

# **City of Port St. Lucie**

121 SW Port St. Lucie Blvd.  
Port St. Lucie, Florida 34984



## **Meeting Agenda**

**Wednesday, August 20, 2025**

**1:30 PM**

**Room 366, City Hall**

### **Citizen's Advisory Committee**

*Lynette Lockwood, Chair*  
*Michael Bernard, Vice Chair*  
*Raymond Pezzi, Member*  
*Christy Romano, Member*  
*Melony Zaravelis, Member*  
*Ingrid Sarmiento, Member*  
*James Abbott, Member*  
*Harry Williams, Alternate*  
*Gabby Rothman, Alternate*

**1. Call to Order****2. Roll Call****3. Determination of Quorum****4. Approval of Minutes**

- 4.a** June 25, 2025 Citizen's Advisory Committee Meeting Minutes.

[2025-765](#)**5. Public to be Heard****6. New Business**

- 6.a** Cost Recovery Policy and Fitness Center Overview.

[2025-766](#)**7. Unfinished Business****8. Adjourn**

Notice: No stenographic record by a certified court reporter will be made of the foregoing meeting. Accordingly, any person who may seek to appeal a decision involving the matters noticed herein will be responsible for making a verbatim record of the testimony and evidence at said meeting upon which any appeal is to be based.

Notice: In accordance with the Americans with Disabilities Act of 1990, persons needing special accommodation to participate in this proceeding should contact the City Clerk's office at (772) 871-5157 for assistance.

As a courtesy to the people recording the meeting, please put your cell phone on silent.



## Agenda Summary

2025-765

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**Agenda Date:** 8/20/2025

**Agenda Item No.:** 4.a

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Placement: Minutes

Action Requested: Motion / Vote

June 25, 2025 Citizen's Advisory Committee Meeting Minutes.

Submitted By: Jasmin Padova, Executive Assistant.

Executive Summary: June 25, 2025, meeting minutes.

Presentation Information: N/A.

Staff Recommendation: Move that the Committee review and approve the June 25, 2025, meeting minutes.

Alternate Recommendations:

1. Move the Committee amend the recommendation and approve the meeting minutes.
2. Move that the Committee not approve the minutes and provide staff direction.

Attachments: June 25, 2024, minutes.

*NOTE: All of the listed items in the "Attachment" section above are in the custody of the City Clerk. Any item(s) not provided in City Council packets are available upon request from the City Clerk.*

# City of Port St. Lucie

## Citizen's Advisory Committee

### Meeting Minutes

121 SW Port St. Lucie  
Blvd.  
Port St. Lucie, Florida  
34984

Lynette Lockwood, Chair  
Michael Bernard, Vice Chair  
Raymond Pezzi, Member  
Christy Romano, Member  
Melony Zaravelis, Member  
Ingrid Sarmiento, Member  
James Abbott, Member  
Harry Williams, Alternate  
Gabby Rothman, Alternate

#### CAC

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**Wednesday, June 25, 2025**

**1:30 PM**

**Room 366, City Hall**

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1. Call to Order

A Regular Meeting of the CITIZEN'S ADVISORY COMMITTEE of the City of Port St. Lucie was called to order by Chair Lockwood on June 25, 2025, at 1:31 p.m., at Port St. Lucie City Hall, Room 366, 121 Port St. Lucie Boulevard, Port St. Lucie, Florida.

2. Roll Call

Members Present:

Lynette Lockwood, Chair  
Michael Bernard, Vice Chair  
Melony Zaravelis  
James Abbott  
Harry Williams, Alternate  
Gabby Rothman, Alternate

Members Not Present:

Raymond Pezzi (excused)  
Christy Romano (excused)  
Ingrid Sarmiento (excused)

3. Determination of Quorum

4. Approval of Minutes

**4.a** May 21, 2025 Citizen's Advisory Committee Meeting  
Minutes.

[2025-596](#)

There being no discussion, Vice Chair Bernard moved to approve the

meeting minutes. Ms. Zaravelis seconded the motion, which passed unanimously by voice vote.

5. Public to be Heard

There was nothing heard under this item.

6. New Business

**6.a** Oath of Office for the Citizens Advisory Committee (CAC)

[2025-265](#)

The Deputy City Clerk provided the Oath of Office to alternate members Harry Williams and Gabby Rothman.

**6.b** Fitness Center User Fee Study.

[2025-597](#)

(Clerk's Note: The MGT team appeared via Zoom.)

Charlie Proulx, Finance Deputy Director, provided an introduction and gave an overview of the study done for Parks & Recreation.

(Clerk's Note: A PowerPoint presentation was shown at this time.) Trevor Zagara, MGT, presented to the Committee and explained that the goal is to accelerate social impact and improve performance. He discussed the scope of services including fee structure, revenue projections, and comparative surveys.

Chair Lockwood inquired as to when was the last time that the City looked into these fees for Parks & Recreation, to which Mr. Proulx said it's been close to 20 years, but they were planning to build a CPI Escalator into the Fee Resolution. Mr. Abbott inquired if there was something to track the costs of running Parks & Recreation, to which Mr. Okiye replied that it would have to go through the Council, but nobody has gone back to adjust those fees in about 20 years, and Mr. Proulx added that this was in relation to the fitness center, but Parks & Recreation does different things, so their analysis covered this. Vice Chair Bernard then inquired if they do any kind of breakeven analysis, to which Mr. Proulx responded in the affirmative.

Mr. Zagara continued the presentation by discussing the total cost including direct costs, indirect costs, cross-departmental support, and future & current technology and/or infrastructure maintenance and improvements. He discussed the study methodology and study findings for user fees for FY 2025.

Mr. Abbott inquired if there was anything to show the information from the last time, to which Mr. Proulx replied that a study for this has not been done. Recreation Manager Anne Stadius gave a brief history of the fees.

Mr. Zagara then continued with the study findings and discussed the user fee cost and revenue analysis. Chair Lockwood requested clarification on the fees and Mr. Zagara provided further examples and information. The Board and staff further discussed fees and analyses, and Chair Lockwood formally requested a more in-depth look at historical studies and information. Mr. Proulx suggested doing a hybrid of the executive summary and this presentation/spreadsheet. Mr. Zagara displayed competitive numbers, and the Board and staff further discussed fees, number of visits, and location data. Mr. Proulx stated that they could bring data for revenue projections to the Committee for their review.

7. Unfinished Business

7.a Update on Committee Member Questions from the May 21,  
2025 Meeting

[2025-599](#)

Antonio Balestrieri and Thomas Salvador, Public Works, spoke to the Board on the determination of some common projects including roundabouts and traffic signals, and they advised that there were standards, processes, and Council decisions. They also informed of the California Blvd widening and Gatlin & Port St. Lucie Blvd roundabout removal. It was also discussed the funding for cameras at Paseo Park, which was funded for next year in the CIP. Ms. Padova also informed that the July meeting would be cancelled due to the Council Summer Workshop.

8. Adjourn

There being no further discussion, the meeting was adjourned at 3:10 p.m.

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Lynette Lockwood, Chair

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Jasmin De Freese, Deputy City Clerk



## Agenda Summary

2025-766

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**Agenda Date:** 8/20/2025

**Agenda Item No.:** 6.a

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Placement: New Business

Action Requested: Discussion

**Cost Recovery Policy and Fitness Center Overview.**

Submitted By: Jasmin Padova, Executive Assistant

Executive Summary: Charlie Proulx will present on the Cost Recovery Policy and Fitness Center Overview.

Presentation Information: Charlie Proulx will provide a presentation.

Staff Recommendation: Move that the Committee review the presentation.

Alternate Recommendations:

1. Move that the Committee amend the recommendation and review the presentation.
2. Move that the Committee provide staff direction

Attachments: Presentation

*NOTE: All of the listed items in the "Attachment" section above are in the custody of the City Clerk. Any item(s) not provided in City Council packets are available upon request from the City Clerk.*



# Cost Recovery Policy & Fitness Center Overview

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Finance Department  
Citizen Advisory Committee | August 2025



# Agenda

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## **Review Draft Cost Recovery Policy**

- Overview of the policy framework
- Discussion of the proposed cost recovery tiers

## **Fitness Center Overview**

- Overview of locations and operations
- Review of revenue streams: Personal Training, Memberships, Boxing, and Drop-ins
- Identify appropriate recovery tier for each revenue stream

## **Next Steps**

- Outline follow-up actions
- Plan to return with strategies for achieving recommend recovery level



# Draft Cost Recovery Policy

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## Purpose & Scope

- Ensure fees for programs/services recover part or all associated costs.
- Applies to individual requested services (permits, gym fees), not utility rates.

## Key Principles

- Align funding with service benefit (community vs. individual).
- Promote fairness, accessibility, and affordability.
- Support fiscal responsibility and reduce reliance on property tax revenues.

## Cost Recovery Model

- Structured by service tiers based on benefit type.
- Recovery targets range from 0% - 100%+ depending on benefit level.



# Cost Recovery Policy

## Service Tiers & Targets

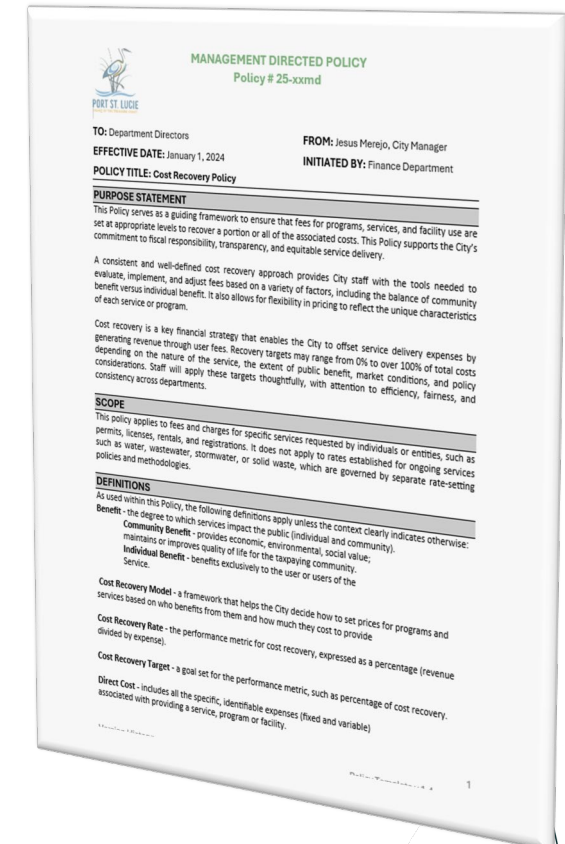
- Primary Community Benefit: 0% - 10%.
- Considerable Community Benefit: 11% - 40%.
- Balanced Benefit: 41% - 60%.
- Considerable Individual Benefit: 61% - 90%.
- Primary Individual Benefit: 91% - 100+%.

## Administration

- Departments implement; City Manager oversees.
- Annual fee reviews; full cost analysis every 3-5 years.

## Monitoring

- Finance Department tracks performance vs. targets.
- Annual inflation adjustments via CPI.



# Fitness Center Overview

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## Annual Budget – FY2024

### Revenues - \$403,906

- Personal Training - \$2,397
- Fitness Memberships - \$343,232
- Rock Steady Boxing - \$9,818
- Day Passes - \$48,459

### Expenses - \$890,540

- Personnel - \$685,530
- Contractual Services - \$41,096
- Utilities - \$28,966
- Insurance - \$30,480
- Repair & Maint - \$31,495
- Promotional - \$4,754
- Operating Supplies - \$68,219

## Staff – 5.45 FTEs

- Recreation Manager – 1fte
- Recreation Supervisor – 1fte
- Fitness Center Coordinator – 2ftes
- Recreation Assistant – 0.725ftes
- Fitness Assistant – 0.725ftes

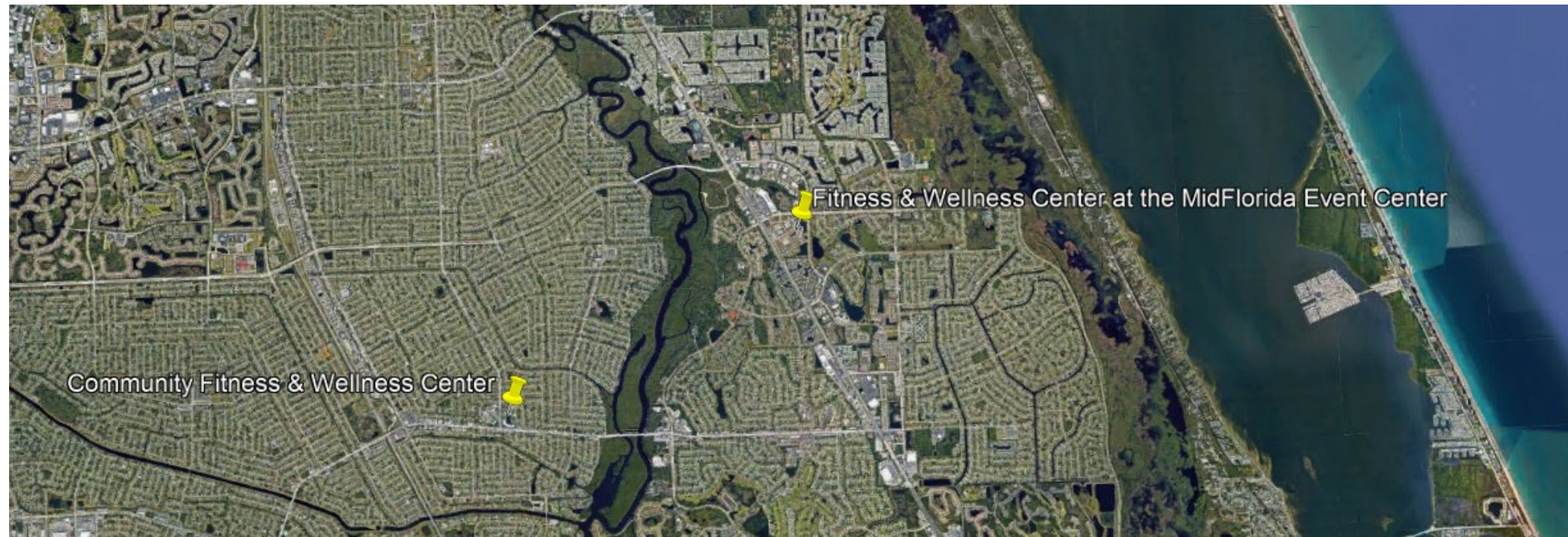




# Fitness Center Locations

## Two Locations

- Community Center – 2195 SE Airoso Blvd. 2,849 sq ft
- MIDFLORIDA Event Center – 9221 SE Event Center Pl. 6,184 sq ft



# Community Center

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## Equipment:

- Free weights
- Cable machines
- Cardio equipment

## Hours of Operation:

- Mon thru Fri 5:30am – 7:30pm
- Sat thru Sun 8am – 12pm

## 26 Classes offered a Week:

- Senior Fitness
- Healthy Bones & Joints
- Zumba Gold
- Cardio Circuit
- Zumba Toning
- Chair Yoga
- Slow Flow Vinyasa Yoga
- Relaxation Yoga
- Feel the Beat Chair Dance
- Gentle Yoga
- Yoga Workshop
- Brain Fitness
- Restorative Yoga
- Zumba

# MFEC Fitness Center

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## Equipment:

- Free weights
- Cable machines
- Cardio equipment

## Hours of Operation:

- Mon thru Thur 6am - 9pm
- Friday 6am - 8pm
- Sat thru Sun 8am - 4pm

## 23 Classes offered a Week:

- FlowFIT Fusion Yoga
- Strong Nation Zumba
- Functional Training
- Senior Fit
- Power Circuit
- Zumba
- Chair Yoga
- Zumba Toning

## Other Fitness Options:

- Indoor Basketball court
- Indoor Pickleball court
- Indoor racquetball
- Full game room

# Personal Training

## Services Offered:

- Full Session (50min) - \$35
- Half Session (25min) - \$25
- Bulk Session (30 full sessions) - \$892 (\$29.73 per session)
- Full Session (50min) with partner - \$50

## Cost Recovery – FY2024

Service	Attendees	Revenue	Full Cost	Cost Recovery
Full Session - \$35	28	\$980	\$1,942	50%
Half Session - \$25	15	\$375	\$1,040	36%
Bulk Session - \$29.73	1	\$892	\$2,080	43%
Full Session w/Partner - \$50	3	\$150	\$208	72%
<b>Totals</b>	<b>47</b>	<b>\$2,397</b>	<b>\$5,270</b>	<b>45%</b>





# Personal Training

## Cost Recovery – FY2024

Service	Current Rates 45% Recovery	Rates at 61% Recovery	Rates at 91% Recovery	Market Comparisons
Full Session	\$35	\$44	\$66	\$65
Half Session	\$25	\$33	\$49	\$45
Bulk Session	\$29.73	\$37	\$55	\$70
Full Session w/Partner	\$50	\$55	\$82	No Data

## Policy Tiers

41%-60% Balanced Community & Individual Benefit - Services with shared benefits between the community and the user.

61%-90% Considerable Individual Benefit - Discretionary services that primarily benefit individuals but still offer some public value.

91%-100% Primary Individual Benefit - Services offering direct, individual benefit with little to no public impact

# Fitness Memberships

## Memberships & Rates – 2,500 average members

Membership Type	Rate	Monthly Rate	Membership Qty
Silver Sneakers/Renew*	\$32.00	\$32.00	1,772
Annual Contract	\$20.04	\$20.04	464
4 Month Special – Adult	\$99.50	\$24.88	116
Employee	\$0	\$0	110
Employee - Family	\$20.04	\$20.04	35
Senior/Student Monthly	\$30.15	\$30.15	28
Adult Monthly	\$33.17	\$33.17	22
Senior/Student Annual	\$241.12	\$20.09	8
SLC School Employee	\$20.04	\$20.04	6
Youth Annual	\$221.03	\$18.42	1

\*Insurance billed \$3 or \$4 per visit with a max monthly amount of \$32

# Fitness Memberships

## Membership Rates - Continued

Membership Type	Cost	Monthly Cost	Membership Qty
Youth Monthly	\$25.11	\$25.11	0
4 Month Special – Senior	\$90.45	\$22.61	0
Senior Auto	\$27.12	\$27.12	0
Adult Auto	\$30.15	\$30.15	0
Adult Annual	\$301.41	\$25.12	0

# Membership Value

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## **Monthly Membership Included Services:**

- Access to both gyms
- 50+ weekly classes
- Indoor racquetball courts
- Indoor basketball courts
- Indoor pickleball courts
- Indoor game room

# Fitness Memberships



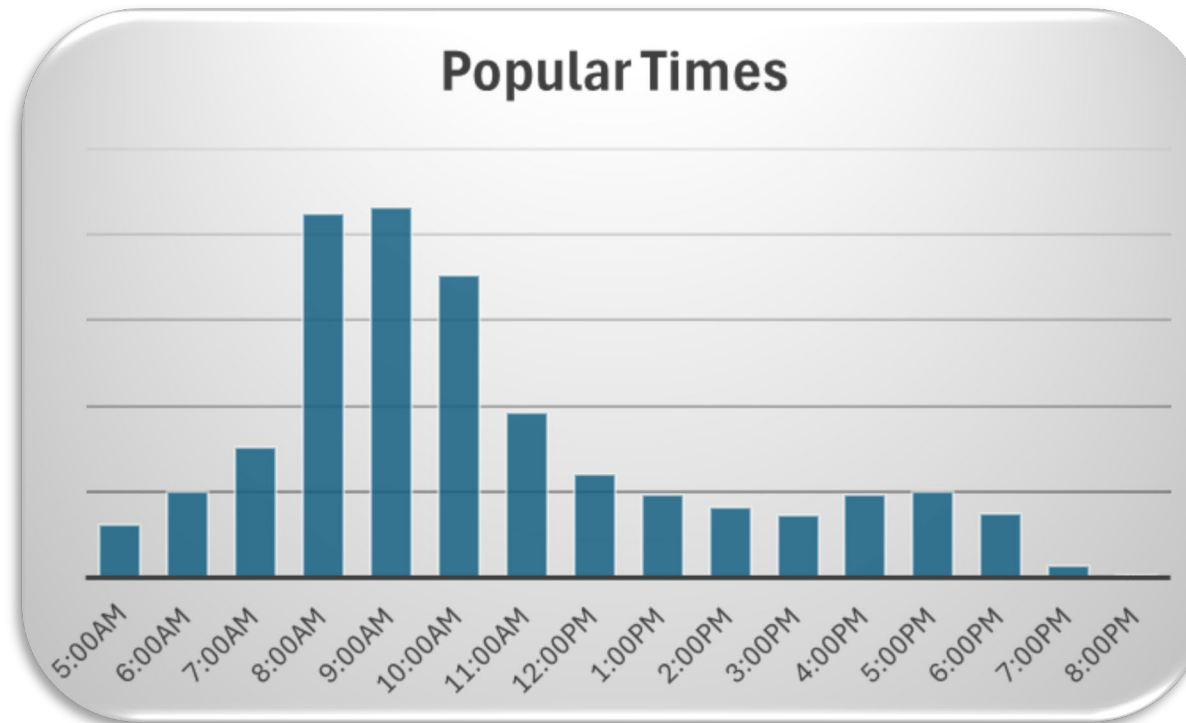
# Member Statistics

## Age

- 65 – 100+ = 74%
- 40 – 64 = 17%
- 16 – 39 = 9%

## Annual Fitness Center Visits

- Community Center – 48,526 (134avg per day)
- MFEC – 69,818 (193avg per day)



# Fitness Memberships

## Cost Recovery – FY2024

Service	Attendees	Revenue	Full Cost	Cost Recovery
Silver Sneakers/Renew	1,772	\$188,399	\$463,742	41%
Annual Contract	464	\$90,979	\$121,431	75%
4 Month Special	116	\$22,745	\$30,358	75%
All Others - Average	210	\$41,176	\$54,958	75%
<b>Totals</b>	<b>2,562</b>	<b>\$343,232</b>	<b>\$670,489</b>	<b>51%</b>

# Silver Sneakers & Renew

## Rate Breakdown

Service	Members	Rate Per Visit	Monthly Cap	Avg. Visits Per Month	Avg. Monthly Revenue
Silver Sneakers	1,233	\$3.00	\$30.00	2.5	\$7.50
Renew Active	539	\$4.00	\$32.00	2.5	\$10.00

## Contracts

Silver Sneakers – Expires 12/31/25

Renew – Expires 12/31/25



# Fitness Membership Cost Recovery

## Cost Recovery – FY2024

Service	Current Rates 51% Recovery	Rates at 61% Recovery	Rates at 91% Recovery	Market Comparisons
Silver Sneakers/Renew	\$8.86	\$12.00	\$20.25	No Data
Annual Contract	\$20.04	\$20.04	\$23.58	\$22.45
4 – Month Special	\$24.88	\$24.88	\$28.86	No Data
All Others - Average	\$24.73	\$24.73	\$28.69	No Data

## Policy Tiers

41%-60% Balanced Community & Individual Benefit - Services with shared benefits between the community and the user.

61%-90% Considerable Individual Benefit - Discretionary services that primarily benefit individuals but still offer some public value.

91%-100% Primary Individual Benefit - Services offering direct, individual benefit with little to no public impact

# Rocksteady Boxing

## About RSB:

Rock Steady Boxing is a non-contact boxing program designed specifically for people with Parkinson's disease. It aims to improve quality of life through exercises that enhance balance, strength, agility, and overall fitness.

## Classes:

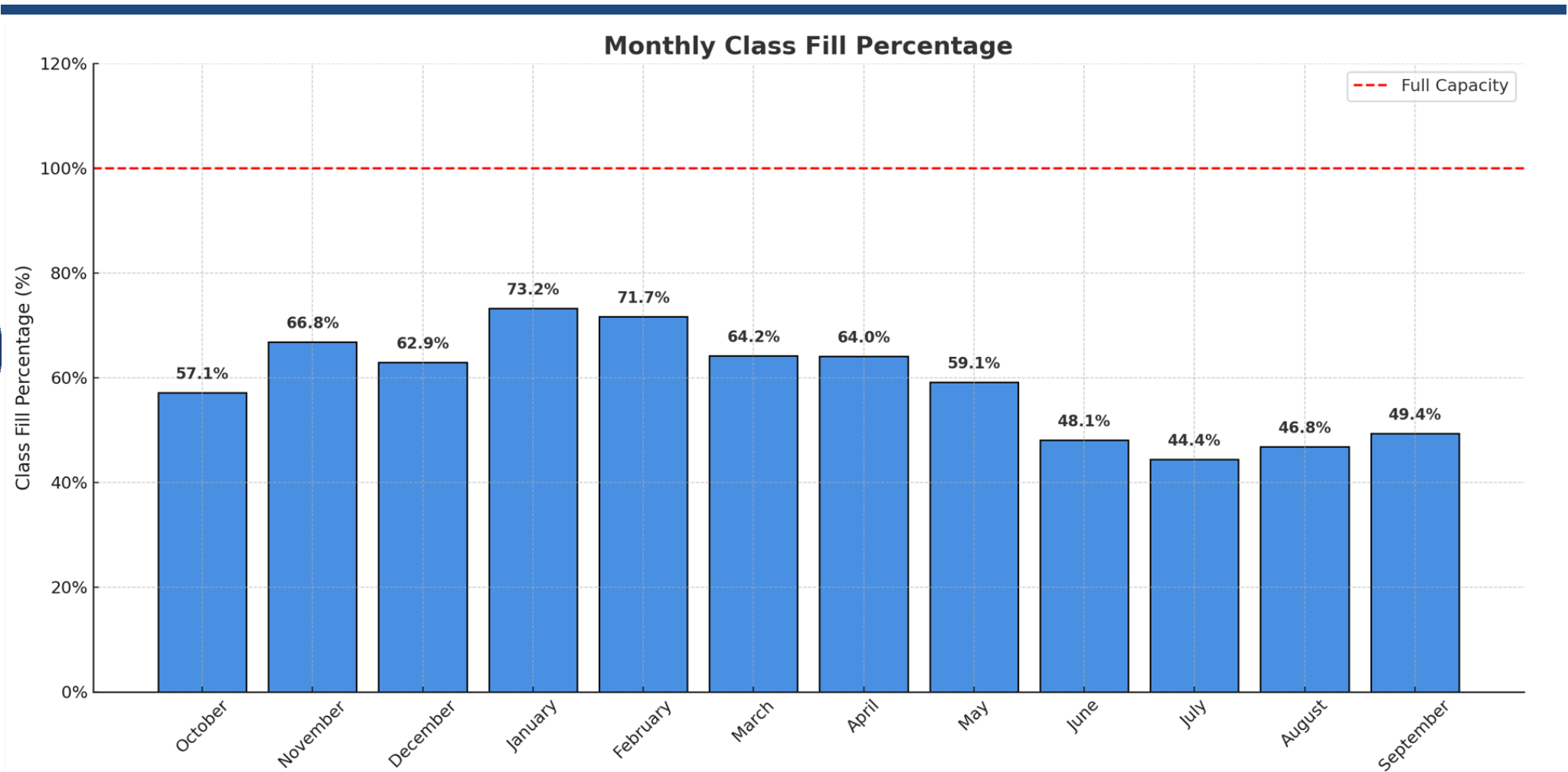
- Offered 2x Monday, Wednesday, & Friday
- 24 classes per month
- Average 10 attendees per class
- 2,888 attendees annually
- 1 hour sessions
- Taught by City FTE

## Rates:

- Per Month - \$50
- Per Class - \$10



# Rocksteady Attendance



**59% average capacity**

**240 average attendees monthly**

# Rocksteady Boxing

## Cost Recovery – FY2024

Service	Monthly Attendees	Revenue	Full Cost	Cost Recovery
Per Month Fee - \$50	16	\$8,250	\$21,073	39%
Per Class Fee - \$10	3	\$1,568	\$4,014	39%
<b>Totals</b>	<b>19</b>	<b>\$9,818</b>	<b>\$25,087</b>	<b>39%</b>

**Members attend a class approximately 3 times a week**



# Rocksteady Boxing Cost Recovery

## Cost Recovery – FY2024

Service	Current Rates 39% Recovery	Rates at 61% Recovery	Rates at 91% Recovery	Market Comparisons
Per Month Fee - \$50	\$50	\$76.52	\$114.15	\$185
Per Class Fee - \$10	\$10	\$15.70	\$23.42	\$25

## Policy Tiers

41%-60% Balanced Community & Individual Benefit - Services with shared benefits between the community and the user.

61%-90% Considerable Individual Benefit - Discretionary services that primarily benefit individuals but still offer some public value.

91%-100% Primary Individual Benefit - Services offering direct, individual benefit with little to no public impact



# Drop-Ins

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## What are Drop-Ins

- Daily pass in leu of purchasing a membership.
- Pass gives access to both gyms, classes, basketball, pickleball, racquetball, and game room.
  - 15 years old or less, can't access fitness centers

## Rates:

- Adults - \$5.00
- Students/Seniors - \$4.00

## Statistics:

- Drop-Ins avg 32 attendees per day (both locations)
- Memberships avg 295 attendees per day (both locations)
- Represent only 11% of all attendees

# Drop-Ins

## Cost Recovery – FY2024

Service	Monthly Attendees	Revenue	Full Cost	Cost Recovery
Adults - \$5	202	\$12,115	\$19,470	62%
Students/Seniors - \$4	757	\$36,344	\$58,412	62%
<b>Totals</b>	<b>959</b>	<b>\$48,459</b>	<b>\$77,882</b>	<b>62%</b>

# Drop-Ins Cost Recovery

## Cost Recovery – FY2024

Service	Current Rates 62% Recovery	Rates at 61% Recovery	Rates at 91% Recovery	Market Comparisons
Adults - \$5	\$5.00	\$5.00	\$7.31	\$16
Students/Seniors - \$4	\$4.00	\$4.00	\$5.85	No Data

## Policy Tiers

41%-60% Balanced Community & Individual Benefit - Services with shared benefits between the community and the user.

61%-90% Considerable Individual Benefit - Discretionary services that primarily benefit individuals but still offer some public value.

91%-100% Primary Individual Benefit - Services offering direct, individual benefit with little to no public impact

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# Questions

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# MANAGEMENT DIRECTED POLICY

## Policy # 25-xxmd

**TO:** Department Directors

**FROM:** Jesus Merejo, City Manager

**EFFECTIVE DATE:** October 1, 2025

**INITIATED BY:** Finance Department

**POLICY TITLE:** Cost Recovery Policy

### PURPOSE STATEMENT

This Policy serves as a guiding framework to ensure that fees for programs, services, and facility use are set at appropriate levels to recover a portion or all of the associated costs. This Policy supports the City's commitment to fiscal responsibility, transparency, and equitable service delivery.

A consistent and well-defined cost recovery approach provides City staff with the tools needed to evaluate, implement, and adjust fees based on a variety of factors, including the balance of community benefit versus individual benefit. It also allows for flexibility in pricing to reflect the unique characteristics of each service or program.

Cost recovery is a key financial strategy that enables the City to offset service delivery expenses by generating revenue through user fees. Recovery targets may range from 0% to over 100% of total costs depending on the nature of the service, the extent of public benefit, market conditions, and policy considerations. Staff will apply these targets thoughtfully, with attention to efficiency, fairness, and consistency across departments.

### SCOPE

This policy applies to fees and charges for specific services requested by individuals or entities, such as permits, licenses, rentals, and registrations. It does not apply to rates established for ongoing services such as water, wastewater, stormwater, or solid waste, which are governed by separate rate-setting policies and methodologies.

### DEFINITIONS

As used within this Policy, the following definitions apply unless the context clearly indicates otherwise:

**Benefit** - the degree to which services impact the public (individual and community).

**Community Benefit** - provides economic, environmental, social value; maintains or improves quality of life for the taxpaying community.

**Individual Benefit** - benefits exclusively to the user or users of the Service.

**Cost Recovery Model** - a framework that helps the City decide how to set prices for programs and services based on who benefits from them and how much they cost to provide

**Cost Recovery Rate** - the performance metric for cost recovery, expressed as a percentage (revenue divided by expense).

**Cost Recovery Target** - a goal set for the performance metric, such as percentage of cost recovery.

**Direct Cost** - includes all the specific, identifiable expenses (fixed and variable) associated with providing a service, program or facility.



## MANAGEMENT DIRECTED POLICY

### Policy # 25-xxmd

**Indirect Cost** - encompasses overhead (fixed and variable) including the administrative costs of the agency.

**Tier** - levels that provide the framework for the cost recovery model that function to define categories of activities by outcomes or benefits and target markets.

**Total Cost** - all costs associated with provision of services including direct and indirect costs

**User** - may include, but is not limited to, an individual or group of individuals, organization, business, corporation or other entity which receives an individual benefit from City services.

#### ADMINISTRATION & IMPLEMENTATION

The City Manager's Office oversees the administration of this Policy; however, each department delivering services is responsible for its implementation.

#### GUIDING PRINCIPLES AND DESIRED OUTCOMES

##### Guiding Principles

- Funding strategies, whether through the General Fund, user fees, or other revenue sources, should align with the type of service provided and the balance of community-wide versus individual benefit.
- Fee structures should be developed with consideration for accessibility, fairness, and affordability.

##### Desired Outcomes

- Increase efficiency in recovering costs associated with the delivery of programs, services, and facilities.
- Establish cost recovery targets that balance financial responsibility with the goal of maintaining an affordable property tax rate.
- Reduce reliance on property tax revenues by supplementing with appropriate user fees.
- Promote long-term financial sustainability through the achievement of defined cost recovery goals.

#### COST RECOVERY MODEL

Cost recovery through fees, charges, and other tools is a fiscally responsible approach to reducing reliance on tax revenues while supporting high-quality service delivery. This model offers a structured framework for setting fees based on the level of community benefit, market conditions, service demand, target recovery rates, and industry best practices.

##### Service Tiers and Cost Recovery Targets:

1. **Primary Community Benefit** - programs and services essential to governance, public safety, and community well-being. These are primarily funded by the General Fund.
  - Benefit: Entire community
  - Cost Recovery Target: 0%-10%
2. **Considerable Community Benefit** - Services that improve quality of life and benefit the general public, with limited direct user benefit.
  - Benefit: Mostly community, some individual



## MANAGEMENT DIRECTED POLICY

### Policy # 25-xxmd

*Cost Recovery Target: 11%-40%*

3. **Balanced Community & Individual Benefit** - Services with shared benefits between the community and the user. Costs are split between user fees and tax support.
  - Benefit: Balanced
  - Cost Recovery Target: 41%-60%
4. **Considerable Individual Benefit** - Discretionary services that primarily benefit individuals but still offer some public value. Fees should cover the majority of costs.
  - Benefit: Mostly individual, some community
  - Cost Recovery Target: 61%-90%
5. **Primary Individual Benefit** - Services offering direct, individual benefit with little to no public impact. These should be fully funded by the user, with fees possibly exceeding 100% if justified by market rates.
  - Benefit: Individual user
  - Cost Recovery Target: 91% - 100%+

#### REVIEWING & ESTABLISHING FEES

To maintain alignment with service delivery goals, cost recovery targets, market conditions, and industry standards, fees must be reviewed and updated regularly. Departments are required to submit proposed annual fee adjustments to the Office of Management and Budget by January 1 for consideration in the upcoming budget cycle.

Fee adjustments may also be proposed outside of the budget process when significant changes in service delivery occur or when required by external factors such as new legislation.

In addition to the annual review, a comprehensive cost and fee analysis should be conducted at least every three years for Enterprise Funds and every five years for all other funds, including the General Fund.

All City fees and charges will be established by ordinance or resolution, as appropriate, unless state law specifically requires adoption by other means.

#### MONITORING & REPORTING

Each year, the Finance Department will provide City leadership with a comprehensive analysis comparing the full cost of services to associated revenues, measured against established cost recovery targets or benchmarks. This evaluation helps assess operational efficiency and inform financial decision-making.

Departments are responsible for tracking and reporting their cost recovery performance to Finance, which will compile the information into a consolidated citywide report.

Once service costs and recovery targets are established, fees should be adjusted annually for inflation using the Consumer Price Index (CPI) and/or the Municipal Cost Index (MCI), unless City Council determines otherwise due to special circumstances.