2 Terms | Quarterly | To make recommendations and furnish input and helpful information to the City Council to assist them in their policy-making as it pertains to the City's parks. |
| Planning and Zoning Commission | YES, Required to have a Local Planning Agency F.S. 163.3174 | Article 2: Chapter 1, LDC | Planning Team | Councilmember Welsh | 7 | 2 | 3 Years (1 Year for Alternates) - Starting in March | 2 Terms | Monthly | To review all changes in Land Use and Land Use and Development Regulations and provides recommendations to City Council concerning land use matters. |
| | | Section 2.1.1 of the LDC | | Councilmember Long (A) | | | | | | |
| Waterway Advisory Board | NO | Chapter 2, Article 5, City Code, Division 14 | Maureen Buice | Councilmember Steinke | 7 | 2 | 2 Years | 2 Terms | Every Other Month | To make recommendations and furnish input and helpful information to the City Council to assist them in their policy-making as it pertains to the City's public navigable waterways. |
| Police Pension Board | YES F.S. 185.05 | Chapter 2, Article 6, City Code, Division 1 - Police - 2-121.3 | N/A | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| Fire Pension Board | YES F.S. 175.061 | Chapter 2, Article 6, City Code, Division 2 - Fire - 2-122.3 | N/A | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| General Pension Board | YES F.S. 112.66 | Chapter 2, Article 6, City Code, Division 3 - General - 2-123.3 | N/A | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| Grievance Board | YES F.S. 447.401 | Chapter 2, Article 9, City Code, 2-33.7 | Lisa Sonego | N/A | 5 | 0 | N/A: Roster list reviewed at least bi-annually. | 2 Terms | As Needed | To order relief concerning whether a condition affecting an employee is unjust, inequitable, or a hindrance to the effective operation and is subject to certain limitations. |

Discretionary Boards / Committees / Comissions - Council Worksheet

| City Board / Comission / Committee | Sunset (Yes/No) | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
|------------------------------------|-----------------|---------------------------|-----------------------------|-------------|------------|-------------------|---------------|
| Budget Review Committee | | | | | | | |
| Cape Competes | | | | | | | |
| Youth Council | | | | | | | |
| Transportation Advisory Committee | | | | | | | |

| City Boards / Comissions / Committees | Sunset (Yes/No) | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
|---------------------------------------|-----------------|---------------------------|-----------------------------|-------------|------------|-------------------|---------------|
| Golf Course Advisory Board | | | | | | | |
| Health Facilities Authority | | | | | | | |
| Nuisance Abatement Board | | | | | | | |
| Parks and Recreation Advisory Board | | | | | | | |
| Waterway Advisory Board | | | | | | | |

| Required Boards / Committees / Comissions | | | | | | | |
|--|-----------------|---------------------------|-----------------------------|---|------------|--------------------------------------|--|
| City Board / Comission / Committee | Sunset (Yes/No) | Number of Regular Members | Number of Alternate Members | Term Length | Term Limit | Meeting Frequency | Purpose/Goals |
| AHAC Committee | N/A | 11 | None | 3 Years | 2 Terms | At least quarterly | To review established policies and procedures, ordinances, land development regulations, and adopted local comprehensive plans and make recommendations to encourage or facilitate affordable housing. |
| Audit Committee | N/A | 5 | 1 | 4 Years | 2 Terms | At least quarterly | To serve in an advisory capacity to the City Council and the City Auditor's Office on issues presented to the committee relating to the City's financial and other reporting practices; internal control; compliance with laws, regulations, and ethics; independent audit process; and special audit needs. |
| Charter School Governing Board | N/A | 7 to 11 | None | Councilmember - 1 Year | 2 Terms | Monthly | To oversee the operations of the City's charter school system. |
| | | | | Business/Education - 3 Years | | | |
| | | | | Parents - 2 Year | | | |
| Community Development Block Grant Committee | N/A | 5 | None | 3 Years | 2 Terms | At least monthly, unless no business | To review and make recommendations to the City Council concerning the distribution of CDBG money and SHIP. Their goal is to provide a fair and equitable distribution of funds to various non-profit organizations which benefit Cape Coral and its citizens. |
| Community Redevelopment Agency | N/A | 5 | None | 4 Years | 2 Terms | At least 6 times per year | To promote enhancement and improvement of the Community Redevelopment Agency (CRA) district area. |
| Planning and Zoning Commission | N/A | 7 | 2 | 3 Years (1 Year for Alternates) - Starting in March | 2 Terms | Monthly | To review all changes in Land Use and Land Use and Development Regulations and provides recommendations to City Council concerning land use matters. |
| Police Pension Board | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| Fire Pension Board | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| General Pension Board | N/A | 5 | 0 | 4 Years | 2 Terms | Quarterly | To establish and maintain the policies and procedures for investing pension funds. |
| Grievance Board | N/A | 5 | 0 | N/A: Roster list reviewed at least bi-annually. | 2 Terms | As Needed | To order relief concerning whether a condition affecting an employee is unjust, inequitable, or a hindrance to the effective operation and is subject to certain limitations. |



AGENDA REQUEST FORM

CITY OF CAPE CORAL

| | |
|---------------|------------|
| Item Number: | B.(3) |
| Meeting Date: | 5/10/2023 |
| Item Type: | DISCUSSION |

TITLE:

Fire Department Accreditation Update

REQUESTED ACTION:

Informational

SUMMARY EXPLANATION AND BACKGROUND:**STRATEGIC PLAN ALIGNMENT:**

1. Is this a Strategic Decision? Yes
- If Yes, Priority Goals Supported are listed below.
- If No, will it harm the intent or success of the Strategic Plan?

CITY SERVICES AND AMENITIES: DELIVER EXCEPTIONAL CITY SERVICES AND HIGH-QUALITY AMENITIES

Recommendations:**SOURCE OF ADDITIONAL INFORMATION:**

Ryan W. Lamb, Fire Chief
(239) 242-3601
rlamb@capecoral.gov

FISCAL IMPACT/FUNDING SOURCES(S)/BUDGET CONSIDERATIONS:

1. Will this action result in a Budget Amendment?

PREPARED BY:

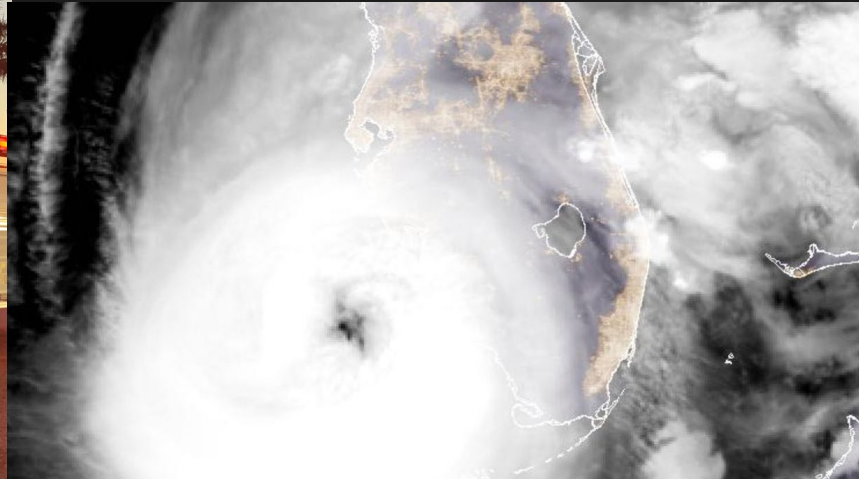
Linda A. Kurzmann, Senior Administrative Specialist

Division- Administration

Department- Fire

ATTACHMENTS:

| Description | Type |
|-----------------------|-----------------|
| 1. Staff presentation | Backup Material |



Fire Department Accreditation Process



May 24, 2023



ACCREDITATION?



Center for
Public Safety
Excellence



Commission on
Fire Accreditation
International

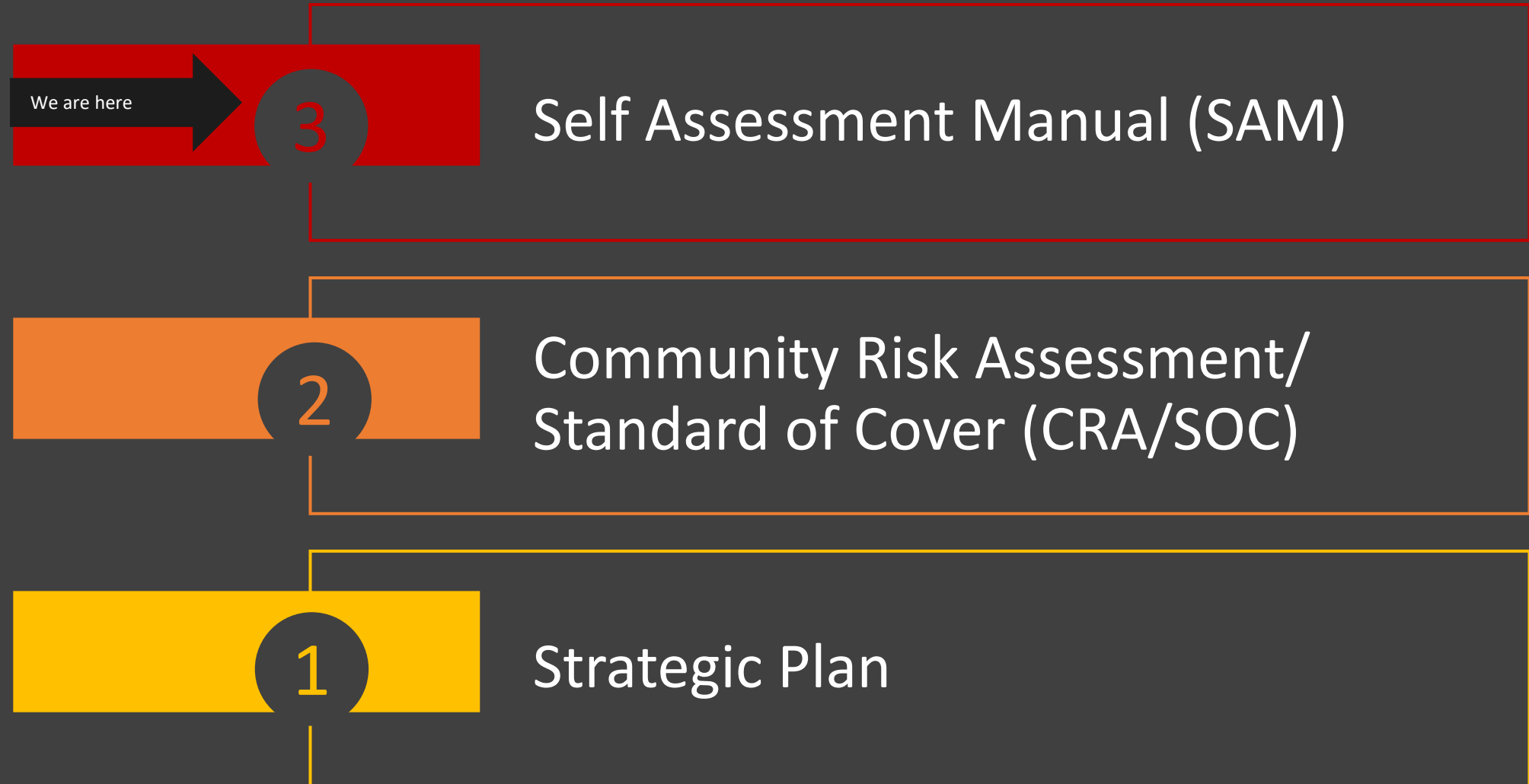
ACCREDITATION IS MORE THAN A STICKER

1. Alignment with Council and Community goals
2. Continuous Improvement
3. Data Supported Decision
4. Defines Expectations and Vision



Exceptional Service Together

ACCREDITATION BUILDING BLOCKS



CCFD Strategic Plan 2020-2025



FIRE

- Zero firefighter or civilian fire-related deaths
- Turnout for calls that require PPE within 2 minutes, 90% of the time (tone to wheels rolling)
- First unit arrival within 10 minutes, 90% of the time (911 to arrival)
- Water on the fire within 5 minutes of arrival, 90% of the time
- Contain structure fires to room of origin for 80% of incidents
- Save 95% of the value of the property and contents threatened by fire
- Inspect all commercial occupancies in accordance with occupancy risk, 100% of the time

RESCUE

- Turnout for emergent EMS calls within 1 minute and 30 seconds, 90% of the time (tone to wheels rolling)
- Respond to EMS calls within 8 minutes and 59 seconds, 90% of the time (high acuity calls, 911 to arrival)
- Maintain a cardiac survival rate at or above the national average (ROSC)
- Primary search complete within 5 minutes of arrival, 90% of the time
- Rescue victims of entrapment within 20 minutes of arrival, 90% of the time
- Respond to marine calls within 16 minutes, 90% of the time (tone to underway)

GENERAL

- Provide value beyond the 911 call
- Maintain an employee injury rate below 10%
- Completion of all assigned training
- Produce high-quality incident reports and data
- Conduct post fire decontamination, 100% of the time
- Perform risk reduction through education and enforcement
- Zero cases of substantiated harassment/discrimination
- Improve ISO rating to Class 2 or better
- Pursue fire service accreditation



CCFD Vital Signs

1. Performance Measures and Outcomes
2. Risk Classification
3. Response Times
4. Baselines/Benchmarks
5. Continuous Improvement

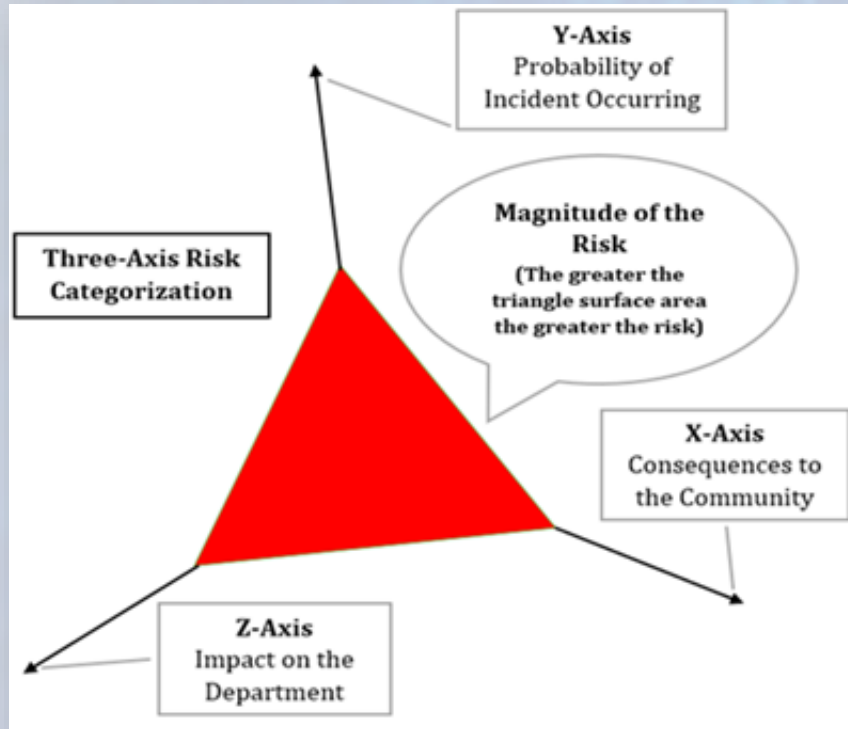


CAPE CORAL FIRE DEPARTMENT

COMMUNITY RISK ASSESSMENT/ STANDARDS OF COVER



Risk Assessment



| Score | Probability | Consequence | Impact |
|-------|--------------------|--|-----------|
| 2 | Annually (or less) | Single Person/Single Loss/Low Life Threat | 2-4 FFs |
| 4 | Monthly | Multiple People/High Life Threat/Business | 5-8 FFs |
| 6 | Weekly | Multiple Loss/High Life Threat/Business/Financial Impact | 9-14 FFs |
| 8 | Daily | High Loss/Business/Citywide/Financial Impact | 15-20 FFs |
| 10 | Multiple Daily | MCI/Regional/State/Federal Impact | 20+ FFs |

Heron's Formula

$$\text{Risk Score} = \sqrt{\frac{(PC)^2 + (CI)^2 + (IP)^2}{2}}$$

P = Probability (Y-axis)

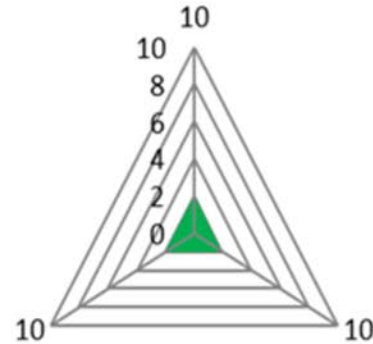
C = Consequence (X-axis)

I = Impact (Z-axis)

Low Risk

Low Risk - are incidents typically requiring a single Fire Company. Examples are a dumpster type fire, vehicle fires and protected (alarmed/sprinklered) structures are classified Low Risk response of 1 Engine.

RISK SCORE

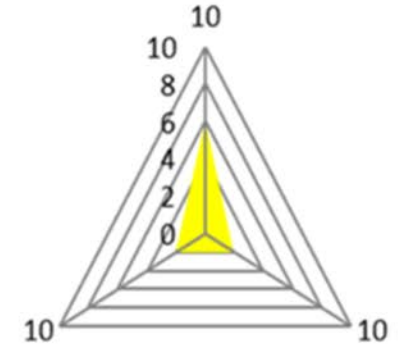


| RISK | | |
|---------------------------|--|----------------|
| Probability of Occurrence | | 2 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 4.89898 |

Moderate Risk

Moderate Risks -are the Structure Fire incidents that involve Residential, multifamily and commercial occupancies or strip malls. It should be note that most commercial occupancies in Cape Coral are fully sprinklered.

RISK SCORE

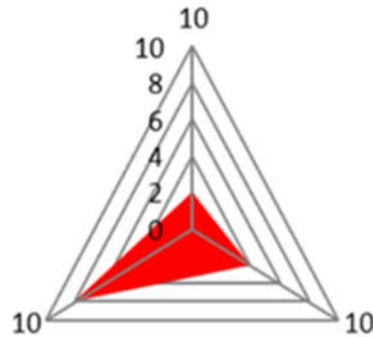


| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 6 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 12.32883 |

High Risk

High Risk- are Large sized multifamily (apartment complex), and large commercial building which have the risk of large loss of life, loss of economic value to the community or high property loss. These include sites such as Schools, government facilities, nursing facilities.

RISK SCORE

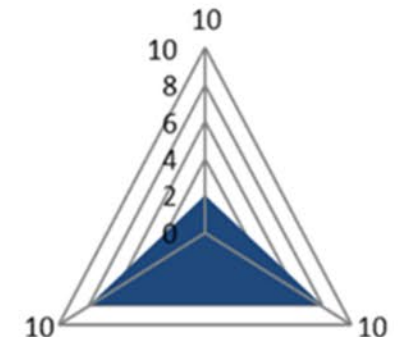


| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 6 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 12.32883 |

Maximum Risk

Maximum Risk -are MCI incidents such as high rise, large commercial occupancy, or hospitals. This is a response that relies on numerous automatic aid resources.

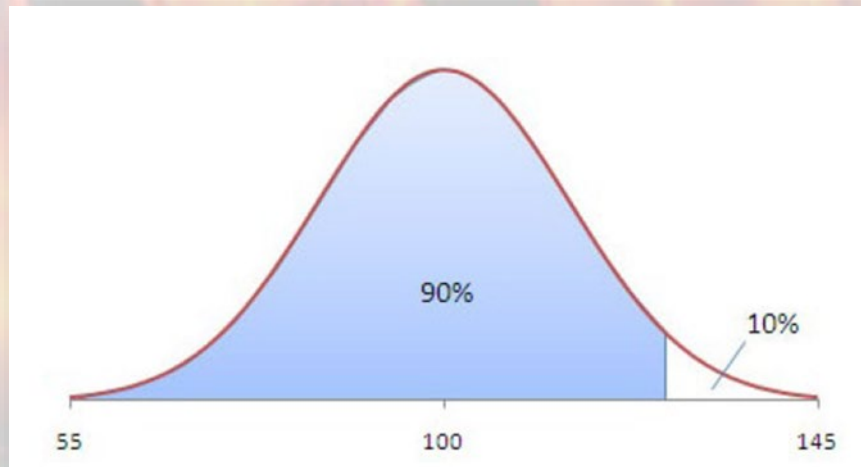
RISK SCORE



| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 2 |
| Consequence to Community | | 8 |
| Impact on Fire Department | | 8 |
| SCORE | | 48.00000 |

| | | | | | | | | | | | | |
|---------------------------|------------|------------|-------------|---------------------------|------------|------------|-------------|---------------------------|------------|------------|-------------|--|
| | X | X | X | | X | X | X | | X | X | X | |
| FIRE | LOW | MOD | High | EMS | LOW | MOD | High | Tech Rescue | LOW | MOD | High | |
| ERF | 3 | 16 | 21 | ERF | 2 | 2 | 5 | ERF | 3 | 7 | 12 | |
| Alarm Handling | 2:00 | 2:00 | 2:00 | Alarm Handling | 1:29 | 1:29 | 1:29 | Alarm Handling | 2:00 | 2:00 | 2:00 | |
| First Unit Turnout | 2:00 | 2:00 | 2:00 | First Unit Turnout | 1:30 | 1:30 | 1:30 | First Unit Turnout | 2:00 | 2:00 | 2:00 | |
| First Unit Travel Time | 6:00 | 6:00 | 6:00 | First Unit Travel Time | 6:00 | 6:00 | 6:00 | First Unit Travel Time | 6:00 | 6:00 | 6:00 | |
| ERF Travel Time | 6:00 | 9:00 | 12:00 | ERF Travel Time | 6:00 | 6:00 | 9:00 | ERF Travel Time | 10:00 | 13:00 | 16:00 | |
| First Unit Total Response | 10:00 | 10:00 | 10:00 | First Unit Total Response | 8:59 | 8:59 | 8:59 | First Unit Total Response | 10:00 | 10:00 | 10:00 | |
| ERF Total Response time | 10:00 | 13:00 | 16:00 | ERF Total Response time | 8:59 | 8:59 | 11:59 | ERF Total Response time | 14:00 | 14:00 | 20:00 | |
| | | | | | | | | | | | | |
| | X | X | X | | X | X | X | | X | X | X | |
| ERF | 3 | 7 | 12 | ERF | 4 | 7 | 13 | ERF | 3 | 4 | 7 | |
| Hazmat | LOW | MOD | High | Wildland | LOW | MOD | High | Marine | LOW | MOD | High | |
| Alarm Handling | 2:00 | 2:00 | 2:00 | Alarm Handling | 2:00 | 2:00 | 2:00 | Alarm Handling | 2:00 | 2:00 | 2:00 | |
| First Unit Turnout | 2:00 | 2:00 | 2:00 | First Unit Turnout | 2:00 | 2:00 | 2:00 | First Unit Turnout | 2:00 | 2:00 | 2:00 | |
| First Unit Travel Time | 6:00 | 6:00 | 6:00 | First Unit Travel Time | 6:00 | 6:00 | 6:00 | First Unit Travel Time | 12:00 | 12:00 | 12:00 | |
| ERF Travel Time | 10:00 | 13:00 | 16:00 | ERF Travel Time | 10:00 | 13:00 | 16:00 | ERF Travel Time | 12:00 | 12:00 | 12:00 | |
| First Unit Total Response | 10:00 | 10:00 | 10:00 | First Unit Total Response | 10:00 | 10:00 | 10:00 | First Unit Total Response | 16:00 | 16:00 | 16:00 | |
| ERF Total Response time | 14:00 | 14:00 | 20:00 | ERF Total Response time | 14:00 | 17:00 | 20:00 | ERF Total Response time | 16:00 | 16:00 | 16:00 | |

The goal 90th percentile



Self-Assessment Manual

1. Governance and Administration
2. Assessment and Planning
3. Goals and Objectives
4. Financial Resources
5. Community Risk Reduction
 - a. Fire Prevention
 - b. Public Education
 - c. Fire Investigation
 - d. Domestic Preparedness
 - e. Fire Suppression
 - f. EMS
 - g. Technical Rescue
 - h. Hazardous Materials
 - i. Marine and Shipboard
 - j. Wildland
6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External Systems Relations
11. Health and Safety



287!

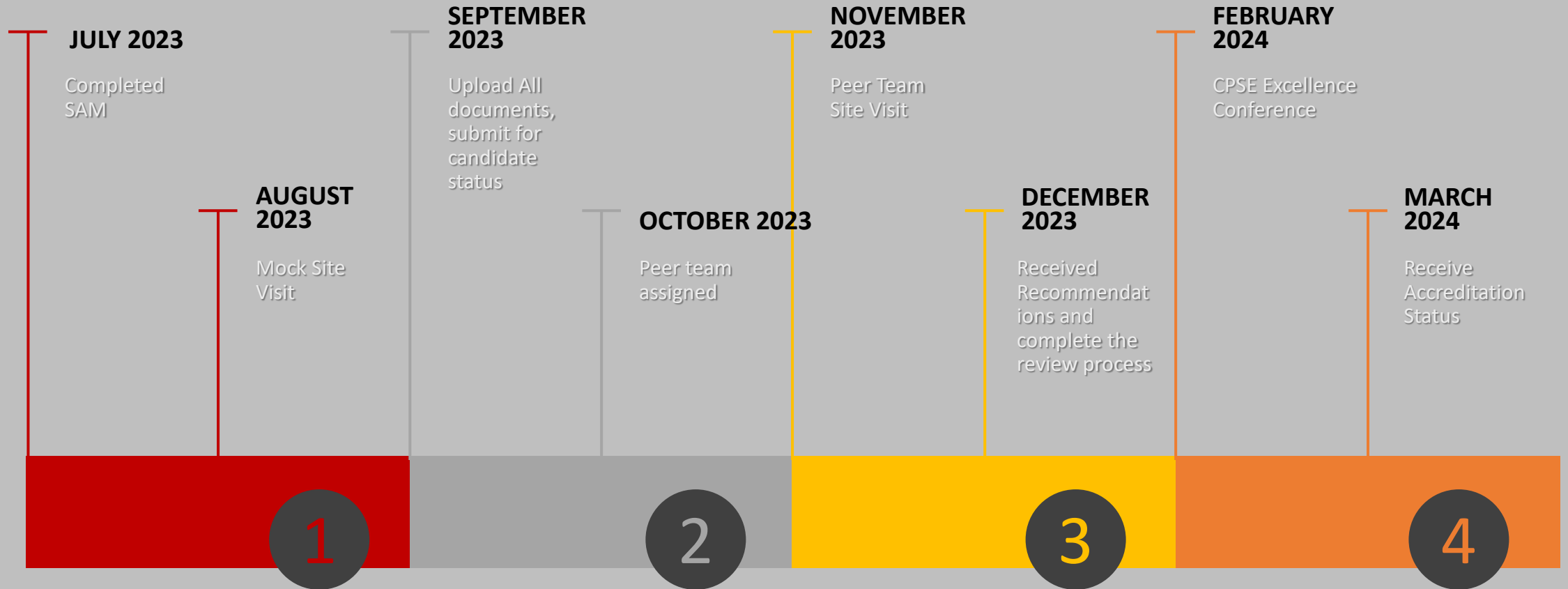
1. Description
2. Appraisal
3. Plan
4. References

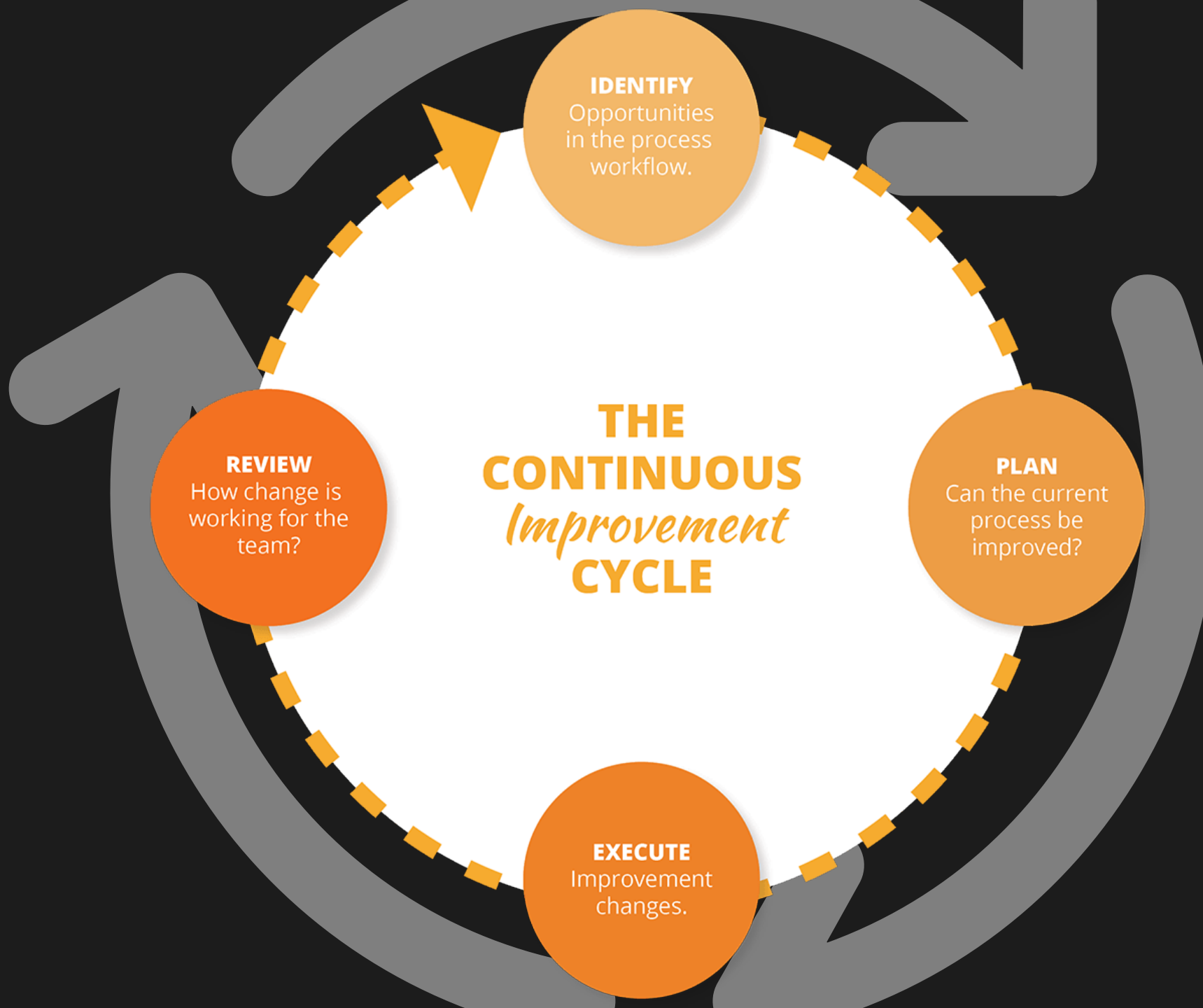
5E.3: The agency conducts a formal and documented EMS program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the program, and to measure its performance toward meeting the agency's goals and objectives

6D.2: The apparatus maintenance and repair facility has adequate space and is equipped with appropriate tools.

11B.5: The agency provides for cancer and behavioral health screenings program and cardiac assessment

ACCREDITATION PROJECT TIMELINE





July

Quarterly Review and Reports
CRA/SOC

- *2D.2: Benchmark vs baseline review
- *2D.6 Performance gaps review
- *2D.3: Identify External Factor Strategic Plan
- *3D.1: Review Goals and Objectives
- *3D.2: Review Overall system Performance

Quarterly Meetings

- *Compliance Team Meeting
- *CRA/SOC

Biannual

9C.3 Review organizational documents

September

Policy Annual Review

Program Appraisals:

- *5A: Prevention
- *5B: Public Education
- *5J: Marine and Shipboard Rescue

CCFD Accreditation Compliance Schedule

October

Quarterly Review and Reports:
CRA/SOC

- *2D.2: Benchmark vs baseline review
- *2D.6 Performance gaps review

Strategic Plan

- *3D.1: Review Goals and Objectives
- *3D.2: Review Overall system Performance

Quarterly Meetings:

- Compliance Team Meeting
- CRA/SOC
- Strategic Plan

Program Appraisals:

- *5F: EMS
- *5G: Technical Rescue

November

Program Appraisals:

- *5H: Hazmat
- *8B : Training and Education
- *9B: Communication Systems

December

Program Appraisals:

- *5K: Wildland Fire
- *11B: Wellness

Biannual Report:

*9C.3 : Review organizational documents

January

Quarterly Review and Reports
CRA/SOC

- *2D.2: Benchmark vs baseline review
- *2D.6 Performance gaps review
- *2D.3: Identify External Factor Strategic Plan
- *3D.1: Review Goals and Objectives
- *3D.2: Review Overall system Performance

Quarterly Meetings

- *Compliance Team Meeting
- *CRA/SOC
- *Strategic Plan

Program Appraisals

- *5C: Fire Investigation
- *5E: Fire Suppression

February

Annual

CCFD Annual Report Published

Program Appraisals

- *5D: Domestic Preparedness Program

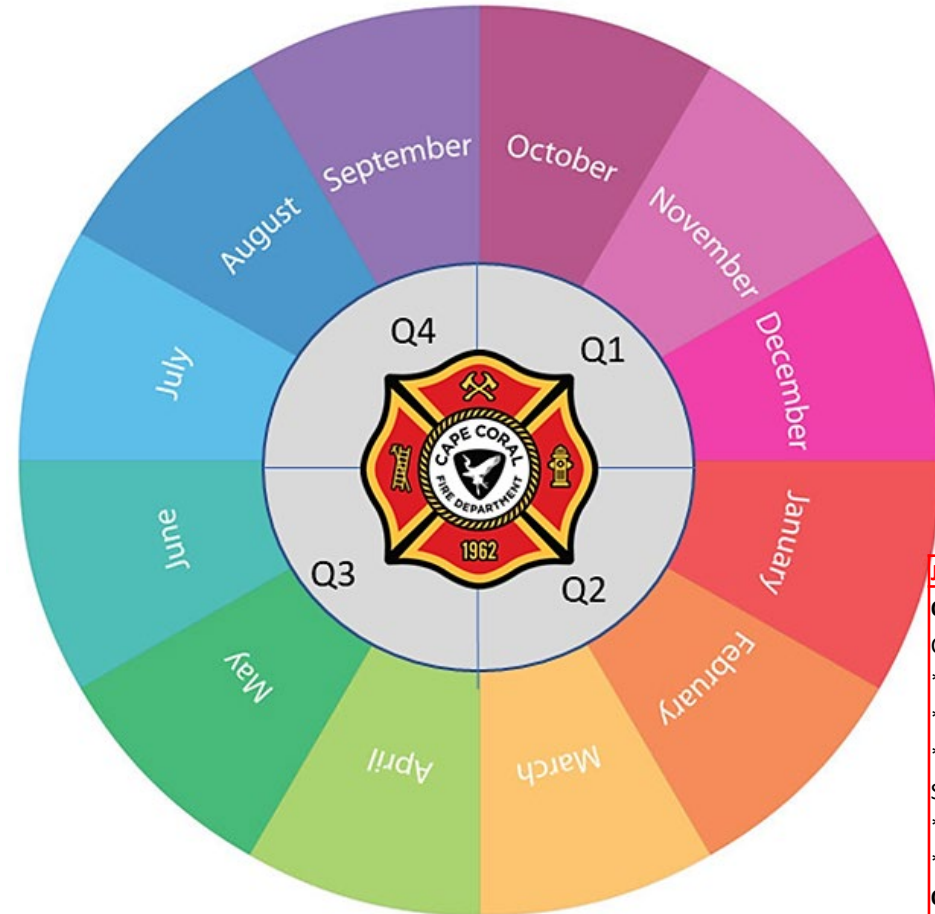
March

Annual

Annual Compliance Report due to CPSE

Future

2025- Interaction with External Stakeholder



April

Annual

CCFD Budget Presentation

Annually Report to AHJ

- *2D.6 Performance gaps review
- *2D.8: Approval of Standard of Cover
- *2D.9: Notify AHJ of gaps in service

Program Appraisals Yearly Report

Quarterly Review and Reports
CRA/SOC

- *2D.2: Benchmark vs baseline
- *2D.6 Performance gaps review
- *2D.3: Identify External Factor Strategic Plan
- *3D.1: Review Goals and Objectives
- *3D.2: Review Overall system Performance

Quarterly Meetings

- *Compliance Team Meeting
- *CRA/SOC
- *Strategic Plan



THANK YOU

Any questions?





CAPE CORAL FIRE DEPARTMENT

COMMUNITY RISK ASSESSMENT/ STANDARDS OF COVER



Facilitated by



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Cape Coral Fire Department

Fire Chief Ryan W. Lamb

Community Risk Assessment/Standards of Cover

Contributors

Name, Rank, or Rank Name

Commented [RD2]: Please list as appropriate

2023

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Cape Coral Fire Department Community Risk Assessment/Standards of Cover

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DRAFT A

Executive Summary

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DRAFT A

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

A. Description of Community Served

Introduction

The following information serves as the Community Risk Assessment/Standards of Cover (CRA/SOC) document for the Cape Coral Fire Department (CCFD). This document aims to identify and assess the community risks and determine how the CCFD can effectively respond to these risks by establishing goals and objectives that are performance and outcome-based.

Community and Agency Legal Basis

The city of Cape Coral is an established Florida municipality with the governmental, corporate, and proprietary powers to conduct municipal government as provided through Florida Statutes: [Chapter 166](#). In 1970, the Florida Legislature passed a [Special Act, Ch. 70-623, Laws of Florida](#), tentatively establishing and organizing the city of Cape Coral. Implementation of the Special Act was dependent upon approval through referendum by a majority vote of the registered electors residing within the proposed City limits. The referendum was passed on August 11, 1970, by a vote of 2067 to 1798.



The city of Cape Coral operates under the council-city manager form of government. City council members are elected at large from seven districts, and the mayor is also elected at large and is the eighth member of the council. The council and mayor enact ordinances and resolutions and adopt the budget, comprehensive plan, and land-use regulations. Additionally, the council and mayor appoint the city manager, city auditor, city attorney, and the members of all boards and commissions. The city manager hires all department directors and oversees the city's day-to-day operations.

CAPE CORAL FIRE DEPARTMENT

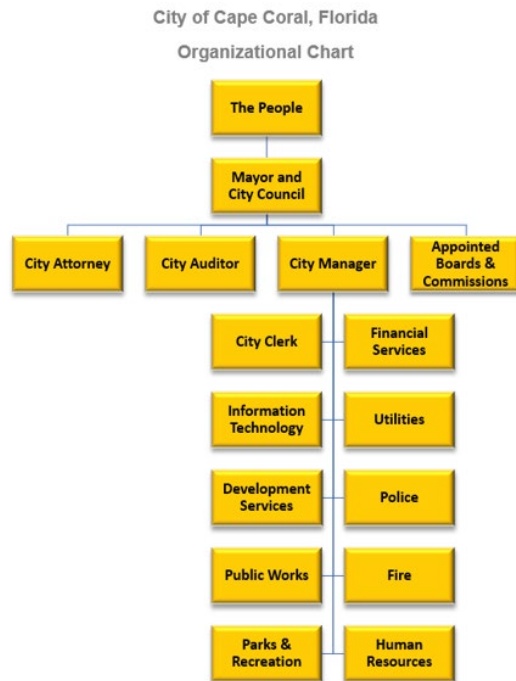
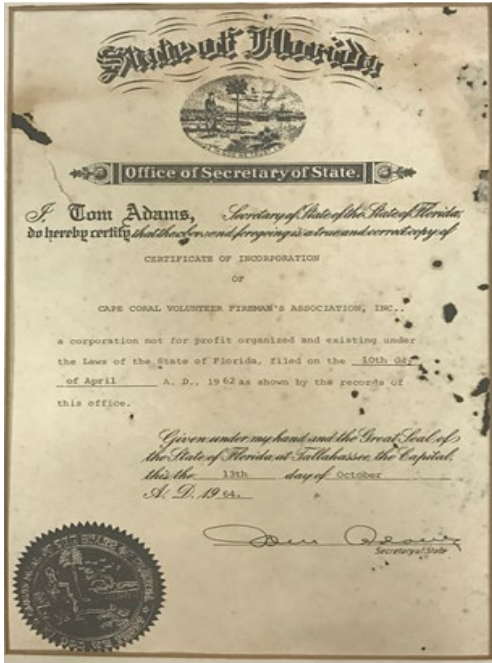


Figure 1: City of Cape Coral Organizational Chart



Cape Coral City Council

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER



The city of Cape Coral Charter, [Chapter 2: - Administration, Article I - In General, § 2-1.2](#) establishes Cape Coral Fire Department as one of the ten administrative departments within the city government.

The Cape Coral Fire Department was established in 1962 as the Cape Coral Volunteer Fireman's Association, Inc. In 1971, the newly incorporated City took over the fire services as a City Department.

History of the Community

The city of Cape Coral, incorporated in 1970, is located in Lee County on the southwest coast of Florida. This peninsular City is approximately 125 miles south of Tampa and lies between the Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway. As one of the nation's first master-planned communities, Cape Coral is principally a residential, recreational, and vacation community developed as a large subdivision of single-family homes through Gulf American Land Corporation,

founded in 1957 by brothers Jack and Leonard Rosen. Promoted as a "Waterfront Wonderland" with more canals than Venice, Italy, Cape Coral has over 400 miles of navigable waterways, more than any other city globally. With 120 square miles, geographically, Cape Coral is the third-largest city in Florida and the largest city between Tampa and Miami.



CAPE CORAL FIRE DEPARTMENT

Community Financial Basis

Cape Coral employs a formal budgetary process that provides management control during the year for all fund types. Presently, the city utilizes a three-year rolling budget format to allow for future financial impacts of policy-related decisions and the level of service provided. The city council officially adopts only the budget for the upcoming fiscal year, which is October 1 through September 30.

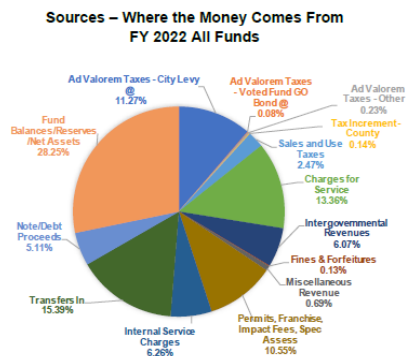
City departments submit budgets to the city manager, who, after review, makes a recommendation to the city council in July of each year. The city council then adopts the proposed millage rate. The budget review committee then reviews the budget, and two public meetings are held for the proposed budget and millage rate. After public hearings in September, a final budget is adopted that includes revenues, expenditures, and reserves. The final millage rate and budget are approved in September.

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

The Cape Coral Fire Department budgets expenditures in 4 categories and 11 program areas. The 11 program areas are as follows: administration, EOC operations, support services, special operations, fire training, EMS, life safety, operations, public education, professional standards, and fleet rolling stock. The CCFD total adopted budget for FY 2021 was \$51,446,116.

City of Cape Coral, Florida
FY 2022 – 2024 Adopted Budget

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



The various uses of the budgeted funds are summarized in the following table:

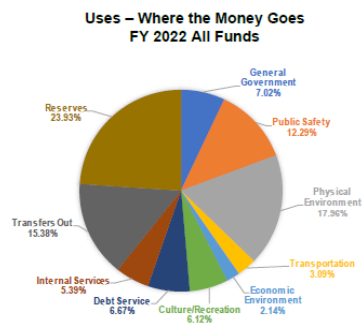


Figure 2: Cape Coral FY22-24 Adopted Budget Sources and Uses

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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

City of Cape Coral, Florida
Fund Structure

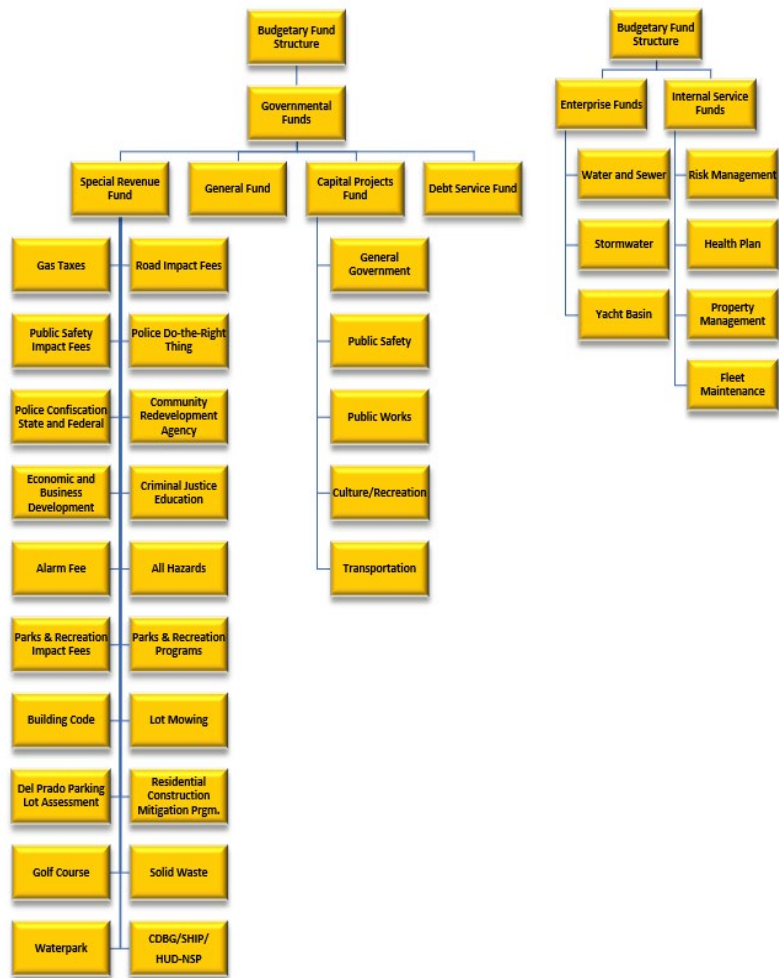
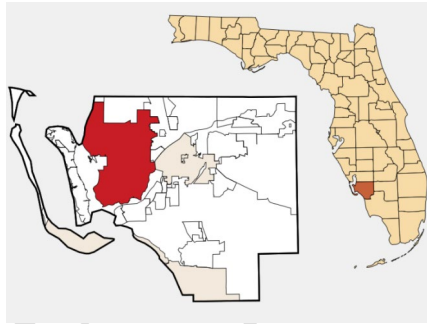


Figure 3: Cape Coral Fund Structure

CAPE CORAL FIRE DEPARTMENT

Community Boundaries

The city of Cape Coral is located on the southwest coast of Florida, in Lee County. The city is approximately 125 miles south of Tampa, at the mouth of the Caloosahatchee River. This peninsular city lies between the Caloosahatchee River, Charlotte Harbor, and the Intracoastal Waterway. The city is connected to the city of Fort Myers, the county seat, by a bridge in the central part of the city. The city is connected to unincorporated Lee County by a bridge at the south end of the city, and roadways located in the northeast and northwest boundaries of the city. The territorial boundaries of the city are defined in the City of Cape Coral Charter, [Article II – Boundaries, § 2.01](#). The CCFD provides services through a Municipal Services Taxing Unit ([MSTU agreement](#)) with Lee County to the unincorporated areas within the city limits, the Burnt Store Marina community, and the Yuca Pens Unit State Wildlife Management Area that border the city's northern boundaries.



Community Planning Areas

Cape Coral has experienced exponential growth over the past decade. With a projected build-out population of approximately 400,000, the CCFD is continuously playing catch up to maintain service levels to meet the needs of the growing population as resources are stretched thin throughout the city. The city's future land use has identified the following areas as planning areas.

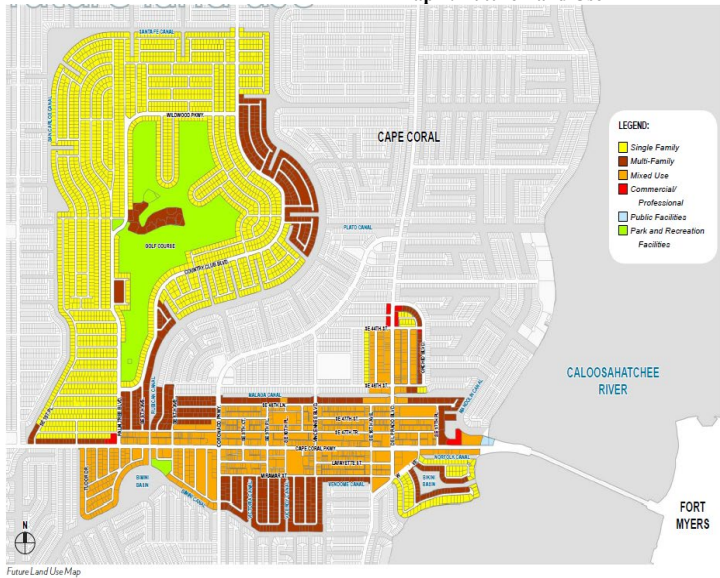
Pine Island Road District: Under this land use designation, at least two distinctive zoning categories will be allowed: Village and Corridor zoning. The Village zone is intended to promote maximum pedestrian friendliness and minimal automobile traffic between residential areas, shopping destinations, entertainment establishments, and employment opportunities. Corridor zone designation will be located between the Villages and include larger-scale, less pedestrian-oriented uses. This designation will encourage mixed-use development at key intersections with major North-South streets along Pine Island Road.

Commented [RD5]: Still "will be" or "is"?

Downtown Mixed (known as CRA): Intended primarily for the Downtown Community Redevelopment Area (CRA) to provide a vibrant, walkable, mixed-use district in the historical heart of Cape Coral, mixed-use projects containing commercial and professional uses in conjunction with multi-family housing opportunities where practical and feasible are encouraged. Development at these intensities and densities is contingent on the availability of centralized city services and transportation networks at sufficient capacities to accommodate the development at the appropriate level of service.

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Map 1: Future Land Use



Future Land Use

A city's land use element dictates the capacity for future development by providing criteria for the location and intensity of future residential, commercial, office, mixed-use, and industrial land uses. The CRA is comprised of the following future land use categories:

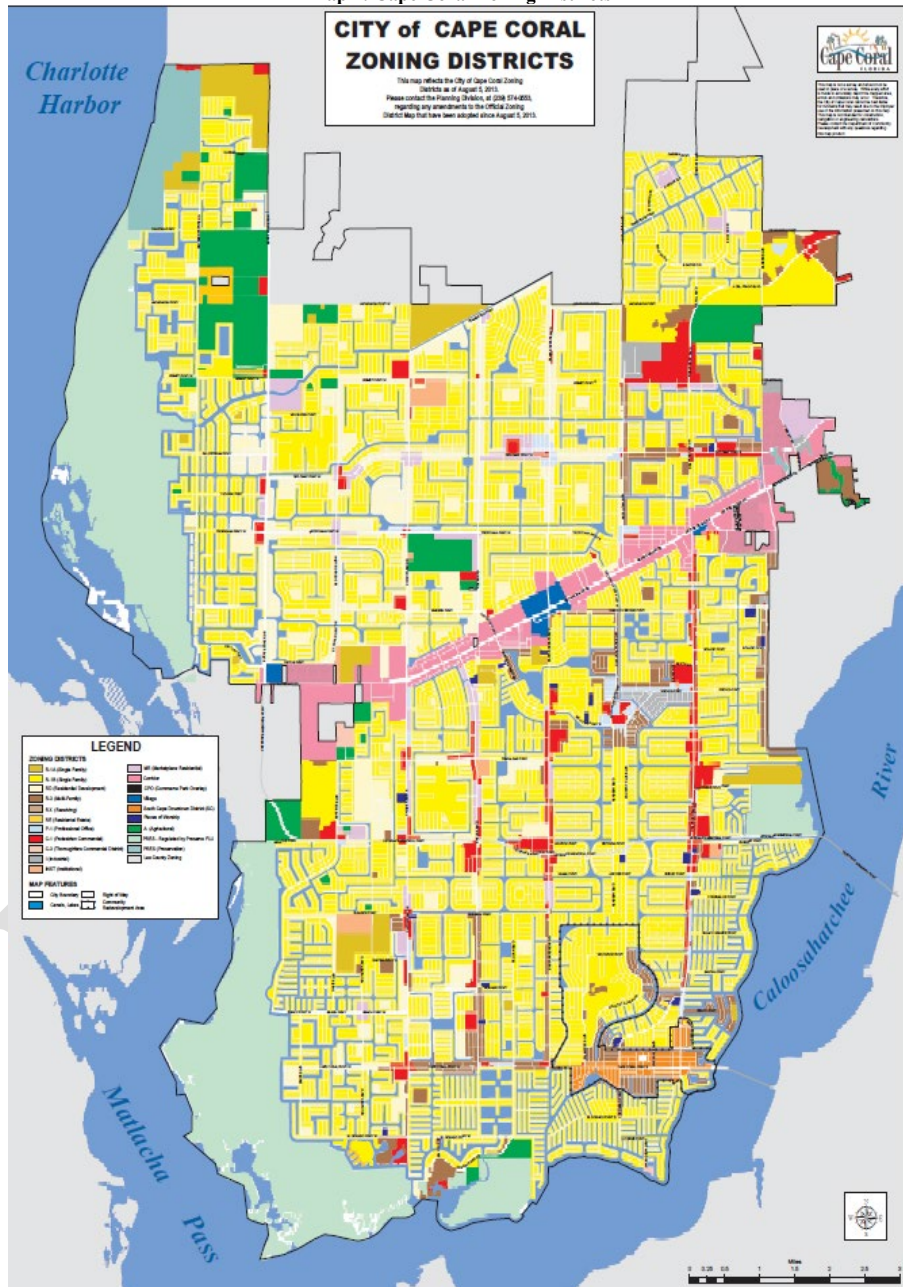
- Single Family
- Multi-Family
- Mixed Use
- Commercial/Professional
- Public Facilities
- Park and Recreation Facilities

Issue:

The land use map categories are not reflective of the recent CRA boundary expansion and may not permit mixed-uses in some key areas.

Commercial Activity Center (CAC): This land use classification aims to promote non-residential and mixed-use development at key locations near major corridors throughout the city of Cape Coral and in areas where a mix of uses may be developed. The Commercial Activity Center classification is a mixed-use classification designed to minimize the need for vehicle trips by developing residential and non-residential uses in a single project.

Map 2: Cape Coral Zoning Districts



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Community Transportation Systems

Almost three-quarters of Florida's population is within 150 miles of Cape Coral and easily accessed via I-75. Passing within 10 miles of Cape Coral, I-75 runs through Fort Lauderdale, connecting with I-95. Both interstates serve several important midwest, north, and southeast markets. U.S. 41 and I-75 can be accessed from Pine Island Road (S.R. 78). The city has a network of 1,100 miles of arterial roadways, and the north/south routes are evenly spaced apart every one or two miles. Public transit services in Cape Coral are provided by LeeTran, which operates 22 fixed-route bus services, including six within Cape Coral.

Community Critical Infrastructure

Cape Coral manages existing utility operations, which include the city's largest operating and capital improvement budgets. This area interacts with agencies such as South Florida Water Management, the U.S. Geological Survey, the Department of Environmental Protection, State and Federal Agencies, and other nationwide Utilities and local community groups to ensure that all regulatory points and mandatory requirements are fully met. The city also maintains other areas of critical infrastructure, including 544 miles of stormwater pipe, 8,363 swales, 24,107 catch basins, 3,024 miles of paved streets, and 280 miles of sidewalks.

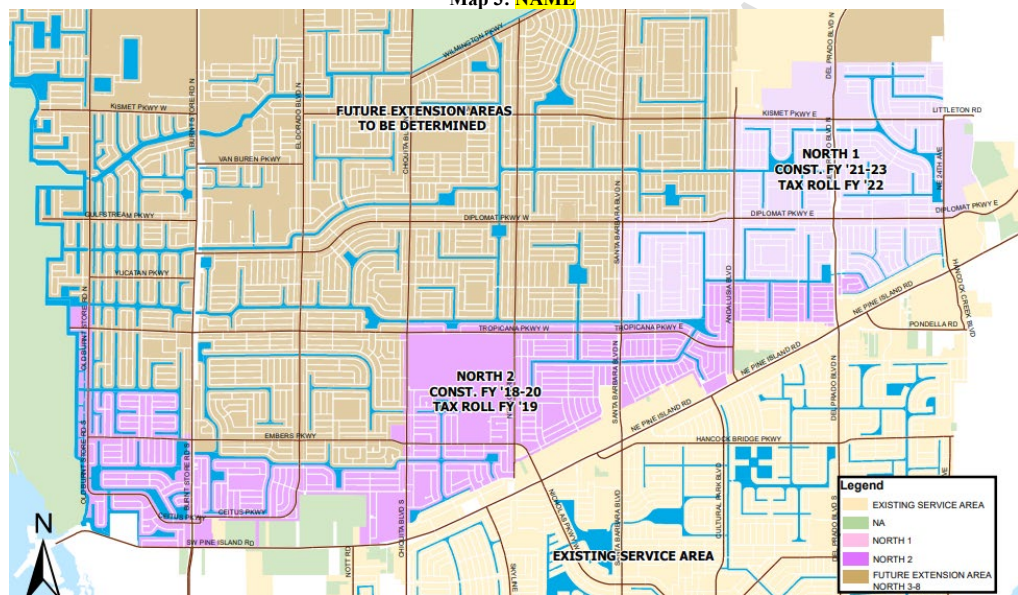
Additional city infrastructure includes Cape Coral Southwest Reverse Osmosis (RO) Plant. The plant is the oldest continuously operating RO treatment facility in the world. The original plant was built in 1977 with a three million gallon per day (MGD) production capability to supplement the city's existing Lime Softening Treatment Plant (two MGD). In 1980, the city expanded the facility to five MGD. The city was experiencing problems with its lime softening plant due to saltwater intrusion into the wellfield (Upper Hawthorn Aquifer). The city also was experiencing rapid population growth. Faced with these two issues, the city abandoned the lime softening plant and initiated a significant RO plant expansion. Cape Coral would be the first city of considerable size in the United States to rely entirely on reverse osmosis treatment as its only means of producing potable water.



CAPE CORAL FIRE DEPARTMENT

Due to a rapid increase in population and a planned major expansion of the utility service areas, the city began design work in 2005 to expand the production capacity of the Southwest Plant from 15 MGD to 18 MGD. This increased capacity would ensure that the city had a sufficient supply of potable water until an additional RO Plant could be designed and built in the northern part of the city. The expansion at the existing plant was completed in 2008, and the new north RO plant (12 MGD) was completed and online by March 2010. This new plant now allows for much-needed major maintenance, repairs, and retrofits at the 42-year-old southwest RO plant that could not be initiated until additional production capacity on the system was available.

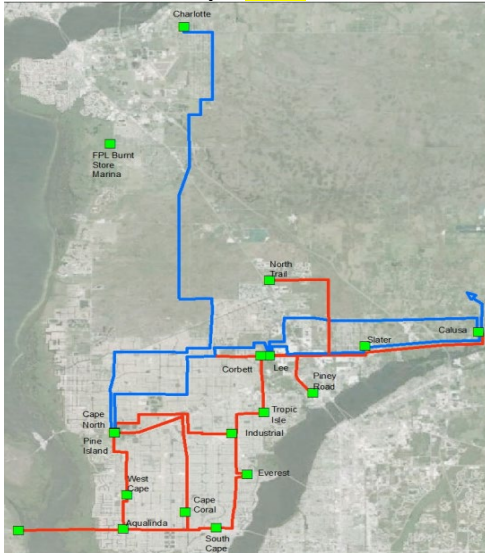
Map 3: NAME



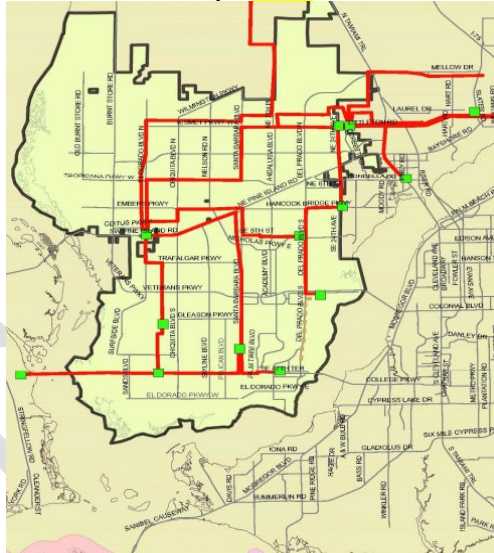
COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Electric service to the city is executed through a franchise agreement with Lee County Electric Cooperative (LCEC). LCEC receives its bulk power supply from Florida Power and Light (FPL) via the FPL transmission system through interconnections at the FPL-owned Charlotte substation and the FPL-owned Calusa substation. These substations and transmission lines are depicted in the following maps.

Map 4: NAME



Map 5: NAME



Areas with natural gas provided by TECO Peoples Gas are primarily the commercial and business sections of the city.

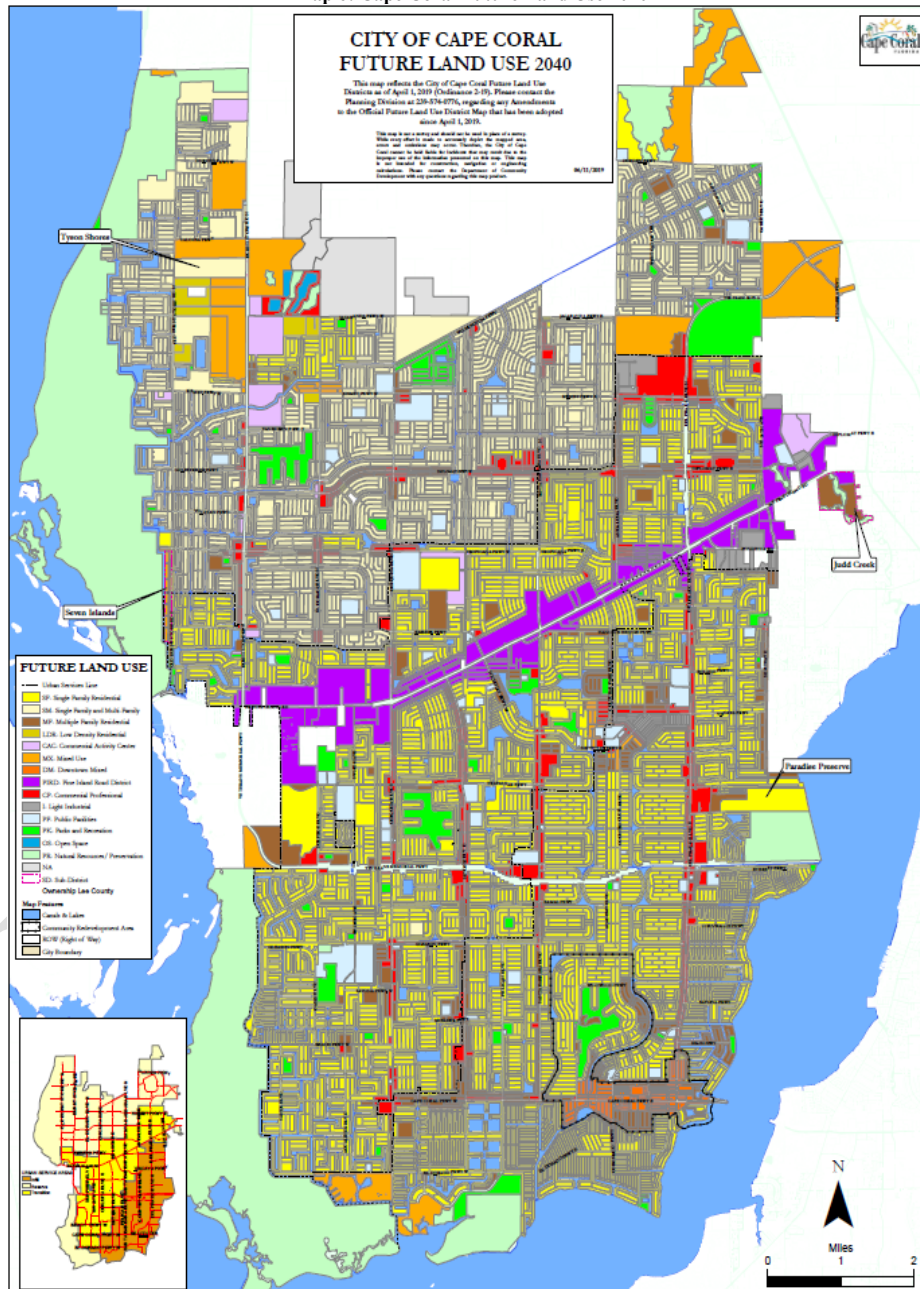
Community Land Use and Zoning

Cape Coral is currently only at 45% of build-out. Due to the pre-platted nature of the city and the subsequent lack of large properties or assemblages of sites appropriate for non-residential development, the community lacks a sizeable commercial and industrial base compared to its population.

- Over 77% of the city's land area is residential.
- Over 35% of the city is in the Special Flood Hazard Area.
- The city is flat, with elevations that range from 7 to 20 feet above sea level.
- Cape Coral participates in the National Flood Insurance Program and the Community Rating System (Class 5 community).
- Cape Coral's BCEGS classification is 4 (1-2 family residential) and 3 (commercial and industrial).

Commented [RD6]: Spell out first use.

Map 6: Cape Coral Future Land Use 2040



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Community Topography

Cape Coral is a low-lying coastal area prone to heavy rain and storm surge flooding. Aside from localized street flooding, the Cape's stormwater infrastructure has proven to perform well relative to preventing flood losses to homes and businesses during rainstorms. However, it may not have adequate capacity if it rains hard enough for an extended period or if pipes get clogged. The other flood threat, storm surge, is associated with hurricanes, and amazingly, the storm surge can be as high as 25 feet in an intense hurricane. The areas most susceptible to storm surge are located near the coastline of Charlotte Harbor, the Caloosahatchee River, and Matlacha Pass.



Community Geography

Strategically located on the Gulf Coast of Southwest Florida, Cape Coral comprises 120 square miles and was Florida's third-largest city in landmass in 2007. The average elevation is 5 feet above sea level. The city of Cape Coral is a peninsular community. The major water bodies bordering the city include the Caloosahatchee River on the east and south, and Matlacha Pass and Charlotte Harbor to the west. Additionally, the city has combined over 400 miles of freshwater, brackish, and saltwater canals - more than any other city in the world.



Community Geology

Soils have been mapped by the Soil Conservation Service (SCS) of the U.S. Department of Agriculture (USDA). Most of the Cape Coral geology consists of very poorly drained, rapidly permeable soils such as loamy sands, clay, and muck. Much, if not all, of Cape Coral was developed through the process of dredge and fill, which consists of digging out structures (canals) for stormwater drainage and using the material to build developable properties. Due to its canal system, the city is vulnerable to sea-level rise, specifically sites between the Matlacha Pass and the Caloosahatchee River.

Cape Coral has more than 16 waterfront communities with thousands of waterfront homes. Fifty-eight percent of the canals are saltwater. The canal network was built to improve drainage by removing wetlands, providing overland flood protection, and reducing saltwater intrusion, which are conflicting goals. These actions leave the city vulnerable to flooding and saltwater intrusion in potable water.

The upper limestone unit of the intermediate aquifer system, locally called the upper Hawthorn aquifer, is the principal source of freshwater for Cape Coral. The aquifer has been contaminated with saline water by downward intrusion from the surficial aquifer system and upward intrusion from the Floridan aquifer system. Much of the intrusion has occurred through open wellbores where steel casings are short or collapsed because of corrosion. Saline-water contamination of the upper limestone unit due to downward intrusion from the surficial aquifer is most severe in the southern and eastern parts of Cape Coral; contamination due to upward intrusion has occurred in many areas throughout Cape Coral.

Community Physiography

October through May are considered the driest months in Southwest Florida, with April and May typically the driest. During this time of year, Cape Coral and the surrounding communities will experience drought-like conditions, and this dry weather and gusty winds make for ideal wildfire conditions. The north section of Cape Coral is a significant area of concern for wildfires, specifically wildland/urban interface fires. This area contains many large ranch-style properties within heavily wooded sections that challenge fire crews with limited road access (e.g., dirt/narrow roads), no potable water supply, and various types and quantities of livestock on some of these properties. This area also includes the Yuca Pens Unit State Wildlife Management Area that abuts Charlotte County to the north.



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Community Climate

High humidity and generally abundant rainfall are hallmarks of the overall climate in Florida. Cape Coral receives some ocean breeze relief but can experience temperatures in the high 80s with lows generally not less than 60°F. Rainfall is distributed unevenly throughout the year, with more than half occurring from June through September, and Cape Coral gets about 55 inches of rain per year. On average, there are 265 sunny days per year, and the high temperature is typically in July and August (91 degrees), and the low is in January at 54 degrees.

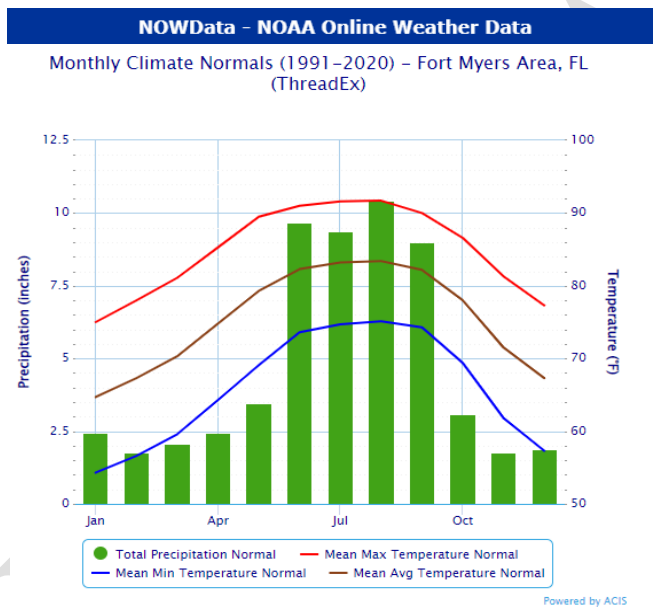


Figure 4: Monthly Climate Normals (1991-2020)

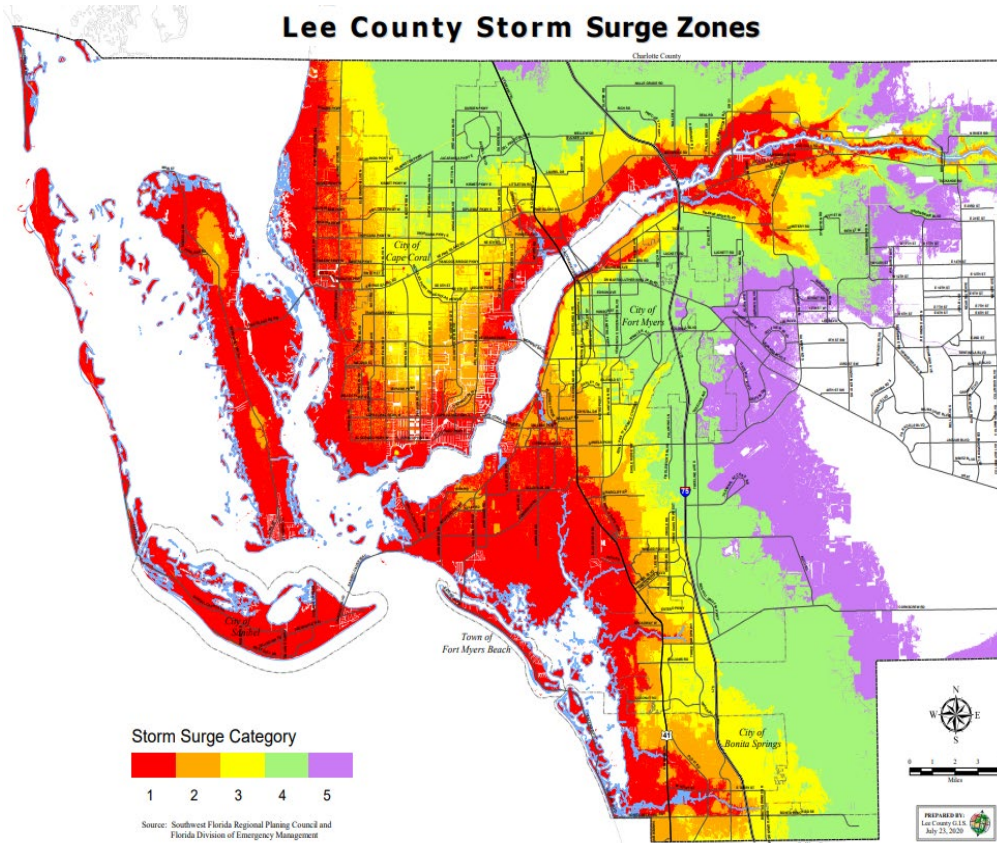
Table 1: Monthly Normal Precipitation and Temperatures

| Month | Total Precipitation Normal (inches) | Mean Max Temperature Normal (°F) | Mean Min Temperature Normal (°F) | Mean Avg Temperature Normal (°F) |
|-----------|-------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| January | 2.43 | 75.0 | 54.3 | 64.7 |
| February | 1.78 | 78.0 | 56.6 | 67.3 |
| March | 2.07 | 81.1 | 59.6 | 70.3 |
| April | 2.44 | 85.3 | 64.3 | 74.8 |
| May | 3.46 | 89.5 | 69.1 | 79.3 |
| June | 9.66 | 91.0 | 73.6 | 82.3 |
| July | 9.38 | 91.6 | 74.7 | 83.2 |
| August | 10.43 | 91.7 | 75.1 | 83.4 |
| September | 9.00 | 90.0 | 74.3 | 82.2 |
| October | 3.08 | 86.6 | 69.4 | 78.0 |
| November | 1.78 | 81.3 | 61.8 | 71.5 |
| December | 1.90 | 77.3 | 57.3 | 67.3 |
| Annual | 57.41 | 84.9 | 65.8 | 75.4 |

CAPE CORAL FIRE DEPARTMENT

Hurricanes and tropical storms are always a threat in Cape Coral, with the most recent state of emergency declared for Hurricane Irma in 2017. Specific risks associated with hurricanes and tropical storms include tornadoes, heavy rainfall, and storm surge. The greatest risk to life is posed by storm surge and rainfall flooding. The Lee County storm surge map depicts evacuation zones to areas that may be submerged by an abnormal rise of water pushed onto shore by a hurricane or tropical storm event.

Commented [RD7]: Ian in 2022?



Community Population/Population Densities

Since its incorporation in 1970, Cape Coral's population has experienced rapid growth. With an estimated population of over 200,000 residents in 2021, Cape Coral's population has experienced an annual growth rate of more than 3.8 percent. At build-out, the Cape Coral population is estimated to be more than 400,000.

The population density in the city's core is mainly urban/suburban density, with some rural densities. This equates to a population density of 1,460 people per square mile. The city is also home to more than 18,000 business firms, a rapidly expanding base of light industry, and one of the nation's hottest housing markets.

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Cape Coral is now more populated than Fort Lauderdale and quickly catching up to Tallahassee's population numbers. This population increase has promoted more housing developments such as Tarpon Point, Cape Harbour, Sandoval, Cape Royal, Entrada, Coral Lakes, and the Springs at Cape Coral. As the population increases, more investors are drawn to the city to develop and build multi-family, mixed-use, commercial, and light industrial developments to serve Cape residents. An influx of multi-family apartment complexes has recently been added, increasing the city's population density. These apartment complexes tend to be constructed on major arterial roadways such as Pine Island Road, Veterans Parkway, Del Prado Boulevard, and Chiquita Boulevard.

Community Demographic Features

Almost 60% of the Cape Coral workforce is employed in largely white-collar occupations, such as management, professional, sales, and administrative support. The retail and service industries are Cape Coral's top employers. The Cape Coral population density is 1,460 people per square mile. The population density is much higher than the state average density of 294.44 people per square mile and is much higher than the national average density of 82.73 people per square mile. In 2020, the average household income of \$61,780. 76.4% of the 83,948 housing units were owner-occupied. The median home value in 2020 was estimated at \$237,400.

Cape Coral is a family-friendly city with outstanding educational opportunities and the second-lowest crime rate in Florida among cities of its size.

Generally, older and very young populations are considered most vulnerable to the frequency and incidents of fire. In addition, older populations historically utilize EMS services with greater frequency. It is essential to understand that field crews often recognize intuitively that the distribution of population risks is not uniform across the city. The majority of the city is less than 53 years of age.

According to the 2020 U.S. Census, the following age demographic breaks down the percentage of Cape Coral's population into various age segments:

- Persons under 5 – 4.4%
- Persons under 18 – 17.6%
- Persons 19-64 - 54%
- Persons over 65 - 24%

According to the 2020 U.S. Census, the following race and origin demographic breaks down the percentage of Cape Coral population segments:

- White - 85.5%
- Black or African American – 4.3%
- American Indian and Alaska Native- .1%
- Asian - 1.9%
- Hispanic or Latino – 22.6%

The median age is 43. Young adults outnumber retirees, and 60% of the population is of working age, while 90% of the workforce has a high school diploma or higher.

The mean travel time to work (minutes) for workers 16 years+ is 28.5.

CAPE CORAL FIRE DEPARTMENT

B. History of the Agency

Major Historical Milestones of the Department

The Cape Coral Fire Department (CCFD) began in late 1961 when the citizens of the community started talking about the need for a fire department. Interest spread throughout the city, and in early 1962 a letter was sent to all residents informing them of a public meeting to discuss the issue.

Bob Finkernagle and Dick Crawford, both Gulf American Land Corporation employees, conducted the meeting and presented an offer from their company to donate land at Chester and Lafayette Streets and match dollar for dollar up to \$5,000.00 to construct a building. By April 1962, a fire board was established, letters seeking volunteer firefighters were sent out, an office was opened in the shopping center, and monies started coming in. By July, plans for the building had been drawn, and the first permanent officers were elected. Fred Bahr, a retired Battalion Commander from the New York Fire Department, was elected President. Ground was broken for the Station in October 1962. Leo Englhardt, a Fort Myers funeral home director, agreed to donate an ambulance to the Cape Coral Fire Department upon the building's completion. The following year the citizens passed a referendum to create a county fire district for Cape Coral.

In August 1970, Cape Coral was incorporated as a city. However, it was not until October of the following year that the city abolished the fire district and took over the fire service as a city department. The Cape Coral Fire Department was initially chartered in 1962 as a fire tax district. Tim Herrick, a department member when it was a district, became the first paid fire chief in 1971. During the construction of the original City Hall Complex in November 1972, the city's second fire station was also constructed at the west end of the Nicholas Parkway campus property. Fire Station 2 provided for hiring the next generation of fire department personnel.



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER



As the fire department expanded with fire prevention and public education personnel and administration, it became apparent that the next fire station constructed should include a Fire Department Headquarters. On April 7, 1986, another new fire department facility was dedicated at 2605 Santa Barbara Boulevard. The new facility, built at \$186,000, housed Fire Station 4 and the fire department's headquarters.



As growth dictated, the fire department opened Fire Station 5 in 1990 to serve the growing north end of the city of Cape Coral, and Fire Station 5 remains in that location today.

Once Cape Coral Parkway was bridged over the main canal between Skyline and Chiquita Boulevards, significant growth occurred in the city's southwest end. Subsequently, in 1991, Fire Station 6 was built at 4540 Chiquita Boulevard.



As the city's northwest quadrant also began to experience growth, it became apparent that yet another fire station was needed. Fire Station 7 was initially operated out of a house trailer in Burnt Store Marina until the permanent facility could be constructed in 1999. The permanent Fire Station 7 remains at 3942 Burnt Store Road.

On November 28, 2000, the CCFD enhanced its part in Emergency Medical Service (EMS) delivery to its community by placing into service its first advanced life support (ALS) non-transport unit at Fire Station 4 at 2605 Santa Barbara Boulevard. This unit allowed firefighters who were cross-trained as paramedics to deliver patient care that had only been provided by the transporting ambulance from Lee County EMS. This service delivery has become the patient delivery standard of the CCFD and is now provided by all 12 fire stations throughout the city.

After many years of increased alarm volume and building growth in the central corridor traversing Cape Coral, the city's eighth fire station was constructed. Fire Station 8 incorporated additional square footage for the department's Training Bureau. Station 8 opened in May 2006, as the fire department topped the 17,000 annual calls for service benchmark.

During this extraordinary growth and vertical construction of high-rise buildings along the city's waterfront, the fire department constructed Fire Station 9. Fire Station 9 is in the city's southern portion, approximately

CAPE CORAL FIRE DEPARTMENT

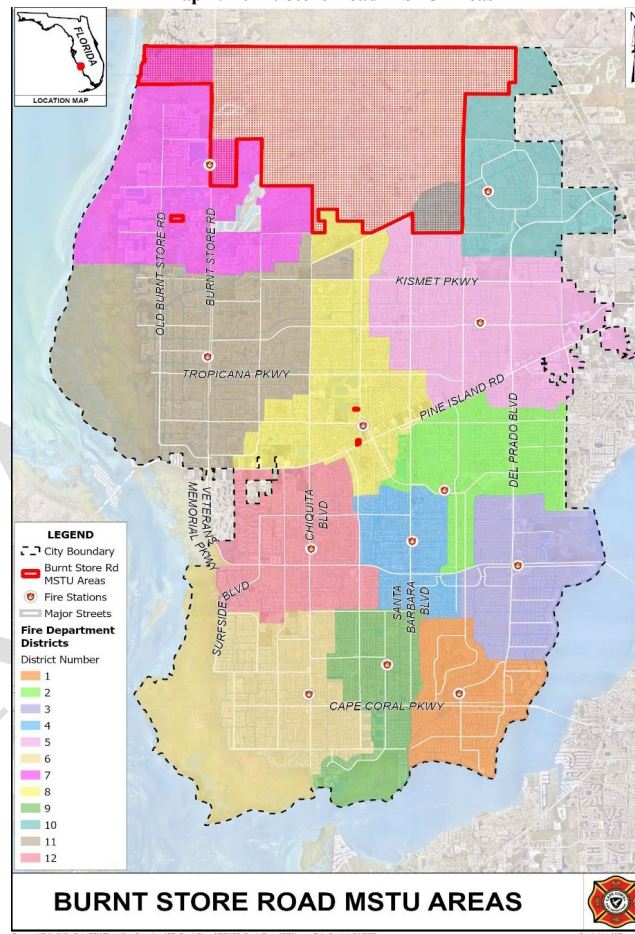
halfway between Fire Stations 1 and 6. This station opened in January 2008 and housed additional firefighting apparatus and personnel to respond to the waterfront, resort-style communities of Tarpon Point, Cape Harbor, and the Downtown CRA District. In August 2007, the fire department opened Fire Station 10 at 3623 West Gator Circle in northeast Cape Coral.

The city opened Fire Station 11 in 2018 to serve the city's northwest section, along with Fire Station 12 in 2022 to serve the west-central portion of the city.

Current Legal Boundary of Service Area

The territorial boundaries of the city are defined in the City of Cape Coral Charter, [Article II – Boundaries, § 2.01](#). Cape Coral Fire Department also provides services through a Municipal Services Taxing Unit ([MSTU agreement](#) with Lee County to the unincorporated areas within the city limits, the Burnt Store Marina community, and the Yuca Pens Unit State Wildlife Management Area that both border the northern boundaries of the city.

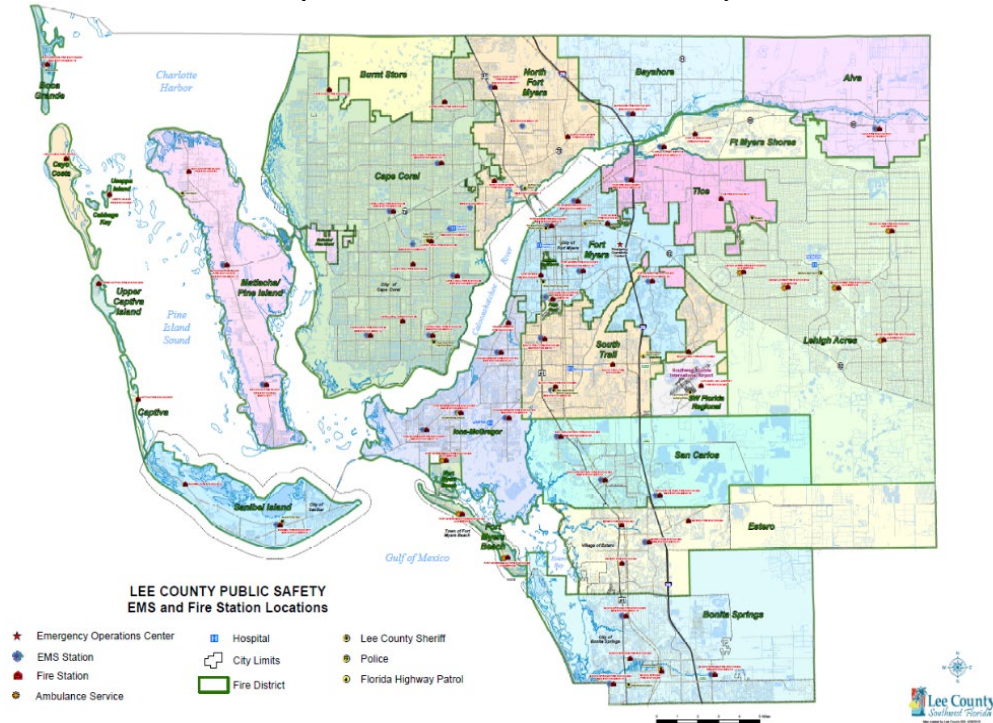
Map 7: Burnt Store Road MSTU Areas



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

The CCFD also provides and receives fire and emergency services during large-scale emergencies and high demand for emergency services, which could exhaust existing CCFD resources or the fire resources of other Lee County fire departments. This is recognized through the Lee County Mutual Aid Agreement.

Map 8: EMS and Fire Station Locations in Lee County



Current Organization, Divisions, Programs, and Services

The CCFD is a full-service career fire agency that provides fire suppression, fire prevention, first response, non-transport, advanced and basic life support (ALS/BLS), hazardous materials mitigation, marine/dive rescue, wildland-urban interface firefighting, and emergency management for the city of Cape Coral. The CCFD organizational structure, as illustrated in the following figure, reflects a professional organization led by the fire chief/emergency management director, who reports directly to the city manager. Under the fire chief/emergency management director's leadership, the fire deputy chief oversees three divisions (logistics, operations, and professional standards), each supervised by their applicable division chief. Each division has additional supervisory roles that may include the battalion chief or lieutenant.

The fire chief/emergency management director also administers the Division of Emergency Management and the Bureau of Fire Prevention through their applicable supervisor.

CAPE CORAL FIRE DEPARTMENT

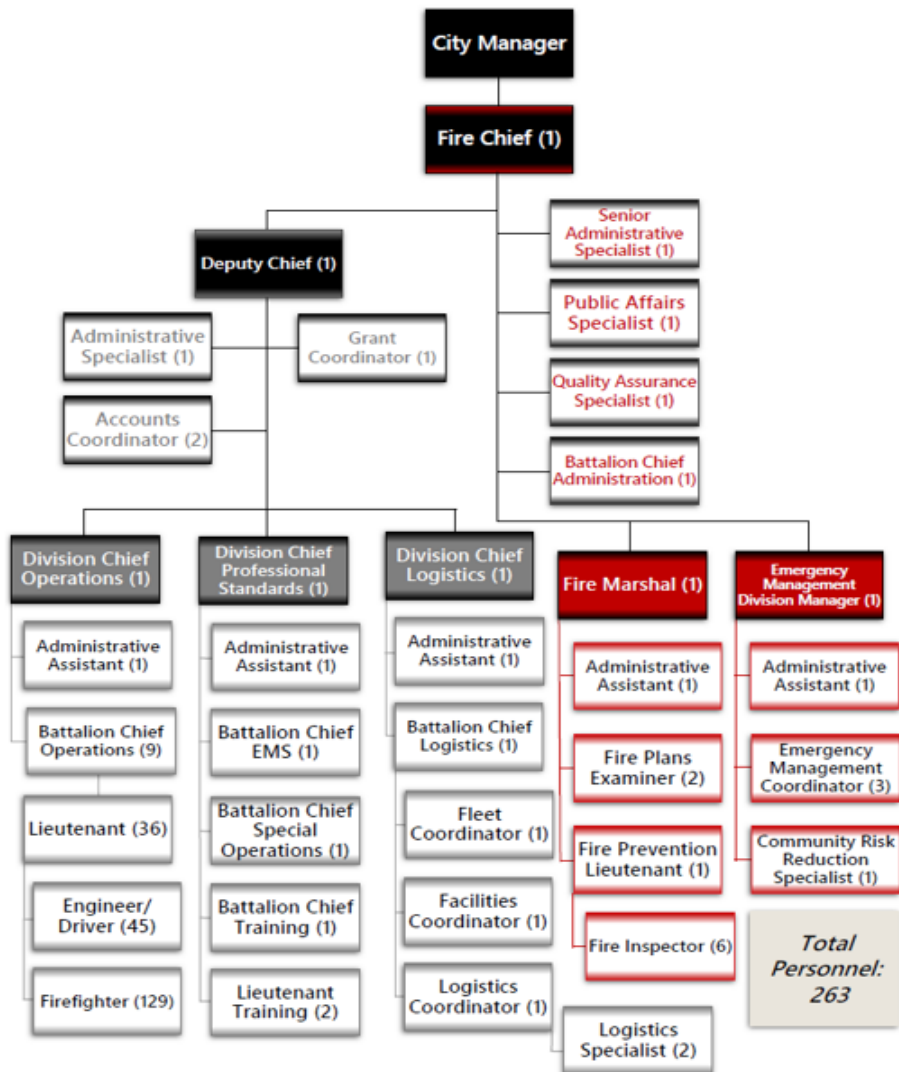


Figure 5: CCFD Organizational Structure

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Fire Stations, Training Facilities, Apparatus, Equipment, and Staffing

The CCFD provides fire suppression services from 12 fixed fire station facilities throughout the city. Daily minimum staffing is 57 personnel (including three battalion chiefs) from 0800 to 0800. The minimum staffing of front-line fire apparatus for engine and ladder/quint companies is 3 to 4 personnel, truck company four personnel, and rescue units two personnel. This minimum staffing does not include specialty units that are cross-staffed front-line fire apparatus such as water tenders, hazardous material units, marine units, technical rescue, and brush fire vehicles. They are supported by the existing personnel at the station they are assigned. Reserve apparatus are available when front-line apparatus are serviced or additional resources are needed for specialty or large-scale emergency events (e.g., festivals, hurricanes).

Front-Line Fire Apparatus

- 8 engine companies (ALS/BLS)
- 3 ladder/quint companies (ALS/BLS)
- 1 tower/truck company (ALS/BLS)
- 6 rescue units (BLS)
- 3 battalion chief command units

Cross-Staffed Front-Line Fire Apparatus

- 3 marine units
- 4 brush units
- 1 tender
- 1 hazardous material unit

Unassigned Front-Line Fire Apparatus

- 1 Tower/Truck
- 1 Ladder/Quint
- 5 Engines
- 2 Rescues
- 1 Marine Unit
- 1 Brush Unit
- 1 Battalion



C. Current Descriptions of Levels of Service with Delivery Programs

Fire Suppression

The Cape Coral Fire Department (CCFD) provides fire suppression services to lessen the unfavorable impact of fires on life, property, and the environment from 12 fixed fire station facilities throughout the city of Cape Coral. The areas served by the CCFD include the incorporated boundaries of the city and the unincorporated areas within and outside the city limits that are part of the Burnt Store Area Fire Service Municipal Services Taxing Unit (MSTU) agreement with Lee County. The MSTU areas include the Burnt Store Marina Community plus the Yuca Pens Unit State Wildlife Management Area within Lee County. Eight of the twelve fire stations respond with engine companies that are staffed with a minimum of three firefighters. Three of the twelve fire stations respond with ladder/quint companies that are staffed with a minimum of three firefighters. One tower/truck company responds from one of the twelve stations with a minimum of three firefighters. Additionally, these responding front-line fire apparatus are supported by six rescue units spread throughout the city, with two firefighters.

All personnel, at minimum, are cross-trained as firefighter-emergency medical technicians (EMTs). Personnel that provide advanced life support (ALS) delivery are cross-trained as firefighter-paramedics.



Emergency Medical Services

The CCFD provides first response, non-transport, ALS, and basic life support (BLS) services from all 12 fire stations. ALS units are staffed with a minimum of one firefighter-paramedic as part of providing ALS interventions, including but not limited to:

- Cardiopulmonary resuscitation (CPR)
- 12-lead electrocardiogram
- Defibrillation and synchronized cardioversion
- Intravenous (IV) access-medication administration.



In conjunction with the CCFD's ALS and BLS non-transport services, Lee County Emergency Medical Services (LCEMS), a third-service, county-based EMS provider, provides the emergency patient transportation/ambulance service for all EMS responses in the city of Cape Coral and those areas covered by the Burnt Store Area Fire Service MSTU. Each agency operates under a medical director while cooperatively providing emergency medical services under the Lee County Common Treatment Guidelines.

Technical Rescue

The CCFD provides initial response for technical rescue services within the city of Cape Coral. They have the minimal equipment and basic operational abilities to begin mitigation strategies for vehicle extrication, confined space, and trench rescue, per the CCFD incident guidelines. Moderate or high-risk incidents will require more advanced technician-level personnel and equipment provided by the regional response team, Urban Search and Rescue (USAR) Task Force 6. Cape Coral currently has 13 personnel that are part of Task Force 6.

With over 400 miles of canal waterways and the Caloosahatchee River bordering the eastern and southern portions of the city, the CCFD Dive Rescue Program includes surface water rescue and dive operations. All firefighters are trained to the level of rescue swimmer during their new hire orientation class. This eight-hour class trains them on how to search, remove, and rescue victims of surface water emergencies, along with submerged vehicle victim removal techniques that the CCFD encounters with the canal waterways throughout the city. The rescue swimmer is trained in the use of a mask, fins, snorkel, rescue tube, and additional rescue equipment to conduct a safe rescue. All fire apparatus carries a minimum of rescue swimmer equipment. All firefighters must successfully complete a four-hour rescue swimmer refresher class biennially to maintain proficiency.

For more complicated water rescue incidents or dives that exceed the capability of a rescue swimmer, the CCFD responds with a dedicated and professionally trained dive team. The primary dive team responds from Fire Station 4. This team has the equipment and training to perform dives into water depths that expose the divers to a hyperbaric environment while using compressed gas to perform the required tasks. In addition to the dedicated response team, additional personnel assigned throughout the city at other fire stations, who are part of the dive team, can immediately enter the water to affect rescue with dive equipment that includes self-contained underwater breathing apparatus (SCUBA) carried on all engine companies, ladder/quint companies, and truck/tower company.



CAPE CORAL FIRE DEPARTMENT

Hazardous Materials

The CCFD responds to hazardous materials situations with a dedicated hazardous materials team at Fire Station 12. The CCFD utilizes a hazardous material response unit, cross-staffed with four State of Florida certified hazmat technicians from Engine Company 12. The team's response provides the technical expertise, knowledge, skills, and abilities to mitigate a hazardous material incident, whether intentional or accidental, in accordance with CCFD incident guidelines. In addition to this group of specialty-trained firefighters, all CCFD firefighters are trained at the Florida Operations Level core competencies required for any firefighter who responds to a scene involving a hazardous material or weapon of mass destruction emergency.



Marine and Shipboard Rescue and Firefighting Services

The CCFD provides marine and shipboard rescue and firefighting services to the over 400 miles of canal waterways in the city, the surrounding Intracoastal waterways, and coastal areas of the Gulf of Mexico. The CCFD provides these services with a team of dedicated and staffed boat operators trained and equipped to mitigate these incidents successfully and safely. Additionally, the CCFD marine team collaborates with the Lee County Marine Emergency Response Team (MERT). Agencies included in the Lee County MERT are the United States Coast Guard (USCG), Florida Fish and Wildlife Conservation Commission (FWC), Lee County Sheriff's Office (LCSO), and several local fire departments located in Lee County. Lee County MERT responds to incidents on the navigable waterways of Southwest Florida and adjacent coastal areas to mitigate incidents



based on call type. These call types include search and rescue, fire, dive operations, and hazardous materials. The responding agencies work in a "Unified Command" with the USCG as the authority having jurisdiction (AHJ) for all navigable waterways that require a MERT response.

Wildland Fire Services

The CCFD provides wildland firefighting services for the city of Cape Coral and the areas that are part of the Burnt Store Area Fire Service MSTU. The CCFD utilizes four brush fire trucks, one water tender, and front-line fire suppression vehicles to support this level of service. Additionally, the CCFD participates with the Florida Forest Service (FFS) and surrounding Lee County fire departments by responding and receiving mutual aid as part of the Lee County Mutual Aid Task Force/Strike North Team.



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

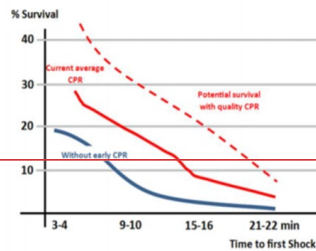
Community Safety and Remediation Programs

The CCFD takes measures to enhance community safety with programs focusing on community risk reduction efforts through fire/life safety education, community disaster preparedness, fire plans review, inspections, corrective actions, and investigation.

Cape Coral has made strides recently to improve its community risk reduction programs. Community risk reduction for the CCFD includes fire prevention, public education, and, most recently, hiring a full-time fire community risk reduction specialist (CRRS). Duties of the CRRS include:



- **Fire Extinguisher Training** – Training is held throughout the community for anyone who wishes to attend. In the past three years, the CCFD has hosted this course for residential communities, local businesses, and the city's special populations.
- **CPR** – Cape Coral CERT volunteers instruct American Heart Association (AHA) Family & Friends CPR on the second Saturday of every month. The department also hosts Family & Friends CPR for small groups. In the past three years, the department has hosted this course for residential communities, faith-based communities, local businesses (real estate organizations, dental offices, etc.), and the Cape Coral Police Department's Youth Academy.
- **Water Safety** – Cape Coral CERT volunteers have participated in several Water Safety educational outreach opportunities. In the past three years, the department has partnered with Cape Coral Police Department for its Annual Water Safety Day, and with local swim park, SunSplash, for their "World's Largest Swim Lesson."
- **Hurricane Preparedness** – The CCFD Emergency Management Division of the Cape Coral Fire Department and CERT volunteers have hosted several hurricane and all-hazards preparedness presentations and outreach events. Some of these include Annual Hurricane Kick-Off Seminar, Hurricane Preparedness Events for Older Adults, Preparedness Outreach (Walmart, Lowes, Home Depot), and private presentations for local businesses – the Windsor, the Cape Coral Social Club, etc.



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CAPE CORAL FIRE DEPARTMENT

Fire Prevention and Investigations

The fire marshal and the fire prevention bureau staff consist of six fire inspectors, two fire plans examiners, and an administrative assistant. This section of the CCFD ensures all existing commercial buildings and new construction follow all federal, state, and local fire codes and ordinances.

Fire inspectors meet with the public daily to inspect commercial and multi-family properties, ensuring that these properties meet the minimum safety standards for fire and life safety protection.

| | 2019 | 2020 | 2021 |
|--------------------|-------|-------|-------|
| Plans Reviewed | 2,379 | 2,442 | 2,997 |
| Inspections | 6,882 | 9,863 | 7,557 |
| Corrective Actions | 978 | 1,909 | 1,903 |
| Investigations | 53 | 85 | 81 |

Frequently, CCFD inspectors receive questions or concerns about a business or activity related to fire safety. They may be initiated by a citizen, alarm and sprinkler contractor, alarm monitoring agency, building inspector, code enforcement officer, or police or fire personnel. When this happens, an inspector will make a site visit to investigate the concern and then work with the occupant



to correct any deficiencies found.

The following are a few of the common areas examined during a fire inspection:

1. Certified minimum 2A10BC fire extinguisher(s) hung so that the distance between the bottom of the extinguisher and the floor is no less than four inches and that the distance between the top of the extinguisher and the floor is no more than five feet. Must have current tag by a Florida licensed extinguisher contractor.
2. Exit and emergency lights work under electric and battery power.
3. Use of extension cords for permanent power is prohibited. Use of a surge protector with a breaker is allowed; only one per plug outlet.
4. Egress on both sides of the door shall be free and clear of all objects.
5. No storage above marked exits.
6. Power cords shall not go under doors, rugs, through holes in walls, or ceiling tiles.
7. Barbecue grills shall not be stored or used on balconies.
8. When a building has a fire alarm, it shall be inspected annually.
9. When a building has a fire sprinkler system, it shall be inspected quarterly and annually.
10. Commercial hood systems shall be cleaned and tagged by a professional cleaning company as prescribed by use - Every three months for 24-hour operation, every six months for normal use.
11. Address on building with six-inch numbers contrasting to the building color.
12. Electric panel with a three-foot clear path in front.
13. No storage within 18 inches of a sprinklered ceiling.
14. No storage within 12 inches of an unsprinklered ceiling.
15. No storage under stairs.
16. Fire doors shall be operational and not propped open.

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Public Education

Public affairs fosters a safer community by promoting the department's mission by disseminating timely and accurate information and community risk reduction education. Public education involves the following:

- Community events to involve, educate, and support Cape Coral residents and visitors.
- Fire and life safety education programs - fire safety education for preschool and elementary students/summer camps/high school and adult career presentations, Boy and Girl Scout badge requirements, fire extinguisher training, juvenile firesetter intervention, water safety, and drowning prevention, senior safety and severe weather and wildfire education.



Emergency Management

Community disaster preparedness for the city is accomplished through the CCFD Emergency Management (EM) division. EM is responsible for assisting the city with education, preparation, response, recovery, and mitigation of natural and human-made disasters. The fire chief serves as the EM director for the city, with a division manager who oversees the daily activities of the EM division. The EM division operates under an all-hazards approach to assist the city through events such as:

- Hurricanes
- Tornadoes
- Flooding
- Pandemic
- Wildfires



The city operates a unified command structure during major events (e.g., hurricanes). Unified command consists of subject matter experts, including the city manager, fire chief/EM director, police chief, and public works director. The city works closely with Lee County and the State of Florida Emergency Management agencies to effectively respond to and recover from these events.

CAPE CORAL FIRE DEPARTMENT

EM is also tasked with overseeing the Community Emergency Response Teams (CERT) program. This program educates community volunteers about disaster preparedness for the hazards that may impact the city. CERT members are also utilized in instructing free CPR/AED and fire extinguisher classes for the community and supporting the department's logistics division with various needs throughout the year.

In April 2022, the CCFD established a new community risk reduction position in the department's division of EM. This new program will work with community partners, including governmental and private entities, to engage and serve community individuals by identifying underlying and unaddressed needs that will reduce their reliance on emergency services. The program currently has one full-time position assigned.

The CCFD Bureau of Fire Prevention upholds national, state, and local fire codes and ordinances for life safety and property preservation. This responsibility is executed through fire plan review, fire inspections, and corrective actions to improve any deficiencies found. Fire inspectors meet with the public daily to inspect commercial and multi-family properties to ensure they meet the minimum safety standards for fire and life safety protection.



Additionally, the CCFD provides post-fire investigation services with Fire Inspectors assigned to the bureau of fire prevention. The fire inspectors rotate on-call fire investigation duties for fires requiring additional expertise beyond the operations personnel capabilities at a fire scene to determine the origin and cause of fires. Additionally, the CCFD fire investigators assist the Lee County Fire-Arson Task Force (LCATF) when called upon for mutual aid. The LCATF is an extension of the Florida State Fire Marshal-Bureau of Fire Prevention, the Florida Bureau of Fire, Arson, & Explosives Investigations, and the Office of Agricultural Law Enforcement (OALE). The mission of this task force is to investigate and combat the crime of arson. The task force comprises fire and law enforcement arson investigators governed by the Lee County Fire Chiefs Association.

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

D. Current Deployment and Coverage Areas

Points of Service Delivery

The Cape Coral Fire Department (CCFD) provides emergency and non-emergency services throughout the city from the following 12 fixed fire station facilities.



Station 1

4610 Coronado Parkway
Area Protected: 6.13 square miles
Year Built: 2009
Population Served: 16,894

Station 2

521 Nicholas Parkway East
Area Protected: 7.33 square miles
Year Built: 2020
Population Served: 25,620



Station 3

1627 Everest Parkway
Area Protected: 7.42 square miles
Year Built: 2006
Population Served: 17,737

Station 4

2007 Santa Barbara Boulevard
South
Area Protected: 4.53 square miles
Year Built: 2006
Population Served: 14,355



CAPE CORAL FIRE DEPARTMENT



Station 5

1029 Diplomat Parkway East
Area Protected: 13.59 square miles
Year Built: 1990
Population Served: 24,906

Station 6

4540 Chiquita Boulevard South
Area Protected: 15.49 square miles
Year Built: 1992
Population Served: 18,212



Station 7

3642 Burnt Store Road
Area Protected: 13.54 square miles
Year Built: 1992
Population Served: 2,829

Station 8

707 SW 1st Street
Area Protected: 10.55 square miles
Year Built: 2006
Population Served: 14,017



Station 9

4107 Pelican Boulevard
Area Protected: 6.04 square miles
Year Built: 2008
Population Served: 15,058

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 10

3623 Gator Circle West
Area Protected: 8.91 square miles
Year Built: 2008
Population Served: 8,562



Station 11

1038 Burnt Store Road
Area Protected: 19.31 square miles
Year Built: 2018
Population Served: 15,058



Station 12

2129 Chiquita Boulevard South
Area Protected: 8.53 square miles
Year Built: 2022
Population Served: 20,821



CAPE CORAL FIRE DEPARTMENT

Minimum Deployment Resources

The Cape Coral Fire Department deploys emergency and non-emergency resources from 12 fixed fire station facilities with daily minimum staffing of 57 personnel (including three battalion chiefs) from 0800 to 0800:

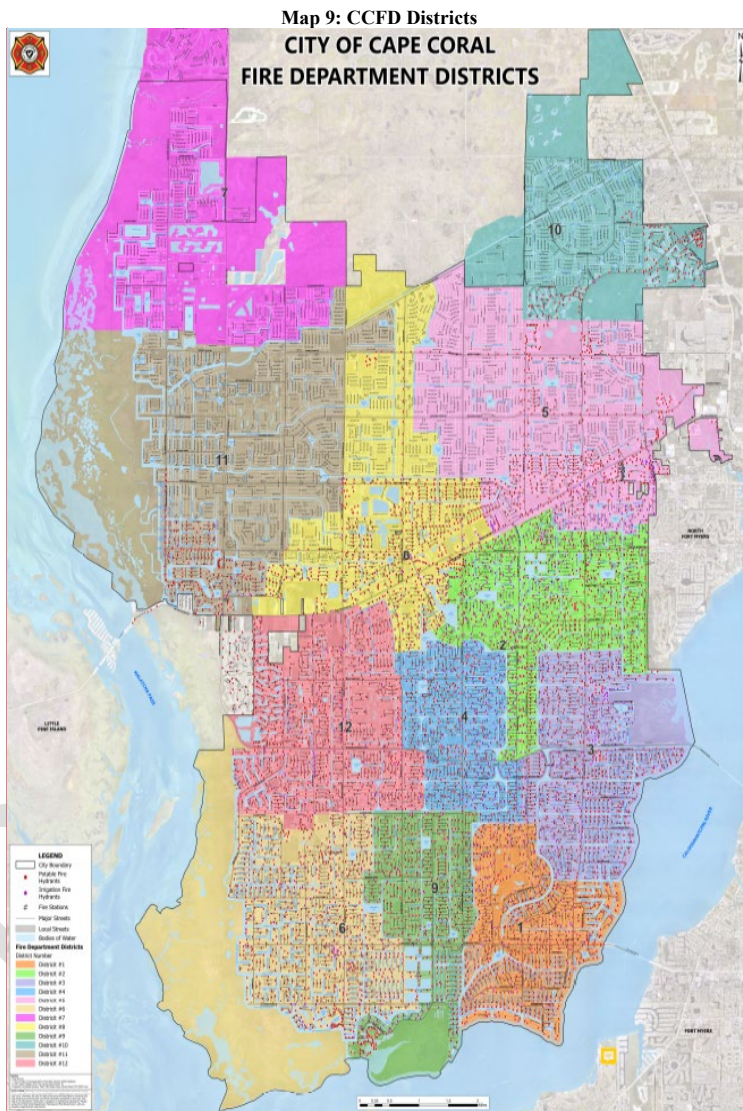
| | |
|--|---|
| Station 1 Resources: Ladder 1 - Lieutenant/Engineer/Firefighter (3) Rescue 1 - Firefighters (2) Total Personnel (5) | Station 2 Resources: Truck 2 - Lieutenant/Engineer/Firefighter (3) Rescue 2 - Engineer/Firefighter (2) Total Personnel (5) |
| Station 3 Resources: Engine 3 - Lieutenant/Engineer/Firefighter (3) Rescue 3 - Firefighters (2) Marine 3/ Brush 3 (Cross-Staffed) Total Personnel (5) | Station 4 (Dive Team) Resources: Engine 4 - Lieutenant/Engineer/2-Firefighters (4) Total Personnel (4) |
| Station 5 Resources: Battalion 3 - Battalion Chief (1) Engine 5 - Lieutenant/Engineer/Firefighter (3) Rescue 5 - Engineer/Firefighter (2) Brush 5 (Cross-Staffed) Total Personnel (6) | Station 6 Resources: Ladder 6 - Lieutenant/Engineer /Firefighter (3) Rescue 6 - Firefighter (2) Total Personnel (5) |
| Station 7 Resources: Engine 7 - Lieutenant/Engineer /2-Firefighters (4) Brush 7/ Marine 7 (Cross-Staffed) Total Personnel (4) | Station 8 Resources: Battalion 2 - Battalion Chief (1) Engine 8 - Lieutenant/Engineer/Firefighter (3) Rescue 8 - Engineer/Firefighter (2) Tender 8 - (Cross-Staffed) Total Personnel (6) |
| Station 9 Resources: Battalion 1 - Battalion Chief (1) Engine 9 - Lieutenant/Engineer/2-Firefighters (4) Marine 9 - (Cross-Staffed) Total Personnel (5) | Station 10 Resources: Engine 10 - Lieutenant/Engineer/2-Firefighters (4) Total Personnel (4) |
| Station 11 Resources: Ladder 11 - Lieutenant/Engineer /2-Firefighters (4) Brush 11 - (Cross-Staffed) Total Personnel (4) | Station 12 (Haz-Mat Team) Resources: Engine 12 - Lieutenant/Engineer /2-Firefighters (4) HazMat 12 (Cross-Staffed) Total Personnel (4) |

Response Areas

The CCFD currently has 12 response areas, divided into three battalions. The city comprises a land mass of 120 square miles with over 1,400 miles of arterial roadways and 400 miles of fresh and

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

saltwater canals. The current response areas are determined on a fire station distribution model with a 6-minute travel time goal for the first-due unit on all structure fire incidents.

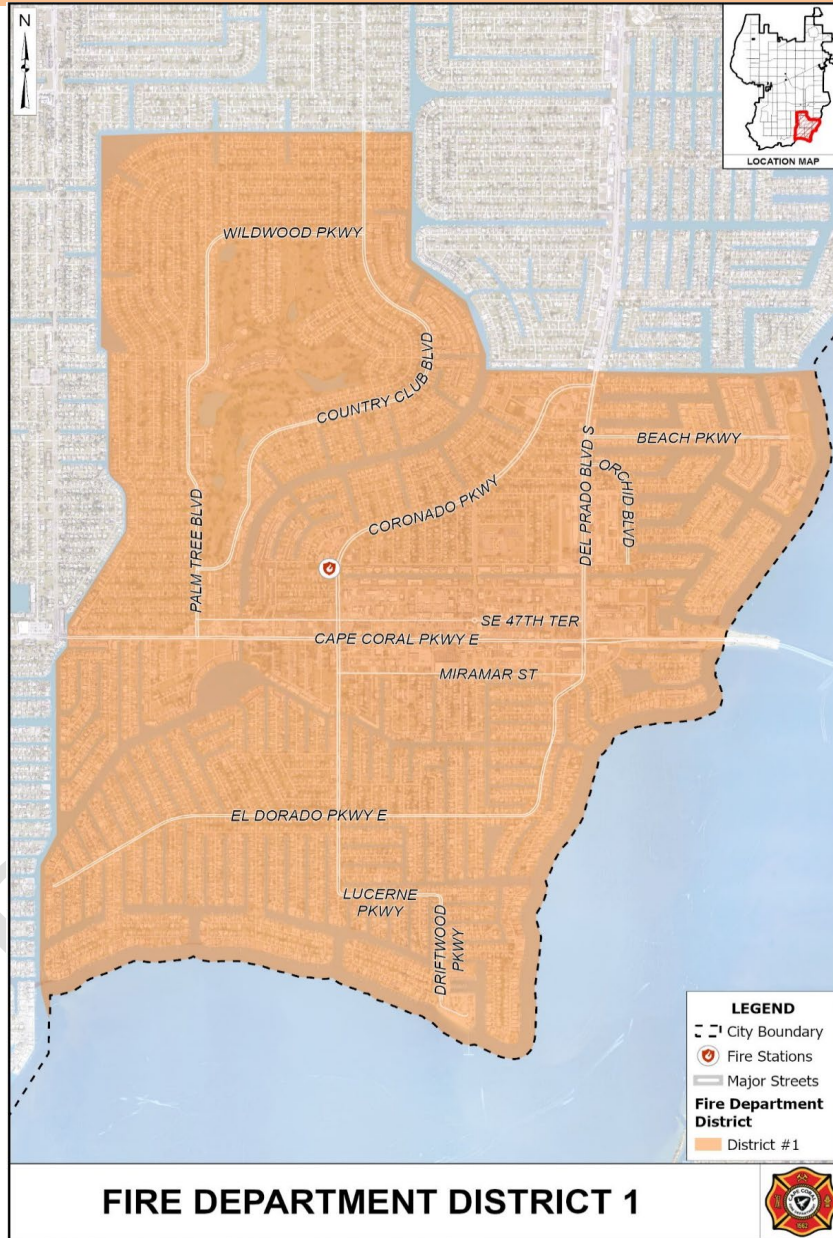


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CAPE CORAL FIRE DEPARTMENT

Station 1

Area Protected – 6.13 square miles | Road Miles – 96.057 | Population Served – 16,894

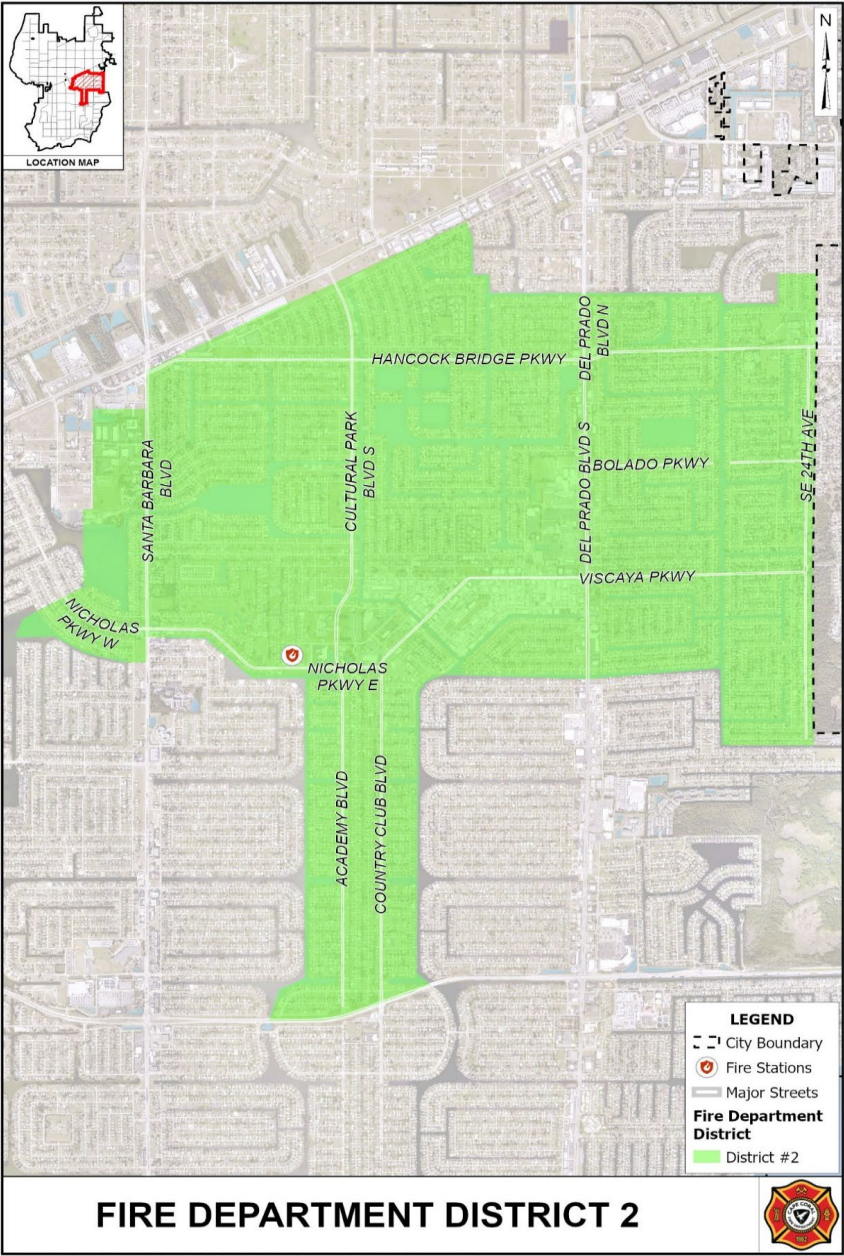


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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 2 Area Protected – 7.33 square miles | Road Miles –127.375 | Population Served – 25,620



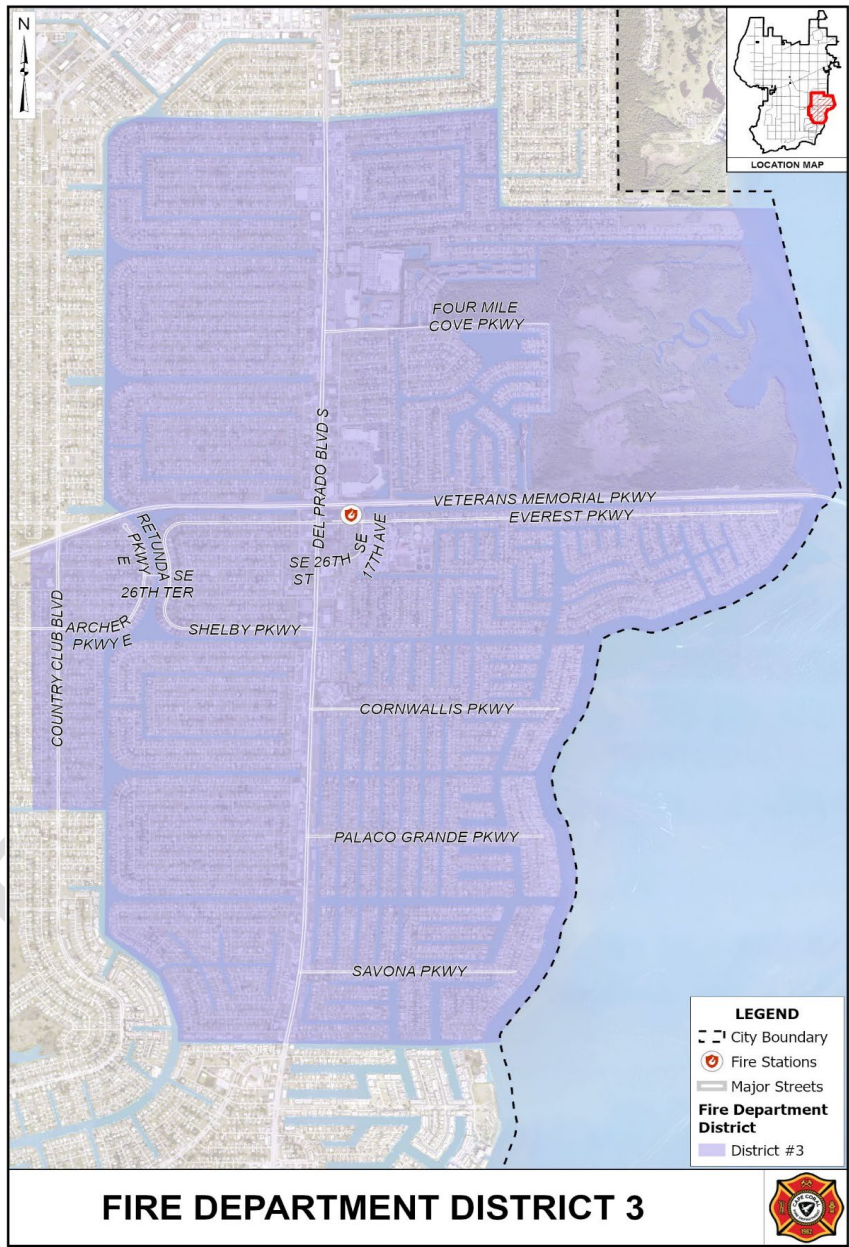
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CAPE CORAL FIRE DEPARTMENT

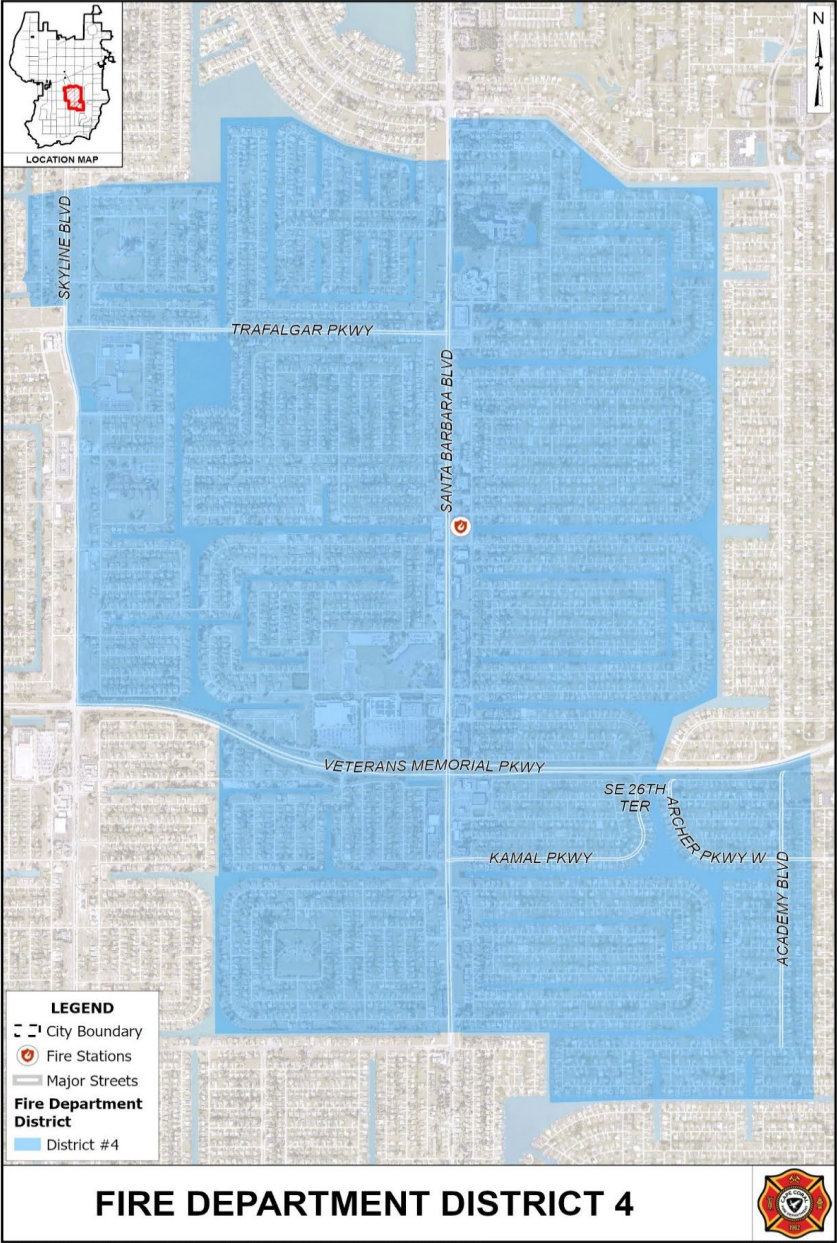
Station 3
17,737

Area Protected – 7.42 square miles | Road Miles –104.775 | Population Served -



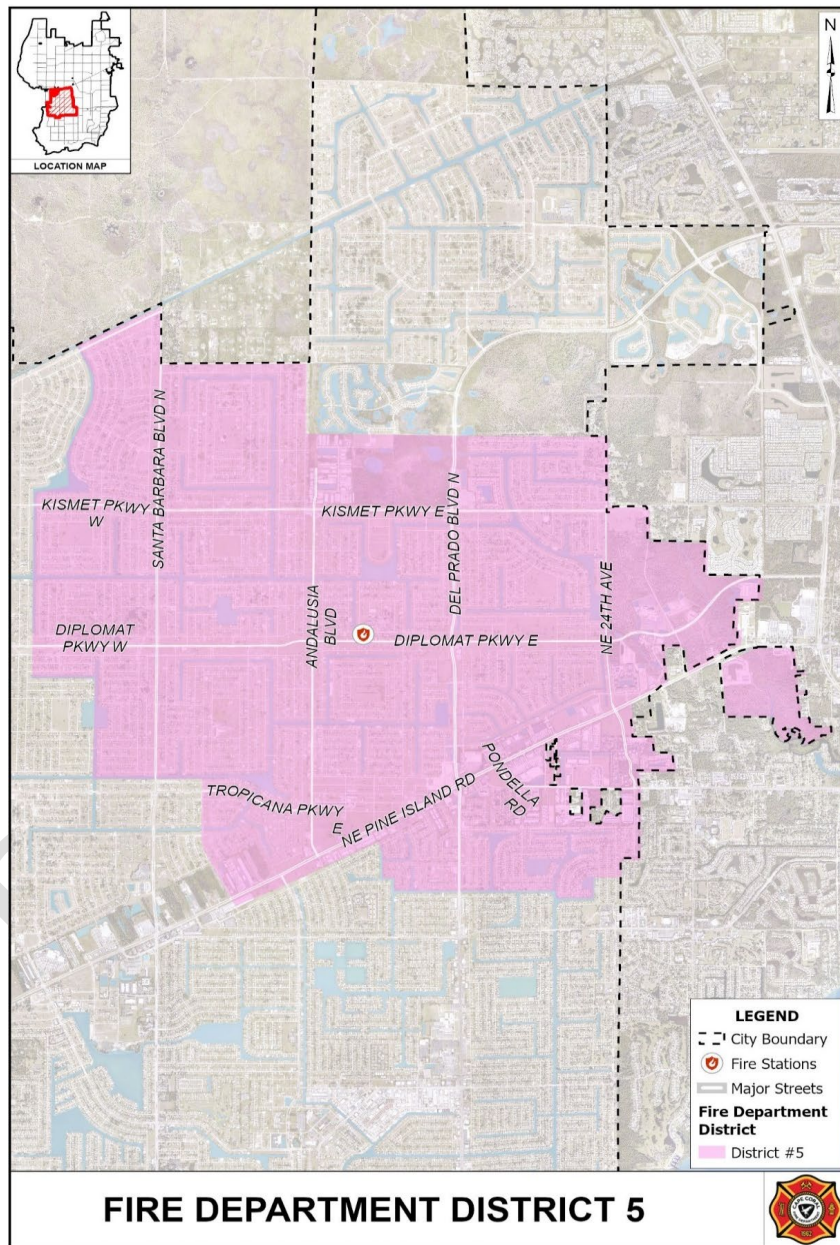
COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 4 Area Protected – 4.53 square miles | Road Miles –80.220 | Population Served – 14,355



CAPE CORAL FIRE DEPARTMENT

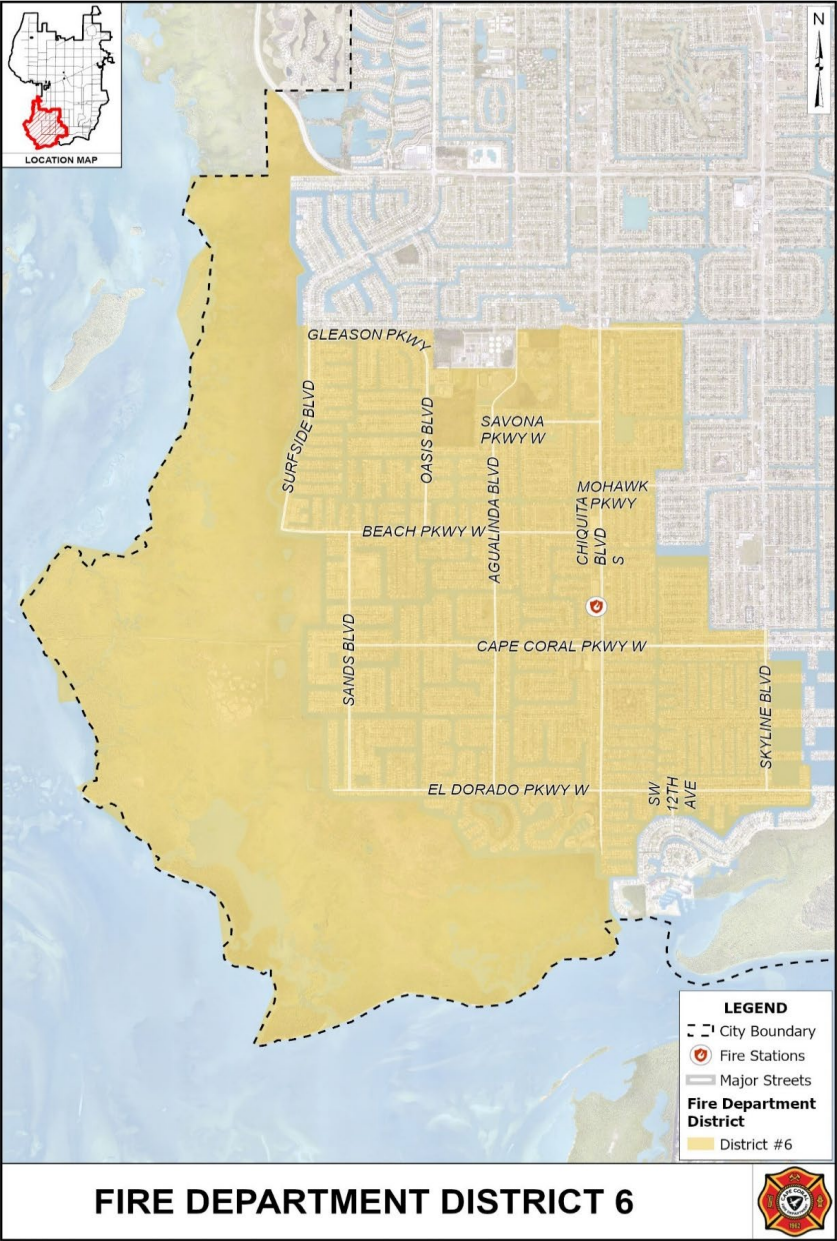
Station 5 Area Protected – 13.59 square miles | Road Miles –212.060 | Population Served – 24,906



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 6
18,212

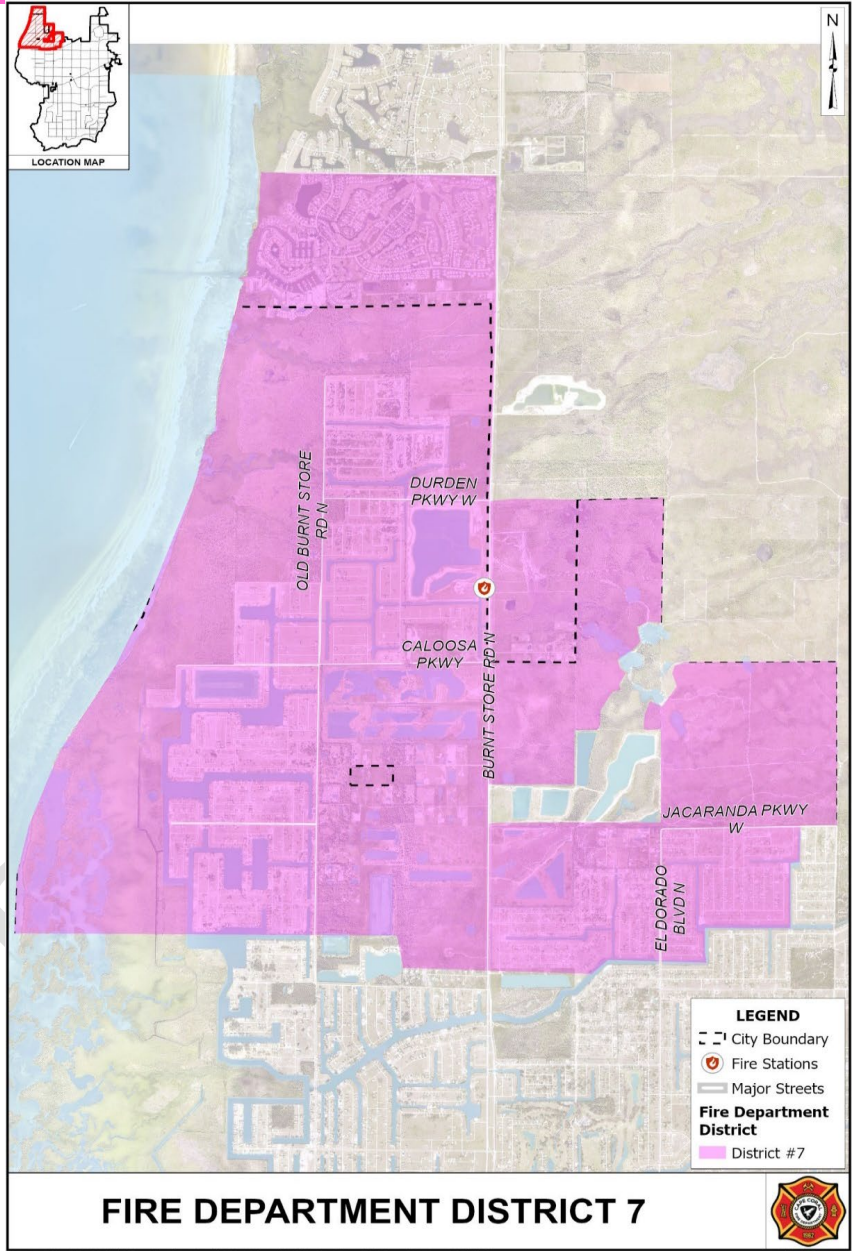
Area Protected – 15.49 square miles | Road Miles –120.707 | Population Served –



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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 7 Area Protected – 13.54 square miles | Road Miles –74.485 | Population Served – 2,829

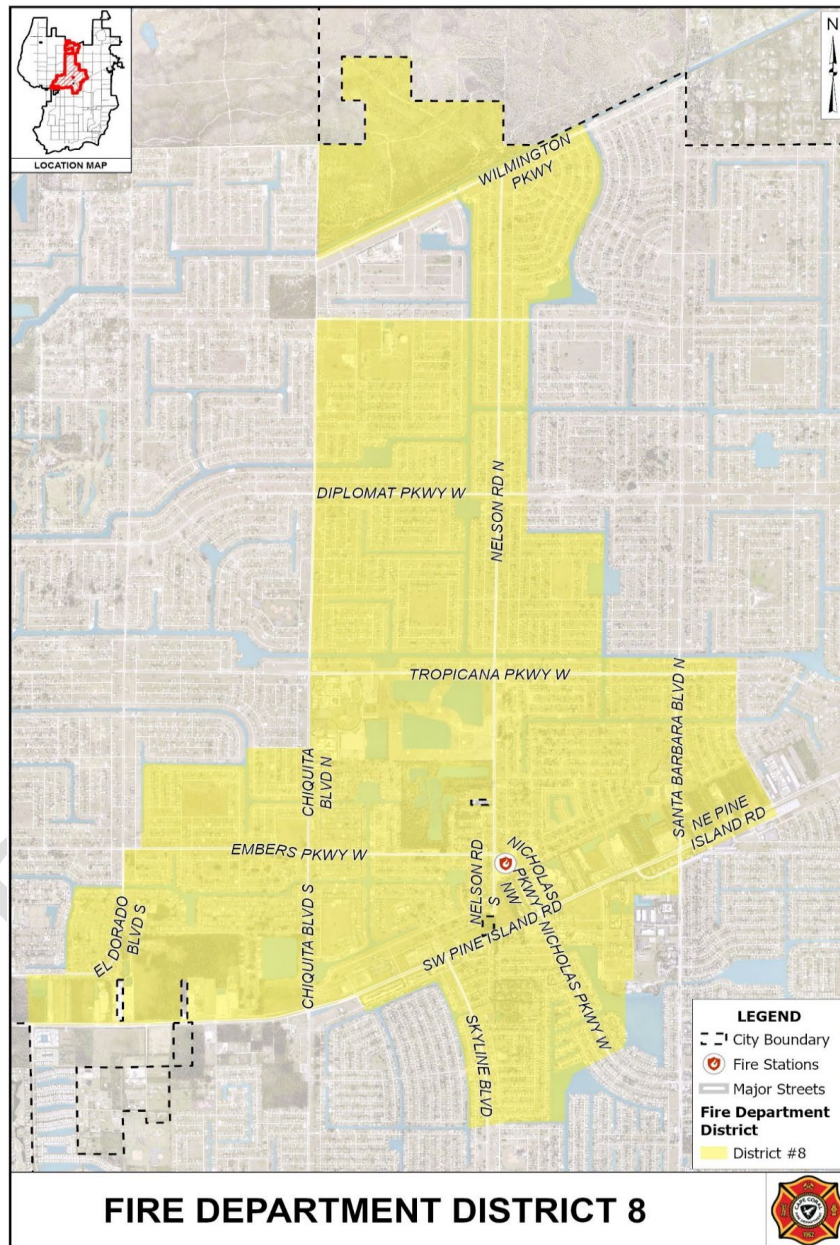


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CAPE CORAL FIRE DEPARTMENT

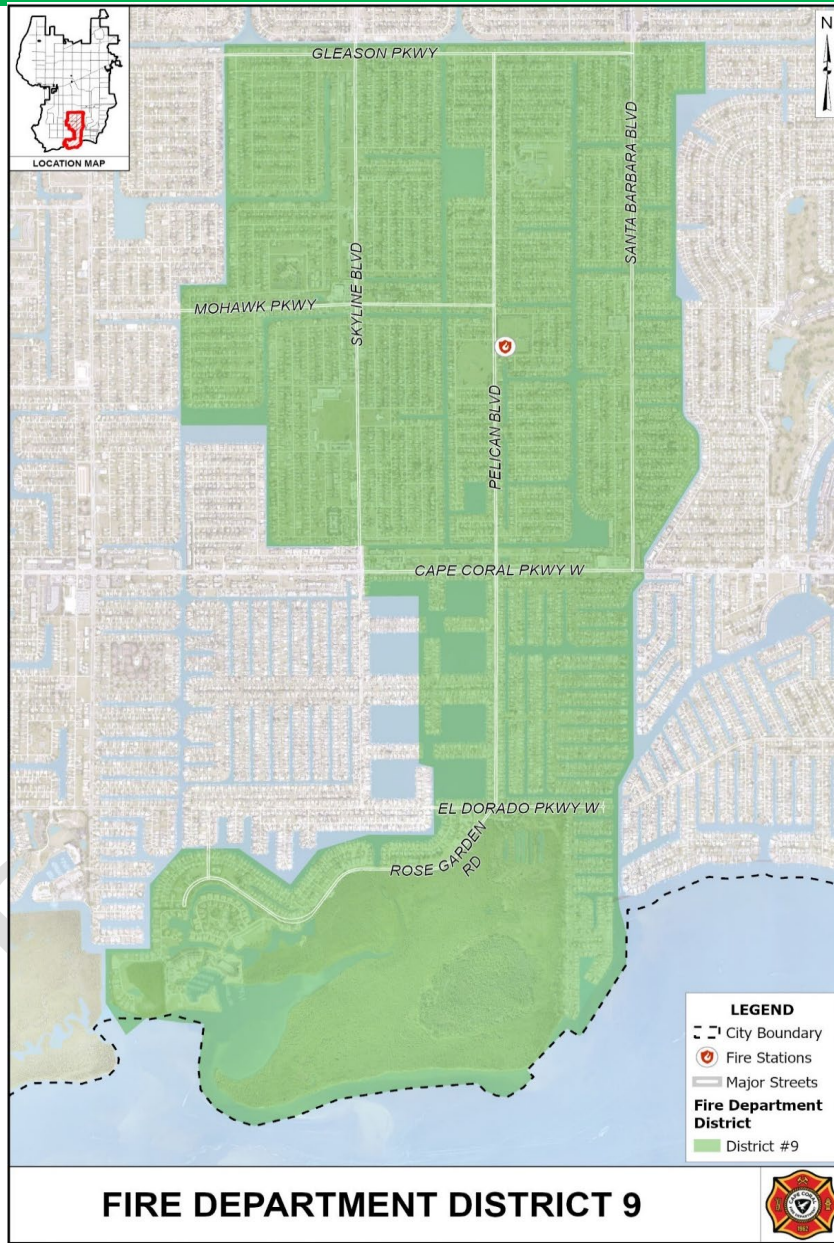
Station 8 Area Protected – 10.55 square miles | Road Miles –151.021 | Population Served – 14,017



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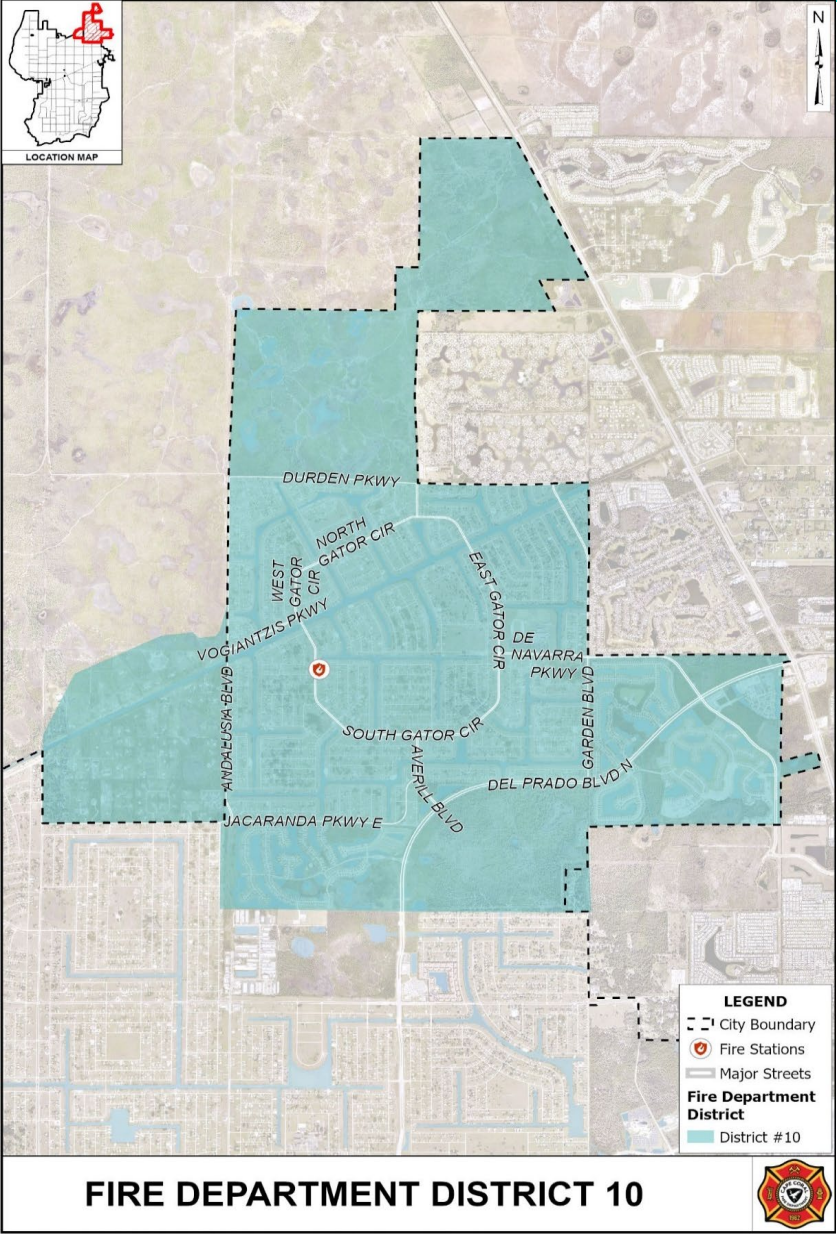
CAPE CORAL FIRE DEPARTMENT

Station 9 Area Protected – 6.04 square miles | Road Miles –82.032 | Population Served – 15,058



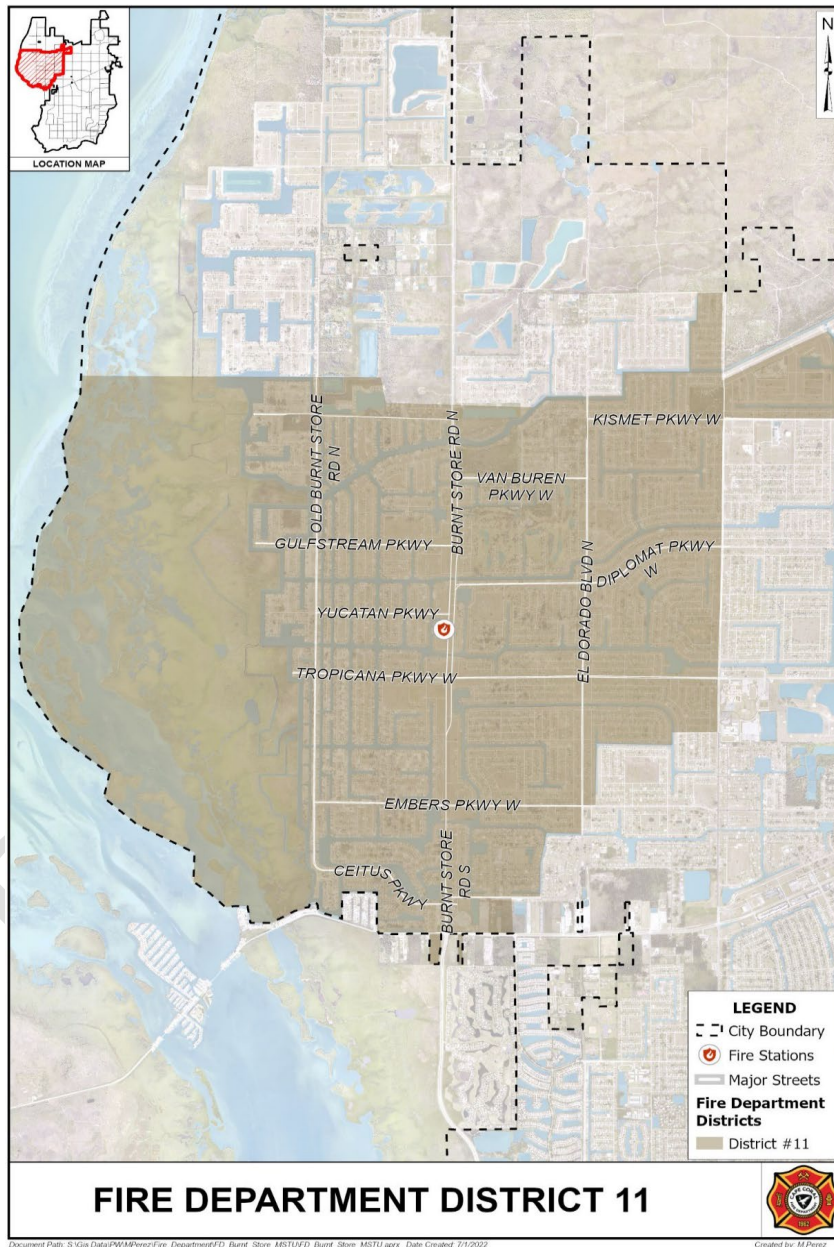
COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 10 Area Protected – 8.91 square miles | Road Miles –89.447 | Population Served – 8,562



CAPE CORAL FIRE DEPARTMENT

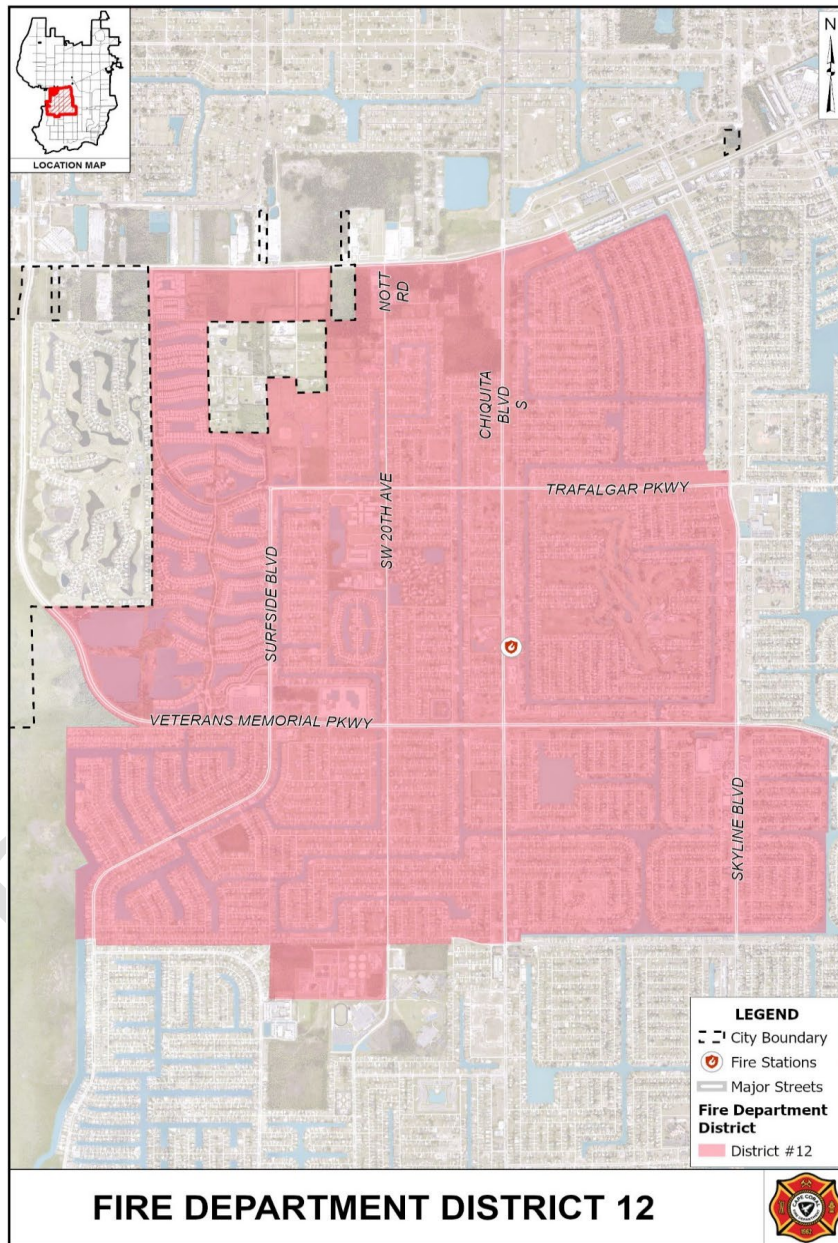
Station 11 Area Protected – 19.31 square miles | Road Miles –196.957 | Population Served – 15,058



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CAPE CORAL FIRE DEPARTMENT

Station 12 Area Protected – 8.53 square miles | Road Miles –120.958 | Population Served – 20,821



DRAFT A

E. Summary of Community Response History

The Cape Coral Fire Department (CCFD) utilized data from its records management system (RMS) to provide the following details of the department's response history over the three years of 2019-2021. The RMS is the report-writing software used to document response details after the response event is completed by the personnel that responded. The RMS receives all response data details (e.g., call types, times) through the Cape Coral Police Department Communications Center computer-aided dispatch (CAD) system. The data is broken down in the following charts by total call volume for each of the three years and program the department provides to the community it serves.

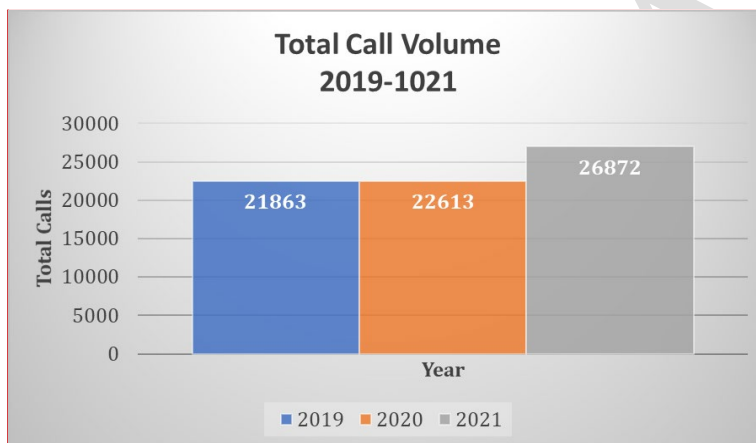


Figure 6: Total Call Volume (2019-2021)

Table 2: Incident History (2019-2021)

| | Incident History | | | | | |
|------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|
| | 2019 | | 2020 | | 2021 | |
| | # of Incidents | % of Incidents | # of Incidents | % of Incidents | # of Incidents | % of Incidents |
| Fire Suppression Services | 6,493 | 30% | 7,529 | 33% | 7,628 | 28% |
| Emergency Medical Services | 12,794 | 59% | 12,660 | 56% | 16,322 | 61% |
| Technical Rescue Services | 1,433 | 7% | 1,367 | 6% | 1,713 | 6% |
| Hazardous Materials Services | 259 | 1% | 245 | 1% | 261 | 1% |
| Marine Shipboard Rescue | 44 | 0.2% | 38 | 0.2% | 46 | 0.2% |
| Firefighting Services | | | | | | |
| Wildland Fire Services | 65 | 0.3% | 79 | 0.3% | 107 | 0.4% |
| Special Services | 775 | 4% | 695 | 3% | 795 | 3% |
| TOTAL | 21,863 | 100% | 22,613 | 100% | 26,872 | 100% |

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F. Community Priorities, Expectations, and Performance Goals

Mission Statement

The following mission statement for the Cape Coral Fire Department (CCFD) was established in 2019 as part of the 2019-2024 Strategic Plan:

"The Cape Coral Fire Department will protect and serve our community through risk reduction and prompt emergency response by professionals."



Community Service Priorities

On April 20, 2022, a meeting with nineteen community stakeholders was held at the Cape Coral Emergency Operations Center. The meeting was facilitated by a representative from the Center for Public Safety Excellence. Feedback was provided through instruments where stakeholders voted to prioritize fire department programs and services. The rankings of these programs and services from the input of the nineteen community stakeholders are as follows:

Table 3: Program and Service Priorities as Identified by Community Stakeholders

| Programs | Ranking | Score |
|---------------------------------------|---------|-------|
| Emergency Medical Services | 1 | 142 |
| Fire Suppression | 2 | 120 |
| Marine and Dive Program | 3 | 98 |
| Technical Rescue | 4 | 95 |
| Emergency Preparedness and Management | 5 | 90 |
| Hazardous Materials Mitigation | 6 | 88 |
| Wildland Firefighting | 7 | 66 |
| Fire Investigation, Origin, and Cause | 8 | 59 |
| Fire Prevention | 9 | 58 |
| Public Education | 10 | 39 |

CAPE CORAL FIRE DEPARTMENT

Community Service Expectations

The following are the top expectations from the input of the nineteen community stakeholders. These fourteen themes are represented in priority order and in the words of the community stakeholders:

1. **Quick Response Times:** To respond in a timely manner. Rapid response. Rapid response to emergencies. Response time. Promptness. Prompt response times. Timely and effective response to fire and rescue emergencies. Response times. Quick speed to emergencies. Quick response. Immediate response time to emergencies. Timely service. Quick response to emergencies. Timeliness. Timely response. Response time. Adequate response times for all of Cape Coral. (44)
2. **Employee Knowledge and Training:** Well trained. Expertly trained, competent providers. Training. Well-trained personnel. Organizational training. Knowledge. Trained personnel. Annual training and updates. (18)
3. **Professionalism:** To act professional. Professionalism. Professional. Customer service/professionalism. (13)
4. **Well Equipped:** Well equipped. Well-equipped for any need. Modern equipment. (5)
5. **Quality Values:** Be courteous. Kindness. Compassionate respectful care. Empathy. (4)

Historical Performance Goals

In 2019, 16 internal and external stakeholders completed a strategic visioning process for the CCFD. This process involved developing performance goals for the CCFD that supported the city of Cape Coral's strategic initiatives and, more specifically, the directive to "Increase quality of life for our citizens by delivering programs and services that foster a safe community." At the conclusion of this process, the stakeholders derived three key themes:

- How do we continue to improve on saving lives during emergency events?
- How do we meet the increasing service demands over the coming years?
- How do we better market our services and demonstrate our value to our community?

The command staff utilized these themes to develop a list of strategic objectives, outcome measurements, and supporting performance goals. How the CCFD can accomplish this was summarized in a supporting vision statement. The vision statement states, "We envision that by 2025 the Cape Coral Fire Department will realize organizational enhancements towards providing industry-leading performance and demonstrate continuous quality improvement to serve our community." CCFD Vision 2025 encapsulates these performance goals.

CCFD VISION 2025

What the community wants from the CCFD: ↔ What this means for the CCFD:

- | | | |
|------------------------------|---|---|
| 1. Show up fast | ↔ | 1. Save lives |
| 2. Solve their problem | ↔ | 2. Preserve property and property value |
| 3. Be nice | ↔ | 3. Maintain a high quality of life |
| 4. Don't cost a lot of money | ↔ | 4. Keep cost and insurance rates low |

How we can accomplish this:

| FIRE | RESCUE | GENERAL |
|--|--|--|
| <ul style="list-style-type: none"> • Zero firefighter or civilian fire-related deaths • Turnout for calls that require PPE within 2 minutes, 90% of the time (tone to wheels rolling) • First unit arrival within 10 minutes, 90% of the time (911 to arrival) • Water on the fire within 5 minutes of arrival, 90% of the time • Contain structure fires to room of origin for 80% of incidents • Save 95% of the value of the property and contents threatened by fire • Inspect all commercial occupancies in accordance with occupancy risk, 100% of the time | <ul style="list-style-type: none"> • Turnout for emergent EMS calls within 1 minute and 40 seconds, 90% of the time (tone to wheels rolling) • Maintain a cardiac survival rate at or above the national average (ROSC) • Primary search complete within 5 minutes of arrival, 90% of the time • Rescue victims of entrapment within 20 minutes of arrival, 90% of the time • Provide Basic Life Support within 9 minutes and 40 seconds, 90% of the time (911 to arrival) • Provide Advanced Life Support within 10 minutes and 40 seconds, 90% of the time (high acuity calls, 911 to arrival) | <ul style="list-style-type: none"> • Provide value beyond the 911 call • Maintain an employee injury rate below 10% • Completion of all assigned training • Produce high-quality incident reports and data • Conduct post fire decontamination, 100% of the time • Perform risk reduction through education and enforcement • Zero cases of substantiated harassment/discrimination • Improve ISO rating to Class 2 or better • Pursue fire service accreditation |

G. Community Risk Assessment and Risk Levels

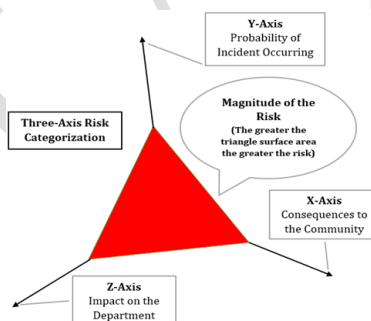
Risk Assessment Methodology

For the Cape Coral Fire Department (CCFD) to best serve the community's concerns, expectations, and priorities, a comprehensive assessment of the community and department's risks must be executed. These risks include the impact of damage and loss to property, and the injury and loss of life. In March 2022, the CCFD command staff evaluated these risks with a target to determine sending the appropriate resources for an incident while not depleting resources unnecessarily. These risks were assessed by utilizing the three-axis risk categorization process. This process evaluates three components: the probability of an incident occurring, the consequence to the community should that incident occur, and the impact on the department's available resources.

Probability/Consequence/Impact of Event Risk

A risk assessment scoring was established with a numeric score between 2 and 10, where 2 indicates a low score and 10 indicates a maximum score. Determining the scores for each component of the Three-Axis was accomplished by the following:

- **Y-Axis (Probability)**
Historical call data for the years 2019-2021 was reviewed. Less frequent call types received a lower score than calls with greater frequency.
- **X-Axis (Consequence)**
Call types that affected an individual by a low threat to life or a single property that may incur a small amount of damage or loss and do not significantly affect the community as a whole received a low score. Comparatively, these call types received a higher score when a high threat of multiple losses of life/injury or multiple/significant properties (e.g., hospital fire) could affect the community's services and financial wellness.
- **Z-Axis (Impact)**
Impact on the department is determined by the critical tasking of the minimum number of personnel needed to lessen the severity of each incident type that the CCFD responds effectively.



The three components of the three-axis risk categorization are scored for each call type the CCFD responds to on the following criteria:

Table 4: Risk Assessment Scoring

| Score | Probability | Consequence | Impact |
|-------|--------------------|--|-----------|
| 2 | Annually (or less) | Single Person/Single Loss/Low Life Threat | 2-4 F/F |
| 4 | Monthly | Multiple People/High Life Threat/Business | 5-8 F/F |
| 6 | Weekly | Multiple Loss/High Life Threat/Business/Financial Impact | 9-14 F/F |
| 8 | Daily | High Loss/Business/Citywide/Financial Impact | 15-20 F/F |
| 10 | Multiple Daily | MCI/Regional/State/Federal Impact | 20+ F/F |

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To determine a risk score, the numeric scores between 2 and 10 are entered into Heron's Formula, modified for tetrahedrons. To determine the values needed for calculating the risk classification, department command staff and accreditation team members met to discuss and document the various numerical values associated with probability, consequence, and impact for all incident types. These examples include incidents that have occurred within the city of Cape Coral as well as potential incidents that could happen and what would be needed by the department to mitigate and respond to that particular risk.

Heron's Formula

$$\text{Risk Score} = \sqrt{\frac{(PC)^2 + (CI)^2 + (IP)^2}{2}}$$

P = Probability (Y-axis)
C = Consequence (X-axis)
I = Impact (Z-axis)

Risk Classification and Categories

Risk level category score ranges are established, and risk scores are used to separate incident types into overall risk categories of low risk, medium risk, high risk, and maximum risk.

Table 5: Risk Level Categories and Definitions

| |
|---|
| Low Risk 4.89898 – 12.32882 |
| Minor incidents involving small fires, single patient non-life-threatening medical incidents, minor rescues, small fuel spills, and small grass fires. |
| Moderate Risk 12.32883 – 25.92295 |
| Risks involving fires in single-family dwellings and equivalently sized commercial offices, life-threatening medical emergencies, hazardous materials incidents requiring specialized skills and equipment, rescues involving specialized skills and equipment, and larger wildland fires. |
| High Risk 25.92296 – 36.76955 |
| High-risk incidents involving fires in larger commercial properties with a sustained fire attack, multiple patient medical incidents, major releases of hazardous materials, high-risk rescues, and wildland fires with extreme weather or fire behavior. |
| Maximum Risk 36.76956+ |
| Unusual incidents with high catastrophic consequences. These risks have a theoretical starting point and will typically get the highest risk resources initially. It is recognized that these risks are outside the scope of the "normal" emergency and that additional and sometimes very specialized equipment and personnel may be needed. |

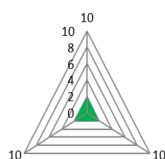
The risk scores calculated from Heron's Formula, modified for tetrahedrons, are further depicted by the following examples of low, moderate, high, and maximum risk score charts and tetrahedrons. The greater the surface area coverage of the tetrahedron, the greater the risk to the community and the department. Additionally, the methodical and statistical analysis will assist in sufficiently determining the efficiency of the CCFD's programs and community services. It will also serve as a central part in influencing the force of strength and station locations necessary for the city's protection.

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Low Risk

Low Risk - are incidents typically requiring a single Fire Company. Examples are a dumpster type fire, vehicle fires and protected (alarmed/sprinklered) structures are classified Low Risk response of 1 Engine.

RISK SCORE

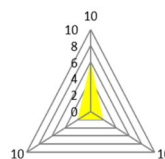


| RISK | | |
|---------------------------|--|----------------|
| Probability of Occurrence | | 2 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 4.89898 |

Moderate Risk

Moderate Risks - are the Structure Fire incidents that involve Residential, multifamily and commercial occupancies or strip malls. It should be note that most commercial occupancies in Cape Coral are fully sprinklered.

RISK SCORE

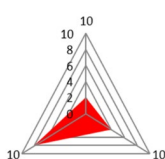


| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 6 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 12.32883 |

High Risk

High Risk - are Large sized multifamily (apartment complex), and large commercial building which have the risk of large loss of life, loss of economic value to the community or high property loss. These include sites such as Schools, government facilities, nursing facilities.

RISK SCORE

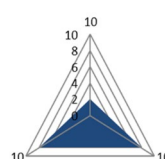


| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 6 |
| Consequence to Community | | 2 |
| Impact on Fire Department | | 2 |
| SCORE | | 12.32883 |

Maximum Risk

Maximum Risk - are MCI incidents such as high rise, large commercial occupancy, or hospitals. This is a response that relies on numerous automatic aid resources.

RISK SCORE



| RISK | | |
|---------------------------|--|-----------------|
| Probability of Occurrence | | 2 |
| Consequence to Community | | 8 |
| Impact on Fire Department | | 8 |
| SCORE | | 48.00000 |

Risk Assessment

Fire Suppression Services

The CCFD's Fire Suppression Program provides full-service fire suppression and emergency response to mitigate the impact of fires on life, the environment, and property. Fire suppression calls are the second most frequent call type for the CCFD. The average yearly call volume for fire suppression is 25,000. The department responds to these calls for service with daily minimum staffing of 57 personnel and a fleet of front-line fire apparatus that include eight fire engines, three ladder/quints, one tower/truck ladder, six rescues, and three battalion chief vehicles. These resources are distributed throughout the city from 12 fixed fire stations.

The following are some examples of fire suppression incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|---|-------------|-------------|--------|------------|----------|-----|
| Passenger Vehicle Fire | 2 | 2 | 2 | 4.89898 | Low | 3 |
| Dumpster or other outside trash receptacle fire | 2 | 4 | 2 | 8.45281 | Low | 3 |
| Trash or rubbish fire, contained | 2 | 4 | 2 | 8.45281 | Low | 3 |
| Building fire | 6 | 2 | 2 | 12.32883 | Moderate | 16 |
| Fires in structure other than in a building | 2 | 6 | 2 | 12.32883 | Moderate | 16 |
| Self-propelled motor home or recreational vehicle | 8 | 2 | 2 | 16.24808 | Moderate | 16 |
| Fire in mobile home used as fixed residence | 2 | 4 | 8 | 25.92296 | High | 21 |
| Fire in motor home, camper, recreational vehicle | 2 | 4 | 8 | 25.92296 | High | 21 |
| Building fire | 2 | 6 | 8 | 36.76955 | High | 21 |

Emergency Medical Services

Cape Coral Fire Department coordinates its emergency medical response with Lee County EMS to provide medical and transport services to the city. The department provides advanced life safety (ALS) non- transport

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services. These incidents represent 61% of the city's total call volume. The CCFD provides EMS services from all 12 stations.

A typical EMS response includes medical assist, assist EMS crew, motor vehicle accident with injuries, and rescue or EMS standby.

The following are some examples of EMS incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|--|-------------|-------------|--------|------------|----------|-----|
| Medical assist, assist EMS crew | 2 | 2 | 2 | 4.89898 | Low | 2 |
| EMS call, excluding vehicle accident with injury | 2 | 2 | 2 | 4.89898 | Low | 2 |
| Motor vehicle accident with injuries | 2 | 2 | 2 | 4.89898 | Low | 2 |
| Lock-in | 6 | 2 | 2 | 12.32883 | Moderate | 3 |
| Electrocution or potential electrocution | 6 | 2 | 2 | 12.32883 | Moderate | 3 |
| Rescue or EMS standby | 4 | 2 | 4 | 13.85641 | Moderate | 3 |
| Motor vehicle/pedestrian accident (MV Ped) | 8 | 2 | 4 | 25.92296 | High | 5 |

Commented [EP13]: Reminder to validate this number

Commented [KL14R13]: I am still verifying all of our data. I will add all of it as soon as I can verify it 100%.

Technical Rescue Services

The CCFD provides various levels of technical rescue services and maintains the personnel, apparatus, and equipment to respond to these incidents. The CCFD is equipped and trained to provide rescue services involving vehicle extrication, low-angle rope rescue, search and rescue, confined space, and building collapse.

The following are some examples of technical rescue incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|--|-------------|-------------|--------|------------|----------|-----|
| Search for person on land | 2 | 2 | 2 | 4.89898 | Low | 4 |
| Extrication of victim(s) from vehicle | 2 | 2 | 6 | 12.32883 | Moderate | 7 |
| Removal of victim(s) from stalled elevator | 4 | 2 | 4 | 13.85641 | Moderate | 7 |
| Electrocution or potential electrocution | 8 | 2 | 2 | 16.24808 | Moderate | 7 |
| Trapped by power lines | 6 | 4 | 4 | 26.53300 | High | 12 |
| Extrication of victim(s) from building/structure | 2 | 6 | 6 | 28.14249 | High | 12 |
| BOMB THREAT | 2 | 10 | 4 | 31.12476 | High | 12 |
| Aircraft Stand by | 2 | 8 | 8 | 48.00000 | Maximum | 20 |

Hazardous Materials Services

The CCFD operates resources and apparatus to mitigate incidents involving hazardous materials and provides direct response to the city of Cape Coral. While hazardous materials incidents account for 2% of all calls, they have the potential to have the largest impact on the community.

The CCFD's hazardous materials team will respond to and size up the hazardous material situation to determine the presence of a potentially hazardous material or explosive device; determine the need for additional resources; estimate the potential harm; and establishment of a hot, warm, and cold zone.

The following are some examples of hazardous material incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|---|-------------|-------------|--------|------------|----------|-----|
| Gasoline or other flammable liquid spill | 2 | 2 | 2 | 4.89898 | Low | 3 |
| Chemical spill or leak | 2 | 4 | 4 | 13.85641 | Moderate | 7 |
| Biological hazard, confirmed or suspected | 4 | 2 | 10 | 32.12476 | High | 22 |

Commented [EP15]: Don't forget to update this number

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Marine and Shipboard Rescue and Firefighting Services

The department maintains three boats used in marine response firefighting and dive rescue response to the over 400 miles of canal waterways in the city, the surrounding Intracoastal waterways, and coastal areas of the Gulf of Mexico.

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The following are some examples of marine and shopboard rescue services incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|--|-------------|-------------|--------|------------|----------|-----|
| Water Vehicle Fire | 2 | 2 | 4 | 8.485281 | Low | 3 |
| Search for person in water | 2 | 6 | 2 | 12.32883 | Moderate | 4 |
| Swimming/recreational water areas rescue | 10 | 2 | 2 | 20.19901 | High | 7 |

Wildland Fire Services

Cape Coral is extremely vulnerable to wildland fires due to the climate and drought probability, and susceptibility to loss from fire in the wildland/urban interface. The CCFD is equipped with the resources needed to fight wildland fires, including a brush truck.

The following are some examples of wildland fire service incidents and risks with associated ERF:

| Incident Type | Probability | Consequence | Impact | Risk Score | Risk | ERF |
|---------------------------------------|-------------|-------------|--------|------------|----------|-----|
| Forest, woods or wildland fire | 2 | 2 | 4 | 8.485281 | Low | 3 |
| Brush or brush-and-grass mixture fire | 2 | 6 | 2 | 12.32883 | Moderate | 6 |
| Natural vegetation fire, other | 10 | 2 | 2 | 20.19901 | High | 13 |

Natural Disaster Risk Assessment

This section outlines the risks of natural hazards to Cape Coral. The risks of the following natural hazards are assessed in this section: drought, extreme heat, flooding, hurricanes, public health emergency, space weather, thunderstorms, tornadoes, and wildfire.

Drought is the deficiency of precipitation over an extended period that can deplete water reservoirs and wells and is often associated with extreme heat. Prolonged droughts have a negative impact on humans, animals, and crops. In Cape Coral, drought often occurs in the late winter. The primary impact of drought is on the agricultural industry, with the secondary impact focused on public drinking water supplies. The entirety of Cape Coral has the potential to be impacted by drought.

Table 6: Drought Description and Impact

| Color | Category | Description | Potential Impacts |
|-------|----------|---------------------|---|
| | D0 | Abnormally Dry | <ul style="list-style-type: none"> Going into drought: short-term dryness slows planting and growth of crops or pastures Coming out of drought: some lingering water deficits and pastures or crops are not fully recovered |
| | D1 | Moderate Drought | <ul style="list-style-type: none"> Some damage to crops and pastures Streams, reservoirs, or wells are low; some water shortages are developing or imminent Voluntary water-use restrictions requested |
| | D2 | Severe Drought | <ul style="list-style-type: none"> Crop or pasture losses are likely Water shortages are common Water restrictions are imposed |
| | D3 | Extreme Drought | <ul style="list-style-type: none"> Major crop or pasture losses Widespread water shortages or restrictions |
| | D4 | Exceptional Drought | <ul style="list-style-type: none"> Exceptional and widespread crop or pasture losses Shortage of water in reservoirs, streams, and wells creating water emergencies |

Extreme heat is an occurrence of exceptionally high temperatures and excessive humidity, resulting in actual and perceived temperatures much higher than expected.

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Table 7: NWS Heat Index

NWS Heat Index

Temperature (°F)

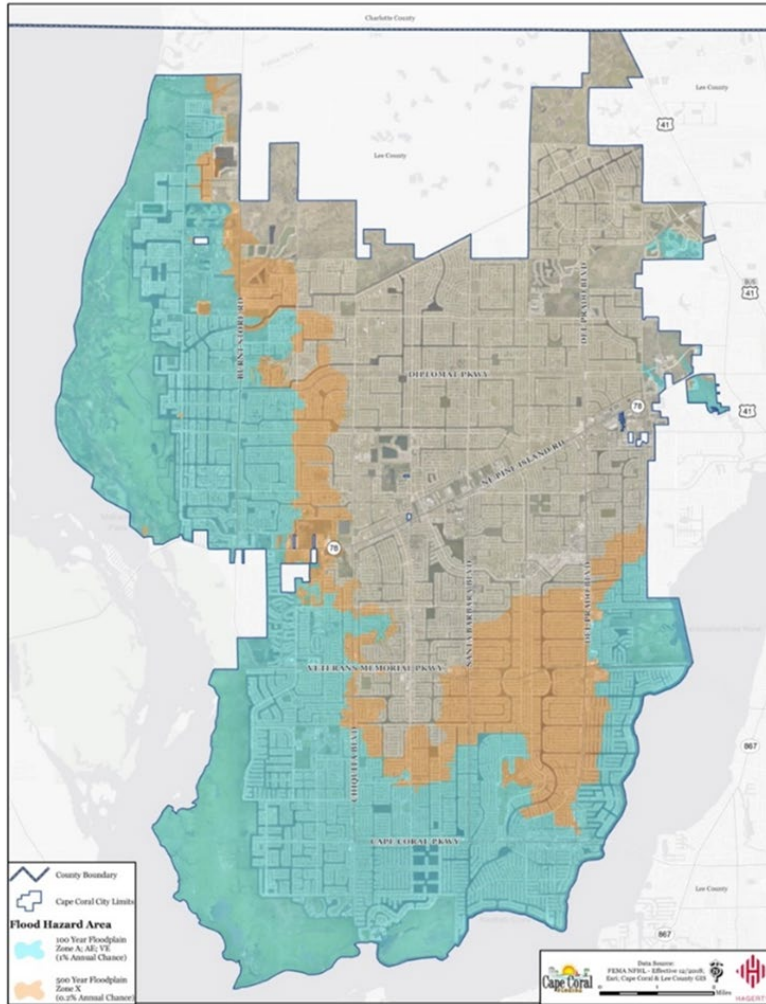
| Relative Humidity (%) | 80 | 82 | 84 | 86 | 88 | 90 | 92 | 94 | 96 | 98 | 100 | 102 | 104 | 106 | 108 | 110 |
|-----------------------|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 40 | 80 | 81 | 83 | 85 | 88 | 91 | 94 | 97 | 101 | 105 | 109 | 114 | 119 | 124 | 130 | 136 |
| 45 | 80 | 82 | 84 | 87 | 89 | 93 | 96 | 100 | 104 | 109 | 114 | 119 | 124 | 130 | 137 | |
| 50 | 81 | 83 | 85 | 88 | 91 | 95 | 99 | 103 | 108 | 113 | 118 | 124 | 131 | 137 | | |
| 55 | 81 | 84 | 86 | 89 | 93 | 97 | 101 | 106 | 112 | 117 | 124 | 130 | 137 | | | |
| 60 | 82 | 84 | 88 | 91 | 95 | 100 | 105 | 110 | 116 | 123 | 129 | 137 | | | | |
| 65 | 82 | 85 | 89 | 93 | 98 | 103 | 108 | 114 | 121 | 128 | 136 | | | | | |
| 70 | 83 | 86 | 90 | 95 | 100 | 105 | 112 | 119 | 126 | 134 | | | | | | |
| 75 | 84 | 88 | 92 | 97 | 103 | 109 | 116 | 124 | 132 | | | | | | | |
| 80 | 84 | 89 | 94 | 100 | 106 | 113 | 121 | 129 | | | | | | | | |
| 85 | 85 | 90 | 96 | 102 | 110 | 117 | 126 | 135 | | | | | | | | |
| 90 | 86 | 91 | 98 | 105 | 113 | 122 | 131 | | | | | | | | | |
| 95 | 86 | 93 | 100 | 108 | 117 | 127 | | | | | | | | | | |
| 100 | 87 | 95 | 103 | 112 | 121 | 132 | | | | | | | | | | |

Likelihood of Heat Disorders with Prolonged Exposure or Strenuous Activity

Caution
Extreme Caution
Danger
Extreme Danger

Flooding is a temporary condition of partial or complete inundation of two or more acres of typically dry land caused by the overflow of inland or tidal waters, unusual and rapid accumulation or runoff of surface waters, or mudflow. Flooding is the most frequent and costliest of natural disasters in the United States, according to the National Flood Insurance Program (NFIP). In Cape Coral, several types of flooding occur because of severe thunderstorms, tropical cyclones, hurricanes, seasonal rain, and other weather phenomena. Increased development of impervious services in Cape Coral can increase the likelihood of flood events. This section will focus on two types of flooding: inland flooding (riverine, flash floods, dam/dike failure) and coastal flooding (coastal erosion, storm surge, tidal flooding).

Map 10: Flood-Related Presidential Disaster Declarations in Lee County



Hurricanes, known as tropical cyclones, are low-pressure systems with organized thunderstorm activity that form over tropical or subtropical waters. They gain energy from warm ocean waters and have a minimum sustained wind of 74 mph. They can produce strong winds, storm surge flooding, and heavy rainfall, leading to inland flooding, tornadoes, and rip currents. The typical hurricane season runs from June 1 to November 30.

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Table 8: Declared Hurricane Disasters

| Disaster Number | Declaration Date | Event |
|-----------------|--------------------|---|
| 4337 | January 10, 2018 | Hurricane Irma |
| 4068 | July 17, 2012 | Tropical Storm Debby |
| 1785 | October 16, 2008 | Tropical Storm Fay |
| 1609 | October 24, 2005 | Hurricane Wilma |
| 1561 | September 26, 2004 | Hurricane Jeanne |
| 1551 | September 16, 2004 | Hurricane Ivan |
| 1545 | September 4, 2004 | Hurricane Frances |
| 1539 | August 13, 2004 | Tropical Storm Bonnie and Hurricane Charley |
| 1393 | September 28, 2001 | Severe Storms, Tornadoes and Flood Associated with Tropical Storm Gabrielle |
| 1069 | October 4, 1995 | Hurricane Opal |
| 337 | June 23, 1972 | Tropical Storm Agnes |
| 252 | November 7, 1968 | Hurricane Gladys |
| 209 | September 14, 1965 | Hurricane Betsy |

Hurricanes are difficult to predict for long-term planning, as distribution is random. The probability of future hurricanes striking Cape Coral can be derived from previous occurrences. The Florida Enhanced State Hazard Mitigation Plan (FESHMP) has run several probability scenarios to gauge the risk each county faces hurricanes over the next ten to one hundred years.

Table 9: Hurricane Probability Scenarios for the State of Florida

| Scenario | 10-year Return | 20-year Return | 50-year Return | 100-year Return |
|-----------------|----------------|----------------|----------------|-----------------|
| Hurricane Winds | Category 1 | Category 1 | Category 3 | Category 3 |

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The entire city of Cape Coral is subject to the effects of a hurricane. In addition to high winds causing damage, storm surge is another deadly side effect of hurricanes in Cape Coral. This phenomenon occurs when winds and the forward motion of the storm pile water as it moves toward the shore. The topography of the coast of Florida on the Gulf of Mexico has a long, gently sloping shelf that leads to higher surges but smaller waves. Cape Coral has experienced several hurricanes throughout its history, including:

1. **Hurricane Charley (2004):** A Category 4 Hurricane, Charley hit Cape Coral with winds of over 120 mph that destroyed homes, toppled trees, flooded streets, and caused a loss of power. An extended loss of power left residents to deal with a heat wave after the storm had passed. The total estimated damage from Hurricane Charley exceeds \$500 million for the State of Florida.
2. **Hurricane Wilma (2005):** A Category 3 Hurricane, Wilma did extensive damage to power lines and trees. Hurricane Wilma was estimated to have caused \$1.6 million in damage in Lee County.
3. **Hurricane Irma (2017):** A Category 4 Hurricane, Irma was anticipated to be a catastrophic storm for Lee County with a predicted 15-foot storm surge. Luckily, the storm gradually weakened once it hit land, with only minor wind damage, yet extensive flooding plagued the city.

Table 10: Saffir-Simpson Hurricane Wind Scale

| Category | Sustained Winds | Types of Damage Due to Winds |
|----------|--------------------|---|
| 1 | 74-95 mph | Very dangerous winds will produce some damage: Well-constructed frame homes could have damage to roof, shingles, vinyl siding, and gutters. Large branches of trees will snap, and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days. |
| 2 | 96-110 mph | Extremely dangerous winds will cause extensive damage: Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks. |
| 3 | 111-129 mph | Devastating damage will occur: Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes. |
| 4 | 130-156 mph | Catastrophic damage will occur: Well-built framed homes can sustain severe damage with loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted, and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months. |
| 5 | 157 mph or greater | Catastrophic damage will occur: A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months. |

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Critical Task Analysis

A critical task analysis was completed for each Cape Coral Fire Department's risk classifications/emergency response programs and their corresponding risk category. The critical tasks were developed utilizing elements of the CCFD's current and historical response matrices. Critical tasks were developed for low, moderate, high, and maximum-risk events. Low risk events are those that involve single responses. Moderate risk responses require additional resources to mitigate the event effectively and efficiently. High risk events require considerable resources to effectively and efficiently mitigate the events and high risk of loss of life and property. Although extremely rare, maximum risk events would be considered mass casualty incidents involving multiple jurisdictions. These critical tasks are designed to provide a high-level expectation of the resources needed to be performed by the personnel assigned to specific apparatus and unit types to mitigate emergency events safely and effectively. As the severity of risk increases, so does the balance of resources, human and physical, needed to minimize the incident.

Table 11: Critical Tasks - Low Risk Fire Response

| Critical Tasks | Number of Staff |
|--------------------------------|-----------------|
| Command/Safety | 1 |
| Fire Attack | 1 |
| Pump Operations / Water Supply | 1 |
| Total ERF | 3 |

Table 12: Critical Tasks - Moderate Risk Fire Response

| Critical Tasks | Number of Staff |
|---------------------------|-----------------|
| Command | 1 |
| Safety/Accountability | 1 |
| Search | 2 |
| Fire Attack – Primary | 2 |
| Fire Attack – Backup Line | 2 |
| Pump Operations | 1 |
| Water Supply | 1 |
| RIT | 3 |
| Decon | 1 |
| Ventilation / Utilities | 2 |
| Total ERF | 16 |

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Table 13: Critical Tasks - High Risk Fire Response

| Critical Tasks | Number of Staff |
|------------------------------|-----------------|
| Command | 1 |
| Safety/Accountability | 1 |
| Fire Attack – Primary | 3 |
| Fire Attack – Backup line | 3 |
| Pump Operations | 2 |
| Search / Rescue / Evacuation | 4 |
| Water Supply | 1 |
| Decon | 1 |
| Ventilation/Utilities | 3 |
| Rapid Intervention Team | 3 |
| Total ERF | 22 |

Table 14: Critical Tasks - Maximum Risk Fire Response

| Critical Tasks | Number of Staff |
|------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Accountability | 1 |
| Staging | 1 |
| Exposure Protection | 2 |
| Fire Attack - Primary | 3 |
| Fire Attack - Primary | 3 |
| Fire Attack – Backup | 3 |
| Pump Operator | 2 |
| Search / Rescue / Evacuation | 6 |
| Water Supply | 1 |
| Ventilation / Utilities | 4 |
| Aerial Operations | 2 |
| RIT | 3 |
| Decon | 1 |
| Forcible Entry | 2 |
| Rehab | 2 |
| Total ERF | 38 |

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Table 15: Critical Tasks - Low Risk EMS Response

| Critical Task(s) | Number of Staff |
|----------------------------|-----------------|
| Command/Patient Assessment | 1 |
| Treatment | 1 |
| Total ERF | 2 |

Table 16: Critical Tasks - Moderate Risk EMS Response

| Critical Task(s) | Number of Staff |
|----------------------------|-----------------|
| Command/Patient Assessment | 1 |
| Treatment | 1 |
| Total ERF | 2 |

Table 17: Critical Tasks - High Risk EMS Response

| Critical Task(s) | Number of Staff |
|----------------------------|-----------------|
| Command/Patient Assessment | 1 |
| Treatment | 1 |
| Total ERF | 2 |

Table 18: Critical Tasks - Maximum Risk EMS Response

| Critical Task(s) | Number of Staff |
|------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Staging | 1 |
| Treatment Group Leader | 1 |
| Treatment | 6 |
| Triage | 2 |
| Total ERF | 12 |

CAPE CORAL FIRE DEPARTMENT

Table 19: Critical Tasks - Low Risk Technical Rescue Response

| Critical Task(s) | Number of Staff |
|--------------------------------|-----------------|
| Command | 1 |
| Extrication / Scene Operations | 3 |
| Total ERF | 4 |

Table 20: Critical Tasks - Moderate Risk Technical Rescue Response

| Critical Task(s) | Number of Staff |
|--------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Extrication / Scene Operations | 4 |
| Stabilization / Fire Standby | 1 |
| Total ERF | 7 |

Table 21: Critical Tasks - High Risk Technical Rescue Response

| Critical Task(s) | Number of Staff |
|---------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| PLO | 1 |
| Extrication/ Support Operations | 1 |
| Technical Operations | 2 |
| USAR | 4 |
| Total ERF | 10 |

Table 22: Critical Tasks - Maximum/Special Risk Technical Rescue Response

| Critical Task(s) | Number of Staff |
|---------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Water Supply | 2 |
| Search and Rescue | 2 |
| Extrication/ Support Operations | 2 |
| PLO | 4 |
| USAR/ Technical Operations | 4 |
| USAR/ Support Operations | 4 |
| Total ERF | 20 |

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Table 23: Critical Tasks - Low Risk Hazardous Materials Response

| Critical Task(s) | Number of Staff |
|----------------------------------|-----------------|
| Command / Safety | 1 |
| Investigation / Scene Operations | 2 |
| Total ERF | 3 |

Table 24: Critical Tasks - Moderate Risk Hazardous Materials Response

| Critical Task(s) | Number of Staff |
|-------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Scene Operations | 3 |
| Containment/Perimeter Support | 2 |
| Total ERF | 7 |

Table 25: Critical Tasks - High Risk Hazardous Materials Response

| Critical Task(s) | Number of Staff |
|-------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Attack line | 4 |
| Technical Operations | 6 |
| Decontamination | 2 |
| Containment/Perimeter Support | 2 |
| Investigation | 1 |
| Communications Support | 1 |
| RIT | 4 |
| Total ERF | 22 |

Table 26: Critical Tasks - Maximum Risk Hazardous Materials Response

| Critical Task(s) | Number of Staff |
|-------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Attack line | 4 |
| Technical Operations | 6 |
| Decontamination | 2 |
| Containment/Perimeter Support | 2 |
| Investigation | 1 |
| Communications Support | 1 |
| RIT | 4 |
| Total ERF | 22 |

CAPE CORAL FIRE DEPARTMENT

Low Risk Marine and Shipboard Firefighting Program

Table 27: Critical Tasks - Low Risk Marine and Shipboard Fire Response

| Critical Task(s) | Number of Staff |
|------------------|-----------------|
| Command | 1 |
| Boat Operator | 1 |
| Patient Care | 1 |
| Total ERF | 3 |

Table 28: Critical Tasks - Moderate Risk Marine and Shipboard Fire Response

| Critical Task(s) | Number of Staff |
|------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Boat Operator | 1 |
| Patient Care | 1 |
| Total ERF | 4 |

Table 29: Critical Tasks - High Risk Marine and Shipboard Fire Response

| Critical Task(s) | Number of Staff |
|------------------|-----------------|
| Command | 1 |
| Boat Operator | 2 |
| Suppression | 2 |
| Patient Care | 2 |
| Total ERF | 7 |

Table 30: Critical Tasks - Maximum/Special Risk Marine and Shipboard Fire Response

| Critical Task(s) | Number of Staff |
|------------------|-----------------|
| Command | 1 |
| Boat Operator | 3 |
| Suppression | 3 |
| Patient Care | 3 |
| Total ERF | 10 |

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Table 31: Critical Tasks - Low Risk Wildland Fire Response

| Critical Task(s) | Number of Staff |
|-----------------------------|-----------------|
| Command / Safety | 1 |
| Fire Attack/Perimeter Lines | 2 |
| Pump Operations | 1 |
| Total ERF | 4 |

Table 32: Critical Tasks - Moderate Risk Wildland Fire Response

| Critical Task(s) | Number of Staff |
|-----------------------------|-----------------|
| Command / Safety | 1 |
| Fire Attack/Perimeter Lines | 4 |
| Pump Operations | 2 |
| Total ERF | 7 |

Table 33: Critical Tasks - High Risk Wildland Fire Response

| Critical Task(s) | Number of Staff |
|------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Fire Attack /Perimeter Lines | 8 |
| Pump Operations | 2 |
| Water Supply | 1 |
| Total ERF | 13 |

Table 34: Critical Tasks - Maximum Risk Wildland Fire Response

| Critical Task(s) | Number of Staff |
|------------------------------|-----------------|
| Command | 1 |
| Safety | 1 |
| Fire Attack /Perimeter Lines | 8 |
| Pump Operations | 2 |
| Evacuation | 4 |
| Water Supply | 2 |
| Total ERF | 18 |

CAPE CORAL FIRE DEPARTMENT

Geographical Planning Areas/Zones

Cape Coral Fire Department (CCFD) utilizes the fixed deployment operational model to represent the 12 geographical planning zones known as the City of Cape Coral Fire Department Districts. Each zone represents a fixed fire station first-due response area and is established to ensure the effective distribution of resources to meet each zone's specific and unique risks. The CCFD provides emergency services within the boundaries of the city of Cape Coral as well as portions of unincorporated Lee County and approved MSTUs under city ordinances. Stations are strategically placed based on city growth and response times. Some factors that impacted the establishment of these zones are:

- Emergency call volume.
- Emergency response travel time.
- New construction permitting numbers.
- New construction project types.
- Population density.
- Available property to establish a fixed deployment location.

There are additional factors that can affect the response times of emergency units, such as fire station location within a planning area, time of day, traffic, and the size of the first-due response area.

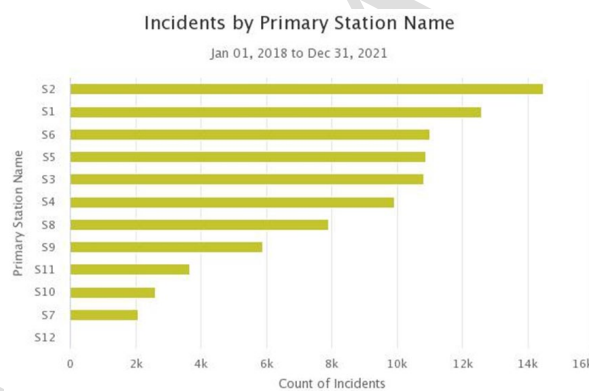


Table 35: District Size

| Fire District | Square Miles | Road Miles | Population |
|---------------|--------------|------------|------------|
| 1 | 6.14 | 96.057 | 23,796 |
| 2 | 7.25 | 127.375 | 23,071 |
| 3 | 7.47 | 104.775 | 21,173 |
| 4 | 6.39 | 80.220 | 16,744 |
| 5 | 12.58 | 212.060 | 21,738 |
| 6 | 19.52 | 120.707 | 26,846 |
| 7 | 11.92 | 74.485 | 2,706 |
| 8 | 14 | 151.021 | 19,749 |
| 9 | 6.02 | 82.032 | 16,727 |
| 10 | 9.04 | 89.447 | 7,639 |
| 11 | 18.83 | 196.957 | 12,595 |
| 12 | 8.53 | 120.958 | 20,821 |

Figure 7: Incidents by Primary Station

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

H. Historical Perspective and Summary of System Performance

A solid and reliable data set provides the Cape Coral Fire Department with the tools needed to meet service demands.

In 2022, certified staff increased by 12.2% with the addition of 18 firefighters, 4 lieutenants (1 assigned to training), 1 fire inspector, and a third battalion per shift consisting of three battalion chiefs. The CCFD leadership plans for an approximate 1.3% in call volume annually. For this reason, Station 12 was completed and opened in 2022, and the construction and opening of Station 13 is set for the spring of 2023. The CCFD is focused on incident response and posturing itself toward expanded demand. The CCFD has also emphasized community risk reduction methods to identify and mitigate local risks.

Based on historical data collection, quantifiable benchmarks, and commitment to process improvement, the CCFD is committed to developing and matching appropriate deployment and response models to mitigate the identified risks in the community. Response zones are established to ensure that the appropriate resources, staffing levels, and travel times meet the standards set forth by the AHJ, the department, the National Fire Protection Association (NFPA), and the Commission on Fire Accreditation International (CFAI) based on the follow of distribution, concentration and reliability factors.

Distribution Factors

Distribution pertains to the arrival of the first emergency unit, specifically the speed at which the first unit arrives. The distribution defines the geographic location of a particular resource. While resources may change locations at any point, those assigned to a particular geographic location are considered the closest resources within the first-due area under normal response situations.

The CCFD staffs 12 fire stations with a minimum of 57 personnel on duty each day. ALS/EMS units are staged throughout the city to answer calls for service. The workload is assessed at the station demand level and the individual unit level. This is a method for assessing the effectiveness of the distribution model and analyzing the demand for service across the distribution model.

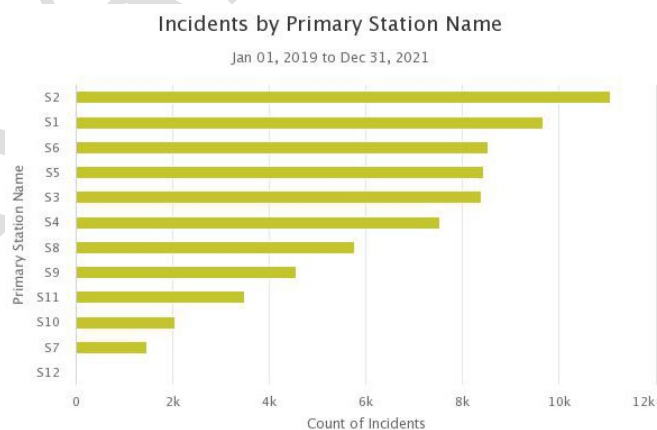


Figure 8: Incidents by Primary Station

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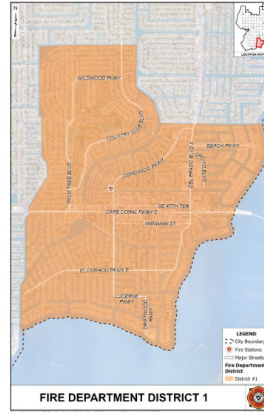
COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 1

Station 1 is in southeast Cape Coral and includes some of the oldest portions of the city and encompasses the downtown area. Station 1 is composed of approximately 6.14 square miles and 112.7 road miles. The population of this

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---------------------------------|
| Station 1 | 5,625 | 97 | 3,981 | 9,703 | 14% | 75% | 0:10:21 |

area is 23,796.



Station 2

Station 2 is in central Cape Coral and includes residential, light industrial, government complex, the Cape Coral Hospital, and several assisted living facilities. Station 2 has historically been Cape Coral's busiest station. Due to Cape Coral's canal system, this district includes the area of Academy Boulevard and Cultural Park Boulevard that are not accessible by Stations 3 and 4. The station zone was Station 2 is composed of approximately 7.25 square miles and 150.7 road miles. The population of this area is 23,071.

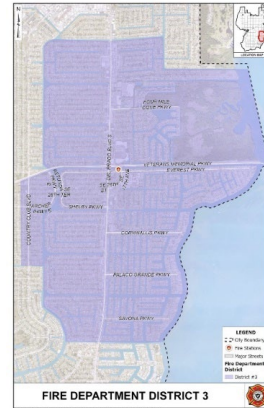
| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 2 | 6,463 | 110 | 4,508 | 11,081 | 16% | 75% | 0:10:37 |



Station 3

Station 3 is in southeast Cape Coral and includes residential and multiple commercial facilities. The area includes Del Prado Boulevard, one of the most travel major roads in the city. Station 3 is composed of approximately 7.47 square miles and 126.3 road miles. The population of this area is 21,173.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 3 | 5,252 | 101 | 3,072 | 8,425 | 12% | 75% | 0:10:19 |



CAPE CORAL FIRE DEPARTMENT

Station 4

Station 4 is in central Cape Coral. This area includes residential, commercial facilities, several assisted living facilities, and schools. Station 4 is composed of approximately 6.39 square miles and 93.1 road miles. The population of this area is 16,744.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 4 | 4,663 | 85 | 2,795 | 7,543 | 11% | 78% | 0:10:37 |

Station 5

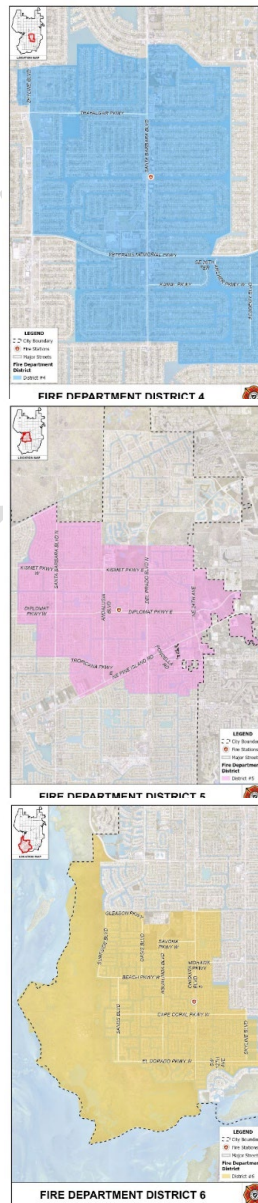
Station 5 is in northeast Cape Coral. This area includes residential, commercial facilities, multi-level apartment complexes, several assisted living facilities, schools, light industrial, and abuts to wildland/urban interface area. Station 5 is composed of approximately 12.58 square miles and 244.2 road miles. The population of this area is 21,738.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 5 | 5,212 | 176 | 3,097 | 8,485 | 12% | 60% | 0:10:40 |

Station 6

Station 6 is in southwest Cape Coral. This area includes residential, commercial facilities, multi-level apartment complexes, several assisted living facilities, and several schools. Station 6 is composed of approximately 19.52 square miles and 150.5 road miles. The population of this area is 26,846.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 6 | 5,276 | 100 | 3,176 | 8,552 | 12% | 76% | 0:11:25 |

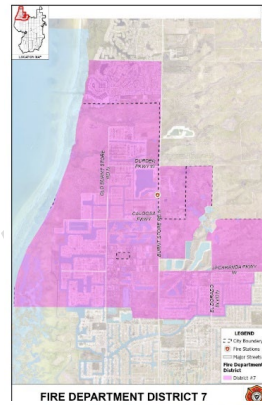


COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Station 7

Station 7 is in northwest Cape Coral. This area is mainly residential and includes portions of Charlotte County covered under the MSTU. Station 7 abuts a major water system known as the North Spreader, and wildland/urban interface area. Station 7 is composed of approximately 11.92 square miles and 97.3 road miles. The population of this area is 2,706.

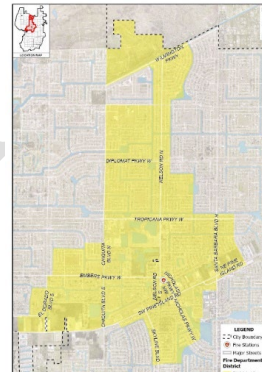
| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 7 | 881 | 51 | 552 | 1,484 | 2% | 82% | 0:14:39 |



Station 8

Station 8 is in north central Cape Coral. This area is mainly residential and includes commercial facilities and schools. Station 8 is composed of approximately 14 square miles and 185 road miles. The population of this area is 19,749.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 8 | 3,663 | 124 | 1,999 | 5,786 | 8% | 86% | 0:11:36 |



Station 9

Station 9 is in southwest Cape Coral. This area includes commercial, residential, high-rise condos, multi-family apartment complexes, schools, and assisted living facilities. Station 9 is composed of approximately 6.02 square miles and 98.3 road miles. The population of this area is 16,727.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|-----------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 9 | 2,747 | 62 | 1,749 | 4,558 | 6% | 98% | 0:10:49 |

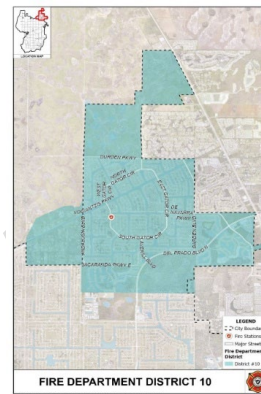


CAPE CORAL FIRE DEPARTMENT

Station 10

Station 10 is in northeast Cape Coral. This area is mainly residential. This area has a lower population density than the other stations but is steadily increasing year to year. Currently, this station operates out of a house with an extended garage as the bay. Due to population growth in this area, the city plans to build a permanent station in 2024. Station 10 is composed of approximately 9.04 square miles and 103.7 road miles. The population of this area is 7,639.

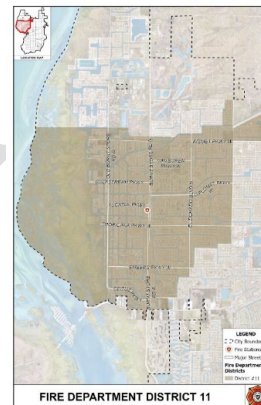
| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|------------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 10 | 1,300 | 43 | 703 | 2,046 | 3% | 99% | 0:11:54 |



Station 11

Station 11 is in northwest Cape Coral. This area is mainly residential. Station 11 is composed of approximately 18.83 square miles and 224.1 road miles. The population of this area is 12,595.

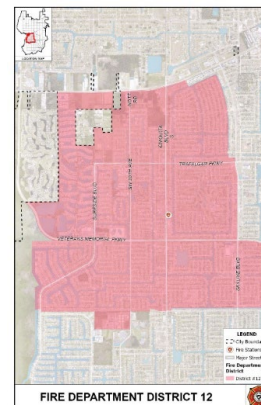
| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|------------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 11 | 2,129 | 99 | 1,269 | 3,497 | 5% | 99% | 0:11:24 |



Station 12

Station 12 is the city's newest fire station and is in southwest Cape Coral. Station 12 responds to areas previously covered by Stations 6, 4, and 2. The area includes residential, commercial, assisted living, multi-level apartment complexes, and unincorporated areas covered through the MSTU. Station 12 is composed of approximately 8.53 square miles and 159 road miles. The population of this area is 20,821.

| Station | EMS Incidents | Fire Incidents | Other Incidents | Total Incidents | % of Total Incidents | Station Reliability | 90th Percentile Response Time (PSAP to Arrival) |
|------------|---------------|----------------|-----------------|-----------------|----------------------|---------------------|---|
| Station 12 | 1 | - | 1 | 2 | 0% | 100% | 0:09:49 |



COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Concentration Factors

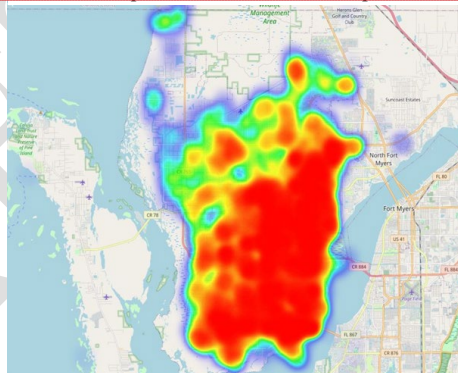
Concentration, as defined by the Center for Public Safety Excellence; *Quality Improvement for the Fire and Emergency Services*, 10th Edition, is the spacing of multiple resources arranged so that an initial “effective response force” can arrive on scene within the timeframe outlined in the on-scene performance expectations within a defined period. Successful concentration relies on providing an accurate number of resources for an incident to prevent the emergency from escalating, providing for the safety of emergency personnel and citizens, and completing all critical tasks in a timely manner.

Table 36: Station Resources and Personnel

| | Station 1 | Station 2 | Station 3 | Station 4 | Station 5 | Station 6 | Station 7 | Station 8 | Station 9 | Station 10 | Station 11 | Station 12 |
|-----------|---|---|--|---|--|---|---|--|--|---------------------------------------|---|---|
| Resources | Ladder Rescue | Truck Rescue | Engine Rescue Marine Unit Brush Truck | Engine Dive Trailer | Engine Rescue Brush Truck Battalion Vehicle | Ladder Rescue | Engine Marine Unit Brush Truck | Engine Rescue Tender Battalion Vehicle | Engine Marine Unit Battalion Vehicle | Engine | Ladder Brush Truck | Engine Hazmat Truck |
| Personnel | Lieutenant Engineer Firefighter (3) | Lieutenant Engineer (2) Firefighter (2) | Lieutenant Engineer Firefighter (3) | Lieutenant Engineer Firefighter (2) | Battalion Chief Lieutenant Engineer Firefighter (2) | Lieutenant Engineer Firefighter (3) | Lieutenant Engineer Firefighter (2) | Battalion Chief Lieutenant Engineer (2) Firefighter (2) | Battalion Chief Lieutenant Engineer Firefighter | Lieutenant Engineer Firefighter | Lieutenant Engineer Firefighter (2) | Lieutenant Engineer Firefighter (2) |

An analysis of station demand zones, ERFs, and resources has demonstrated that a majority of the CCFD’s risks are generally low to moderate and can be handled appropriately within the current performance goals and deployment strategies. Certain areas within the city have a substantially higher call volume, as depicted in the referenced heat map. Those areas have the resources and staff to adequately deploy in relation to the level of risk.

Map 12: Call Volume Heat Map



Commented [RD18]: All call types? What period?

Reliability Factors

Reliability refers to the availability of units ready to respond to an emergency within their designated first-due response zone. Reliability is measured using historical performance by applying unit hour utilization (UHU), showing the percentage of time first in companies respond and the number of hours a unit is committed to calls for the year. Unit reliability is an important predictor of response performance. Response reliability is the probability that the unit assigned to a territory will be available to respond in that territory.

Results for these analyses are reported for all calls and by EMS and fire calls. Note that for EMS and fire calls, overlapped calls represent any call classified in its respective program area but that overlapped with one or more calls from *any* program area. Various factors, such as multiple incidents within the same district, a unit taken out of service for training, and apparatus/mechanical problems, are primary reasons why a unit(s) from other districts are called to cover the first due response.

CAPE CORAL FIRE DEPARTMENT

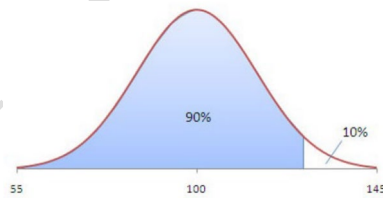
Dataset Qualification

The Cape Coral Fire Department's data qualification process was to establish baseline measures and monitor data consistency across all platforms. This process was crucial to discussing alternatives to the status quo and identifying opportunities for process improvement. Upon substantial review of the department's data, the CCFD determined that the data collection and reporting were inconsistent. Multiple sources, including CAD, NFORS, and *ImageTrend Report Writer*, were used for data collection and reporting. The different platforms provided conflicting data for exact timeframes and events being measured. The department recognized this during the initial stages of writing the CRA/SOC and switched to one platform for incident reporting, processing, and reporting. In August 2022, the CCFD purchased *ImageTrend Continuum*. Currently, providers in the field are using *ImageTrend Elite* as the primary incident impression for all response calls. This information conflicted with NFORS data being used by command staff. By moving to the use of *Continuum*, the data being inputted in the field is consistent with reports being measured by the department and city leadership.

Having one reporting platform has allowed CCFD to focus efforts on elements of response time and the cascade of events that lead to timely response with the appropriate apparatus and personnel to mitigate the event. Parameters for data inclusions and exclusions were established to monitor performance.

Response Time

All 911 calls are routed through the Cape Coral Police Department Communications Center and tracked through a series of steps to review and analyze response times. All law enforcement, fire, and rescue calls are handled by the Cape Coral Police Department through direct dispatch. Calls requiring ambulance service are one-button transferred to Lee Control at the Lee County Emergency Dispatch Center (EDC) for dispatch.



Response time goals are looked at in terms of total response time, including the dispatch or call processing time, turnout time, and travel time.

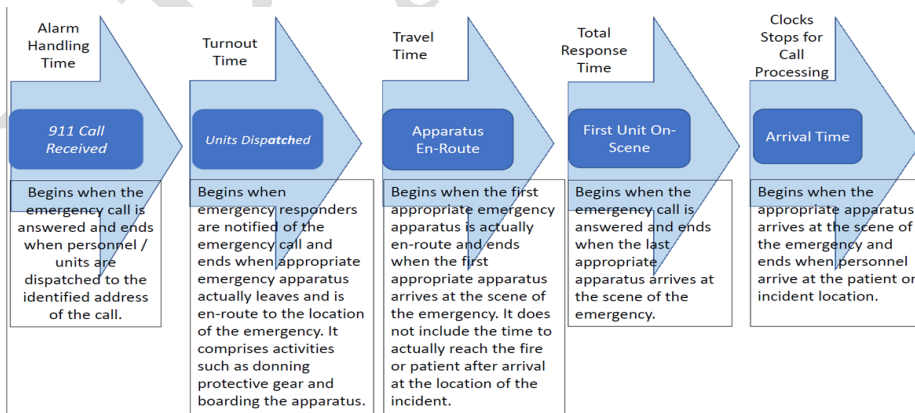


Figure 9910: Response Time Elements

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

Baseline Performance Tables

| Low Risk Fire Suppression - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|--|--|-------|---------------|---------------|---------------|---------------|-------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:21 | 2:09 | 2:30 | 2:22 | 1:45 |
| | Turnout Time - 1st Unit | Urban | 2:43 | 2:31 | 2:42 | 2:59 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 7:08 | 7:06 | 7:07 | 7:13 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 7:18 | 7:20 | 7:18 | 7:15 | 10:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 10:57 (n=714) | 10:36 (n=267) | 11:02 (n=229) | 11:05 (n=218) | 9:05 |
| | Total Response Time - ERF Concentration | Urban | 10:58 (n=711) | 10:36 (n=267) | 11:01 (n=230) | 11:20 (n=214) | 13:05 |

| Low Risk Fire Suppression 90th Percentile Times Baseline Performance | | | 2020-2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|---------------|---------------|---------------|---------------|-------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:19 | 2:24 | 2:08 | 2:29 | 2:00 |
| | Turnout Time - 1st Unit | Urban | 2:33 | 2:27 | 2:31 | 2:42 | 2:00 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 7:22 | 7:32 | 7:08 | 7:15 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 7:25 | 7:29 | 7:23 | 7:16 | 6:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 11:06 (n=854) | 11:38 (n=299) | 10:36 (n=295) | 11:02 (n=260) | 10:00 |
| | Total Response Time - ERF Concentration | Urban | 11:04 (n=846) | 11:38 (n=296) | 10:36 (n=292) | 11:02 (n=258) | 10:00 |

| Moderate Risk Fire Suppression - Urban - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|---|-------------------------|-------|-------------|------|------|------|-------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 1:51 | 1:28 | 2:14 | 1:42 | 1:45 |
| | Turnout Time - 1st Unit | Urban | 2:47 | 2:43 | 2:44 | 2:59 | 1:20 |

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CAPE CORAL FIRE DEPARTMENT

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|----------------------------|---|-------|------------------|------------------|------------------|-----------------|-------|
| Travel Time | <u>Travel Time - 1st Unit Distribution</u> | Urban | 6:17 | 6:04 | 6:31 | 6:19 | 6:00 |
| | <u>Travel Time - ERF Concentration</u> | Urban | 18:23 | 16:25 | 18:29 | 17:56 | 10:00 |
| Total Response Time | <u>Total Response Time - 1st Unit on Scene Distribution</u> | Urban | 09:35 (n=362) | 09:35 (n=131) | 09:43 (n=134) | 09:20 (n=97) | 9:05 |
| | <u>Total Response Time - ERF Concentration</u> | Urban | 20:05 (n=71) | 18:35 (n=33) | 20:05 (n=21) | 19:19 (n=17) | 13:05 |

| Moderate Risk Fire Suppression 90th-Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|------------------|------------------|------------------|------------------|-------------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:14 | 02:18 | 02:05 | 02:15 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:48 | 02:50 | 02:50 | 02:46 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 06:55 | 07:07 | 06:29 | 06:44 | 06:00 |
| | Travel Time ERF Concentration | Urban | 15:02 | 14:17 | 13:58 | 16:21 | 09:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 10:35 (n=426) | 11:28 (n=158) | 10:11 (n=134) | 10:11 (n=134) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 20:05 (n=89) | 18:35 (n=38) | 20:05 (n=30) | 19:19 (n=21) | 13:00 |

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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

| High Risk Fire Suppression 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|------------------|------------------|------------------|-----------------|----------------------------|
| Alarm Handlin g | Pick-up to Dispatch | Urban | 02:10 | 02:06 | 02:12 | 02:01 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:48 | 02:48 | 02:53 | 02:46 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 06:41 | 06:51 | 06:14 | 06:35 | 06:00 |
| | Travel Time ERF Concentration | Urban | 22:11 | 21:39 | 21:08 | 22:23 | 10:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 10:02 (n=340) | 10:26 (n=120) | 09:37 (n=110) | 09:3 (n=110) | 10:00 |
| Total Response Time | Total Response Time ERF Concentration | Urban | 26:56 (n=22) | 28:33 (n=11) | 24:49 (n=7) | 24:24 (n=4) | 16:00 |

| Low Risk EMS - Urban 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|---------------------|---------------------|---------------------|---------------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:43 | 02:38 | 02:37 | 02:55 | 01:29 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:04 | 02:00 | 01:57 | 02:16 | 01:30 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 07:05 | 07:08 | 07:07 | 06:56 | 06:00 |
| | Travel Time ERF Concentration | Urban | 07:05 | 07:07 | 07:07 | 06:56 | 06:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 10:31 (n=45,728) | 10:25 (n=17,251) | 10:20 (n=15,824) | 10:37 (n=12,653) | 08:59 |
| | Total Response Time ERF Concentration | Urban | 10:30 (n=45,343) | 10:27 (n=17,052) | 10:25 (n=15,717) | 10:38 (n=12,574) | 08:59 |

| Low Risk EMS - Urban - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 |
|--|--|-------|-------------|------|------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:46 | 2:37 | 2:5 |
| Turnout Time | Turnout Time - 1st Unit | Urban | 2:12 | 1:50 | 2:0 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 6:46 | 7:01 | 6:4 |
| | Travel Time - ERF Concentration | Urban | 6:46 | 7:01 | 6:4 |

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CAPE CORAL FIRE DEPARTMENT

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|---------------------|--|-------|---------------------|--------------------|--------------------|
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 10:19 (n=16,662) | 10:15 (n=6,633) | 10:15 (n=5,098) |
| | Total Response Time - ERF Concentration | Urban | 10:19 (n=16,501) | 10:15 (n=6,574) | 10:29 (n=5,098) |

| Moderate Risk EMS - Urban - 90th Percentile Times - Baseline Performance | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark | |
|--|--|-------------|---------------------|--------------------|--------------------|-------------------------|------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:46 | 2:39 | 2:56 | 2:47 | 2:00 |
| | Turnout Time - 1st Unit | Urban | 2:10 | 1:49 | 2:09 | 2:34 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 6:45 | 7:01 | 6:45 | 6:11 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 9:37 | 9:41 | 8:56 | 10:05 | 6:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 10:19 (n=13,720) | 10:17 (n=5,662) | 10:28 (n=4,277) | 10:08 (n=3,781) | 9:20 |
| | Total Response Time - ERF Concentration | Urban | 11:15(n=59) | 10:07 (n=20) | 11:00 (n=16) | 12:11 (n=23) | 9:20 |

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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

| Moderate Risk EMS 90th Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:43 | 02:38 | 02:38 | 02:55 | 01:29 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:04 | 01:59 | 01:55 | 02:16 | 01:30 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 07:05 | 07:08 | 07:05 | 06:56 | 06:00 |
| | Travel Time ERF Concentration | Urban | 07:05 | 07:08 | 07:10 | 06:56 | 06:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 10:35 (n=43,817) | 10:37 (n=16,850) | 10:30 (n=15,016) | 10:41 (n=11,951) | 08:59 |
| | Total Response Time ERF Concentration | Urban | 10:30 (n=43,213) | 10:27 (n=16,502) | 10:27 (n=14,871) | 10:37 (n=11,840) | 08:59 |

| High Risk EMS 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|------------------|-----------------|-----------------|-----------------|-------------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:16 | 01:56 | 02:31 | 02:22 | 01:29 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:17 | 02:17 | 02:26 | 02:14 | 01:30 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 06:18 | 06:09 | 06:23 | 06:11 | 06:00 |
| | Travel Time ERF Concentration | Urban | 08:29 | 07:19 | 08:26 | 09:35 | 09:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 09:10 (n=215) | 08:53 (n=83) | 09:23 (n=78) | 09:08 (n=54) | 08:59 |
| | Total Response Time - ERF Concentration | Urban | 10:55 (n=51) | 10:48 (n=19) | 10:51 (n=21) | 11:44 (n=11) | 11:59 |

| Low Risk Technical Rescue - Urban - 90th Percentile Times - Baseline Performance | | | 2020 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|--|--|-------|-----------------|----------------|----------------|----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:40 | 2:23 | 1:57 | 2:52 | 1:45 |
| Turnout Time | Turnout Time - 1st Unit | Urban | 1:48 | 1:09 | 1:54 | 1:25 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 8:01 | 8:16 | 6:45 | 4:07 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 9:06 | 7:54 | 9:17 | 2:58 | 10:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 10:12 (n=11) | 10:50 (n=3) | 09:22 (n=6) | 07:26 (n=2) | 9:05 |

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CAPE CORAL FIRE DEPARTMENT

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|---------------------|-------|-------|-------|-------|-------|-------|
| Total Response Time | Urban | 11:24 | 10:14 | 11:29 | 05:53 | |
| - ERF Concentration | | (n=8) | (n=4) | (n=2) | (n=2) | 13:05 |

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COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

| Low-Risk Technical Rescue 90th Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|--------------------|------------------|------------------|------------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 01:51 | 01:44 | 01:51 | 01:59 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:10 | 02:07 | 02:01 | 02:25 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 06:29 | 06:42 | 06:30 | 06:10 | 06:00 |
| | Travel Time ERF Concentration | Urban | 07:31 | 07:36 | 07:23 | 07:37 | 10:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 09:19 (n=1,665) | 09:28 (n=632) | 08:57 (n=581) | 09:32 (n=452) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 10:35 (n=727) | 10:23 (n=314) | 10:51 (n=235) | 11:06 (n=178) | 14:00 |

| Moderate Risk Technical Rescue - Urban - 90th Percentile Times - Baseline Performance | | | 2020 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|---|--|-------|-----------------|----------------|----------------|----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:21 | 2:20 | 2:08 | 2:34 | 1:45 |
| | Turnout Time | Urban | 1:57 | 1:32 | 1:58 | 2:29 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 7:50 | 8:06 | 6:49 | 5:51 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 10:29 | 10:29 | 0:00 | 0:00 | 10:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 12:17 (n=16) | 15:14 (n=5) | 0:00 | 0:00 | 9:05 |
| | Total Response Time - ERF Concentration | Urban | 12:20 (n=1) | 12:20 (n=1) | 00:00 (n=0) | 00:00 (n=0) | 13:05 |

| Moderate-Risk Technical Rescue 90th Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|---|-------|---------------|-------|-------|-------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:40 | 02:36 | 02:56 | 02:32 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:54 | 02:15 | 02:57 | 03:07 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 08:18 | 08:04 | 08:09 | 09:17 | 06:00 |

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CAPE CORAL FIRE DEPARTMENT

| | | | | | | | |
|---------------------------|---|-------|------------------|-----------------|-----------------|-----------------|-------|
| | Travel Time ERF Concentration | Urban | 18:14 | 16:24 | 20:03 | 11:53 | 13:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 12:51 (n=107) | 12:18 (n=29) | 12:34 (n=37) | 15:21 (n=41) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 21:52 (n=10) | 20:40 (n=4) | 22:21 (n=3) | 19:17 (n=3) | 14:00 |

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

| High Risk Technical Rescue 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|---|-------|------------------|-----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:23 | 02:15 | 02:34 | 02:18 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:44 | 02:10 | 02:50 | 02:56 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 08:43 | 08:34 | 09:09 | 09:04 | 12:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 12:42 (n=115) | 11:25 (n=37) | 12:50 (n=41) | 13:50 (n=37) | 10:00 |

| Low Risk Hazmat 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|------------------|------------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:36 | 02:39 | 02:37 | 02:14 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:30 | 02:23 | 01:55 | 02:47 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 08:01 | 08:13 | 07:24 | 08:05 | 06:00 |
| | Travel Time ERF Concentration | Urban | 08:03 | 07:43 | 07:53 | 08:08 | 10:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 12:20 (n=213) | 13:21 (n=89) | 11:17 (n=64) | 12:06 (n=60) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 12:13 (n=280) | 12:22 (n=121) | 11:47 (n=86) | 11:59 (n=73) | 14:00 |

CAPE CORAL FIRE DEPARTMENT

| Moderate Risk Hazmat 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|------------------|------------------|------------------|------------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:26 | 02:28 | 02:08 | 02:34 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:17 | 02:12 | 02:07 | 02:29 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 08:24 | 08:44 | 08:13 | 07:54 | 12:00 |
| | Travel Time ERF Concentration | Urban | 11:30 | 11:42 | 10:30 | 10:18 | 12:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 12:30 (n=455) | 12:46 (n=214) | 11:48 (n=128) | 12:25 (n=113) | 16:00 |
| | Total Response Time ERF Concentration | Urban | 17:52 (n=28) | 24:44 (n=11) | 12:59 (n=8) | 12:30 (n=9) | 16:00 |

| High Risk Hazmat 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|------------------|-----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:30 | 02:13 | 02:23 | 02:32 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:45 | 02:50 | 02:12 | 03:12 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 09:17 | 09:54 | 09:10 | 06:58 | 06:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 14:25 (n=101) | 14:15 (n=45) | 15:20 (n=36) | 11:58 (n=20) | 10:00 |

| Moderate Risk Marine and Shipboard - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|---|--|--------------|-------------------------|------------------------|------------------------|------------------------|----------------------------|
| <u>Alarm Handling</u> | <u>Pick-up to Dispatch</u> | <u>Urban</u> | <u>3:19</u> | <u>3:25</u> | <u>3:16</u> | <u>2:10</u> | <u>1:45</u> |
| <u>Turnout Time</u> | <u>Turnout Time - 1st Unit</u> | <u>Urban</u> | <u>3:02</u> | <u>2:45</u> | <u>2:58</u> | <u>2:50</u> | <u>1:20</u> |
| | <u>Travel Time - 1st Unit Distribution</u> | <u>Urban</u> | <u>10:22</u> | <u>4:35</u> | <u>11:37</u> | <u>8:12</u> | <u>6:00</u> |
| <u>Travel Time</u> | <u>Travel Time - ERF Concentration</u> | <u>Urban</u> | <u>10:10</u> | <u>5:01</u> | <u>10:03</u> | <u>10:03</u> | <u>10:00</u> |
| | <u>Total Response</u> | | | | | | |
| <u>Total Response Time</u> | <u>Time - 1st Unit on Scene Distribution</u> | <u>Urban</u> | <u>19:53 (n=11)</u> | <u>17:56 (n=3)</u> | <u>19:21 (n=5)</u> | <u>13:20 (n=3)</u> | <u>2:05</u> |

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

| | | | | | |
|----------------|-------|--------|-------|-------|-------|
| Total Response | | | | | |
| Time - ERF | Urban | 18:19 | 19:25 | 18:09 | 14:46 |
| Concentration | | (n=10) | (n=3) | (n=1) | (n=6) |

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| Low-Risk Marine and Shipboard 90th Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|-----------------|-----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 03:12 | 03:10 | 03:15 | 02:22 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 03:00 | 03:04 | 02:59 | 02:51 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 12:52 | 12:32 | 11:48 | 20:42 | 12:00 |
| | Travel Time ERF Concentration | Urban | 11:40 | 13:26 | 11:09 | 08:50 | 12:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 17:22 (n=44) | 17:07 (n=17) | 17:13 (n=16) | 12:36 (n=11) | 16:00 |
| | Total Response Time ERF Concentration | Urban | 18:08 (n=32) | 16:29 (n=13) | 17:09 (n=14) | 25:32 (n=5) | 16:00 |

| Moderate Risk Marine and Shipboard 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|---|-------|-----------------|-----------------|----------------|----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 03:22 | 02:59 | 03:28 | 03:16 | 2:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 03:08 | 03:01 | 02:45 | 02:58 | 2:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 17:38 | 13:52 | 20:47 | 20:09 | 12:00 |
| | Travel Time ERF Concentration | Urban | 16:33 | 15:05 | 20:52 | 10:03 | 12:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 28:24 (n=23) | 24:27 (n=13) | 26:24 (n=4) | 25:10 (n=6) | 16:00 |
| | Total Response Time ERF Concentration | Urban | 26:53 (n=14) | 18:05 (n=8) | 26:24 (n=4) | 29:14 (n=2) | 16:00 |

| High Risk Marine and Shipboard - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|--|--|-------|----------------|-------|-------|-------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 3:17 | 3:20 | 2:47 | 2:50 | 1:45 |
| Turnout Time | Turnout Time - 1st Unit | Urban | 2:59 | 2:59 | 3:00 | 2:52 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 10:19 | 8:08 | 11:47 | 7:37 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 13:40 | 10:34 | 14:25 | 13:40 | 10:00 |

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|----------------------------|---|-------|-----------------|-----------------|-----------------|-----------------|-------|
| Total Response Time | <u>Total Response Time - 1st Unit on Scene Distribution</u> | Urban | 18:00 (n=38) | 16:25 (n=15) | 18:25 (n=13) | 14:17 (n=10) | 9:05 |
| | <u>Total Response Time - ERF Concentration</u> | Urban | 46:46 (n=24) | 51:11 (n=8) | 36:35 (n=9) | 27:20 (n=7) | 13:05 |

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CAPE CORAL FIRE DEPARTMENT

| High Risk Marine and Shipboard 90th Percentile Times Baseline Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|-----------------|-----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 03:17 | 03:04 | 03:18 | 03:08 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 03:08 | 03:11 | 02:59 | 03:10 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 15:34 | 13:53 | 15:10 | 21:18 | 12:00 |
| | Travel Time ERF Concentration | Urban | 14:43 | 15:30 | 10:34 | 14:44 | 12:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 23:00 (n=49) | 21:31 (n=21) | 21:10 (n=16) | 29:17 (n=12) | 16:00 |
| | Total Response Time ERF Concentration | Urban | 19:50 (n=15) | 20:05 (n=6) | 12:36 (n=5) | 20:01 (n=4) | 16:00 |

| Low Risk Wildland 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|--|--|-------|------------------|-----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:03 | 01:57 | 02:09 | 01:52 | 2:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:09 | 02:18 | 01:53 | 02:16 | 2:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 06:42 | 06:47 | 05:56 | 08:13 | 6:00 |
| | Travel Time ERF Concentration | Urban | 08:52 | 06:23 | 11:35 | 07:24 | 10:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 10:08 (n=111) | 10:48 (n=29) | 08:36 (n=47) | 11:00 (n=35) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 12:11 (n=78) | 09:35 (n=18) | 14:28 (n=34) | 10:08 (n=26) | 14:00 |

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| Moderate Risk Wildland 90th Percentile Times Baseline Performance | | | 2020 - 2022 | 2022 | 2021 | 2020 | Target Agency Benchmark |
|---|--|-------|-----------------|----------------|-----------------|-----------------|----------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 02:35 | 01:48 | 02:33 | 02:29 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:31 | 02:24 | 02:35 | 02:15 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 07:35 | 07:06 | 07:26 | 08:11 | 06:00 |
| | Travel Time ERF Concentration | Urban | 22:01 | 13:14 | 16:29 | 23:10 | 13:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 12:38 (n=41) | 10:14 (n=9) | 13:52 (n=17) | 12:29 (n=15) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 26:34 (n=15) | 15:37 (n=2) | 18:55 (n=7) | 29:47 (n=6) | 17:00 |

| High Risk Wildland - 90th Percentile Times - Baseline Performance | | | 2019 - 2021 | 2021 | 2020 | 2019 | Target Agency Benchmark |
|---|--|-------|---------------|---------------|---------------|---------------|-------------------------|
| Alarm Handling | Pick-up to Dispatch | Urban | 2:24 | 1:47 | 2:17 | 2:42 | 1:45 |
| | Turnout Time - 1st Unit | Urban | 2:00 | 1:48 | 2:05 | 1:54 | 1:20 |
| Travel Time | Travel Time - 1st Unit Distribution | Urban | 6:48 | 7:06 | 7:07 | 7:13 | 6:00 |
| | Travel Time - ERF Concentration | Urban | 7:18 | 7:20 | 7:18 | 7:15 | 10:00 |
| Total Response Time | Total Response Time - 1st Unit on Scene Distribution | Urban | 10:57 (n=716) | 10:36 (n=268) | 11:02 (n=229) | 11:17 (n=219) | 9:05 |
| | Total Response Time - ERF Concentration | Urban | 10:58 (n=713) | 10:36 (n=268) | 11:01 (n=230) | 11:22 (n=215) | 13:05 |

| High-Risk-Wildland 90th-Percentile-Times Baseline-Performance | | | 2020- 2022 | 2022 | 2021 | 2020 | Target-Agency Benchmark |
|---|---|-------|---------------|-------|-------|-------|----------------------------|
| Alarm Handling | Pick-up-to-Dispatch | Urban | 02:15 | 01:32 | 02:33 | 02:21 | 02:00 |
| Turnout Time | Turnout Time 1st Unit | Urban | 02:18 | 02:05 | 02:14 | 02:50 | 02:00 |
| Travel Time | Travel Time 1st Unit Distribution | Urban | 07:48 | 07:43 | 07:39 | 07:57 | 06:00 |

CAPE CORAL FIRE DEPARTMENT

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|---------------------------|--|-------|-----------------|-----------------|-----------------|-----------------|-------|
| | Travel Time ERF Concentration | Urban | 30:19 | 17:35 | 00:00 | 31:44 | 16:00 |
| Total Response Time | Total Response Time 1st Unit on Scene Distribution | Urban | 11:32 (n=62) | 11:15 (n=21) | 11:13 (n=22) | 13:14 (n=19) | 10:00 |
| | Total Response Time ERF Concentration | Urban | 31:11 (n=2) | 19:01 (n=1) | 00:00 (n=0) | 32:33 (n=1) | 20:00 |

I. Evaluation of Service Delivery

Performance Objectives – Benchmarks

The following benchmark performance objectives represent 2020, 2021, and 2022 90th percentile times of the Cape Coral Fire Department (CCFD) for each response time component, first due units and effective response force (ERF), service type, and risk level.

Fire Suppression Services Program

For 90 percent of all low-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 2 firefighters and 1 officer (lieutenant) shall be 10 minutes and 00 seconds, and an ERF total response time of 10 minutes and 00 seconds. The first due unit shall be capable of: providing at least 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity, initiating command, requesting additional resources, establishing, and advancing an attack line flowing a minimum of 50 gpm, establishing an uninterrupted water supply, containing the fire, and/or rescuing at-risk victims. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 16 firefighters shall be 10 minutes and 00 seconds, and an ERF total response time of 13 minutes and 00 seconds. The ERF for moderate risk shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilation of the structure; controlling utilities; and performing salvage and overhaul. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 22 firefighters shall be 10 minutes and 00 seconds, and an ERF total response time of 16 minutes and 00 seconds. The ERF for high-risk shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilation of the structure; controlling utilities; and performing salvage and

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overhaul. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

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CAPE CORAL FIRE DEPARTMENT

Emergency Medical Services Program

The department relies upon Lee County Emergency Medical Services (EMS), a third-party provider, to complete the ERF component of its EMS program. The initial arriving fire department company has the capability of providing advanced life support (ALS) until the third-party provider arrives on the scene. If the third-party provider unit arrives on the scene first, its personnel initiate care, and the staff from the initial fire department company provide support as needed.

For 90 percent of all low-risk EMS responses, the total response time for the arrival of the first-due unit staffed with 3 firefighters shall be 8 minutes and 59 seconds in urban areas. The first-due unit shall be capable of: assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid including automatic external defibrillation (AED), and assisting transport personnel. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of moderate-risk EMS responses, the total response time for the arrival of the first due unit with 3 firefighters will be 8 minutes and 59 seconds, and an ERF total response time of 8 minutes and 59 seconds. The first-due unit shall be capable of: assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid including automatic external defibrillation (AED), and assisting transport personnel. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk EMS responses, the total response time for the arrival of the first due unit staffed with 5 firefighters shall be 8 minutes and 59 seconds, and an ERF total response time of 11 minutes and 59 seconds. The first-due unit shall be capable of: assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid including automatic external defibrillation (AED), and assisting transport personnel. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Technical Rescue Services Program

For 90 percent of all low-risk tech rescue responses, the total response time for the arrival of the first-due unit staffed with 3 firefighters shall be 10 minutes and 00 seconds in urban areas. The first-due unit shall be capable of: appointing a site safety officer; establishing patient contact; staging and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

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For 90 percent of all moderate-risk tech rescue responses, the total response time for the first due unit shall be 10 minutes and 00 seconds, and the arrival of the ERF staffed with 7 firefighters shall be 14 minutes and 00 seconds in urban areas. The first-due unit shall be capable of: appointing a site safety officer; establishing patient contact; staging and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk tech rescue responses, the total response time for the first due unit shall be 10 minutes and 00 seconds, and the arrival of the ERF staffed with 12 firefighters shall be 20 minutes and 00 seconds. The first-due unit shall be capable of: appointing a site safety officer; establishing patient contact; staging and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Hazardous Materials Services Program

For 90 percent of all low-risk hazmat responses, the total response time for the arrival of the first-due unit staffed with 3 firefighters shall be 10 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk hazmat responses, the total response time for the first due unit shall be 10 minutes and 00 seconds, and the arrival of the ERF staffed with 7 firefighters shall be 14 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk hazmat responses, the total response time for the first due unit shall be 9 minutes and 05 seconds, and the arrival of the ERF staffed with 22 firefighters shall be 13 minutes and 05 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

CAPE CORAL FIRE DEPARTMENT

Wildland Fire Services

For 90 percent of all low-risk wildland responses, the total response time for the arrival of the first-due unit staffed with 4 firefighters shall be 10 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of moderate-risk wildland responses, the total response time for the first due unit shall be 10 minutes and 00 seconds, and the arrival of the ERF staffed with 6 firefighters shall be 17 minutes and 00 seconds. The first due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk wildland responses, the total response time for the first due unit shall be 10 minutes and 00 seconds, and the arrival of the ERF staffed with 13 firefighters shall be 20 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Marine and Shipboard Fire Services

For 90 percent of all low-risk marine and shipboard responses, the total response time for the arrival of the first-due unit staffed with 3 firefighters shall be 16 minutes and 00 seconds in urban areas. The first-due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of moderate-risk all marine and shipboard responses, the total response time for the first due unit shall be 16 minutes and 00 seconds, and the arrival of the ERF staffed with 4 firefighters shall be 16 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk marine and shipboard responses, the total response time for the first due unit shall be 16 minutes and 00 seconds, and the arrival of the ERF staffed with 7 firefighters shall be 16 minutes and 00 seconds. The first-due unit shall be capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations shall be done in accordance with standard operating procedures while providing for the safety of responders and the general public.

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Performance Objectives – Baselines

The department's baseline statements reflect actual performance for 2020, 2021, and 2022 90th percentile times for the Cape Coral Fire Department for each response time component, first due units and effective response force (ERF) service type, and risk level.

For 90 percent of all low-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 3 firefighters is 11 minutes and 06 seconds, and an ERF total response time of 11 minutes and 04 seconds. The first due unit was capable of: providing at least 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity, initiating command, requesting additional resources, establishing and advancing an attack line flowing a minimum of 150 gpm, establishing an uninterrupted water supply, containing the fire, and/or rescuing at-risk victims. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 16 firefighters is 10 minutes and 35 seconds, and an ERF total response time of 20 minutes and 5 seconds. The ERF for moderate risk shall be capable of establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilation of the structure; controlling utilities; and performing salvage and overhaul. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk fires, the total response time for the arrival of the first due unit staffed with a minimum 22 firefighters is 10 minutes and 02 seconds, and an ERF total response time of 26 minutes and 56 seconds. The ERF for high-risk was capable of establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilation of the structure; controlling utilities; and performing salvage and overhaul. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

CAPE CORAL FIRE DEPARTMENT

Emergency Medical Services Program

The department relies upon Lee County Emergency Medical Services (EMS), a third-party provider, to complete the ERF component of its EMS program. The initial arriving fire department company has the capability of providing advanced life support (ALS) until the third-party provider arrives on the scene. If the third-party provider unit arrives on the scene first, its personnel initiate care, and the staff from the initial fire department company provide support as needed.

For 90 percent of all low EMS responses, the total response time for the arrival of the first-due unit staffed with 2 firefighters is 10 minutes and 31 seconds. The first-due unit was capable of: assessing scene safety and establishing command, sizing-up the situation, conducting an initial patient assessment, obtaining vitals and patient's medical history, initiating mitigation efforts within one minute of arrival, providing first responder medical aid, including automatic external defibrillation (AED), and assisting transport personnel with packaging the patient. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk EMS incidents, the total response time for the arrival of the first due unit staffed with a minimum 2 firefighters is 10 minutes and 35 seconds, and an ERF total response time of 10 minutes and 30 seconds. The ERF was capable of: providing incident command and producing related documentation, appointing a site safety officer, completing patient assessment, providing appropriate treatment, performing AED, and initiating cardiopulmonary resuscitation (CPR). These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high risk EMS incidents, the total response time for the arrival of the first due unit staffed with a minimum 5 firefighters is 9 minutes and 10 seconds, and an ERF total response time of 10 minutes and 55 seconds. The ERF was capable of: providing incident command and producing related documentation, appointing a site safety officer, completing patient assessment, providing appropriate treatment, performing AED, and initiating cardiopulmonary resuscitation (CPR). These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Technical Rescue Services Program

For 90 percent of all low technical rescue incidents, the total response time for the arrival of the first due unit, staffed with a minimum of 4 firefighters, is 9 minutes and 19 seconds. The first-due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing ALS to any victim without endangering response personnel. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk technical rescue incidents, the total response time for the arrival of the first due unit staffed with 7 firefighters is 12 minutes and 51 seconds, and an ERF total response time of 21 minutes and 52 seconds. The first-due unit is capable of: appointing a site safety officer; establishing patient contact; staging and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical rescue incidents; and providing first responder medical support. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high risk technical rescue incidents, the total response time for the arrival of the first due unit staffed with 10 firefighters is 12 minutes and 42 seconds. There were 0 incidents in this category that triggered an ERF response. The ERF is capable of: appointing a site safety officer; establishing patient contact; staging and apparatus setup; providing technical expertise, knowledge, skills, and abilities during technical

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rescue incidents; and providing first responder medical support. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Hazardous Materials Services Program

For 90 percent of all low hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 2 firefighters and 1 officer, is 12 minutes and 20 seconds. The first-due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of moderate risk hazardous materials response incidents, the total response time for the arrival of the first due unit staffed with 7 firefighters is 12 minutes 30 seconds, and an ERF total response time of 17 minutes and 52 seconds. The ERF is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of high risk hazardous materials response incidents, the total response time for the arrival of the first due unit staffed with a 22 firefighters is 14 minutes 25 seconds. There were 0 incidents in this category that triggered an ERF response. The ERF is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potentially hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm, and cold zone. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

CAPE CORAL FIRE DEPARTMENT

Marine and Shipboard Fire Services Program

For 90 percent of all low marine and shipboard fire services response incidents, the total response time for the arrival of the first due unit staffed with 3 firefighters is 17 minutes and 22 seconds. The first-due unit is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate-risk marine and shipboard fire services response incidents, the total response time for the arrival of the first due unit staffed with 4 firefighters is 28 minutes and 24 seconds, and an ERF total response time of 26 minutes and 53 seconds. The ERF is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high-risk marine and shipboard fire services response incidents, the total response time for the arrival of the first due unit staffed with 7 firefighters is 23 minutes and 24 seconds, and an ERF total response time of 19 minutes and 50 seconds. The ERF is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

Wildland Fire Services Program

For 90 percent of all low wildland fire response incidents, the total response time for the arrival of the first-due unit, staffed with a minimum of 4 firefighters, is 10 minutes and 08 seconds. The first-due unit is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk wildland fire response incidents, the total response time for the arrival of the first due unit staffed with 7 firefighters is 12 minutes and 38 seconds, and an ERF total response time of 26 minutes and 34 seconds. The ERF is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all high risk wildland fire response incidents, the total response time for the arrival of the first due unit staffed with 13 firefighters is 11 minutes and 32 seconds, and an ERF total response time of 31 minutes and 11 seconds. The ERF is capable of: establishing command; sizing up and assessing the area for situational awareness, and determining the need for additional resources. These operations are done in accordance with standard operating procedures while providing for the safety of responders and the general public.

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Performance Gaps – Baseline to Benchmark Time Gap

Fire Suppression Services Program

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

| 2020-2022 Low Risk Fire Suppression Response Times | | | | |
|--|-------|----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 11:06 | 10:00 | 01:06 |
| | | n=(854) | | |
| ERF | Urban | 11:04 | 10:00 | 01:04 |
| | | n=(846) | | |

| 2020-2022 Moderate Risk Fire Suppression Response Times | | | | |
|---|-------|----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 10:35 | 10:00 | 00:35 |
| | | n=(426) | | |
| ERF | Urban | 20:05 | 13:00 | 07:05 |
| | | 89 | | |

| 2020-2022 High Risk Fire Suppression Response Times | | | | |
|---|-------|----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 10:02 | 10:00 | 00:02 |
| | | n=(328) | | |
| ERF | Urban | 26:56 | 16:00 | 10:56 |
| | | n=(22) | | |

CAPE CORAL FIRE DEPARTMENT

Emergency Medical Services (EMS)

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

| 2020-2022 Low Risk EMS Response Times | | | | |
|---------------------------------------|-------|-------------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 10:31 | 8:59 | 01:32 |
| | | n=(45,728) | | |
| ERF | Urban | 10:30 | 8:59 | 01:01 |
| | | n= (45,343) | | |

| 2020-2022 Moderate Risk EMS Response Times | | | | |
|--|-------|------------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 10:35 | 8:59 | 01:36 |
| | | n=(43,817) | | |
| ERF | Urban | 10:30 | 8:59 | 01:31 |
| | | 43,213 | | |

| 2020-2022 High Risk EMS Response Times | | | | |
|--|-------|----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 9:10 | 8:59 | 00:11 |
| | | n=(215) | | |
| ERF | Urban | 10:55 | 11:59 | 01:04 |
| | | n=(51) | | |

Technical Rescue Services Program

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

| 2020-2022 Low Risk Tech Rescue Response Times | | | | |
|---|-------|-----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 9:19 | 10:00 | 00:41 |
| | | n=(1,665) | | |
| ERF | Urban | 10:35 | 14:00 | 03:25 |
| | | n=(727) | | |

| 2020-2022 Moderate Risk Tech Rescue Response Times | | | | |
|--|-------|----------|-----------|-------|
| 1st/ERF | | Baseline | Benchmark | Gap |
| 1st Due | Urban | 12:51 | 10:00 | 02:51 |
| | | n=(107) | | |
| ERF | Urban | 21:52 | 14:00 | 07:52 |
| | | n=(10) | | |

COMMUNITY RISK ASSESSMENT/STANDARDS OF COVER

2020-2022 High Risk Tech Rescue Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 12:42 | 10:00 | 02:42 |
| | | n= (115) | | |

Hazardous Materials Services Program

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

2020-2022 Low Risk Hazmat Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 12:20 | 10:00 | 02:20 |
| | | n=(213) | | |
| ERF | Urban | 12:13 | 14:00 | 01:47 |
| | | n=(280) | | |

2020-2022 Moderate Risk Hazmat Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 12:30 | 10:00 | 02:30 |
| | | n=(455) | | |
| ERF | Urban | 17:52 | 14:00 | 03:52 |
| | | n=(28) | | |

2020-2022 High Risk Hazmat Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 14:25 | 10:00 | 04:25 |
| | | n=(101) | | |

Marine and Shipboard Rescue and Firefighting Services

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

2020-2022 Low Risk Marine/Shipboard Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 17:22 | 16:00 | 01:22 |
| | | n=(44) | | |
| ERF | Urban | 18:08 | 16:00 | 02:08 |
| | | n=(32) | | |

CAPE CORAL FIRE DEPARTMENT

2020-2022 Moderate Risk Marine/Shipboard Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 28:24 | 16:00 | 12:24 |
| | | n=(23) | | |
| ERF | Urban | 26:53 | 16:00 | 10:53 |
| | | n=(14) | | |

2020-2022 High Risk Marine/Shipboard Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 23:00 | 16:00 | 07:00 |
| | | n=(49) | | |
| ERF | Urban | 19:50 | 16:00 | 03:50 |
| | | n=(15) | | |

Wildland Fire Services

The following tables represent the total response times for the Cape Coral Fire Department, including baselines, benchmarks, and performance gaps. The information is provided for responses from 2020 through 2022.

2020-2022 Low Risk Wildland Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 10:08 | 10:00 | 00:08 |
| | | n=(111) | | |
| ERF | Urban | 12:11 | 14:00 | 01:49 |
| | | n=(78) | | |

2020-2022 Moderate Risk Wildland Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 12:38 | 10:00 | 02:38 |
| | | n=(41) | | |
| ERF | Urban | 26:34 | 17:00 | 09:34 |
| | | n=(15) | | |

2020-2022 High Risk Wildland Response Times

| 1st/ERF | | Baseline | Benchmark | Gap |
|---------|-------|----------|-----------|-------|
| 1st Due | Urban | 11:32 | 10:00 | 01:32 |
| | | n=(62) | | |
| ERF | Urban | 31:11 | 20:00 | 11:11 |
| | | n=(2) | | |

Community Areas for Program Delivery and Coverage Improvement

As the city grows, the CCFD will evolve its services, coverage, and delivery to incorporate more risk reduction, implement mitigation efforts, and determine measurable outcomes. The department and the city leadership will continue to discuss current and future service levels, outcomes, and the associated costs based on community risk.

The CCFD recognizes areas within the department that may have deficiencies and acknowledges additional improvements can be made by utilizing the CRA/SOC as a guide to achieving the department's goal of providing outstanding service to the city of Cape Coral. Through writing this document, the department and its staff have learned to embrace the challenges that come with continuous improvement.

The CCFD has identified factors that contribute to gaps in coverage, including geography, exponential residential growth, rapid commercial construction, and an annual increase in call volume of approximately ten percent. The city of Cape Coral is essentially a peninsula with over 400 miles of canals throughout the entire city, contributing to coverage gaps in the periphery areas of the city. It also increases the response time for some of the specialty services, such as marine and wildland fire response. Additionally, the city's main commercial corridor has expanded exponentially, contributing to higher traffic counts, and increased motor vehicle accidents and EMS call volume. For this reason, the department has ALS support at all stations.

Overall, the CCFD is performing well within the current system. The community enjoys high-quality services from a professional and well-trained department. Predominantly, the department's distribution and concentration delivery models align appropriately with the city's unique risks and challenges. Methodologies will be established to meet the city's growing demands and improve performance within the current structure. In addition, the practice of training staff, cross-staffing, and reporting accurate data will provide a continuous improvement model that will be beneficial both operationally and fiscally.

CAPE CORAL FIRE DEPARTMENT

Recommendations for Improved Effectiveness in Deployment and Coverage

The Cape Coral Fire Department is committed to monitoring and analyzing the department's performance gaps and working together to address any issues regarding service levels, effective coverage, and deployment. The department will continue to identify elements of performance improvement and refer to the CCFD's goals and objectives in the strategic plan to address performance gaps and correct them accordingly.

It is recommended that actions be taken by senior leaders to improve the accuracy of data collection and reporting by updating the city's CAD system and using one data platform for input, collection, and reporting.

Fire Station 13 is set to break ground in 2023, which will split two of the busiest districts in the city and allow for additional coverage and improved response time. It is recommended that this station is fully staffed with a ladder.

Commented [RD19]: Update?

Additional station construction is being discussed and recommended to city leadership to further close the department's coverage gaps. Discussions on budgeting and planning for additional stations have already begun.

An additional rescue unit is recommended to be added to the CCFD's frontline resources. When purchased, the rescue will be strategically located in the station, providing the most benefit to critical response areas.

It is recommended that the CCFD install data dashboards in the stations to keep responding personnel aware and accountable for their turnout times.

It is recommended that baselines will be evaluated annually as the population grows and more stations come online to ensure that the department gap from the benchmark does not increase.

It is recommended that mutual and automatic aid policies be reviewed and amended to assist in covering areas not included in the city limits but adjacent to city properties.

It is recommended that the fire training facility, currently in design, be constructed and utilized by the department to increase training opportunities to better prepare the CCFD's staff for all potential emergency risks and responses.

It is recommended that the department's compliance team monitor its performance measures quarterly and report findings to the chief for action.

J. Performance Maintenance and Improvement Plans

Compliance Team / Responsibility

To ensure that the CCFD meets current service level objectives, continuous monitoring of baselines must be conducted and examined regularly. The compliance team consists of the quality assurance specialist, the accreditation manager, the deputy chief, and the fire chief. Each position serves in specific roles to oversee data validation throughout the accreditation process and beyond. The compliance team will review department baselines quarterly. Data will be evaluated for completeness, and baseline times will be measured against department benchmarks. The compliance review will include a summary of results for department service level objectives, a comparison of current and previous results, and calculations of the difference in results between periods.

Performance Evaluation and Compliance Strategy

In addition to reviewing service level objectives, the compliance team will review the response demands within each zone and the identified risks within. The team will review community demographics and growth over the previous year and determine if there have been any changes within planning zones, service demands, or operations that impact the service level objectives in the standards of cover document. The reviews will be conducted quarterly. The team will also evaluate department performance at various levels, including first-due area response and ERF response.

In addition to the previous, the following will also be reviewed by the compliance team and the program manager responsible for performance evaluations for EMS, fire training, fire prevention/investigation, fire education programs, community risk reduction, technical rescue, marine rescue, wildland, and emergency management/all-hazards. These reviews will be conducted by the compliance team on an annual basis.

Compliance Verification Reporting

The CCFD will utilize *ImageTrend Continuum* and department program appraisals to assist in monitoring the current data and baselines and ultimately assist the department in reaching the goals and objectives set forth at the start of the accreditation process. To aid in collecting and presenting this information, the compliance team will work as a group to assemble all required information and assist the accreditation manager in interpreting data and considerations for improvement toward achieving targets (benchmarks). The accreditation manager will present the final report to the fire chief. If there are changes in policies or procedures, training will be implemented to educate the affected person and communicate the consequences of noncompliance.

CAPE CORAL FIRE DEPARTMENT

Constant Improvement Strategy

The accreditation manager will continue to monitor reports relating to the CRA/SOC and provide constant and continuous feedback to the organization and fire chief. To remain current with the CFAI Standards of Cover and Self-Assessment requirements, the compliance team will meet quarterly to review the recorded data and make any needed adjustments to the organization's goals. During the annual review, recommendations will be made to the fire chief regarding service changes to ensure ongoing compliance.

The following measures will be documented in the annual review:

- Performance by unit, first-due, and ERF data
- Baseline/Benchmark evaluations for each area of service with validated data
- Validation of Critical Task Analysis
- Training and personnel requirements are being upheld
- Review of operational performance
- Adjustment of service levels as deemed necessary

As a part of the department's constant improvement strategy, the CCFD will deliver continuous, systematic, and data-driven decision performance reviews and appraisals. One of the main intents of the analysis conducted in the CRA/SOC process was to effect real change in the department and its ability to accomplish its goals and mission more effectively and efficiently. The department will continue to analyze response data to determine areas that do not meet current response guidelines and emphasize how performance is to be measured and the importance of accurate data. Accuracy is ensured via multiple layers of quality control and assurance. Having a compliance team in place will keep the CCFD on track for continuous improvement. The information gathered by the team will be disseminated from the fire chief to the department to create a framework for discussion and improvement. Staff are encouraged to provide suggestions or possible solutions when deficiencies are identified. This information will be used to evaluate current performance and predict future performance expectations.

