



EXECUTIVE OFFICE OF THE GOVERNOR
DEPARTMENT OF GOVERNMENT EFFICIENCY

October 16, 2026

Dear Mayor Gunter and City Manager Ilczyszyn,

The Florida DOGE team is pleased to present you with recommendations from our analysis of the information provided in response to our May 27, 2026 letter. Our team examined the City of Cape Coral's personnel system and contracts, and we estimate there are opportunities for between \$3.8 million and \$6.5 million in potential savings opportunities in personnel costs and additional opportunities for savings in procurement/contracting activities.

In the attached Summary Report, you will find the most significant of these recommendations (in terms of their financial impact) summarized at a high level. If Cape Coral is interested, we can provide additional level of detail on each of the opportunities identified.

We know you share Governor DeSantis' commitment to helping keep Florida affordable for its citizens through responsible public spending and the efficient, cost-effective delivery of public services. The recommendations provided should be seen as a starting point for a careful assessment on your part of each identified position, contract, and program.

Please don't hesitate to reach out to us with any questions, at FloridaDOGE@eog.myflorida.com.

Sincerely,

Eric J. Soskin
Senior Advisor to the Governor
DOGE Team Lead
Executive Office of Governor Ron DeSantis

CITY OF CAPE CORAL

Overview of Findings

Civilian Personnel

The Florida DOGE team reviewed 1,554 budgeted civilian positions in Cape Coral, 1,430 of which were reflected as filled in the information provided. These civilian positions account for approximately \$99.1M in annual base payroll across 16 departments, and include 174 managers (about 11% of civilian staff) spread over as many as 9 organizational layers. An additional 650 sworn law-enforcement and first responders

Relative to its population, Cape Coral's overall level of municipal staffing is lean - below the median of our dataset in FTEs per 1,000 residents across many functions. Still, Cape Coral's organization is deeper than necessary for its size in some places, with pockets of zero-span or single-span supervisors, as many as 20. The City should be able to flatten layers and implement increased spans of controls for some managers without cutting operational capacity, and likely, improving speed and resilience. Other managerial roles may be better suited to reclassification as a lead or senior specialist in an office operating as a small team.

Examples of vacant positions that are candidates for elimination as part of such a restructuring include the Deputy Financial Services Director and Assistant Accounting Manager, both in the Finance Department. FL DOGE assesses that there may be as many as 17 managerial positions across Cape Coral that could be realigned or restructured as part of a reduction in thin supervisory layers that targets a maximum of 5 layers of management and a minimum span-of-control for frontline managers of 6 or more direct reports. Exhibit A lists the longest-term city vacancies and the vacancies that are most suited to elimination.

Law Enforcement Personnel

The Police Department is authorized for 487 positions but is carrying 84 vacancies (about 17%), roughly \$7.0M in budgeted-but-unfilled salaries. Last year, the City appears to have recognized the potential need for higher compensation to fill these slots, budgeting for a nearly 18% year-over-year growth rate. The City should pay attention to whether these vacancies are the product of broader law-enforcement recruitment challenges or reflect factors specific to Cape Coral, and should assure that budgeted law-enforcement spend becomes available for future law-enforcement needs rather than being subject to low-value end of year spending (either within the police department or elsewhere).

Consolidation of Functions

Cape Coral should review the following opportunities for potential improvement:

- Centralization of payments and e-payables across Utilities, Parks, and Development Services. Such centralization could potentially include a single online or telephone portal and an increase in ACH and virtual-card rebates.
- Additional enterprise shared services, potentially including: (a) GIS governance and licensing under one enterprise team; (b) agenda, minutes, transcription, and streaming pooled; (c) a citywide custodial and grounds master contract for low-security sites.

This report summarizes the most significant recommendations at a high level. Based on our work, we believe that a detailed review of personnel savings opportunities would likely identify a minimum of \$3.8M to \$6.5M in annual cost savings.

Competition Review

Cape Coral's contracting data reveals a large number of sole-source and thin-competition (3 or fewer bids) relative to other local governments that we have reviewed. In many instances, sole source procurements were related to parts needed for the wastewater system. FL DOGE also identified over \$100M in change orders and contract amendments across recent fiscal years, which reflect additional non-competitive spending.

Increased procurement competition is associated with substantial savings. Given the volume of non-competitive spending in Cape Coral's recent history, efforts to reduce reliance on change orders and make up-front design choices that allow for open and/or modular alternatives could yield substantial savings for the City.

Opportunities for Audits or Further Review

FL DOGE also reviewed information provided by Cape Coral on procurement awards, vendor spend, purchase orders, the master vendor list, sole source files, P-card transaction logs, and permits. Based on this review, we identified the following risk areas as the principal opportunities for a more detailed audit:

- Change orders
- Capital improvement bidding
- 34 procurement awards where the city's award listings lack a procurement type
- Purchases of Grammarly, Perplexity, GoDaddy, and OpenAI software
- License review for blank-license (non-owner builder) rows
- Payment to purchase order matching

FL DOGE has worked with several technology-centric commercial partners who have helped improve management and efficiency at other local government entities across the State of

Florida and the United States. They can likely assist you in digging more deeply into these opportunities and others at a reasonable cost, and we can connect you if you are interested.

EXHIBIT A

Longest term city vacancies

Pos #	Job class	Title	Department	Vacant since	Salary
1202	7000	ASST CITY ATTORNEY III	CITY ATTORNEY	2024-03-02 (29 mo)	\$165,485
2781	9145	CT PREK TEACHER/INSTRUCTOR	PARKS & REC	2024-03-31 (28 mo)	\$0
3079	3785	EQUIPMENT MECHANIC	PUBLIC WORKS	2024-04-26 (27 mo)	\$58,438
2228	3630	CAD/GIS DESIGN SPECIALIST	PUBLIC WORKS	2024-05-10 (26 mo)	\$64,428
2778	9010	CT ADMINISTRATIVE TECHNICIAN	PARKS & REC	2024-07-05 (25 mo)	\$0
2898	3320	PROVISIONAL PLANS EXAMINER	DEVELOPMENT SERVICES	2024-07-16 (24 mo)	\$78,322
1054	1440	INTERNAL AUDITOR	CITY AUDITOR	2024-08-02 (24 mo)	\$90,875
2903	3320	PROVISIONAL PLANS EXAMINER	DEVELOPMENT SERVICES	2024-10-02 (22 mo)	\$78,322
1059	1085	DEPUTY FIN SRVCS DIRECTOR	FINANCE	2024-10-13 (21 mo)	\$165,485
2268	3968	SERVICE WORKER III	PUBLIC WORKS	2025-01-31 (18 mo)	\$61,360
2994	3180	BUILDING INSPECTOR II	DEVELOPMENT SERVICES	2025-03-30 (16 mo)	\$82,254
3305	3968	SERVICE WORKER III	UTILITIES	2025-05-31 (14 mo)	\$61,360
3317	3841	TELECOMMUNICATOR I	POLICE	2025-06-07 (14 mo)	\$66,799
3345	3842	TELECOMMUNICATOR II	POLICE	2025-06-07 (14 mo)	\$73,653
3348	3842	TELECOMMUNICATOR II	POLICE	2025-06-07 (14 mo)	\$73,653
3319	3841	TELECOMMUNICATOR I	POLICE	2025-06-07 (14 mo)	\$66,799
3344	3842	TELECOMMUNICATOR II	POLICE	2025-06-07 (14 mo)	\$73,653
3343	3842	TELECOMMUNICATOR II	POLICE	2025-06-07 (14 mo)	\$73,653
3342	3842	TELECOMMUNICATOR II	POLICE	2025-06-07 (14 mo)	\$73,653
3304	3968	SERVICE WORKER III	UTILITIES	2025-06-26 (13 mo)	\$61,360

2461	3630	CAD/GIS DESIGN SPECIALIST	UTILITIES	2025-06- 20 (13 mo)	\$64,428
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Vacancies most suited for elimination

Vacant position	Department	Annual savings
DEPUTY FIN SRVCS DIRECTOR	FINANCE	\$169K to \$215K
ASST ACCOUNTING MGR	FINANCE	\$110K to \$177K
PUBLIC INFO SPECIALIST	CITY MANAGER'S OFFICE	\$76K to \$124K
INTERNAL AUDITOR	CITY AUDITOR	\$30K to \$119K
ADMINISTRATIVE SPECIALIST	CITY ATTORNEY	\$71K to \$115K
PARKS MAINTENANCE SUPVSR	PARKS & REC	\$68K to \$107K
CUSTOMER SERVICE SUPERVISOR	DEVELOPMENT SERVICES	\$67K to \$105K

Statement on the Use of Artificial Intelligence

In establishing the Florida DOGE team in Executive Order 25-44, Governor Ron DeSantis set the goal of carrying out Florida's DOGE activities primarily with existing state staff and resources. To accomplish this, EO 25-44 directed the use of advanced technology such as artificial intelligence where possible to advance the mission. Consistent with this direction, the Florida DOGE team relied on artificial intelligence tools in conjunction with human analysis to conduct this review. In particular, AI-developed or AI-powered tools were used to organize data, conduct benchmarking, and identify potential savings opportunities.