



Marion County

Board of County Commissioners

Workshop

Meeting Agenda

Monday, January 26, 2026

9:00 AM

**McPherson Governmental
Campus Auditorium**

Budget Strategic Planning Workshop

INTRODUCTION OF WORKSHOP BY CHAIRMAN CARL ZALAK III

PLEDGE OF ALLEGIANCE

ROLL CALL

WORKSHOP PRESENTATION

1. [Constitutional Officers](#)
2. [Introduction - Mounir Bouyounes, PE, County Administrator](#)
3. [Financial Projection Update - Audrey Fowler, Budget Director](#)
4. [Fleet Facility Cost Allocation - Angel Roussel, PE, Assistant County Administrator](#)
5. [Office of the County Engineer Projects Funding Update - Steven Cohoon, PE, County Engineer](#)
6. [Facilities Management Capital Projects - Jared Goodspeed, Facilities Management Director](#)

BOARD DISCUSSION AND CLOSING COMMENTS



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21650

Agenda Date: 1/26/2026

Agenda No.: 1.

SUBJECT:
Constitutional Officers

INITIATOR:
**Mounir Bouyounes, PE, County
Administrator**

DEPARTMENT:
Administration

DESCRIPTION/BACKGROUND:
Updates from the Constitutional Officers for FY27.

BUDGET/IMPACT:
None

RECOMMENDED ACTION:
For information only.



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21643

Agenda Date: 1/26/2026

Agenda No.: 2.

SUBJECT:

Introduction - Mounir Bouyounes, PE, County Administrator

INITIATOR:

**Mounir Bouyounes, PE, County
Administrator**

DEPARTMENT:

Administration

DESCRIPTION/BACKGROUND:

The following items are being highlighted as they will have an impact on the upcoming budget for Fiscal Year 2026-27:

1. Property Management Update
2. Parks, Airport and Southeastern Livestock Pavillion Update
3. Sales Surtax Update
4. Budget Cost Drivers
 - 4.1. Parks & Recreation Staff Shift from Fees Fund to General Fund
 - 4.2. Dash Cameras Initiative
 - 4.3. Pay Adjustment
 - 4.4. Fire and EMS Services
5. OCE Projected Revenues/Expenditures for the Upcoming Year

BUDGET/IMPACT:

None

RECOMMENDED ACTION:

For information only.

PROPERTY MANAGEMENT UPDATE

JANUARY 26, 2026

Empowering Marion for Success

1/21/2026

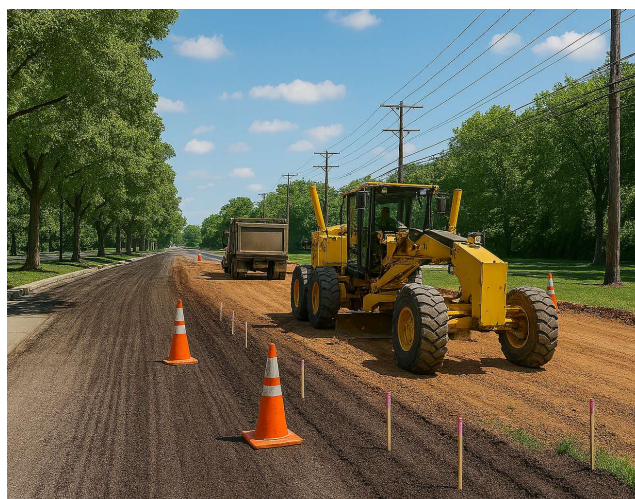
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Property Management's Objectives

Does:

- Acquires right-of-way, easements, real property
- Assists developers and citizens with platting, vacating plats, road abrogations and road closures
- Maintains templates for property acquisitions and leases (standard language, insurance requirements)

Staff has a dedicated knowledge and skill set regarding statute requirements, LDC processes, title work and other legal documentation, closing processes; Maintains lease templates (standard language, insurance requirements).



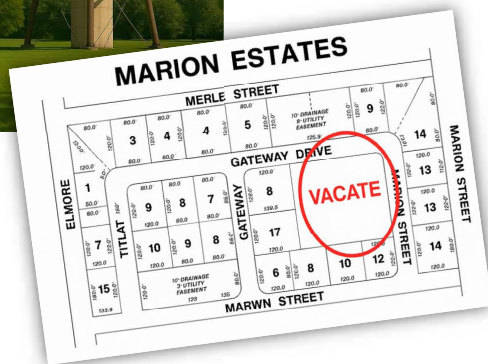
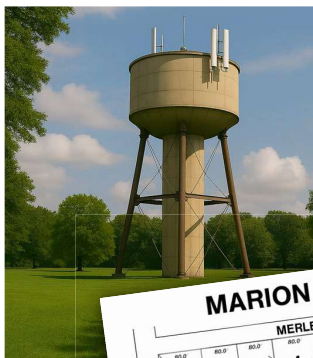
Property Management's Objectives

Does Not:

- Manage or Maintain County properties
- Manage leases "to" other parties



Property Management Recommendations



■ Stay at OCE

Staff has a dedicated knowledge and skill set regarding statute requirements, LDC processes, title work and other legal documentation; Maintains standard template language and stays current on insurance requirements and closing processes.

■ Rename to **Real Estate/Property Services**

■ Create SOPs for typical items and MOUs when engaged by another department

■ Position and Salary Analysis

■ Allow internal billing



Marion County Board of County Commissioners

Administration

601 SE 25th Ave.
Ocala, FL 34471
Phone: 352-438-2300
Fax: 352-438-2324

DATE: January 19, 2026

TO: Mounir Bouyounes, PE, County Administrator

FROM: Tracy Straub, PE, Asst County Administrator

SUBJECT: Property Management with the County Organization

Background:

The Property Management (PM) team provides for all real estate transactions of the Board of County Commissioners (BCC). These efforts include processing right-of-way acquisitions, plats, plat vacations, and road closings; maintaining and disposing of surplus properties; conveying property interest to and from Marion County, including deeds, drainage easements, ingress/egress easements, right-of-way easements; and researching, documenting and maintaining consistency with all such matters related to property transfers.

Previously, the functions of PM were split, separating OCE's real estate transactions from private development processes. Other county departments had no go-to entity when they had similar needs such as land acquisitions or building leases. This resulted in inefficiencies of staff and inconsistencies in procedures and documentation.

In recent years, the PM team has experienced persistent vacancies and high turnover. Finding qualified candidates is challenging because these positions require a rare combination of legal, real estate, title, negotiation and public-sector expertise, making them highly sought after and better compensated in the private sector. This results in lengthy vacancies, while the steep learning curve and a strong, competitive real estate market make retention difficult.

Today's Situation:

PM currently operates as work unit within the Office of the County Engineer (OCE) for two primary reasons. First, OCE is routinely acquiring rights-of-way and easements to fulfill their mission of providing for transportation and drainage infrastructure. Second, a significant portion of the development review process also resides within OCE, and the PM team has the appropriate technical knowledge to provide for establishing plats,

vacating plats, or closing/abandoning roads to support development processes, as well as citizen needs.

The team consists of five (5) staff members – a Property Manager, one Title Research Agent, and three Property Agents. One of the Property Agent positions is within the General Fund; the other positions are within the Transportation Maintenance Fund. Three outside firms have also been retained to assist with OCE's property acquisition efforts. While these consultants provide valuable support, their involvement has not materially reduced internal staff workload. County staff continue to carry primary responsibility for project coordination, negotiations, quality control, statutory compliance, and preparation of Board of County Commissioners agenda items. These functions cannot be delegated and require consistent County oversight. Therefore, internal capacity remains the critical limiting factor in delivering property acquisition services.

PM routinely assists other departments, such as Administration, Community Services, Facilities Management, Fire Rescue, Growth Services for the Community Redevelopment Area (CRA), Municipal Services, Parks and Recreation (including the Marion County Airport), Public Safety Communications (PSC), and Utilities. There is often confusion regarding the extent of PM's role; the following provides some examples:

- Land acquisition by fee or by easement – PM understands what is legally necessary for a local government to acquire property; has worked with the County Attorney's office to create standardized transfer documents considering type of transfer and the parties being negotiated with; understands what contributes to a property's value and how to legally negotiate a value; knows how to coordinate with appraisers, title companies, surveyors, attorneys, the Clerk's office, etc. to facilitate title research and other due diligence, closing documents and closing timelines.
 - When advised what to acquire, PM can take this from start to finish.
 - Departments are responsible for tracking and using the property once transferred to them.
 - Departments need to ensure they understand and abide by the terms and any restrictions of the acquisition or easement they have requested.
- Leases/Rentals (County leasing/renting to or from another entity) – PM has standard templates and understands County's insurance needs; and PM can provide input on standard rates for similar type of facilities.
 - PM manages tower leases including renewals and annual adjustments; has practical experience and knowledge of legal requirements regarding various regulated activities such as those concerning utilities and towers.
 - Some towers are owned by the County and other utilities lease space on the towers. It is unclear who is tracking routine payments.
 - PSC leases space on some towers and PSC is responsible for providing timely payment and notice to PM when lease needs to be adjusted.
 - PM uses a private property management company to manage various rentals associated with OCE's right-of-way acquisitions. This contract is managed by PM.

- Departments (primarily Administration and Parks and Recreation) are responsible for the direct oversight of their leases/rentals, ensuring that the parties are abiding by the conditions and collecting payment. Other departments must let PM know when lease needs to be adjusted.
- Surplus property – PM understands multiple statutory processes associated with surplus property; how surplus property is transferred to the County; and seeks input from other departments on any interest in keeping such property for their use, including first coordinating with Community Services for affordable housing projects.
 - PM manages the process of selling/transferring the property to re-establish it on the tax rolls.
 - Community Services is responsible for tracking and distributing surplus property once deemed appropriate for affordable housing.
 - The BCC is responsible for oversight of properties acquired within the CRA.
 - Departments are responsible for tracking and using the surplus property once transferred to them.

Confusion exists regarding what roll PM plays and when to engage them (timing). Further, since Facilities Management oversees County buildings and associated property, there is confusion regarding their roll and when to involve them. When another department acquires property for building expansion, Facilities Management becomes responsible for that property and is concerned they were not brought into conversation early enough to discuss the project needs and expectations (is the land suitable, who provides maintenance of the property before building construction, etc.).

Recommendations:

PM should remain within OCE and continue providing their current services. As PM is not responsible for County property, it is also recommended that the team be renamed to *Real Estate/Property Services*.

Standard Operating Procedures (SOPs) need to be revised and updated. For example:

- An SOP for land acquisition can provide an estimated workflow and timeline, including when another department needs to bring Facilities Management into the conversation.
- An SOP for leasing county-owned property can clarify PM's role versus the other departments' role.

In some cases, for departments like Parks and Recreation that have numerous leases, a specific Memorandum of Understanding (MOU) can be signed between departments, and their Assistant County Administrators, to ensure everyone's understanding of the roles and responsibilities. MOUs for airport leases and for caretaker leases are appropriate as well.

The name change can occur with adoption of next fiscal year's budget. The SOPs can be drafted within the next 120 days, as well as specific MOUs with Parks and Recreation.

Lastly, given the continued challenges with staff vacancies, turnover, and recruitment, the HR department should be asked to provide an updated analysis of the position descriptions and salaries. As this team has specialized skill sets, it makes sense to keep the budget alignment as is but allow internal billing when more resources are used to support other General Fund departments than what the one Property Agent provides, or when assisting departments funded by other sources than the General Fund.

PARKS AND RECREATION, SOUTHEASTERN LIVESTOCK PAVILION AND AIRPORT CONSOLIDATED OPERATIONS

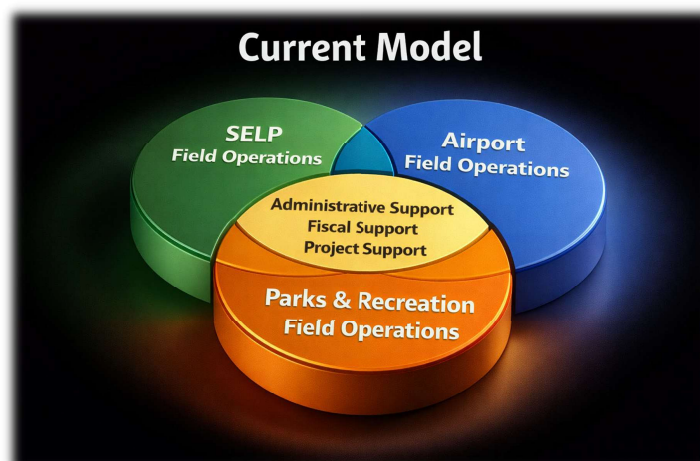
JANUARY 26, 2026

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Analysis of Consolidated Operations

Responsibilities considered;

- **Field Operations**
 - Field Maintenance and Operation
- **Administrative Support**
 - Leadership of Department
 - Customer Service and Community Engagement
 - Leases and agreements
 - HR related functions – Hiring, Payroll, etc.
- **Fiscal Support**
 - Procurement related functions – Contracts, Purchase Orders, Payments, etc.
 - Grant/Appropriations reimbursement and management
- **Project Support**
 - Project Management



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Current Personnel Resources



Administrative Support:

- **6 Shared FTE within Parks and Recreation Budget**
 - Director
 - Assistant Director
 - Administrative Manager
 - Community Engagement Coordinator
 - Staff Assistant IV
 - Customer Service Specialist
- **1 FTE within SELP Budget**
 - Staff Assistant IV
- **0 FTE within Airport Budget**

Fiscal Support:

- **1 FTE shared within Parks and Recreation Budget**
 - Parks and Recreation Fiscal Manager
- **0 FTE within SELP Budget**
- **0 FTE within Airport Budget**

Project Support:

- **3 FTE shared within Parks and Recreation Budget**
 - Parks Designer
 - 2 Project Assistants
- **0 FTE within SELP Budget**
- **0 FTE within Airport Budget**

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Summary of Current Model



FTE Totals:

- **10 FTE shared within Parks and Recreation Budget**
- **1 FTE within SELP Budget**
- **0 FTE within Airport Budget**
- Advantage: Shared resources allows for higher efficiency, redundancy and lower total FTEs
- Disadvantage: Higher than average workload for certain FTEs

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Deeper Dive into the High Workload Concern

- Concerns within the **Administrative** Support Area:
 - Higher than average demand on several positions
- Concerns within the Fiscal Support Area:
 - None identified at this time
- Concerns within the **Project** Support Area:
 - Higher than average demand due to permitting workload



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Summary of Concerns and Possible Solutions

- **Concern #1: Higher Demand within the Administrative Support Area**
 - Possible solutions:
 - Add a dedicated County Landscape Architect for Development.
 - Alternatively, rewrite the Land Development Code to shift workload to a different department. This will likely result in an additional FTE at a different department.
 - ***The Alternative of Splitting the Department May Reduce the Director workload but will unlikely have the same impact as the solutions stated above and would likely create a demand for FTEs in the other areas of operation.
- **Concern #2: Higher Demand within the Projects Support Area**
 - Possible solutions:
 - Add Positions to increase the capacity of the Department.
 - Alternatively, rewrite the Land Development Code to shift workload to a different department. This will likely result in additional FTEs demand as well.
 - ***The Alternative of Splitting the Department would reduce the workload on staff (if kept at Parks) but create a need for FTEs in the other areas of operation.

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- **Recommendation:** Stay with the current model and consider positions associated to areas of concern as reasonably possible within the budget.

Surtax 1 and 2 Totals

- Revenue Total: \$443,614,109.81
- Expenditure Total

Department	Expended	Budgeted	Total	%
Fire Rescue	\$56,310,277.15	\$12,552,460	\$68,862,737.64	15.5%
Public Safety (PSC, EM, Animal Services)	\$39,441,850.22	\$278,318	\$39,720,168.11	9.0%
Sheriff	\$52,965,051.85	\$15,897,686	\$68,862,737.90	15.5%
Transportation	\$170,105,199.53	\$96,063,266	\$266,168,465.99	60.0%
Total	\$318,822,378.75	\$124,791,731	\$443,614,109.64	100.0%

Surtax 2 Significant Remaining Projects

Department Name	Project Description	Budget FY 2025/26
Fire	Fire Station 11 - Rebuild (Lowell) (FRC000020)	\$5,124,050
	Engine - Replacement (STC0732VE)	\$1,808,621
EMS	Ambulances, New, Equipped, Replacements (STC0733VE)	\$4,266,126
Sheriff Jail	Replacement Vehicles (STC0735VE)	\$1,058,454
	MCSO Jail Cell Window Replacement A-D Pods (SOC000031)	\$2,143,959
	MCSO Jail Kitchen/Laundry Expansion (SOC000051)	\$396,741
	MCSO Jail Expansion (SOC000056)	\$477,653
Sheriff Regular	MCSO Operations Office Remodel (SOC000011)	\$2,213,735
	Martel Ph 2 - Driving Pad (SOC000036)	\$3,117,491
	MCSO Hangar Renovation (SOC000052)	\$2,526,720
	Replacement Vehicles (STC0736VE)	\$527,652
Sheriff Patrol	Law Enforcement Equipment (STC0737SG)	\$274,377
	Replacement Vehicles (STC0737VE)	\$1,969,809
	Demo/Pave Old Evidence Building (SOC000009)	\$238,000
Transportation	SW 49th/40th Ave Ph 1 (STC073804)	\$2,364,887
	SW 49th/40th Ave Ph 1A (STC073809)	\$947,448
	NW 49th/35th St Ph 3B From: CR 225A to NW 44th Ave (STC073811)	\$31,564,017
	NW 80th/70th Ave From SR 40 to 1/2 mi North of US 27 (STC073812)	\$22,924,454
	SW 49th Ave - South Seg F From: 0.7 miles South of CR 484 To: Marion Oaks Manor (STC073813)	\$9,334,052
	SW 80th Ave From SW 80th St To 1/2 mile north of SW 38th St (STC073815)	\$4,103,874
	Emerald Rd Extension (STC073865)	\$10,476,440
	NW 80th Ave at SR 40 (STC073868)	\$11,520,953
	NW/NE 42ND ST from WEST ANTHONY RD to NE JACKSONVILLE RD (STC073878)	\$868,160
	NW 44th Ave from NW 60th St to NW 73rd Pl (STC073888)	\$600,000
	Marion Oaks Manor Extension Phase 1 (STC073890)	\$1,218,250
Total		\$122,065,924

SURTAX 3 SUMMARY



	Years 1-5 (FY 24/25 - FY 28-29)			
	Split Allowance		Budget	
	\$	%	\$	%
Public Safety Communications	\$13,554,063	4.0%	\$0	4.8%
Animal Services			\$15,335,085	
Sheriff Emergency Management			\$780,567	
Fire Rescue	\$37,273,673	11.0%	\$30,679,989	14.9%
Emergency Medical Services			\$19,766,722	
Sheriff Jail	\$37,273,673	11.0%	\$4,432,489	13.9%
Sheriff Regular			\$42,780,056	
Transportation	\$250,750,166	74.0%	\$225,076,668	66.4%
Total	\$338,851,576	100.0%	\$338,851,576	100.0%

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SURTAX 3 PUBLIC SAFETY PROJECTS



Department Name	Project Description	Year 1	Year 2	Year 3	Year 4	Year 5
		Actual Expenditure FY 2024/25	2025/2026	2026/2027	2027/2028	2028/2029
Fire Rescue	Engine - Replacement (STC0732VE)		\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
	Engine - Refurb (STC0732VE)		\$800,000	\$800,000	\$800,000	\$800,000
	Grass Truck - Replacement (STC0732VE)		\$175,000	\$175,000	\$175,000	\$175,000
	Tanker - Replacement (STC0732VE)		\$300,000	\$300,000	\$0	\$300,000
	Fire Station 9 - Rebuild (Orange Lake) (FRC000022)			\$7,400,000		
	Fire Station 11 - Rebuild (Lowell) (FRC000020)	\$0.00	\$2,583,669			
	Fire Station 24 - Rebuild (Marion Oaks) (FRC000023)		\$7,016,320	\$0		
	Fire Station 10 - Remodel (Villages) (FRC000032)					\$3,000,000
	Service Vehicle - Refurbishment (STC0732VE)		\$270,000	\$270,000	\$270,000	\$270,000
	Total	\$0.00	\$12,344,989	\$10,145,000	\$2,445,000	\$5,745,000
Emergency Medical Services	Ambulances, New, Equipped, Replacements (STC0733VE)		\$2,375,000	\$2,850,000	\$2,375,000	\$2,850,000
	Ambulances, Refurb (STC0733VE)		\$1,260,000	\$1,260,000	\$1,260,000	\$1,260,000
	Safety Gear (STC0733SG)	\$4,227,122.00	\$49,600			
Total		\$4,227,122.00	\$3,684,600	\$4,110,000	\$3,635,000	\$4,110,000
Animal Services	New Animal Center Construction (ASC000001)	\$6,009,604.69	\$9,325,480			
	Total	\$6,009,604.69	\$9,325,480	\$0	\$0	\$0
Sheriff Emergency Management	Replacement Vehicles (STC0740VE)		\$55,000	\$116,895	\$150,491	\$64,587
	Emergency Mgmt Warehouse (SOC000044)				\$393,594	
Total		\$0.00	\$55,000	\$116,895	\$544,085	\$64,587
Sheriff Jail	IT Infrastructure (STC0735IT)			\$400,000		\$265,800
	Jail Chiller and Pumps (SOC000057)	\$0.00	\$1,500,000			
	Jail Solar Panels (FMC000067)			\$550,000		
	Replacement Vehicles (STC0735VE)		\$392,300	\$422,586	\$124,400	\$777,403
Total		\$0.00	\$1,892,300	\$1,372,586	\$124,400	\$1,043,203
Sheriff Regular	Law Enforcement Equipment (STC0736SG)		\$395,000			
	IT Infrastructure (STC0736IT)		\$716,200	\$900,000	\$600,000	\$800,000
	Sheriff Ops Reroof (FMC000068)			\$500,000		
	MCSO MARION OAKS DIST OFFICE (SOC000048)				\$4,500,000	
	MCSO SILVER SPRINGS SHORES OFFICE (SOC000047)					\$4,500,000
	MCSO FOREST DISTRICT NEW OFFICE (SOC000049)					\$4,500,000
	Replacement Vehicles (STC0736VE)		\$5,666,793	\$5,852,393	\$6,999,326	\$6,784,344
	Total	\$0.00	\$6,777,993	\$7,252,393	\$12,165,326	\$16,584,344

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SURTAX 3 TRANSPORTATION PROJECTS (1 OF 2)



		Year 1	Year 2	Year 3	Year 4	Year 5
Department Name	Project Description	Actual Expenditure FY 2024/25	2025/2026	2026/2027	2027/2028	2028/2029
Transportation	NE Hwy 314 from NE 127th St Rd to NE Hwy 19 (STC073800)		\$0	\$0	\$2,055,112	\$0
	E Hwy 316 from NE 175th St Rd to NE Hwy 315 (STC073803)		\$0	\$0	\$3,558,899	\$0
	SW 49th/40th Ave Ph 1 from SW 66th St to SW 42nd Street Flyover (STC073804)	\$0.00	\$6,100,000			
	NE 160th Ave Rd from E Hwy 316 to NE 230th St (STC073805)		\$0	\$0	\$5,982,249	\$0
	NW 49th/35th St Ph 3B From: CR 225A to NW 44th Ave (STC073811)		\$2,000,000			
	SW 49th Ave - North From Marion Oaks Trail To SW 95th St (STC073814)		\$2,000,000			
	SW 80th Ave - Segment 1 from SW 90th St to 1/2 mi N of SW 38th St (STC073815)	\$0.00	\$39,841,625	\$0	\$0	\$0
	NE 230th Ave/127th St Rd/203rd Ave Rd from E Hwy 314 to E Hwy 316 (STC073816)		\$0	\$0	\$3,137,398	\$0
	S Magnolia Ave at SE 80th St (STC073817)		\$0	\$3,475,000	\$0	\$0
	NW 100th St from NW Gainesville Rd to N US Hwy 441 (STC073818)		\$0	\$0	\$0	\$1,680,279
	NE 35th St Ph 2 from NE Jacksonville Rd to NE 25th Ave (STC073819)		\$0	\$0	\$9,000,000	\$0
	NW 125th St Rd/55th Ct Rd from NW Hwy 225A to NW 118th St Rd (STC073820)		\$0	\$0	\$0	\$1,610,892
	SE 183rd Avenue Rd from SE 95th St Rd to SE 180th Ave Rd (STC073821)		\$0	\$0	\$0	\$1,402,732
	SE 27th Place Rd from S Hwy 314A to SE 173rd Terr (STC073822)		\$0	\$0	\$0	\$1,402,732
	SE 92nd Ct/109th Ln/90th Ct from E Hwy 25 to SE 110th St Rd (STC073823)		\$0	\$0	\$0	\$986,413
	SE Sunset Harbor Rd/150th Ave/156th Pl Rd from S Hwy 25 to SE 170th Ave (STC073824)		\$0	\$0	\$0	\$2,374,145
	SW 105th Ave/105th St from SW 110th St to SW Hwy 200 (STC073825)		\$0	\$0	\$0	\$1,472,119
	SW 110th Ave/110th St from SW Hwy 484 to SW Hwy 200 (STC073826)		\$0	\$0	\$0	\$1,680,279
	SW 140th Ave from W Hwy 40 to W Hwy 328 (STC073827)		\$0	\$0	\$0	\$1,402,732
	SW 85th St/35th Ave from SW 27th Ave to End of Pavement (STC073828)		\$0	\$0	\$0	\$882,333
	W Hwy 329 from W Hwy 316 to NW 193rd St (STC073829)		\$0	\$0	\$4,160,414	\$0
	SW 62nd Ave Rd from SW 65th Ave Rd to SW 95th St (STC073830)		\$0	\$1,595,000	\$0	\$0
	Pavement Preservation (STC073831)	\$340,431.68	\$1,909,568	\$2,000,000	\$2,000,000	\$2,000,000
	NW 44th Ave from NW 60th St to NW 73rd Pl (STC073832)	\$0.00	\$600,000			
	NE 35th St Ph 4 from NE 36th Ave to SR 40 (STC073833)	\$22,950.00	\$1,077,050			
	Bridge Repair for 364012 over Daisy Creek and 364150 over a canal in the Ocala National Forest (STC073834)	\$0.00	\$2,128,355			

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SURTAX 3 TRANSPORTATION PROJECTS (2 OF 2)



		Year 1	Year 2	Year 3	Year 4	Year 5
Department Name	Project Description	Actual Expenditure FY 2024/25	2025/2026	2026/2027	2027/2028	2028/2029
Transportation	NE 35th St Ph 4 (Including NE 55th Ave) from NE 36th Ave to SR 40 (STC073835)		\$0	\$0	\$1,277,000	\$0
	SW 80th Ave - Segment 2 from 1/2 mi N of SW 38th St to W Hwy 40 (STC073836)		\$1,300,000	\$2,300,000	\$0	\$0
	NE Hwy 314 from NE 170th Ave Rd to NE 127th St Rd (STC073837)		\$0	\$0	\$3,626,569	\$0
	NE 90th St Rd from NE 58th Ave to NE Hwy 315 (STC073838)		\$0	\$0	\$3,333,330	\$0
	NW 165th St from NW Gainesville Rd to N US Hwy 441 (STC073841)		\$0	\$0	\$0	\$776,893
	NW 222nd Ter/20th St/225th Ave from NW 13th St to NW 27th St (STC073842)		\$0	\$0	\$0	\$1,002,461
	SE 113th St Rd from Bay Rd to Fisher Rd (STC073844)		\$1,187,634	\$0	\$0	\$0
	SW 99th Pl from S US Hwy 41 to SW 190th Ave Rd (STC073847)		\$778,252			
	W/E Hwy 316 from N US Hwy 441 to NE Jacksonville Rd (STC073849)		\$0	\$2,558,880	\$0	\$0
	W/E Hwy 318 from NW 24th Ave to N US Hwy 301 (STC073850)		\$0	\$0	\$2,731,816	\$0
	W Hwy 316 from N Hwy 329 to N US Hwy 441 (STC073851)		\$0	\$0	\$4,070,186	\$0
	SE Hwy 42 at SE Hwy 452 (STC073853)		\$0	\$1,460,000	\$0	\$0
	SE Maricamp Rd at Baseline Rd (STC073854)		\$0	\$3,600,000	\$0	\$0
	SW Hwy 484 at SW 95th Circle (STC073855)		\$0	\$1,180,000	\$0	\$0
	SW Hwy 484 at SW 140th Avenue (STC073856)		\$0	\$1,180,000	\$0	\$0
	SW 103rd Street Rd at SW 62nd Avenue (STC073857)					\$4,875,000
	NE Hwy 314 from SE 1st Street Rd to E Hwy 40 (STC073879)		\$0	\$0	\$0	\$1,917,290
	NW 44th Ave from NW 63rd St to W Hwy 326 (STC073888)		\$0	\$840,000	\$1,700,000	\$5,200,000
	CR 475A from SW 66th St to 1.8 mi N of SW 66th St (STC073889)	\$0.00	\$6,780,249			
	SE 147th Place from S US Hwy 301 to S US Hwy 441 (STC073892)		\$0	\$3,000,000	\$0	\$0
	SW 38th/40th Street from SW 80th Ave to SW 43rd Ct (STC073893)	\$0.00	\$4,902,400	\$15,000,000	\$0	\$0
	NW/NE 35th St Ph 1B from 600' E of W Anthony Rd to NE Jacksonville Rd (STC073894)	\$0.00	\$260,000	\$8,979,000	\$0	\$0
	NE 35th St Ph 3 from NE 25th Ave to NE 36th Ave (STC073895)		\$0	\$0	\$3,000,000	\$3,891,000
	SW Hwy 484 Widening Ph 1 from Marion Oaks Blvd to SW 16th Ave (STC073897)	\$0.00	\$1,200,000	\$2,500,000	\$0	\$14,040,000
	Signal Connectivity Upgrade (STC073898)		\$750,000	\$1,000,000	\$1,000,000	\$2,000,000
Total		\$363,381.68	\$72,815,133	\$50,667,880	\$50,632,973	\$50,597,300
Grand Total		\$10,600,108.37	\$106,895,496	\$73,664,754	\$69,546,784	\$78,144,434

Empowering Marion for Success

6

BUDGET COST DRIVERS

PARKS AND RECREATION FEES FUND POSITIONS

JANUARY 26, 2026

1

Current Personnel Expenditures in the Fees Fund

Personnel Expenses:

- Recreation Leaders (7.0 FTE)
 - Total Loaded Salaries: \$443,227
 - Overtime Budget: \$14,500
- Seasonal Staffing (Includes FICA & Medicare)
 - \$391,846
- **Total \$849,573**

General Responsibilities of Personnel:

- FTEs
 - All Recreation Programs
- Seasonal Staffing for High Demand Months
 - KP Hole operations
 - Summer camp counselors
 - Athletic field staffing
 - Park maintenance support

2

Opportunities if positions are shifted out of this fund

Opportunities:

- Dedicated funding mechanism for parks capital needs
 - Safety Improvements
 - Maintenance Projects
 - Renovations
 - Etc.

Recommended Priorities:

- Baseline Road Trailhead Playground Replacement - \$1,740,000
- Shocker Park Additional Fields
 - Exploring opportunities with TDT funding***



DASH CAMERAS INITIATIVE

JANUARY 26, 2026

1

Common Advantages (The “Why?”)



Common Advantages:

- Clearer incident evidence
- Faster claims resolution
- Fraud deterrence
- Driver coaching & training
- Improved safety culture
- Better context for near-misses
- Security in the cab
- Operational insights (Speed, braking, GPS)

2



Liability and Risk Reduction

Consider heavy vehicles

- Solid Waste and OCE Trucks

Consider high usage vehicles

- Emergency Vehicles



Operational Efficiency

Routing – Solid Waste Trucks, Building Inspectors, etc.

Telematics - monitor and manage vehicles and assets by collecting and transmitting data like location, speed, and engine diagnostics

DEPLOYMENT

Develop Administrative Policy:

- Criteria to qualify based on Liability and Risk reduction
- Criteria to qualify based on Operational Efficiency
- Secure Vendor and System

FY 26/27 BCC Pay Adjustment Estimate



Fund	Fund Title	1%	5%
0010	General Fund*	\$492,600	\$2,463,000
0016	General Fund Grants	\$11,000	\$55,000
1020	County Transportation Maintenance Fund	\$124,000	\$620,000
1029	TMF Transportation Planning Organization	\$4,400	\$22,000
1035	Marion County Airport Fund	\$2,200	\$11,000
1052	Criminal Justice Court Costs Fund	\$1,800	\$9,000
1071	911 Management Fund	\$7,000	\$35,000
1074	Tourist Development Tax	\$9,200	\$46,000
1081	Parks and Recreation Fees Fund	\$3,400	\$17,000
1120	Fire Rescue and EMS Fund*	\$89,200	\$446,000
1131	Stormwater Program	\$12,400	\$62,000
1141	Building Safety Fund	\$57,600	\$288,000
1300	Rainbow Lakes Estates MSD	\$2,000	\$10,000
1301	Rainbow Lakes Estates Comm Res Facility MSTU	\$600	\$3,000
1302	Rainbow Lakes Estates MSTU for Road Improvements	\$2,400	\$12,000
1310	Marion Oaks MSTU	\$7,400	\$37,000
1311	Marion Oaks MSTU for General Services	\$6,400	\$32,000
1320	Silver Springs Shores Special Tax District	\$5,600	\$28,000
4010	Solid Waste Disposal Fund	\$48,800	\$244,000
4520	Marion County Utility Fund	\$95,200	\$476,000
5010	Insurance Fund	\$7,600	\$38,000

OCE PROJECTED REVENUE AND EXPENSES



	2024 (Actual)	2025 (Actual)	2026 (Projected)	2027 (Projected)
Recurring Revenue	\$19,592,237	\$19,545,235	\$19,800,000	\$19,800,000
Personnel Expenses	\$11,282,221	\$12,295,983	\$12,664,862	\$13,894,808
Operating Expenses	\$5,564,670	\$5,634,379	\$5,721,567	\$5,835,998
Capital Expenses	\$2,488,131	\$1,779,281	\$1,840,366	\$1,877,174
Total Expenses	\$19,335,022	\$19,709,643	\$20,226,795	\$21,607,980
Difference (Rev-Exp)	\$257,215	-\$164,408	-\$426,725	-\$1,807,980

1

Transportation Maintenance (BL761541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	TM	\$20,015,314	\$18,032,334	\$15,617,194	\$12,761,252	\$9,455,690
Revenues	TM	\$19,800,000	\$19,800,000	\$19,800,000	\$19,800,000	\$19,800,000
MARICAMP MULTIMODAL	TM	\$3,113,440		\$15,567,200		
SW 80TH AVE SEG 1	TM	\$2,600,000				
NW 49TH/35TH ST PH 3 (FKA 3A & 3B) (CST)	TM	\$2,500,000				
NW 80TH/70TH AVE SEG 3	TM	\$2,500,000				
CR 475A SAFETY IMPROVEMENTS	TM	\$350,000		\$1,563,000		
SE 100TH AVE SAFETY IMPROVEMENTS	TM	\$260,000		\$997,000		
GREENWAY TO BELLEVIEW TRAIL	TM		\$836,999			
EAST MARION SIDEWALKS	TM		\$785,000			
NE 7TH ST SIDEWALK	TM			\$760,000		
NE 95TH ST SIDEWALK	TM			\$327,840		
BELLEVIEW MIDDLE SCHOOL SAFE ROUTES TO SCHOOLS	TM			\$287,000		\$1,660,225
CROSS FLORIDA GREENWAY TRAIL (CST)	TM					\$9,639,334
Operating Expenditures	TM	\$21,607,980	\$22,040,140	\$22,480,942	\$22,930,561	\$23,389,172
Sun Tran Expenditures	TM	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Project Expenditures	TM	\$11,323,440	\$1,621,999	\$19,502,040	\$0	\$11,299,559
End Balance	TM	\$18,032,334	\$15,617,194	\$12,761,252	\$9,455,690	\$5,691,518

- Union Negotiations
- Work Schedule
- Future Stations
- Additional Positions



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21644

Agenda Date: 1/26/2026

Agenda No.: 3.

SUBJECT:

Financial Projection Update - Audrey Fowler, Budget Director

INITIATOR:

Audrey L. Fowler, Budget Director

DEPARTMENT:

Budget

DESCRIPTION/BACKGROUND:

Audrey Fowler, Budget Director will present a financial projection update for FY 2026-27.

BUDGET/IMPACT:

None

RECOMMENDED ACTION:

For information only.

Marion County Board of County Commissioners



Strategic Planning Workshop Financial Projection

Wednesday, January 29, 2025



GREGORY C. HARRELL

CLERK OF COURT AND COMPTROLLER – MARION COUNTY, FLORIDA
BUDGET DEPARTMENT

CLERK OF COURT
RECORDER OF OFFICIAL RECORDS
CLERK AND ACCOUNTANT OF THE BOARD OF COUNTY COMMISSIONERS
CUSTODIAN OF COUNTY FUNDS AND COUNTY AUDITOR

POST OFFICE BOX 1030
OCALA, FLORIDA 34478-1030
TELEPHONE (352) 671-5508
WWW.MARIONCOUNTYCLERK.ORG

Commissioners,

Prepared for you today is an overview of the historical, projected and forecasted revenues for the countywide and major funds of the Board of County Commissioners. The last several years have seen challenges such as the shut-down of businesses for covid, economic recovery with the influx of Federal resources and then the inflationary impacts on the cost of doing business. Fiscal Year 2025-26 is anticipated to bring with it the return of revenues to pre-covid growth rates and stabilization of inflation. Population growth will continue to exert pressures on managing resources as limited revenue increases may need to be prioritized to maintain services levels.

Population Growth Trends

Marion County continues to expand its economy while attracting a mix of both working and retired citizens. The average five-year trend for growth has increased to 2.86% from the 2024 five-year trend of 2.06%. This trend is anticipated to continue, thereby increasing demands for public goods and services in future years.

BEBR 2020	BEBR 2021	BEBR 2022	BEBR 2023	BEBR 2024	Estimate 2025	Estimate 2025	Estimate 2026	Estimate 2027	Estimate 2028
368,135	381,176	387,232	398,552	413,951	425,590	437,556	449,859	462,508	475,512
2.14%	3.54%	1.59%	2.92%	3.86%	2.81%	2.81%	2.81%	2.81%	2.81%

This population increase has resulted in the number of homestead parcels increasing by 6.1% and non-homestead residential with a capped value of 10.3%* from 2021 to 2024.

*Calculated from DR-403v 2021 to 2024 reports Marion County Property Appraiser

Taxable Property Value

The State of Florida analyzes and projects property tax rolls as part of its mandate to determine the Required Local Effort (RLE) for school district millages. The projected taxable value increases as reported during the July 31, 2024 revenue estimating conference did not include taxable losses that would be attributable to non-school districts for the voter referendum that would increase the 2nd Homestead exemption by the CPI. As the amendment was passed by the voters in November 2024, Homestead increase for FY 2025 will be \$725 per parcel with approximately 95,000 parcels receiving the increase for an additional exemption of \$68.8 million. As such the increase to taxable value has conservatively been reduced by 1% from the EDR's estimates and are projected in this presentation as follows:

FY 2025-26	8.6%
FY 2026-27	7.8%
FY 2027-28	6.8%
FY 2028-29	5.9%

Consumer Price Index

The Consumer Price Index, as reported by the US Department of Labor, Bureau of Labor Statistics for all urban consumers, US City average from December to December, serves as an important metric for revenue drivers for the county budget. The CPI determines the maximum allowable increase to Homesteaded properties where the increase will be the CPI or 3% whichever is less. As of November 2024, the 2nd homestead exemption will now be increased annually by the CPI. Unlike Save our Homes, the exemption does not have a maximum increase, and it compounds from the prior year. December 2024 marks the first time that the CPI has been less than 3% since December 2020.

Twelve Months Ending	Unadjusted 12- month percent change CPI-U	Save our homes %	In effect for FY Begin	2nd Homestead Exemption Amount
December 2015	0.7	0.7	2016	\$ 25,000
December 2016	2.1	2.1	2017	25,000
December 2017	2.1	2.1	2018	25,000
December 2018	1.9	1.9	2019	25,000
December 2019	2.3	2.3	2020	25,000
December 2020	1.4	1.4	2021	25,000
December 2021	7.0	3.0	2022	25,000
December 2022	6.5	3.0	2023	25,000
December 2023	3.4	3.0	2024	25,000
December 2024	2.9	2.9	2025	25,725

Federal Reserve Rates

The philosophy of the Federal Reserve is to maintain inflation at 2% to meet its mandate for maximum employment and price stability. When households and businesses can reasonably expect inflation to remain low and stable, they are able to make sound decisions regarding saving, borrowing and investing which contributes to a functioning economy. The Federal rates influence consumers' access to credit and purchasing power for mortgages and they directly influence the returns on the county's cash investments for the short term. Rates were stagnant for 14 months until September of 2024 whereby the Federal reserve board started making small decreases.

Federal Reserve Interest Rate

Effective Date	Target Range	Effective Date	Target Range
Dec 19, 2024	4.25% - 4.50%	Mar 16, 2020	0.00% - 0.25%
Nov 8, 2024	4.50% - 4.75%	Mar 4, 2020	1.00% - 1.25%
Sept 19, 2024	4.75% - 5.00%	Oct 31, 2019	1.50% - 1.75%
July 27, 2023	5.25% - 5.50%	Sept 19, 2019	1.75% - 2.00%
May 4, 2023	5.00% - 5.25%	Aug 1, 2019	2.00% - 2.25%
Mar 23, 2023	4.75% - 5.00%	Dec 20, 2018	2.25% - 2.50%
Feb 2, 2023	4.50% - 4.75%	Sept 27, 2018	2.00% - 2.25%
Dec 15, 2022	4.25% - 4.50%	June 14, 2018	1.75% - 2.00%
Nov 3, 2022	3.75% - 4.00%	Mar 22, 2018	1.50% - 1.75%
Sept 22, 2022	3.00% - 3.25%	Dec 14, 2017	1.25% - 1.50%
July 28, 2022	2.25% - 2.50%	June 15, 2017	1.00% - 1.25%
June 16, 2022	1.50% - 1.75%	Mar 16, 2017	0.75% - 1.00%
May 5, 2022	0.75% - 1.00%	Dec 15, 2016	0.50% - 0.75%
Mar 17, 2022	0.25% - 0.50%	Dec 17, 2015	0.25% - 0.50%

Fund Balance Requirement

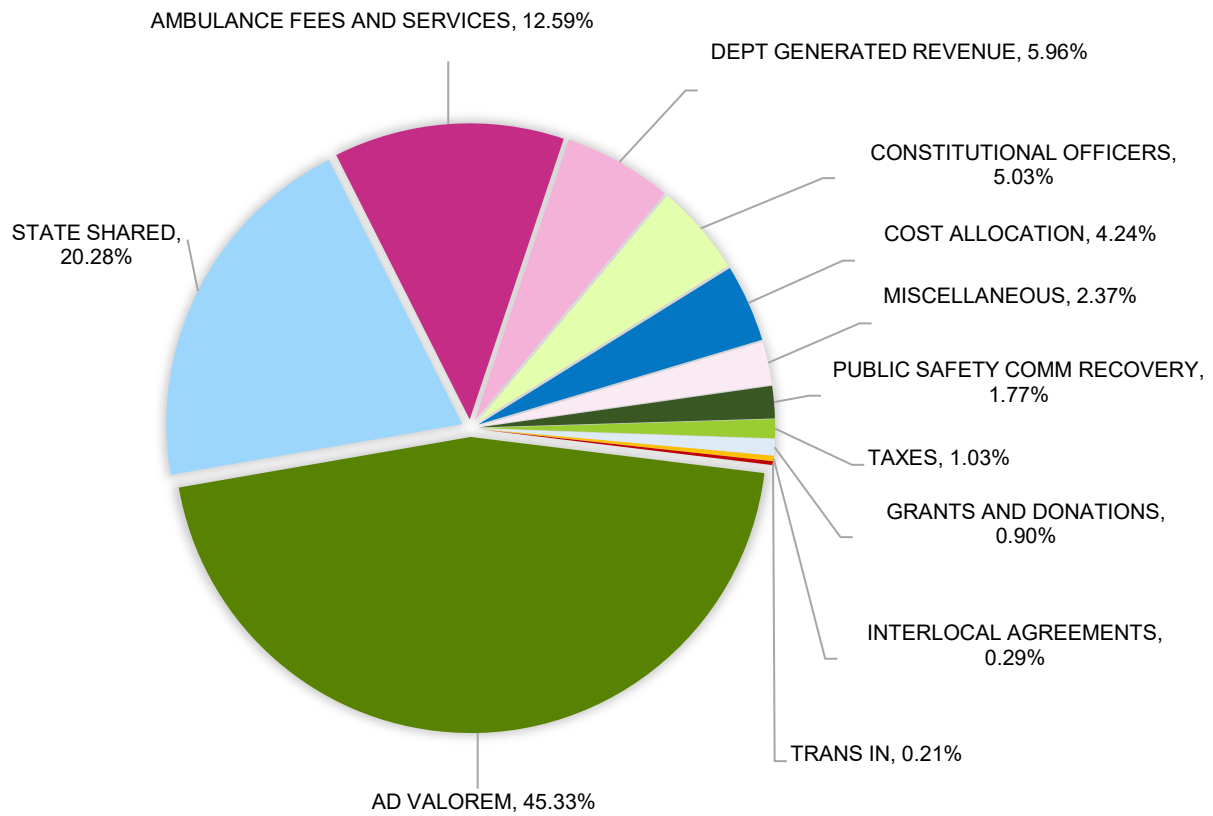
In accordance with GASB Statement No. 54 "*Fund Balance Reporting and Governmental Fund Type Definition*" Marion County has established a Fund Balance target of 20% of operational expenditures for the General Fund. In December of each year, the Finance Department performs a test to determine the appropriate reserve and compliance. This calculation is then used to set the unassigned Cash Carry Forward for the forthcoming budget. The calculated Fund Balance requirement for FY 2026 is \$21,752,000 and is projected accordingly.

Marion County Board of County Commissioners

Fiscal Year 2025 Projected

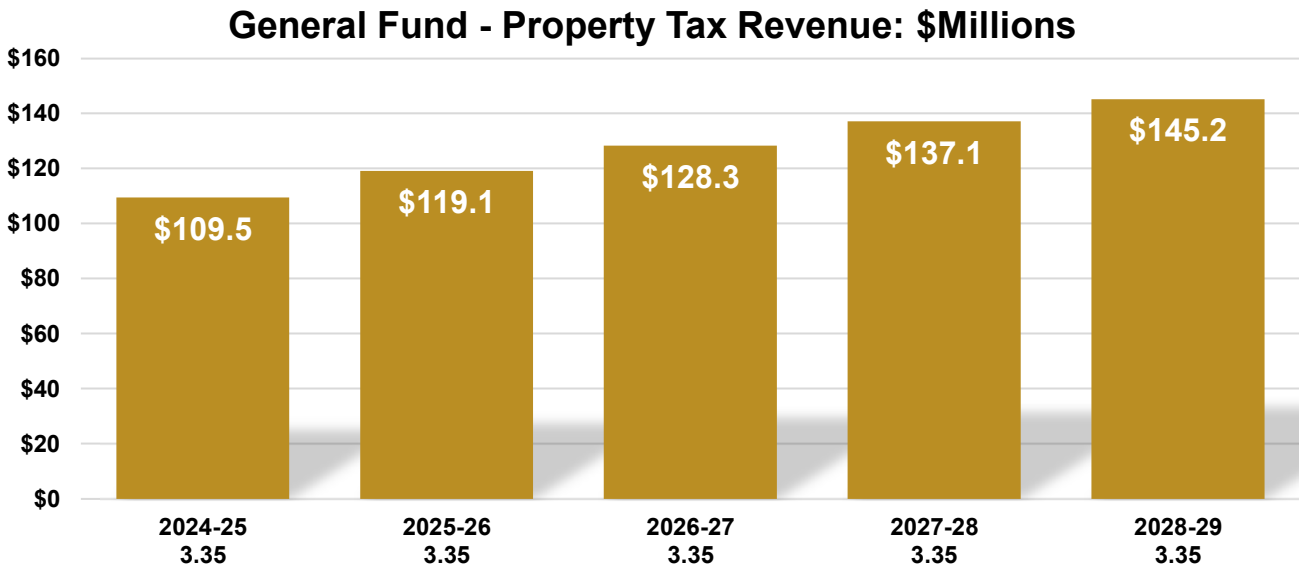
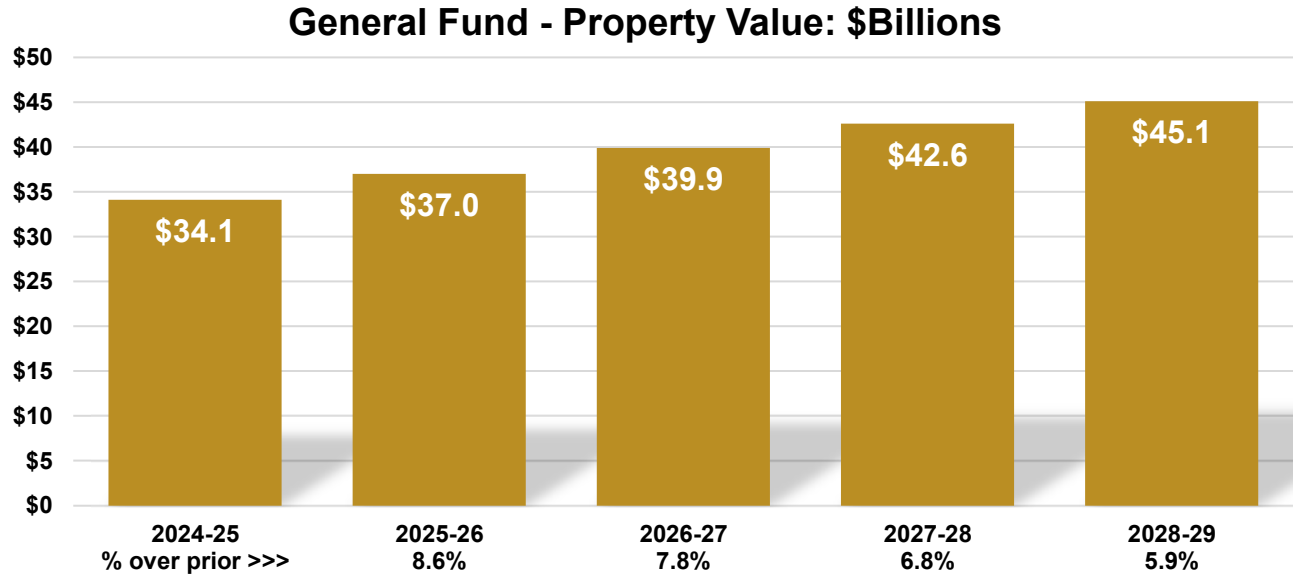
Prepared by: Marion County Clerk of Court and Comptroller - Budget Department

GENERAL FUND FY 2025 REVENUE BY CATEGORY



Marion County Board of County Commissioners Taxable Property Value and Property Tax Revenue Fiscal Years 2024-25 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department



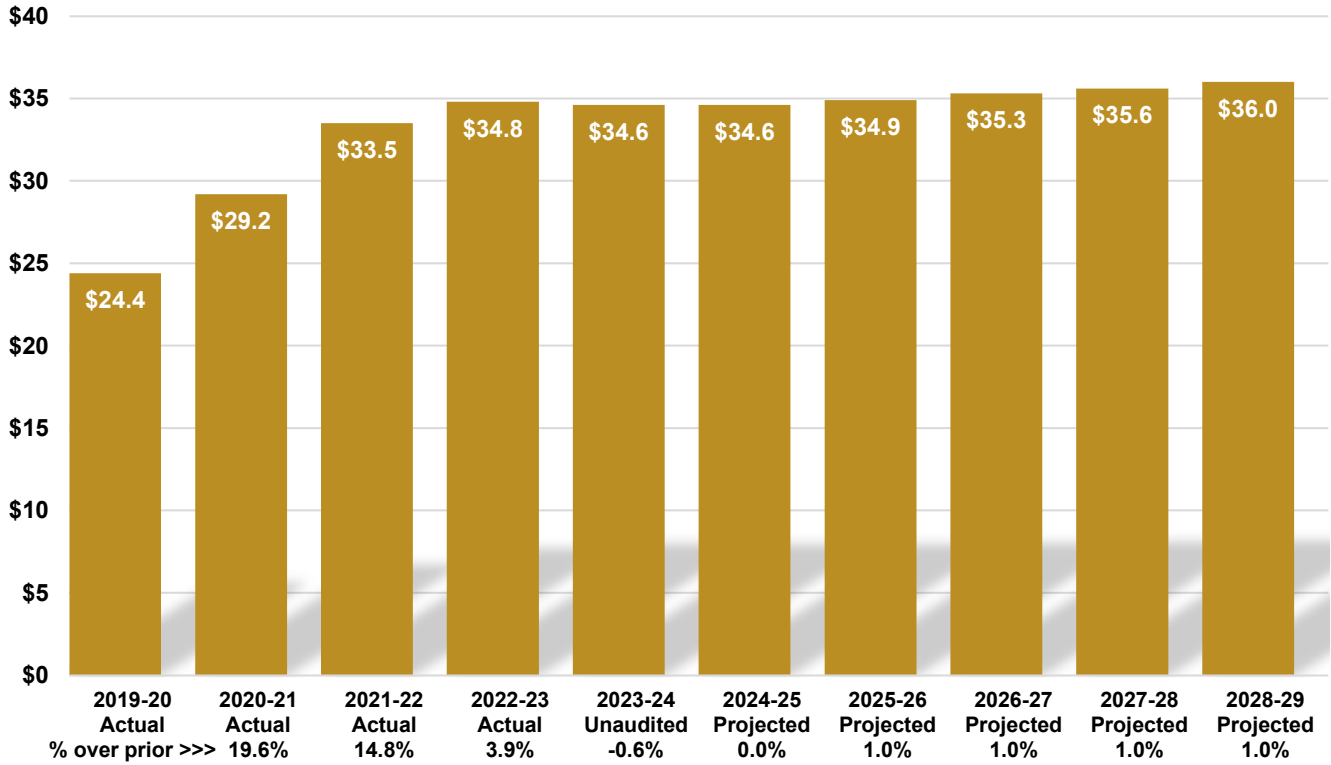
Notes: The projected millage rate presented for Fiscal Years 2025-26 through 2028-29 is for illustrative purposes only. Projected increase in taxable property values for Fiscal Year 2025-26 forecasts 8.6% is based on countywide estimates Less 1% for additional homestead exemption from State Office of Economic and Demographic Research, Revenue Estimating Conference, July 31, 2024.

Marion County Board of County Commissioners

Fiscal Years 2019-20 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department

1/2 Cent Sales Tax - State Shared Revenue: \$Millions



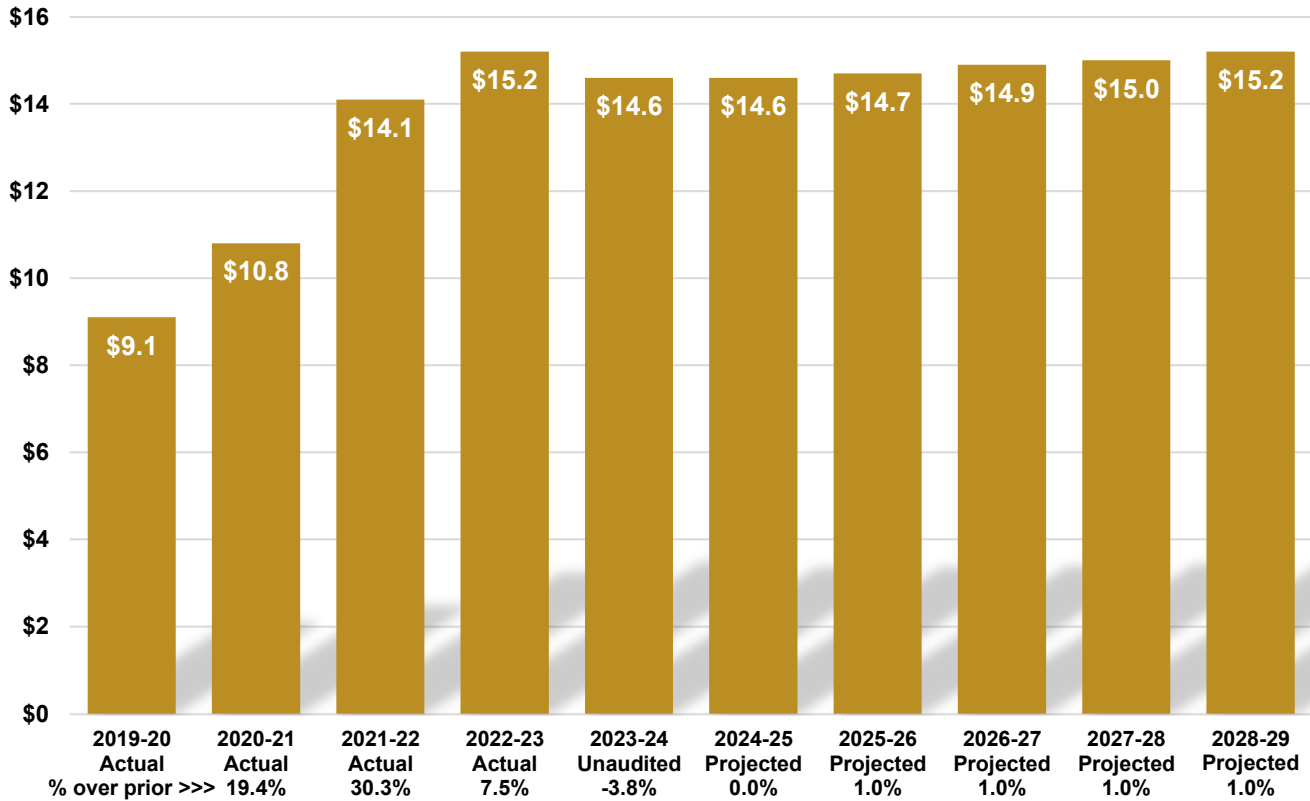
Notes: Projected collections for future years are presented with 1% annual increases representing growth and inflation utilizing FY 2024-25 state forecasted revenues as the base year.

Marion County Board of County Commissioners

Fiscal Years 2019-20 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department

State of Florida - Revenue Sharing: \$Millions

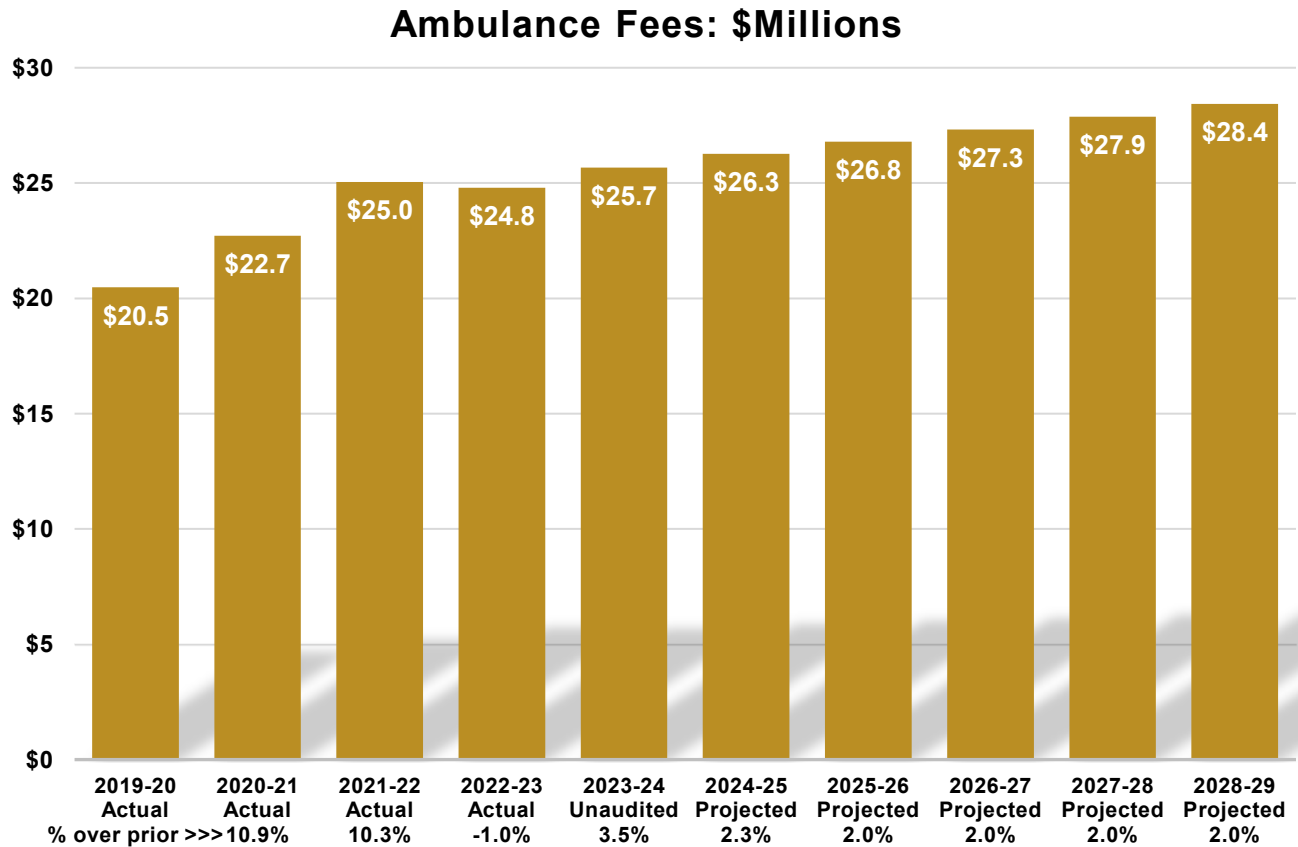


Notes: Projected collections for future years are presented with 1% annual increases representing growth and inflation utilizing FY 2024-25 state forecasted revenues as the base year.

Marion County Board of County Commissioners

Fiscal Years 2019-20 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department



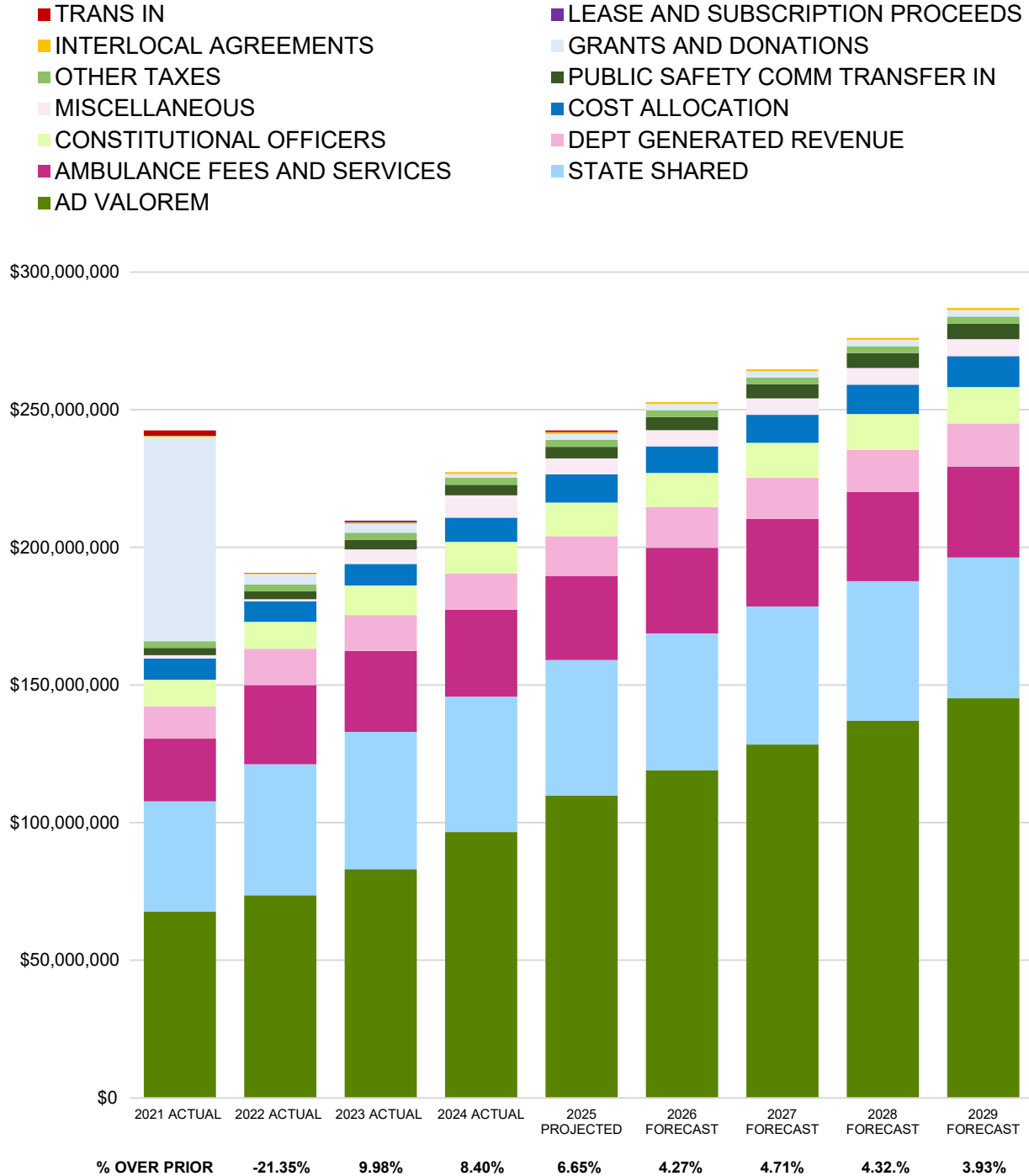
Notes: Projected revenues for FY 2024-25 reflect current trending receipts. Future years are estimated at a 2% growth rate. A higher target growth rate should be pursued to maintain pace with the increases in costs for providing ambulance service. Maintaining effective billing operations and pursuing adjustments to the revenue rate structure to maintain pace with inflation should be continuing priorities.

Marion County Board of County Commissioners

Fiscal Years 2021 through 2029 Forecast

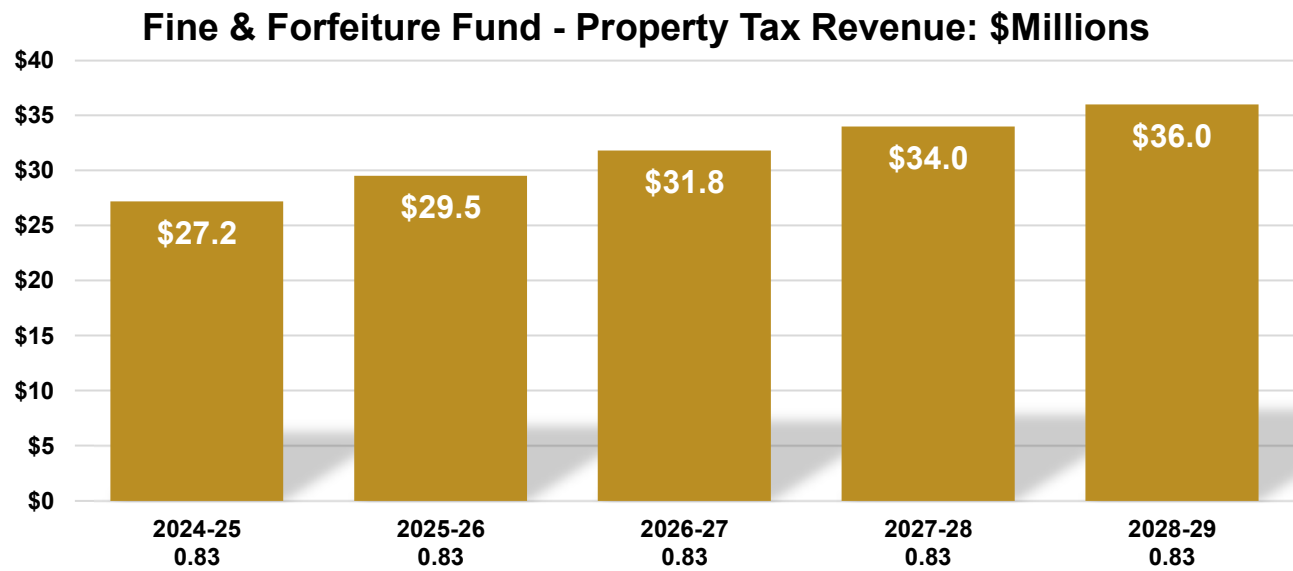
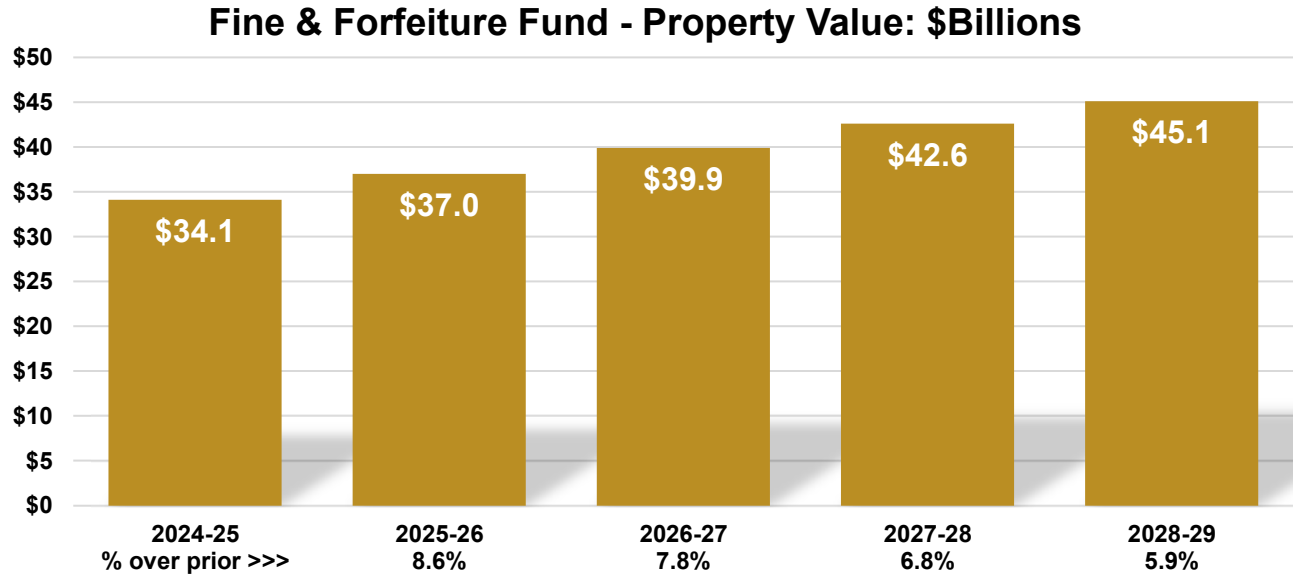
Prepared by: Marion County Clerk of Court and Comptroller - Budget Department

GENERAL FUND RECURRING REVENUES



Marion County Board of County Commissioners Taxable Property Value and Property Tax Revenue Fiscal Years 2024-25 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department



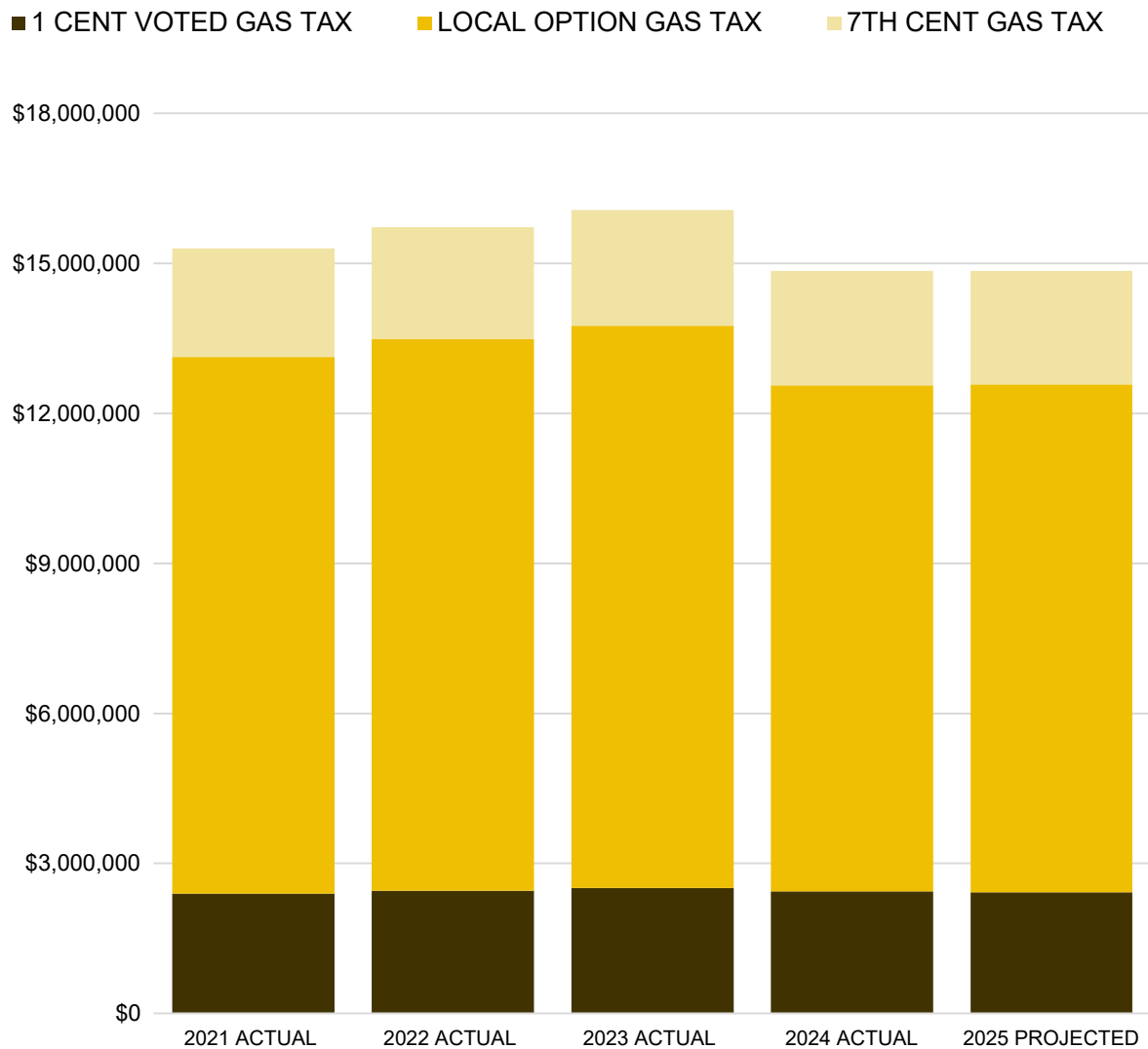
Notes: The projected millage rate presented for Fiscal Years 2025-26 through 2028-29 is for illustrative purposes only. Projected increase in taxable property values for Fiscal Year 2025-26 forecasts 8.6% is based on countywide estimates Less 1% for additional homestead exemption from State Office of Economic and Demographic Research, Revenue Estimating Conference, July 31, 2024.

Marion County Board of County Commissioners

Fiscal Years 2021 through 2025 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department

GAS TAX REVENUES

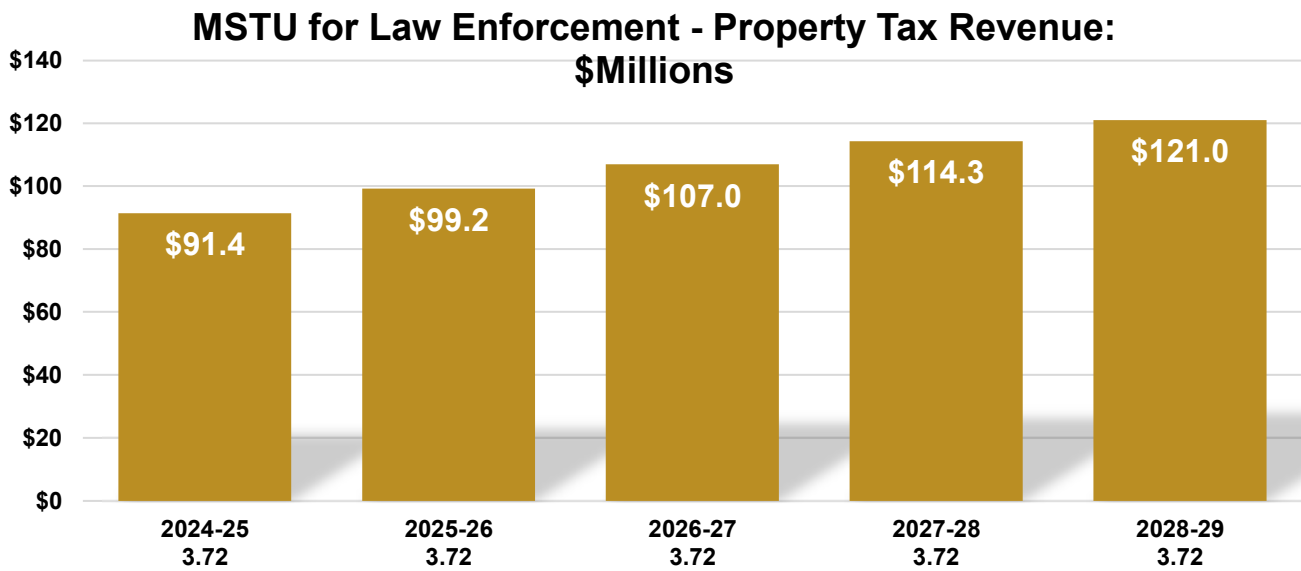
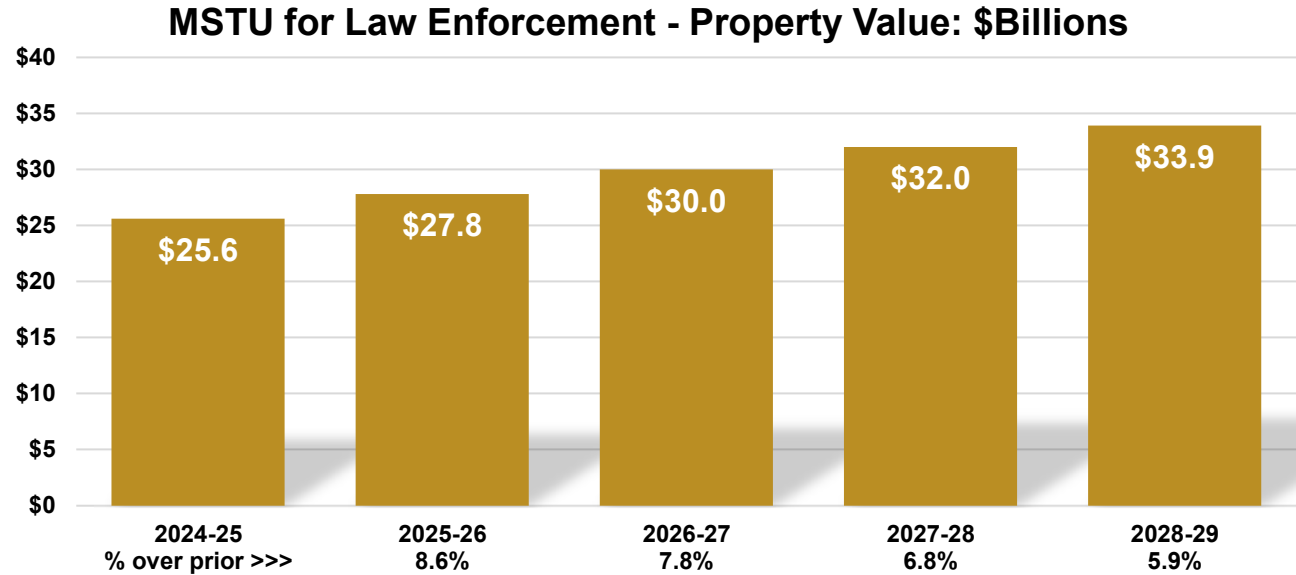


	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 PROJECTED
1 CENT VOTED GAS TAX	2,398,346	2,453,024	2,505,025	2,437,312	2,421,701
LOCAL OPTION GAS TAX	10,732,133	11,036,720	11,250,803	10,127,099	10,162,166
7TH CENT GAS TAX	2,169,140	2,235,814	2,314,988	2,287,766	2,266,481
Grand Total (\$)	15,299,619	15,725,558	16,070,816	14,852,177	14,850,348

\$ Change over prior		425,939	345,258	(1,218,639)	(1,829)
% Change over prior		2.78%	2.20%	-7.58%	-0.01%

Marion County Board of County Commissioners Taxable Property Value and Property Tax Revenue Fiscal Years 2024-25 through 2028-29 Projected

Prepared by: Marion County Clerk of Court and Comptroller - Budget Department



Notes: The projected millage rate presented for Fiscal Years 2025-26 through 2028-29 is for illustrative purposes only. Projected increase in taxable property values for Fiscal Year 2025-26 forecasts 8.6% is based on countywide estimates Less 1% for additional homestead exemption from State Office of Economic and Demographic Research, Revenue Estimating Conference, July 31, 2024.



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21649

Agenda Date: 1/26/2026

Agenda No.: 4.

SUBJECT:

Fleet Facility Cost Allocation - Angel Roussel, PE, Assistant County Administrator

INITIATOR:

**Angel Roussel, PE, Assistant County
Administrator**

DEPARTMENT:

Administration

DESCRIPTION/BACKGROUND:

Angel Roussel, PE, Assistant County Administrator, will present the proposed cost allocation associated with the new Fleet Management Facility, including how costs are distributed across departments and funding sources.

BUDGET/IMPACT:

None

RECOMMENDED ACTION:

For information only.

FLEET MANAGEMENT FACILITY – CONSTRUCTION COST ALLOCATION

JANUARY 26, 2026

1

Methodology

Data Collection/Analysis:

- Step 1; Billing Data By Department (Billed and Non-Billed/Absorbed) for FY 23/24 and FY 24/25
- Step 2; Non-Billed/Absorbed collapsed into a single category funded by General Fund
- Step 3; Remove any outsource services
- Step 4; Determine weighted (%) average of the 2 fiscal years (pro-rata share)
- Step 5; Multiply weighted (%) average by the cost of construction
- Step 6; Implementation Schedule, TBD

Total Cost of Construction =		\$22,111,317.00
Departments	Weighted (%)	Pro-rata Share of Construction
General Fund Depts	28.86%	\$6,382,119.97
911 Management	0.03%	\$6,614.67
Airport	0.15%	\$33,509.39
Building Dept	2.26%	\$500,140.27
Fire Dept	16.89%	\$3,733,737.56
MC Clerk	0.05%	\$10,405.69
Municipal Services	0.06%	\$12,194.58
OCE	21.76%	\$4,812,110.03
Health Dept	0.98%	\$217,350.29
Solid Waste	19.08%	\$4,218,778.93
Utilities	9.84%	\$2,176,696.85
Visitors C Bureau	0.03%	\$7,658.77



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21652

Agenda Date: 1/26/2026

Agenda No.: 5.

SUBJECT:

Office of the County Engineer Projects Funding Update - Steven Cohoon, PE, County Engineer

INITIATOR:

Steven Cohoon, PE, County Engineer

DEPARTMENT:

Office of the County Engineer

DESCRIPTION/BACKGROUND:

Steven Cohoon, PE, County Engineer will provide an update on project funding for the Office of the County Engineer. The presentation will include an overview of costs on current and upcoming capital projects and highlighting several future projects. A preliminary Transportation Improvement Plan (TIP) will be also presented which will illustrate upcoming funding needs.

BUDGET/IMPACT:

None

RECOMMENDED ACTION:

For information only.



TRANSPORTATION IMPROVEMENT PROGRAM JANUARY 2026 UPDATE OFFICE OF THE COUNTY ENGINEER

1

RECAP – FY 2025 TO DATE



OCTOBER 1, 2024 TO DECEMBER 31, 2025

- Total Amount Awarded/Spent = \$124,933,000
 - Construction = \$110,412,000
 - Right-of-Way = \$7,401,000
 - Design = \$7,120,000
- 25 projects awarded for construction.

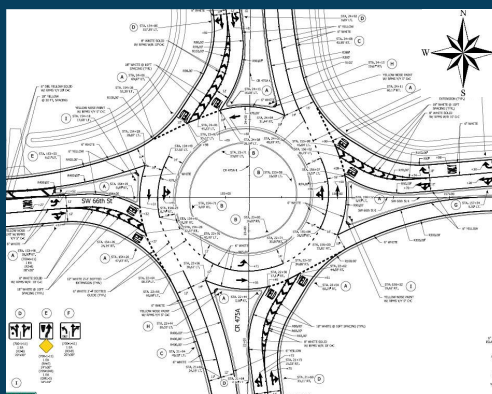


2

REMAINING FOR FY 2026

JANUARY 1, 2026 TO SEPTEMBER 30, 2026

- 18 additional projects expected to be awarded for construction.
 - SW 38th/40th St – Add 2 Lanes
 - SW 27th Ave at SW 66th St – New Roundabout
 - SW 90th St – New 2 Lane
 - CR 484/Pennsylvania Ave – New Sidewalk/Trail
 - 14 Rehabilitation Projects
- Total Cost = \$71,652,000



3

BUILD ON THE MOMENTUM

NEW OPPORTUNITIES & REVELATIONS

- Roadway Safety Grants
- Resurfacing Opportunities
- New Roadway Extensions
- Expedite Widening of Critical Roadways



4

SE MARICAMP RD – SAFETY GRANT

MULTIMODAL SAFETY AND ACCESS MANAGEMENT IMPROVEMENTS

FROM SE 58TH AVE TO SE 108TH TER RD (6.8 MILES)

- Safe Streets & Roads For All (SS4A) Grant Program
 - USDOT Grant = \$19,020,640
 - County Match = \$4,755,160
- FY 26 – Preliminary Engineering
- FY 27 & 28 – Design & Right-of-Way
- FY 29 – Construction

Project Area average annual fatality rate increased 127% in only two years.

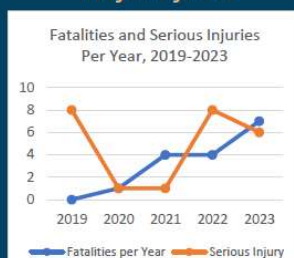


Figure 2. Project Area Fatalities per Year

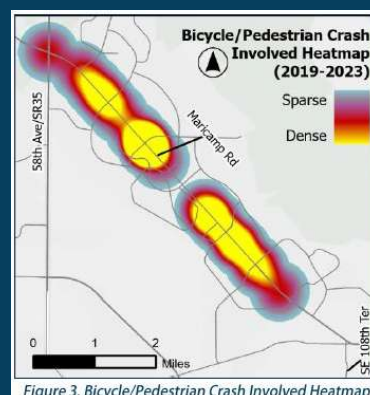


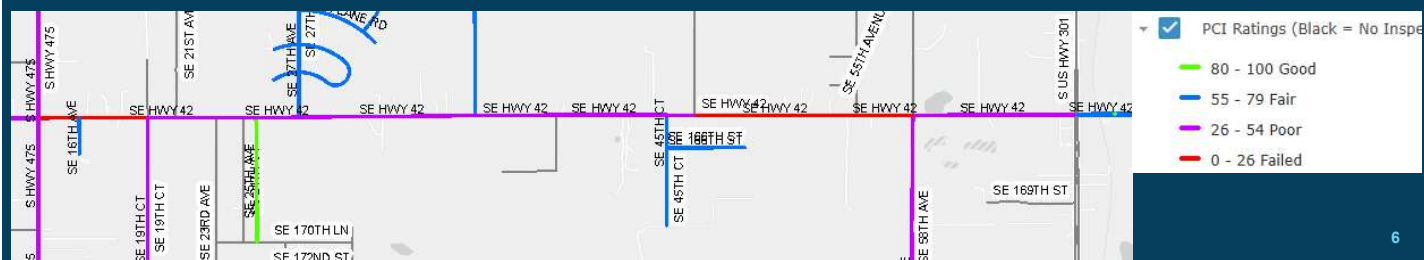
Figure 3. Bicycle/Pedestrian Crash Involved Heatmap

5

SE HWY 42 RESURFACING

FROM S HWY 475 TO S US HWY 301 (4.4 MILES)

- Last resurfaced in 2003.
- Inspections from 2024 showed Failed or Poor conditions.
- Need to resurface in FY 27.



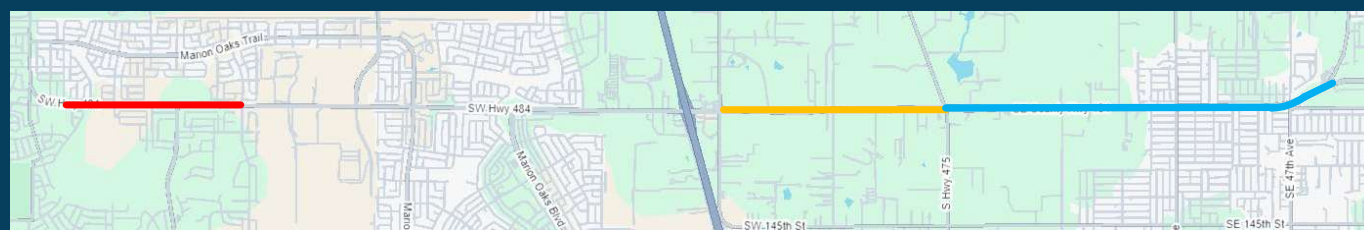
6

SE/SW HWY 484 RESURFACING

RED SEGMENT (1.6 MILES) – LAST RESURFACED IN 2010

ORANGE & BLUE SEGMENTS (5.4 MILES) – ORIGINAL PAVEMENT FROM 2009 WIDENING

- FY 27 – From SW 77th Ave to Marion Oaks Pass (2-Lane)
- FY 28 – From SW 16th Ave to S Hwy 475 (4-Lane)
- FY 29 – From S Hwy 475 to SE 132nd St Rd (4-Lane)



7

NW/SW 60TH AVE RESURFACING

FROM SW 38TH ST TO N US HWY 27 (5.0 MILES)

- Patch repairs providing diminishing returns.
- Public requesting long-term repairs.
- Break project into 2 segments:
 - FY 27 – From W Hwy 40 to N US Hwy 27 (pictured)
 - FY 28 – From SW 38th St to W Hwy 40

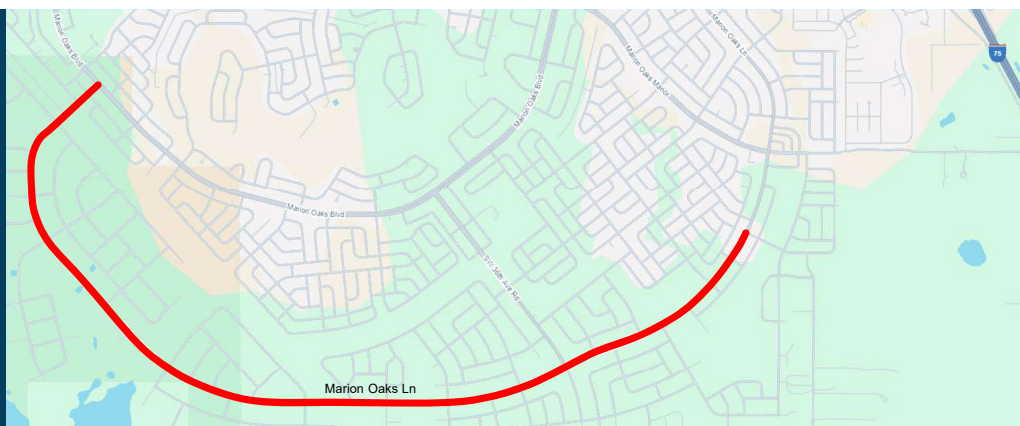


8

MARION OAKS LANE RESURFACING

FROM MARION OAKS BLVD TO SW 168TH LOOP (4.7 MILES)

- Major Local 2-lane road for Marion Oaks Units 4 & 6 (5,194 lots).
- Pavement in Poor condition per 2024 inspection.
- Proposed FY 31.



9

BANYAN RD EXTENSION

FROM ALMOND RD TO PECAN RD (0.7 MILE)

- In preliminary planning.
- Coordinating with FDEP.
- Would provide alternate route to/from Silver Springs Shores.
- Would reduce traffic on SE Maricamp Rd.



Note: Conceptual alignment shown may not reflect true alignment.

10

SE 92ND PL RD IMPROVEMENTS

WIDENING AND INTERSECTION UPGRADES

FROM S US HWY 441 TO SE 58TH AVE/SR 35 (1.7 MILES)

- Existing LOS failures for segment and intersections.
- Widen to 4 lanes within existing right-of-way.
- Evaluate alternative intersection designs at SE 58th Ave/SR 35 and at S US Hwy 441.
- FY 27 – PER
- FY 28 – Design
- FY 30 & 31 – Construction



11

SE 92ND PL RD IMPROVEMENTS

EXTENSION TO SE 36TH AVE

- 3 schools nearby.
- Traffic accumulates on SE 95th St.
- Extension of SE 92nd Pl Rd would provide alternate route.
- FY 27 – PER
- FY 29 – Design
- FY 30 – Right-of-Way
- FY 31 – Construction



Note: Conceptual alignment shown may not reflect true alignment.

12

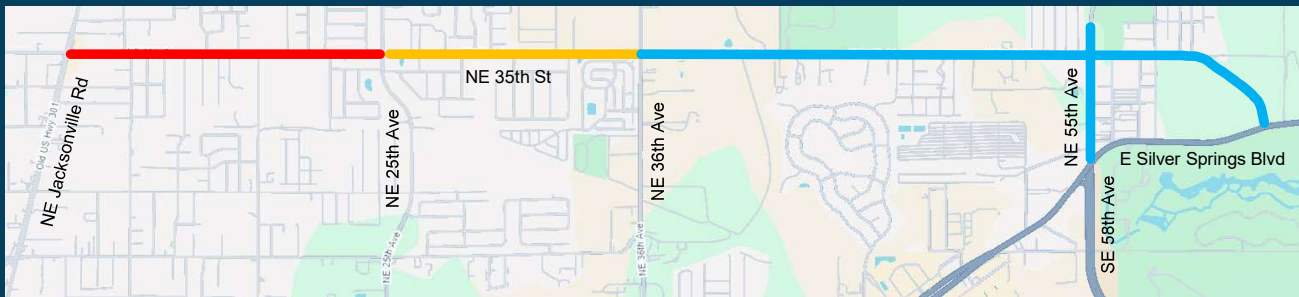
NW/NE 35TH ST WIDENING

PHASES 2, 3, & 4

Phase	2	3	4
Design	FY 26	FY 26	FY 28
ROW	FY 26 & 27	FY 27 & 28 FY 27	FY 30 FY 29 & 30
Construction	FY 28 FY 27	FY 28 & 29 FY 28	- FY 31



- Opportunity to advance remaining phases 1 year earlier.



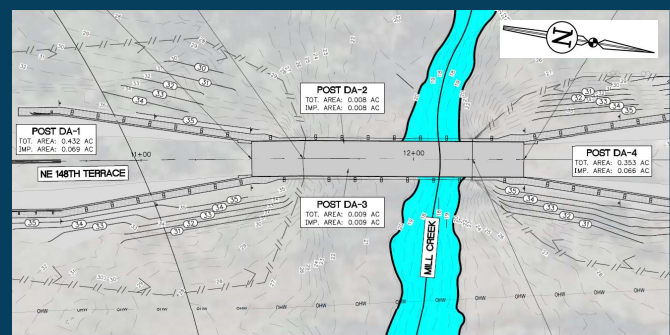
13

BRIDGE REPAIRS / REPLACEMENT

CURRENT AND FUTURE NEEDS



- Design underway to repair or replace 3 bridges.
 - NE 148th Ter Rd over Mill Creek
 - NE Hwy 315 over Daisy Creek
 - NE 145th Ave Rd in Ocala National Forest
- E Hwy 316 over Ocklawaha River
 - Should begin planning for replacement.



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HOW DO WE GET THERE?

ALTERNATIVE FUNDING MECHANISMS

- Current needs exceed pay-as-you-go funding.
- Amount Needed (FY 27 & 28) = \$421,516,000
- Amount Available (FY 27 & 28) = \$155,362,000
- Shortfall (FY 27 & 28) = \$266,154,000
 - FY 27 = \$212,154,000
 - FY 28 = \$54,000,000



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WHAT ARE BONDS?

HOW THEY APPLY TO LOCAL AGENCIES

- A way to borrow money for long-term projects.
- Typically repaid over 20-30 years.
 - Repayments cannot extend beyond life of revenue source (e.g., 15 years for sales tax).
- Types of municipal bonds:

<ol style="list-style-type: none"> 1. General Obligation Bond <ul style="list-style-type: none"> • Repaid from general taxes (e.g., property tax). • Lowest interest rates. • Requires voter approval. 	<ol style="list-style-type: none"> 2. Revenue Bond <ul style="list-style-type: none"> • Repaid from a specific revenue source (e.g., sales tax). • Slightly higher interest rates. • Does not require voter approval.
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REVENUE BONDS

PROS & CONS

- Pros
 - Build projects sooner.
 - Protects the general fund.
 - Predictable repayment.
 - Widely accepted by investors.
- Cons
 - Long-term commitment.
 - Reduced budget flexibility.
 - Interest costs.
 - Revenue risk.

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KEY TAKEAWAYS

EVALUATE EVERY TOOL AVAILABLE

- Current needs exceed pay-as-you-go funding.
- Public desires fast project delivery.
- Bonding is a tool to meet public's desire.
 - Does not replace good budgeting.
 - Complements existing revenues.
- How quickly do we want to deliver these projects?



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January 26, 2026

Budget Strategic Planning Workshop

Preliminary TIP for FY 2027-2031

Capacity Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
C1	I-75 Bridge Expansion			BOND				\$54,000,000			
C2	Banyan Rd Extension From: Almond Rd To: Pecan Rd	New 2 Lane 0.72 mi	PER	GT			\$292,019				
C3	Emerald Rd Extension From: SE 92nd Loop To: Florida Northern Railroad	New 2 Lane 1.8 mi	DES	IFE		\$204,892					
			DES	ST	\$424,564						
			ROW	IFE	\$1,500,517	\$214,934					
			ROW	ST		\$4,500,000					
			ROW	TM	\$328,480	\$2,885					
			CST	IFE	\$602,706	\$4,772,991					
			CST	ST		\$5,976,440					
			CST	TM		\$4,370,763					
C4	Florida Crossroads Commerce Park SW 145th Pl Rd Extension		DES	TM	\$254,066	\$438,734					
			CST	TM		\$3,050,000					
C5	Malauka Connector TBD	New 2 Lane TBD	PER	IFE		\$138,920	\$97,645				
			DES	IFE			\$736,857				
			ROW	ST			\$2,703,030				
			CST	ST				\$3,684,283			
C6	Marion Oaks Manor Extension From: SW 49th Ave To: S Hwy 475	Add 2 Lanes w/ I-75 Flyover 5.45 mi	PER	IFE	\$91,794						
			PER	IFW	\$201,789	\$189,544					
			DES	ST	\$158,750	\$1,218,250					
			ROW	IFE		\$428,000					
			ROW	IFW		\$268,000					
			ROW	BOND			\$27,154,000				
			CST	BOND			\$55,000,000				
C7	NW/NE 35th St Ph 1B From: 600' E of W Anthony Rd To: NE Jacksonville Rd	Add 2 Lanes 0.9 mi	DES	ST		\$260,000					
			ROW	IFE	\$92,907	\$4,607,093					
			ROW	BOND2	\$1,712,841	\$184,777					
			ROW	GT2	\$96,019						
			ROW	ST		\$1,500,000					
			CST	ST			\$8,979,000				
C8	NE 35th St Ph 2 From: NE Jacksonville Rd To: NE 25th Ave	Add 2 Lanes 1.2 mi	DES	IFE		\$200,000					
			ROW	IFE	\$1,137,550	\$703,290					
			ROW	BOND			\$3,800,000				
			CST	BOND			\$10,000,000				
C9	NE 35th St Ph 3 From: NE 25th Ave To: NE 36th Ave	Add 2 Lanes 1 mi	DES	GT2	\$155,276						
			DES	IFE		\$345,000					
			ROW	IFE	\$421,384	\$1,083,616					
			ROW	ST			\$3,295,000				
			CST	ST				\$8,275,000			
C10	NE 35th St Ph 4 (Including NE 55th Ave) From: NE 36th Ave To: E Silver Springs Blvd	Add 2 Lanes 3.0 mi	DES	ST				\$1,300,000			
			ROW	IFE					\$1,000,000	\$2,200,000	
			ROW	ST					\$2,900,000	\$1,700,000	
			CST	ST							\$13,000,000
C11	NW 44th Ave From: NW 63rd St To: W Hwy 326	Add 2 Lanes 1.4 mi	DES	ST		\$600,000					
			ROW	ST			\$1,700,000				
			ROW	IFW			\$1,000,000				
			CST	IFW				\$2,500,000			
			CST	ST			\$1,000,000	\$6,100,000			
C12	NW 49th/35th St Ph 3 From: NW Hwy 225A To: NW 44th Ave	New 4 Lane Divided 3.4 mi	DES	GT2	\$266,214	\$16,583					
			DES	ST	\$646,511	\$169,981					
			ROW	IFW	\$6,990	\$268,010					
			ROW	TM	\$20,299	\$979,701					
			ROW	ST	\$853,473	\$8,046,528					
			CST	IFW	\$18,261						
			CST	TM		\$3,500,000	\$2,500,000				
			CST	BOND			\$27,300,000				
C13	NW 60th Ave Extension From: N US Hwy 27 To: NW 49th St	New 4 Lane Divided 1 mi	PER	IFW			\$665,276				
			DES	IFW					\$720,000		
			ROW	IFW						\$1,000,000	\$1,250,000
C14	SE 92nd Place Rd From: S US Hwy 441 To: SE 58th Ave	Add 2 Lanes 1.7 mi	PER	IFE			\$615,069				
			DES	ST				\$2,910,000			
			CST	ST						\$5,000,000	\$24,100,000
C15	SE 92nd Place Rd Extension From: S US Hwy 441 To: SE 36th Ave	New 4 Lane Divided TBD	DES	IFE					\$608,188		
			ROW	ST						\$5,520,000	
			CST	ST							\$4,100,000
C16	SW 27th Ave From: SW 66th St To: 1.8 mi N of SW 66th St	Elevate Roadway Add 2 Lanes 1.8 mi	DES	GT	\$205,253	\$877					
			DES	IFE	\$685,641	\$79,612					
			CST	BOND			\$13,800,000				
C17	SW 27th Ave From: SW 66th St To: 1.8 mi N of SW 66th St	Roundabout at SW 66th St	DES	GT	\$429,568	\$178,307					
			ROW	ST		\$750,000					
			ROW	IFE	\$4,000	\$385,600					
			CST	ST		\$6,030,249					
C18	SW 38th/40th Street From: SW 80th Ave To: SW 43rd Ct	Add 2 Lanes 3.9 mi	DES	IFW	\$1,192,457	\$1,297,586					
			ROW	IFW	\$839,734	\$10,355,929					
			ROW	ST		\$4,900,000					
			CST	IFW		\$8,729,159					
			CST	ST		\$23,849,909					
C19	SW 49th Ave - North From: Marion Oaks Trail To: SW 95th St	New 4 Lane Divided 3.4 mi	DES	IFW	\$1,211,966	\$1,280,004					
			ROW	ST	\$12,020,113	\$2,032,351					
			ROW	BOND			\$11,000,000				
			CST	BOND			\$38,000,000				
C20	SW 49th Ave - Segment F From: Marion Oaks Manor To: 0.7 mi S of SW Hwy 484	New 4 Lane Divided 1.6 mi	DES	ST	\$591,786	\$17,044					
			ROW	ST	\$5,844,620	\$969,406					
			CST	ST	\$27,398	\$8,347,603					

Capacity Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
C21	SW 49th/40th Ave Ph 1 From: SW 66th St To: SW 42nd St	New 4 Lane Divided 1.7 mi	ROW	ST	\$466,289	\$2,033,711					
			CST	IFW	\$2,538,172	\$6,385,391					
			CST	TM	\$1,657,247	\$538,034					
			CST	ST	\$4,462,855	\$6,444,967					
C22	SW 80th Ave - Segment 1 From: SW 90th St To: 1/2 mi N of SW 38th St	Add 2 Lanes 4.61 mi	DES	ST	\$773,618	\$706,168					
			DES	IFW	\$1,544,858	\$669,143					
			ROW	ST	\$51,808	\$6,039,332					
			CST	IFW		\$6,150,000					
			CST	TM			\$2,600,000				
			CST	ST		\$37,200,000					
C23	SW 80th Ave - Segment 2 From: 1/2 mi N of SW 38th St To: W Hwy 40	Add 2 Lanes 2 mi	DES	ST		\$1,300,000					
			ROW	IFW			\$4,300,000	\$2,000,000			
			ROW	ST			\$3,900,000				
			CST	ST						\$18,202,831	
C24	NW 80th/70th Ave - Segment 3 From: W Hwy 40 To: N US Hwy 27	Add 2 Lanes 3.76 mi	DES	ST	\$1,750,914	\$424,203					
			ROW	ST	\$444,520	\$17,300,000					
			CST	ST		\$1,906,424					
			CST	BOND			\$26,100,000				
			CST	TM			\$2,500,000				
C25	SW 80th Street From: SW 80th Ave To: SW Hwy 200	Add 2 Lanes 1.5 mi	PER	IFW			\$331,191				
			DES	IFW				\$1,241,102			
			ROW	IFW	\$254,956	\$795,044					
			ROW	ST				\$4,000,000	\$4,000,000		
			CST	ST					\$7,000,000	\$3,400,000	
			CST	IFW						\$2,000,000	
C26	SW 90th Street From: SW 60th Ave To: 0.8 mi E of SW 60th Ave	New 2 Lane 0.8 mi	DES	IFW	\$40,232	\$449,769					
			ROW	IFW		\$70,000					
			CST	IFW		\$2,500,000					
C27	SW Hwy 484 Widening Ph 1 From: Marion Oaks Blvd To: SW 16th Ave	Add 2 Lanes 1.8 mi	PER	ST		\$1,200,000					
			DES	IFW			\$2,500,000				
			ROW	ST			\$2,700,000	\$4,900,000	\$6,440,000		
			CST	ST						\$2,250,000	\$10,290,000
C28	SW Hwy 484 Widening Ph 3 From: SW Hwy 200 To: Marion Oaks Pass	Add 2 Lanes 5.3 mi	PER	IFW				\$572,400			

Rehabilitation Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
R1	Anthony Area Resurfacing Various Locations	Two Lane Minor Local Resurfacing	CST	GT					\$850,000		
R2	E Hwy 316 From: NE 175th St Rd To: NE Hwy 315	Two Lane Collector Resurfacing 4.7 mi	CST	ST				\$3,558,899			
R3	E Hwy 316 From: NE 180th Avenue Rd To: NE 152nd Court	Two Lane Collector Mill & Resurfacing 2.9 mi	CST	GT	\$100	\$999,900					
			CST	GT2		\$1,000,000					
R4	E/S Hwy 25 From: SE Hwy 42 To: SW 141st Ln	Two Lane Collector Resurfacing 4.6 mi	CST	GT	\$5,000	\$1,595,000					
			CST	GT2		\$1,600,000					
R5	Marion Oaks Lane From: Marion Oaks Blvd To: SW 168th Loop	Two Lane Major Local Resurfacing 4.7 mi	CST	ST							\$3,156,931
R6	Marion Oaks Pass From: SW 79th Terr To: SW Hwy 484	Two Lane Major Local Resurfacing 0.7 mi	CST	ST						\$507,500	
R7	N Hwy 329 From: W Hwy 316 To: NW 193rd St	Two Lane Collector Resurfacing 5.5 mi	CST	ST				\$4,160,414			
R8	NE 10th Ave/NE 5th Terr Rd From: CR 318 To: NE 189th Lane/End of Cty Maint	Two Lane Minor Local Resurfacing .75 mi	CST	GT					\$504,000		
R9	NE 160th Ave Rd From: E Hwy 316 To: NE 230th St	Two Lane Major Local Resurfacing 8.6 mi	CST	ST							\$5,982,249
R10	NE 230th Ave/127th St Rd/203rd Ave Rd From: E Hwy 314 To: E Hwy 316	Two Lane Major Local Resurfacing 4.5 mi	CST	ST						\$3,137,398	
R11	NE 35th St/NE 60th Ct From: NE 36th Ave To: E Silver Springs Blvd	Two Lane Collector Resurfacing 2.56 mi	CST	ST	\$22,950	\$1,077,050					
R12	NE 42nd Pl From: NE 25th Ave To: NE 30th Ct	Two Lane Major Local Resurfacing 0.5 mi	CST	GT		\$361,934					
R13	NE 58th Ave From: E Hwy 326 To: NE 90th St Rd	Two Lane Collector Resurfacing 3.1 mi	CST	GT	\$2,336	\$1,175,599					
			CST	GT2	\$2,336	\$1,589,722					
R14	NE 7th Ave From: NE 42nd St To: NE 49th St	Two Lane Minor Local Resurfacing 0.5 mi	CST	GT		\$352,567					
R15	NE 7th Street From: E Silver Springs Blvd To: NE 58th Ave	Two Lane Collector Resurfacing 2.3 mi	CST	ST					\$1,544,881		

Rehabilitation Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
R16	NE 90th St Rd From: NE 58th Ave To: NE Hwy 315	Two Lane Collector Resurfacing 4.4 mi	CST	ST						\$3,333,330	
R17	NE 97th St Rd From: NE 21st Ave To: NE 58th Ave	Two Lane Collector Resurfacing 3.5	CST	ST						\$2,500,000	
R18	NE Hwy 314 From: NE 127th St Rd To: NE Hwy 19	Two Lane Collector Resurfacing 2.7 mi	CST	ST						\$2,055,112	
R19	NE Hwy 314 From: NE 170th Ave Rd To: NE 127th St Rd	Two Lane Collector Resurfacing 4.79 mi	DES CST	GT ST		\$525,000		\$3,626,569			
R20	NE Hwy 314 From: NE 52nd Place Rd To: NE 170th Avenue Rd	Two Lane Collector Resurfacing 7.2 mi	CST	GT2	\$3,528,629	\$224,371					
R21	NW 100th St From: NW Gainesville Rd To: N US Hwy 441	Two Lane Major Local Resurfacing 2.4 mi	CST	GT2						\$1,680,279	
R22	NW 114th St From: N US Hwy 441 To: N Magnolia Ave	Two Lane Major Local Resurfacing 1.45 mi	CST	GT				\$1,021,106			
R23	NW 125th St Rd/55th Ct Rd From: NW Hwy 225A To: NW 118th St Rd	Two Lane Major Local Resurfacing 2.3 mi	CST	GT2							\$1,610,892
R24	NW 130th Ave From: NW 35th St To: NW Hwy 464B	Two Lane Minor Local Resurfacing 1.5 mi	CST CST	GT2 GT	\$2,510	\$770,191 \$162,000					
R25	NW 165th St From: NW Gainesville Rd To: N US Hwy 441	Two Lane Collector Resurfacing 1 mi	CST	GT2					\$776,893		
R26	NW 191st Pl From: N US Hwy 441 To: Entrance of Parking Lot	Two Lane Collector Resurfacing 0.7 mi	CST	GT							\$551,325
R27	NW 217th Ct From: NW 6th St To: NW 13th St	Two Lane Collector Resurfacing 0.6 mi	CST	GT2		\$476,136					
R28	NW 222nd Ter/20th St/225th Ave From: NW 13th St To: NW 27th St	Two Lane Collector Resurfacing 1.3 mi	CST	ST					\$1,002,461		
R29	NW 44th Ave From: NW 60th St To: NW 73rd Pl	Two Lane Collector Mill & Resurfacing 1.04 mi	CST	ST		\$600,000					
R30	NW 49th/35th St From: NW 35th Ave Rd To: City Limit	Two Lane Minor Local Mill & Resurfacing 1.5 mi	CST CST	GT GT2		\$213,771 \$213,771					
R31	NW 60th Avenue From: W Hwy 40 To: N US Hwy 27	Four Lane Collector Mill & Resurfacing 2.4	CST	ST			\$4,260,000				
R32	NW 80th Ave From: NW Hwy 225 To: NW 145th St	Two Lane Collector Resurfacing 0.2 mi	CST	GT			\$175,379				
R33	NW/NE 42nd St From: W Anthony Rd To: NE Jacksonville Rd	Two Lane Minor Local Resurfacing 1.2 mi	CST	ST	\$1,840	\$868,160					
R34	Pine Rd From: Midway Rd To: SE Maricamp Rd	Two Lane Major Local Resurfacing 1.54 mi	CST CST	GT GT2				\$541,777 \$541,777			
R35	SE 113th St Rd From: Bay Rd To: Fisher Rd	Two Lane Major Local Resurfacing 1.69 mi	CST	ST		\$1,187,634					
R36	SE 132nd Street Rd From: SE Hwy 484 To: S US Hwy 441	Four Lane Arterial Resurfacing 2.6 mi	CST	ST						\$3,860,361	
R37	SE 140th Ave/SE 155th St From: SE Sunset Harbor Rd To: S Hwy 25	Two Lane Collector Resurfacing 0.85 mi	CST	GT2			\$664,109				
R38	SE 147th Place From: S US Hwy 301 To: S US Hwy 441	Two Lane Collector Full-Depth Reclamation 2.1 mi	CST	GT			\$1,751,874				
R39	SE 183rd Avenue Rd From: SE 95th St Rd To: SE 180th Ave Rd	Two Lane Major Local Resurfacing 2 mi	CST	ST					\$1,402,732		
R40	SE 27th Place Rd From: S Hwy 314A To: SE 173rd Terr	Two Lane Major Local Resurfacing 2 mi	CST	ST					\$1,402,732		
R41	SE 30th Ct From: SE 62nd St To: SE 52nd St	Two Lane Collector Resurfacing 0.7 mi	CST	GT			\$507,500				
R42	SE 30th Ct From: SE Hwy 484 To: End of Pavement	Two Lane Collector Resurfacing 0.5 mi	CST	GT2	\$2,659	\$398,288					
R43	SE 55th Avenue Rd From: SE Hwy 484 To: SE Abshier Blvd	Two Lane Minor Local Resurface & Sidewalks 0.9 mi	CST CST	TM GT		\$547,000 \$125,000					

Rehabilitation Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
R44	SE 79th St From: SE 41st Ct To: Juniper Rd 0.3 mi	Two Lane Collector Resurfacing	CST	GT		\$250,568					
R45	SE 90th St/SE 7th St From: S Magnolia Ave To: SW 95th St 1 mi	Two Lane Minor Local Resurfacing	CST	GT						\$725,000	
R46	SE 92nd Ct/109th Ln/90th Ct From: E Hwy 25 To: SE 110th St Rd 1.4 mi	Two Lane Major Local Resurfacing	CST	GT2				\$986,413			
R47	SE 93rd Pl From: SE 183rd Ave Rd To: SE 187th Ter 0.3 mi	Two Lane Collector Resurfacing	CST	GT2			\$250,568				
R48	SE 95th St From: S Magnolia Ave To: SE 7th Ave 0.5 mi	Two Lane Collector Resurfacing	CST	GT		\$400,947					
R49	SE Hwy 42 From: S Hwy 475 To: S Hwy 301 4.7 mi	Two Lane Collector Resurfacing	CST	ST			\$3,115,333				
R50	SE Hwy 42 From: S US Hwy 301 S US Hwy 441 3.2 mi	Four Lane Arterial Resurfacing	CST	ST						\$4,242,155	
R51	SE Hwy 484 From: S Hwy 475 To: SE 132nd St Rd 3.4 mi	Four Lane Arterial Resurfacing	CST	ST					\$5,048,164		
R52	SE Sunset Harbor Rd/150th Ave/156th Pl Rd From: S Hwy 25 To: SE 170th Ave 3.4 mi	Two Lane Major Local Resurfacing	CST	ST					\$2,374,145		
R53	SW 100th Ave From: SW 110th St To: SW 105th St 0.5 mi	Two Lane Collector Resurfacing	CST	GT2		\$400,947					
R54	SW 105th Ave From: End of Pavement To: SW 110 St 0.4 mi	Two Lane Collector Resurfacing	CST	GT2					\$325,757		
R55	SW 110th Ave/110th St From: SW Hwy 484 To: SW Hwy 200 2.4 mi	Two Lane Major Local Resurfacing	CST	ST						\$1,680,279	
R56	SW 125th Ave From: W Hwy 40 To: W Hwy 328 0.61 mi	Two Lane Minor Local Resurfacing	CST	GT		\$183,000					
			CST	GT2		\$183,000					
R57	SW 128th Ave/SW 129th Terr Rd From: SW Hwy 484 To: SW 100th Ln 1.8 mi	Two Lane Major Local Resurfacing	CST	GT		\$540,000					
			CST	GT2		\$540,000					
R58	SW 140th Ave From: W Hwy 40 To: W Hwy 328 2 mi	Two Lane Major Local Resurfacing	CST	GT							\$1,402,732
R59	SW 27th Ave From: SW 66th St To: 500' S of SW 55th St Rd 0.65 mi	Two Lane Collector Resurfacing	CST	GT		\$378,000					
				GT2		\$378,000					
R60	SW 35th Street/SW 7th Ave Rd From: SW 63rd Street Rd To: SE 3rd Avenue 2.6 mi	Two Lane Major Local Resurfacing	CST	GT		\$780,000					
			CST	GT2		\$780,000					
R61	SW 38th Ave/SW 3rd St/SW 40th Ave From: SW 38th Ct To: W Hwy 40 1.9 mi	Two Lane Collector Resurfacing	CST	GT2	\$3,899	\$1,112,101					
R62	SW 43rd Ct From: SW College Rd To: SW 32nd Pl/End of Cty Maint 0.91 mi	Two Lane Collector Resurfacing	CST	GT2	\$1,682	\$707,542					
R63	SW 60th Ave From: SW 38th St To: W Hwy 40 2.5 mi	Four Lane Collector Mill & Resurfacing	CST	ST				\$4,430,000			
R64	SW 62nd Ave Rd From: SW 65th Ave Rd To: SW 95th St 2.2 mi	Two Lane Major Local Resurfacing	CST	ST			\$1,595,000				
R65	SW 99th Pl From: S US Hwy 41 To: SW 190th Ave Rd 1.1 mi	Two Lane Major Local Resurfacing	CST	ST		\$778,252					
R66	SW Hwy 484 From: SW 16th Ave To: S Hwy 475 2 mi	Four Lane Arterial Resurfacing	CST	ST				\$2,969,509			
R67	SW Hwy 484 From: SW 77th Ave To: Marion Oaks Pass 1.55 mi	Two Lane Arterial Resurfacing	CST	ST			\$1,150,685				
R68	W Hwy 316 From: N Hwy 329 To: N US Hwy 441 5.38 mi	Two Lane Collector Resurfacing	CST	ST				\$4,070,186			
R69	W/E Hwy 316 From: N US Hwy 441 To: NE Jacksonville Rd 3.37 mi	Two Lane Collector Resurfacing	CST	ST			\$2,558,880				
R70	W/E Hwy 318 From: NW 24th Ave To: N US Hwy 301 3.6 mi	Two Lane Collector Resurfacing	CST	ST				\$2,731,816			

Intersection Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
I1	Dogwood Rd at SE 58th Ave	Extend Turn Lane	DES	IFE			\$66,000				
			CST	IFE			\$253,000				
I2	E Hwy 25 From: SE 104th Terr To: SE 108th Terr Rd	Add Turn Lanes	ROW	IFE							\$50,000
			CST	IFE							\$450,000
I3	NE Hwy 314 at E Hwy 40	Add Turn Lane	DES	IFE			\$240,000				
			ROW	IFE		\$2,950	\$10,000				
			CST	IFE			\$495,000				
I4	NW 80th Ave at W Hwy 40	Intersection Improvement	DES	TM	\$468,796						
			ROW	IFW	\$709,224	\$50,000					
			ROW	ST	\$7,935,052						
			CST	TM		\$15,000					
			CST	ST	\$50,210	\$11,520,953					
I5	S Magnolia Ave at SE 80th St	Intersection Improvement	DES	IFE		\$697,092					
			ROW	IFE		\$400,000					
			ROW	ST		\$1,015,000					
			CST	ST			\$3,475,000				
I6	SE 147th Place at S US Hwy 441	Add Turn Lane	DES	IFE				\$135,000			
			ROW	IFE				\$150,000			
			CST	IFE				\$517,500			
I7	SE Hwy 42 From: SE 102nd Ct Rd To: SE 105th Ave	Add Turn Lanes at SW 102nd Ct Rd and SW 105th Ave Close SE 104th Terr	DES	IFE			\$375,000				
			ROW	IFE			\$150,000				
			CST	GT				\$1,437,000			
I8	SE Hwy 42 at 800' West of S US Hwy 301	Add Turn Lane	DES	GT2					\$120,000		
			ROW	GT2					\$100,000		
			CST	GT2					\$460,000		
I9	SE Hwy 42 at S Hwy 25	Intersection Improvement	CST	IFE		\$509,829					
			CST	TM		\$385,850					
I10	SE Hwy 42 at SE Hwy 452	Install Overhead Flashing Beacon Install Street Lighting Add Turn Lane	DES	IFE			\$300,000				
			ROW	ST			\$10,000				
			CST	ST			\$1,150,000				
I11	SE Maricamp Rd at Baseline Rd	New Interchange	PER	IFE			\$300,000				
			DES	ST			\$3,000,000				
I12	SW 103rd Street Rd at SW 62nd Avenue	Roundabout	CST	ST					\$1,000,000		
			CST	ST					\$75,000		
			CST	ST					\$3,800,000		
I13	SW 49th/40th Ave Ph 1A at SW 66th St	New Traffic Signal	CST	IFW		\$480,000					
			CST	ST		\$947,448					
I14	SW 60th Ave From: SW 90th St To: SW 80th St	Signalization Projects	CST	TM	\$128,700						
			CST	GT	\$31,655						
			CST	IFW	\$80,000	\$581,299					
I15	SW Hwy 484 at Marion Oaks Blvd	Add Turn Lanes Signal Modifications	DES	IFW	\$103,214						
			CST	IFW	\$313,927	\$74,182					
			CST	TM	\$298,446	\$57,721					
I16	SW Hwy 484 at SW 135th St Rd	Add Turn Lanes Signal Modifications	DES	IFW	\$81,169						
			CST	IFW		\$300,416					
			CST	TM	\$29,308	\$263,886					
I17	SW Hwy 484 at SW 140th Avenue	Signal Modifications	DES	ST			\$240,000				
			ROW	ST			\$20,000				
			CST	ST			\$920,000				
I18	SW Hwy 484 at SW 95th Circle	Signal Modifications	DES	ST			\$240,000				
			ROW	ST			\$20,000				
			CST	ST			\$920,000				

Miscellaneous Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
M1	Bellevue Middle School Safe Routes to Schools	New Sidewalks	DES	TM				\$287,000			
			CST	TM							\$1,660,225
M2	Bellevue to Greenway Trail From: US 441 To: SE 105th Place	New Bike/Walk Trail with Resurfacing 0.9 mi	DES	TM		\$265,000					
			CST	TM				\$836,999			
			CST	GT2				\$106,701			
M3	Bridge 364012 & 364150 Repairs	Repair Bridges	CST	ST		\$2,128,355					
M4	CR 316 Bridge Repair Ocklawaha River	Bridge Replaceemnt	DES					\$3,000,000			
			CST								
M5	CR 475A Safety Improvements From: SW 109th Place To: SW 106th Street	High-Friction Surface Treatment Pave Shoulders	PER	TM			\$350,000				
			CST	TM					\$1,563,000		
			CST	GT					\$62,622		
M6	CR 484/Pennsylvania Ave Multi Modal-Trail	New Sidewalk / Trail	DES	TM	\$393,154	\$16,846					
			CST	GT		\$50,370					
			CST	TM		\$2,162,000					
M7	Cross Florida Greenway Trail From: Baseline Trailhead To: Santos Trailhead	New Bike/Walk Trail 6.8 mi	DES	TM	\$249,604	\$648,474					
			DES	GT2		\$135,000					
			CST	TM							\$9,639,334
M8	East Marion Sidewalk Extensions and Improvements	New Sidewalks	CST	TM				\$785,000			
			CST	GT2				\$105,000			
M9	Greenway Bike Trail Pruitt	New Bike/Walk Trail	DES	GT2	\$41,827	\$7,364					
M10	Maricamp Rd Multimodal Improvements From: SE 58th Ave To: SE 108th Terrace Rd		PER	TM		\$340,000					
			PER	GT		\$85,000					
			DES	TM			\$3,113,440				
			DES	GT2			\$778,360				
			CST	TM					\$15,567,200		
			CST	ST					\$3,891,800		

Miscellaneous Projects

#	Name	Description	Phase Code	Fund Code	Previous FYs Expended	Current FY Budget	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
M11	NE 7th Street From: NE 36th Ave To: NE 58th Ave	New Sidewalks 2 mi	DES	SWF			\$225,000				
			CST	TM					\$760,000		
M12	NE 95th Street Sidewalks	New Sidewalks	CST	TM					\$327,840		
			CST	GT2					\$58,360		
M13	SE 92nd Loop Landscaping	Landscaping	CST	BOND2		\$468,055					
M14	SE 100th Ave Safety Improvements From: SE 144th Street To: SE 130th Street	Pave Shoulders Install Signage	PER	TM			\$260,000				
			CST	TM					\$997,000		
M15	SW 103rd Street Rd From: SW Hwy 200 To: SW 49th Ave	New Sidewalks 3.8 mi	DES	GT			\$450,000				
			CST	GT2				\$862,500			
			CST	SWF			\$462,500				
M16	Guardrail	Guardrail Installation and Upgrade	CST	GT		\$116,953	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
M17	Misc ADA Sidewalk Improvements	ADA Retrofits	CST	GT		\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
M18	Misc Bridge Repair	Bridge Maintenance	CST	GT		\$514,385	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
M19	Misc Traffic Improvements	Signal Modifications, Intersection Improvements, Timing, Repairs	CST	GT		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
			CST	GT2			\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
M20	Misc Road & Drainage Repair	Misc Repairs	CST	GT		\$603,029	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
M21	Misc ROW Purchases	Misc ROW	ROW	GT2		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
M22	Misc Sidewalk Projects	New Sidewalks	CST	SWF		\$350,000					
M23	Striping	Replace Pavement Markings & RPMs	CST	GT		\$843,451	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
M24	Pavement Preservation	Chip Seal, Fog Seal, Cape Seal, Microsurfacing, Asphalt Sealant, Rejuvenator, Overlays, etc.	CST	GT		\$900,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
			CST	GT2		\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
			CST	ST		\$1,915,315	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
M25	Signal Connectivity Upgrade	Upgrade Fiber	CST	ST		\$750,000	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000

FY 27		FY 28		TOTALS	
<i>Capacity Project Need:</i>	\$250,869,087	<i>Capacity Project Need:</i>	\$86,582,785	<i>Total Project Need:</i>	\$421,515,666
<i>Other Project Need:</i>	\$40,527,628	<i>Other Project Need:</i>	\$43,536,166	<i>Available Funds:</i>	\$155,361,666
<i>Available Funds:</i>	\$79,242,715	<i>Available Funds:</i>	\$76,118,951	<i>Shortfall:</i>	\$266,154,000
<i>Shortfall:</i>	\$212,154,000	<i>Shortfall:</i>	\$54,000,000		

Transportation Maintenance (BL761541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	TM	\$20,015,314	\$18,032,334	\$15,617,194	\$12,761,252	\$9,455,690
Revenues	TM	\$19,800,000	\$19,800,000	\$19,800,000	\$19,800,000	\$19,800,000
MARICAMP MULTIMODAL	TM	\$3,113,440		\$15,567,200		
SW 80TH AVE SEG 1	TM	\$2,600,000				
NW 49TH/35TH ST PH 3 (FKA 3A & 3B) (CST)	TM	\$2,500,000				
NW 80TH/70TH AVE SEG 3	TM	\$2,500,000				
CR 475A SAFETY IMPROVEMENTS	TM	\$350,000		\$1,563,000		
SE 100TH AVE SAFETY IMPROVEMENTS	TM	\$260,000		\$997,000		
GREENWAY TO BELLEVIEW TRAIL	TM		\$836,999			
EAST MARION SIDEWALKS	TM		\$785,000			
NE 7TH ST SIDEWALK	TM			\$760,000		
NE 95TH ST SIDEWALK	TM			\$327,840		
BELLEVIEW MIDDLE SCHOOL SAFE ROUTES TO SCHOOLS	TM			\$287,000		\$1,660,225
CROSS FLORIDA GREENWAY TRAIL (CST)	TM					\$9,639,334
Operating Expenditures	TM	\$21,607,980	\$22,040,140	\$22,480,942	\$22,930,561	\$23,389,172
Sun Tran Expenditures	TM	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Project Expenditures	TM	\$11,323,440	\$1,621,999	\$19,502,040	\$0	\$11,299,559
End Balance	TM	\$18,032,334	\$15,617,194	\$12,761,252	\$9,455,690	\$5,691,518

80% Gas Tax Construction (BM761541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	GT	\$1,150,919	\$1,441,020	\$246,137	\$724,514	\$1,984,514
Revenues	GT	\$4,290,000	\$4,380,000	\$4,470,000	\$4,560,000	\$4,600,000
Expenditures	GT	\$3,999,898	\$5,574,883	\$3,991,622	\$3,300,000	\$4,529,057
End Balance	GT	\$1,441,020	\$246,137	\$724,514	\$1,984,514	\$2,055,457

2nd Local Option Fuel Tax (BO762541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	GT2	\$1,349,009	\$1,429,348	\$669,513	\$747,383	\$1,044,636
Revenues	GT2	\$2,873,376	\$2,942,556	\$3,018,880	\$3,077,532	\$3,100,000
Expenditures	GT2	\$2,793,037	\$3,702,391	\$2,941,010	\$2,780,279	\$2,710,892
End Balance	GT2	\$1,429,348	\$669,513	\$747,383	\$1,044,636	\$1,433,744

Sidewalk Construction Fund (BP763541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	SWF	\$717,115	\$191,615	\$359,615	\$534,615	\$716,615
Revenues	SWF	\$162,000	\$168,000	\$175,000	\$182,000	\$185,000
Expenditures	SWF	\$687,500	\$0	\$0	\$0	\$0
End Balance	SWF	\$191,615	\$359,615	\$534,615	\$716,615	\$901,615

Impact Fee - East (GA771541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	IFE	\$1,122,489	\$1,123,918	\$3,431,418	\$4,483,230	\$4,553,230
Revenues	IFE	\$3,640,000	\$3,110,000	\$2,660,000	\$2,270,000	\$2,200,000
Expenditures	IFE	\$3,638,571	\$802,500	\$1,608,188	\$2,200,000	\$500,000
End Balance	IFE	\$1,123,918	\$3,431,418	\$4,483,230	\$4,553,230	\$6,253,230

Impact Fee - West (GB772541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Begin Balance	IFW	\$4,851,245	\$1,884,778	\$1,201,276	\$1,511,276	\$1,521,276
Revenues	IFW	\$4,830,000	\$4,130,000	\$3,530,000	\$3,010,000	\$3,000,000
Expenditures	IFW	\$7,796,467	\$4,813,502	\$3,220,000	\$3,000,000	\$1,250,000
End Balance	IFW	\$1,884,778	\$1,201,276	\$1,511,276	\$1,521,276	\$3,271,276

Sales Tax (VJ738541)	Fund Code	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Expenditures	ST	\$51,948,407	\$51,917,167	\$55,842,276	\$57,528,606	\$64,629,180



Marion County

Board of County Commissioners Workshop

Agenda Item

File No.: 2025-21651

Agenda Date: 1/26/2026

Agenda No.: 6.

SUBJECT:

Facilities Management Capital Projects - Jared Goodspeed, Facilities Management Director

INITIATOR:

Jared Goodspeed, Director

DEPARTMENT:

Facilities Management

DESCRIPTION/BACKGROUND:

This item provides a Capital Improvement Program (CIP) update on active vertical construction projects managed by Facilities Management in support of Marion County operations. The presentation summarizes current project status, key milestones, and anticipated completion timelines.

The update also describes the current CIP project delivery process, from initial department request through design, construction, and closeout. Based on recent project experience, staff will present proposed enhancements to Board notification points to improve communication, transparency, and coordination among the Board, Administration, and departments as projects move forward.

BUDGET/IMPACT:

None

RECOMMENDED ACTION:

For information only.



FACILITIES MANAGEMENT CAPITAL PROJECTS

January 26th, 2026

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PROJECT UPDATES

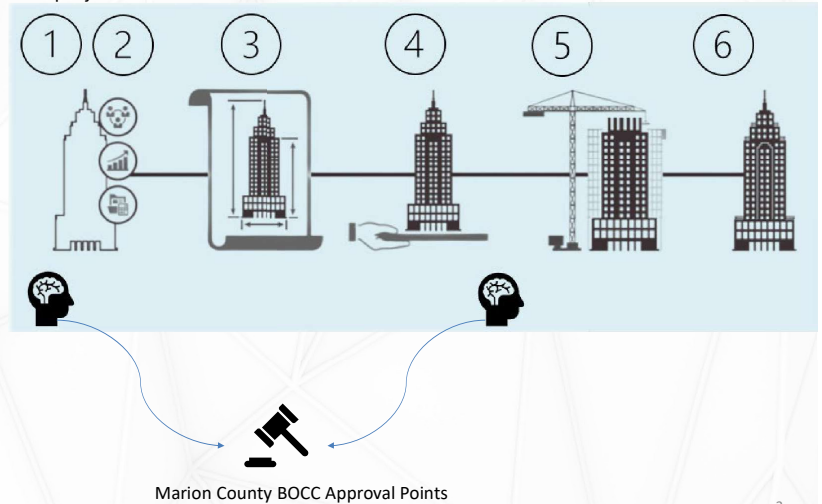
- **Freedom Library**
 - Phase 1 – Complete
 - Phase 2 – Estimated completion March 2026
- **JC 3 4th Floor**
 - Estimated completion February 2026
- **Fire Station 11**
 - Foundation and CMU first-lift of exterior walls
- **Animal Services**
 - Estimated completion March 2026
- **Fleet Maintenance Building**
 - NTE approval from the BOCC on January 6th, 2026
 - ERP steel package on order
 - Leveling bids, developing GMP
- **Marion County Sheriff's Office Remodel**
 - Demolition started December 2025



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CURRENT CIP PROCESS

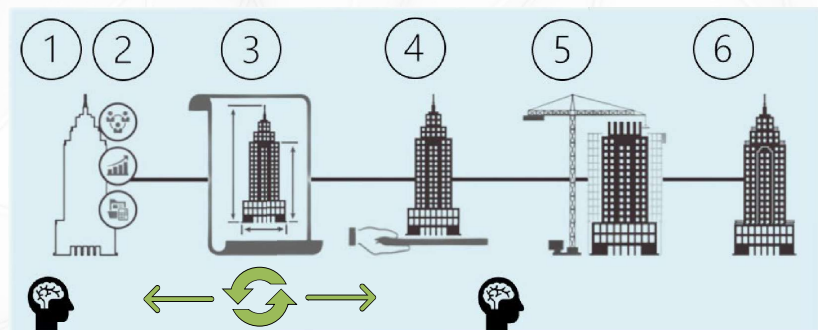
- **1. Project Approval** (≈1 Year)
 - Departments submit CIP requests (Sept–Feb)
 - Facilities develops draft scope & Rough Order of Magnitude (ROW) cost estimates
 - Admin review & **Board approval** by Sept 30 for new and scheduled CIP projects
- **2. Project Scheduling** (1–5 Years)
 - Administration prioritizes approved projects
 - Scheduled based on funding, urgency & life-safety
- **3. Design Phase** (2–12 Months)
 - Concept phase through construction documents
 - Develop final detailed Scope
 - Owner, Facilities & A/E reviews (30 %, 60%, 90%)
- **4. Bid / Procurement** (2–4 Months)
 - Procurement advertises & evaluates bids
 - **Board approval** & Notice to Proceed issued
- **5. Construction** (3 Months – 2+ Years)
 - Physical construction
 - Ends with substantial completion, CO, & owner move-in period
- **6. Closeout & Warranty** (≈1 Year)
 - Final acceptance & warranty period



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PROPOSED CIP PROCESS

- **1. Project Approval** Facilities develops Draft scope & Rough Order of Magnitude (ROW) cost estimates
 - Admin review & **Board approval** by Sept 30 for new and scheduled CIP projects
- **2. Project Scheduling**
- **3. Design Phase**
 - Develop final detailed Scope
 - **Update Commissioners on adjusted project costs at SD**
 - **Update commissioners on major Potential Change Order (PCO) and items impacting more than 10% projected budget, schedule, or scope**
- **4. Bid / Procurement**
 - **Board approval** & Notice to Proceed issued
- **5. Construction**
- **6. Closeout & Warranty**



(Proposed Commissioner Notification Points During Design Phase)

4



THANK YOU!

Questions or Comments?