

CITY OF

COCONUT CREEK



ADOPTED
FISCAL
YEAR

2022 Budget

AND FIVE
YEAR CAPITAL
IMPROVEMENT PLAN



BUTTERFLY CAPITAL OF THE WORLD®

City of Coconut Creek Fiscal Year 2022 Comprehensive Annual Budget

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Lou Sarbone, Commissioner
Sandra L. Welch, Commissioner
Jacqueline Railey, Commissioner

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Yvonne Lopez, Director of Community Relations

Francisco Porras, Chief Information Officer of Information Technology

Scott Stoudenmire, Director of Sustainable Development

Wayne K. Tobey, Director of Parks and Recreation



COCONUT CREEK

FUN!
FOR ALL AGES

OPEN SPACES

FUN CENTER



AMPHITHEATER

MAINS

GATHERING SPOTS

EDUCATIONAL PARKS

GOOD SCHOOLS

SPORTSPLEX

INNOVATIVE

SMART TECH

PUBLIC TRANSPORTATION

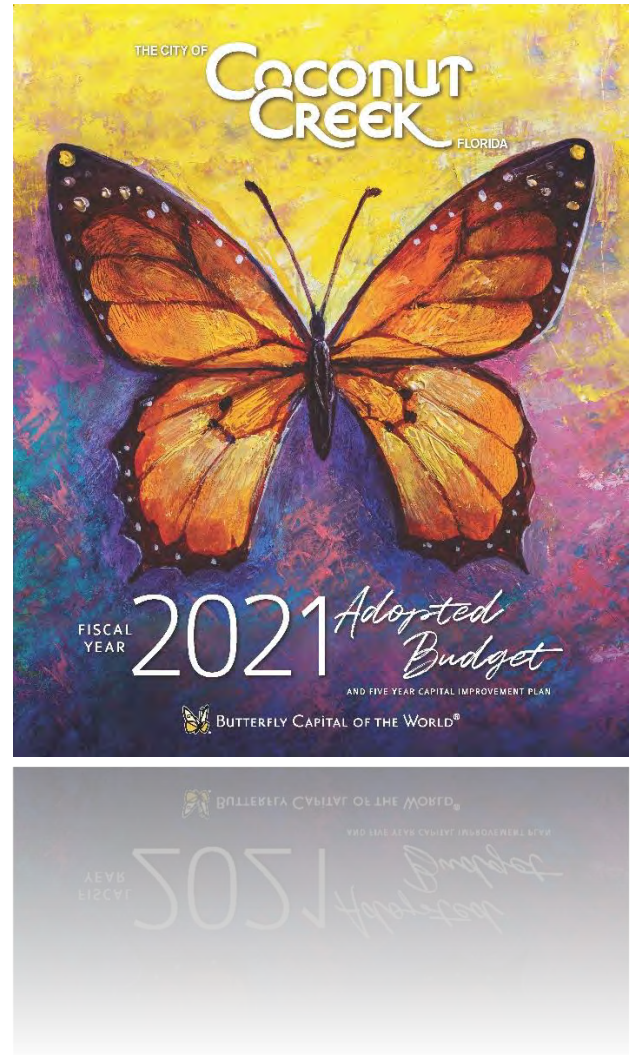
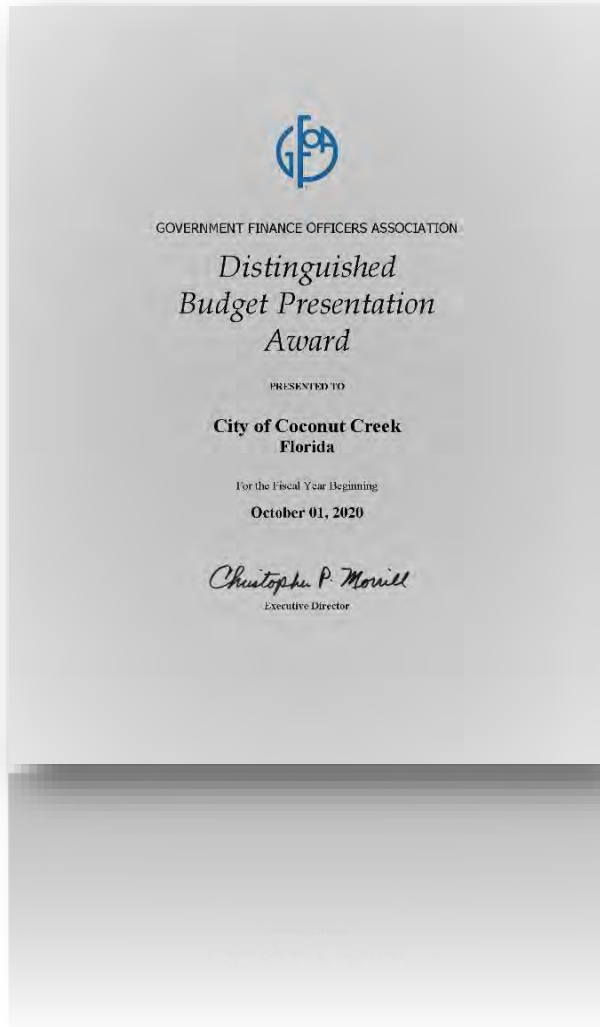
LYONS RD



MULTI MODAL



EASY TO GET ACROSS TOWN



The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Coconut Creek, Florida for its annual budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



READER'S GUIDE

This section provides readers with a guide to the document contents, where and how to find the information, and how to understand the information. The following describes each of its major sections:

BUDGET MESSAGE

The first significant section of the FY22 Budget is the City Manager's Budget Message. The reader will gain an understanding of the City Manager's vision, budget challenges, recommended policy, operational changes, and financial plan.

PROFILE

This section provides the reader with the background of the City. In this section are the City's history, useful facts, demographics, City-wide organizational chart, and explanation of the type of government, and a matrix of the relationship between departments and funds.

STRATEGIC PLANNING

This section provides an understanding of the City's vision, mission, and strategic priorities. Goals and objectives are linked at a policy level to those of the City. Included are the City's Strategic Plan, Balanced Scorecard, and Comprehensive Plan.

BUDGET STRUCTURE

This section provides a description of the Budget Process and the Budget Calendar.

BUDGET OVERVIEW

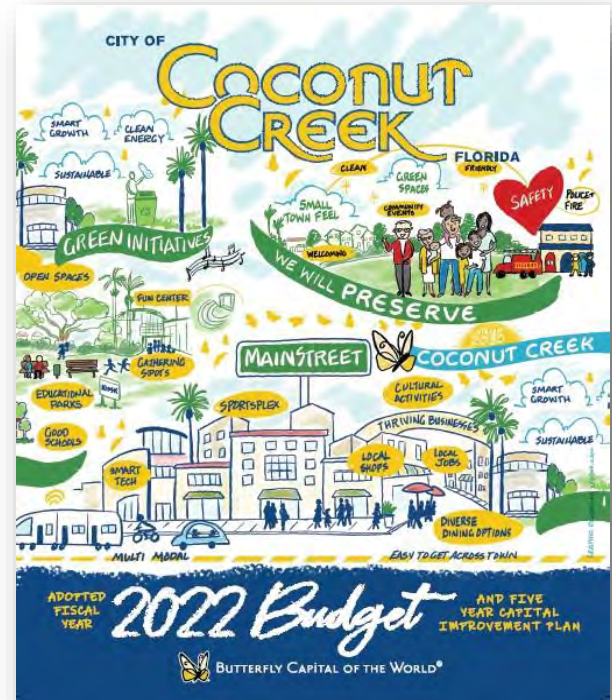
This section provides the reader with a basic overview of the budget. It also answers one of the most often asked questions: "What's included in the Budget?" Included in this section are the Tax Millage Summary, Budget Summary, Fund Summaries, Budget Overview by Fund, and an Expenditure Summary.

REVENUE ANALYSIS

This section includes Revenue Detail and Analysis of Revenue Sources. This section also provides a more detailed description of major revenue sources.

PROGRAM SUMMARIES

This section includes the program summaries for FY22. Included are summaries of Program Modifications, Capital Outlay Requests, Capital Improvement Program Requests, as well as the Staffing Overview.



DEPARTMENT SUMMARIES

This section explains the services offered by the City of Coconut Creek. Each department includes an organizational chart, a budget for the department core programs, divisional narratives of programs, performance measures by program, department highlights and accomplishments, explanations of variances between the FY21 and FY22 budgets, a personnel complement, a schedule of line item budgeted expenditures, and program modifications or capital outlay requests, as applicable.

CAPITAL IMPROVEMENT PROGRAM

This section provides a comprehensive listing and explanation of the capital needs of the City for the next five years, including the operating impact.

APPENDICES

This section contains a Debt Administration Overview, Debt Fund Summary, Glossary, and Acronyms.

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BUDGET MESSAGE

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BUDGET MESSAGE



October 23, 2021

Honorable Mayor and Members of the City Commission:

The COVID-19 global pandemic has taken a toll on everyone and the City of Coconut Creek is no exception. Everyday we were confronted with extraordinary challenges and different decisions. Together, we are emerging stronger and more innovative.

In accordance with Article VI, Section 601-602 of the City Charter, I am pleased to present the Fiscal Year 2022 Adopted Budget and Capital Improvement Program for your review. The Fiscal Year 2022 Adopted Budget represents one of the most important documents presented to and approved by the City Commission. It serves as the operational and financial plan for the delivery of City services and a communications device regarding City activities. Each governmental agency, whether local, state, or federal, functions with its own unique set of challenges and circumstances based on its past decisions, financial conditions, and expectations from constituents. The City of Coconut Creek has been and continues to be a well-planned community, successfully balancing the provision of exceptional levels of service; an extensive array of amenities; proactive, environmental mindfulness; and a welcoming business climate. We remain committed to providing the highest level of service in the most cost efficient manner possible by continuously enhancing productivity and performance accountability.

Development of the budget began several months ago with planning, analysis, review, and assessments. Utilizing the Vision 2020 Policy Statement, the recently adopted Vision 2030 Strategic Plan, guidance from the City Commission, and requests and input from our constituents received through from a variety of forums throughout the year, this Fiscal Year 2022 Budget recognizes and addresses our community needs and desires. It places major emphasis on the expansion of public safety services, continues investment in capital projects and City infrastructure, maintaining current service levels, and supports economic development.

PROGRESS AND CHALLENGES

COVID-19 Pandemic

The worldwide pandemic launched a global health crisis and devastated the nation's economy including non-essential business closures, social disruption, and staggering unemployment figures. These actions greatly limited economic activity, and significantly impacted the City's operations and finances. As we cautiously navigated through FY2021, we remained focused on the most volatile and uncertain revenue streams which are those that are driven by consumer spending. Half-Cent Sales Tax, State Shared Revenues, and the Communication Services Tax were projected to experience an average 20% reduction. In response to the significant revenue reduction estimates, several operational tactics were enacted to minimize the fiscal impacts of COVID-19 on City finances during FY2021. This included:

- seeking alternate funding opportunities such as grants and other appropriations
- actively monitoring revenue streams and regularly perform in-depth financial reviews
- prioritizing or delaying capital projects and replacements
- implementing only essential hiring practices
- restricting travel

The dedication, support, and resiliency our staff displayed during this challenging time was unmatched and proved invaluable. We responded quickly and provided continuity of operations while ensuring the safety of our residents, visitors, and staff. The City used this challenging period as an opportunity to streamline processes, expand our e-government services, and be innovative and strategic in our planning efforts. Departments successfully completed numerous activities to maintain current level of City services and mitigate the effects of the pandemic on our community. This included:

- shifting work assignments, altering standard operating procedures, and changing staffing levels to better serve our community where it was most needed
- enforcing state and local emergency orders within municipal boundaries via community policing, and code enforcement
- partnering with federal, state, and local agencies to provide (and receive) logistical support
- adjusting community transportation schedules
- utilizing audio/video conferencing for internal and external meetings
- ensuring proper social distancing and physical barriers within City facilities and during all City activities
- additional cleaning, sanitizing, and disinfecting services and supplies for City facilities
- distributing personal protective equipment (PPE) to staff
- providing secure remote access and equipment for City staff to telecommute where possible
- launching new events due to COVID-19 restrictions to include Creek Palooza, Halloween Drive-in-Treat, the Holiday Light Tour and an "Earn Your Wings" virtual run series to keep families active and entertained

In addition to the aforementioned activities, the City assisted our community in need through providing rental and mortgage assistance to eligible households and holding several PPE, supply, and food distribution events. The Emergency Economic Development Business Stabilization Grant Program was also created and launched to ensure essential businesses were

able to continue to function during this unprecedented pandemic. Complementing other similar programs offered by the state and federal governments, the program provided financial relief to impacted small businesses and non-profit establishments for eligible business operation expenses such as rent, utilities, and employee salaries.

While operationally it was necessary to reduce, modify, and in some instances, temporarily discontinue programs and activities, the City worked diligently to overcome all challenges. The impact of balancing our revenue losses while continuing to provide and maintain services and providing assistance to our community, was made possible through the City's success in obtaining alternative funding sources to defray much of this costs. The City has been awarded \$12.4 million through the Coronavirus Aid, Relief, and Economic Security (CARES) Act, the American Rescue Plan, Office of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA), Florida Housing Finance Corporation, and Broward County. We will continue to monitor and make changes as needed to continue to serve our community with the highest level of customer service. Our commitment to ensuring the safety of our residents, visitors, and staff was, and continues to be, the City's top priority.

Strategic Planning

Inclusive community engagement is essential to a successful Coconut Creek governance process. Engaging residents in the decision making process, allows residents to provide valuable feedback and input about City services and amenities, promotes fiscal transparency, and enhances a municipality's responsiveness and effectiveness to community needs. To support the City's community input initiative, the City utilizes data, including input from elected officials, residents, and businesses, to identify community needs and desires as part of the strategic planning process.

The process of updating the City's existing ten-year strategic plan that began in FY2020 was necessarily halted due to COVID-19. The strategic planning process resumed and was completed in FY2021. In collaboration with our community, through extensive outreach, analysis of needs and desires, a review of local and national trends, and important information provided by City staff, Vision 2030 was developed and highlights the following:

- solidified a new ten-year vision for our community;
- provides guidance for the City's budgeting process;
- provides high-level direction to our leadership team and staff through an updated Vision Statement, Mission Statement, and set of Core Values;
- serves as the framework for the City's five Key Areas of Focus, Adaptive Strategies, Key Performance Indicators, and Strategic Outcomes; and
- provides a common set of priorities to ensure we continue to meet the evolving needs of our community.

Utilization of this plan ensures we continue to meet the evolving needs of our community and serve as a roadmap to maintain and enhance the City's high standards.

Transportation and Traffic Congestion

Traffic and congestion is clearly a regional issue in the south Florida metropolitan area. Coconut Creek, as part of the south Florida region, experiences these challenges and continues to focus on smart growth so that we are able to minimize travel demand and provide alternate means of transportation. The City is working with the Metropolitan Planning Organization (MPO) and Florida Department of Transportation (FDOT) related to several regional transportation projects. FDOT funded and is currently managing the Lyons Road Mobility Improvement Project. This major project, from Atlantic Boulevard north to the Sawgrass Expressway, includes complete re-milling and repaving of the roadway along with new designated bike lanes, sidewalks, drainage improvements, and crosswalks enhancements. It is expected to be completed early 2022. Federal funding has been requested in the amount of \$2.7 million that would allow the addition pedestrian safety lighting along the entire corridor.

Coconut Creek is closely monitoring several transportation projects led by other agencies as they move through their planning phases to mitigate any negative impacts to our City and our residents. These projects include the widening of the Sawgrass Expressway, the Sawgrass/Turnpike Interchange, the Florida Turnpike from Wiles Road south to I-595 and the implementation of the SW 10th Street Connector. Planned expansions of roadway and intersections, such as Copans Road, are closely coordinated with our regional partners to minimize impacts to our neighborhoods.

In November 2018, Broward County voters approved a 30-year one cent sales surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and to fund future investments in Broward's transportation system. This new revenue stream will provide some much needed dollars to 31 municipalities which currently fund its transportation programs through stagnated local option gas taxes and general revenue funds. Coconut Creek was recently awarded \$3.8 million for the addition of ADA compliant bus shelter and bus stops along City maintained streets, construction of a multi-purpose pathway along Sample Road, and the milling and resurfacing of City streets. This funding will allow Coconut Creek to further enhance our roadways for years to come.

Solid Waste and Recycling

After dissolution of the Broward County Resource Recovery Board (RRB) in 2013, Broward County cities found it necessary to independently contract for solid waste disposal and recycling processing services. Since then, there has been a decrease in market demand for recyclable materials and a reduction in the number of companies and facilities operating in the market. This has resulted in less competition, less processing options, and ultimately, higher disposal costs. All Broward municipalities, in partnership with the County, are working to establish and implement a regional solid waste system to address short and long-term opportunities and challenges associated with providing solid waste disposal and recyclable material processing services. The goal is to develop a system based on a long-term, comprehensive plan to provide for efficient, effective, and environmentally sensitive means by which to process and/or dispose of solid waste, yard waste, bulk waste, construction and demolition debris, household hazardous waste, and recyclable materials. The City is directly involved in this process and participates on both the Solid Waste Working Group and the Technical Advisory Committee, focusing on any potential impacts to the lifespan of the Monarch Hill Landfill.

The Solid Waste Collection and Disposal rate for single-family homes will decrease by 2% from \$324.44 per year to \$317.04 per year. This includes cleaning and sanitizing of the solid waste bin twice a year, the Household Hazardous Waste Program, and the Recycling Drop-off Center. To expand the City's recycling efforts, a second recycling drop-off location in the north end of the City is included in the FY2022 budget. A Reuse Center providing donated materials that would have otherwise been discarded in the trash to teachers, artists, and Do-It-Yourselfers for art, decorative, and home projects is also included.

Sustainable Development

Building

Net new construction added \$29,704,170 of taxable value to the property tax roll this year, which equates to approximately \$181,910 in net new property tax revenue for FY2022. The following are new commercial and residential construction projects that were completed prior to January 1, 2021 and are included in the current tax roll:

Commercial

• Extra Space Self Storage	\$ 11,354,090
• First Sawgrass Commerce Center	9,094,040
• Chick-Fil-A	2,345,050
• Pet Paradise Coconut Creek	1,858,830
• Commercial Building Improvements- Deletions and Removals	<u>(25,220)</u>
Total New Commercial Construction	\$ 24,626,790

Residential

• In the Pines Townhomes	\$ 4,807,120
• Single Family Homes-Additions and Improvements	<u>270,260</u>
Total New Residential Construction	\$ 5,077,380
Total Net New Commercial and Residential Construction	<u>\$ 29,704,170</u>

Planning and Economic Development

As the City's development continues to thrive, the Sustainable Development Department remains proactive and innovative in addressing our City's issues and needs. Coconut Creek prides itself in creating a unique sense of place with community investment as a means of attracting new businesses and supporting existing businesses. Tax base diversification and job creation through the expansion of our commercial base continue to be a priority. New and existing developments in Coconut Creek have increased our tax base and provided new jobs in the City.

The following are commercial projects that will be progressing in FY2022:

- *Leder Hillsboro Office & Retail Center*– Proposed as the fourth and final phase of the Leder Hillsboro Business Park, the Leder Building will provide over 7,000 square feet of retail uses and 27,000 square feet of flexible office warehouse space in two separate buildings along Hillsboro Boulevard. In support of the City's Hillsboro Boulevard Corridor Vision, this project includes a Hillsboro Boulevard linear park.
- *Mazda Showroom* – Formerly the State Farm Center, Mazda proposes to redevelop the site adding over 106,000 square feet of commercial development to the City. This project includes construction of a modern automobile showroom, additional administrative offices, a state of the art service center, and a three-story parking garage.
- *Lyons Community Center* - This two-story, contemporary, 13,000 square foot center will add a 200-seat worship hall, multi-purpose offices, a 2,500 square foot outdoor playground, a public art wall, and pedestrian access onto Lyons Road.
- *Hillsboro MarketPlace* - This established plaza is slated for substantial renovations and site improvements including architecture, parking lot, landscaping, signage, and new pedestrian plazas for outdoor dining and gathering. In support of the City's Hillsboro Boulevard Corridor Vision, a linear park with 10 foot sidewalks, landscaping, pedestrian scale lighting and signage, is proposed. Solar reflective roof, electric vehicle charging stations, and water bottle refill stations are also proposed to support the City's sustainable efforts. As part of this re-development, Cali Coffee and an additional 4,500 square foot retail building will bring new shopping and dining options to the plaza.

The projects listed above will generate additional building permit, property tax, and fire assessment revenues. The development of Coconut Creek's MainStreet area continues to be a priority. Currently, the property is under contract and the development team is proposing a vibrant mix of housing types, retail, and civic space. The City owns two significant parcels in the MainStreet area where a new public safety complex is envisioned.

Green Initiatives

Coconut Creek is an environmental leader in Broward County based on many years of popular programs, green certifications, and achievements, which are recognized regionally and nationally. In conjunction with Broward County, the City continues to be an active member of the Southeast Florida Regional Climate Compact, an organization consisting of educators, businesses, and governmental entities with the goal of identifying climate issues, mitigation responses, and resiliency efforts.

Key sustainable projects in the City include two solar canopies located at the Recreation Complex and solar panels on the roof at City Hall, all made possible through a partnership with Florida Power & Light (FPL). Most recently the City furthered its partnership with FPL for Electric Vehicle (EV) Charging Stations. Through a pilot program for select cities in FPL's customer area, EV charging stations are in the process of being installed at City Hall, the Recreation Complex, and the Community Center. The chargers will be free to use and available during regular business hours. Complementing this program, the City has begun adding EV's to the fleet. In FY2022, two additional electric vehicles will be added as part of the Vehicle Replacement

Program. This effort, along with our existing hybrid vehicles, serves to further our sustainable goals by reducing greenhouse gas emissions.

As the City embarks on the implementation of Vision 2030, the City's Green Plan will be updated to broaden our focus and ensure progress towards addressing the local impacts of climate change.

Public Safety

Police

Last year brought a wave of protest against police violence and social injustices country-wide. While Coconut Creek did not experience the civil unrest many others cities faced, it was still critical to respond proactively. A virtual town hall forum was held featuring a multi-disciplinary team of police officers, administration, civil service employees, elected officials, and residents, to talk about diversity, equity, and inclusion within the Coconut Creek community. The ideas expressed in that forum were the basis for the development of the Unity in Our Community work plan which set program goals and outlined reporting requirements.

This plan was used to guide program development, measure success, and continuous improvement in the services offered. The programs discussed in the plan and their impact to the areas that are identified as disadvantaged will be evaluated regularly to ensure action. Funding in the amount of \$15,500 is included for an Annual Simulations De-Escalation Training Program for the Police Department. This program will simulate real world experiences to provide the most realistic training for police officers for use of force.

Our City remains one of "Florida's 50 Safest Cities of 2020" by Safewise®, an organization that conducts studies all over the country to help identify at-risk communities. The 2019 to 2020 crime rate in Coconut Creek decreased sharply by 31.4% due to COVID-19 pandemic related restrictions. In response, the Police Department focused on launching community programs and initiatives. Activities included a Drive-by Birthday Program; graduation parades; face mask giveaways; and food and meal distribution through partnerships with Feeding South Florida and Broward County Public Schools. These and other community programs continue to strengthen our community partnerships and illustrate our pride in our diverse community.

In 2018, the Coconut Creek Police Department received its accreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA). This accreditation program provides our police department the opportunity to voluntarily demonstrate meeting or exceeding an established set of professional standards. 2021 marks the expiration of the department's three-year initial accreditation. The agency's first re-accreditation process was completed in August with the Coconut Creek Police Department receiving re-accreditation.

In FY2020, the department received a grant for an Alert Safety System at the Recreation Complex. This system allows operators in the Real-Time Crime Center (RTCC) to immediately connect to surveillance systems and direct officers responding to an incident anytime a panic button is activated. With the successful installation of the pilot system completed at the Recreation Complex, in addition to the capabilities for entities within the City to connect to this system, the City intends to expand the program to included schools and businesses.

In 2014, the City transferred police dispatch services to Broward County as part of a new county E-911 communications system with promised streamlined operations, increased service through regionalization, and reduced costs. However, since that time there have been numerous complaints from the community as well as police and fire operations prompting the City to explore alternatives. The City recently entered into an interlocal agreement with the City of Coral Springs to provide E-911 emergency communication services for police, fire, and emergency medical services to our City. The City anticipates the transfer of services to be completed by FY2022.

Fire

Currently, the City contracts with the City of Margate for fire protection and EMS services while providing fire administration, inspections, public education, and emergency management functions in-house. In preparation of the contract with Margate expiring at the end of the fiscal year, City staff have been working diligently on consolidating our fire and EMS services in the new Coconut Creek Fire Rescue Department. The transition of services from Margate will provide us with the ability to be more proactive in managing fire rescue services and allow for the flexibility to tailor and enhance service levels specific to the needs of Coconut Creek residents and businesses. We take great pride in being a safe, well-planned, and award-winning City, and our new Coconut Creek Fire Rescue Department will be no exception. It is being established as a community-focused, data-driven, strategic, well-organized, fully equipped, and properly staffed and trained fire department. Among our top priorities are to maintain our current Insurance Services Office (ISO) Public Protection Class 1 rating and actively pursue accreditation from both the Commission on Fire Accreditation International (CFAI) and the Commission on Accreditation of Ambulance Services (CAAS). Both accreditations demonstrate a high standard of quality for fire protection and EMS services.

To address the need for an additional fire station and improve response times in the central area of the City, Temporary Fire Station #113 in the form of a modular building equipped with a fire engine and EMS rescue truck, was completed in FY2021 with full operation October 1, 2021. Construction of a permanent Fire Station #113 is planned in future years as development of the MainStreet area continues. Fire assessment rates will increase to \$234.00 and \$210.60 for single family and multi-family, respectively, to fund this increased level of service.

Parks and Recreation

The City of Coconut Creek is proud to have one of the best Parks and Recreation Departments in the state providing the highest level of leisure play, fitness, special events, and customer service through various programs and services in our 18 parks, two community centers, and two fitness facilities. The City is dedicated to creating and providing recreational, cultural, and educational, opportunities that respond to the changing needs within our community and this upcoming fiscal year will be no exception. In an effort to improve education and provide valuable entertainment while bringing more diversity and culture to residents, a Culture and Arts Program is included in the FY22 budget. In addition to the existing events and programs, such as the Jazz Fest and Arts Fest, this new program will provide culture and arts activities and forums that will allow the City's diverse community to come together and share their cultures with each other. Through community partnerships, residents will be given the opportunity to learn and share about art, dynamics of theater, cultures, and beliefs with other members of the community.

During the completion of the Parks and Recreation Master Plan, the Unity in Our Community program, and the Vision 2030 Strategic Plan, it became evident the City needed to focus on expansion of its programs to include more cultural, diverse, and inclusionary activities. This priority was ranked high on the needs and priorities assessments completed by residents. Expanding and enhancing these types of programs will continue to be a priority in FY2022. In addition to program expansion, we will begin the process of improving our City parks over the next ten years to provide superior amenities and services to our residents.

Information Technology

With local government security breaches on the rise, the Information Technology (IT) Department continues to expand and enhance its Security Awareness Training program and improve upon its vulnerability management and remediation processes. In addition, IT is working to evaluate our cybersecurity strategy in order to improve our cyber-resilience and response to threats, including but not limited to exploitation, ransomware, off-site redundancy; as well as our overall cybersecurity posture.

This year, the Information Technology (IT) Department has successfully completed the installation of a dedicated fiber optic infrastructure. Fiber optic installation affords administrative buildings of the City better access to our systems, greater networking capacity and more flexibility for future expansion of new systems like the Coconut Creek to Coral Springs connection that will support the Police and Fire/EMS dispatch communication services.

The department continues to work to bring all City electronic documents into Americans with Disabilities Act (ADA) compliance. This extensive, complex, and potentially expensive undertaking involves remediating all required documents and training employees how to create any new documents in the necessary compliant formats. Continuous improvement of City technology, including our website and social media platforms, is critical for the effective communication, engagement, and provision of services to our residents, businesses, and the public.

Utilities and Engineering

The Utilities and Engineering Department protects, maintains, and operates the City's water, wastewater, reclaimed water, and stormwater infrastructure systems. In addition, the department also maintains City-owned streets and related infrastructure. As such, a \$22.3 million dollar Comprehensive Street Improvement Program is underway. The project is segregated into four phases. Phase I design and construction and Phase II design were completed. The City was awarded \$3.0 million in Broward County Transportation Surtax funds to offset estimated construction costs of \$3.8 million for Phase II construction. Phases III and IV will also be submitted to Broward County for consideration for surtax funding. Details can be found in the Capital Improvement Program (CIP) section of this document.

RECOMMENDED PROGRAM MODIFICATIONS AND SERVICES

The City of Coconut Creek is committed to ensuring operational efficiency and continuous quality improvement. To prudently ensure that our resources are allocated efficiently and effectively, the following is included in the FY2022 Adopted Budget:

Personnel Staffing Changes

Every department routinely evaluates staffing and seeks to eliminate, modify or add positions as necessary to ensure responsive, efficient, and effective service delivery to our residents. Approved staffing modifications will result in a net addition of 4.75 full time equivalent (FTE) employees from 507.25 to 512.00 positions. Additions/modifications include the following:

Additions/Modifications:

- Part-Time Customer Service Representative
- 2 Facilities Attendants
- 2 School Resource Officers

COLA and Insurance Benefits

The cost of living adjustment (COLA) for general employee wages is calculated based on the Consumer Price Index (CPI) for the Miami-Fort Lauderdale area from April to April of each year. The COLA for FY2022 as calculated is 4.1%. Police Lieutenants, Police Sergeants and Police Officers will receive a 2.5% COLA per their collective bargaining agreements. The City's compensation plan for general employees using CPI is designed to maintain fair and market competitive wages. Following is a chart showing the adjustments for the past five years:

Cost of Living Adjustments				
Fiscal Year	General Employees	Police Officers	Sergeants	Lieutenants
2022	4.1%	2.5%	2.5%	2.5%
2021	0%	2.25%	2.25%	2.25%
2020	2.2%	2%	2%	2.2%
2019	3.5%	2%	2%	2%
2018	2.8%	2%	2%	2%
Average/Year	2.52%	2.15%	2.15%	2.19%

Health insurance premiums are increasing by 5.5% with no plan changes. The City's share of the insurance premium increase includes an adjustment in the City's cost sharing model from 76% to 77% for dependent and family plans and totals approximately \$160,290 City-wide.

Additional New Programs

Additional new programs based on input from the City Commission, our residents and staff are summarized below:

The City currently uses an electronic public records request software that was designed and implemented internally. In recent years, the request for public records has more than doubled and the current software has become inefficient. For added efficiency, a new external records request software that provides more timely response to requestors, enhanced transparency, allows contactless and paperless service, and internal reporting in the amount of \$17,000 is funded.

Funding of \$130,000 is included in FY2022 for the expansion of the Neighborhood Enhancement Grant Program. This program provides matching grant funding to neighborhood associations, homeowner associations, accredited schools, and other non-profit organizations for specific neighborhood projects that promote a stronger, safer, and more sustainable community.

Capital Outlay

Governments require capital equipment and assets in order to function and deliver their outputs. Capital outlay is critical to successful delivery of services and refers to machinery and equipment exceeding \$5,000 used in various departments as well as facility renovations that do not rise to the definition of a capital improvement project. Because equipment depreciates with age and usage, investment is required to replace it. Capital outlay totaling \$284,000 is as follows:

General Fund	FY2022 Funding
Police-Glock 35 with Red Dot Sights and Accessories	\$121,000
Public Works-Fuel Station Upgrade	40,000
Police-Professional Standards Software Update (IAPro)	15,000
Police-Canine Replacement	10,000
Water and Wastewater Fund	
Utilities and Engineering-Wastewater Line Camera	\$35,000
Utilities and Engineering-Forklift	35,000
Utilities and Engineering-Solar Powered Arrow Board	6,500
Stormwater Management Fund	
Utilities and Engineering-Digital Message Board	\$15,000
Utilities and Engineering-Solar Powered Arrow Board	6,500

Capital Improvement Program

Our Public Works, Utilities and Engineering, Information Technology, and Parks and Recreation Departments continue to do an incredible job managing and maintaining City infrastructure through our comprehensive Five-Year Capital Improvement Program (CIP). Fiscal Year 2022 proposes numerous City-wide CIP projects totaling \$14,144,310. The majority of these funds are for recurring CIP projects that maintains City infrastructure and is detailed in the CIP section of this FY2022 Adopted Budget along with the following new items:

Project	FY2022 Funding
Public Safety Building (Design)	\$500,000
Donaldson Park Improvements	213,000
Coco Point Park Improvements	142,500
Sign Replacement Program	125,000
Sound System	90,000
Community Center Enhancements	89,000
Electric Vehicle Charging Station Program	35,000
Sunshine Drive Park Improvements	22,500

FINANCIAL OUTLOOK

The City's financial standing is solid; generating sufficient revenues to meet increased costs for quality municipal service delivery standards that our constituents have come to expect. The City budget is financed through a wide variety of revenues and accounted for by the use of Funds. There are four major operating funds: General Fund, Street Maintenance and Construction Fund, Water and Wastewater Operating Fund, and Stormwater Fund. Working as a team, City staff ensures the focus of budget requests are based on the City's short- and long-term community goals and are structured to facilitate rapid changes in technology, markets, and customer expectations proactively rather than reactively.

Financial Highlights:

- Total FY2022 Adopted Budget for all City funds is \$178,931,230 or \$7,865,830 over FY2021.
- The Property Tax Millage Rate is 6.4463, a 1.4% decrease from the current year's millage of 6.5378.
- The annual Fire Assessment fees for single-family and multi-family homes is \$234.00 and \$210.60 respectively, a 19% increase. This offsets the costs associated with the addition of Fire Station #113 and increasing service levels.
- The annual Solid Waste Collection and Disposal rate for single-family homes is \$317.04 per year, a 2.3% decrease from the current rate of \$324.44. This includes cleaning and sanitizing of the solid waste bin twice a year, the Household Hazardous Waste Program, the Recycling Drop-off Centers, and the Reuse Center.
- Water and Sewer Rates are scheduled by ordinance to increase by the greater of 2.5% or inflation, effective April 1, 2022.
- Stormwater Rates are scheduled by ordinance to increase 5.1% or \$0.20 per month from \$3.95 to \$4.15.
- FY2022 Capital Budget invest \$14,144,310 for capital improvements throughout the City.
- Staffing will increase by 4.75 Full-Time Equivalent (FTE) to meet service demands.

General Fund

The General Fund is the largest of the City's operating funds, accounting for over one-half of the total City budget. Police, Fire Rescue, Parks and Recreation, Public Works, Sustainable Development, Information Technology and administrative departments are the principal functions supported by this fund.

The City projects property tax revenue of \$29.6 million accounting for approximately 30% of anticipated General Fund revenue. The balance of revenues is generated primarily from charges for services, utility taxes, intergovernmental revenues, and franchise fees. The revenue required to fund the Adopted FY2022 General Fund Budget is \$69,548,220 excluding transfers in and appropriated fund balance.

Despite the economic challenges COVID-19 presented, the City's assessed value of properties as reported by the Property Appraiser is \$4.8 billion, an increase of \$244.6 million or 5.33% from the prior year's final valuation. Assessed values from new construction increased by \$29.7 million or 0.65%, and property value reassessments increased by \$214.9 million or 4.68%.

The FY2022 approved millage is 6.4463, a 1.4% decrease over the current year's rate of 6.5378 mills and a 3.2% increase over the rollback rate of 6.2453 mills. The rollback rate is the rate that generates the same amount of tax revenue as the current year less new construction.

The Adopted FY2022 General Fund budget totals \$99,171,720 which is a 13.5% or \$10,588,560 increase over the FY2021 General Fund budget of \$88,583,160.

The increase is primarily attributed to an increase in operating expenses of \$5,881,330, non-operating expenses of \$491,960, transfers out to the Capital Improvement Fund of \$2 million, and resources available of \$2.3 million offset by a decrease in capital outlay of \$84,730. Fund balance reserves at September 30, 2021 is projected to be approximately \$21 million, which is appropriated in the revenue budget in FY2022. Of this amount, \$3.6 million is included to balance the budget so as to not over generate revenues since it is anticipated that not all budgeted amounts will be expended.

Street Maintenance and Construction Fund

Major revenue sources in the Street Maintenance and Construction Fund include intergovernmental revenues such as grants, state revenue sharing, and stagnant local option gas taxes. By state law, funding may only be expended for street construction and maintenance programs. The City is working diligently to leverage Broward County Transportation Surtax funds to help offset community transportation operating costs.

Enterprise Funds

Enterprise Funds, which include the City's Water/Wastewater Operating Fund, Water/Wastewater Capital Improvement Fund, and Stormwater Fund are self-supporting based upon the revenue received for services rendered. Thus, these funds do not receive any tax revenues. Total FY2022 projected revenue for the enterprise funds is \$25 million.

In fiscal year 2018, a water/wastewater rate study was completed. As a result, previously approved annual increases of 5% were reduced to the greater of 2.5% or inflation based on the Consumer Price Index (CPI), effective April of each year. The annual increases for fiscal years 2018-2021 were waived. The rate increase in FY2022 will be the greater of 2.5% or inflation, effective in April. Stormwater rates have been previously authorized to increase by the CPI of 5.1% effective October 1, 2021.

Other Funds

The Transportation Surtax Fund is used to account for proceeds from the Broward County Transportation Surtax Program. These funds will be used to improve traffic signalization, roadways, intersections, pedestrian mobility options, and public transportation (bus and rail) and to fund future investments in Broward's transportation system. City projects funded through this

Program include: Bus Shelter and Bus Stop Rehabilitation; Sample Road Multi-Purpose Pathway; and the Comprehensive Streets Improvement Program.

The Community Improvement Fund accounts for proceeds received from the Seminole Tribe of Florida, Inc. in accordance with a municipal services provider agreement (MSPA) approved in 1999. These funds have been restricted by City ordinance to be used for capital improvements, land purchase, professional services for the MainStreet area, and payments for loans or other debt incurred for authorized projects. Approximately \$3.4 million in revenue is projected for this fund in FY2022. The City obtained a total of \$20 million in financing in FY2017 and FY2018 for funding the Comprehensive Street Improvement Program (Phase 1), Lakeside Park Expansion, Facility Roof Replacement, and other capital projects. The debt service on these loans will be paid from the Community Improvement Fund over the next 11 years.

The Seminole Mitigation Fund is used to account for proceeds received from the Seminole Tribe of Florida, Inc. in accordance with a mitigation agreement promulgated from additional Seminole property becoming federal trust lands. These funds may only be used for operating cost impacts and capital improvement projects in the MainStreet area. Approximately \$2.7 million in revenue is projected for FY2022. \$1.5 million of these funds will be transferred to the General Fund to defray the costs of expanded police and fire services. Funding for the design of the Public Safety Complex is included in FY2022.

The Parks Improvement Fund, Utility Undergrounding Fund, and Public Safety Fund are all capital projects funds for which revenues are derived from developers in the form of impact fees and are used to offset capital investments needed as a result of their development. These funds have been used to build park amenities, underground utility lines, and pay for police and fire capital expenditures.

Details of all capital projects can be found in the CIP section of this document.

As part of the 2021 Legislative Session, Governor DeSantis signed a 30-year Compact Agreement with the Seminole Tribe of Florida which provides a local share for Coconut Creek. Although approved at the state level, approval by the federal Bureau of Indian Affairs is still required for this compact to take effect. Litigation is pending and therefore the effective date is uncertain. If approved, funding will be used in the Capital Improvement Program Fund to defray the costs of City infrastructure improvements.

All budgeted funds are fully described in the Budget Structure section and summarized in the Budget Overview section of this document.

CHANGES SINCE PROPOSED

As part of the Budget Workshop held on August 10, 2021 with our City Commission, the following changes were made to the FY2022 Proposed Budget. These changes are reflected as part of the FY2022 Adopted Budget:

Budget Adjustments from FY 2022 Proposed Budget

	<u>Increase</u>	<u>Decrease</u>
General Fund (01)		
Revenues:		
Miscellaneous Revenues	\$4,890	
Expenditures:		
City Commission	\$4,890	

CONCLUSION

Coconut Creek continues to be a fiscally responsible, responsive, innovative, and strategic City with experienced, professional staff who are customer service focused. As we embrace our anticipated growth, we will strive to maintain our small-town welcoming feeling while being an innovative, inclusive, and progressive community for our residents, business, and visitors. The initiatives and programs within this budget support the City's mission to provide exceptional, responsive, and sustainable services for the Coconut Creek community.

I would like to extend our sincere appreciation to all of the department directors and their staff for their commitment, support, and work in the preparation of this document. I would also like to thank you, the City Commission, for your guidance, continued support, and dedication to maintaining the "Butterfly Capital of the World" as a beautiful award-winning City to work, live, and play.

Respectfully submitted,



KAREN M. BROOKS
City Manager



PETA-GAY LAKE
Director of Finance and Administrative Services

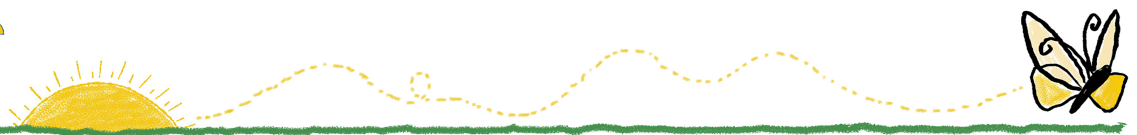


A large, horizontal, yellow brushstroke graphic with a textured, painterly appearance. The stroke is composed of several overlapping, slightly irregular horizontal bands of yellow, creating a sense of movement and depth. The word 'PROFILE' is written in a dark blue, cursive script font across the center of this brushstroke.

PROFILE

A large, horizontal, yellow brushstroke graphic with a textured, painterly appearance. The strokes are layered and vary in opacity, creating a sense of movement and depth. The word 'PROFILE' is written in a dark blue, handwritten-style font across the center of this graphic.

PROFILE



COCONUT CREEK

The City of Coconut Creek is a full-service municipality located within the northern central portion of Broward County, the second most populated county in the State. The City was created in 1967 by the Legislature of the State of Florida and is approximately 12 square miles. Coconut Creek is located just north of Fort Lauderdale and abuts unincorporated Palm Beach County to the north. Location is key, and with easy access to major highways, airports, and the Atlantic Ocean, Coconut Creek is the ideal location for both individuals and businesses. The City is less than 15 miles west of the beach, and the sub-tropical climate provides comfortable living year-round. With an estimated population of 57,871, Coconut Creek has been ranked the 8th “Best City to Raise a Family”, the 12th “Best Place to Live in Florida”, and the 19th “Best City to Live” in Broward County. Additionally, Safewise, a community ratings website, named Coconut Creek as one of the 50 safest cities in Florida.

The City has been developed primarily for residential purposes with a proportionate mix of singles, families, and retirees. Because the tax burden rests mostly on residential properties, the City has various economic development initiatives, partners, and networks to encourage new businesses to locate within the City.

Coconut Creek operates under a Commission-Manager form of government. Five Commissioners are elected at-large from the City’s five districts to serve staggered four-year terms. Annually, of the five elected Commissioners, a Mayor and Vice-Mayor are elected by the Commission at the first commission meeting subsequent to the second Tuesday in March. Together, the Mayor and Commission are responsible for the legislative functions of the City, including setting City policy, passing local ordinances, approving the City’s Comprehensive Annual Budget, and appointing a City Manager and City Attorney.

The City Manager oversees the administrative functions of the City. This includes overseeing the day-to-day operations of the City; hiring staff; submitting an annual operating and capital improvement budget to the Commission; as well as providing recommendations to, and carrying out the policies and ordinances of the City Commission.

Residents of Coconut Creek enjoy many recreational facilities within the City limits, including eighteen local parks and two county parks: 625-acre Tradewinds Park and 247-acre Fern Forest Park. The City’s largest park, Sabal Pines Park, includes many inviting amenities such as baseball and soccer fields; tennis court; basketball courts; a roller hockey rink; playgrounds; pavilions; a nature trail; and, a two-story facility that overlooks the entire park, and a beautiful lake. Recently, the City added two new splash pads- CocoParadise and Cocolsland-located at the City’s Recreation Complex and Community Center, respectively. Also, the City recently adopted the Parks and Recreation Master Plan, a 10-year vision and action plan for the parks, recreation, and open space and trail systems. Included in the plan are full development of Lakeside Park and Oak Trails Park, both of which the City recently acquired additional adjacent land for growth of recreational amenities.



Sabal Pines Park



In a continuing effort to create and maintain a healthy balance between new growth and development, while ensuring environmental and resource conservation, the City has a progressive planning approach to creating a unique life-style for its residents and businesses. MainStreet, an innovative planning project that embraces the City's desire for sustainability with progressive design standards, will create a pedestrian-oriented, mixed-use downtown development in the center of Coconut Creek. Currently, MainStreet is home to the Promenade at Coconut Creek, MainStreet's first commercial development, and Monarch Station, MainStreet's first residential development. Further development of this area is also included in the Parks and Recreation Master Plan to ensure the city's legacy of parks and open spaces will continue throughout MainStreet's growth.



The Promenade at Coconut Creek, MainStreet's first commercial development.

Once known for its wilderness and farmlands, Coconut Creek has evolved into a diverse, thriving community. The City plans to continue its mission to provide exceptional, responsive, and sustainable services for its residents, businesses, and visitors. Progressive architecture that is based on function and style, coupled with development that encourages mixed use of land, creates a sense of purpose while simultaneously ensuring a sustainable future. The City is also committed to fostering economic development, providing cultural, educational, and recreational opportunities, and making Coconut Creek "An innovative, inclusive, and progressive community with a small-town personal touch."

Since its incorporation in 1967, Coconut Creek has become an award-winning City with designations such as an Audubon Sustainable Community, ISO Class 1 certification for the Fire Department, and the Police Department's accreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA) and, which is the highest honor that can be bestowed upon a law enforcement agency. Hard work and a commitment to its residents through strategic planning has continued to make Coconut Creek an award-winning City with recognitions by outside agencies through the presentation of various awards and certificates, including:



8th Best City to Raise a Family in Broward County designation by Niche



Ranked 12th for Best Places to Live in Florida designation by Areavibes



19th Best City to Live in Broward County designation by Niche



29th Safest City in Florida designation by Safewise



Police Department Receives Re-accreditation designation by Commission for Florida Law Enforcement Accreditation, Inc.(CFA)



Rocky Pomerance Law Enforcement Excellence Award from the Florida Police Chief's Association for Officer Leonard and K-9 Taylor



Distinguished Budget Presentation Award designation by GFOA Government Finance Officers Association for FY2021



2021 FAPPO Award of Excellence designation by Florida Association of Public Procurement Officials for meeting or exceeding benchmarks in public procurement



NIGP Outstanding Agency Accreditation designation by National Purchasing Institute (NPI) for excellence in public procurement



Healthiest Employers to Work For designation by the South Florida Business Journal/ Florida Blue



Healthiest Employers by South Florida Business Journal designation Florida Blue for policies and initiatives promoting the health and well-being of our employees



American Heart Association Workplace Health Achievement – Silver Level Recognition designation by the American Heart Association



Certified Wildlife Community designation by National Wildlife Federation



Tree City USA Award for the 33rd year by the Arbor Day Foundation



Telly Award for CreekTV: CreekTALK Kids



Sunsational Award designation by the Florida Festivals & Events Association for 2nd place for the design of the Parks and Rec showmobile.



CITY OF COCONUT CREEK AT A GLANCE



Date of Incorporation
Form of Government
Area (Including water)
Total Adopted Fiscal Year 2022 Budget in millions
(Includes Enterprise Funds)

February 20, 1967
Commission-Manager
12.78 sq. miles
\$178,931,230



City Demographics

Population (as of April 1, 2021)	57,871
Median Age *	40.2
Median Household Income *	\$62,973
Average Household Size *	2.59 people
Percentage of Single Households **	30.9%
Percentage of Married Households **	69.1%
Percentage of Families with Children **	60.3%
Median Market Value	\$270,233
Registered Voters	46,488

* Source: World Population Review and Statistical Atlas

** Source: Statistical Atlas



Police Department

Number of Stations	1
Sworn Officers	113
Civilians	44

Fire Protection



Number of Fire Stations	3
Fire Fighters	70
Civilians	3
Fire Engine/Ladder	3
EMS Transport Units	3
FY21 Total Fire/EMS Runs	7,761
FY21 Avg. Response Time Fire/EMS	7:18

* Effective September 26, 2021 the Coconut Creek Fire Rescue Department started providing fire and emergency medical services to Coconut Creek residents.



Major Employers

Employees

Seminole Coconut Creek Casino	1,420
Broward College North	904
Broward County School Board	831
Publix	680
Atlantic Technical Center	485
City of Coconut Creek	425
Al Hendrickson Toyota	300
Walmart	263
Vista BMW	244
Cusano's Bakery	204



Public Schools Located in the City

School	Enrollment
Elementary	
Coconut Creek Elementary	604
Tradewinds Elementary	1,180
Winston Park Elementary	1,109
Middle School	
Lyons Creek Middle	1,920
High School	
Atlantic Technical High School	684
Coconut Creek High School	1,811
Monarch High School	2,415
Dave Thomas Education Center	478
College / Technical Schools	
Atlantic Technical Center	4,284
Broward College North	19,355



Existing Land Usage (%)

Residential	47%
Commercial	7%
Industrial/Office	2%
Recreational	13%
Water Bodies	11%
Other	20%



Utility System

Quantity

Active Accounts (as of September 30, 2021)	
Water	12,111
Capacity per day (thousand gallons)	
Water (tgd) max.	8,500
Sewer (tgd) max.	6,540
Miles of Water and Sewer Mains	
Water	281
Sewer	238
Fire Hydrants	1,998
Lift Stations	58



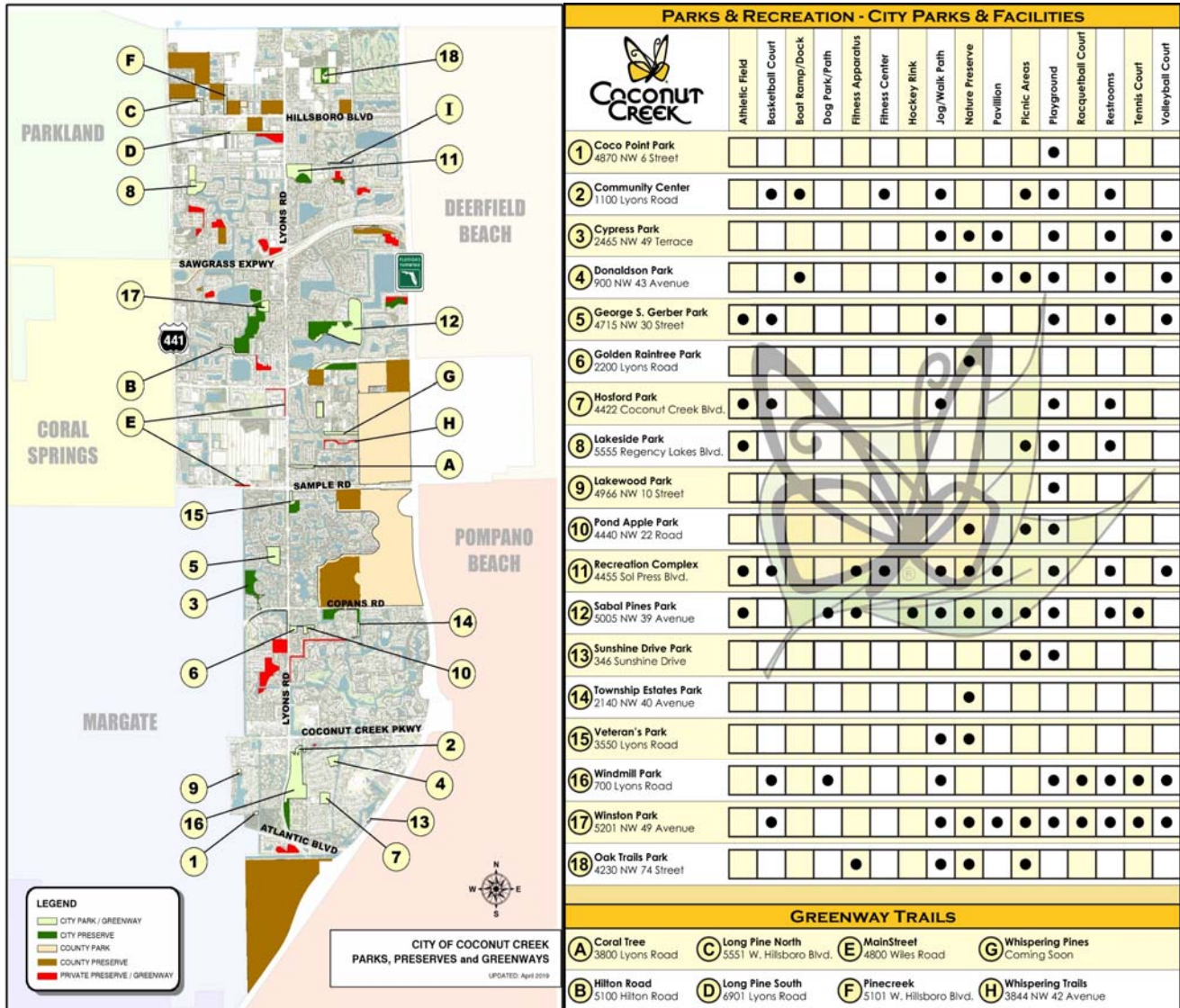
Solid Waste Collection

Number

Residential Accounts	8,682
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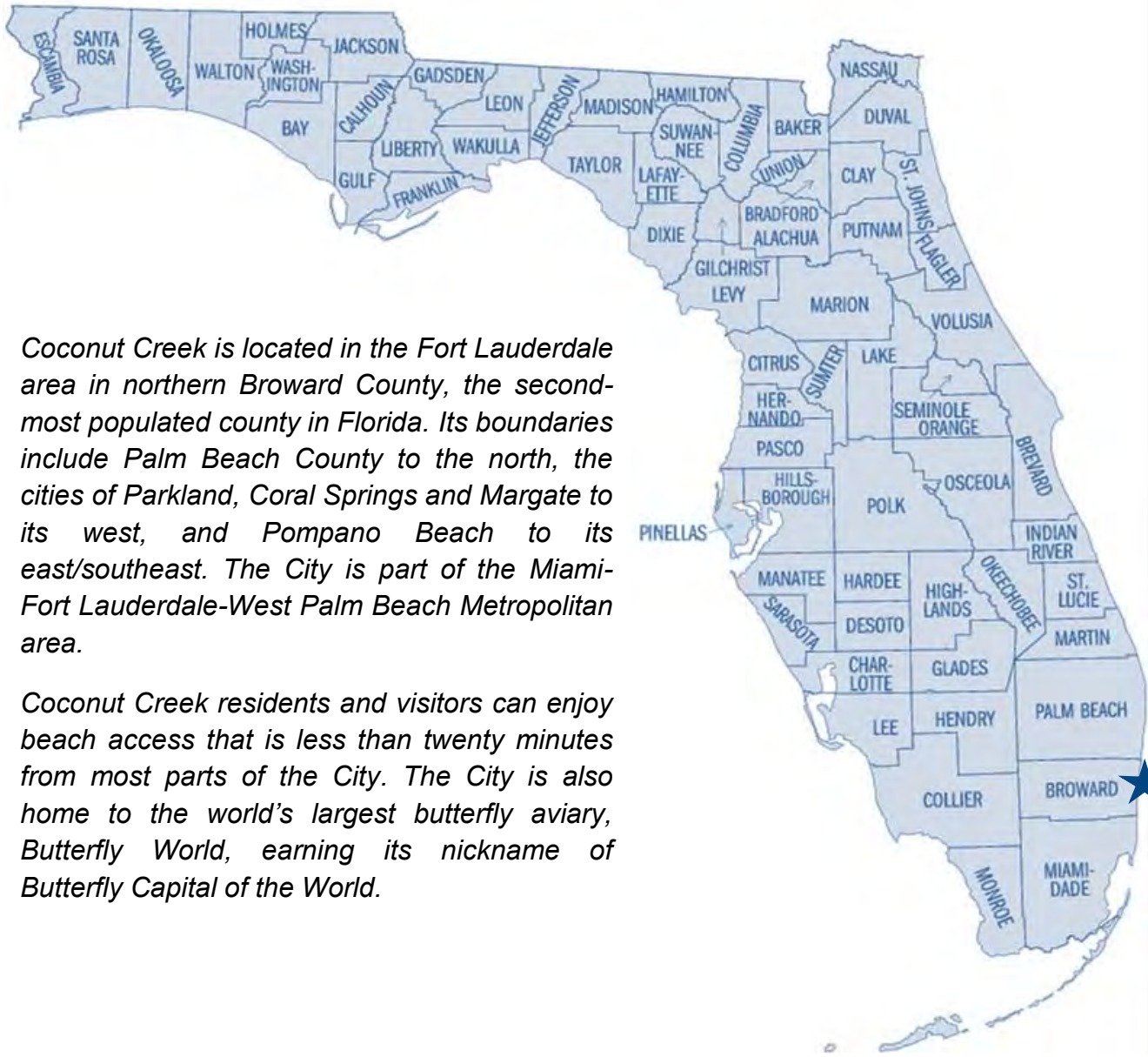
Parks and Recreation



The City offers many athletic, fitness and recreational activities and programs in its facilities and parks. Our amenities include gymnasiums; fitness centers; meeting rooms; baseball, football, lacrosse, and soccer fields; basketball, racquetball, tennis and volleyball courts; picnic shelters; playgrounds; and boat ramps.



LOCATION

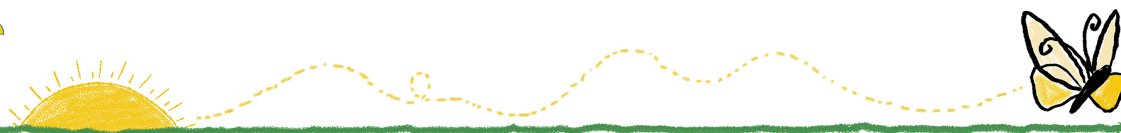


Coconut Creek is located in the Fort Lauderdale area in northern Broward County, the second-most populated county in Florida. Its boundaries include Palm Beach County to the north, the cities of Parkland, Coral Springs and Margate to its west, and Pompano Beach to its east/southeast. The City is part of the Miami-Fort Lauderdale-West Palm Beach Metropolitan area.

Coconut Creek residents and visitors can enjoy beach access that is less than twenty minutes from most parts of the City. The City is also home to the world's largest butterfly aviary, Butterfly World, earning its nickname of Butterfly Capital of the World.



City Hall : 4800 West Copans Road, Coconut Creek, FL, 33063 : 954-973-6770
City Hall Hours of Operation: Monday through Thursday - 7:00 a.m. to 6:00 p.m.



HISTORY OF COCONUT CREEK

The area that now encompasses Coconut Creek, Margate, North Lauderdale, Tamarac, and parts of Coral Springs was primarily farmland or Florida wilderness. Early settlers of the area farmed land west of Pompano Beach for decades. Today, roads have been named after some of these pioneer families such as Lyons, Blount, Sample, McNab, Wiles, and Hammond.

In 1956, the City of Pompano Beach, on the far northeastern side of Broward County, had been thriving and growing for several decades. Just a few miles or so to the west, the Town of Margate was formed the previous year and would be incorporated as a City, six years later. The area in between was acres and acres of farmland where beans, peppers, tomatoes, eggplant, and pumpkins were grown.

Pompano Beach real estate developer R.E. Bateman envisioned the land as more than just farmland. Instead, he saw an investment opportunity. Approaching 15 feet above sea level, the area was well-drained. There were trees everywhere, particularly native pines. These, coupled with an abundance of rock, caused Bateman to speculate why the area had not been farmed - there was too much clearing and root-stumping to do. However, he thought, if as many of the trees as possible were retained, it could be developed into beautiful home sites.

Bateman purchased several hundred acres west of the Turnpike and north of Atlantic Boulevard, named it "Edgefield," and started clearing the land that literally was on the edge of several farm fields. Deciding later that his neighborhood in progress needed a more tropical name, Bateman rechristened it after the Dade County communities, Coconut Grove and Indian Creek Hence: Coconut Creek Homes.

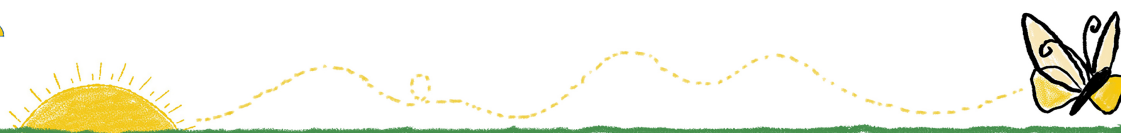
Bateman's neighborhood project began to thrive in the early 1960s when builder Jack Brown joined the endeavor. Jack Brown Properties had set up an office on Northwest 45th Avenue and began building homes in the area, marketing it as a tropical, natural paradise far from the urban centers of Miami and Fort Lauderdale.

"Coconut Creek is, in the minds of many, the ideal Florida," Brown writes in an early promotional brochure. "A serene and verdant spot removed from the tumult of the tourist world, an oasis of peace and beauty in the heart of the Gold Coast... In developing Coconut Creek, we have striven to preserve Mother Nature's handiwork of wooded land and rambling waters, embellishing vast acres with coconut palms."

Aside from brochures and traditional advertising, promotional events were organized in an effort to attract potential buyers to the area. One of the most popular promotional events utilized the neighborhood's many canals. The widened section of the canal between Northwest 43rd Avenue and Northwest 45th Avenue created Lake Julie and the adjoining lagoon. In 1964-1965, area ski clubs held exhibition shows on these waters every Sunday afternoon. Every month, these shows brought in hundreds of spectators from all over the country.

Brown's marketing efforts worked and by 1965, the neighborhood grew to nearly 200 occupied homes. Residents from the Coconut Creek Home Owners Association began sponsoring neighborhood picnics, holiday parties and other community events. They were also civically active, working to get streetlights and other improvements initiated.

The area proved to be attractive not only to residents looking to buy in the rural northwest, but to other forces as well. Further development, beyond the little neighborhood, was already in the works: the Broward County School Board obtained 115 acres of land in the area to build the North Broward Junior College campus.



By 1963, both Margate and Pompano Beach were expressing interest in annexing the Coconut Creek Homes into their cities. The two had asked the State Legislature to include the neighborhood in their reserve areas, but Coconut Creek residents protested, asking to be left out of any possible reserve area. In 1965, Margate and Pompano Beach agreed on reserve area boundaries, which placed the Coconut Creek neighborhood in the Pompano reserve. However, Coconut Creek homeowners petitioned the Legislature a second time to be left as they were. The petition, coupled with a separate reserve dispute between Pompano and Deerfield Beach, kept the neighborhood out of any other jurisdiction a second time. However, the residents were wary of having to fight every two years to keep their autonomy and knew that eventual annexation was inevitable.

Homeowners Association President John M. Reed appointed a committee to begin studying four future situations: annexation into Margate, annexation into Pompano Beach, remain an unincorporated neighborhood, or create a brand new city.

In 1966, the committee recommended the incorporation of a new city and the choice was taken to the neighborhood residents for a final vote. On November 3, 1966, the majority favored beginning the incorporation process.

The newly named Committee of Incorporation of Coconut Creek hired Fort Lauderdale attorney Robert A. Urban to handle the legalities of incorporation and began taking contributions from residents to handle the costs of starting the new city.

On February 19th, 236 out of 260 eligible voters turned out at Calvary Presbyterian Church and approved incorporation 163 to 73. The petitions and the ballot results were presented to the Circuit Court and the State Legislature for approval, which was granted.

"The incorporation of the City of Coconut Creek is now an accomplished reality," new Mayor Gardner C. George wrote a supporter in a March 1, 1967 letter. "The required two-thirds majority vote, the elected slate of officials, and the City seal have been accepted by the court. All officials have now been sworn in, and your new City is actually in operation."

The new City operated under the Florida State Statutes until a City Charter was drawn up and adopted. Lacking a City Hall, the new council and administration began working from their homes and held official public meetings at Calvary Presbyterian Church until a permanent municipal headquarters was operational. Residents also elected their first officials: Gardner C. George, Mayor; James H. Bush, William H. Davis, Myrtle C. Reed, Harold G. Smith, and Hollis W. Wacaster, council members; Helen M. Donaldson, City Clerk; and Jack M. Cooper, Marshall. The adoption of the Charter occurred November 2, 1971.

Adopted from the *Quad City News*, November 19, 1987

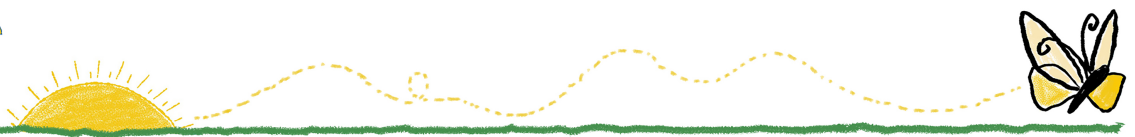


COCONUT CREEK HIGHLIGHTS

- | | | | |
|-------------|---|-------------|---|
| 1967 | The City of Coconut Creek is incorporated. | 1998 | The Coconut Creek Community Center is dedicated as Rowe Community Center. |
| 1970 | The City's first school, Coconut Creek Elementary, opens; City Census: 1,359 residents. | 1999 | The City's Municipal Service Provider Agreement with the Seminole Tribe is approved; Lakeside Park is dedicated. |
| 1971 | The City's Charter is adopted; the City of Coconut Creek Police Department is created. | 2000 | Coconut Creek Casino opens; the City contracts with the City of Margate for fire and EMS services; Lyons Creek Middle School opens; City Census: 45,517 residents. |
| 1972 | Coconut Creek High School opens; the City of Coconut Creek Volunteer Fire Department is created. | 2002 | The City is declared the City "Butterfly Capital of the World;" the City celebrates its 35th Anniversary. |
| 1973 | The Coconut Creek Community Center opens. | 2003 | The inaugural Butterfly Celebration and 5K "Butterfly Run" is held. |
| 1980 | City Census: 6,288 residents. | 2004 | City receives the Emerald Award from Broward County for environmental preservation leadership; MainStreet Master Plan is unveiled to residents. |
| 1982 | The Coconut Creek Public Safety Department is established by City Charter, phasing out volunteer firefighters. | 2005 | Coconut Creek Community Center Grand Opening; MainStreet design is approved by the State; City named "Community Wildlife Habitat" by the National Wildlife Federation. |
| 1983 | Coconut Creek Plaza, the first major shopping area in the City, is completed. | 2007 | The City celebrates its 40th anniversary; the ground breaking of the first MainStreet project, the Promenade at Coconut Creek, is held. |
| 1986 | Government Center opens. | 2008 | The City celebrates the commercial ribbon cutting/ground breaking for several major developments including JM Lexus and El Dorado Home Furnishing Center. |
| 1987 | The City celebrates its 20th anniversary. | 2009 | The Promenade at Coconut Creek shopping center grand opening is held. |
| 1988 | Butterfly World at Tradewinds Park South opens; the City receives their first Tree City USA designation award; Ted Thomas Activity Center is dedicated. | 2010 | The City is recognized for its Reclaimed Water Project from the Broward branch of the American Society of Civil Engineers; Money Magazine ranks Coconut Creek 48th (out of 100) Best Places to Live; City Census: 52,934 residents. |
| 1989 | Veterans Park is dedicated. | 2011 | The City is awarded Audubon Sustainable Community Certification from Audubon International; the City is honored by ICLEI-Local Governments for Climate Protection Achievements. |
| 1990 | Winston Park Nature Center opens; Winston Park Elementary opens; City Census: 27,485 residents. | | |
| 1992 | The City celebrates its 25th anniversary; Cocoplum Park and Windmill Park open; SOS Children's Village Foster Care Neighborhood opens. | | |
| 1993 | The Public Safety North Substation is dedicated; the City's first bus shuttle service begins operation; Holiday Fantasy of Lights opens at Tradewinds Park. | | |
| 1994 | The Recreation Complex opens. | | |
| 1996 | Tradewinds Elementary School opens. | | |
| 1997 | Cocoplum Park is rededicated as George S. Gerber Memorial Park; the City celebrates its 30th anniversary. | | |



- 2012** The City receives the Playful City designation for its initiatives to reduce childhood obesity by creating innovative programs to get children active, playing, and healthy.
- 2013** The Public Works/Emergency Operations Center Administration Building is completed; the City is awarded the Green Leaf Award from the Broward League of Cities.
- 2014** The City is recognized as the 9th Top City to Live in Florida by Movoto Real Estate Brokerage; the City's first hotel, Hampton Inn and Suites, opens.
- 2015** The Sun Sentinel ranks Coconut Creek as one of the best mid-sized employers in the Tri-county area; the City earns a Gold-Level Certification under the Florida Green Building Coalition's (FGBC) Green Local Government Program; Cusano's Bakery opens its manufacturing and distribution facility; the City's first movie theater, Silverspot Movie Theater, opens in the Promenade.
- 2016** Coconut Creek is ranked as the 10th safest place to live in Florida among large cities by ValuePenguin; five gold medals are earned for *Let's Move!* Making the City #1 in the country; Cooper's Hawk opens in the Promenade.
- 2017** Coconut Creek celebrates its 50th anniversary; the City earns a Class 1 rating from the Insurance Services Office (ISO) for the overall effectiveness of the City's Fire Department, a Healthy Weight Community Champion designation from the State Surgeon General; Fire Station #50 is completed.
- 2018** Windmill Park has a grand re-opening after undergoing major renovation; Seminole land goes into Trust; Monarch Station, MainStreet's first residential development, is completed; the City is recognized as the 9th safest City in Florida by SafeHome.org; Texas Roadhouse opens in the City.
- 2019** The Police Department receives accreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), the highest honor a law enforcement agency can receive; City is named Tree City USA for the 30th consecutive year by the Arbor Day Foundation; voters approve a one-cent surtax to assist with improvements on the county's transportation system; Teen Political Forum, along with three new advisory boards (Education, Public Safety and Communication), is implemented; planning phase of the Parks & Recreation Master Plan is completed.
- 2020** The City is awarded a \$1 million grant from Broward County for the Hillsboro Corridor Redevelopment project; the Parks and Recreation Master Plan is adopted; the City is recognized as 11th "Best Places to Live in Florida" and ranked 26th "Safest City" among Florida's 50 Safest Cities by Safewise; the City's first pet lodge, Pet Paradise, opens on Hillsboro Boulevard; Naked Taco opens in the Promenade; the City is recognized by Government Fleet Magazine as a notable fleet in the Leading Fleets Program; Cocolsland and CocoParadise, the City's splash pad parks are completed.
- 2021** The Coconut Creek Fire Rescue Department is established; City adopts its updated 10-year strategic plan-Vision 2030; the Police Department receives re-accreditation through the Commission for Florida Law Enforcement Accreditation, Inc.(CFA), the United States Police Canine Association (USPCA) Certification, and the Florida Department of Law Enforcement (FDLE) Canine Team Certification; City launches CocoNEWS, CreekTALK Kids and CreekFIT Online Training in response to COVID-19; Unity in Our Community program is developed to proactively address continued improvements in social justice in the Coconut Creek community.



DEMOGRAPHICS

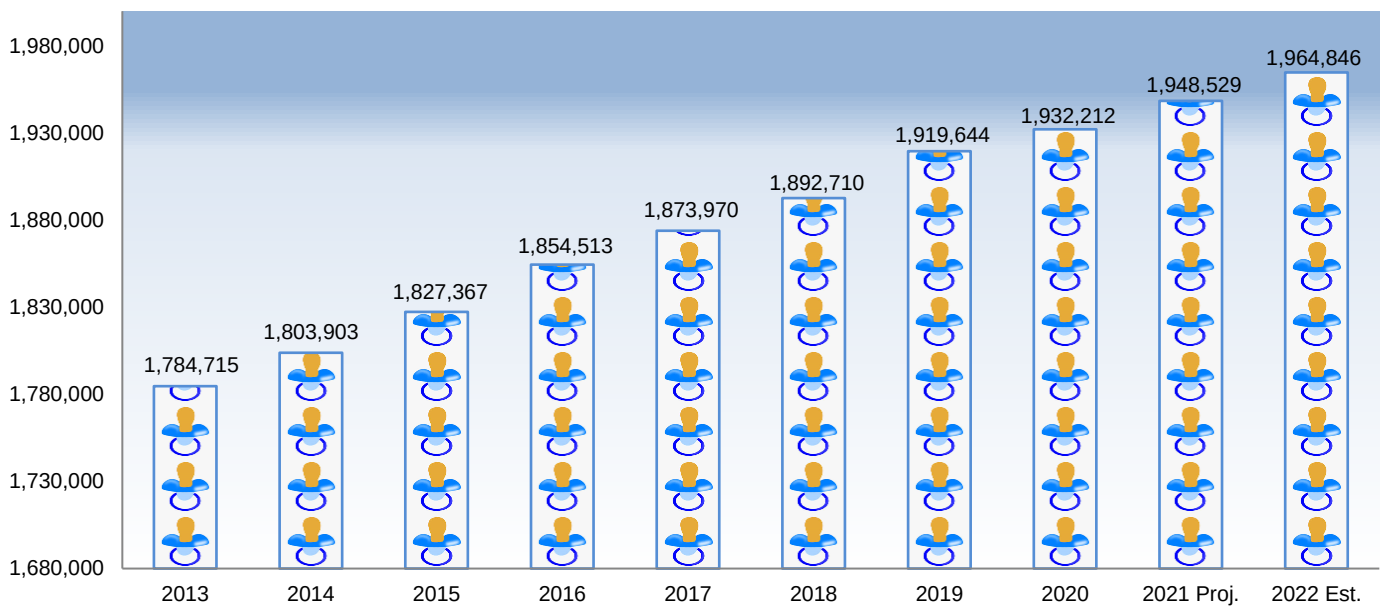
Population Demographics

Every ten years, the Census Bureau conducts a complete accounting of every resident in the United States. Census results are used to determine: (1) Revenue Sharing from State and Federal Governments; (2) New School Construction; (3) Healthcare Services for the Elderly; (4) Federal, State, and Local Legislative Districts; (5) Forecasts of Housing and Transportation Needs; (6) Disaster Relief; and (7) New Roads (state revenue sharing and other estimates are updated annually).

Florida's current population is comprised of health care and finance job seekers, retirees, and northeasterners who find the state's lack of income tax and low property taxes attractive. Despite this attraction, the population growth rate has slowed when compared to historic growth rates in the past, and this trend is expected to continue through at least 2022. The slowed growth rate can be attributed to increasing housing costs that are pushing residents to other more affordable areas such as West Palm Beach, Jacksonville, and Tampa.

Broward County has continuously been one of the fastest growing counties in Florida. For the past ten years, Broward County experienced a population growth of 10.5%. The City of Coconut Creek experienced a population growth of 22.1% for the same period, both outpacing the national growth trend of 9.7%. In the last year, the population growth experienced a small decrease, primarily fueled by the effects of the pandemic. With a housing market on the rise, a rebounding job market, warm weather attracting out of state newcomers, and new developments, although minimal, continued growth is expected for both Broward County and Coconut Creek. The Broward County population is projected to grow by about 0.8% between 2021 and 2022. For the same period, Coconut Creek is expected to experience a population increase of 2.8%.

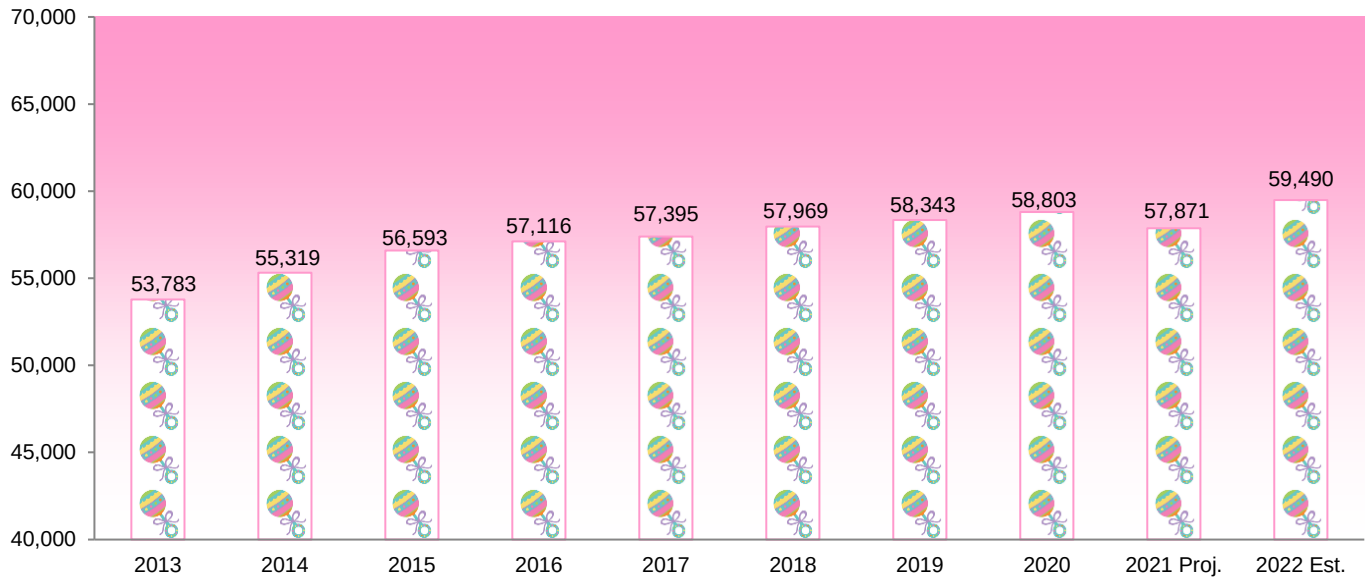
**BROWARD COUNTY
2013-2022 HISTORICAL AND PROJECTED POPULATION**



Source: World Population Review



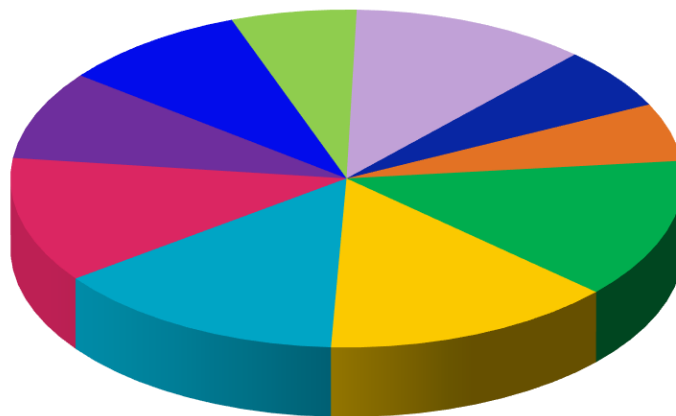
CITY OF COCONUT CREEK 2013-2022 HISTORICAL AND PROJECTED POPULATION



Source: University of Florida, Bureau of Economic and Business Research

The above graph illustrates Coconut Creek's population from 2013 to 2022. Overall, both the City and the county populations have shown modest increases and are expected to continue to increase for the next several years. It is important to monitor population trends. If the City's population declines disproportionately to other cities in the county, its share of intergovernmental revenues and other population driven revenues could decline. The City is currently ranked 64th in population for the State of Florida according to the Bureau of Economic and Business Research with the University of Florida.

CITY OF COCONUT CREEK POPULATION BY AGE



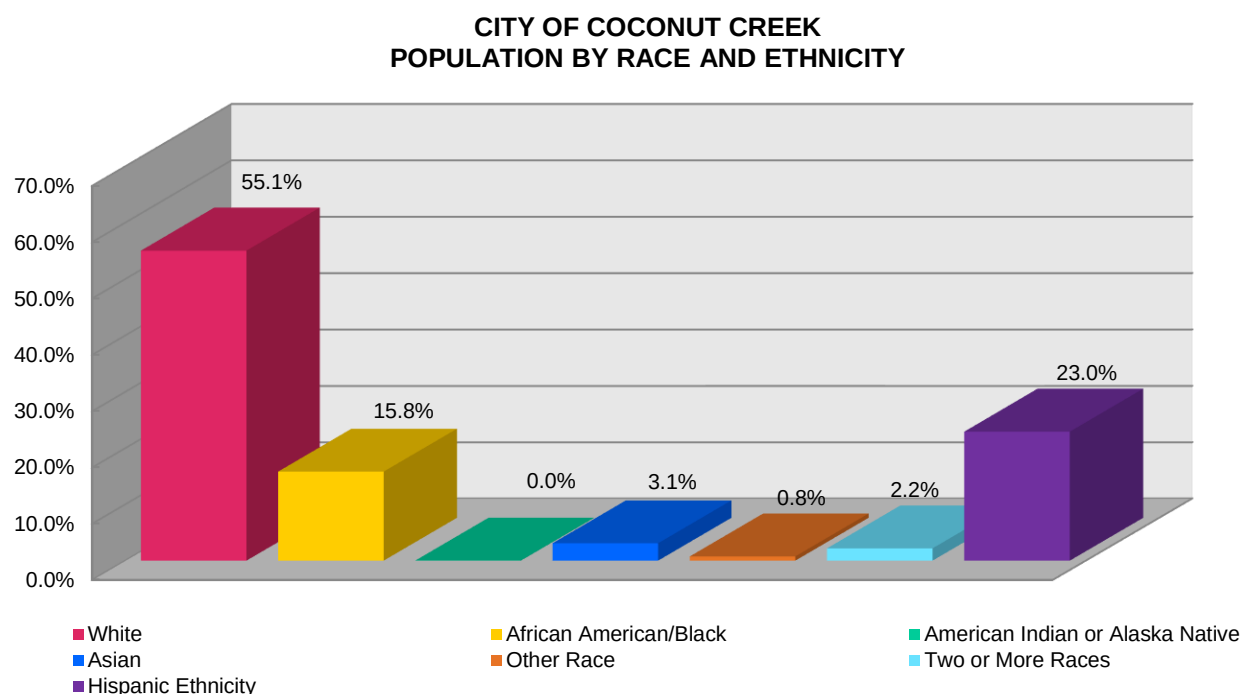
Under 5	6.0%	5 to 14	11.4%	15 to 19	5.9%	20 to 24	5.6%
25 to 34	13.4%	35 to 44	14.0%	45 to 54	14.2%	55 to 64	12.0%
65 to 74	8.5%	75+	9.0%				



Currently, females represent 53.0% of the City's population, and males represent 47.0% of the City's population. In 2021, the median age for Broward County and Coconut Creek was 40.4 and 40.2, respectively. For 2021, the two most prominent age groups in the City's demography is 35 to 44 years old and 45 to 54 years old, representing 14.0% and 14.2%, respectively. The group least represented in our demographics is 15 to 19 years old and 20 to 24 years old, both showing less than 6% of the total population. However, 17.5% are over the age of 65. This is reflective of Coconut Creek being named one of the top cities to retire in America and in Broward County for 2021.

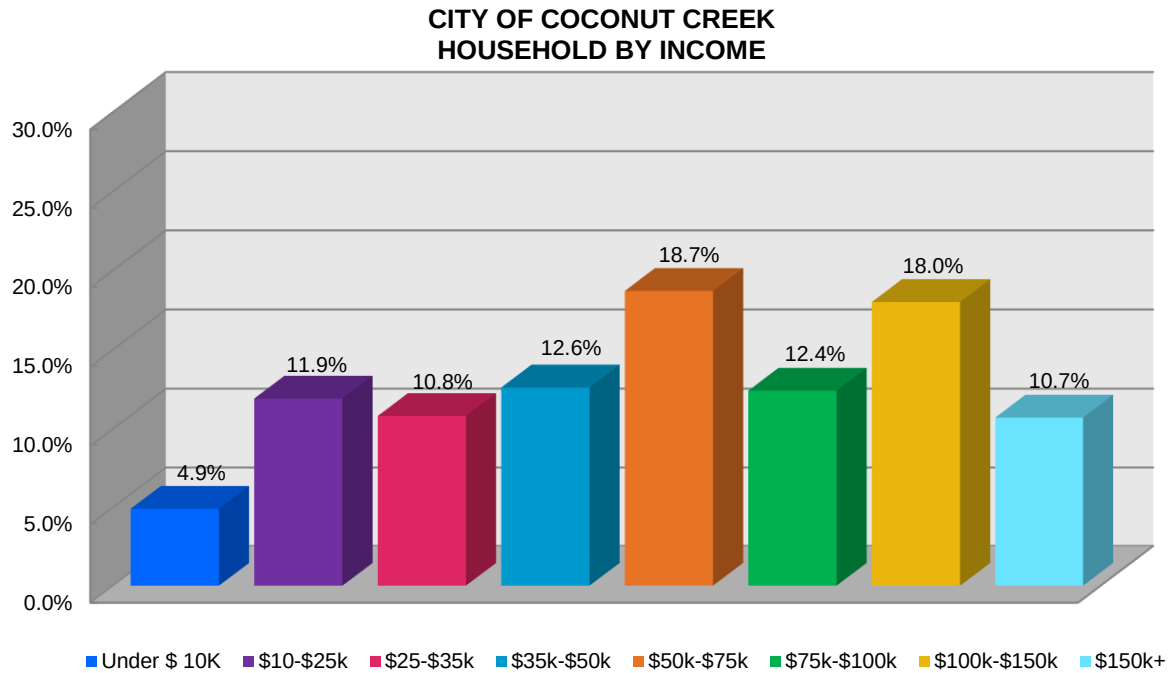
Population by Race / Ethnicity

In Broward County, African Americans/Blacks and Hispanics, predominant race represent 54.7% of the population. In Coconut Creek, the predominant race/ethnicity category is White at 55.1%, with African Americans/Blacks and Hispanics representing 38.8% of the City population. As shown in the graph below, the race and ethnicity category least represented in this analysis is American Indian or Alaska Native. The World Population Review statistics indicate continued growth of the Hispanic and African American/Black, populations. This is coupled with a modest decline in the White non-Hispanic population, resulting in a more ethnically diverse population.





Households by Income



In 2021, the predominant household income category in Coconut Creek is \$50K-75K, and the income group least represented in this analysis is under \$10K.

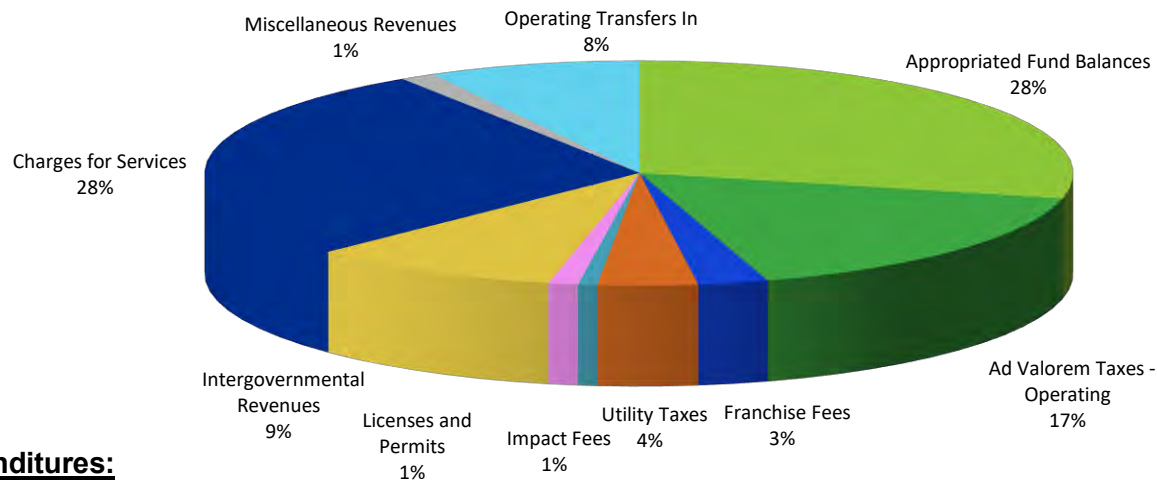
Source: U.S. Census Bureau, 2010 Census; Broward County, Florida Housing Data Clearing House, Statistic Atlas, Sun-Sentinel, Bureau of Economic and Business Research, Areavibes, and 2021 Florida Realtors



FY2022 BUDGET HIGHLIGHTS

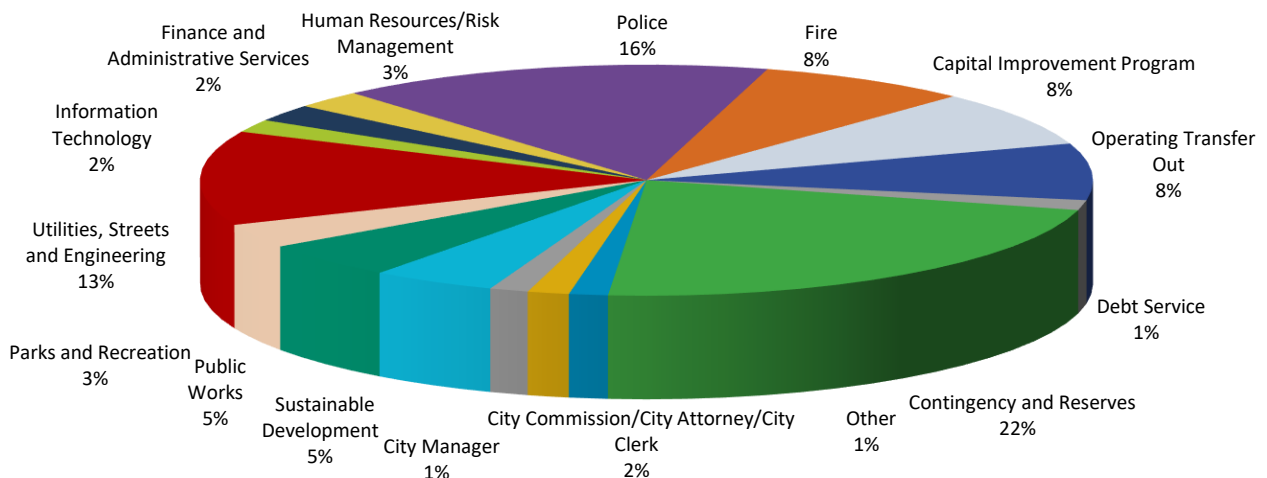
Revenues

-  The operating millage rate for FY22 decreased from 6.5378 to 6.4463 mills per \$1,000 valuation on taxable property
-  Assessed property values increased 5.3% from the prior year, inclusive of new construction and additions of 0.6% and reassessments of 4.7%
-  Fire Assessment rates for FY22 increased to: Single Family \$234.00; Multi-Family \$210.60; and Mobile Homes \$117.00
-  Single Family Solid Waste Assessment decreased 2.3% from the prior year to \$317.04
-  Total revenues amount to approximately \$127.8 million, an increase of approximately \$12.3 million from the FY21 Adopted Budget
-  Revenue increases are primarily due to American Rescue Plan funding, Fire Special Assessment, and Property Taxes



Expenditures:

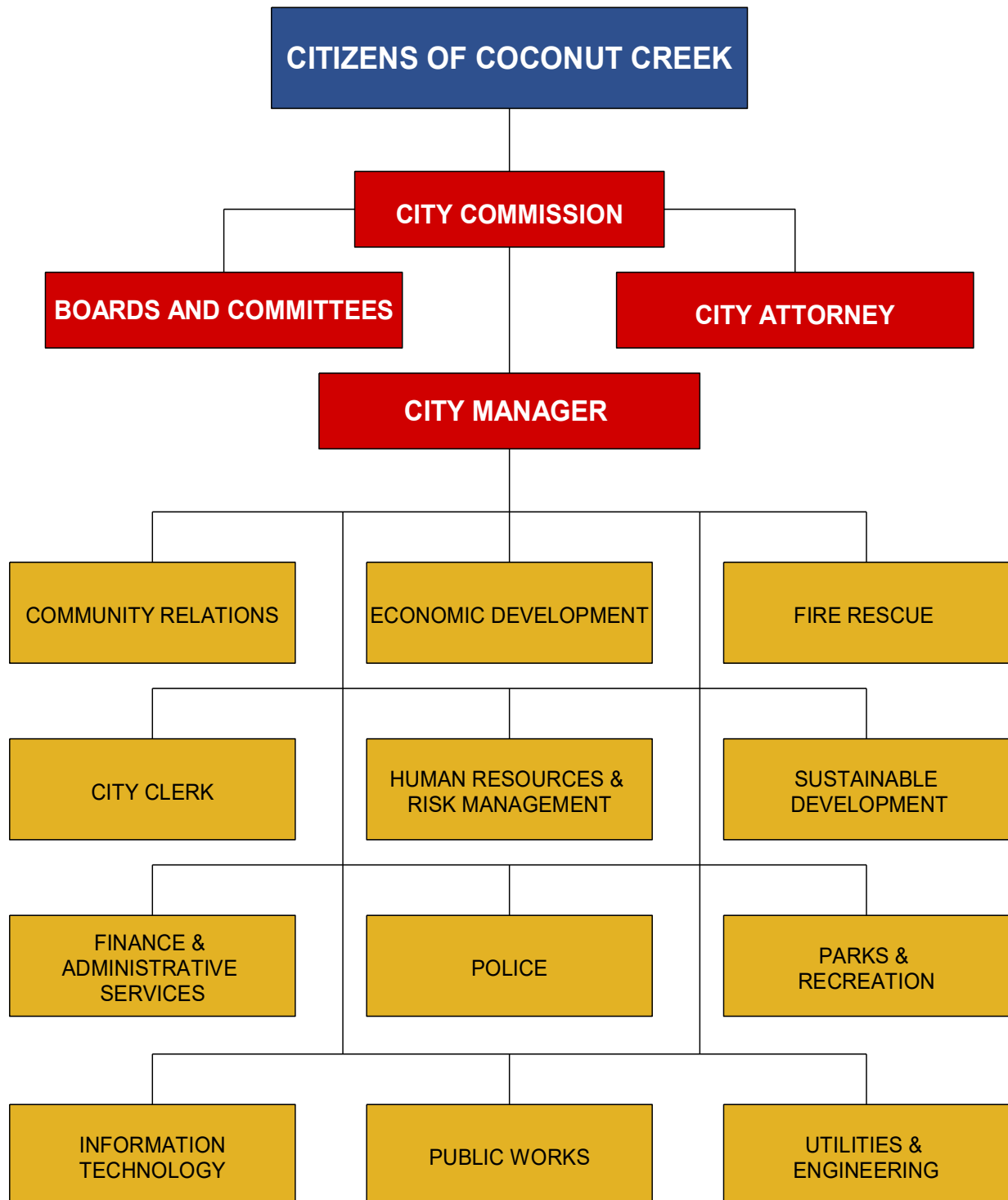
-  Full-Time Equivalent (FTEs) increased by 4.75 to 512.00
-  The City invested \$14.1 million in capital improvements throughout the City
-  Total expenditures amount to approximately \$139.1 million, an increase of \$9.2 million from the FY21 Adopted Budget
-  Expenditure increases are primarily due to costs associated with the creation of the Coconut Creek Fire Rescue Department, the addition of the Temporary Fire Station #113, and various American Rescue Plan programs





COCONUT CREEK GOVERNMENTAL STRUCTURE

FTE: 512.00 EXP: \$178,931,230





DEPARTMENT / FUND MATRIX

The Department/Fund Matrix displays the relationship between the City's functional units (department/division), major funds, and non-major funds in aggregate for Fiscal Year 2022. As seen below, most departments are funded from the General Fund. However, there are some departments that are funded from other funds as well. Funds are allocated for each department in order to continue operations while maintaining a high quality of service throughout the entire fiscal year. Allocated funds are based on a number of variables including, but not limited to: programs, funding restrictions, staffing, operations, projects, and other specific functions within each individual department.

Department/Division	General (Major)	Street Maintenance & Construction (Major)	Transportation Surtax (Major)	Community Improvement (Major)	Capital Improvement Program (Major)	Public Safety (Major)	2009 Capital Projects (Major)	Capital Projects Financing (Major)	Water and Wastewater (Major)	Stormwater Management (Major)	*Non-Major Funds (in aggregate)
City Commission	X										
City Attorney	X			X							
City Manager:											
City Manager	X										
Community Relations	X										
City Clerk	X										
Finance:											
Finance and Administrative Services	X										
Utility Billing and Customer Service								X			
Information Technology	X				X						
Human Resources:											
Human Resources	X										
Risk Management	X										X
Sustainable Development:											
Urban Design and Development	X			X	X			X			X
Building	X										
Community Enhancement	X				X						
Economic Development	X										X
Police	X				X	X					X
Fire Rescue	X					X					X
Parks and Recreation	X				X			X			X
Public Works:											
Facilities and Property Maintenance	X				X			X			X
Fleet Services	X				X		X				
Community Transportation		X									
Utilities and Engineering:											
Engineering	X							X			
Utilities Operations									X		X
Stormwater Management										X	
Street Maintenance Operations		X			X			X			X

* Non-major funds include Affordable Housing Fund, Community Development Block Grant Fund, State Housing Initiative Fund, Seminole Mitigation Fund, Capital Improvement Revenue Bonds Fund, Parks Improvement Fund, Utility Underground Fund, General Trust Fund, Federal Law Enforcement Trust Fund, Local Law Enforcement Trust Fund, Grants Funds, and Water/Sewer Capital Improvement Fund.



COMMISSION - MANAGER GOVERNMENT

The City of Coconut Creek uses the Commission-Manager form of government. Each Commissioner is elected "at large" for a four-year term. In March of each year, a Mayor and Vice-Mayor are elected by the five Commissioners to serve for a one-year term. The regular City Commission meetings are held on the second and fourth Thursdays of each month. The Commission represents all of the citizens of Coconut Creek and is responsible for setting municipal policies not designated by the state budget and setting tax and fee rates. The Mayor presides at meetings of the Commission and is recognized as head of the City Government for all official functions. The Vice-Mayor serves as acting Mayor in the absence of the Mayor.



KAREN M. BROOKS
CITY MANAGER

The City Manager is appointed by, and is directly responsible to, the City Commission. The appointee is chosen solely on the basis of administrative qualifications and experience in municipal affairs. As the administrative head of the City, the City Manager carries out the policies that are made by the Commission and directs and coordinates the work of all City departments. It is their job to keep the Commission informed of the conditions and needs of the City and to make recommendations for action as the need arises. The City Manager also prepares the Comprehensive

Annual Budget for the Commission's consideration and upon its enactment, sees that its provisions are upheld. The Commission-Manager form of government is ideal for a maturing city, such as Coconut Creek, as it affords the unification of authority and political responsibility in a professional administrator. The system fosters democracy and efficiency in a government that is highly responsive to the needs of the City's citizens.



REBECCA A. TOOLEY
MAYOR
DISTRICT A



JOSHUA RYDELL
VICE-MAYOR
DISTRICT E



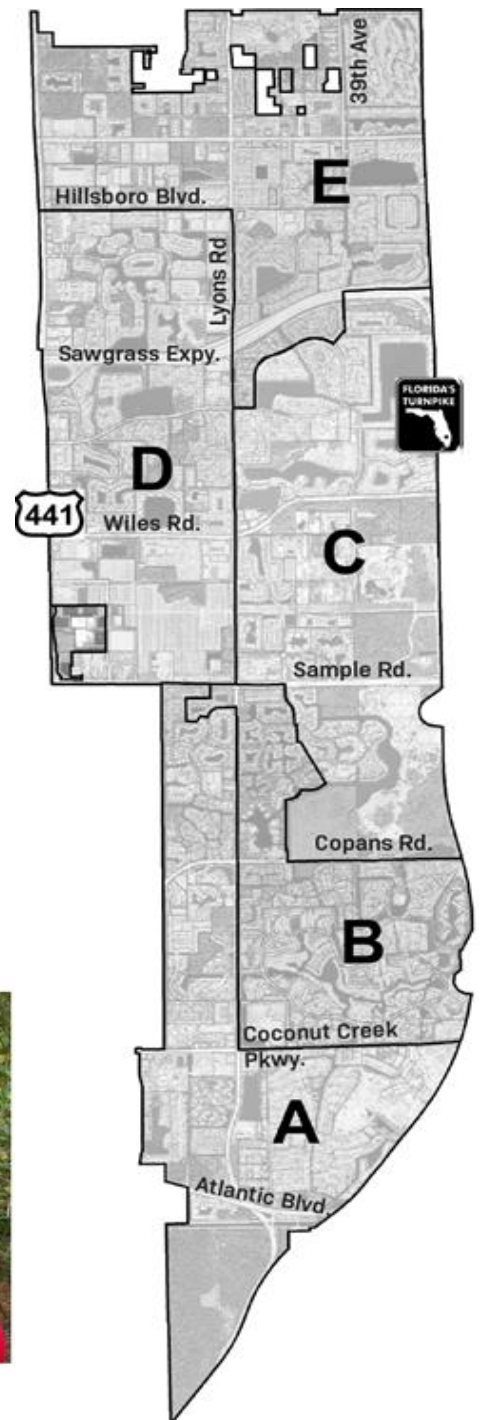
LOU SARBONE
COMMISSIONER
DISTRICT D

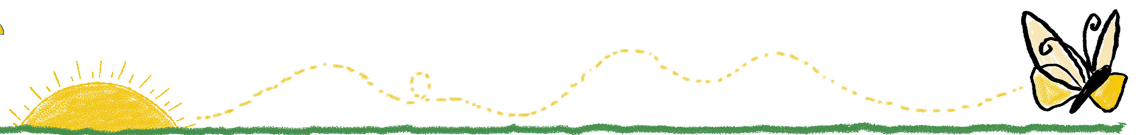


SANDRA L. WELCH
COMMISSIONER
DISTRICT C



JACQUELINE RILEY
COMMISSIONER
DISTRICT B





THE PROGRAM/PERFORMANCE BUDGET

The Program/Performance Budget expands upon the Line Item Budget concept giving citizens, Commission members, management, and employees a better understanding of government's role in the community. Thus, the Program/Performance Budget improves the quality of decision-making and provides a mechanism to increase the effectiveness and efficiency of City operations.

The Line Item Budget is the traditional budget used in many local governments. Its format is the simplest because it parallels the object of expenditure series used in the accounting system. The budget is built entirely on inputs to the fiscal process, not concerning itself with results. The budget is entirely oriented toward control and governs what is to be purchased.

The Program/Performance Budget focuses on policy planning and resource allocation. It assumes that in an environment of competing priorities, elected officials must choose between different and competing items. For example, they may find it necessary to choose between all or some of their recreational programming and all or some of their public works activities. The Program/Performance Budget seeks to focus on choices at the output level, rather than how the money is spent to obtain that level of service. It provides the input of resources and the output of services, which are measured by how well the City accomplishes program goals.

Coconut Creek's budget process has transitioned from a Line Item Budget to a Program/Performance Budget that continues the provision of line item detail while asking pertinent questions such as, "How well are we conducting business?", "What services and what service level should we provide?", and many others. The departments have provided performance measures as part of the performance-based budget. The Fiscal Year 2022 Budget is designed to be comprehensive and assist in raising visionary issues for discussion and deliberation by the Coconut Creek public and the City Commission.





A large, horizontal, yellow brushstroke graphic that serves as a background for the title text. The stroke is composed of several overlapping, textured strokes, giving it a hand-painted appearance. It is centered on the page and extends across most of its width.

STRATEGIC PLANNING

A large, horizontal, yellow brushstroke graphic that serves as a background for the title text. The stroke is thick and textured, with some darker and lighter areas, giving it a hand-painted appearance. It spans most of the width of the page and is centered vertically.

STRATEGIC PLANNING

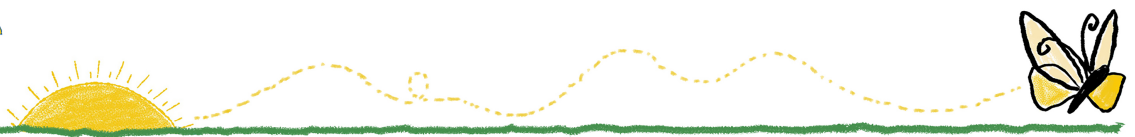
STRATEGIC PLAN

The City of Coconut Creek is committed to ensuring that Coconut Creek continues to be livable, sustainable, and resilient. To enhance and preserve the small-town quality of life, the City offers a wide range of programs and services that make a positive difference every day in our community. To accomplish these goals, the City developed a strategic planning process that identifies and aligns the needs and desires of the community it serves with current available resources. Strategic planning provides City staff with a guiding road map to achieving our high standards.

Vision 2020 Policy Statement

Built on the foundation of over 20 years of deliberate and thoughtful strategic planning, the City's Strategic Plan is used as a road map for establishing the priorities that will lead the community of Coconut Creek to an improved quality of life and a sustainable future. In 2009, the Vision 2020 strategic planning process was undertaken by staff that resulted in a long-term, broad overview describing the City's strategic initiatives contained in the Vision 2020 Policy Statement. For the past 10 years, the Vision 2020 Policy Statement has served as the foundation for the City's Strategic Plan. The City's annual budget has been developed supporting three main areas of focus:

Maintain a high quality of life and maintain the current level of City services	Foster economic development and promote environmental preservation	Provide educational, recreational, and cultural opportunities
 <i>Coconut Creek Fire Rescue Department and Temporary Fire Station #113</i> Ensure that the City sustains a high quality of life, maintains current service levels, capitalizes on planned expansion of the Seminole Casino, and enhances citizen participation in City issues and problems.	 <i>Workingsman's Office Building</i> Attract and retain forward thinking businesses that identify with the City's green philosophy; implement the MainStreet vision of an environmentally sensitive, mixed use development; implement programs to assist citizenry in embracing the City's commitment to promoting green and sustainable development; continue the City's green philosophy; and enhance the "Butterfly Capital of the World" efforts.	 <i>Donaldson Park/Rowe Community Center</i> Assist in ensuring educational opportunities within the City meet the current and future needs of students at all levels while advocating for City residents; enhance recreational and cultural opportunities that focus on the environment and culture.



The series of tables that follow provide a summary of the City's Vision 2020 Strategic Priorities; the Strategic Initiatives that support the Strategic Priorities; and some of the budgeted programs and services that support these initiatives and priorities included in the FY22 budget.

Maintain a high quality of life and maintain the current level of City services		
Strategic Priorities	Strategic Initiatives	Budgeted Programs/Services
Ensure that the City Sustains a High Quality of Life	Ensure Public Safety	Crime Trend Analysis Transition of E-911 Communications Services Bicyclists and Motorists Safety Program Project Safely Home Coconut Creek Fire Rescue Department Temporary Fire Station #113 Intelligence-led Policing Efforts D.A.R.E. Program Residential/Commercial Crime Prevention Inspections S.A.F.E. Program
	Facilitate Greater Interaction Among Residents in the Community and within Neighborhoods including Enhancing Community Policing Initiatives	Citizen's Academy Cocogram, Facebook, Twitter, LinkedIn, Instagram, Next Door, and Creek T.V. Participation in Neighborhood Association Meetings Public Safety Advisory Board Comprehensive Community Engagement Plan Town Hall Budget Meetings Do the Right Thing Coconut Creek, Inc.
	Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	Abandoned Property Registration Program Hillsboro Boulevard Corridor Project Critters in the Creek Neighborhood Enhancement Grant Program Utility Box Wrapping Program
	Utilize the City-wide Volunteer Program	Partnership with Florida Atlantic University, Broward College, and Atlantic Technical Center (Internship Program) Community Emergency Response Team (CERT) Program Police Explorer Program City-wide Volunteer Program



Maintain a high quality of life and maintain the current level of City services (Con't)		
Strategic Priorities	Strategic Initiatives	Budgeted Programs/Services
Ensure that the City Sustains a High Quality of Life	Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	Complete Streets Program City Mobility Initiatives (greenways, bike lanes, etc.) Comprehensive Street Improvement Program Addition of two (2) Facilities Attendants Addition of one (1) Part-time Customer Service Representative
Maintain Current Service Levels	Ensure Public Safety	Annual Simunitions De-Escalation Training Programs Coconut Creek Fire Rescue Department Traffic Calming Studies LeadsOnline Crime Trend Analysis Transition of E-911 Communications Services Intelligence-led Policing Efforts Addition of two (2) School Resource Officers School Safety K-9 Program Traffic Safety and Enforcement Plan
	Optimize Governmental Resources Owned by Other Government Agencies	Intergovernmental Agreements with Various Schools for Use of Facilities for Youth Athletic Leagues
	Facilitate a Community-wide Disaster Preparedness and Recovery Process	CocoALERT Community Emergency Response Team (CERT) Program Community Emergency Preparedness Classes Annual Emergency Management Preparedness Training Comprehensive Emergency Management Plan
Enhance Citizen Participation in City Issues and Problems	Facilitate Greater Interaction Among Residents in the Community and within Neighborhoods including Enhancing Community Policing Initiatives	Citizen's Academy Participation in Neighborhood Association Meetings Comprehensive Community Engagement Plan Town Hall Budget Meetings Resident Survey - Focus Group Meetings
	Utilize the City-wide Volunteer Program	City-wide Volunteer Program Community Emergency Response Team (CERT) Program



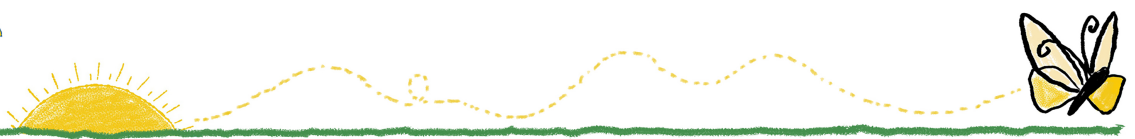
Foster economic development and promote environmental preservation		
Strategic Priorities	Strategic Initiatives	Budgeted Programs/Services
Attract and Retain Forward Thinking Businesses Who Identify with the City's "Green" Philosophy	Actualize MainStreet while Ensuring Sustainable Economic Development Opportunities City-wide	MainStreet Development Project Economic Development Incentive Program
	Ensure Financial Stability	Facilitate Development to Strengthen Tax Base, including the addition of Workingman's, Lyons Community Center, Alley Farms-Lakeside Preserve, M&S Office, El Rancho, Rain Forest Estates, Mazda Showroom, and Daily's Gas Station Emergency Economic Development Business Stabilization Grant Program
Implement the MainStreet Vision of an Environmentally Sensitive, Mixed Use Development	Actualize MainStreet while Ensuring Sustainable Economic Development Opportunities City-wide	MainStreet Development Project
Promote the City's Environmental Commitment of a "Green" and Sustainable Development to Citizenry and Businesses	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Comprehensive Streets Improvement Program City Mobility Initiatives (greenways, bike lanes, etc.) Butterfly Express Trolley Parks and Recreation Master Plan Implementation
	Increase Sustainability Throughout the Community and City Operations via the City's Green Plan	"Living Green" Creek Talk Series Household Hazardous Waste Disposal Events Commercial and Multi-Family Outreach Programs Recycling Drop-Off Center (North and South) Reuse Center
	Expand E-government Access	Online Code Fine Payment System Electronic Sign-in for City Meetings Public Record Request Software
Continue the City's "Green" Philosophy and Enhance the "Butterfly Capital of the World" Efforts	Increase Sustainability Throughout the Community and City Operations via the City's Green Plan	Partnership with Broward County on Conservation Pays Program Commercial and Multi-Family Outreach Programs
	Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	"Green" Initiatives Outreach Program Butterfly theme and Public Art Signs at Major Entranceways to the City and at City Facilities
	Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	Comprehensive Streets Improvement Program Lyons Road Mobility Project City Mobility Initiatives (greenways, bike lanes, etc.). Butterfly Express Trolley Parks and Recreation Master Plan Implementation



Provide educational, recreational, and cultural opportunities		
Strategic Priorities	Strategic Initiatives	Budgeted Programs/Services
Ensure Educational Opportunities Meet the Current and Future Needs of Students at All Levels While Advocating for City Residents	Advocate Enhanced Educational Opportunities and Facilities for City Residents	Partnership with Florida Atlantic University, Broward College, and Atlantic Technical Center (Internship Program) Periodic meetings with Broward County School Board (BCSB) elected officials and Superintendent's Office Senior Executives Teen Political Forum Partnership with Junior Achievement World Coconut Creek / Seminole Education Foundation Education Advisory Board Public Safety Advisory Board Communications Advisory Board Do the Right Thing Coconut Creek, Inc. Critters in the Creek
	Optimize Governmental Resources Owned by Other Government Agencies	Intergovernmental agreements with public and private schools for use of City parks and fields
Enhance Recreational and Cultural Opportunities that Focus on the Environment and Culture	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Creek Fit Polar Club Group Exercise Program Youth Recreation Theater Program Summer Concert Series Sugar Pops Concert Series Arbor Day Farmer's Market Jazz Under the Stars Night Out in the Park Butterfly Planting and Gardening Coconut Creek Culture Series Culture and Arts Program

In order to achieve the above objectives, the City must invest in attracting and maintaining a sound leadership team with empowered employees. As such, the City implemented the following Strategic Initiatives to support its core value of Leadership and Empowered Employees and the City's Strategic Plan:

1. Optimize training and development;
2. Ensure succession planning; and
3. Retain a high-quality workforce.



Vision 2030 Strategic Plan

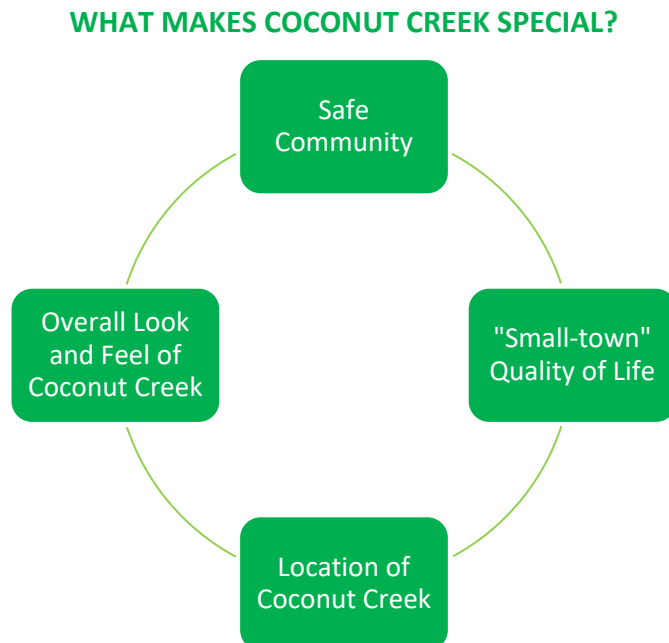
In the fall of 2019, in collaboration with our community through extensive outreach, analysis of needs and desires, a review of local and national trends, and important information provided by City staff, Vision 2030 was developed. Alongside the City of Coconut Creek Comprehensive Plan, Vision 2030 reflects the values of the community. Both articulate a long-term community vision and growth framework. Vision 2030 also outlines a new 10-year vision for our community, provides short- and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including:

- Police
- Fire Rescue
- Public Works – Street, Facilities, and Fleet Maintenance; Transportation and Transit Infrastructure & Operations
- Utilities & Engineering – Engineering, Water, Wastewater, and Stormwater
- Sustainable Development – Planning, Building, Economic Development, and Code Enforcement
- Parks and Recreation - Recreation, Parks and Natural Areas, and Cultural Activities
- Support Services – Leadership, Human Resources, Information Technology, Communication, Finance and Administrative Services, City Clerk, and Legal Services

Vision 2030 Planning Process

The Vision 2030 Strategic Plan was created in a collaborative process that included a robust public participation effort. Several approaches were used to gather feedback. Two online surveys were conducted with over 780 respondents and 3,000 specific comments; thousands of comments were left on white boards and sticky notes at the 2020 Butterfly Festival; the Advisory Group met and reviewed information and documents for a combined 72 hours of work; City staff met over the course of two years with many hours of planning and research; and two virtual community meetings were held to gain community input to help shape the vision of the Coconut Creek community. The following graphic illustrates some of the outcomes from the aforementioned outreach efforts.

Figure 1: Outreach Feedback





WHAT WE'RE DOING WELL



Quality of life
is **excellent**

The overall quality of life in the City of Coconut Creek was rated excellent/good by over 96% of respondents!



The City is a **great place to live and raise a family**

94% said the City was a good or excellent place to live.



We are **clean and friendly**

Over 95% of respondents said that the appearance of the City was excellent or good.

5 MOST IMPORTANT PRIORITIES FOR THE FUTURE

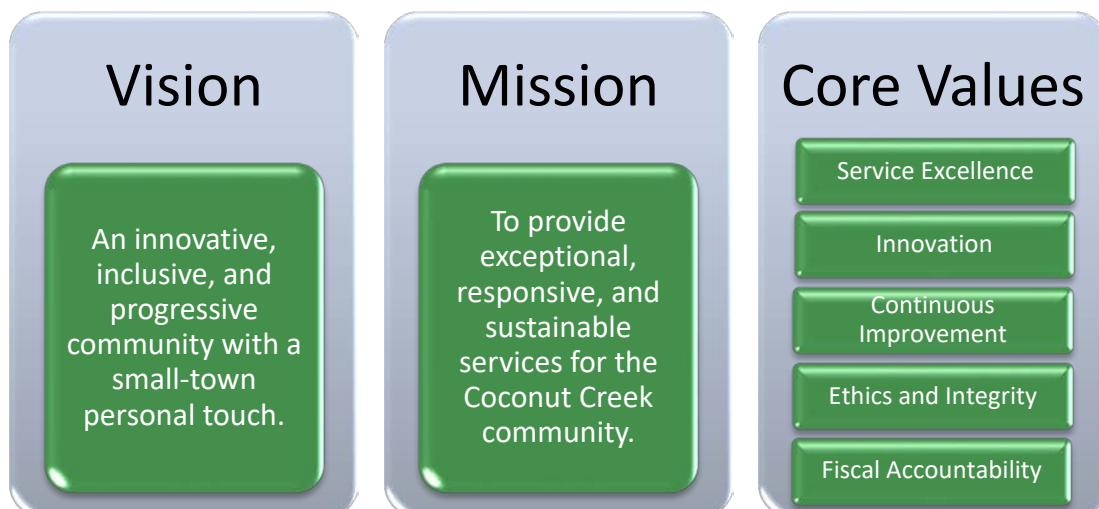
- Keeping Coconut Creek from becoming overdeveloped
- Preservation of natural areas
- Sustainability for the City, businesses, and residents
- Diverse restaurant and entertainment options
- Traffic management and road conditions

WHAT ARE OUR CHALLENGES

The challenges that the City faces now and into the future will include managing growth, protecting the public safety of our community, and addressing traffic within the City.

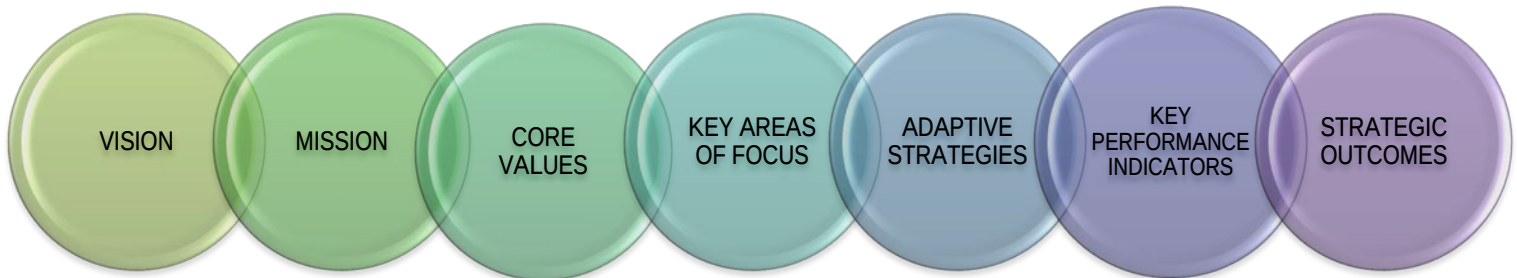
The framework for Vision 2030 is driven by a vision for the future. That vision is achieved through the mission and driven by the core values. This planning process resulted in a plan that provides high-level direction to our leadership team and staff through an updated Vision Statement, Mission Statement, and set of Core Values:

Figure 2: Vision Statement, Mission Statement, and Core Values



These components will drive our Key Areas of Focus, Adaptive Strategies, Key Performance Indicators, and Strategic Outcomes, and provide a common set of priorities to ensure we continue to meet the evolving needs of our community. The five long-term Key Area of Focus and related Strategic Goals, serve as a priority focus for the City, and Adaptive Strategies will allow flexibility and innovation. The success of Vision 2030 will be measured by both Key Performance Indicators and long-term Strategic Outcomes.

Figure 3: Vision 2030 Strategic Framework



How Will Vision 2030 Be Used?

To achieve the City's Mission, Vision and Core Values, the Strategic Plan will serve as the foundation for the development of the annual budget and focuses on continuous improvement in five Key Areas of Focus with specific Strategic Outcomes. Those Strategic Outcomes will be achieved through Strategic Goals with SMART Objectives (Specific, Measurable, Achievable, Realistic, and Timely) and will include Key Performance Indicators to measure success and progress. Additionally, there are Adaptive Strategies to guide the community through the coming years.

Key Areas of Focus

Key Areas of Focus were developed based on a community wide survey, personal interviews, community input at meetings, and prior strategic planning work. These are the most important areas the City will focus on to address the needs of the community. While each area has unique characteristics, it should be noted, City investment in a single area impacts more than one focus area. A detailed description of each Key Focus Area is illustrated on the next page.



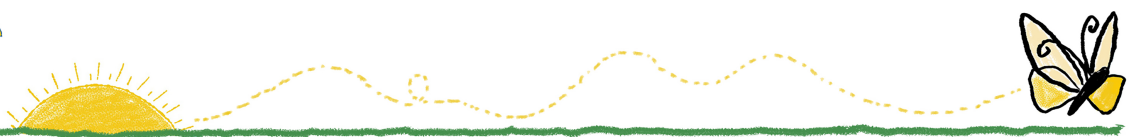


Figure 4: Key Areas of Focus

Adaptable and Progressive Mobility

The City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained.

Sustainable Environment

The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will have protected open space to preserve natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind.

High Performance Government

The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community.

Smart Growth

The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters.

Safety and Quality of Life

The City will continue to prioritize a high level of safety and proactive community policing and fire rescue services. The City will provide a wide range of diverse and inclusive recreational and cultural programming to community members. The City will continue to support the safety, health and well-being of residents, business owners and visitors.

Each area includes Strategic Goals with Success Measurements that will be used to develop key performance indicators to measure the success of accomplishing the goals. Each Key Area of Focus definition and the Strategic Goals and Success Measurements for each Key Areas of Focus are discussed on the following pages.



Adaptable and Progressive Mobility



The

City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained. Having adaptable and progressive mobility in the City means:

- Vital and appealing transit-oriented activity centers and destinations throughout the City
- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected, and comfortable
- Capacity and systems for effective traffic flow and minimal congestion
- Programs that facilitate well-informed decisions
- Growing and leveraging changing transportation technologies

Strategic Goals

1. Expand safe and walkable/bikeable options across the community
2. Plan for transportation technology
 - a. Charging stations
 - b. Ride-Share
 - c. Fiber optics
3. Increase public transportation opportunities
4. Invest in maintenance of all mobility systems

Success Measurements

- Traffic congestion
- Transportation costs
- Accessibility to transportation choices
- Safety
- Condition of transportation-related infrastructure



Sustainable Environment



The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will protect open space to preserve natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind. Having a sustainable environment means:

- Creating and preserving opportunities and land where residents can readily access nature
- Continuing a strong focus on exceptional natural resource stewardship and ecologically sound and sustainable operations
- Addressing abrupt and long-term climate changes increasing business risk to supply chains, infrastructure, and facilities
- Protecting and improving the quality of air, water, and night skies
- Conserving resources, including energy and water, and cultivating a healthy ecosystem
- Careful stewardship of, and access to, open lands and natural areas
- A comprehensive and connected system of natural areas and open space
- Partnerships with local, regional, state, and national affiliates to achieve desired goals and outcomes
- Integrating renewable energy technologies for the electric grid
- Solid waste reduction and diversion
- Promoting the use of sustainable building and site design techniques

Strategic Goals

1. Protect open space
2. Encourage businesses and community members to adopt green initiatives
3. Plan ahead for progressive technologies and business methods
4. Focus on climate change and resilience
5. Update and accomplish the goals established in the City of Coconut Creek Green Plan

Success Measurements

- Traffic congestion
- Transportation costs
- Accessibility to transportation choices
- Safety
- Condition of transportation-related infrastructure



High Performance Government



The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community. A high performing government includes:

- Effective and efficient local governance where all community voices are valued
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization
- An organizational culture of continuous improvement in all areas
- A systems approach, driven by data, to effectively solve problems, creatively pursue opportunities for improvement and develop innovative solutions
- A workforce of talented people who care deeply about public service and trust
- City-wide strategies and standards for meaningful and inclusive involvement in governance and decision-making
- Succession planning to ensure retention of institutional knowledge

Strategic Goals

1. Proactively create collaborative communication
2. Implement and update Vision 2030
3. Continue to invest in, retain and develop high performing staff
4. Seek all possible federal, state and local grant opportunities

Success Measurements

- Financial cost and sustainability of City government
- Condition of City facilities and technology
- Satisfaction with City services
- Employee engagement among City of Coconut Creek employees
- Public engagement and participation
- Equity of City programs and resource allocation
- Transparency and ethical practices



Smart Growth



The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters. Smart Growth means:

- Equitable access to City services, amenities, and information for all neighborhoods
- Encouraging an inclusive, equitable community that embraces diversity
- Creating a distinctive and attractive community that is appealing to workers, visitors and residents and reflects community values
- Preserving character-defining features that make Coconut Creek unique
- Reducing the impacts of our built environment on the natural environment
- Managing where and how the City grows in the future
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Maintaining our unique character and sense of place
- Requiring adequate public facilities and infrastructure to serve existing development and new growth
- Thriving and growing local, unique, and creative businesses
- Engaging businesses to understand the numerous challenges they may face
- Connecting and developing qualified workers with employers by aligning education and workforce resources to create opportunities for upward career and wage mobility
- Maintaining the City's position as a strong regional center with cultural, natural and community amenities
- Encouraging investment and innovation to enable local businesses to start, sustain and renew through the use of technology
- Ensuring development and redevelopment opportunities can meet our employment space needs
- Coordinating efforts among City, regional, state, and federal programs to create a strong, resilient regional economic center
- Supporting an innovative, creative, and entrepreneurial atmosphere
- Efficient and transparent City processes and services that address the needs of local businesses



Strategic Goals

1. Continue to support a mix of housing (apartments, condos, single family, and townhomes)
2. Complete the MainStreet project
3. Protect the small town feeling and look
4. Enhance technological connectivity

Success Measurements

- Employment/unemployment
- Cost of living compared to income
- Housing availability and affordability
- Quality and reliability of critical infrastructure





Safety and Quality Life



The City will continue to prioritize a high level of safety and proactive community policing and fire rescue services; provide a wide range of diverse and inclusive recreational and cultural programming to community members; and continue to support the safety, health and well-being of residents, business owners and visitors. Having a safe community with a high quality of life means:

- Enforcement of laws to address behaviors that affect neighborhood quality
- Providing residents with opportunities to live healthy, safe, and active lifestyles
- Ensuring the legacy of parks, trails, natural areas, and cultural and recreational facilities for future generations
- Enhancing equitable access to cultural and recreation service offerings and facilities
- Providing a wide variety of high-quality recreation services and cultural opportunities
- Working with partner agencies to ensure the well-being of the community through behavioral and mental health services
- Creating an interconnected regional and local trail network of parks and accessible recreational facilities
- A safe and welcoming City in which to live, work, learn and play
- Proactive and skilled police and fire services
- Safe, reliable, and best practice floodplain management
- An active emergency management system focused on prevention, preparedness and recovery with key partnerships in place to effectively respond to emergency situations
- Mitigating risks posed by hazards to businesses and property

Strategic Goals

1. Promote arts, culture and entertainment across the City
2. Enhance community health, safety and well-being
3. Continue to be a leader in community policing
4. Outstanding local emergency preparedness and response

Success Measurements

- Health conditions among the public
- Accessibility to quality parks, trails, and recreational opportunities
- Timeliness and quality of emergency response
- Public compliance with laws and regulations
- Emergency preparedness and recovery



- Preserve the community's sense of place with a high value on natural areas, culture, recreation, and park systems.
- Quality of cultural venues, events, programs, and resources
- Vibrancy of the creative industry
- Appreciation, respect, and welcoming of all people and cultures

Vision 2030 Implementation

Through various paths such as the budget and daily activities, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan as well as a regular reporting process to the City Commission. A cross-departmental collaborative team has begun developing the Vision 2030 implementation plan. With the implementation of Vision 2030 scheduled to begin in FY22, beginning in FY23, the City budget will be aligned across the five Key Areas of Focus and revenue will be allocated to support policies and initiatives that drive improvement in each outcome. As we move into the future with Vision 2030, we look forward to achieving our vision of being an innovative, inclusive, and progressive community with a small-town personal touch.





BALANCE SCORECARD

The City uses the Balanced Scorecard to monitor the success and progress of the City's current Vision 2020 Strategic Initiatives.

The Balanced Scorecard is divided into three perspectives: Customer, Financial and Internal Process, and Learning and Growth. These perspectives are aligned with the City's core values of service excellence (customer); fiscal accountability (financial and internal process); continuous quality improvement (financial and internal process); and leadership and empowered employees (learning and growth).

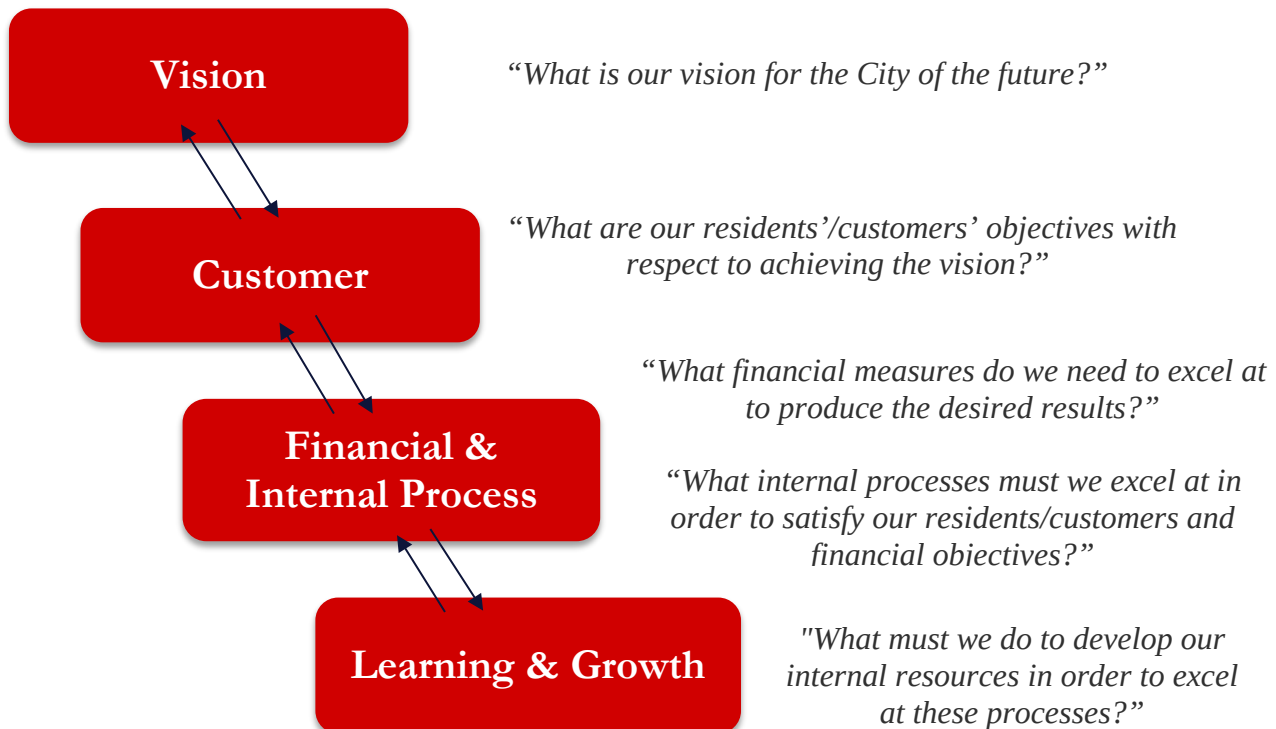
The following figure provides a visual link between the City's vision and the three perspectives:

What is the Balanced Scorecard?

The balanced scorecard is a management tool that provides management a comprehensive measure of how the City is progressing towards achieving its strategic goals.

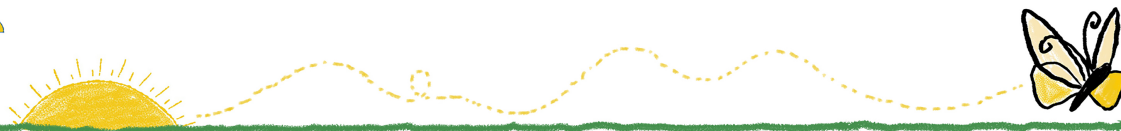


Figure 1: Balanced Scorecard Perspectives



Strategic Initiatives that are found in the Balanced Scorecard can be thought of as broad-based goals that achieve the collective vision of the community. The Strategic Initiatives were developed through a comparative analysis that evaluated community-generated goals, objectives and action steps.

Each of the initiatives is represented with outcome measures (lag indicators) and performance drivers (lead indicators). Each measurement has a target goal, which is determined based on benchmarking of similar organizations, the City's historical data, and the City's desired outcome. The measurements



represent the effectiveness of accomplishing the respective initiative.

Through the planning process, each department prepares a narrower version of the master Balanced Scorecard aligning their departmental operational initiatives with the corresponding City-wide Strategic Initiative. Departmental scorecards are used at all levels of the organization to prioritize operational activities, allocate funding, respond to the needs of our residents, and maintain and improve the qualities that continue to make Coconut Creek a great place to work and live. The City's Balanced Scorecard, outlined with each initiative, associated measures, and applicable target amounts, is located on the next page.

As the City embarks on the implementation of Vision 2030, new Key Performance Indicators will be developed in alignment with the Strategic Goals for each Key Area of Focus.





BALANCED SCORECARD

	Strategic Initiative	Measures	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Customer	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of scheduled public interest events	243	200	431	200	194 ***	225
		City-wide Customer satisfaction (survey)	95%	*	*	95%	92%	95%
	Utilize City-wide Volunteer Program	Total hours worked by volunteers	9,740	9,325	1,171 ***	9,700	3,332 ***	5,650 ***
	Advocate Enhanced Educational Opportunities and Facilities for City Residents	# of School Board public information forums or town hall meetings co-hosted by the City	0	0	6	1	0	0
		# of meetings with education officials from local schools including BCSB executives to facilitate communication and advocate enhancement to programs/facilities in the City	3	2	2	3	4	3
	Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	# of new public displays of green and sustainable technology	4	1	2	4	4	4
	Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	% of resident/non-resident participation in program activities	79% / 21%	87% / 13%	88% / 12%	87% / 13%	86% / 14%	91% / 9%
		# of neighborhood association meetings attended (Police and Code Compliance)	49	46	53	51	77 ***	68
	Ensure Public Safety	Average fire rescue response time for emergency call (in minutes)	6:39	6:33	7:09	6:25	7:18	6:25
		Average police emergency response time (in minutes) (dispatch to on-scene)	4:18	3:49	4:06	4:47	4:41	4:40
		Officers per 1,000 residents	2.0	2.0	2.0	2.0	1.9	2.0
		Customer perception of safety (survey)	95%	*	*	95%	*	95%
		# of crime/drug prevention classes offered to elementary through high school students	328	555	198	330	7 ***	300
Financial and Process	Ensure Financial Stability	Non-residential taxable value/total taxable value	*	23%	23%	23%	23%	23%
		General Fund expenditures per capita	*	\$996	\$1,049	\$1,156	\$1,157	\$1,344
		General Fund revenues per capita	*	\$1,082	\$1,075	\$1,156	\$1,162	\$1,292
		General Fund unassigned fund balance/total expenditures	*	*	25%	31%	24%	22%
	Increase Sustainability Throughout the Community and City Operations via the City's Green Plan	% of Green Plan action steps completed	*	18%	**	**	**	**
		% of Green Plan action steps in progress	*	65%	**	**	**	**
		% of CIP projects supporting sustainable action steps	29%	29%	25%	**	**	**

* Data not available for this reporting period

** The City is currently updating its Green Plan

*** Data affected by COVID-19



The City's Green Plan results are cumulative and are reported based on the previous calendar year. Detailed information can be found in the City's Annual Green Plan Report.



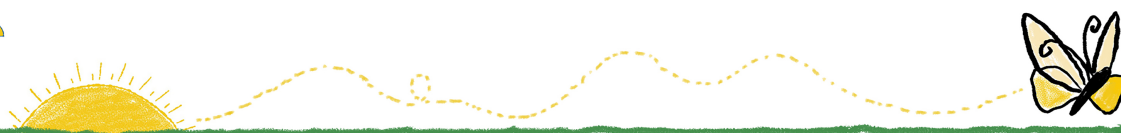
BALANCED SCORECARD

	Strategic Initiative	Measures	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Financial and Process (Continued)	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of scheduled preventative maintenance completed	75%	79%	85%	100%	84%	100%
		% of projects completed within budget	98%	100%	100%	100%	100%	100%
		% of budgeted projects completed within pre-established timeframes	83%	85%	83%	100%	85%	100%
	Actualize MainStreet while Ensuring Sustainable Economic Development Opportunities City-wide	# of sustainable buildings constructed	8	1	0 ***	4	0 ***	4
	Expand E-Government Access	# of visitors to the City's website	703,001	244,015	249,843	300,000 ***	315,082 ***	274,000
		# of available E-Government services	23	24	27	27	34	35
	Optimize Governmental Resources Owned by Other Government Agencies	% of intergovernmental agreements utilized	83%	83%	82%	83%	82%	83%
	Facilitate a Community-wide Disaster Preparedness and Recovery Process	# of emergency preparedness classes and drills provided	7	5	4 ***	8	3 ***	8
Learning & Growth	Optimize Training and Development	Average # of training hours per employee	44	47	40	42	38	44
	Ensure Succession Planning	% of supervisory positions filled internally (City-wide)	46%	75%	83%	80%	57%	80%
	Retain a High-Quality Workforce	% of surveyed positions with salary range mid-point at or above average of surrounding public employers	73%	84%	52%	75%	77%	80%
		Retention rate	91%	98%	98%	100%	96%	100%
		Average years of service	9	8	8	8	8	9

* Data not available for this reporting period

** The City is currently updating its Green Plan

*** Data affected by COVID-19



COMPREHENSIVE PLAN

Local Comprehensive Plans are used to guide future growth and development and to provide an overall vision for communities. The City of Coconut Creek's Comprehensive Plan was originally adopted in 1989. A substantial revision was completed in 2003 to satisfy both the requirements of the 1996 adopted Evaluation and Appraisal Report and for the Broward County Planning Council Certification. The plan was again amended in 2007 as a result of the 2005 Evaluation and Appraisal Report. With the adoption of statewide school concurrency, a new Public School Facilities Element was adopted in 2009. In addition, since the 2007 amendment, a water supply plan, identifying the long-term plan for water supply sources and facilities, was adopted and updated in 2015.

The Comprehensive Plan is comprised of the following elements:

-  Future Land Use
-  Transportation
-  Housing
-  Infrastructure
-  Conservation
-  Recreation and Open Space
-  Intergovernmental Coordination
-  Capital Improvement
-  Water Supply Plan
-  Public School Facilities

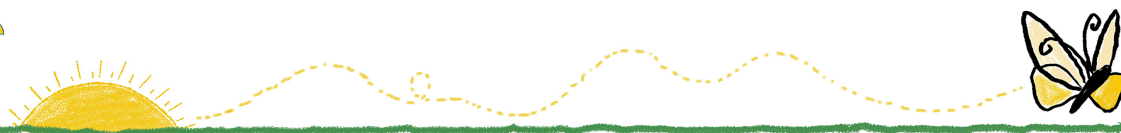
FUTURE LAND USE

The Future Land Use Element of the Coconut Creek Comprehensive Plan outlines the principles and performance standards to be followed for the control and distribution of land development intensity and population densities. Existing land uses are evaluated, and the proposed distribution, location, and extent of future land uses are designated. The principles and standards for implementing the Future Land Use Plan are specifically defined in the City's Land Development Code and include the required controls and subdivision regulations. The land use regulations are the foremost means of implementing the guidelines in the Future Land Use Element.

The Future Land Use Element is the cornerstone of the Coconut Creek Comprehensive Plan. The land use guidelines are presented as statements of goals, objectives, and policies intended to provide the citizens and officials of the City with an effective framework for managing and directing the City's development. The use of land within the City's boundaries will continue to define the shape and character of the City in the future. In 2015 the City adopted a series of smart growth goals, objectives, and policies intended to strengthen our vision for a sustainable future.

TRANSPORTATION

The Transportation Element is closely linked to the Future Land Use Element, as the nature, density, and intensity of land use determine transportation needs and, in turn, the transportation system impacts the way land is used and the pace of development. A variety of modes of transportation are taken into consideration in the formulation of a safe and efficient circulation network. The objective of the Transportation Element is to analyze the existing transportation conditions, identify trends and issues, project future demands, and recommend improvements to meet demands and provide accessibility to all land uses in a convenient and economical manner.



HOUSING

The Housing Element identifies potential deficits in the supply of housing. Its purpose is to analyze housing trends and potential housing problems. Through land development regulations supported by the Housing Element, appropriate plans and policies can be developed to accomplish the goal of a diversified, affordable, ample, and quality housing supply.

Unlike the facilities and services addressed in other elements of the Comprehensive Plan, building and maintaining housing is the responsibility of the private sector. The City's role is to create the framework for the location, quantity, quality, and type of housing through zoning maps, land development regulations, minimum housing codes and fair housing ordinances.

The Housing Element provides housing data presented in tables to facilitate the understanding of the housing data requirements. The element is based on the latest United States Census (2010) and estimates provided by the Shimberg Center at the University of Florida.

INFRASTRUCTURE

The Infrastructure Element is separated into four sub-elements: Potable Water, Sanitary Sewer, Solid Waste, and Drainage and Natural Groundwater Aquifer Recharge.

The purpose of this element is to provide for public facilities necessary to service both the current and projected demands represented by future land use projections. The specific services addressed in this element are those that are commonly known as infrastructure.

The Level of Service Standards that are adopted for these facilities are those that are established by the entity that owns, controls, and/or operates the facility. Coconut Creek does not own, operate, or control any primary drainage facilities, the potable water treatment plant, the sanitary sewer treatment facility, or any solid waste facilities. With the exception of drainage facilities, the City contracts with other entities for the use of these facilities.

CONSERVATION

The purpose of the Conservation Element is to promote the conservation and preservation of natural resources. The Florida Department of Environmental Protection has defined natural resources as rivers, lakes, wetlands, air, minerals, wildlife, and native vegetation.

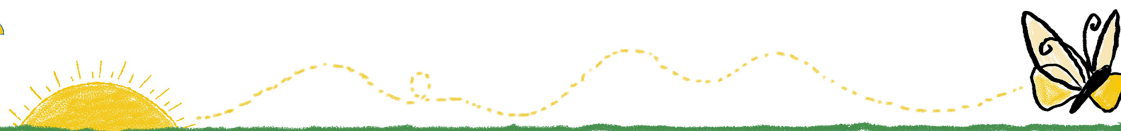
Various federal, state, regional, and local agencies are responsible for programs, policies, and standards related to environmental protection and conservation within the City. Authorization for the permitting of activities near or within environmentally sensitive lands is governed by both state and Broward County agencies. Air quality, water quality, and protection of natural resources are addressed at the county level and the City of Coconut Creek coordinates its conservation and protection of natural resources with the appropriate County agencies that have jurisdiction.

RECREATION AND OPEN SPACE

Recreation and open space is an important component of the community. The diversification of a city creates a healthy environment for growth in all sectors. Residential, commercial, and industrial areas benefit from the various amenities associated with parks, recreation, and open space. Areas designated for recreation and open space provide a place for City residents to relax, participate in sports, or educate themselves through programs or cultural events. Open space plays an important role in the quality of the urban environment. Landscape buffers, lakes, linear parks, and nature preserves create pockets of open space throughout the City with some that link to County facilities.

INTERGOVERNMENTAL COORDINATION

The Intergovernmental Coordination Element identifies and eliminates incompatible goals, objectives, policies, and development proposed in the local comprehensive plans. The Intergovernmental Coordination Element also determines and responds to the need for coordination with adjacent local and county governments and federal, state, and regional agencies.



The City of Coconut Creek has experienced limited problems in the coordination of activities or issues of common concern with other units of government. The mechanisms that are currently in place and utilized by the City and other governmental agencies interacting with the City are very effective in communicating needs and concerns of special interest.

CAPITAL IMPROVEMENTS

The Capital Improvement Program (CIP) concentrates on the development of a long-range framework in which physical projects may be planned while at the same time implementing projects within the City's financial capabilities. The comprehensive program is prepared for the ensuing five years and is based upon the requirements of the community for all types of public improvements.

Projects included in the Coconut Creek Capital Improvement Program were derived from needs assessments performed by City staff. Departments submitted projects that encompassed both the improvement of the City's physical development as well as the improvement of the particular programs and services that are provided to the public. Each department estimated the project's cost and assigned a project manager. The departments then determined the priority level and identified the source of possible funding across five fiscal years. Additionally, the departments justified and identified costs extending beyond the five years, if any, and identified any annual impact on the operating budget. After initial compilation, the projects were organized and reports generated. The Finance and Administrative Services Director assisted the City Manager in the assessment and priority ranking of projects for City Commission consideration. After the City Commission's review and approval, funded projects are implemented.

WATER SUPPLY PLAN

The Water Supply Plan is a supplemental element to the original Comprehensive Plan. The purpose of the Water Supply Plan is to identify and plan for the water supply sources and facilities needed to serve existing and new development within the City's jurisdiction. The City obtains their water directly from the Broward County's District 2A Water Treatment Plant and services the residents of the City north of Coconut Creek Parkway. The City of Margate provides the water for the area south of Coconut Creek Parkway. These entities are responsible for ensuring that enough capacity is available for existing and future customers within their service area. The City of Coconut Creek Water Supply Plan reference the initiatives already identified in Broward County's Water Supply Plan and the City of Margate's Water Supply Plan. The City first adopted the required Water Supply Plan in 2008. As required by the State, this plan was updated in 2015. A 2020 update is currently being processed through the state review agencies and is anticipated to be completed in December of 2021.

PUBLIC SCHOOL FACILITIES ELEMENT

The Public School Facilities Element is a supplemental element to the original Comprehensive Plan. The purpose of this element is to strengthen the ties between school planning, general land use, and comprehensive planning. The 2005 State Legislature mandated that the availability of public schools be made a prerequisite for the approval of residential construction and directed a closer integration of planning for school capacity with comprehensive planning. The 2005 legislative mandates include a provision requiring local governments to adopt a public school facility element as a part of their comprehensive plans to establish a framework for the planning of public schools (s. 163.3177(12), F.S.). Local governments were granted approximately three years to adopt a public school facilities element. The City adopted this element in 2008 and it remains a component of our plan.

City of
Coconut Creek
Future Land Use Map

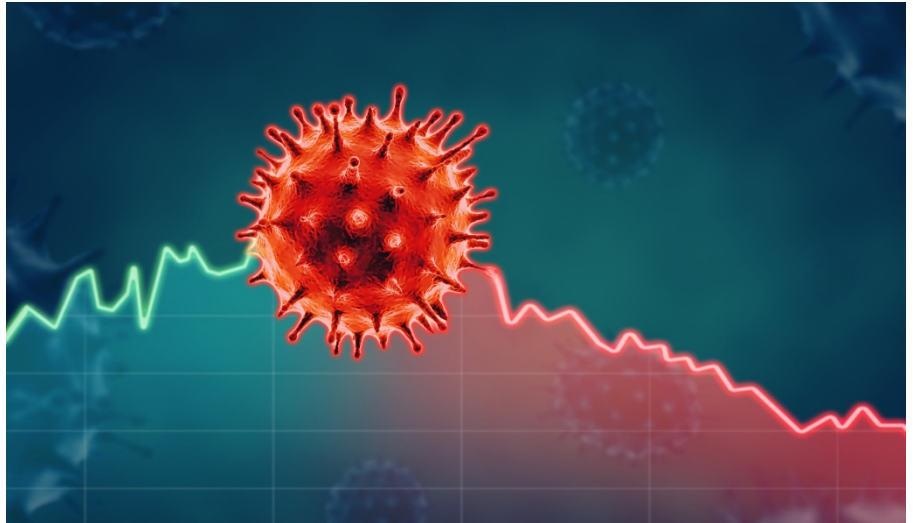




ECONOMIC OUTLOOK

National Economic Growth

The worldwide pandemic launched a global health crisis and devastated the nation's economy including non-essential business closures, social disruption, and staggering unemployment figures. These actions greatly limited economic activity, and significantly impacted the nation's economy. Prior to the COVID-19 pandemic, the economic growth rate averaged 2.5% annually for the last several years. The first two quarters of 2020 brought significant decreases in the national growth rates, realizing -5.1% and -31.2% respectively. In the second



half of the year, schools, restaurants, retailers, and other businesses closures were lifted and the nation benefitted immensely resulting in a 33.8% increase in the third quarter and 4.5% increase in the fourth quarter. This upswing has continued into 2021. Wells Fargo economist reported increases of 6.3% and 6.6% in the first and second quarters, a reflection of the continued economic recovery, reopening of establishments, and continued government response related to the COVID-19 pandemic. The increase experienced in the second quarter is a reflection of positive contributions from personal consumption expenditures (PCE), nonresidential fixed investment, exports, and state and local government spending that were partially offset by decreases in private inventory investment, residential fixed investment, and federal government spending. Economists anticipate national growth for both 2021 and 2022 to be consistent with current trends with a forecasted 5.9% increase for 2021 and a 4.6% increase for 2022.

With millions of Americans returning to their jobs and the unemployed gaining employment, the unemployment rate is slowly declining. With declining unemployment, less stringent restrictions, COVID-19 vaccines becoming widely available, coupled with fiscal stimulus payments to households, consumer spending saw a 6.5% increase in the second quarter and is anticipated to continue to grow faster in 2021 than its pre-pandemic trend. Increased consumer spending continues to be the largest contributor to economic growth. Despite the second quarter increase in consumer spending, consumer confidence decreased. As of September, consumer confidence was 109.3. This is a continued downward trend, following consecutive decreases in both July and August.

The pandemic has ignited the housing market, which is expected to lead to a strong year for residential investment. Low mortgage rates, working from home and favorable demographics are all supportive of home buying. The lack of inventory, however, has caused home prices to skyrocket. This factor is likely to cause surge in new construction. The aforementioned factors show a housing market that is gaining momentum. Additionally, demand for rentals has remained fairly stagnant amid the pandemic. The U.S. rental vacancy for the second quarter was 6.2%, a 0.6% decrease over the first quarter reporting of 6.8%. State-imposed eviction moratoriums allowed tenants to stay in their rentals, whether or not they were paying the rent. Although helpful for renters struggling with income loss, it caused a disruption in the natural eviction cycle. Units that would historically become available if a tenant could no longer afford the rent remained occupied, effecting vacancy rates. With eviction moratoriums lifted, the rental market could be flooded with vacancies as inventory reenters the market.



Although growth rates are on the upswing, population growth is solid, unemployment continues to decline, and consumer spending are positive, the economy has not returned to pre-pandemic levels. There is still a deep uncertainty about how and when the health crisis will be resolved. Americans remain cautiously optimistic as the nation continues to respond and recover to the pandemic through monetary and fiscal policies, vaccinations, and other COVID relief efforts.

State Economic Growth



When it comes to economic growth, Florida ended 2020 with -2.7% growth decrease, lower than the national growth rate of -3.4%. The coronavirus pandemic took a toll on the Florida economy particularly after the surge in positive coronavirus cases during the summer of 2020. This was coupled with unemployment rates hitting a 50 year high, the state government experiencing a multi-billion dollar revenue shortfall, and tourism becoming almost non-existent due to stay-at-home orders and mandatory closings. Since then, however, there has been a surge in Florida's economy. The state is in alignment with the national growth rate experiencing a 6.7% increase in the second quarter and this trend is projected to continue for the remainder of 2021. Like the

rest of the nation, Florida benefitted from the reopening of establishments and continued government assistance payments in the form of loans to businesses and grants to state and local agencies. Additionally, stimulus payments boosted household spending contributing to and domestic travel supported more activity in the Florida's tourism industry this summer. Although the state's economic growth is positive, one cannot ignore a major concern that looms over the state: Florida is now facing its largest outbreak since the onset of the global pandemic as the more contagious Delta variant is met with low vaccination rates. State officials have not signaled that a statewide shift to stricter social mitigation policy is forthcoming, however, economist predict overall business and consumer activity to be adversely impacted if the current wave persists. As a new epicenter for the pandemic in the U.S., Florida faces the risk of business and leisure travel being diverted elsewhere this year should this trend continue.

Personal income growth is another important gauge of the state's economic health. Florida's personal income decreased 22.1% in the second quarter after seeing a 61.9% increase in the first quarter. Much of the credit for the state's decreased personal income growth can be attributed to the two most recent federal stimulus and relief programs occurring in the first quarter. Economist predict personal income to increase by 1.5% in the current year based on the hope that, as furloughed and laid off workers return to their jobs or find new opportunities, wage growth will offset much of the loss of the massive government relief measures. Despite the challenges brought on by the pandemic, Florida continues to do its best navigating the effects of the pandemic and has begun to show signs of recovery. Even with positive indicators, the state remains far from its pre-pandemic condition.

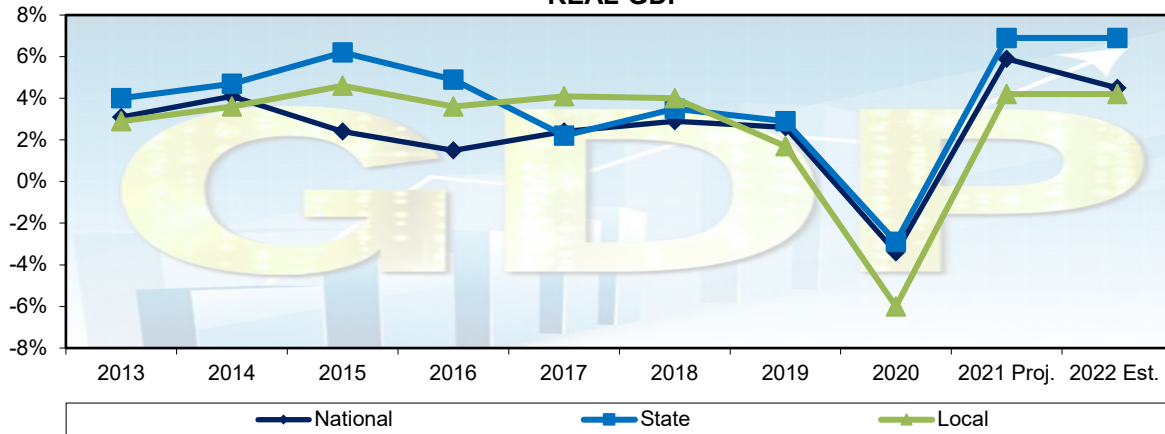
After decreases for demand-driven revenue in FY21, Coconut Creek will see some much needed relief in FY22. Half-Cent Sales Tax and State Shared Revenue are anticipated to see modest increases. Coconut Creek





continues to attract new residential and commercial development resulting in increased assessed values for the tenth consecutive year. The continued development of the City, both residential and commercial, indicates a strong economy making Coconut Creek the ideal location to live, work, and play. Approved developments in FY22 include Mazda Showroom, Workingman's Office Building, M&S Office, Daily's Gas Station, Lyons Community Center, El Rancho (retail and residential), Lakeside Preserve, and Rain Forest Estates.

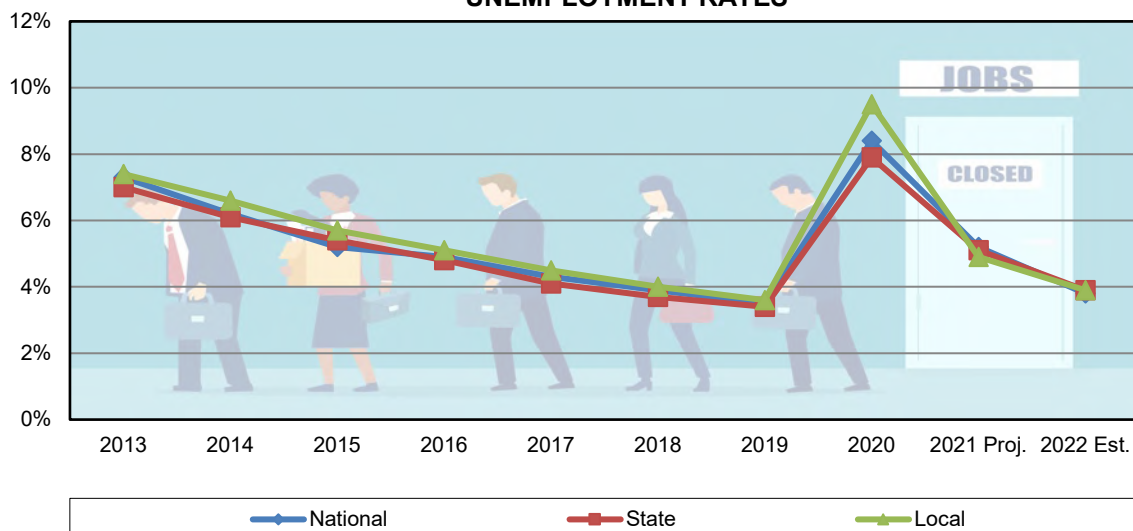
**2013-2022 HISTORICAL AND PROJECTED
REAL GDP**



Employment

The national unemployment rate for August 2021 has shown improvement over the past year, decreasing to 5.2%, after spiking to a monumental 14.8% in April 2020 amid the pandemic. The unemployment rate in Miami-Fort Lauderdale-West Palm Beach Metro Area yielded similar numbers for the same time period-16.4% and 4.9% respectively. With emergency orders being lifted, businesses reopening, and services resuming, the frequency and number of layoffs have lessened, and workers are able to return work leading to a slowly rebounding economy. Improvements in the labor market are expected to continue overall, however, the hospitality industry, specifically restaurants and food service and other blue collar jobs, are projected to continue to struggle because of the low wages offered for those jobs. Economist are optimistic that with Florida's voter approved minimum wage increase in September from \$8.65 to \$10.00, coupled with a recovering economy, unemployment rates will continue to decline.

**2013-2022 HISTORICAL AND PROJECTED
UNEMPLOYMENT RATES**



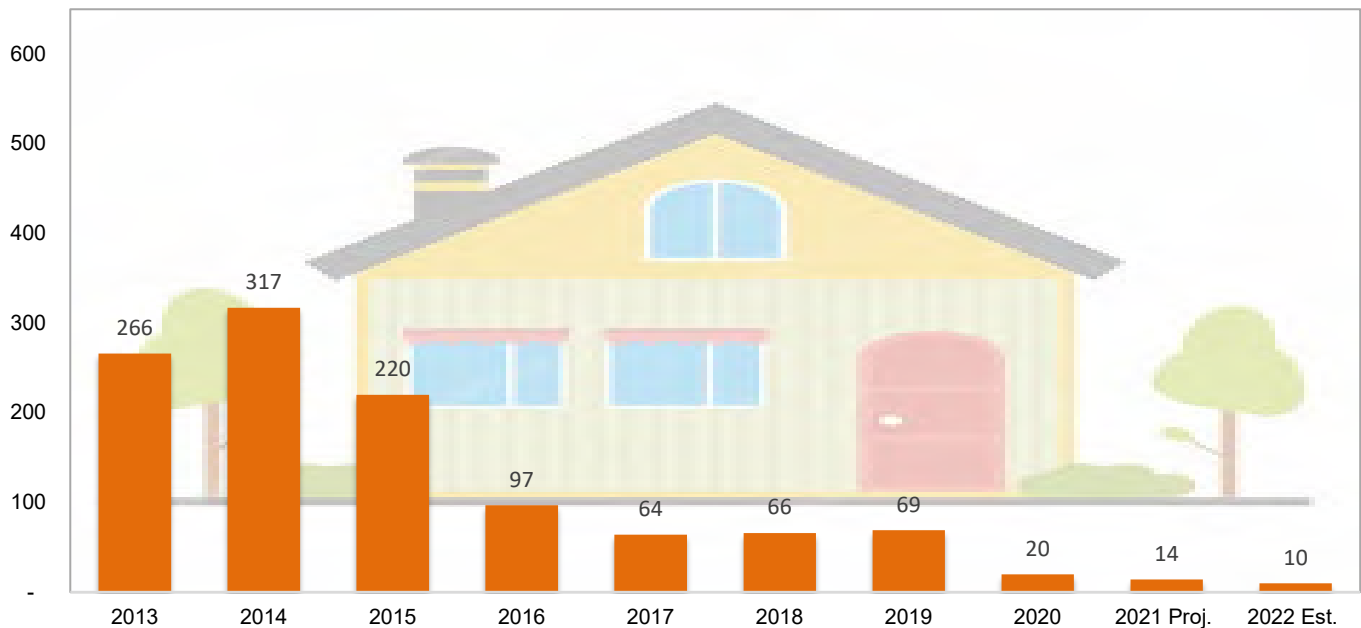


The City proactively evaluates service levels and streamlines its programs to meet the requirements of its residents, constantly balancing available resources with competing priorities. During FY21, the City reallocated staffing based on the needs and demands of the City, reflecting a net decrease 1.75 FTE's in the Parks and Recreation, Public Works, and Utility and Engineering Department. In FY22, the City added an additional 4.75 FTE's, including 2 School Resource Officers, 2 Facility Attendants, and a Part-time Customer Service Representative.

The Housing Market

Coconut Creek's housing market has continued to show strong growth reporting only 14 foreclosed properties in 2021, the lowest in over ten years. The following chart illustrates the ten-year foreclosure history.

2013-2022 HISTORICAL AND PROJECTED FORECLOSURES



The City continues to see increases in assessed values and this trend is expected to continue. Assessed values increased 5.33%, to \$4,831,621,300, indicating a solid housing market in Coconut Creek. Of this amount, \$29,704,170 (or 0.65%) was attributed to new construction and additions with the remaining \$214,871,134 (or 4.68%) increase attributed to property value reassessments. While assessed values appear solid, it is unknown how the COVID-19 pandemic will affect property values into the future. Budgetary and financial impacts of this unprecedented and prolonged event must be monitored closely and addressed timely to ensure continued responsiveness to the community. In FY22, the City will continue to ensure its sustainability and sound economic growth with the expansion and replacement of its infrastructure via projects such as Comprehensive Street Improvements, Facility Roof Improvement, and Lyons Road Mobility projects and the addition of the aforementioned new residential and commercial developments.

Maintaining Business Growth

The growth and development of the City is dependent upon the economic condition of the country, South Florida, and particularly that of Broward County. With the exceptional quality of life, its inviting, family-oriented environment, and numerous business advantages, the City of Coconut Creek continues to attract new investment.



The development of Coconut Creek's MainStreet area continues to progress. This pedestrian-oriented development will serve as a sustainable, mixed-use downtown environment organized around substantial and contiguous recreational open space while making Coconut Creek both a local and regional destination. Efficient development of land resources, compact development with a variety of housing choices, flexibility in use and design, alternative transportation options, and green building techniques are fundamental criteria of MainStreet. The overall MainStreet development program is extensive and is anticipated to include up to 2,000 dwelling units, over 200,000 square feet of non-residential uses, the potential for 1,300 hotel rooms, large recreation and open space components, and 15 acres of conservation for the existing cypress wetland. As new developments unfold and existing developments continue to enhance and expand sites in the MainStreet area, the City of Coconut Creek continues to be a prime area for economic development.



Promenade at Coconut Creek is an open-air shopping and dining experience, featuring over 45 stores, boutiques, and restaurants and Silverspot Cinema.

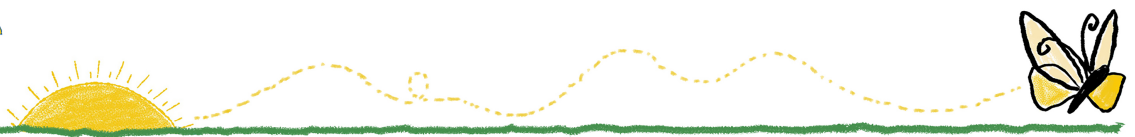


Doug Zeif's Truli Italian Food and Drink features fairly priced, delicious, Italian cuisine with a lively atmosphere

The *Promenade at Coconut Creek* was the first Leadership in Energy and Environmental Design (LEED®) Silver Certified project completed under the City's MainStreet Design Standards. Major businesses at the Promenade, such as Silverspot Cinema, Xfinity, Starbucks, Sephora, Naked Taco, Cooper's Hawk, World of Beer, Bar Louie, DSW Shoes, and Lane Bryant continue to thrive not simply from the economic benefits of green building design, but also from continuous promotional and special events. In 2021, Truli Italian Food and Drink will be added to the Promenade's shops. Doug Zeif, global restaurant and bar concept creator and operator, brings this fairly priced, delicious, Italian restaurant to the Coconut Creek community.

The City will continue to be proactive in developing future use of the MainStreet area in an effort to create and define optimal development opportunities. In 2018, Monarch Station, MainStreet's first residential development, completed construction. This 296-unit, four-story, luxury apartment complex supports the City's green initiatives by including solar panels for landscape lighting at the pool, bio swales, electric vehicle charging stations, permeable surfaces in pedestrian plazas, and a rainwater collection cistern.

The MainStreet area is also the home to the Seminole Tribe of Florida Coconut Creek Casino. The casino includes a vehicle parking structure, small retail village, and two restaurants. The Seminole Tribe has received zoning approval from the City for a future major 300,000 square foot expansion that includes another parking structure, lodging, additional retail and restaurant space, an auditorium, and an expansion of gaming activity. With such a major expansion planned, the City has undertaken discussions directly with the Seminole Tribe to evaluate and solve development impacts related to the City. In the coming years, the City must continue to assess the impacts of the expansion and ensure that any plans to expand complement the City's MainStreet area plans, particularly in the areas of retail, entertainment, and hospitality. The Seminole expansion will create numerous full-time jobs and have a positive impact on individual lives within the tri-county area.



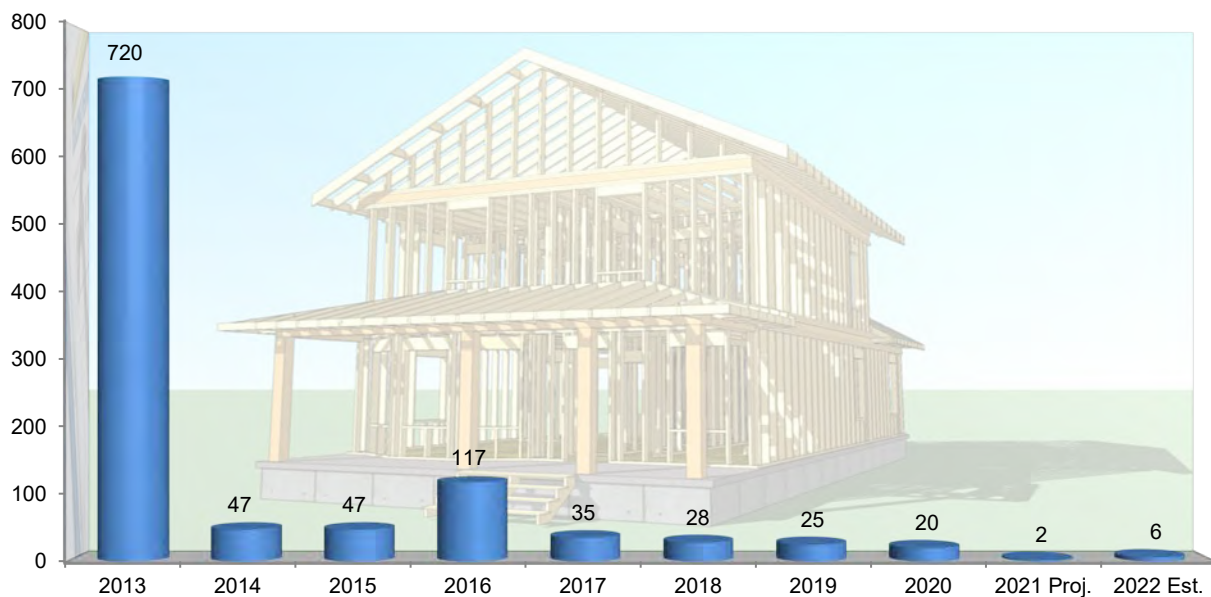
To further support the City's economic development initiatives, the Economic Development Incentive Program was established. Program benefits include: stabilization of the existing business community; establishment of new businesses; aid in job retention and creation; business expansion; and improvement of the overall appearance and sustainability of the community. These programs continue to be available to businesses within the City. In FY22, \$250,000 has been budgeted for economic development purposes.

Expansion

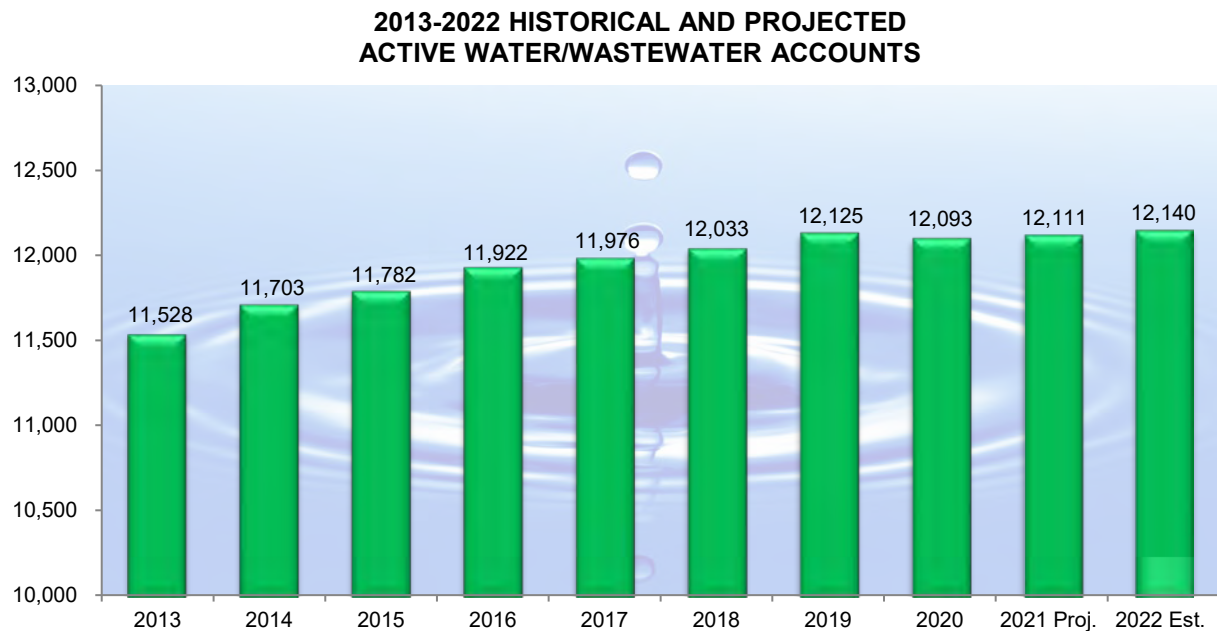
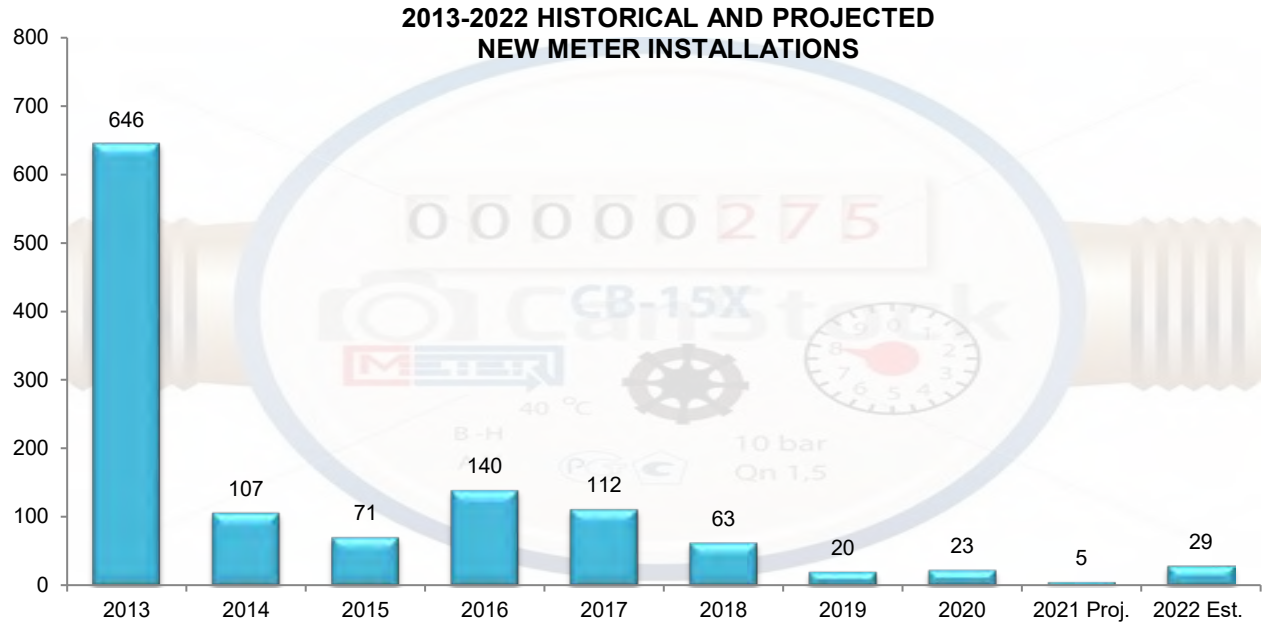
The City has experienced steady residential development due to the construction of major multi-family developments. During FY21, many major development projects were delayed or halted altogether due to the pandemic. With projects resuming activity, an estimated 6 residential permits will be issued in FY22 for the completion of Casa Grande development.

The City anticipates continued growth in commercial developments in FY22 with the addition of new commercial developments including Daily's Gas Station, El Rancho (retail), Mazda Showroom, Workingman's Office Building, M&S Office, and Lyons Community Center.

**2013-2022 HISTORICAL AND PROJECTED
RESIDENTIAL BUILDING PERMITS**



Besides providing water and wastewater services to the northern part of the City, the City also services a portion of the City of Parkland and a portion of unincorporated Broward County. We anticipate additional meter installations and new accounts in 2022 due to the onboarding of new developments including Hillsboro Pines, Workingman's Retail Building, Vista Gardens, Elite Aluminum Corporation (Building C), and Mazda Showroom.



The City of Coconut Creek remains financially stable. This has been extremely advantageous as the City has navigated the COVID-19 pandemic. While operationally it was necessary to reduce, modify, and in some instances, temporarily discontinue programs and activities, the City worked diligently to overcome all challenges. We will continue to monitor and make changes as needed to continue to serve our community with the highest level of customer service, maintain service levels, and invest in the maintenance of capital infrastructure. Our commitment to ensuring the safety of our residents, visitors, and staff was, and continues to be, the City's top priority.



LEGISLATIVE ISSUES



The City's legislative concerns, especially in the long term, fall into two basic categories. First, the issue of "home rule", where the authority of the City's elected officials is being assumed by other higher levels of government. The City's ability to make decisions, both administratively and fiscally, allows for the development and implementation of community-based solutions for community-based issues, which are an essential component of an effective, efficient government. Second, unfunded mandates are a significant financial threat to the City. These mandates may appear in the form of requiring additional services or additional benefits to residents and employees but without a corresponding funding source. These unfunded mandates can compromise our City's ability to provide essential and discretionary services deemed appropriate by the local community.

Of the more than 3,000 bills filed this year, only 275 made it to the governor for signature. Of the bills submitted for signature and passed into law, few had significant impact on the City of Coconut Creek.

Property Tax: Property tax relief is a continuous topic in the Florida Legislature and the 2021 Legislative Session was no different. One measure that may potentially affect the City of Coconut Creek is the joint resolution for the provision of homestead exemption for low-income seniors. Currently, taxpayers claiming the homestead exemption for low-income seniors must submit a sworn statement of household income annually. The bill would now require the taxpayer to submit the statement only once. The bill also requires the property appraiser to annually notify each taxpayer claiming the exemption of the adjusted income limitation for that year. The taxpayer must then notify the property appraiser if his or her income exceeds the income limitation.

Proposed legislation was also presented to prohibit the consideration of any change or improvement made to real property used for residential purposes to improve the property's resistance to flood damage in determining the assessed value of the property. The amendment proposed in the joint resolution will take effect on January 1, 2023, if approved by at least 60% of voters on the November 2022 ballot.

Education: Lawmakers approved a proposal (HB 529) that will require public schools to hold moments of silence each day. Teachers, while prohibited from suggesting the nature of any reflection, are expected to encourage parents to discuss with children how best to use the time. Lawmakers also passed a measure (HB 7045) that will expand school vouchers. In part, the law will increase the family income threshold for children to qualify for vouchers and will remove a requirement that students had to previously be enrolled in public schools. Lastly, approved legislation will require high-school U.S. government courses to include "a comparative discussion of political ideologies that conflict with the principles of freedom and democracy" and require public schools to establish a civics-education curriculum to develop "an upright citizenry."

Sales Tax: The adopted bill provides tax relief to individual, families, and businesses across the state via sales tax holidays. Sales tax holidays include: Disaster Preparedness Week-savings for Floridians preparing for the upcoming hurricane season; Back-to-School-savings for school supplies for the 2021-2022 school year; and new this year, Freedom Week- savings for outdoor recreational items activities and events.

Housing: House Bill 7 (HB 7), provides heightened legal protections against liability claims for damages, injury or death as a result of the COVID-19 pandemic to certain business entities, educational institutions, governmental entities and religious institutions as long as the business made a good faith effort to substantially comply with government-issued health standards or guidance at the time the cause of action would have accrued.



COVID-19 Passports: In a DeSantis priority, lawmakers approved a measure (SB 2006) to prevent businesses, schools and government agencies from requiring people to show documentation certifying COVID-19 vaccinations before gaining entry - a concept known as requiring "COVID-19 vaccine passports. This law also will grant the governor power to override local orders during health crises.

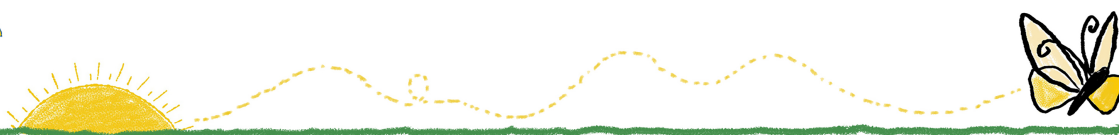
Environmental Protection: Approved legislature establishes the Resilient Florida Grant Program within the Department of Environmental Protection (DEP) providing funding to local governments for the costs of resilience planning and projects. The also bill requires the

Comprehensive Statewide Flood Vulnerability and Sea Level Rise Data Set and Assessment to be updated every five years by the DEP.

Other Legislative Issues: Legislation was passed a \$101.2 billion providing \$1,000 bonuses for police officers, firefighters, and first responders; wage increases to teachers and state workers; funding for home- and community-based services to more people with developmental and intellectual disabilities; and Everglades restoration. Other proposals relating to elections, body camera recording retention, pension reform, consumer data privacy, among others were presented but did not gain sufficient momentum to move forward. However, these topics are likely to come up for discussion at the next Legislative Session, which could increase the City's unfunded mandates and may have an effect on the City of Coconut Creek residents or employees.

The City continuously evaluates current and potential legislative issues and actively seeks ways to reduce the impact on service levels. In addition, the City constantly evaluates current services and differentiates needs versus wants in order to ensure a sustainable economic future. For more detailed information on some of the changes made for FY22, please refer to the Budget Message section of this document.





EMERGING ISSUES

Sustainability Initiatives

In 2009, the City developed and adopted a 10-year Green Plan that established a framework via goals and action items for achieving environmental leadership, addressed both community-wide programs and government operations, and monitored and tracked elements of the City's "green" efforts through the year 2020. These action items span numerous categories including Green Development, Urban Nature, Energy and Water Conservation, Waste Reduction and Recycling, Community Outreach and Empowerment, City Operations, and Regional Leadership. By implementing the action steps contained in the plan, the City will provide long-term benefits to the health and well-being of the community that are anticipated to result in cost savings based on a diminished demand for resources. Starting with reporting year 2021, and utilizing information from regional and county sources, the City will embark on a Climate Action Plan which will continue to monitor some of the elements from the existing Green Plan and include mitigation and resiliency concerns for the region and our City. The plan will also continue to promote a safe alternative mode of mobility throughout the City for pedestrians, cyclists and equestrians; strive for reduced greenhouse gas (GHG) emissions; actively seek opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists, and public transit; and focus on non-motorized connectivity improvements on services, schools, parks, civic uses, regional connections, and commercial uses via our Complete Streets Program. This plan will rely heavily on information from our region including Broward County with continued input from City departments. The new Climate Action Plan is anticipated to be presented to the City Commission for approval by the end of the calendar year 2021.

The City of Coconut Creek continues to be highly recognized and awarded for its "green" initiatives, wildlife preservation, and activities to create a more sustainable future for residents, businesses, and visitors. In addition to receiving the Tree City USA designation for the past 33 years and the Community Wildlife Habitat certification for the past 16 years, the City has also been certified as an Audubon International Sustainable Community since 2010 and a GOLD certified Green Local Government with the Florida Green Building Coalition.

Coconut Creek remains an active participant in the South Florida Regional Climate Compact (SFRCC), a collaboration of experts, academia, government employees, and elected officials within the counties of Palm Beach, Broward, Miami-Dade, and Monroe, that identifies and addresses climate change and the effects in our region. Through this affiliation and a close working relationship with Broward County, the City has been able to leverage data available on a local and regional level and assign quantifiable figures to activities in the City. Continued planning, monitoring, and measuring are essential to provide long-term benefits to the health and well-being of the community and will ensure Coconut Creek remains unique, competitive, and a leader in climate action, mitigation, and resiliency in South Florida.





City Mobility

The City has been planning a network of trails that aim to provide pedestrians and bicyclists with recreational opportunities within a safe alternative mode of mobility throughout the City, thus reducing the need for automobile use and creating a more 'walkable' and 'livable' community. In FY22, funding has been included for the construction of a linear pathway connection linking the Casa Palma development to the Regency Lakes shopping area.

While residents may be aware of a trail near their neighborhood, they may not be aware of the larger network. To support this initiative, as part of the Parks and Recreation Master Plan, the City is working to create visible trail heads, consistent icons, and maps which will identify various trailways and their connections with public transportation, parks, public facilities, and major attractions in Coconut Creek.

This is an important sustainable element as the community continues to grow. In FY22, various improvements at Donaldson, Coco Point, and Sunshine Drive Parks will be addressed.



Complete Streets

Complete Streets is a city, county, state, and nation-wide initiative that aims to create a safe and efficient transportation network that promotes the health and mobility of all residents and visitors by providing high quality multi-modal (pedestrian, bicycle, transit and automobile) access. As the City has expanded bicycle access via the Complete Streets Program, bicyclist and motorist education within the community has become priority. A Bicyclists and Motorists Safety Program was launched to provide an overview of Florida laws as it pertains to bicyclists and motorists sharing the roadway. The safety initiative focuses on encouraging safer choices on the part of bicyclists and motorists to help reduce injuries and deaths on the roads.



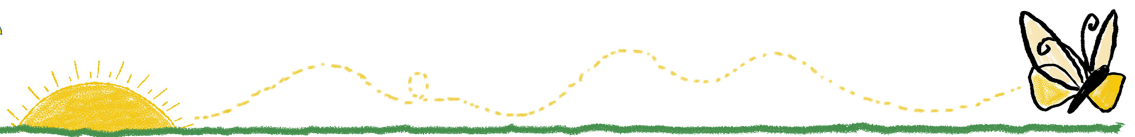
To further support this initiative, the City of Coconut Creek has focused on applying this policy to all roadway projects. This includes projects involving new construction, reconstruction, retrofits, repaving, rehabilitation, or changes in the allocation of pavement space on an existing roadway as well as those that involve new privately built roads and easements intended for public use. Complete Streets elements may be achieved through single projects or a series of smaller improvements or maintenance and operation activities over time.

The City actively looks for opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists, and public transit and will mainly focus on non-motorized connectivity improvements on services, schools, parks, civic uses, regional connections and commercial uses. Every City department is engaged in the formulation

of Complete Streets Guidelines. When possible, the City leverages the resources of other governmental agencies to achieve these new requirements.

Traffic and Congestion

Traffic and congestion is clearly a regional issue in the south Florida metropolitan area. Coconut Creek, as part of the south Florida region, experiences these challenges and continues to focus on smart growth so that we are able to minimize travel demand and provide alternate means of transportation. Currently, the City is working in conjunction with the Broward Metropolitan Planning Organization (MPO) and Florida Department of Transportation (FDOT) to add buffered bicycle lanes and install sidewalk connections as part of the Lyons Road



Mobility Project. This major project, from Atlantic Boulevard north to the Sawgrass Expressway, includes complete re-milling and repaving of the roadway along with new designated bike lanes, sidewalks, drainage improvements, and crosswalks enhancements. Construction is expected to be completed in early 2022. Federal funding has been requested in the amount of \$2.7 million that would allow the addition pedestrian safety lighting along the entire corridor.

Coconut Creek is closely monitoring several transportation projects led by other agencies as they move through their planning phases to mitigate any negative impacts to our City and our residents. These projects include the widening of the Sawgrass Expressway, the Sawgrass/Turnpike Interchange, the Florida Turnpike from Wiles Road south to I-595 and the implementation of the SW 10th Street Connector. Planned expansions of roadway and intersections, such as Copans Road, are closely coordinated with our regional partners to minimize impacts to our neighborhoods.

In November 2018, Broward County voters approved a 30-year one cent sales surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and to fund future investments in Broward's transportation system. This revenue stream will provide some much needed funding to 31 municipalities which currently fund its transportation programs through stagnated local option gas taxes and general revenue funds. Coconut Creek was recently awarded \$3.8 million for the addition of ADA compliant bus shelter and bus stops along City maintained streets, construction of a multi-purpose pathway along Sample Road, and the milling and resurfacing of City streets. This funding will allow Coconut Creek to further enhance our roadways for years to come.

Seminole Tribe of Florida Coconut Creek Casino

The City of Coconut Creek is unique in that the Seminole Tribe of Florida has sovereign federal trust land within City limits. In 1999, the City and the Seminole Tribe negotiated a Municipal Services Provider Agreement, which provides for annual payments to compensate for impacts the Seminole Casino Coconut Creek has on the community. Funding received from the Seminole Tribe through this agreement is primarily restricted to community capital improvement projects and financing related to capital improvement projects.



In FY18, the Bureau of Indian Affairs approved the Seminole Tribe's request to add approximately 47 acres surrounding the casino to federal trust lands. Approximately \$66 million in taxable value was removed from the tax rolls resulting in the City losing many jurisdictional rights in favor of federal regulations. However, the City and the Seminole Tribe negotiated a Mitigation Agreement that assures the Seminole Tribe will honor its commitments in the Planned MainStreet Development District and compensate the City an equal amount for all lost taxes and fees in the General Fund. Furthermore, the Seminole Tribe agreed to pay the City an additional \$2.75 million per year, adjusted annually based on the consumer price index. Approximately, \$3.5 million of these proceeds will be accumulated in a Seminole Mitigation Special Revenue Fund to be used for improvements within the MainStreet area as well as other expenses or improvements to mitigate the impact of the land becoming sovereign land. To support education initiatives, \$270,000 will fund an educational foundation for the benefit of Coconut Creek residents and students.



Wastewater Discharge

Learning from several historical drought years, and realizing Lake Okeechobee is a fragile and complex environment, the South Florida Water Management District (SFWMD) implemented permanent water restrictions throughout South Florida. Since potable water is becoming a limited resource, the SFWMD is mandating that local government agencies look for alternate water supplies. Broward County Water and Wastewater Services (WWS), which is the bulk supplier of our potable water, has identified the deeper Floridian Aquifer as the alternate source to meet the City's future demands. Based on a recent mandate by the State Legislature, all wastewater discharge into the ocean must cease by 2025. This will require a higher level of treatment before wastewater can be disposed of by such means as



reclaimed water and/or deep well injection, both of which are expensive options. The mandates for potable water and wastewater treatment may result in increases in the utility rates for customers throughout the region.

The City continuously evaluates the impact of such ongoing changes and has made the first step towards ensuring the funding of these upcoming issues. The City implemented a new rate structure to help align the City's revenues with the increasing expenses associated with providing water and sewer services. A Master Plan update and rate study were completed in 2018 to ensure current and future capital improvement programs will meet the needs of the City in future years.

MainStreet Development Water Impacts

With the continuous growth of the City and the development of MainStreet a City priority, planning for the future management of the City's potable water supply is imperative. The Federal Environmental Protection Agency (EPA) regularly updates water quality standards that must be complied with by local distributors of drinking water. The chemicals necessary to provide clean and safe drinking water must be managed in real-time and adjusted in coordination with each other in order to maintain an appropriate balance. The Utilities and Engineering Department staff currently monitor these chemicals and control injection rates at the water storage tanks to comply with EPA regulations.



In order to more efficiently regulate water quality, the City is looking into a comprehensive water quality control system that communicates with existing instrumentation in real time and calibrates flow rates of chemicals to ensure chemical balance and safe drinking water. This advanced system can monitor current chemical levels, automatically adjusts flowrates, and notify staff of concerns utilizing a communication system. Implementation of this comprehensive water quality control system will ensure Coconut Creek residents continue to have reliable and safe drinking water for years to come.



The development of the MainStreet area also requires an upgrade to the City's wastewater transmission system. With such a large increase in planned usage in a localized area, another master lift station will be needed to manage wastewater flow out of the City to Broward County for treatment. Construction of another master lift station will provide additional water flow and mitigate the strain on other lift stations within the City's water network. In addition, the new master lift station is intended to include redundant connections between the west and east sides of the City to ensure continuous and safe flow of wastewater during routine maintenance and repairs on portions of the transmission system.



Reclaimed Water Project

One way the City is actively working to address future water issues and improve conditions for its residents, while contributing to the preservation of natural resources, is through the use of reclaimed water. The City of Coconut Creek provides reclaimed water to various sections of the City. Broward County has offered to provide up to 3 million gallons of reclaimed water per day to the City per the City's Reclaimed Water Master Plan. Using reclaimed water provides reductions in cost, fertilizer usage, drinking supplies, and minimizes disposals into our waterways that can contribute to a reduction in the nutrients in our bays and rivers. The use of reclaimed water ensures only the highest quality, clear, and essentially pathogen-free water is distributed.

The City remains proactive in addressing the emerging and ongoing issues that will impact the level of services it provides to its residents. Through proper planning, effective allocation of resources, and dedication from its employees, the City of Coconut Creek has been successful in remaining financially stable while continuing to expand services and programs, invest in infrastructure, and promote economic development.



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BUDGET STRUCTURE

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BUDGET STRUCTURE



City of Coconut Creek Budget Process Overview



DECEMBER

- Coordinate with Finance staff on budget process improvements

JANUARY

- Finalize format/templates to be used by Departments

FEBRUARY

- Develop Budget plan
- Determine target and base budget amounts

MARCH

- Budget Kickoff and training

APRIL

- Proposed Program Modifications, Capital Outlay, and Capital Improvement Program requests due from Departments
- First City Commission budget Workshop
- Budget input received from City Commission and residents
- Town Hall Budget Meeting

MAY

- Finance Proposed Budget review
- City Manager/Department Proposed Budget review

JUNE-JULY

- City Manager finalizes budget Recommendations
- Proposed Budget delivered to City Commission

AUGUST

- Second City Commission budget workshop
- Notification to Property Appraiser of Proposed Millage Rate, Rollback Rate & Special Assessments

SEPTEMBER

- Public Hearings held
- Tax Millage Rate adopted
- Budget adopted

OCTOBER

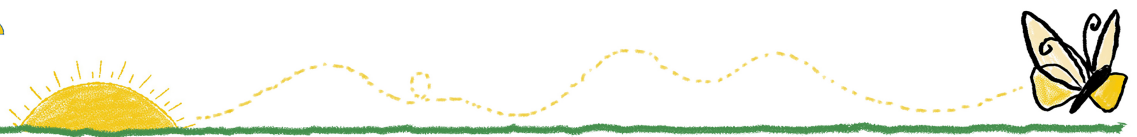
- Adopted Budget document published and submitted to GFOA



BUDGET PROCESS

The City's fiscal year runs from October 1st through September 30th. The Budget Process begins in December with budgetary planning and continues for the next several months with budget preparation until final budget adoption, which occurs in September. The following are highlights of this annual budget process:





Budget Summary

The FY22 Adopted Budget:

-  Provides current operating revenues to support current operating expenditures;
-  Maintains adequate general fund reserves;
-  Provides adequate contingency reserves for unforeseen emergencies;
-  Provides sufficient maintenance and replacement funding to ensure capital facilities and equipment are properly maintained;
-  Provides for a property tax rate of 6.4463, representing a 1.4% decrease from the previous year; and
-  Improves the quality of life, expands and enhances programs, and increases level of service to which citizens have become accustomed.

Budget Adoption

The City Charter requires the City Manager to submit to the City Commission a Proposed Budget with a Budget Message and a Five-Year Capital Improvement Program no later than August 1st of each year. After the budget is submitted, the City Commission holds a budget workshop to gain a better understanding of the Proposed Budget. Town Hall meeting(s) are held as needed and two public hearings are held in September. For the budget to become effective, two ordinances and a resolution must be passed. The first ordinance adopts the operating millage, the second ordinance adopts the Operating and Capital Improvement Budget, and the resolution adopts the Five-Year Capital Improvement Program.

Budget Amendments

From time to time, it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed.

The first budget amendment occurs within the first few weeks of the fiscal year. The City Charter grants the authority to re-appropriate funds for capital expenditures not yet complete.

The City Commission, by ordinance, may make the following types of budget amendments:

Supplemental Appropriations - When there are revenues in excess of those estimated in the budget, supplemental appropriations may be made for the year up to the amount of such excess

Emergency Appropriations - To meet a public emergency affecting life, health, property, or the public peace, the Commission may make emergency appropriations and, to the extent there are no available unappropriated revenues, authorize the issuance of emergency notes

Reduction of Impending Deficits - If it appears that a revenue shortfall will make it insufficient to meet the amount of expenditures appropriated, the Commission may reduce one or more programs, goals, or appropriations

Transfer of Appropriations - The City Commission may transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another



At any time during the fiscal year the City Manager may approve a transfer of part or all of any unencumbered fund appropriation balance among programs within a department in the General Fund. The transfer of funding may not exceed the total appropriation of the fund.

The City Manager may approve a transfer of part or all of any unencumbered fund appropriation balance among programs within or between a department, office, or agency in all other funds. The transfer of funding may not exceed the total appropriation of the fund.





BUDGET PROCESS CALENDAR

DATES	ACTIVITY/REQUIREMENT
March 1-4	Budget Coordinator Training Budget Manager Training
March 8	Budget Kick Off Budget Central Opens
April 1	FY 2021 Expenditure Projections
April 7	Town Hall Budget Meeting
April 8	Program Budget Entry Program and Core Services Forms Over Target Reconciliation Form (as applicable)
April 22	FY 2022 Program Performance Measures Revenue Estimation Forms (as applicable) Commission Budget Workshop (1 st Meeting)
April 29	Program Modification Request Form Capital Outlay Request Form Capital Improvement Program Budget Form Organizational Chart
April 29	Fund/Division (FY 2022 Objectives and FY 2021 Highlights updated) Overtime Analysis Form
May 3-6	Review and Recommendation of Program Modifications: -Vehicles -Computer Equipment -New Personnel/Personnel Changes
May 17-20	City Manager/Department Budget Meetings
August 10	Commission Budget Workshop (2 nd Meeting)
September 13	1 st Public Hearing to Tentatively Set Tax Millage Rate and Adopt Budget
September 23	2 nd Public Hearing to Formally Set Tax Millage Rate and Formally Adopt FY 2022 Budget

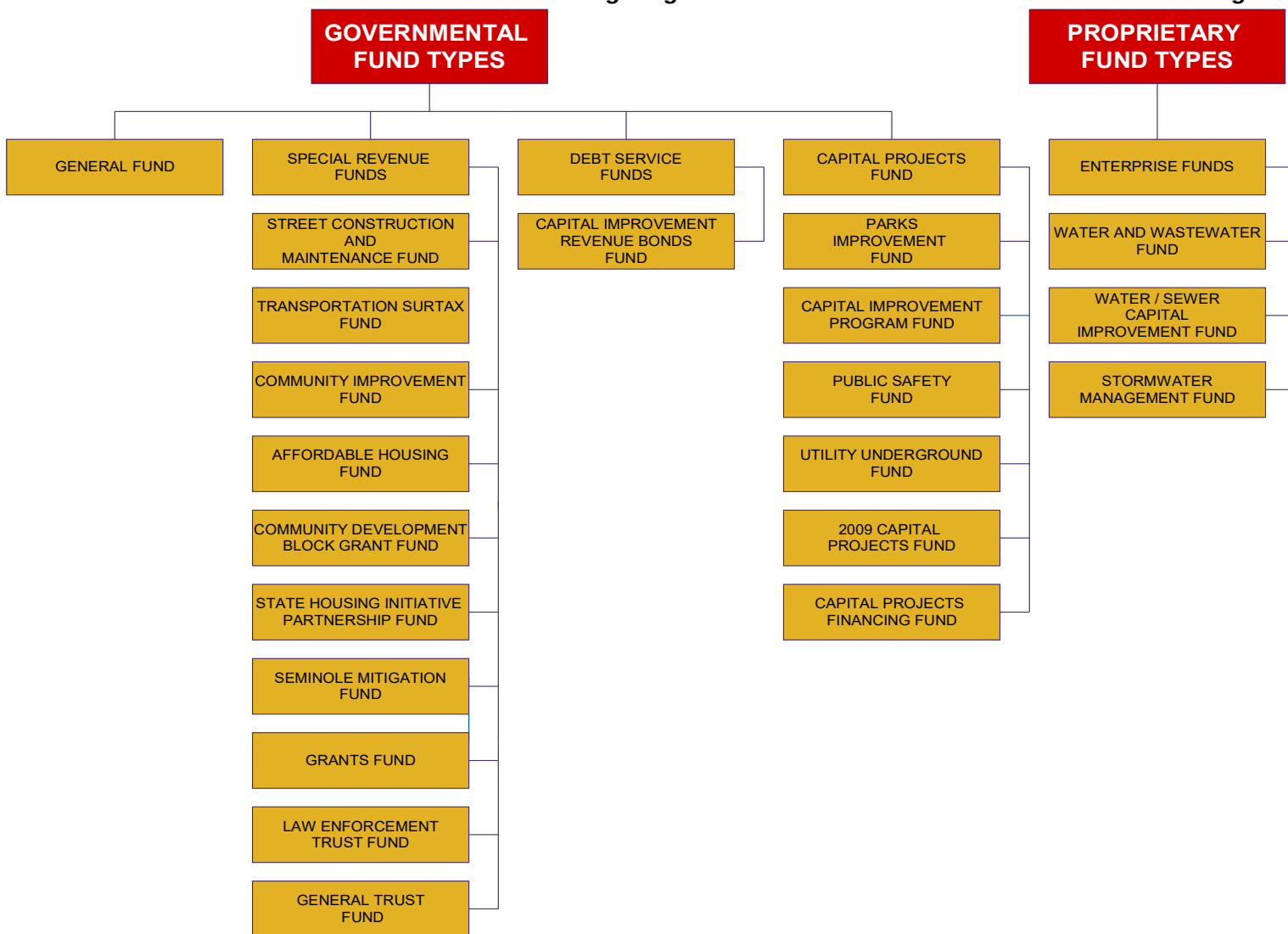


City of Coconut Creek Fund Structure

By Budgetary Basis

Modified Accrual Basis of Budgeting

Accrual Basis of Budgeting



What is "Budgetary Basis"?

Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Accrual Basis indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period.



BUDGETARY BASIS

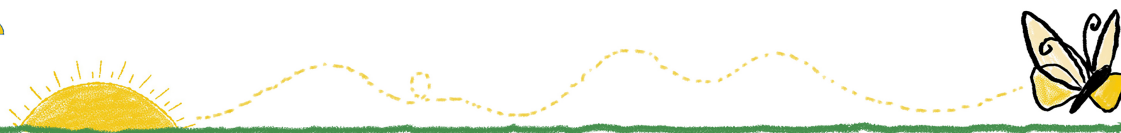
General Governmental Funds' budgets (for example, the General Fund and the Street Maintenance and Construction Fund) are prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example, outstanding purchase orders) are budgeted as expenditures, but revenues are recognized only when they are measurable and available.

The Enterprise Funds (for example, the Water and Wastewater Fund) also recognize expenditures as encumbrances when a commitment is made (for example, through a purchase order). Revenues, on the other hand, are recognized as revenue when service is provided.

In all cases (General Governmental and Enterprise Funds), when goods and services are not received by year-end, the encumbrances lapse.

The Comprehensive Annual Financial Report (Annual Report) shows the status of the City's finances in accordance with Generally Accepted Accounting Principles (GAAP). In most cases, this conforms to the way the City prepares its budget. One exception is compensated absence liabilities that are expected to be liquidated with expendable available financial resources; these are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).





FUND DESCRIPTIONS

Governmental accounting systems should be organized and operated on a fund basis. Individual resources are allocated to, and accounted for, in separate accounting entities, identified as funds, based upon the purposes for which they are to be spent and the means by which spending activities are legally controlled.

Governmental units should establish and maintain those funds required by law and sound financial administration. Only the minimum number of funds consistent with legal and operating requirements should be established because unnecessary funds result in inflexibility, undue complexity, and inefficient financial administration.

Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary. The City of Coconut Creek does not utilize any Fiduciary Fund Types. All funds are appropriated.

A major fund is defined as a fund that reports at least 10% of total governmental assets, liabilities, revenues, or expenditures and at least 5% of combined City assets, liabilities, revenues, or expenditures. A government agency may choose to classify a fund as a major fund if that fund has particular importance to financial users. By definition, the General Fund is always considered a major fund. The remaining major funds are the Street Construction and Maintenance Fund, Grants Fund, Community Improvement Fund, 2009 Capital Project Fund, Capital Projects Financing Fund, Public Safety Fund, Capital Improvement Program Fund, and Water and Wastewater Fund. The other non-major funds consist of all Special Revenue Funds (except for the Streets Construction and Maintenance Fund), Debt Service Fund, Transportation Surtax Fund, all other Capital Projects Funds, the Water/Sewer Capital Improvement Fund, and the Stormwater Management Fund.

GOVERNMENTAL FUND TYPES

Governmental Fund Types are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.

General Fund - The general operating fund used to account for most of the day to day activities of the City.

Special Revenue Funds - Account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Debt Service Funds - Account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Project Funds - Account for financial resources to be used for the acquisition or construction of major capital facilities or related machinery and equipment.



FUND 01 - GENERAL FUND (MAJOR FUND)

The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, franchise taxes, utility taxes, user fee charges, and intergovernmental revenues.



FUND 11 - STREET CONSTRUCTION AND MAINTENANCE FUND (MAJOR FUND)

The Street Construction and Maintenance Fund is a Special Revenue Fund used to account for revenues received from state and county agencies, which, by state law may only be expended for street construction and maintenance programs.



FUND 12 - TRANSPORTATION SURTAX FUND (MAJOR FUND)

The Transportation Surtax Fund is a Special Revenue Fund used to account for proceeds from the Broward County Transportation Surtax Program. These funds will be used to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. Funding for Comprehensive Streets Improvement Programs, Bus Shelter and Bus Stop Rehabilitation, and Sample Road Multi-Purpose Pathway are included in this fund.



FUND 14 - COMMUNITY IMPROVEMENT FUND (MAJOR FUND)

The Community Improvement Fund is a Special Revenue Fund used to account for proceeds received from the Seminole Tribe of Florida in accordance with a municipal services agreement. The funds have been restricted by City Ordinance to be used for capital improvements, including the 2017A, 2017B, and 2021 Capital Improvement Revenue Notes debt service payments.



FUND 15 - AFFORDABLE HOUSING FUND

The Affordable Housing Fund is a Special Revenue Fund used to account for fees charged to developers as a means to fund the City's Affordable Housing Program for the benefit of current and future residents.



FUND 16 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

The Community Development Block Grant (CDBG) Fund is a Special Revenue Fund used to account for funds received from the U.S. Department of Housing and Urban Development (HUD). The funds will be used to sustain neighborhoods, promote economic development, and provide improved community facilities and services.



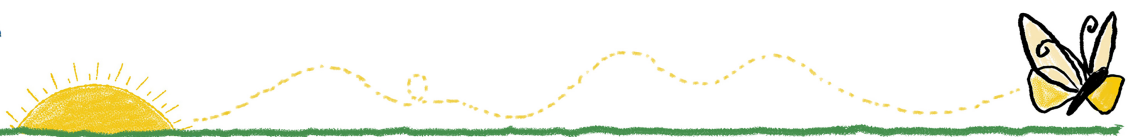
FUND 17 - STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) FUND

The State Housing Initiative Partnership (SHIP) Fund is a Special Revenue Fund used to account for state funding through the State Housing Initiatives Partnership Program. The funds will be used in accordance to the City's Local Housing Assistance Plan (LHAP) that outlines the programs that will be undertaken to assist very low to moderate income households to expand production of and preserve affordable housing.



FUND 18 - SEMINOLE MITIGATION FUND

The Seminole Mitigation Fund is a Special Revenue Fund used to account for proceeds received from the Seminole Tribe of Florida in accordance with the *Fee to Trust Lands Mitigation Agreement*. Funds will be used for capital improvements, such as Temporary Fire Station #113 and any other expenses or improvements to mitigate the impact of the lands going into Trust.



FUND 61 - GENERAL TRUST FUND

The General Trust Fund is used to account for various grants, trusts, and donations set aside for specific purposes, including the funding of capital improvement projects. Due to the nature of this fund, projected revenues cannot be calculated and therefore are not included as part of the City's budget.

FUND 62 & 63 - LAW ENFORCEMENT TRUST FUND

The Law Enforcement Trust Fund is a Special Revenue Fund used to account for revenues received from federal, state, and local law enforcement forfeitures and seizures which are restricted for use for law enforcement purposes.

FUND 65 - GRANTS FUND (MAJOR FUND)

The Grants Fund is a Special Revenue Fund used to account for revenues for various grant programs and held for a specific purpose. The expenditures are directly related to conditions of the revenues received.

FUND 21 - CAPITAL IMPROVEMENT REVENUE BONDS FUND

The Capital Improvement Revenue Bonds Fund is a Debt Service Fund set up to meet note/bond requirements by making the principal and interest payments in accordance with the debt service schedules. Three different note issues are serviced through this fund: (1) Series 2017A, Capital Improvement Revenue Note, (2) Series 2017B, Capital Improvement Revenue Note, both used for the Comprehensive Street Improvement and Lakeside Park Expansion projects, and (3) Series 2021 Capital Revenue Note that provides additional funds for the Comprehensive Street Improvement Program as well as Roof Replacement Program.

FUND 31 - PARKS IMPROVEMENT FUND

The Parks Improvement Fund is a Capital Projects Fund used to account for fees charged to developers in lieu of dedicating land. This fund finances the acquisition, construction, and expansion of City park facilities.

FUND 32 – CAPITAL PROJECTS FINANCING FUND (MAJOR FUND)

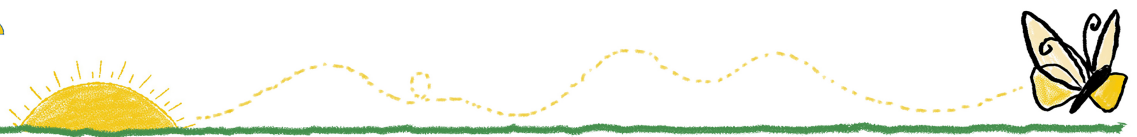
The Capital Projects Financing Fund is used to account for the Parking Lot Rehabilitation Program, South Creek Traffic Improvements, Facility Roof Replacement Program, Donaldson Park Improvements, Coco Point Park Improvements, and Sunshine Drive Park Improvements.

FUND 33 - 2009 CAPITAL PROJECTS FUND (MAJOR FUND)

The 2009 Capital Project Fund is used to account for the Undergrounding of Aboveground Utility Lines project, the Electric Vehicle Charging Station, and the Government Center Rehabilitation projects.

FUND 35 - UTILITY UNDERGROUND FUND

The Utility Underground Fund is used to account for the fees charged to developers in lieu of placing utilities underground for all new construction or substantial reconstruction.

 **FUND 36 - PUBLIC SAFETY FUND (MAJOR FUND)**

The Public Safety Fund is used to account for fees charged to developers to ensure that the City's level of service for police and fire/rescue will not be adversely affected by the development growth.

 FUND 39 - CAPITAL IMPROVEMENT PROGRAM FUND (MAJOR FUND)

The Capital Improvement Program Fund is used to account for the City's Capital Improvement Program. Programs funded from include Vehicle Replacement, Playground Replacement Program, Technology Refresh, Sign Replacement Program, and the construction, renovation, or expansion of City facilities.

PROPRIETARY FUND TYPES

Proprietary Fund Types are subdivided into two sections: Enterprise Funds and Internal Service Funds.

Enterprise Funds - Account for operations that are financed and operated in a manner similar to private business enterprises. These are used to report activity for which a fee is charged to external users for goods or services:

 FUND 41 - WATER AND WASTEWATER FUND (MAJOR FUND)

The Water and Wastewater Fund is an Enterprise Fund that accounts for water and wastewater services provided to residents of Coconut Creek, Parkland, and sections of Unincorporated Broward County. Coconut Creek does not have its own water or sewer plant, and therefore purchases water from Broward County for resale and collects and transmits wastewater to Broward County for disposal and treatment.

 FUND 42 - WATER/SEWER CAPITAL IMPROVEMENT FUND

The Water/Sewer Capital Improvement Fund is an Enterprise Fund used to provide funding for expansion of utility infrastructure as a result of new development. Its primary source of revenue is from impact fees charged to the developers.

 FUND 45 - STORMWATER MANAGEMENT FUND (MAJOR FUND)

The Stormwater Management Fund is an Enterprise Fund used to provide funding for stormwater maintenance and capital improvements to the residents of the City and includes necessary programs required for compliance with the National Pollutant Discharge Elimination System (NPDES) Permit.



BUDGETARY & FINANCIAL POLICIES

The City of Coconut Creek Budgetary and Financial Policies provide the basic framework for the overall fiscal management of the City. These policies serve as guidelines that determine whether or not specific requests ever reach implementation. When a department seeks the financial support from the Commission, it is best for all concerned that the framework for making decisions be clearly understood.



The policies are grouped into three categories: financial planning, revenue, and expenditures. Financial planning policies consist of operating, cash management and investments, capital improvements, accounting and financial reporting, organizational, and financial stability. Revenue policies include revenue while expenditure policies include debt and reserve. These policies are used in the development of current activities and planning for future programs. They are complied with and are reviewed at least annually and updated as needed.

Balancing the Budget

Statement

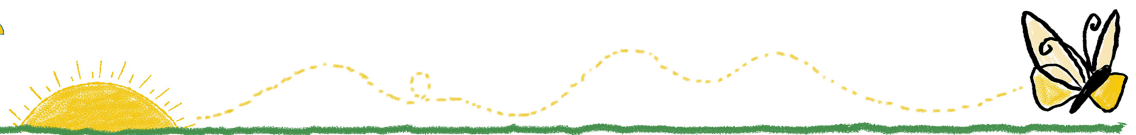
The City will live within its means. All departments supported by the resources of this City must function within the limits of the financial resources identified or available specifically to them.

Therefore, the City shall annually adopt a balanced budget in which available and anticipated resources are equal to, or exceed, operating expenditures. Any increase in expenditures, decrease in revenues, or combination of the two that result in a budget imbalance will require budget revision, rather than spending unappropriated surpluses or designated reserves to support ongoing operations. The City's budget is a balanced budget.

Rationale

A balance must be struck between revenues and expenditures, so that the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time that extend beyond current appropriations. By law, budgets cannot exceed available resources, which is defined as revenues generated in the current period added to balances carried forward from prior years. Temporary shortages, or operating deficits can and do occur, but they are not tolerated as extended trends. The City cannot develop a legacy of shortages or a legacy of utilizing one-time resources and expect the continued delivery of services in the future, the very reason for which it exists.





BUDGETARY & FINANCIAL POLICIES

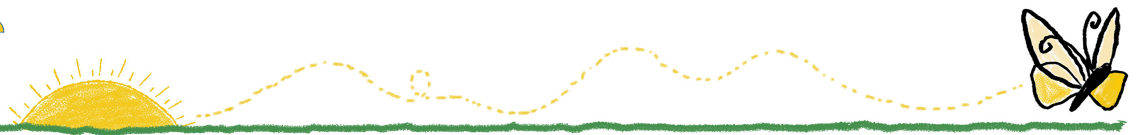
Financial Planning

Operating Budget Policies

1. The City's budget will support City Commission goals, objectives, and policies in meeting the needs of the community.
2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.
3. The City will continuously evaluate its service delivery system according to established efficiency and effectiveness criteria.
4. The City will evaluate its use of intergovernmental service contracts to preclude unwarranted duplication of service in overlapping jurisdictions and ensure an effective and efficient service delivery system to the community.
5. The City will comply with mandatory federal, state, and local laws and, when appropriate, will comply with industry and professional requirements or standards.
6. The operating impact of the Capital Improvement Program (CIP) projects will be reviewed prior to any project being included in the operating budget.
7. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
8. The City will prepare its budget using a Balanced Budget; each fund's revenues plus other sources equal its expenditures/expenses plus other uses.
9. Transfer of funds between Personal Services, Operating, and Capital Outlay categories is discouraged.
10. When possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited.
11. The City will consider General Fund requests for new or expanded programs during the course of the regular budget process. Only under priority circumstances will such requests be considered during the course of the year.

Cash Management and Investment Policies

1. The City will follow its adopted Investment/Portfolio Policy when handling public funds. The Investment/Portfolio Policy is contained in a separate document.
2. The City will collect revenues aggressively, including past due bills of any type, and may utilize an outside collection agency to accomplish this.
3. Except under extenuating circumstance, the City will deposit all funds within twenty-four (24) business hours of receipt.



4. The Finance and Administrative Services Department will prepare and present an investment report to the City Commission on a monthly basis.

Capital Improvement Program (CIP) Policies

1. The City will develop and update a five-year CIP on an annual basis.
2. In the development of the CIP, the City will review the operational impact of each project.
3. The Finance & Administrative Services Department will review and evaluate each project, based on established criteria, prior to any project being included in the CIP.
4. The City will maintain an appropriate mix of debt and pay-as-you-go funding for capital projects.
5. The operating impact of each capital project shall be incorporated into annual operating budgets. Capital assets shall be purchased and maintained on a regular schedule. Within legal limits and the constraints of operating budgets, debt may be issued for the purchase of capital assets, including major renovations.
6. The Finance & Administrative Services Department will monitor the status of capital improvement projects.

Accounting and Financial Reporting Policies

1. An independent audit will be performed annually with the subsequent issue of an official annual financial statement.
2. The City will produce a Comprehensive Annual Financial Report (Annual Report) in accordance with Generally Accepted Accounting Principles (GAAP) as mandated by the Governmental Accounting Standards Board (GASB) within 180 days of the end of the fiscal year.
3. The City will maintain an accounting and financial reporting system that conforms to GAAP, federal, state, and local laws and regulations.

Organizational Policies

1. The City will review the organizational structure regularly to assure that residents receive the highest level of service in the most efficient manner.
2. The City will be committed to maintaining and improving the productivity of staff through a productive working environment, appropriate equipment, necessary training, and adequate supplies and materials.
3. Employee compensation will be reviewed regularly to ensure the City is competitive with the market and comparable public entities.

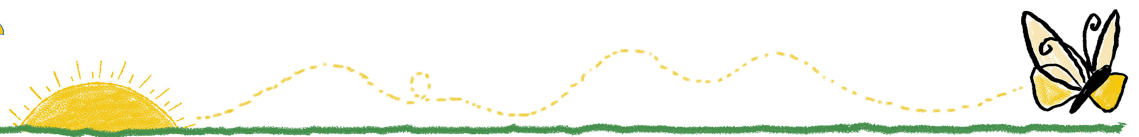
Financial Stability Policies

1. The City will hold a strategic planning session annually to review long-range goals of the City and to identify goals and objectives for the upcoming fiscal year.
2. The City will review and evaluate its existing debt obligations and future borrowing needs annually.



3. The City will prepare and update its five-year CIP annually.
4. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.
5. The City will maintain a General Fund Hurricane Emergency Reserve Account in an amount of 5% of the total subsequent fiscal year expenditures, less capital outlay and transfers out budgeted for the fund.





Revenue

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system to avoid reliance on any one revenue source and will attempt to minimize the dependence on property taxes.
2. The City will pursue alternative revenue sources as an additional source of funds.
3. Market rates and charges levied by other public and private organizations for similar services should be considered when establishing tax rates, fees, and charges.
4. New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs may be funded by one-time revenue sources to ensure fund balance integrity.
5. New and expanded unrestricted revenue streams should be first applied to support existing programs prior to funding new or expanded programs.
6. The City will pursue federal, state, and local grants but will strictly limit financial support of these programs to avoid commitments, which continue beyond funding availability.
7. General Fund expenditures for mandated and priority programs are to be made against current revenue sources, and not dependent upon uncertain reserves or fluctuating prior period cash balances.
8. Special Revenue Funds are supported by special levies and fees, grants, or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.
9. Enterprise Funds are expected to derive the majority of their revenues from user fees and charges. Enterprises should strive to become self-supporting entities through periodic reviews of its fee structure, charges for services, and other operating revenues and expenditures.



Expenditures

Debt Policies

1. The City will review and evaluate its existing debt obligations and future borrowing needs annually.
2. The City will not issue long-term debt to finance current operations.
3. The City will publish and distribute an official statement for each bond and note issued.
4. The City will adhere to the bond covenant requirements of each debt issuance.
5. Capital projects financed by the issuance of bonded debt will be financed for a period not to exceed the expected useful life of the project.

Reserve Policies

1. The City will maintain an Unrestricted Fund Balance percentage established and maintained for the General Fund, based on the predictability of revenues, volatility of expenditures, and liquidity requirements.
2. The City shall maintain a General Fund Hurricane Emergency Reserve Account in an amount of five (5%) percent of the total current fiscal year expenditures, less capital outlay and transfers out budgeted for the fund. For purposes of this calculation, the expenditures shall be the budget as originally adopted in September for the subsequent year. This amount will be considered committed funds and can only be changed by a majority vote of the City Commission.
3. In addition to the Hurricane Emergency Reserve Account, the City shall maintain in the General Fund an Unrestricted Fund Balance equivalent to a minimum of twenty (20%) percent, which represents approximately two and half (2 ½) months of working capital, of the total current fiscal year expenditures, less capital outlay and transfers out budgeted for the fund.





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BUDGET OVERVIEW

A large, horizontal, yellow brushstroke graphic with a textured, painterly appearance, serving as a background for the title text.

BUDGET OVERVIEW



PROPERTY VALUE AND TAX MILLAGE SUMMARY

2020 Final Gross Taxable Value After Value Adjustment Board Changes
(Was \$4,620,347,031 at 10/01/20)

\$ 4,587,045,996

Increase in 2020 Taxable Value Due to Reassessments

214,871,134

4.68%

Current Year Adjusted Taxable Value

4,801,917,130

Current Year New Taxable Value (New Construction & Additions etc.)

29,704,170

0.65%

Current Year Gross Taxable Value for Operating Purposes

\$ 4,831,621,300

5.33%

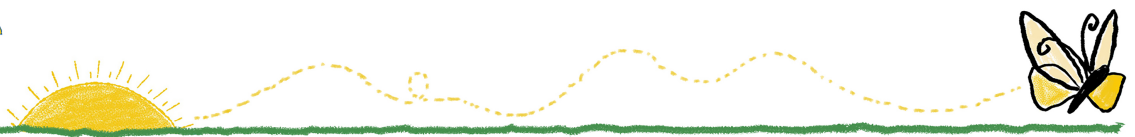
	FY21 ADOPTED TAX RATE	ROLLED BACK RATE	FY22 ADOPTED TAX RATE	INCREASE (DECREASE) OVER	
				FY21 TAX RATE	ROLLED BACK RATE
OPERATING MILLAGE	6.5378	6.2453	6.4463	-1.4%	3.22%

	MILLS	REVENUE GENERATED	
		GROSS	NET (5% Discount)
ADOPTED FY22 OPERATING MILLAGE RATE & TAX REVENUE	6.4463	\$ 31,146,080	\$ 29,588,776
FY21 OPERATING MILLAGE RATE & TAX REVENUE	6.5378	\$ 29,989,189	\$ 28,489,730
ADOPTED CHANGE OVER FY21	(0.0915)	\$ 1,156,891	\$ 1,099,048

FY22 REVENUE @ PRIOR YEAR TAX RATE	6.5378	\$ 31,588,174	\$ 30,008,765
FY22 REVENUE @ ROLLED BACK RATE	6.2453	\$ 30,174,925	\$ 28,666,178

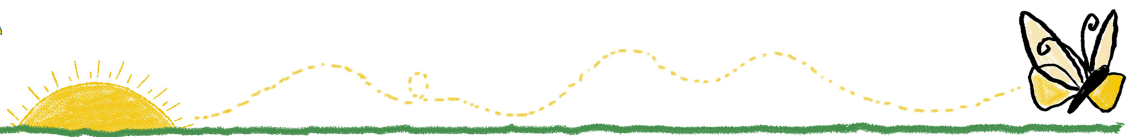
PROPERTY TAX MILLAGE RATE IMPACT

FY21 MUNICIPAL TAXABLE VALUE	TOTAL TAX WITH CURRENT MILLAGE (6.5378)	FY22 MUNICIPAL TAXABLE VALUE	TOTAL TAX WITH ADOPTED MILLAGE (6.4463)	CHANGE IN TAXES
\$ 350,000	\$ 2,288	\$ 350,000	\$ 2,288	\$ -
\$ 300,000	\$ 1,961	\$ 300,000	\$ 1,961	\$ -
\$ 250,000	\$ 1,634	\$ 250,000	\$ 1,634	\$ -
\$ 200,000	\$ 1,308	\$ 200,000	\$ 1,308	\$ -
\$ 150,000	\$ 981	\$ 150,000	\$ 981	\$ -
\$ 100,000	\$ 654	\$ 100,000	\$ 654	\$ -
\$ 75,000	\$ 490	\$ 75,000	\$ 490	\$ -



MUNICIPAL MILLAGE RATE AND FIRE FEE COMPARISON FY2021 - FY2022

RANK	CITIES	FY21 ADOPTED OPERATING MILLAGE RATE	FY21 ADOPTED FIRE FEES	FY22 ADOPTED OPERATING MILLAGE RATE	FY22 ADOPTED FIRE FEES
1	Unincorporated	2.3353	\$190.00	2.3353	\$190.00
2	Weston	3.3464	\$549.54	3.3464	\$568.08
3	Lauderdale By The Sea	3.5000	\$129.85	3.3923	\$129.85
4	Hillsboro Beach	3.5000	\$0.00	3.5000	\$0.00
5	Lighthouse Point	3.5893	\$134.50	3.5893	\$134.50
6	Fort Lauderdale	4.1193	\$311.00	4.1193	\$311.00
7	Southwest Ranches	4.2500	\$629.14	4.2500	\$690.00
8	Parkland	4.2979	\$250.00	4.2979	\$250.00
2	Pompano Beach	5.1875	\$220.00	5.1875	\$220.00
3	Davie	5.6270	\$206.00	5.6250	\$206.00
4	Pembroke Pines	5.6736	\$312.32	5.6690	\$312.32
5	Plantation	5.8000	\$0.00	5.8000	\$0.00
6	Wilton Manors	5.9000	\$260.88	5.8360	\$267.36
7	Oakland Park	5.8910	\$199.00	5.8890	\$251.00
8	Dania Beach	5.9998	\$240.95	5.9998	\$267.94
9	Deerfield Beach	6.0018	\$235.00	6.0018	\$235.00
10	Coral Springs	5.8732	\$234.00	6.0232	\$249.72
11	Sunrise	6.0543	\$229.50	6.0543	\$249.50
12	Cooper City	6.2280	\$227.79	6.1250	\$267.17
13	Coconut Creek	6.5378	\$196.13	6.4463	\$234.00
14	Lazy Lake	4.7940	\$0.00	6.5000	\$0.00
15	Hallandale Beach	7.0000	\$265.06	7.0000	\$265.06
16	Margate	7.1171	\$300.00	7.1171	\$300.00
17	Miramar	7.1172	\$398.23	7.1172	\$398.23
18	Tamarac	7.2899	\$350.00	7.2000	\$350.00
19	Sea Ranch Lakes	7.2500	\$0.00	7.2500	\$0.00
20	North Lauderdale	7.4000	\$233.00	7.4000	\$229.00
21	Hollywood	7.4665	\$285.00	7.4810	\$299.00
22	Lauderhill	8.4898	\$534.00	8.1999	\$576.00
23	Pembroke Park	8.5000	\$0.00	8.5000	\$0.00
24	West Park	8.5000	\$469.35	8.5000	\$469.35
25	Lauderdale Lakes	8.6000	\$333.84	8.6000	\$333.84



BUDGET SUMMARY

The ADOPTED Operating Budget Expenditures of the City of Coconut Creek are 7.2% More Than Last Year's Total Operating Expenditures.

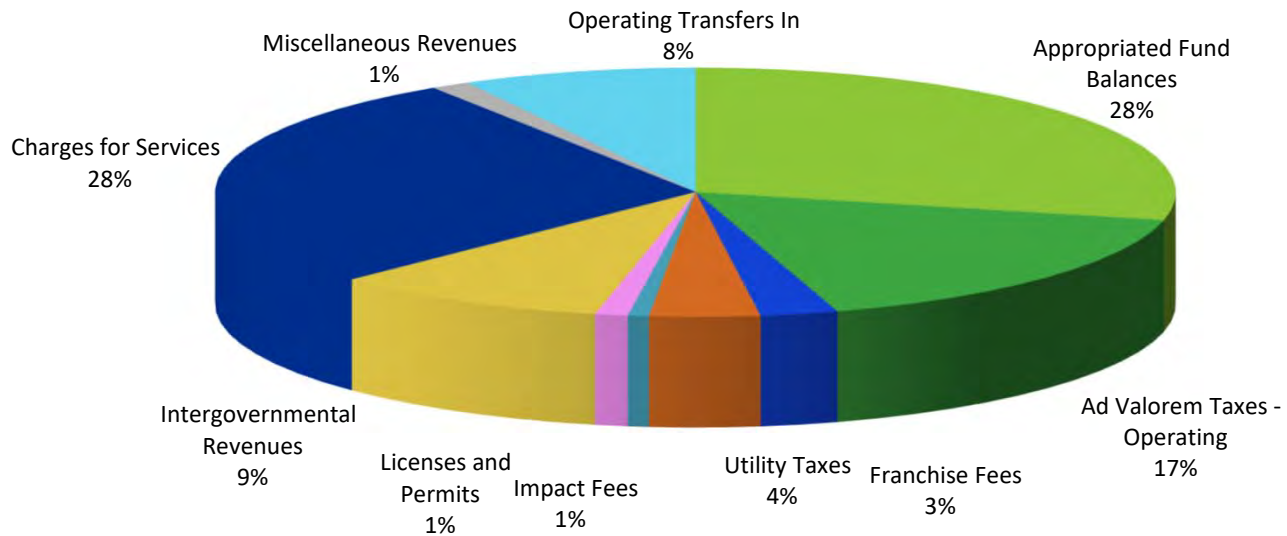
	Millage Rate Per \$1000	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Total All Funds
Estimated Revenues:							
Ad Valorem Taxes - Operating	6.4463	\$29,634,770	\$0	\$0	\$0	\$0	\$29,634,770
Franchise Fees/Utility Taxes		11,274,340	-	-	-	-	11,274,340
Licenses and Permits		2,018,350	-	-	-	-	2,018,350
Intergovernmental Revenues		5,822,060	10,893,350	-	-	-	16,715,410
Charges for Services		19,708,600	6,077,210	-	-	24,561,090	50,346,900
Fines and Forfeitures		335,500	-	-	-	-	335,500
Impact Fees		-	196,430	-	790,180	325,000	1,311,610
Miscellaneous Revenues		754,600	39,850	-	1,071,100	170,350	2,035,900
Total Estimated Revenues		\$ 69,548,220	\$ 17,206,840	\$ -	\$ 1,861,280	\$ 25,056,440	\$ 113,672,780
Operating Transfers In		8,623,500	-	2,458,610	3,000,000	-	14,082,110
Appropriated Fund Balances/Retained Earnings		21,000,000	14,658,730	50,000	6,394,900	9,072,710	51,176,340
TOTAL ESTIMATED REVENUES & BALANCES		\$ 99,171,720	\$ 31,865,570	\$ 2,508,610	\$ 11,256,180	\$ 34,129,150	\$ 178,931,230
Expenditures/Expenses:							
City Commission/City Attorney		\$1,840,030	\$0	\$0	\$0	\$0	\$1,840,030
City Manager		2,428,720	-	-	-	-	2,428,720
City Clerk		843,190	-	-	-	-	843,190
Sustainable Development		4,684,640	3,386,510	-	-	-	8,071,150
Public Works		8,254,700	891,290	-	-	-	9,145,990
Parks and Recreation		6,123,130	-	-	-	-	6,123,130
Utilities, Streets and Engineering		1,080,560	1,060,280	-	-	21,542,790	23,683,630
Information Technology		3,175,360	-	-	-	-	3,175,360
Insurance Services/Risk Management		2,694,000	-	-	-	-	2,694,000
Finance and Administrative Services		2,639,440	-	-	-	1,596,000	4,235,440
Human Resources		1,778,930	-	-	-	-	1,778,930
Police		28,228,610	-	-	-	-	28,228,610
Fire Rescue		13,790,190	-	-	-	-	13,790,190
Non-Departmental		710,220	1,847,460	-	-	-	2,557,680
Debt Service		-	-	2,458,610	-	-	2,458,610
Total Expenditures		\$ 78,271,720	\$ 7,185,540	\$ 2,458,610	\$ -	\$ 23,138,790	\$ 111,054,660
Operating Transfers Out		3,000,000	11,076,910	-	5,200	-	14,082,110
Capital Improvement Program		-	3,200,000	-	7,539,310	3,250,000	13,989,310
Contingency and Reserves		17,900,000	10,403,120	50,000	3,711,670	7,740,360	39,805,150
TOTAL EXPENDITURES & BALANCES		\$ 99,171,720	\$ 31,865,570	\$ 2,508,610	\$ 11,256,180	\$ 34,129,150	\$ 178,931,230



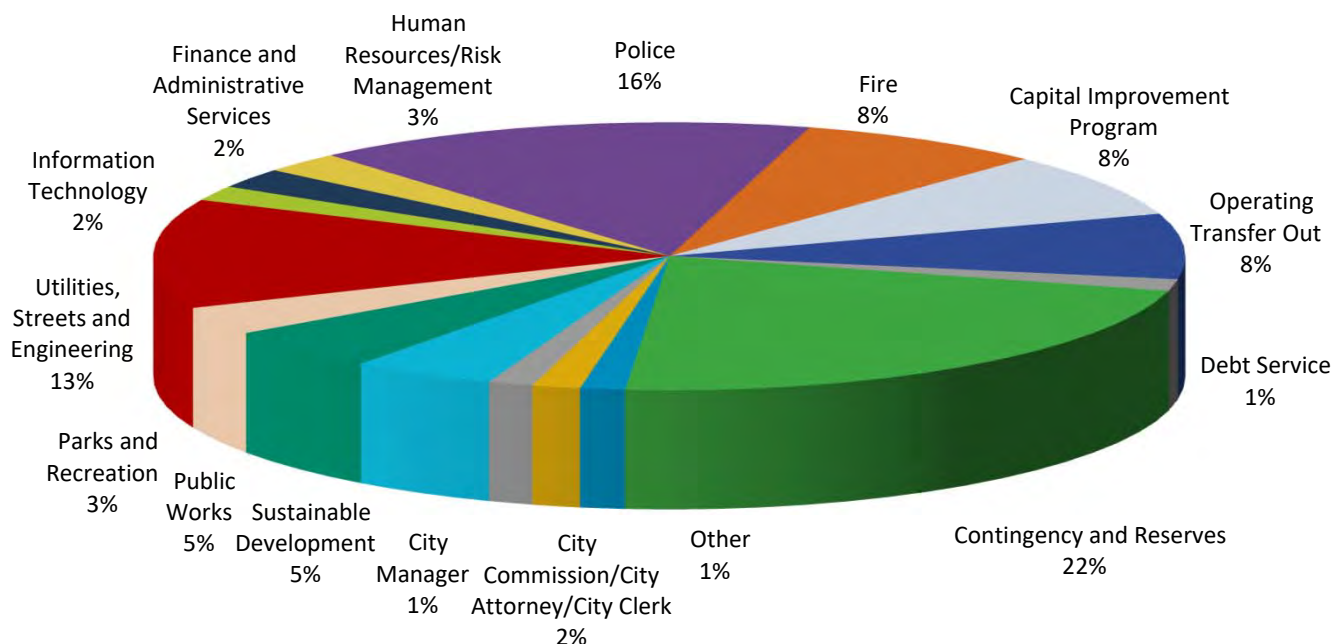
BUDGET SUMMARY (ALL FUNDS)

\$178,931,230

Revenues by Source



Expenditures by Department





FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS				
GENERAL FUND (01)-MAJOR FUND				
<i>Means of Financing</i>				
Property Taxes	\$27,598,963	\$28,736,560	\$29,634,770	\$898,210
Franchise Fees	4,456,339	4,695,610	4,648,090	(47,520)
Utility Taxes	6,599,694	6,875,000	6,626,250	(248,750)
Licenses/Permits	1,351,012	1,917,540	2,018,350	100,810
Intergovernmental Revenues	5,637,787	5,533,120	5,822,060	288,940
Charges for Services	16,911,363	17,763,970	19,708,600	1,944,630
Fines and Forfeitures	209,973	436,500	335,500	(101,000)
Miscellaneous Revenues	1,490,796	1,152,860	754,600	(398,260)
Transfer In Community Imp. Fund	85,950	60,000	18,300	(41,700)
Transfer In Seminole Mitigation Fund	500,000	700,000	1,500,000	800,000
Transfer In Underground Utility Fund	20,181	12,000	5,200	(6,800)
Transfer In Law Enforce. Trust Fund	100,000	100,000	100,000	-
Transfer In General Trust Fund	107,440	-	-	-
Transfer In Grants Fund	-	-	7,000,000	7,000,000
Appropriated Fund Balance	-	20,600,000	21,000,000	400,000
	\$65,069,498	\$88,583,160	\$99,171,720	\$10,588,560
<i>Estimated Requirements</i>				
Personal Services	\$40,011,242	\$46,898,330	\$61,125,610	\$14,227,280
Operating Expenses	20,450,743	23,838,280	15,492,330	(8,345,950)
Capital Outlay	616,285	538,030	453,300	(84,730)
Non-Operating Expenses	417,422	708,520	1,200,480	491,960
Transfer Out Capital Improvement Fund	2,800,000	1,000,000	3,000,000	2,000,000
Contingency	-	500,000	500,000	-
Resources Available	-	15,100,000	17,400,000	2,300,000
	\$64,295,691	\$88,583,160	\$99,171,720	\$10,588,560
STREET CONSTRUCTION AND MAINTENANCE FUND (11)-MAJOR FUND				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$2,017,544	\$2,283,570	\$2,182,490	(\$101,080)
Miscellaneous Revenues	4,379	4,800	650	(4,150)
Appropriated Fund Balance	-	101,870	100,000	(1,870)
	\$2,021,923	\$2,390,240	\$2,283,140	(\$107,100)
<i>Estimated Requirements</i>				
Personal Services	\$684,726	\$831,690	\$868,840	\$37,150
Operating Expenses	1,135,948	1,333,550	1,332,730	(820)
Capital Outlay	30,625	225,000	-	(225,000)
Resources Available	-	-	81,570	81,570
	\$1,851,299	\$2,390,240	\$2,283,140	(\$107,100)
Capital Improvement Program	481,235	-	-	-
	\$2,332,534	\$2,390,240	\$2,283,140	(\$107,100)



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
TRANSPORTATION SURTAX FUND (12)-MAJOR FUND				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$0	\$7,010,600	\$0	(\$7,010,600)
	\$0	\$7,010,600	\$0	(\$7,010,600)
<i>Estimated Requirements</i>				
Capital Improvement Program	\$0	7,010,600	\$0	(7,010,600)
	\$0	\$7,010,600	\$0	(\$7,010,600)
COMMUNITY IMPROVEMENT FUND (14)-MAJOR FUND				
<i>Means of Financing</i>				
Charges for Services	\$2,500,234	\$3,228,760	\$3,353,730	\$124,970
Miscellaneous Revenues	97,284	60,000	18,300	(41,700)
Appropriated Fund Balance	-	4,900,000	5,500,000	600,000
	\$2,597,517	\$8,188,760	\$8,872,030	\$683,270
<i>Estimated Requirements</i>				
Operating Expenses	\$11,970	\$112,500	\$173,400	\$60,900
Transfer Out General Fund	85,950	60,000	18,300	(41,700)
Transfer Out Debt Service Fund	2,418,351	2,523,030	2,458,610	(64,420)
Resources Available	-	5,493,230	6,221,720	728,490
	\$2,516,270	\$8,188,760	\$8,872,030	\$683,270
AFFORDABLE HOUSING FUND (15)				
<i>Means of Financing</i>				
Impact Fees	\$70,535	\$201,860	\$196,430	(\$5,430)
Miscellaneous Revenue	20,923	12,000	4,550	(7,450)
Appropriated Fund Balance	-	1,200,000	1,300,000	100,000
	\$91,459	\$1,413,860	\$1,500,980	\$87,120
<i>Estimated Requirements</i>				
Operating Expenses	\$0	\$5,000	\$5,000	\$0
Non-operating Expenses	-	1,408,860	1,495,980	87,120
	\$0	\$1,413,860	\$1,500,980	\$87,120
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (16)				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$19,334	\$1,033,730	\$1,712,130	\$678,400
Appropriated Fund Balance	-	-	15,000	15,000
	\$19,334	\$1,033,730	\$1,727,130	\$693,400
<i>Estimated Requirements</i>				
Operating Expenses	\$17,834	\$663,730	\$1,282,130	\$618,400
Capital Outlay	-	370,000	430,000	60,000
Resources Available	-	-	15,000	15,000
	\$17,834	\$1,033,730	\$1,727,130	\$693,400



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
STATE HOUSING INITIATIVE PARTNERSHIP FUND (17)				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$331,726	\$589,500	\$0	(\$589,500)
Miscellaneous Revenue	7,590	-	-	-
Appropriated Fund Balance	-	393,410	-	(393,410)
	\$339,316	\$982,910	\$0	(\$982,910)
<i>Estimated Requirements</i>				
Operating Expenses	\$57,994	\$982,910	\$0	(\$982,910)
	\$57,994	\$982,910	\$0	(\$982,910)
SEMINOLE MITIGATION FUND (18)				
<i>Means of Financing</i>				
Charges for Services	\$2,017,502	\$2,646,660	\$2,723,480	\$76,820
Miscellaneous Revenue	73,041	20,000	16,350	(3,650)
Appropriated Fund Balance	-	1,885,000	3,345,000	1,460,000
	\$2,090,543	\$4,551,660	\$6,084,830	\$1,533,170
<i>Estimated Requirements</i>				
Transfer Out General Fund	\$500,000	\$700,000	\$1,500,000	\$800,000
Resources Available	-	3,786,520	4,084,830	298,310
	\$500,000	\$4,486,520	\$5,584,830	\$1,098,310
Capital Improvement Program	883,166	65,140	500,000	434,860
	\$1,383,166	\$4,551,660	\$6,084,830	\$1,533,170
DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND (21)				
<i>Means of Financing</i>				
Miscellaneous Revenues	\$2,639	\$0	\$0	\$0
Transfer In Community Improv. Fund	2,418,351	2,523,030	2,458,610	(64,420)
Appropriated Fund Balance	-	-	50,000	50,000
	\$2,420,990	\$2,523,030	\$2,508,610	(\$14,420)
<i>Estimated Requirements</i>				
Debt Service	\$2,518,351	\$2,523,030	\$2,458,610	(64,420)
Resources Available	-	-	50,000	50,000
	\$2,518,351	\$2,523,030	\$2,508,610	(\$14,420)
PARKS IMPROVEMENT FUND (31)				
<i>Means of Financing</i>				
Impact Fees	\$0	\$265,000	\$315,000	\$50,000
Miscellaneous Revenues	4,461	2,000	650	(1,350)
	\$4,461	\$267,000	\$315,650	\$48,650
<i>Estimated Requirements</i>				
Resources Available	\$0	\$267,000	\$315,650	\$48,650
	\$0	\$267,000	\$315,650	\$48,650
Capital Improvement Program	480,499	-	-	-
	\$480,499	\$267,000	\$315,650	\$48,650



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
<u>CAPITAL PROJECTS FINANCING FUND (32)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Miscellaneous Revenues	\$217,095	\$120,000	\$40,400	(\$79,600)
Appropriated Fund Balance	-	5,400,000	4,400,000	(1,000,000)
	<u>\$217,095</u>	<u>\$5,520,000</u>	<u>\$4,440,400</u>	<u>(\$1,079,600)</u>
<i>Estimated Requirements</i>				
Resources Available	\$0	\$3,918,830	\$1,967,400	(\$1,951,430)
	<u>\$0</u>	<u>\$3,918,830</u>	<u>\$1,967,400</u>	<u>(\$1,951,430)</u>
Capital Improvement Program	2,677,404	1,601,170	2,473,000	871,830
	<u>\$2,677,404</u>	<u>\$5,520,000</u>	<u>\$4,440,400</u>	<u>(\$1,079,600)</u>
<u>2009 CAPITAL PROJECTS FUND (33)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Miscellaneous Revenues	\$0	\$0	\$0	\$0
Appropriated Fund Balance	-	6,200	40,000	33,800
	<u>\$0</u>	<u>\$6,200</u>	<u>\$40,000</u>	<u>\$33,800</u>
<i>Estimated Requirements</i>				
Resources Available	\$0	\$6,200	\$5,000	(\$1,200)
	<u>\$0</u>	<u>\$6,200</u>	<u>\$5,000</u>	<u>(\$1,200)</u>
Capital Improvement Program	421,770	-	35,000	35,000
	<u>\$421,770</u>	<u>\$6,200</u>	<u>\$40,000</u>	<u>\$33,800</u>
<u>UTILITY UNDERGROUND FUND (35)</u>				
<i>Means of Financing</i>				
Miscellaneous Revenues	\$23,935	\$12,000	\$5,200	(\$6,800)
Appropriated Fund Balance	-	700,000	720,000	20,000
	<u>\$23,935</u>	<u>\$712,000</u>	<u>\$725,200</u>	<u>\$13,200</u>
<i>Estimated Requirements</i>				
Transfer Out General Fund	\$20,181	\$12,000	\$5,200	(\$6,800)
Resources Available	-	700,000	116,890	(583,110)
	<u>\$20,181</u>	<u>\$712,000</u>	<u>\$122,090</u>	<u>(\$589,910)</u>
Capital Improvement Program	-	-	603,110	603,110
	<u>\$20,181</u>	<u>\$712,000</u>	<u>\$725,200</u>	<u>\$13,200</u>
<u>PUBLIC SAFETY FUND (36)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Impact Fees	\$135,499	\$500,840	\$475,180	(\$25,660)
Miscellaneous Revenues	22,461	12,000	5,200	(6,800)
Appropriated Fund Balance	-	1,285,000	789,900	(495,100)
	<u>\$157,960</u>	<u>\$1,797,840</u>	<u>\$1,270,280</u>	<u>(\$527,560)</u>
<i>Estimated Requirements</i>				
Capital Outlay	\$0	\$653,160	\$0	(\$653,160)
Resources Available	-	1,144,680	1,270,280	125,600
	<u>\$0</u>	<u>\$1,797,840</u>	<u>\$1,270,280</u>	<u>(\$527,560)</u>



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
<u>CAPITAL IMPROVEMENT PROGRAM FUND (39)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$0	\$360,000	\$0	(\$360,000)
Miscellaneous Revenues	824,362	48,000	1,019,650	971,650
Transfer In General Fund	2,800,000	1,000,000	3,000,000	2,000,000
Sale of Land	-	200,000	-	(200,000)
Appropriated Fund Balance	-	910,000	445,000	(465,000)
	<u>\$3,624,362</u>	<u>\$2,518,000</u>	<u>\$4,464,650</u>	<u>\$1,946,650</u>
<i>Estimated Requirements</i>				
Resources Available	\$0	\$202,240	\$36,450	(\$165,790)
	<u>\$0</u>	<u>\$202,240</u>	<u>\$36,450</u>	<u>(\$165,790)</u>
Capital Improvement Program	2,962,040	2,315,760	4,428,200	2,112,440
	<u>\$2,962,040</u>	<u>\$2,518,000</u>	<u>\$4,464,650</u>	<u>\$1,946,650</u>
<u>FEDERAL LAW ENFORCEMENT TRUST FUND (62)</u>				
<i>Means of Financing</i>				
Miscellaneous Revenues	\$341,289	\$0	\$0	\$0
Appropriated Fund Balance	-	436,800	100,000	(336,800)
	<u>\$341,289</u>	<u>\$436,800</u>	<u>\$100,000</u>	<u>(\$336,800)</u>
<i>Estimated Requirements</i>				
Operating Expenses	\$146,815	\$0	\$0	\$0
Transfer Out General Fund	100,000	100,000	100,000	-
	<u>\$246,815</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$0</u>
Capital Improvement Program	-	336,800	-	(336,800)
	<u>\$246,815</u>	<u>\$436,800</u>	<u>\$100,000</u>	<u>(\$336,800)</u>
<u>GRANTS FUND (65)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$0	\$0	\$6,998,730	\$6,998,730
Appropriated Fund Balance	-	-	4,298,730	4,298,730
	<u>\$0</u>	<u>\$0</u>	<u>\$11,297,460</u>	<u>\$11,297,460</u>
<i>Estimated Requirements</i>				
Operating Expenses	\$0	\$0	\$1,597,460	\$1,597,460
Transfer Out General Fund	-	-	7,000,000	7,000,000
	<u>\$0</u>	<u>\$0</u>	<u>\$8,597,460</u>	<u>\$8,597,460</u>
Capital Improvement Program	-	-	2,700,000	2,700,000
	<u>\$0</u>	<u>\$0</u>	<u>\$11,297,460</u>	<u>\$11,297,460</u>



FUND SUMMARIES

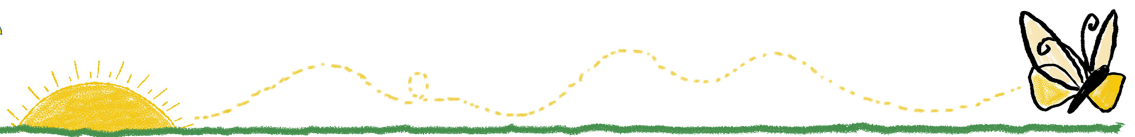
	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
ENTERPRISE FUNDS				
<u>WATER AND WASTEWATER FUND (41)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Intergovernmental Revenue	\$150,000	\$0	\$0	\$0
Charges for Services	22,174,309	22,644,900	22,640,900	(4,000)
Miscellaneous Revenues	633,814	360,000	130,500	(229,500)
Appropriated Retained Earnings	-	7,895,390	3,872,710	(4,022,680)
	\$22,958,124	\$30,900,290	\$26,644,110	(\$4,256,180)
<i>Estimated Requirements</i>				
Personal Services	\$4,174,193	\$3,872,200	\$4,185,840	\$313,640
Operating Expenses	16,729,265	16,739,130	17,100,840	361,710
Capital Outlay	13,174	183,000	76,500	(106,500)
Non-operating Expenses	6,484	45,000	45,000	-
Reserves for Renewal and Replacement	-	1,250,960	1,285,930	34,970
Contingency	-	1,000,000	1,000,000	-
	\$20,923,116	\$23,090,290	\$23,694,110	\$603,820
Capital Improvement Program	102,799	7,810,000	2,950,000	(4,860,000)
	\$21,025,915	\$30,900,290	\$26,644,110	(\$4,256,180)
<u>WATER/SEWER CAPITAL IMPROVEMENT FUND (42)</u>				
<i>Means of Financing</i>				
Impact Fees	\$109,395	\$384,000	\$325,000	(\$59,000)
Miscellaneous Revenues	98,041	60,000	20,250	(39,750)
Appropriated Retained Earnings	-	5,300,000	500,000	(4,800,000)
	\$207,436	\$5,744,000	\$845,250	(\$4,898,750)
<i>Estimated Requirements</i>				
Operating Expenses	\$618,921	\$0	\$0	\$0
Resources Available	-	3,225,890	845,250	(2,380,640)
	\$618,921	\$3,225,890	\$845,250	(\$2,380,640)
Capital Improvement Program	53,348	2,518,110	-	(2,518,110)
	\$672,268	\$5,744,000	\$845,250	(\$4,898,750)
<u>STORMWATER MANAGEMENT FUND (45)-MAJOR FUND</u>				
<i>Means of Financing</i>				
Charges for Services	\$1,788,348	\$1,831,320	\$1,920,190	\$88,870
Miscellaneous Revenues	90,459	54,000	19,600	(34,400)
Appropriated Retained Earnings	-	4,600,000	4,700,000	100,000
	\$1,878,807	\$6,485,320	\$6,639,790	\$154,470
<i>Estimated Requirements</i>				
Personal Services	\$972,279	\$875,560	\$920,710	\$45,150
Operating Expenses	702,848	760,430	788,400	27,970
Capital Outlay	37,143	34,000	21,500	(12,500)
Resources Available	-	4,565,330	4,609,180	43,850
	\$1,712,271	\$6,235,320	\$6,339,790	\$104,470
Capital Improvement Program	(37,143)	250,000	300,000	50,000
	\$1,675,128	\$6,485,320	\$6,639,790	\$154,470



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
Major Funds* (Aggregate)				
Means of Financing				
Property Taxes	\$27,598,963	\$28,736,560	\$29,634,770	\$898,210
Franchise Fees	4,456,339	4,695,610	4,648,090	(47,520)
Utility Taxes	6,599,694	6,875,000	6,626,250	(248,750)
Licenses/Permits	1,351,012	1,917,540	2,018,350	100,810
Intergovernmental Revenues	7,805,331	15,187,290	15,003,280	(184,010)
Charges for Services	43,374,254	45,468,950	47,623,420	2,154,470
Fines and Forfeitures	209,973	436,500	335,500	(101,000)
Impact Fees	135,499	500,840	475,180	(25,660)
Miscellaneous Revenues	3,380,651	1,811,660	1,988,900	177,240
Transfers In	3,613,571	1,872,000	11,623,500	9,751,500
Sale of Land	-	200,000	-	(200,000)
Appropriated Fund Balance	-	45,698,460	45,146,340	(552,120)
	\$98,525,286	\$153,400,410	\$165,123,580	\$11,723,170
Estimated Requirements				
Personal Services	\$45,842,440	\$52,477,780	\$67,101,000	\$14,623,220
Operating Expenses	39,030,774	42,783,890	36,485,160	(6,298,730)
Capital Outlay	697,227	1,633,190	551,300	(1,081,890)
Non-operating Expenses	423,906	753,520	1,245,480	491,960
Transfers Out	5,304,301	3,583,030	12,476,910	8,893,880
Contingency	-	1,500,000	1,500,000	-
Resources Available/Reserves	-	31,681,470	32,877,530	1,196,060
	\$91,298,647	\$134,412,880	\$152,237,380	\$17,824,500
Capital Improvement Program	6,608,105	18,987,530	12,886,200	(6,101,330)
	\$97,906,752	\$153,400,410	\$165,123,580	\$11,723,170

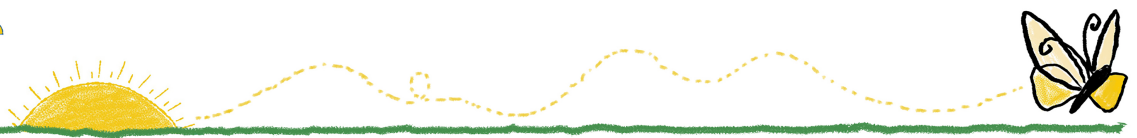
* The Major Funds consist of the General Fund (01), the Street Construction and Maintenance Fund (11), the Transportation Surtax Fund (12), the Community Improvement Fund (14), the Capital Projects Financing Fund (32), the 2009 Capital Projects Fund (33), the Public Safety Fund (36), the Capital Improvement Program Fund (39), the Water and Wastewater Fund (41), the Stormwater Management Fund (45), and the Grants Fund (65).



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
<u>Other Funds* (Aggregate)</u>				
<i>Means of Financing</i>				
Intergovernmental Revenues	\$351,060	\$1,623,230	\$1,712,130	\$88,900
Charges for Services	2,017,502	2,646,660	2,723,480	76,820
Impact Fees	179,930	850,860	836,430	(14,430)
Miscellaneous Revenues	571,919	106,000	47,000	(59,000)
Transfers In	2,418,351	2,523,030	2,458,610	(64,420)
Appropriated Fund Balance	-	9,915,210	6,030,000	(3,885,210)
	<u>\$5,538,762</u>	<u>\$17,664,990</u>	<u>\$13,807,650</u>	<u>(\$3,857,340)</u>
<i>Estimated Requirements</i>				
Personal Services	\$0	\$0	\$0	\$0
Operating Expenses	841,563	1,651,640	1,287,130	(364,510)
Capital Outlay	-	370,000	430,000	60,000
Non-operating Expenses	-	1,408,860	1,495,980	87,120
Transfers Out	620,181	812,000	1,605,200	793,200
Debt Service	2,518,351	2,523,030	2,458,610	(64,420)
Resources Available	-	7,979,410	5,427,620	(2,551,790)
	<u>\$3,980,095</u>	<u>\$14,744,940</u>	<u>\$12,704,540</u>	<u>(\$2,040,400)</u>
Capital Improvement Program	1,417,013	2,920,050	1,103,110	(1,816,940)
	<u>\$5,397,107</u>	<u>\$17,664,990</u>	<u>\$13,807,650</u>	<u>(\$3,857,340)</u>

* Other Funds consist of all Special Revenue Funds (except the Street Construction and Maintenance Fund, Transportation Surtax Fund, and Community Improvement Fund), the Debt Service Fund (21), Parks Improvement Fund (31), Utility Undergrounding Fund (35), and the Water/Sewer Capital Improvement Fund (42).



FUND SUMMARIES

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	\$ INCREASE (DECREASE)
All Funds				
Means of Financing				
Property Taxes	\$27,598,963	\$28,736,560	\$29,634,770	\$898,210
Franchise Fees	4,456,339	4,695,610	4,648,090	(47,520)
Utility Taxes	6,599,694	6,875,000	6,626,250	(248,750)
Licenses/Permits	1,351,012	1,917,540	2,018,350	100,810
Intergovernmental Revenues	8,156,391	16,810,520	16,715,410	(95,110)
Charges for Services	45,391,756	48,115,610	50,346,900	2,231,290
Fines and Forfeitures	209,973	436,500	335,500	(101,000)
Impact Fees	315,429	1,351,700	1,311,610	(40,090)
Miscellaneous Revenues	3,952,570	1,917,660	2,035,900	118,240
Transfers In	6,031,921	4,395,030	14,082,110	9,687,080
Sale of Land	-	200,000	-	(200,000)
Appropriated Fund Balance	-	55,613,670	51,176,340	(4,437,330)
	\$104,064,048	\$171,065,400	\$178,931,230	\$7,865,830
Estimated Requirements				
Personal Services	\$45,842,440	\$52,477,780	\$67,101,000	\$14,623,220
Operating Expenses	39,872,337	44,435,530	37,772,290	(6,663,240)
Capital Outlay	697,227	2,003,190	981,300	(1,021,890)
Non-operating Expenses	423,906	2,162,380	2,741,460	579,080
Transfers Out	5,924,481	4,395,030	14,082,110	9,687,080
Debt Service	2,518,351	2,523,030	2,458,610	(64,420)
Contingency	-	1,500,000	1,500,000	-
Resources Available	-	39,660,880	38,305,150	(1,355,730)
	\$95,278,742	\$149,157,820	\$164,941,920	\$15,784,100
Capital Improvement Program	8,025,118	21,907,580	13,989,310	(7,918,270)
	\$103,303,860	\$171,065,400	\$178,931,230	\$7,865,830

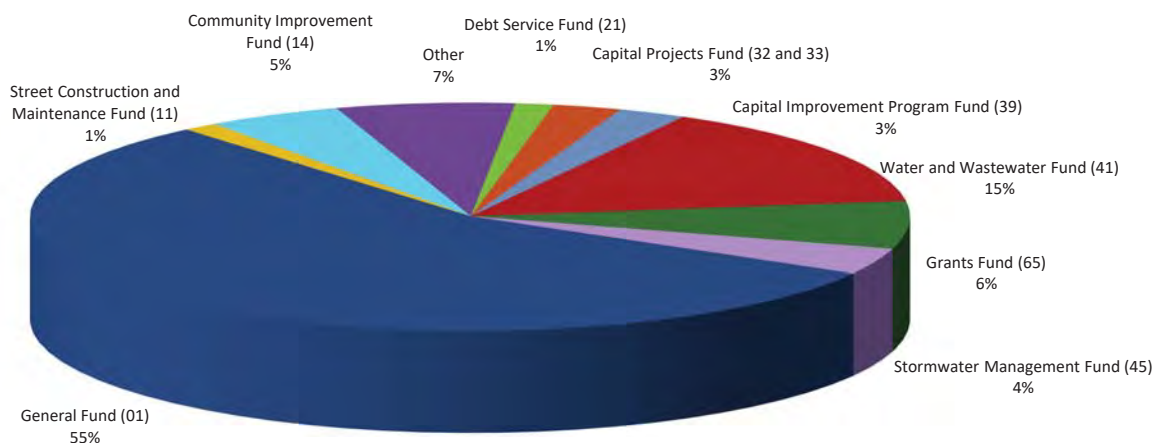


SUMMARY OF BUDGETED FUNDS

\$178,931,230

	FY21 ADOPTED BUDGET	PERCENT of TOTAL	FY22 ADOPTED BUDGET	PERCENT of TOTAL	DOLLAR CHANGE	PERCENT CHANGE
General Fund (01)	\$88,583,160	51.9%	\$99,171,720	55.4%	\$10,588,560	12.0%
Street Construction and Maintenance Fund (11)	2,390,240	1.4%	2,283,140	1.3%	(107,100)	-4.5%
Transportation Surtax Fund (12)	7,010,600.00	4.1%	-	0.0%	(7,010,600)	-100.0%
Community Improvement Fund (14)	8,188,760	4.8%	8,872,030	5.0%	683,270	8.3%
Affordable Housing Fund (15)	1,413,860	0.8%	1,500,980	0.8%	87,120	6.2%
Community Development Block Grant Fund (16)	1,033,730	0.6%	1,727,130	1.0%	693,400	67.1%
State Housing Initiative Partnership Fund (17)	982,910	0.6%	-	0.0%	(982,910)	-100.0%
Seminole Mitigation Fund (18)	4,551,660	2.7%	6,084,830	3.4%	1,533,170	33.7%
Debt Service Fund (21)	2,523,030	1.5%	2,508,610	1.4%	(14,420)	-0.6%
Parks Improvement Fund (31)	267,000	0.2%	315,650	0.2%	48,650	18.2%
Capital Projects Financing Fund (32)	5,520,000	3.2%	4,440,400	2.5%	(1,079,600)	-19.6%
2009 Capital Projects Fund (33)	6,200	0.0%	40,000	0.0%	33,800	545.2%
Utility Underground Fund (35)	712,000	0.4%	725,200	0.4%	13,200	1.9%
Public Safety Fund (36)	1,797,840	1.1%	1,270,280	0.7%	(527,560)	-29.3%
Capital Improvement Program Fund (39)	2,518,000	1.5%	4,464,650	2.5%	1,946,650	77.3%
Water and Wastewater Fund (41)	30,900,290	18.1%	26,644,110	14.8%	(4,256,180)	-13.8%
Water/Sewer Capital Improvement Fund (42)	5,744,000	3.4%	845,250	0.5%	(4,898,750)	-85.3%
Stormwater Management Fund (45)	6,485,320	3.8%	6,639,790	3.7%	154,470	2.4%
Federal Law Enforcement Trust Fund (62)	436,800	0.3%	100,000	0.1%	(336,800)	-77.1%
Grants Fund (65)	-	0.0%	11,297,460	6.3%	11,297,460	100.0%
TOTAL	\$171,065,400	100.0%	\$178,931,230	100.0%	\$7,865,830	4.6%

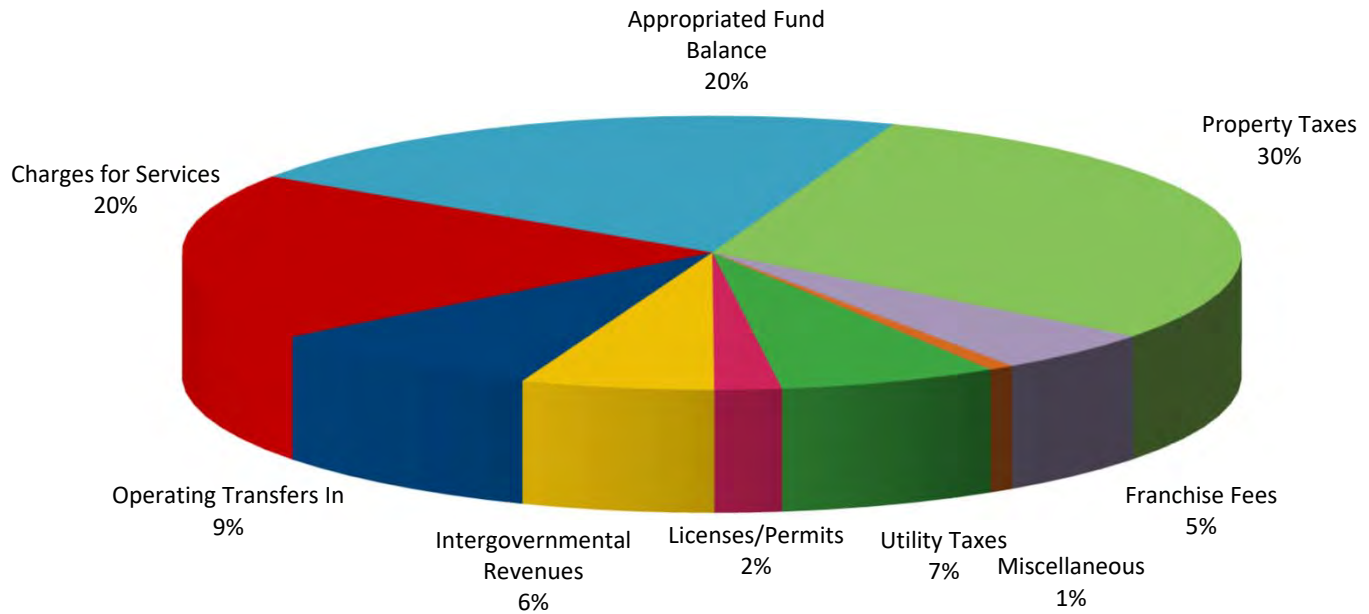
FISCAL YEAR 2022 BUDGET BY FUNDS



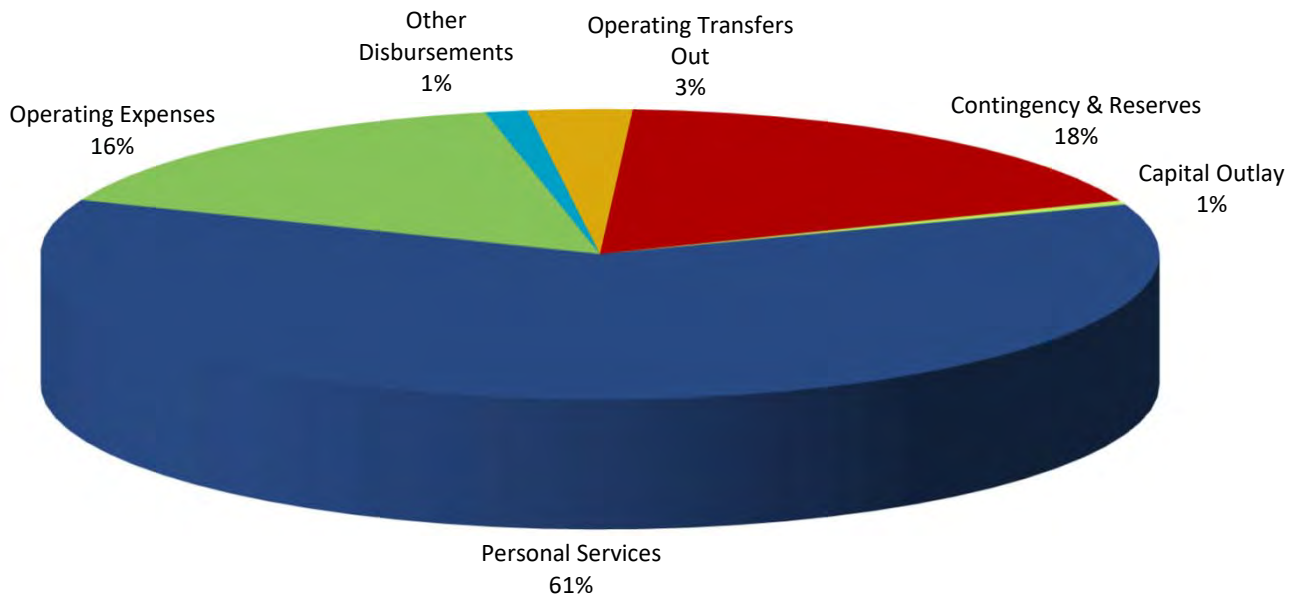


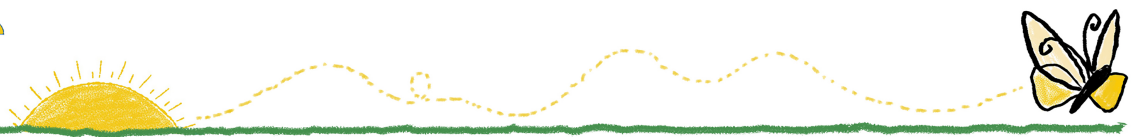
BUDGET OVERVIEW - GENERAL FUND \$99,171,720

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY





BUDGET OVERVIEW - GENERAL FUND

General Fund (01)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$88,583,160	\$99,171,720	\$10,588,560	12.0%

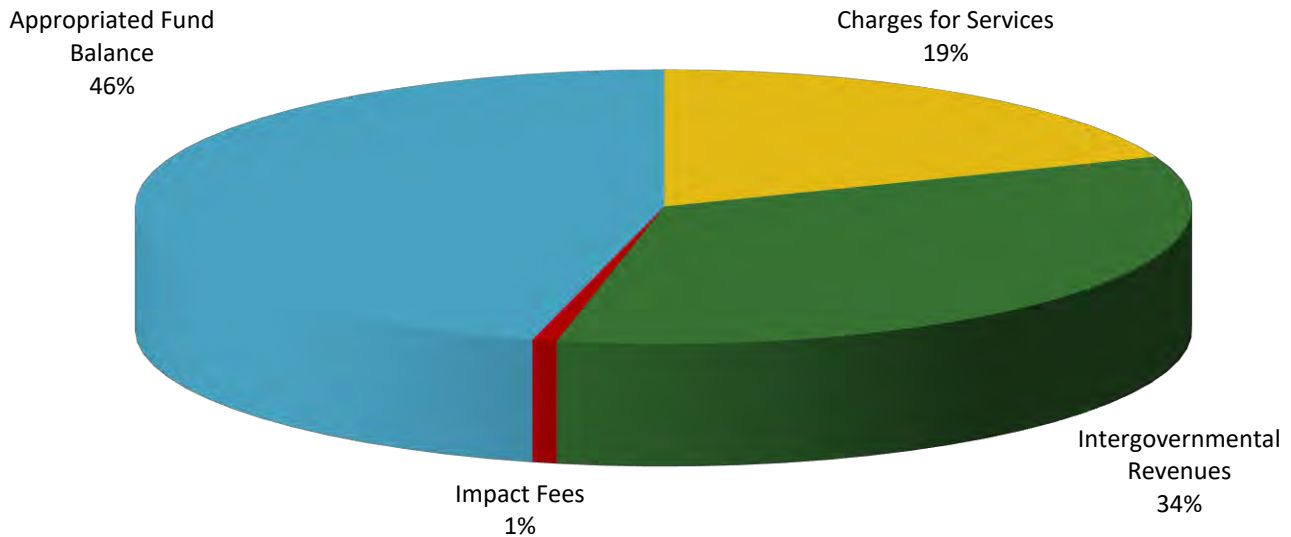
MAJOR VARIANCES	
INCREASES	
\$13,083,060	Personnel and Operating costs associated with the creation of the Coconut Creek Fire Rescue Department and the addition of Temporary Fire Station #113
\$2,635,250	Increase in Personal Services costs related to increased staffing (a Part-time Customer Service Representative, two Facility Attendants, and two School Resource Officers), staffing changes and cost of living, retirement, health insurance, and pay-for-performance adjustments
\$2,300,000	Increase in Resources Available
\$2,000,000	Increase in Transfer Out to the Capital Improvement Program Fund
\$1,392,160	Increase in contractual costs associated with the transition of E-911 communication services from Broward County to the City of Coral Springs
\$360,560	Increase in maintenance costs and utility costs
\$130,000	Increase in Neighborhood Enhancement Grant program
DECREASES	
(\$10,552,500)	Decrease in Fire/EMS contract with the City of Margate due to the creation of the Coconut Creek Fire Rescue Department
(\$350,700)	Decrease in COVID-19 mitigation costs
(\$251,580)	Relatively minor decreases in operating costs spread over several departments
(\$84,730)	Decrease in Capital Outlay due to changes in capital needs from year to year
(\$72,960)	Decrease in election costs

OPERATING MILLAGE FY21	ADOPTED OPERATING MILLAGE FY22	% CHANGE
6.5378	6.4463	-1.4%

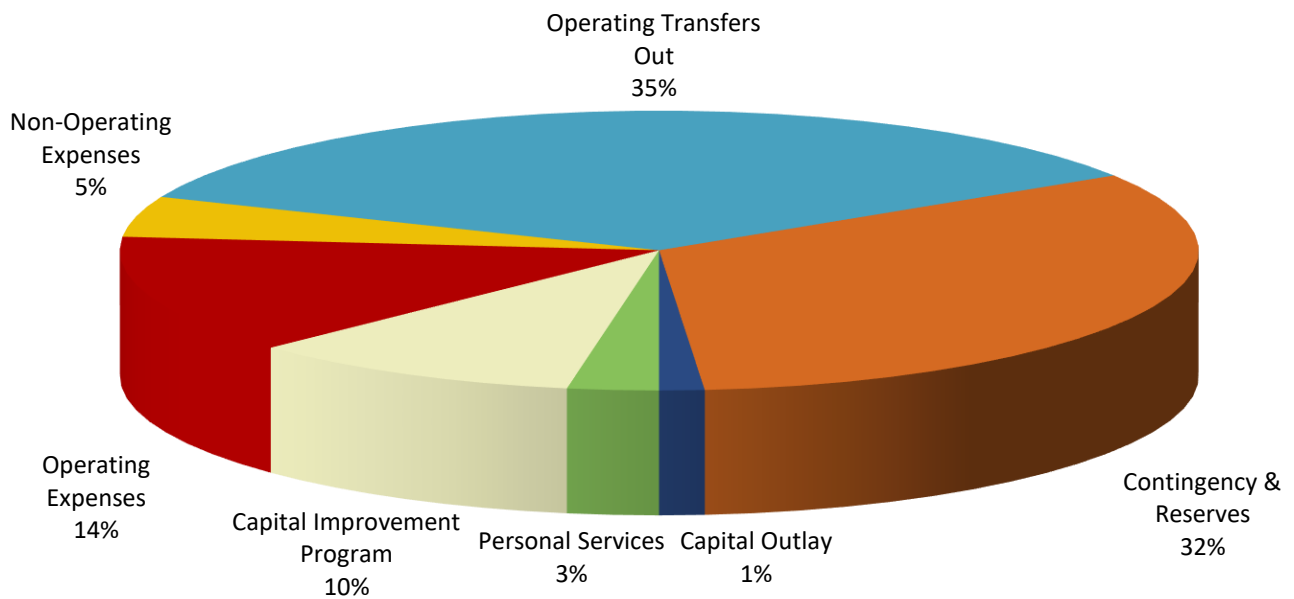


BUDGET OVERVIEW - SPECIAL REVENUE FUNDS \$31,865,570

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY





BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Street Construction and Maintenance Fund (11)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$2,390,240	\$2,283,140	(\$107,100)	-4.5%

MAJOR VARIANCES	
INCREASES	
\$81,570	Increase in Resources Available
\$37,150	Increase in Personal Services costs due to cost of living, staffing changes, health insurance, retirement, and pay-for-performance adjustments
DECREASES	
(\$225,000)	Decrease in Capital Outlay due to changes in capital needs from year to year
(\$820)	Relatively minor decreases in operating costs spread over several departments

Transportation Surtax Fund (12)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$7,010,600	\$0	(\$7,010,600)	-100.0%

MAJOR VARIANCES	
DECREASE	
(\$7,010,600)	Decrease in Transportation Surtax funding



BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Community Improvement Fund (14)

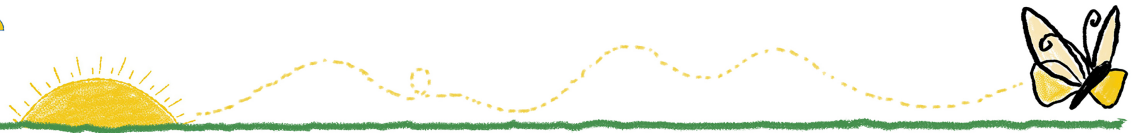
	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$8,188,760	\$8,872,030	\$683,270	8.3%

MAJOR VARIANCES	
INCREASES	
\$728,490	Increase in Resources Available
\$60,900	Increase in professional services and property maintenance fees
DECREASES	
(\$64,420)	Decrease in Transfer Out to the Debt Service Fund
(\$41,700)	Decrease in Transfer Out to the General Fund

Affordable Housing Fund (15)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$1,413,860	\$1,500,980	\$87,120	6.2%

Major Variances	
INCREASE	
\$87,120	Increase in Affordable Housing Program Expenses



BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Community Development Block Grant Fund (16)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$1,033,730	\$1,727,130	\$693,400	67.1%

Major Variances	
INCREASES	
\$618,400	Increase in operating expenditures for various CDBG programs
\$60,000	Increase in Capital Outlay due to changes in capital needs from year to year
\$15,000	Increase in Resources Available

State Housing Initiative Partnership Fund (17)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$982,910	\$0	(\$982,910)	-100.0%

Major Variances	
DECREASE	
(\$982,910)	SHIP program administration transitioned to Broward County



BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Seminole Mitigation Fund (18)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$4,551,660	\$6,084,830	\$1,533,170	33.7%

MAJOR VARIANCES	
INCREASES	
\$800,000	Increase in Transfer Out to the General Fund
\$434,860	Increase in Capital Improvement Program
\$298,310	Increase in Resources Available

Law Enforcement Trust Fund (62)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$436,800	\$100,000	(\$336,800)	-77.1%

MAJOR VARIANCES	
DECREASE	
(\$336,800)	Decrease in Capital Improvement Program

Grants Fund (65)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$0	\$11,297,460	\$11,297,460	100.0%

MAJOR VARIANCES	
INCREASES	
\$7,000,000	Increase in Transfer Out to the General Fund
\$2,700,000	Increase in Capital Improvement Program
\$1,597,460	Increase in operating expenditures for various American Rescue Plan programs



BUDGET OVERVIEW - DEBT SERVICE FUND

\$2,508,610

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



Capital Improvement Revenue Bonds Fund (21)

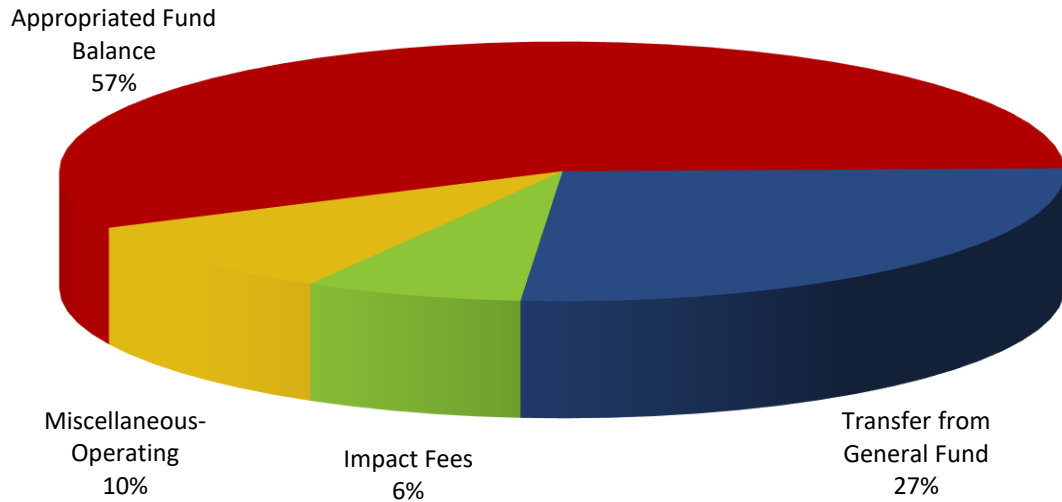
	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$2,523,030	\$2,508,610	(\$14,420)	-0.6%

MAJOR VARIANCES	
INCREASE	
\$50,000	Increase in Resources Available
DECREASE	
(\$64,420)	Decrease in Debt Service payments

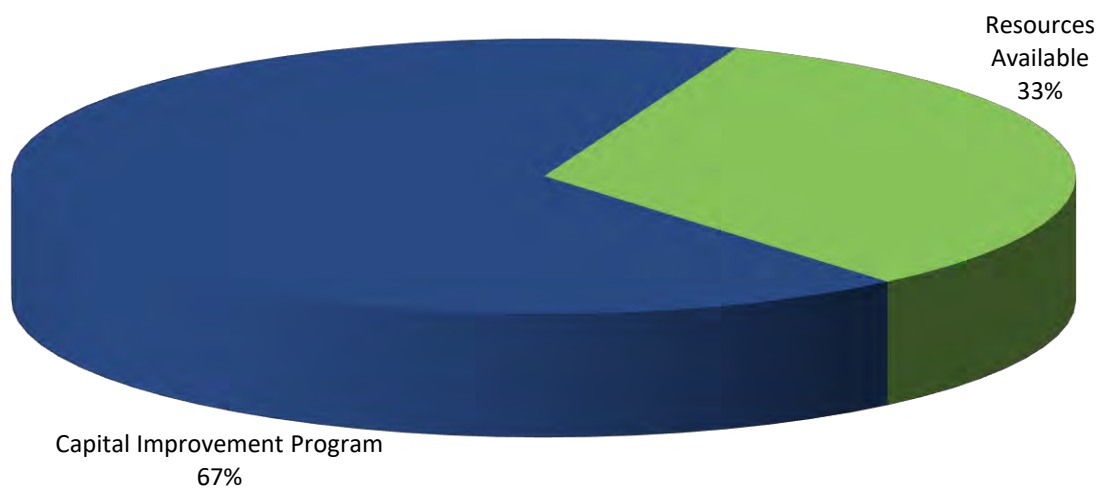


BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS \$11,256,180

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY





BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS

Parks Improvement Fund (31)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$267,000	\$315,650	\$48,650	18.2%

MAJOR VARIANCES	
INCREASE	
\$48,650	Increase in Resources Available

Capital Projects Financing Fund (32)

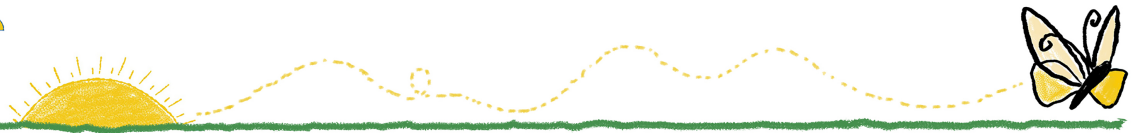
	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$5,520,000	\$4,440,400	(\$1,079,600)	-19.6%

MAJOR VARIANCES	
INCREASE	
\$871,830	Increase in Capital Improvement Program
DECREASE	
(\$1,951,430)	Decrease in Resources Available

2009 Capital Projects Fund (33)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$6,200	\$40,000	\$33,800	545.2%

MAJOR VARIANCES	
INCREASE	
\$35,000	Increase in Capital Improvement Program
DECREASE	
(\$1,200)	Decrease in Resources Available



BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS

Utility Underground Fund (35)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$712,000	\$725,200	\$13,200	1.9%

MAJOR VARIANCES	
INCREASE	
\$603,110	Increase in Capital Improvement Program
DECREASES	
(\$583,110)	Decrease in Resources Available
(\$6,800)	Decrease in Transfer Out to the General Fund

Public Safety Fund (36)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$1,797,840	\$1,270,280	(\$527,560)	-29.3%

MAJOR VARIANCES	
INCREASE	
\$116,640	Increase in Resources Available
DECREASE	
(\$644,200)	Decrease in Capital Outlay due to changes in capital needs from year to year



BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS

Capital Improvement Program Fund (39)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$2,518,000	\$4,464,650	\$1,946,650	77.3%

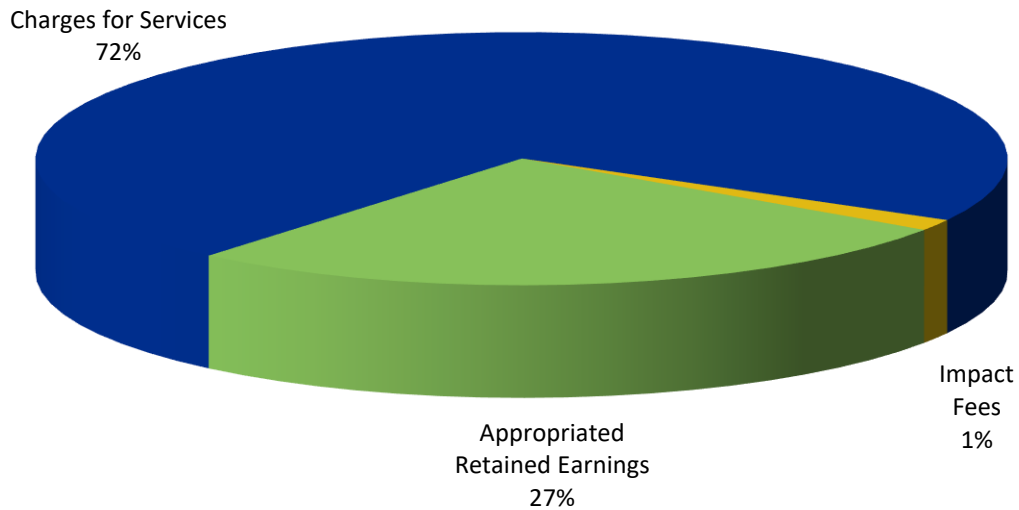
MAJOR VARIANCES	
INCREASE	
\$2,112,440	Increase in Capital Improvement Program
DECREASE	
(\$165,790)	Decrease in Resources Available



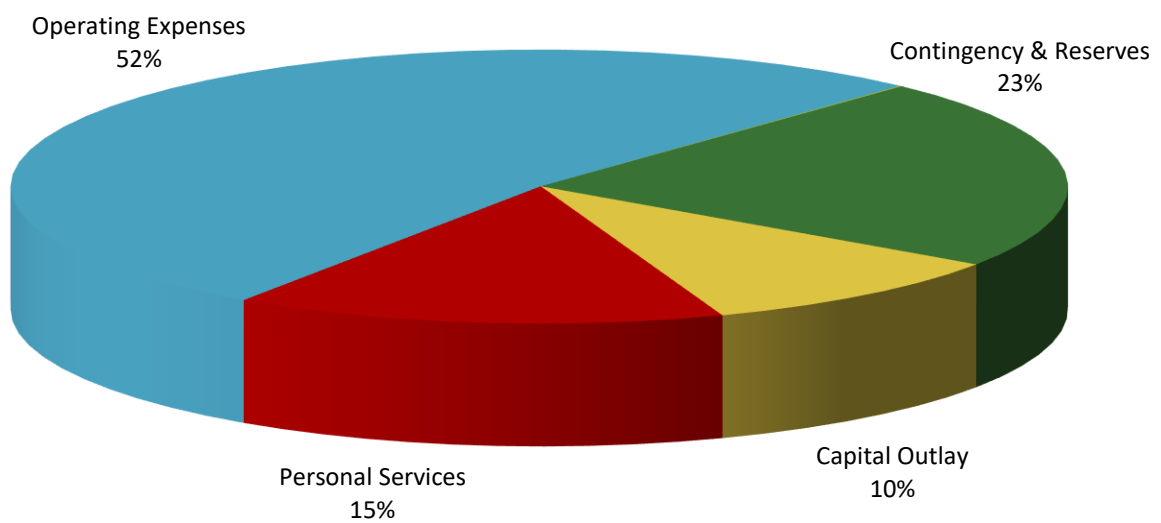
BUDGET OVERVIEW - ENTERPRISE FUNDS

\$34,129,150

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY





BUDGET OVERVIEW - ENTERPRISE FUNDS

Water and Wastewater Fund (41)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$30,900,290	\$26,644,110	(\$4,256,180)	-13.8%

MAJOR VARIANCES	
INCREASES	
\$610,000	Increase in water meter and sewer fees paid to Broward County
\$313,640	Increase in Personal Services costs related to cost of living, staffing changes, health insurance, retirement, and pay-for-performance adjustments
\$119,860	Increase in maintenance costs
\$61,430	Relatively minor increases in operating costs spread across multiple accounts
\$45,420	Increase in administrative service costs
\$34,970	Increase in Reserves for Repair and Replacement of infrastructure
DECREASES	
(\$4,860,000)	Decrease in Capital Improvement Program
(\$325,000)	Decrease in sewer debt service costs from Broward County
(\$150,000)	Decrease in contractual and professional services
(\$106,500)	Decrease in Capital Outlay due to changes in capital needs from year to year



BUDGET OVERVIEW - ENTERPRISE FUNDS

Water and Sewer Capital Improvement Fund (42)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$5,744,000	\$845,250	(\$4,898,750)	-85.3%

MAJOR VARIANCES

DECREASES

(\$2,518,110) Decrease in Capital Improvement Program

(\$2,380,640) Decrease in Resources Available

Stormwater Management Fund (45)

	ADOPTED Budget FY21	ADOPTED Budget FY22	\$ Change	% Change
Total Cost	\$6,485,320	\$6,639,790	\$154,470	2.4%

MAJOR VARIANCES

INCREASES

\$50,000 Increase in Capital Improvement Program

\$45,150 Increase in Personal Services costs due to cost of living, health insurance, retirement, and pay-for-performance adjustments

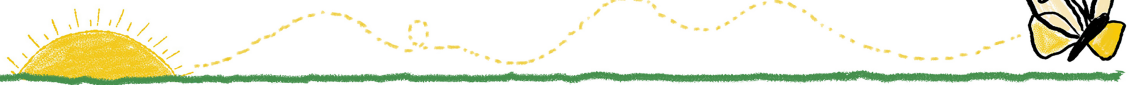
\$43,850 Increase in Resources Available

\$20,000 Increase in professional services costs

\$7,970 Increase in administrative costs

DECREASE

(\$12,500) Decrease in Capital Outlay due to changes in capital needs from year to year



SUMMARY OF CHANGES IN FUND BALANCES

Fund Balance/Net Position

Fund Balance/Net position is the difference between assets and liabilities within a fund. Governments seek to maintain adequate levels of fund balance/net position to mitigate current and future financial risks and to ensure stable tax rates. Fund balance/net position is also crucial consideration in long-term financial planning. Credit agencies carefully monitor levels of unreserved fund balances in the government's General Fund to evaluate a government's creditworthiness.

Over the past years, the City has been able to maintain a healthy fund balance/net position through growth management, strategic planning, and constant cost containment.

	MAJOR FUNDS										
	General Fund	Street Construction and Maintenance Fund	Transportation Surtax Fund	Community Improvement Fund	2009 Capital Projects Fund	Capital Projects Financing Fund	Public Safety Fund	Capital Improvement Fund	Water and Wastewater Fund	Stormwater Management Fund	Other Funds (Aggregate)
FY22 Budgeted Revenues & Other	\$ 78,171,720	\$2,183,140	\$0	\$3,372,030	\$0	\$ 40,400	\$480,380	\$4,019,650	\$ 22,771,400	\$1,939,790	\$7,777,650
FY22 Budgeted Expenditures & Transfers	81,771,720	2,201,570	-	2,650,310	35,000	2,473,000	-	4,428,200	25,358,180	2,030,610	8,380,030
Net Change in Fund Balance/	(3,600,000)	(18,430)	-	721,720	(35,000)	(2,432,600)	480,380	(408,550)	(2,586,780)	(90,820)	(602,380)
Estimated FY21 Ending Fund Balance/Net Position	21,000,000	100,000	-	5,500,000	40,000	4,400,000	789,900	445,000	\$3,872,710	4,700,000	6,030,000
Projected FY22 Ending Fund Balance/Net Position	\$17,400,000	\$81,570	\$0	\$6,221,720	\$5,000	\$1,967,400	\$1,270,280	\$36,450	\$1,285,930	\$4,609,180	\$5,427,620

* All estimates are unaudited and based on preliminary year-end results.

Changes in Fund Balances/Net Position (Major Funds)

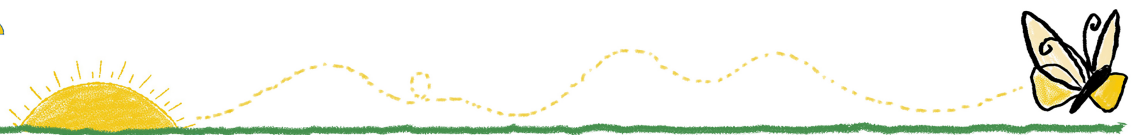
The City of Coconut Creek adheres to a Fund Balance Policy. The purpose of the policy is to ensure that the City maintains adequate fund balance and reserves in the City's General Fund to provide the capacity to: (1) provide sufficient cash flow for daily financial needs; (2) secure and maintain investment grade bond ratings; (3) offset significant economic downturns or revenue shortfalls; and (4) provide funds for unforeseen expenditures related to emergencies.

The General Fund is the primary operating fund of the City. The City's projected fund balance for FY22 is 18% of budgeted expenditures (excluding capital outlay and transfers out). The historic and projected General Fund ending Unassigned Fund Balances are illustrated below:

FY17	FY18	FY19	FY20	FY21 Estimate	FY22 Budget
\$19,669,316	\$20,801,629	\$22,535,814	\$22,984,125	\$15,100,000	\$17,400,000

In FY22, the City is projected to use \$3,600,000 of fund balance primarily for the funding of the Coconut Creek Fire Rescue Department. In addition, the use of the General Fund's fund balance incorporates the assumption that 100% of the expenditures budgeted will not be spent due to vacancies, cost savings, and residual dollars left in each department. The budget was prepared to enhance the current level of services provided to the residents of Coconut Creek by expanding staff in our Police and Public Works Department.

The Street Construction and Maintenance Fund includes intergovernmental revenues such as state revenue sharing and local option gas taxes which are used to fund the Community Bus Program, maintain our streets and roadways, and, when possible, fund capital improvement projects. Fund balance is accumulated over time and has been used to fund various capital improvement projects, including the State Road 7 Median Beautification, Lyons Road Mobility, and Comprehensive Street Improvements projects.



The Transportation Surtax Fund is used to account for proceeds from the Broward County Transportation Surtax Program. These funds will be used to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. Projects previously funded include Bus Shelter and Bus Stop Rehabilitation, Sample Road Multi-Purpose Pathway, and Comprehensive Streets Improvement Program.

The Community Improvement Fund is used to account for proceeds received from the Seminole Tribe of Florida in accordance with a municipal services agreement. The funds have been restricted by City Ordinance to be used for capital improvements and the 2017A, 2017B, and 2021 Capital Improvement Revenue Notes debt service payments.

The 2009 Capital Projects Fund is used to account for the City's Capital Improvement Projects that are funded by the Series 2009 \$10 Million Capital Improvement Revenue Note. In previous years, this fund has provided funding for the Government Center Rehabilitation, Roof Replacement, and Undergrounding of Aboveground Utility Lines projects. The Electric Vehicle Charging Station Program is recommended for funding in FY22. This fund will be closed upon completion of its capital projects.

The Capital Projects Financing Fund is used to account for the \$10 million bank qualified loan budgeted in FY2017 and FY2018. Funds have been used to fund the Comprehensive Street Improvements Program, Lakeside Park expansion and roof replacement, Government Center Rehabilitation project, and Fire Station #94 Improvements. Funding will also be used for improvements to Lakewood, Donaldson, Coco Point and Sunshine Drive, and Community Center Parks as part of the Parks and Recreation Master Plan implementation; traffic improvements in the South Creek neighborhood; and median improvements along Coconut Creek Parkway.

The Public Safety Improvement Fund is used to account for fees charged to developers to ensure that the City's level of service for police and fire/rescue will not be adversely affected by development growth. Accumulated fund balance will be used to fund projects as they arise.

The Capital Improvement Program Fund is used to account for the City's Governmental Capital Improvement Program (CIP). The projects funded can be found behind the CIP tab of the budget on pages C-24 through C-110. These projects were funded from a transfer from the General Fund and accumulated fund balance.

The Water and Wastewater Fund remains financially stable, having the necessary resources to cover operations, maintenance, and the expansion of the utility system. FY22's net position represents activities for the current fiscal year. Accumulated net position fluctuates from year to year based on the timing of capital expenses.

The Stormwater Management Fund remains financially stable, having the necessary resources to cover operations, maintenance, and improvements to the stormwater system. FY22's net position represents activities for the current fiscal year. Accumulated net position fluctuates from year to year based on the timing of capital expenses.



GOVERNMENTAL FUNDS EXPENDITURE SUMMARY

The respective expenditure estimates for FY23 and FY24 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecasted increase in personal services expenditures covers the cost of salary adjustments, overtime growth as a result of salary increases, retirement plan funding, group insurance funding, and workers compensation funding. It also assumes minimum staffing increases based on population demands and is not intended to cover the impact of increased levels of service or new programs. Other expenditures are projected to accommodate current service delivery levels and to provide for an increase sufficient to allow for expenditures to keep pace with inflation and population demands.

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23 FY24	
GENERAL FUND (01)-MAJOR FUND					
<i>Estimated Requirements</i>					
Personal Services	\$40,011,242	\$46,898,330	\$61,125,610	\$64,181,890	\$67,390,990
Operating Expenses	20,450,743	23,838,280	15,492,330	15,644,190	15,957,080
Capital Outlay	616,285	538,030	453,300	500,000	500,000
Non-Operating Expenses	417,422	708,520	1,200,480	1,224,500	1,248,990
Transfer Out Capital Improvement Fund	2,800,000	1,000,000	3,000,000	2,000,000	2,000,000
Contingency	-	500,000	500,000	500,000	500,000
Resources Available	-	15,100,000	17,400,000	13,480,350	14,483,530
TOTAL GENERAL FUND	\$64,295,691	\$88,583,160	\$99,171,720	\$97,530,930	\$102,080,590
STREET CONSTRUCTION AND MAINTENANCE FUND (11)-MAJOR FUND					
<i>Estimated Requirements</i>					
Personal Services	\$684,726	\$831,690	\$868,840	\$912,290	\$957,920
Operating Expenses	1,135,948	1,333,550	1,332,730	1,359,390	1,327,070
Capital Outlay	30,625	225,000	-	-	-
Resources Available	-	-	81,570	87,360	-
Capital Improvement Program	481,235	-	-	-	125,000
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND	\$2,332,534	\$2,390,240	\$2,283,140	\$2,359,040	\$2,409,990
TRANSPORTATION SURTAX FUND (12)-MAJOR FUND					
<i>Estimated Requirements</i>					
Capital Improvement Program	\$0	\$7,010,600	\$0	\$0	\$0
TOTAL TRANSPORTATION SURTAX FUND	\$0	\$7,010,600	\$0	\$0	\$0
COMMUNITY IMPROVEMENT FUND (14)-MAJOR FUND					
<i>Estimated Requirements</i>					
Operating Expenses	\$11,970	\$112,500	\$173,400	\$177,740	\$182,180
Transfer Out General Fund	85,950	60,000	18,300	62,020	70,200
Transfer Out Debt Service Fund	2,418,351	2,523,030	2,458,610	2,465,970	2,466,670
Resources Available	-	5,493,230	6,221,720	7,019,360	7,901,870
TOTAL COMMUNITY IMPROVEMENT FUND	\$2,516,270	\$8,188,760	\$8,872,030	\$9,725,090	\$10,620,920
AFFORDABLE HOUSING FUND (15)					
<i>Estimated Requirements</i>					
Operating Expenses	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Non-operating Expenses	-	1,408,860	1,495,980	1,650,980	1,805,980
TOTAL AFFORDABLE HOUSING FUND	\$0	\$1,413,860	\$1,500,980	\$1,655,980	\$1,810,980
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (16)					
<i>Estimated Requirements</i>					
Operating Expenses	\$17,834	\$663,730	\$1,282,130	\$0	\$0
Capital Outlay	-	370,000	430,000	-	-
Resources Available	-	-	15,000	-	-
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	\$17,834	\$1,033,730	\$1,727,130	\$0	\$0
STATE HOUSING INITIATIVE PARTNERSHIP FUND (17)					
<i>Estimated Requirements</i>					
Operating Expenses	\$57,994	\$982,910	\$0	\$0	\$0
TOTAL STATE HOUSING INITIATIVE PARTNERSHIP FUND	\$57,994	\$982,910	\$0	\$0	\$0
SEMINOLE MITIGATION FUND (18)					
<i>Estimated Requirements</i>					
Transfer Out General Fund	\$500,000	\$700,000	\$1,500,000	\$1,500,000	\$1,500,000
Resources Available	-	3,786,520	4,084,830	4,917,230	6,327,760
Capital Improvement Program	883,166	65,140	500,000	500,000	-
TOTAL SEMINOLE MITIGATION FUND	\$1,383,166	\$4,551,660	\$6,084,830	\$6,917,230	\$7,827,760



GOVERNMENTAL FUNDS EXPENDITURE SUMMARY (continued)

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23 FY24	
<u>DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND (21)</u>					
<i>Estimated Requirements</i>					
Debt Service	\$2,518,351	\$2,523,030	\$2,508,610	\$2,465,990	\$2,466,670
TOTAL DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND	\$2,518,351	\$2,523,030	\$2,508,610	\$2,465,990	\$2,466,670
<u>PARKS IMPROVEMENT FUND (31)</u>					
<i>Estimated Requirements</i>					
Resources Available	\$0	\$267,000	\$315,650	\$616,650	\$917,850
Capital Improvement Program	480,499	-	-	-	-
TOTAL PARKS IMPROVEMENT FUND	\$480,499	\$267,000	\$315,650	\$616,650	\$917,850
<u>CAPITAL PROJECTS FINANCING FUND (32)-MAJOR FUND</u>					
<i>Estimated Requirements</i>					
Resources Available	\$0	\$3,918,830	\$1,967,400	\$4,188,810	\$12,301,310
Capital Improvement Program	2,677,404	1,601,170	2,473,000	7,978,590	2,087,500
TOTAL CAPITAL PROJECTS FINANCING FUND	\$2,677,404	\$5,520,000	\$4,440,400	\$12,167,400	\$14,388,810
<u>2009 CAPITAL PROJECTS FUND (33)-MAJOR FUND</u>					
<i>Estimated Requirements</i>					
Resources Available	\$0	\$6,200	\$5,000	\$35,000	\$35,000
Capital Improvement Program	421,770	-	35,000	-	-
TOTAL 2009 CAPITAL PROJECT FUND	\$421,770	\$6,200	\$40,000	\$35,000	\$35,000
<u>UTILITY UNDERGROUND FUND (35)</u>					
<i>Estimated Requirements</i>					
Transfer Out General Fund	\$20,181	\$12,000	\$5,200	\$1,000	\$1,000
Resources Available	-	700,000	116,890	116,890	117,890
TOTAL UTILITY UNDERGROUND FUND	\$20,181	\$712,000	\$725,200	\$117,890	\$118,890
<u>PUBLIC SAFETY FUND (36)-MAJOR FUND</u>					
<i>Estimated Requirements</i>					
Capital Outlay	\$0	\$653,160	\$0	\$0	\$0
Resources Available	-	1,144,680	1,270,280	1,745,480	2,220,680
TOTAL PUBLIC SAFETY FUND	\$0	\$1,797,840	\$1,270,280	\$1,745,480	\$2,220,680
<u>CAPITAL IMPROVEMENT PROGRAM FUND (39)-MAJOR FUND</u>					
<i>Estimated Requirements</i>					
Resources Available	\$0	\$202,240	\$36,450	\$0	\$0
Capital Improvement Program	2,962,040	2,315,760	4,428,200	3,056,450	3,020,000
TOTAL CAPITAL IMPROVEMENT PROGRAM FUND	\$2,962,041	\$2,518,000	\$4,464,650	\$3,056,450	\$3,020,000
<u>LAW ENFORCEMENT TRUST FUND (62)</u>					
<i>Estimated Requirements</i>					
Operating Expenses	\$146,815	\$0	\$0	\$0	\$0
Capital Improvement Program	-	336,800	-	-	-
Transfer Out General Fund	100,000	100,000	100,000	75,000	75,000
TOTAL LAW ENFORCEMENT TRUST FUND	\$246,815	\$436,800	\$100,000	\$75,000	\$75,000
<u>GRANTS FUND (65)</u>					
<i>Estimated Requirements</i>					
Operating Expenses	\$0	\$0	\$1,597,460	\$0	\$0
Capital Improvement Program	-	-	2,700,000	-	-
Transfer Out General Fund	-	-	7,000,000	-	-
TOTAL LAW ENFORCEMENT TRUST FUND	\$0	\$0	\$11,297,460	\$0	\$0



ENTERPRISE FUNDS EXPENDITURE SUMMARY

The respective expenditure estimates for FY23 and FY24 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecasted increase in personal services expenditures covers the cost of salary adjustments, overtime growth as a result of salary increases, retirement plan funding, group insurance funding, and workers compensation funding. It also assumes minimum staffing increases based on population demands and is not intended to cover the impact of increased levels of service or new programs. Other expenditures are projected to accommodate current service delivery levels and to provide for an increase sufficient to allow for expenditures to keep pace with inflation and population demands.

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23 FY24	
<u>WATER AND WASTEWATER FUND (41)-MAJOR FUND</u>					
<i>Estimated Requirements</i>					
Personal Services	\$4,174,193	\$3,872,200	\$4,185,840	\$4,395,140	\$4,614,910
Operating Expenses	16,729,265	16,739,130	17,100,840	17,442,870	17,791,730
Capital Outlay	13,174	183,000	76,500	75,000	75,000
Non-operating Expenses	6,484	45,000	45,000	45,000	45,000
Reserves for Renewal and Replacement	-	1,250,960	1,285,930	1,321,940	1,358,890
Contingency	-	1,000,000	1,000,000	1,000,000	1,000,000
Capital Improvement Program	102,799	7,810,000	2,950,000	3,100,000	2,100,000
TOTAL WATER AND WASTEWATER FUND	\$21,025,915	\$30,900,290	\$26,644,110	\$27,379,950	\$26,985,530
<u>WATER/SEWER CAPITAL IMPROVEMENT FUND (42)</u>					
<i>Estimated Requirements</i>					
Operating Expenses	\$618,921	\$0	\$0	\$0	\$0
Resources Available	-	3,225,890	845,250	848,250	850,250
Capital Improvement Program	53,348	2,518,110	-	-	-
TOTAL WATER/SEWER CAPITAL IMPROVEMENT FUND	\$672,268	\$5,744,000	\$845,250	\$848,250	\$850,250
<u>STORMWATER MANAGEMENT FUND (45)</u>					
<i>Estimated Requirements</i>					
Personal Services	\$972,279	\$875,560	\$920,710	\$985,160	\$1,054,120
Operating Expenses	702,848	760,430	788,400	812,060	836,430
Capital Outlay	37,143	34,000	21,500	50,000	50,000
Resources Available	-	4,565,330	4,609,180	4,490,160	4,327,020
Capital Improvement Program	(37,143)	250,000	300,000	300,000	300,000
TOTAL STORMWATER MANAGEMENT FUND	\$1,675,128	\$6,485,320	\$6,639,790	\$6,637,380	\$6,567,570

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REVENUE ANALYSIS

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REVENUE ANALYSIS



GENERAL FUND REVENUE DETAIL

The respective revenue estimates for FY23 and FY24 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecast assumes current service delivery levels, but provides for an increase sufficient to cover increases in expenditures to keep pace with inflation and population demands.

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23	FORECAST FY24
<u>Ad Valorem Taxes-Operating</u>					
01-V31110 AD VALOREM TAXES	\$28,629,803	\$30,206,910	\$ 31,146,080	\$32,080,460	\$33,042,880
01-V31111 DISCOUNTS	(1,054,227)	(1,510,350)	(1,557,310)	(1,604,030)	(1,652,141)
01-V31112 PENALTIES	26,739	30,000	30,000	31,500	33,000
01-V31120 PRIOR YEAR AD VALOREM	(3,351)	10,000	16,000	16,000	16,000
<u>Ad Valorem Taxes-Operating</u>	<u>\$27,598,963</u>	<u>\$28,736,560</u>	<u>\$29,634,770</u>	<u>\$30,523,930</u>	<u>\$31,439,740</u>
<u>Franchise Fees/Utility Taxes</u>					
01-V32310 FRANCHISE-ELECTRIC	\$2,888,347	\$2,950,000	\$3,000,000	\$3,060,000	\$3,121,200
01-V32370 FRANCHISE-REFUSE	1,506,830	1,680,000	1,580,000	1,627,400	1,676,220
01-V32390 FRANCHISE-TOWING	47,250	49,610	52,090	54,700	57,430
01-V32340 FRANCHISE-GAS	13,913	16,000	16,000	16,000	16,000
01-V31410 UTILITY TAX-ELECTRIC	3,996,500	4,100,000	4,161,200	4,286,050	4,414,650
01-V31430 UTILITY TAX-WATER	917,116	935,000	935,000	953,700	972,770
01-V31440 UTILITY TAX-GAS	34,601	40,000	40,000	40,000	40,000
01-V31500 COMMUNICATIONS SERVICE TAX	1,651,478	1,800,000	1,490,050	1,200,000	1,000,000
<u>Franchise Fees/Utility Taxes</u>	<u>\$11,056,033</u>	<u>\$11,570,610</u>	<u>\$11,274,340</u>	<u>\$11,237,850</u>	<u>\$11,298,270</u>
<u>Licenses and Permits</u>					
01-V31610 BUSINESS TAX-CITY	\$288,781	\$325,000	\$325,000	\$325,000	\$325,000
01-V31611 BUSINESS TAX-ESCAPED	2,999	2,000	2,000	2,000	2,000
01-V32210 BUILDING PERMITS	386,097	416,000	376,000	400,000	400,000
01-V32211 PRIMARY PERMIT FEE	465,633	969,540	1,082,850	1,000,000	1,000,000
01-V32215 LANDSCAPE PERMITS	9,656	12,000	10,000	10,000	10,000
01-V32220 ELECTRICAL PERMITS	42,473	48,000	43,000	45,000	45,000
01-V32230 PLUMBING PERMITS	32,092	36,000	48,000	45,000	45,000
01-V32235 MECHANICAL PERMITS	82,560	65,000	85,000	85,000	85,000
01-V32237 MISCELLANEOUS SERVICE FEES	4,500	-	-	-	-
01-V32240 PLAN EXAM FEE	5,480	4,000	9,000	8,000	8,000
01-V32241 COST RECOVERY-PLAN REVIEW	11,875	13,000	15,000	10,000	10,000
01-V32245 BLDG PERMIT EDUCATION FD	8,275	12,000	9,500	12,000	12,000
01-V32247 MECH LIEN LAW PROC FEE	4,071	5,000	5,500	5,000	5,500
01-V32260 CERTIFICATE OF OCCUPANCY	2,500	2,000	1,000	3,000	3,000
01-V32901 OTHER LICENSES, FEES, PERMIT	1,850	5,000	3,500	3,500	3,500
01-V32910 ZONING CERTIFICATE	2,170	3,000	3,000	3,000	3,000
<u>Licenses and Permits</u>	<u>\$1,351,012</u>	<u>\$1,917,540</u>	<u>\$2,018,350</u>	<u>\$1,956,500</u>	<u>\$1,957,000</u>
<u>Intergovernmental Revenues</u>					
01-V33151 FEMA DISASTER RELIEF	\$397,061	\$93,880	\$0	\$0	\$0
01-V33169 OTHER HUMAN SERVICES	36,213	-	150,000	-	-
01-V33512 STATE REVENUE SHARING	1,505,594	1,600,000	1,712,780	1,747,040	1,781,980
01-V33514 STATE-MOBILE HOME TAX	26,173	28,000	28,000	28,000	28,000
01-V33515 ALCOHOLIC BEVERAGE LIC	16,508	18,000	16,000	16,000	16,000
01-V33518 LOCAL GOVT 1/2 CENT SALES	3,565,207	3,700,000	3,802,720	3,878,780	3,956,360
01-V33521 FIREFIGHTERS SUPP COMP	2,634	3,240	22,560	10,000	10,000
01-V33547 GAS TAX REBATE	30,248	30,000	30,000	30,000	30,000
01-V33820 OCCUP LICENSE-COUNTY	58,148	60,000	60,000	60,000	60,000
<u>Intergovernmental Revenues</u>	<u>\$5,637,787</u>	<u>\$5,533,120</u>	<u>\$5,822,060</u>	<u>\$5,769,820</u>	<u>\$5,882,340</u>



GENERAL FUND REVENUE DETAIL (continued)

		FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST	
					FY23	FY24
<u>Charges for Services</u>						
01-V34114	TELETYPE SERVICES	\$314,506	\$0	\$0	\$0	\$0
01-V34210	POLICE SERVICES	643,140	500,000	680,000	680,000	680,000
01-V34211	POLICE REPORTS	3,282	7,200	7,500	7,500	7,500
01-V34212	ID CARDS/FINGERPRINTS	8,045	14,000	5,500	5,610	5,730
01-V34213	SRO SUBSIDY	677,040	677,040	744,000	744,000	744,000
01-V34216	CONTRACT LAW ENFORCEMENT SERVICES	396,964	159,800	342,160	359,270	377,240
01-V34217	OTHER POLICE SERVICES	9,458	3,000	7,000	3,000	3,000
01-V34220	FIRE INSPECTIONS	202,122	210,000	210,000	214,200	218,480
01-V32250	ENGINEERING FEE	222,364	325,000	435,000	275,000	300,000
01-V34260	EMS TRANSPORT FEES	979,546	1,000,000	1,000,000	1,000,000	1,000,000
01-V34250	ZONING	39,045	50,000	65,000	80,000	80,000
01-V34251	VARIANCE FEES	-	-	-	5,000	5,000
01-V34252	OCCUP & USE INSPECT FEE	10,250	20,000	20,000	20,000	20,000
01-V34291	PUBLIC SAFETY SERVICES	41,700	41,700	-	-	-
01-V34720	SPORTS CARD-NON RESIDENT	3,460	12,500	15,000	15,000	15,000
01-V34721	ATHLETICS/LEAGUES PROGRAMS	33,405	155,000	175,000	178,500	182,070
01-V34722	SUMMER PROGRAM FEES	-	309,600	326,100	326,100	326,100
01-V34790	OTHER PARKS & REC FEES	16,460	15,010	20,000	20,000	20,000
01-V34290	MISCELLANEOUS FIRE SVC FEES	1,895	1,500	1,500	1,500	1,500
01-V34724	REC PROGRAMS/ACTIVITIES	76,987	95,000	108,000	110,160	112,370
01-V34725	FITNESS PROGRAM	112,721	140,000	140,000	141,400	142,810
01-V34728	CERTIFIED 5K/10K RUN	20,871	20,000	20,000	20,000	20,000
01-V34733	CONCESSION SALES	1,260	-	-	-	-
01-V34747	SPECIAL EVENTS	-	2,060	2,600	2,600	2,600
01-V34759	SPECIAL FACILITY FEES	108,550	124,990	148,000	148,000	148,000
01-V33910	SEMINOLE PAYMENT IN LIEU OF TAXES	932,329	960,680	1,004,840	1,055,090	1,107,850
01-V34910	ADMINISTRATIVE FEES	2,538,950	2,615,120	2,660,540	2,740,370	2,822,590
01-V34911	ADMINISTRATIVE FEES	250,000	250,000	250,000	250,000	250,000
01-V34912	ADMINISTRATIVE FEES	386,820	398,430	406,400	418,590	431,150
01-V32511	FIRE SPECIAL ASSESSMENT	8,289,681	8,749,880	10,066,240	10,166,910	11,183,610
01-V32520	RECYCLING SPECIAL ASSESSMENT	-	250,000	146,850	146,850	146,850
01-V36313	FIRE PLAN REVIEW	22,713	33,120	19,680	50,000	50,000
01-V36220	TOWER LEASES	567,799	623,340	681,690	708,970	737,330
Charges for Services		\$16,911,363	\$17,763,970	\$19,708,600	\$19,893,620	\$21,140,780
<u>Fines and Forfeitures</u>						
01-V35110	COURT FINES	\$143,808	\$300,000	\$200,000	\$250,000	\$300,000
01-V35130	POLICE ASSESSMENTS	5,890	8,000	8,000	8,000	8,000
01-V35410	CODE ENFORCEM'T CITATIONS	59,166	125,000	125,000	125,000	125,000
01-V35910	OTHER FINES	1,109	3,500	2,500	2,500	2,500
Fines and Forfeitures		\$209,973	\$436,500	\$335,500	\$385,500	\$435,500
<u>Miscellaneous Revenues</u>						
01-V36110	INTEREST EARNINGS	\$706,236	\$480,000	\$203,600	\$350,000	\$500,000
01-V36111	INTEREST EARNINGS-TAXES	20,974	20,000	1,000	20,000	20,000
01-V36130	NET CHANGE-FMV OF INVEST	100,146	-	-	-	-
01-V36210	RENTAL OF FACILITIES	3,250	3,000	6,000	6,000	6,000
01-V36212	PSAP LEASE AGREEMENT	123,233	125,700	128,210	130,780	133,390
01-V36590	SALE OF FIXED ASSETS	145,501	50,000	50,000	50,000	50,000
01-V36988	BLDG. AMIN. & INSPECTIONS	3,473	5,000	3,000	3,000	3,000
01-V36981	ADMIN FEE-SOLID WASTE	40,904	20,000	50,000	50,000	50,000
01-V36990	OTHER MISCELLANEOUS REV	164,804	222,560	24,290	200,000	200,000
01-V36991	PUBLIC RECORDS REQUESTS	3,519	1,600	3,000	3,100	3,200
01-V36993	CHARGES FOR LIEN INFO	111,960	105,000	115,500	117,810	120,170
01-V36994	NOTARY FEE	2	-	-	-	-
01-V36996	INS. SUBROGATION-VEHICLES	66,796	80,000	110,000	110,000	110,000
01-V36997	INS. SUBROGATION-PROPERTY	-	40,000	60,000	60,000	60,000
Miscellaneous Revenues		\$1,490,796	\$1,152,860	\$754,600	\$1,100,690	\$1,255,761



GENERAL FUND REVENUE DETAIL (continued)

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST	
				FY23	FY24
<u>Appropriated Fund Balance</u>					
01-V38000 PRIOR YEAR SURPLUS	\$0	\$20,600,000	\$21,000,000	\$25,000,000	\$27,000,000
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$20,600,000</u>	<u>\$21,000,000</u>	<u>\$25,000,000</u>	<u>\$27,000,000</u>
<u>Operating Transfers In</u>					
01-V38118 TRANSFER IN-SEMINOLE MITIGATION FUND	\$500,000	\$700,000	\$1,500,000	\$1,500,000	\$1,500,000
01-V38125 TRANSFER IN-COMM IMP FUND	85,950	60,000	18,300	62,020	70,200
01-V38135 TRANSFER IN-UTILITY UNDGRND FUND	20,181	12,000	5,200	1,000	1,000
01-V38161 TRANSFER IN- GENERAL TRUST FUND	107,440	-	-	-	-
01-V38162 TRANSFER IN-LAW ENF. TRUST FUND	100,000	100,000	100,000	100,000	100,000
01-V38165 TRANSFER IN-GRANTS FUND	-	-	7,000,000	-	-
<u>Operating Transfers In</u>	<u>\$813,571</u>	<u>\$872,000</u>	<u>\$8,623,500</u>	<u>\$1,663,020</u>	<u>\$1,671,200</u>
<u>TOTAL GENERAL FUND</u>	<u>\$65,069,498</u>	<u>\$88,583,160</u>	<u>\$99,171,720</u>	<u>\$97,530,930</u>	<u>\$102,080,590</u>



SPECIAL REVENUE FUND REVENUE DETAIL

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23 FY24	
<u>STREET AND CONSTRUCTION MAINTENANCE FUND (11)</u>					
<u>Intergovernmental Revenues</u>					
11-V31241 FIRST LOCAL OPT FUEL TAX	\$545,227	\$575,800	\$583,560	\$601,070	\$619,110
11-V31242 SECOND LOCAL OPT FUEL TAX	385,577	409,160	413,370	425,770	438,550
11-V31261 COUNTY TRANSPORTATION SYSTEM SURTAX	-	-	-	-	-
11-V33147 FEDERAL TRANSPORTATION GRANTS	-	180,000	-	-	-
11-V33512 STATE REVENUE SHARING	438,129	461,970	460,800	474,630	488,870
11-V33815 COUNTY CONTR LOC BUS SERV	648,611	656,640	724,760	775,000	775,000
<u>Intergovernmental Revenues</u>	<u>\$2,017,544</u>	<u>\$2,283,570</u>	<u>\$2,182,490</u>	<u>\$2,276,470</u>	<u>\$2,321,530</u>
<u>Miscellaneous Revenues</u>					
11-V36110 INTEREST EARNINGS	\$5,494	\$4,800	\$650	\$1,000	\$1,100
11-V36130 NET CHANGE-FMV OF INVEST	(1,115)	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$4,379</u>	<u>\$4,800</u>	<u>\$650</u>	<u>\$1,000</u>	<u>\$1,100</u>
<u>Appropriated Fund Balance</u>					
11-V38000 PRIOR YEAR SURPLUS	\$0	\$101,870	\$100,000	\$81,570	\$87,360
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$101,870</u>	<u>\$100,000</u>	<u>\$81,570</u>	<u>\$87,360</u>
<u>TOTAL STREET & CONST. MAINT. FUND</u>	<u>\$2,021,923</u>	<u>\$2,390,240</u>	<u>\$2,283,140</u>	<u>\$2,359,040</u>	<u>\$2,409,990</u>
<u>TRANSPORTATION SURTAX FUND (12)</u>					
<u>Intergovernmental Revenues</u>					
12-V31261 COUNTY TRANSPORTATION SYSTEM SURTAX	\$0	\$7,010,600	\$0	\$0	\$0
<u>Intergovernmental Revenues</u>	<u>\$0</u>	<u>\$7,010,600</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>TOTAL TRANSPORTATION SURTAX FUND</u>	<u>\$0</u>	<u>\$7,010,600</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>COMMUNITY IMPROVEMENT FUND (14)</u>					
<u>Charges for Services</u>					
14-V34920 SEMINOLE MUN SVC FEES	\$2,500,234	\$3,228,760	\$3,353,730	\$3,441,350	\$3,531,360
<u>Charges for Services</u>	<u>\$2,500,234</u>	<u>\$3,228,760</u>	<u>\$3,353,730</u>	<u>\$3,441,350</u>	<u>\$3,531,360</u>
<u>Miscellaneous Revenues</u>					
14-V36110 INTEREST EARNINGS	\$86,190	\$60,000	\$18,300	\$62,020	\$70,200
14-V36130 NET CHANGE-FMV OF INVEST	11,094	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$97,284</u>	<u>\$60,000</u>	<u>\$18,300</u>	<u>\$62,020</u>	<u>\$70,200</u>
<u>Appropriated Fund Balance</u>					
14-V38000 PRIOR YEAR SURPLUS	\$0	\$4,900,000	\$5,500,000	\$6,221,720	\$7,019,360
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$4,900,000</u>	<u>\$5,500,000</u>	<u>\$6,221,720</u>	<u>\$7,019,360</u>
<u>TOTAL COMMUNITY IMPROVEMENT FUND</u>	<u>\$2,597,517</u>	<u>\$8,188,760</u>	<u>\$8,872,030</u>	<u>\$9,725,090</u>	<u>\$10,620,920</u>



SPECIAL REVENUE FUND REVENUE DETAIL (continued)

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23	FORECAST FY24
<u>AFFORDABLE HOUSING FUND (15)</u>					
<u>Impact Fees</u>					
15-V32440 AFFORDABLE HOUSING IMPACT	\$41,182	\$201,860	\$196,430	\$150,000	\$150,000
<u>Impact Fees</u>	<u>\$41,182</u>	<u>\$201,860</u>	<u>\$196,430</u>	<u>\$150,000</u>	<u>\$150,000</u>
<u>Miscellaneous Revenues</u>					
15-V36110 INTEREST EARNINGS	\$17,632	\$12,000	\$4,550	\$5,000	\$5,000
15-V36130 NET CHANGE-FMV OF INVEST	3,291	-	-	-	-
15-V36990 OTHER MISCELLANEOUS REV	29,353	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$50,276</u>	<u>\$12,000</u>	<u>\$4,550</u>	<u>\$5,000</u>	<u>\$5,000</u>
<u>Appropriated Fund Balance</u>					
15-V38000 PRIOR YEAR SURPLUS	\$0	\$1,200,000	\$1,300,000	\$1,500,980	\$1,655,980
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$1,200,000</u>	<u>\$1,300,000</u>	<u>\$1,500,980</u>	<u>\$1,655,980</u>
TOTAL AFFORDABLE HOUSING FUND	<u>\$91,459</u>	<u>\$1,413,860</u>	<u>\$1,500,980</u>	<u>\$1,655,980</u>	<u>\$1,810,980</u>
<u>COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) (16)</u>					
<u>Intergovernmental Revenues</u>					
16-V33150 CDBG GRANT	\$19,334	\$1,033,730	\$1,712,130	\$0	\$0
<u>Intergovernmental Revenues</u>	<u>\$19,334</u>	<u>\$1,033,730</u>	<u>\$1,712,130</u>	<u>\$0</u>	<u>\$0</u>
<u>Appropriated Fund Balance</u>					
16-V38000 PRIOR YEAR SURPLUS	\$0	\$0	\$15,000	\$0	\$0
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$0</u>	<u>\$15,000</u>	<u>\$0</u>	<u>\$0</u>
TOTAL CDBG GRANT FUND	<u>\$19,334</u>	<u>\$1,033,730</u>	<u>\$1,727,130</u>	<u>\$0</u>	<u>\$0</u>
<u>STATE HOUSING INITIATIVE PARTNERSHIP FUND (SHIP) (17)</u>					
<u>Intergovernmental Revenues</u>					
17-V33550 SHIP PROCEEDS	\$331,726	\$589,500	\$0	\$0	\$0
<u>Intergovernmental Revenues</u>	<u>\$331,726</u>	<u>\$589,500</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Miscellaneous Revenues</u>					
17-V36110 INTEREST EARNINGS	\$5,611	\$0	\$0	\$0	\$0
17-V36130 NET CHANGE-FMV OF INVEST	1,980	-	-	-	-
<u>Operating Transfers In</u>	<u>\$7,590</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Appropriated Fund Balance</u>					
17-V38000 PRIOR YEAR SURPLUS	\$0	\$393,410	\$0	\$0	\$0
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$393,410</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL SHIP GRANT FUND	<u>\$339,316</u>	<u>\$982,910</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



SPECIAL REVENUE FUND REVENUE DETAIL (continued)

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST	
				FY23	FY24
<u>SEMINOLE MITIGATION FUND (18)</u>					
<u>Charges for Services</u>					
18-V34921 SEMINOLE MITIGATION FEES	\$2,017,502	\$2,646,660	\$2,723,480	\$2,791,570	\$2,861,350
<u>Charges for Services</u>	<u>\$2,017,502</u>	<u>\$2,646,660</u>	<u>\$2,723,480</u>	<u>\$2,791,570</u>	<u>\$2,861,350</u>
<u>Miscellaneous Revenues</u>					
18-V36110 INTEREST EARNINGS	\$62,178	\$20,000	\$16,350	\$40,830	\$49,180
18-V36130 NET CHANGE-FMV OF INVEST	10,863	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$73,041</u>	<u>\$20,000</u>	<u>\$16,350</u>	<u>\$40,830</u>	<u>\$49,180</u>
<u>Appropriated Fund Balance</u>					
18-V38000 PRIOR YEAR SURPLUS	\$0	\$1,885,000	\$3,345,000	\$4,084,830	\$4,917,230
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$1,885,000</u>	<u>\$3,345,000</u>	<u>\$4,084,830</u>	<u>\$4,917,230</u>
<u>TOTAL SEMINOLE MITIGATION FUND</u>	<u>\$2,090,543</u>	<u>\$4,551,660</u>	<u>\$6,084,830</u>	<u>\$6,917,230</u>	<u>\$7,827,760</u>
<u>LAW ENFORCEMENT TRUST FUND (62)</u>					
<u>Miscellaneous Revenues</u>					
62-V35125 CONFISCATED PROPERTY - DOJ	\$320,410	\$0	\$0	\$0	\$0
62-V36110 INTEREST EARNINGS	17,667	-	-	-	-
62-V36130 NET CHANGE-FMV OF INVEST	3,137	-	-	-	-
62-V36590 SALES OF FIXED ASSETS	75	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$341,289</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Appropriated Fund Balance</u>					
62-V38000 PRIOR YEAR SURPLUS	\$0	\$436,800	\$100,000	\$75,000	\$75,000
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$436,800</u>	<u>\$100,000</u>	<u>\$75,000</u>	<u>\$75,000</u>
<u>TOTAL LAW ENFORCEMENT TRUST FUND</u>	<u>\$341,289</u>	<u>\$436,800</u>	<u>\$100,000</u>	<u>\$75,000</u>	<u>\$75,000</u>
<u>GRANTS FUND (65)</u>					
<u>Intergovernmental Revenues</u>					
65-V33169 OTHER HUMAN SERVICES	\$0	\$0	\$4,298,730	\$0	\$0
65-V38940 GRANTS AND DONATIONS	-	-	2,700,000	-	-
<u>Intergovernmental Revenues</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,998,730</u>	<u>\$0</u>	<u>\$0</u>
<u>Appropriated Fund Balance</u>					
65-V38000 PRIOR YEAR SURPLUS	\$0	\$0	\$4,298,730	\$0	\$0
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$0</u>	<u>\$4,298,730</u>	<u>\$0</u>	<u>\$0</u>
<u>TOTAL GRANTS FUND</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,297,460</u>	<u>\$0</u>	<u>\$0</u>



DEBT SERVICE FUND REVENUE DETAIL

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23	FY24
<u>DEBT SERVICE FUND (21)</u>					
<u>Miscellaneous Revenues</u>					
21-V36110 INTEREST EARNINGS	\$2,246	\$0	\$0	\$0	\$0
21-V36130 NET CHANGE-FMV OF INVEST	393	-	-	-	-
Miscellaneous Revenues	\$2,639	\$0	\$0	\$0	\$0
<u>Operating Transfers In</u>					
21-V38114 TRANSFER IN-COMMUNITY IMP	\$2,418,351	\$2,523,030	\$2,458,610	\$2,465,990	\$2,466,670
Operating Transfers In	\$2,418,351	\$2,523,030	\$2,458,610	\$2,465,990	\$2,466,670
<u>Appropriated Fund Balance</u>					
21-V38000 PRIOR YEAR SURPLUS	\$0	\$0	\$50,000	\$0	\$0
Appropriated Fund Balance	\$0	\$0	\$50,000	\$0	\$0
TOTAL DEBT SERVICE FUND	\$2,420,990	\$2,523,030	\$2,508,610	\$2,465,990	\$2,466,670



CAPITAL PROJECTS FUND REVENUE DETAIL

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23	FORECAST FY24
<u>PARKS IMPROVEMENT FUND (31)</u>					
<u>Impact Fees</u>					
31-V32460 PKS & REC IMPACT FEES	\$0	\$265,000	\$315,000	\$300,000	\$300,000
Impact Fees	<u>\$0</u>	<u>\$265,000</u>	<u>\$315,000</u>	<u>\$300,000</u>	<u>\$300,000</u>
<u>Miscellaneous Revenues</u>					
31-V36110 INTEREST EARNINGS	\$4,899	\$2,000	\$650	\$1,000	\$1,200
31-V36130 NET CHANGE-FMV OF INVEST	(438)	-	-	-	-
Miscellaneous Revenues	<u>\$4,461</u>	<u>\$2,000</u>	<u>\$650</u>	<u>\$1,000</u>	<u>\$1,200</u>
<u>Appropriated Fund Balance</u>					
31-V38000 PRIOR YR SURPLUS	\$0	\$0	\$0	\$315,650	\$616,650
Appropriated Fund Balance	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$315,650</u>	<u>\$616,650</u>
TOTAL PARKS IMPROVEMENT FUND	<u>\$4,461</u>	<u>\$267,000</u>	<u>\$315,650</u>	<u>\$616,650</u>	<u>\$917,850</u>
<u>CAPITAL PROJECTS FINANCING FUND (32)</u>					
<u>Intergovernmental Revenues</u>					
32-V31261 COUNTY TRANSPORTATION SYSTEM SURTAX	\$0	\$0	\$0	\$0	\$0
Intergovernmental Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Miscellaneous Revenues</u>					
32-V38420 LOAN PROCEEDS	\$0	\$0	\$0	\$10,000,000	\$10,000,000
32-V36110 INTEREST EARNINGS	192,511	120,000	40,400	200,000	200,000
32-V36130 NET CHANGE-FMV OF INVEST	24,584	-	-	-	-
Miscellaneous Revenues	<u>\$217,095</u>	<u>\$120,000</u>	<u>\$40,400</u>	<u>\$10,200,000</u>	<u>\$10,200,000</u>
<u>Appropriated Fund Balance</u>					
32-V38000 PRIOR YR SURPLUS	\$0	\$5,400,000	\$4,400,000	\$1,967,400	\$4,188,810
Appropriated Fund Balance	<u>\$0</u>	<u>\$5,400,000</u>	<u>\$4,400,000</u>	<u>\$1,967,400</u>	<u>\$4,188,810</u>
TOTAL CAPITAL PROJECTS FINANCING FUND	<u>\$217,095</u>	<u>\$5,520,000</u>	<u>\$4,440,400</u>	<u>\$12,167,400</u>	<u>\$14,388,810</u>
<u>2009 CAPITAL PROJECTS FUND (33)</u>					
<u>Miscellaneous Revenues</u>					
33-V36110 INTEREST EARNINGS	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Appropriated Fund Balance</u>					
33-V38000 PRIOR YEAR SURPLUS	\$0	\$6,200	\$40,000	\$35,000	\$35,000
Appropriated Fund Balance	<u>\$0</u>	<u>\$6,200</u>	<u>\$40,000</u>	<u>\$35,000</u>	<u>\$35,000</u>
TOTAL 2009 CAPITAL PROJECTS FUND	<u>\$0</u>	<u>\$6,200</u>	<u>\$40,000</u>	<u>\$35,000</u>	<u>\$35,000</u>
<u>UTILITY UNDERGROUND FUND (35)</u>					
<u>Miscellaneous Revenues</u>					
35-V36110 INTEREST EARNINGS	\$20,414	\$12,000	\$5,200	\$1,000	\$1,000
35-V36130 NET CHANGE-FMV OF INVEST	3,521	-	-	-	-
Miscellaneous Revenues	<u>\$23,935</u>	<u>\$12,000</u>	<u>\$5,200</u>	<u>\$1,000</u>	<u>\$1,000</u>
<u>Appropriated Fund Balance</u>					
35-V38000 PRIOR YEAR SURPLUS	\$0	\$700,000	\$720,000	\$116,890	\$117,890
Appropriated Fund Balance	<u>\$0</u>	<u>\$700,000</u>	<u>\$720,000</u>	<u>\$116,890</u>	<u>\$117,890</u>
TOTAL UTILITY UNDERGROUND FUND	<u>\$23,935</u>	<u>\$712,000</u>	<u>\$725,200</u>	<u>\$117,890</u>	<u>\$118,890</u>



CAPITAL PROJECTS FUND REVENUE DETAIL (continued)

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST FY23 FY24	
<u>PUBLIC SAFETY FUND (36)</u>					
<u>Impact Fees</u>					
36-V32410 POLICE IMPACT FEES	\$98,693	\$349,180	\$320,150	\$320,000	\$320,000
36-V32411 FIRE IMPACT FEES	36,805	151,660	155,030	150,000	150,000
Impact Fees	\$135,499	\$500,840	\$475,180	\$470,000	\$470,000
<u>Miscellaneous Revenues</u>					
36-V36110 INTEREST EARNINGS	\$18,882	\$12,000	\$5,200	\$5,200	\$5,200
36-V36130 NET CHANGE-FMV OF INVEST	3,579	-	-	-	-
Miscellaneous Revenues	\$22,461	\$12,000	\$5,200	\$5,200	\$5,200
<u>Appropriated Fund Balance</u>					
36-V38000 PRIOR YEAR SURPLUS	\$0	\$1,285,000	\$789,900	\$1,270,280	\$1,745,480
Appropriated Fund Balance	\$0	\$1,285,000	\$789,900	\$1,270,280	\$1,745,480
TOTAL PUBLIC SAFETY FUND	\$157,960	\$1,797,840	\$1,270,280	\$1,745,480	\$2,220,680
<u>CAPITAL IMPROVEMENT PROGRAM FUND (39)</u>					
<u>Intergovernmental Revenues</u>					
39-V31261 COUNTY TRANSPORTATION SYSTEM SURTAX	\$0	\$0	\$0	\$0	\$0
39-V33737 BRWD COUNTY GRANTS	-	360,000	-	-	-
Intergovernmental Revenues	\$0	\$360,000	\$0	\$0	\$0
<u>Miscellaneous Revenues</u>					
39-V36110 INTEREST EARNINGS	\$94,893	\$48,000	\$19,650	\$20,000	\$20,000
39-V36130 NET CHANGE-FMV OF INVEST	17,100	-	-	-	-
39-V36987 SEMINOLE COMPACT	712,369	-	1,000,000	1,000,000	1,000,000
Miscellaneous Revenues	\$824,362	\$48,000	\$1,019,650	\$1,020,000	\$1,020,000
<u>Operating Transfers In</u>					
39-V38101 TRANSFER IN-GENERAL FUND	\$2,800,000	\$1,000,000	\$3,000,000	\$2,000,000	\$2,000,000
Operating Transfers In	\$2,800,000	\$1,000,000	\$3,000,000	\$2,000,000	\$2,000,000
<u>Appropriated Fund Balance</u>					
39-V38000 PRIOR YEAR SURPLUS	\$0	\$910,000	\$445,000	\$36,450	\$0
Appropriated Fund Balance	\$0	\$910,000	\$445,000	\$36,450	\$0
<u>Sale of Land</u>					
39-V38430 SALE OF LAND	\$0	\$200,000	\$0	\$0	\$0
Sale of Land	\$0	\$200,000	\$0	\$0	\$0
TOTAL CAPITAL IMPROVEMENT PROG FUND	\$3,624,362	\$2,518,000	\$4,464,650	\$3,056,450	\$3,020,000



ENTERPRISE FUND REVENUE DETAIL

	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST	
				FY23	FY24
<u>WATER AND WASTEWATER FUND (41)</u>					
<u>Intergovernmental Revenues</u>					
41-V33438 STATE GRANTS-SEWER PROJECTS	\$150,000	\$0	\$0	\$0	\$0
<u>Intergovernmental Revenues</u>	<u>\$150,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
<u>Charges for Services</u>					
41-V34331 WATER SALES	\$12,983,333	\$13,300,000	\$13,300,000	\$13,632,500	\$13,973,310
41-V34332 METER SET FEES	5,463	10,000	6,000	10,000	10,000
41-V34333 RECLAIMED WATER SALES	1,581	3,000	3,000	3,000	3,000
41-V34334 BACKFLOW PREVENTION	110,220	126,900	126,900	126,900	126,900
41-V34351 SEWER SALES	8,887,548	9,000,000	9,000,000	9,225,000	9,455,630
41-V34365 W/S-OTHER INCOME	81,162	100,000	100,000	100,000	100,000
41-V34369 FIRE LINE	105,003	105,000	105,000	105,000	105,000
<u>Charges for Services</u>	<u>\$22,174,310</u>	<u>\$22,644,900</u>	<u>\$22,640,900</u>	<u>\$23,202,400</u>	<u>\$23,773,840</u>
<u>Miscellaneous Revenues</u>					
41-V36110 INTEREST EARNINGS	\$561,045	\$360,000	\$130,500	\$400,000	\$400,000
41-V36130 NET CHANGE-FMV OF INVEST	84,010	-	-	-	-
41-V36410 GAIN/LOSS DISPOSAL	(25,531)	-	-	-	-
41-V36983 COLLECTION FEES	32	-	-	-	-
41-V36990 OTHER MISCELLANEOUS REV	14,258	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$633,814</u>	<u>\$360,000</u>	<u>\$130,500</u>	<u>\$400,000</u>	<u>\$400,000</u>
<u>Appropriated Fund Balance</u>					
41-V38000 PRIOR YEAR SURPLUS	\$0	\$7,895,390	\$3,872,710	\$3,777,550	\$2,811,690
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$7,895,390</u>	<u>\$3,872,710</u>	<u>\$3,777,550</u>	<u>\$2,811,690</u>
<u>TOTAL WATER AND WASTEWATER FUND</u>	<u>\$22,958,124</u>	<u>\$30,900,290</u>	<u>\$26,644,110</u>	<u>\$27,379,950</u>	<u>\$26,985,530</u>
<u>WATER/SEWER CAPITAL IMPROVEMENT FUND (42)</u>					
<u>Impact Fees</u>					
42-V32420 WATER/SEWER IMPACT FEES	\$109,395	\$384,000	\$325,000	\$0	\$0
<u>Impact Fees</u>	<u>\$109,395</u>	<u>\$384,000</u>	<u>\$325,000</u>	<u>\$0</u>	<u>\$0</u>
<u>Miscellaneous Revenues</u>					
42-V36110 INTEREST EARNINGS	\$83,472	\$60,000	\$20,250	\$2,000	\$2,000
42-V36130 NET CHANGE-FMV OF INVEST	14,569	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$98,041</u>	<u>\$60,000</u>	<u>\$20,250</u>	<u>\$2,000</u>	<u>\$2,000</u>
<u>Appropriated Fund Balance</u>					
42-V38000 PRIOR YEAR SURPLUS	\$0	\$5,300,000	\$500,000	\$846,250	\$848,250
<u>Appropriated Fund Balance</u>	<u>\$0</u>	<u>\$5,300,000</u>	<u>\$500,000</u>	<u>\$846,250</u>	<u>\$848,250</u>
<u>TOTAL WATER/SEWER CAPITAL IMP. FUND</u>	<u>\$207,436</u>	<u>\$5,744,000</u>	<u>\$845,250</u>	<u>\$848,250</u>	<u>\$850,250</u>



ENTERPRISE FUND REVENUE DETAIL (continued)

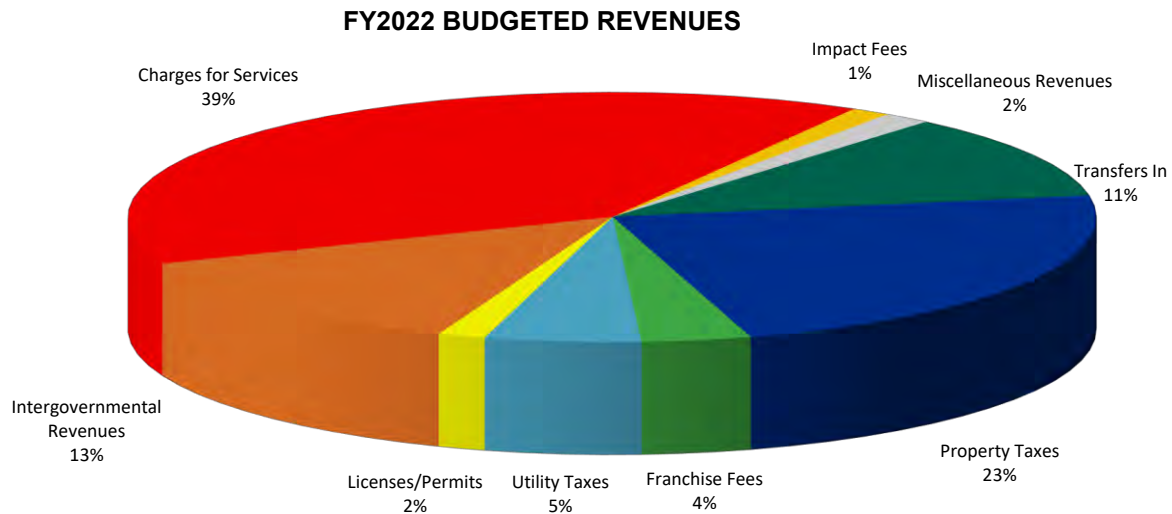
	FY20 ACTUAL	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET	FORECAST	
				FY23	FY24
<u>STORMWATER MANAGEMENT FUND (45)</u>					
<u>Charges for Services</u>					
45-V34372 STORMWATER FEES	\$1,788,348	\$1,831,320	\$1,920,190	\$1,968,200	\$2,017,410
<u>Charges for Services</u>	<u>\$1,788,348</u>	<u>\$1,831,320</u>	<u>\$1,920,190</u>	<u>\$1,968,200</u>	<u>\$2,017,410</u>
<u>Miscellaneous Revenues</u>					
45-V36110 INTEREST EARNINGS	\$76,999	\$54,000	\$19,600	\$60,000	\$60,000
45-V36130 NET CHANGE-FMV OF INVEST	14,427	-	-	-	-
45-V36410 GAIN/LOSS DISPOSAL	(967)	-	-	-	-
<u>Miscellaneous Revenues</u>	<u>\$90,459</u>	<u>\$54,000</u>	<u>\$19,600</u>	<u>\$60,000</u>	<u>\$60,000</u>
<u>Appropriated Fund Balance</u>					
45-V38000 PRIOR YEAR SURPLUS	\$0	\$4,600,000	\$4,700,000	\$4,609,180	\$4,490,160
<u>Appropriated Retained Earnings</u>	<u>\$0</u>	<u>\$4,600,000</u>	<u>\$4,700,000</u>	<u>\$4,609,180</u>	<u>\$4,490,160</u>
<u>TOTAL STORMWATER MGMT FUND</u>	<u>\$1,878,807</u>	<u>\$6,485,320</u>	<u>\$6,639,790</u>	<u>\$6,637,380</u>	<u>\$6,567,570</u>



ANALYSIS OF REVENUE SOURCES

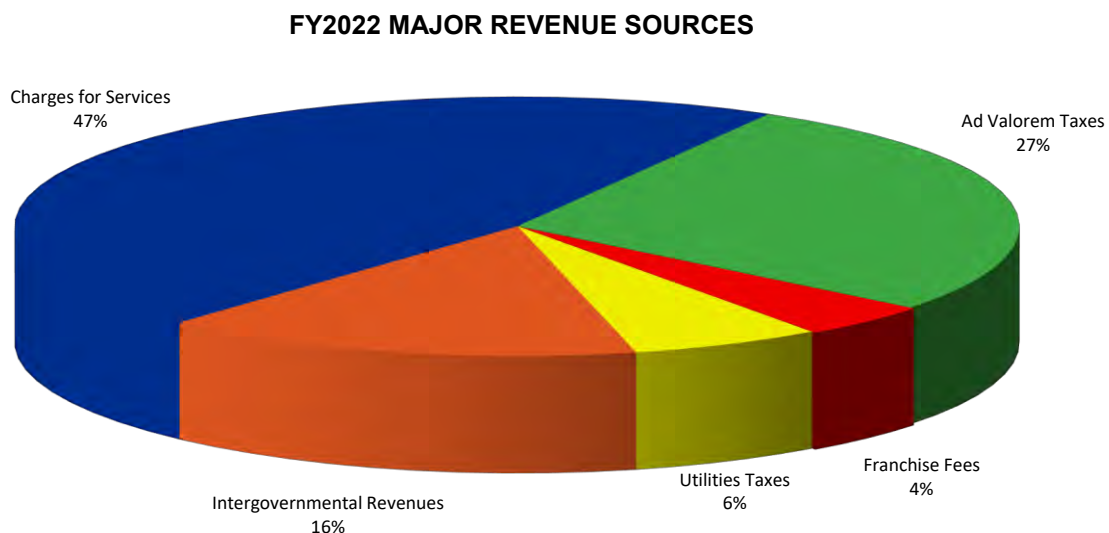
Trends and Forecast

The graph below represents FY2022 budgeted general revenues totaling \$127,754,890 excluding loan proceeds and appropriated fund balances.



Major revenue sources for the City of Coconut Creek are property taxes, franchise fees, utility taxes, intergovernmental revenues, and charges for services. These major revenues account for approximately 95% of FY2022 budgeted revenues not including operating transfers in or 85% of FY2022 budgeted revenues including operating transfers in.

The graph below illustrates the percentage breakdown of each major revenue source against the total of all major revenues (\$107,971,420).



The following pages will discuss each major revenue source, the underlying assumptions for each revenue estimate, and significant revenue trends.



ANALYSIS OF REVENUE SOURCES

Trends and Forecast

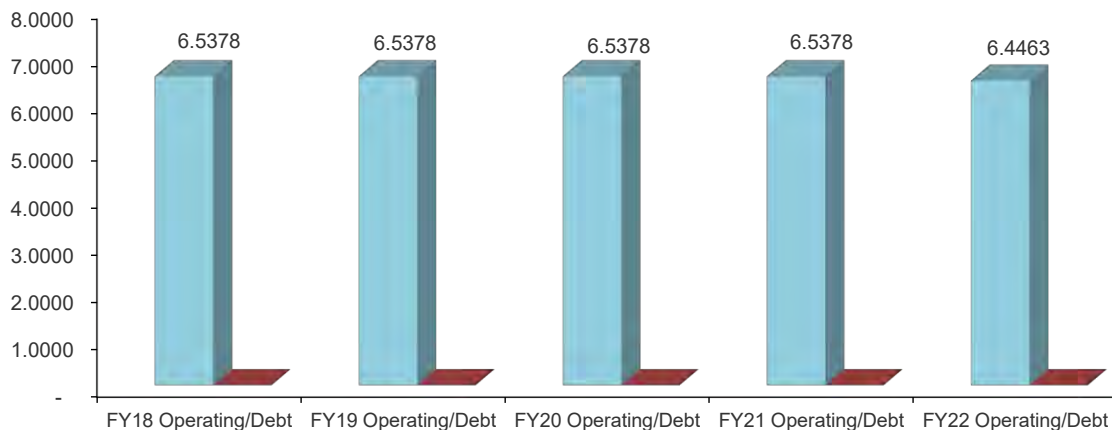
Property Tax

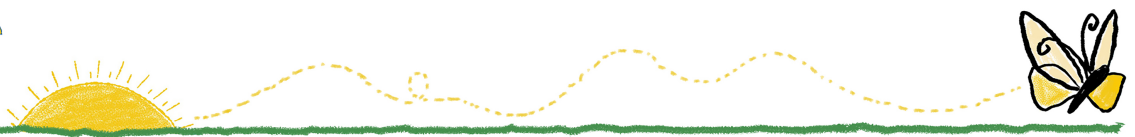
The single largest revenue source funding Coconut Creek's general operations continues to be property taxes. The graph below illustrates the historic, FY2021 estimated, and FY2022 budgeted property tax revenues for the City. As illustrated, there is no debt millage and the FY2022 operating millage has remained the same for the last three years. The City is decreasing the operating millage to 6.4463 mills in an effort to mitigate the economic hardships residents endured during the recent pandemic. Property tax revenue is expected to increase by \$898,210, as a result of an increase in taxable value due to reassessments and new construction. The property tax revenue forecasts were determined based on a financial forecast analysis prepared by staff.

PROPERTY TAX REVENUES (IN THOUSANDS)



PROPERTY TAX MILLAGE RATES





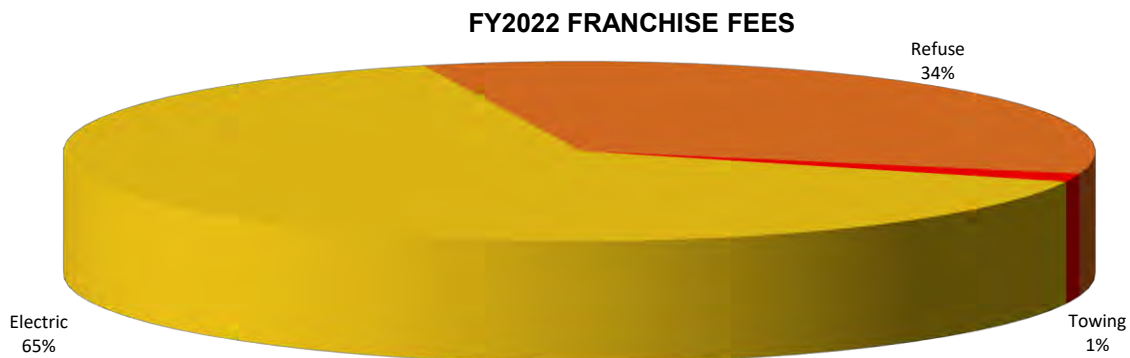
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Franchise Fees

Franchise Fees are negotiated fixed fees to a company or utility for the use of municipal right-of-ways (poles, lines, pipes, etc.) and may include the value of the right for the utility to be the exclusive provider of its services within the City. The City has franchise agreements for electricity, solid waste, towing, and propane gas.

The graph below illustrates each type of franchise fee as a percentage of total franchise fees (\$4,648,090).



Franchise Fee-Electric

The City's largest franchise agreement is for electricity. The franchise fee for electricity is a fee charged to Florida Power and Light (FPL) to provide services to Coconut Creek residents. The current fee is 5.9% of the total annual gross revenues FPL receives from the citizens of Coconut Creek. It is expected to grow slowly in future years. The revenue estimates were determined based on a financial forecast analysis prepared by staff based on historical data and the current economic environment.

FRANCHISE FEE-ELECTRIC (IN THOUSANDS)





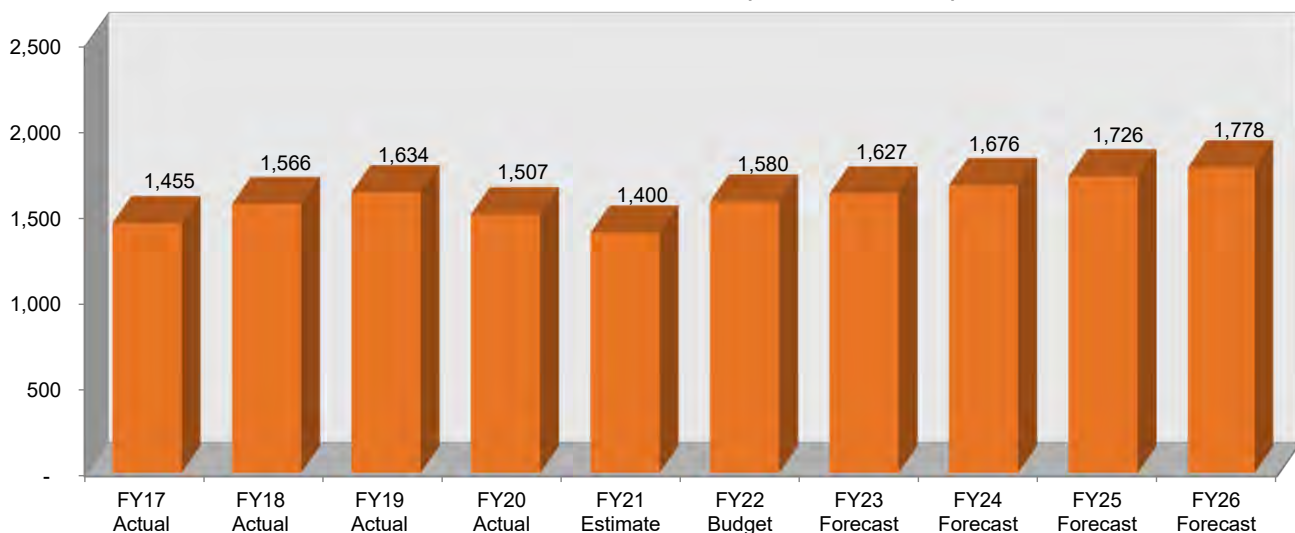
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Franchise Fee-Refuse

The City has a franchise agreement for solid waste services. The franchise fee is for the collection, hauling, and disposal of solid waste. The franchise fee is a flat rate which is subject to annual increases. Historically, this revenue has seen steady increases, however the impacts of COVID-19 were felt in FY2020 and FY2021. An increase is anticipated for FY2022 as the economy recovers from the effects of the pandemic and are expected to gradually increase in future years due to growth of the City. The revenue estimates were determined based on a financial forecast analysis prepared by staff and the contractual increases in the franchise fee.

FRANCHISE FEE-REFUSE (IN THOUSANDS)

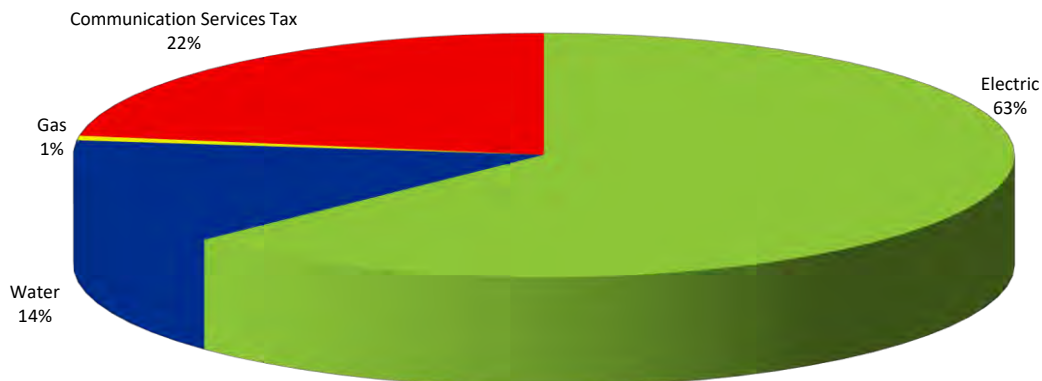


Utility Taxes

The City collects utility taxes for electric, water, gas, and communication services. Minimal increases in utility taxes are anticipated for FY2022. As with the franchise fees, revenue derived from utility taxes is expected to increase gradually with the growth of the City.

The graph below illustrates each utility tax as a percentage of total utility taxes (\$6,626,250).

FY2022 UTILITY TAXES





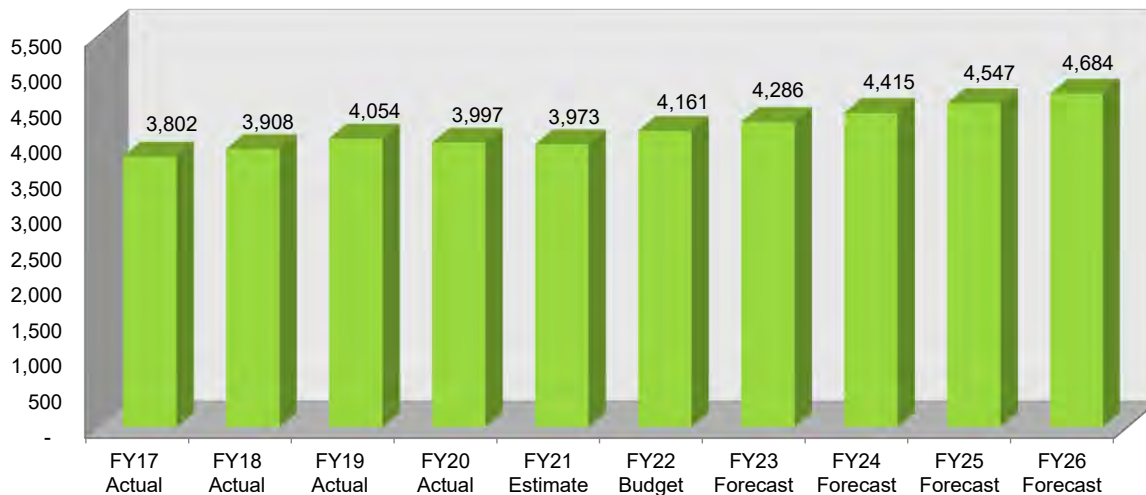
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Utility Tax-Electric

The City collects utility taxes for electricity equal to 10% of the total utility receipts FPL collects from the citizens of Coconut Creek. This revenue has seen decreases in the past year due to COVID-19, but is trending to increase in FY2022 as the economy shows signs of recovery and new developments are completed. The revenue estimates were determined based on a financial forecast analysis prepared by staff based on historical data and the current economic environment.

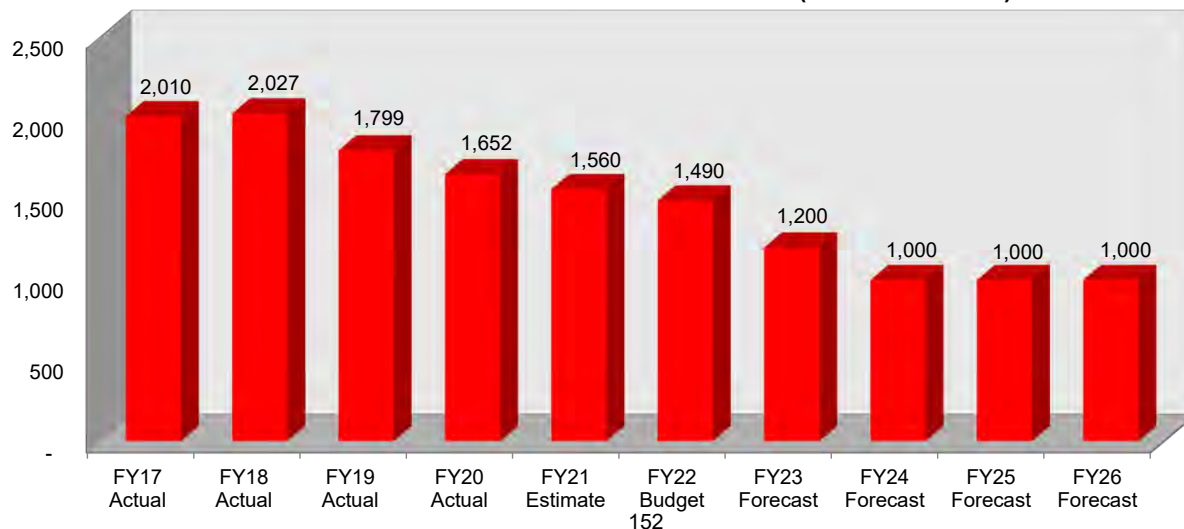
UTILITY TAX-ELECTRIC (IN THOUSANDS)



Utility Tax-Communication Services Tax (CST)

As of 2001, Communications Service Tax (CST) replaced the Telecommunications Utility Service Tax, Telecommunications Franchise Fees, and Cable TV Franchise Fees. The CST is charged at the maximum rate per Florida Statutes at 5.22% on all communications services, including voice, data, audio, video or any other information or signal transmitted by any medium that originates within the City and terminates within the state. The CST is collected and distributed by the State of Florida. Revenue estimates are projected by the state to be used by local agencies during budget preparation. Revenue forecasts were determined based on a financial analysis prepared by staff based on historical data and the current economic environment.

UTILITY TAX-COMMUNICATION SERVICES (IN THOUSANDS)





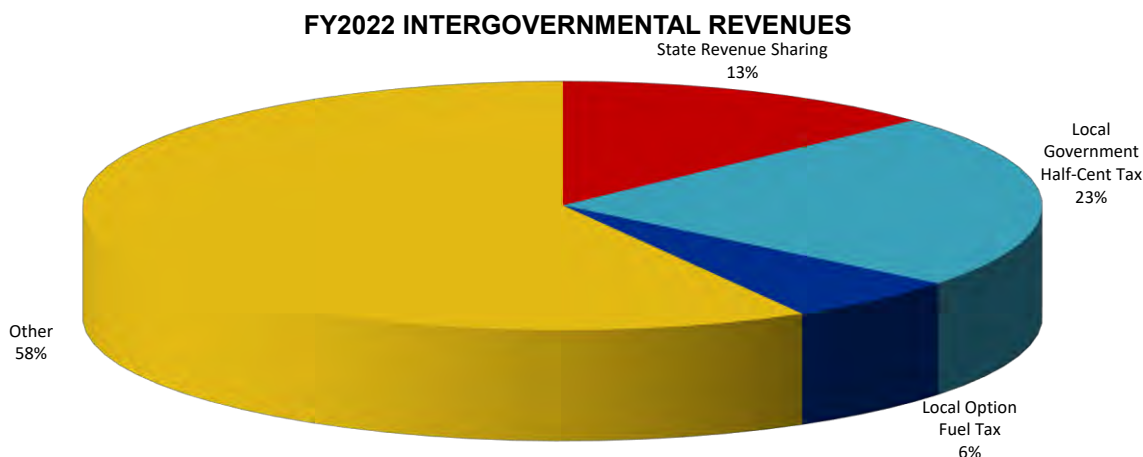
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Intergovernmental Revenues

Intergovernmental revenue consists of revenues that are received from other government agencies. The majority of these revenues consist of the recently approved one-cent County Surtax, State Sales Tax, State Shared Revenue, and Local Option Fuel Tax. Other revenues in this category consist of federal, state, and local grants and shared revenue from the County. Reductions in these revenues were felt state-wide the past couple of years by COVID-19 due to city, county, and state long-term closures and/or significantly modified operations and revised revenue distributions. With businesses resuming pre-pandemic operations an increase has been budgeted for FY2022.

The graph below illustrates the percentage of each intergovernmental revenue type against the total of all intergovernmental revenues (\$16,715,410).



Broward County Transportation Surtax

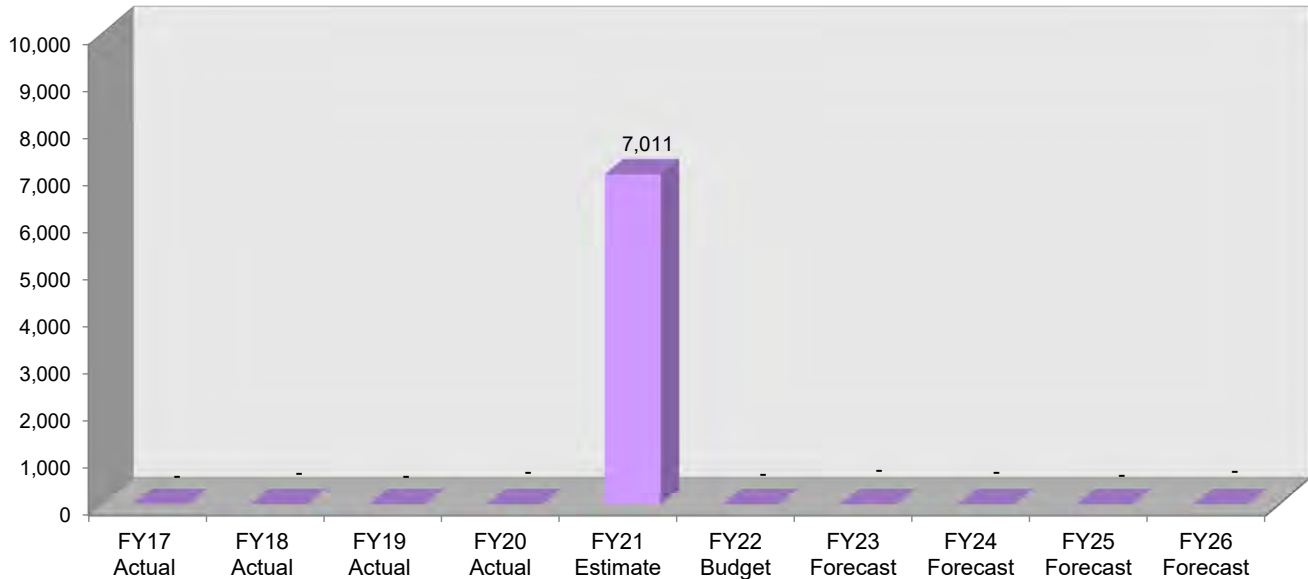
In November 2018, Broward County voters approved a 30-year one cent surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. This revenue stream will provide some much needed relief to 31 municipalities, including Coconut Creek, who currently funds its transportation programs through local option gas tax revenues and general revenue funds (derived from property taxes and other sources). The surtax will provide much needed funding to address aging transportation infrastructure and traffic congestion. Broward County has approved approximately \$3.8 million in surtax funding for new capital and repair and maintenance for three projects that have included in the Capital Improvement Program (CIP) - Comprehensive Street Improvement Program, Bus Shelter and Bus Stop Rehabilitation, and the Sample Road Multi-Purpose Pathway. Because the future funding of City's CIP projects with this source is uncertain, projected revenues cannot be calculated and are therefore not included as part of the City's budget.



ANALYSIS OF REVENUE SOURCES

Trends and Forecast

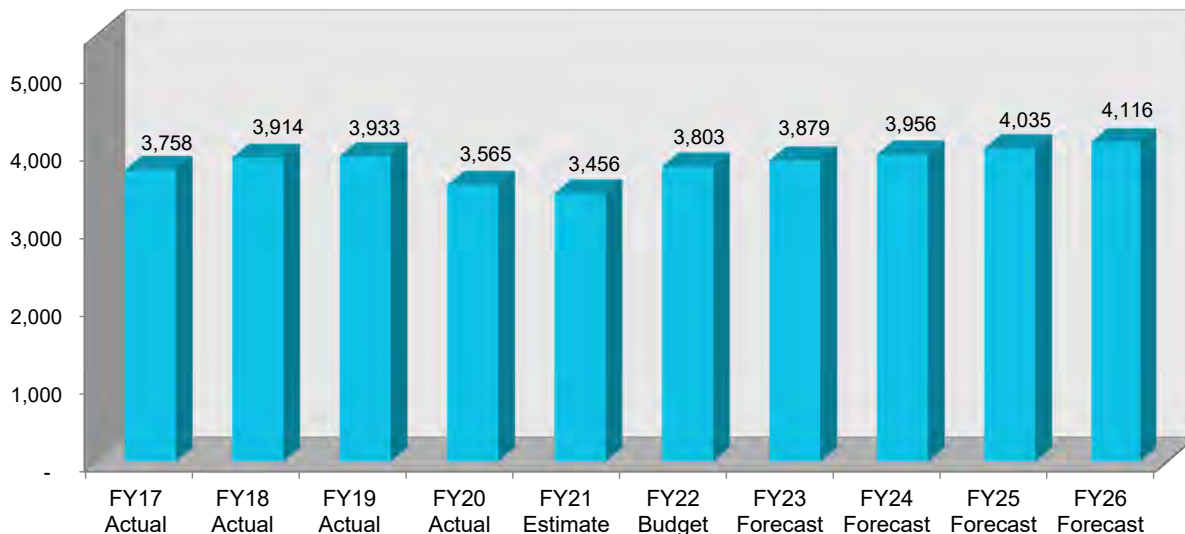
BROWARD COUNTY TRANSPORTATION SURTAX (IN THOUSANDS)

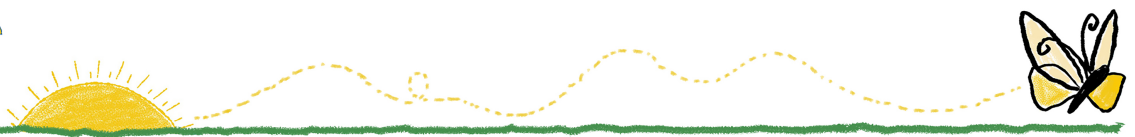


Local Government Half-Cent Tax

The State of Florida collects the Local Government Half-Cent Sales Tax. The state distributes net sales tax revenues to counties and municipalities that meet strict eligibility requirements. Allocation formulas serve as the basis for this distribution and its primary focus is to provide relief from ad valorem and utility taxes in addition to providing counties and municipalities with revenues for local programs. Like many other intergovernmental revenues, the Local Government Half-Cent Sales Tax decreased in FY2020 and are anticipated to see continued decreases into FY2022. With a recovering economy, an increase has been budgeted for FY2022 with gradual increases expected in future years. Estimated revenue is provided by the state each year. Revenue forecasts were determined based on a financial analysis prepared by staff based on historical data and the current economic environment.

LOCAL GOVERNMENT HALF-CENT TAX (IN THOUSANDS)





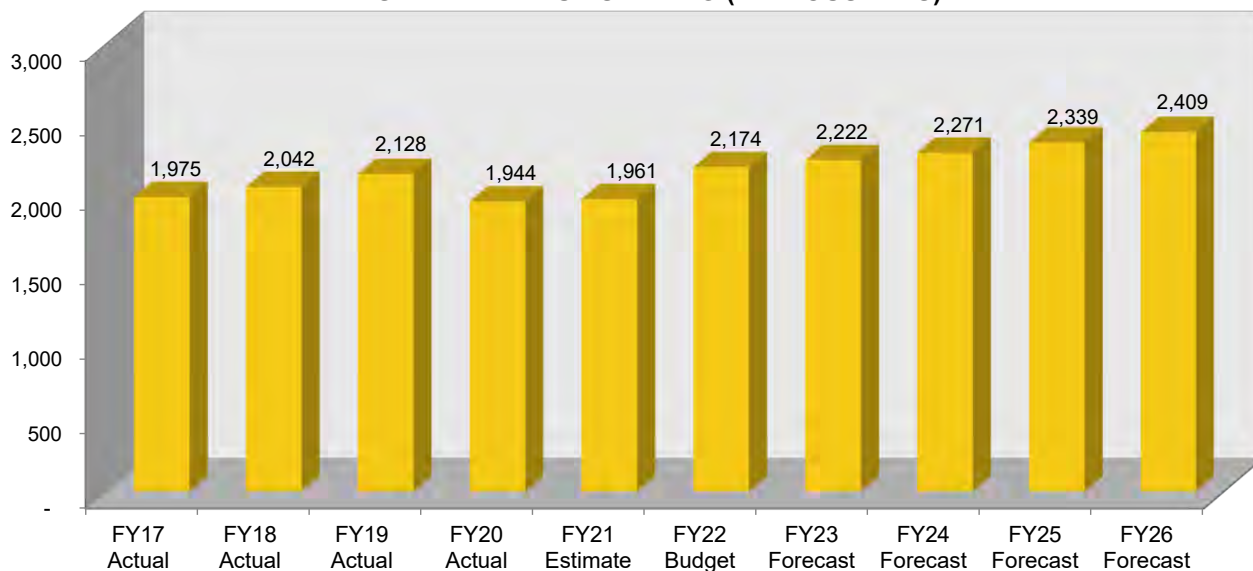
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

State Revenue Sharing

State revenue is generated from three sources: (1) a percentage of sales and use tax collections, (2) 12.5% of the state alternative fuel user decal fee collections, and (3) the net collections from a one-cent municipal fuel tax. The State of Florida collects the revenue and disburses directly to municipalities. An allocation formula serves as the basis for the distribution of these revenues, which is provided by the State of Florida. General Fund collects 78.8% of the total with the remaining 21.2% accounted for in the Street Construction and Maintenance, Special Revenue Fund. With economic activity limited in FY2020-2021, the City is anticipated to see increases in this revenue source in FY2022 and future years.

STATE REVENUE SHARING (IN THOUSANDS)



Local Option Fuel Tax

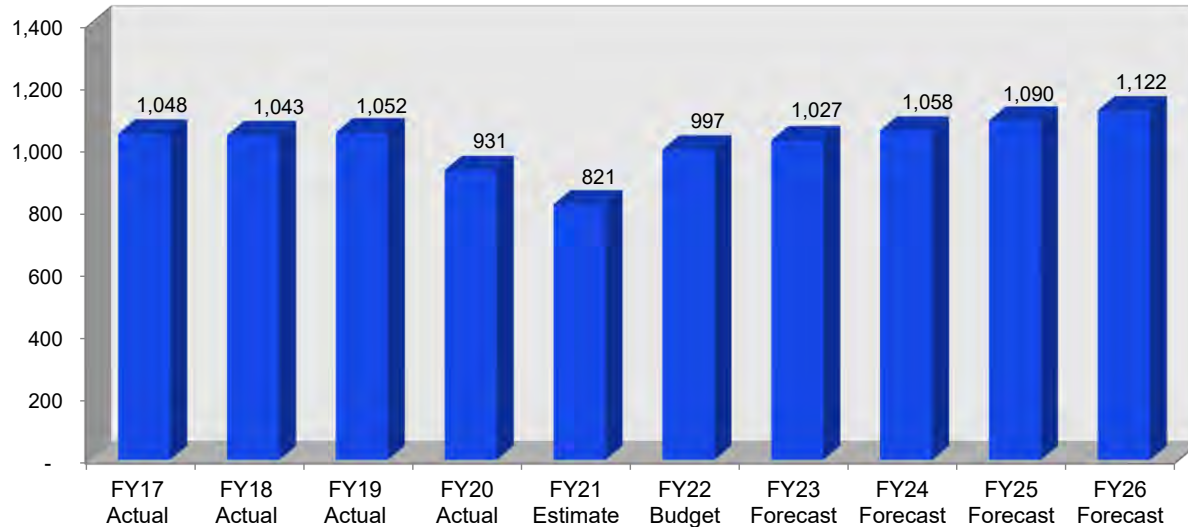
Broward County levies a total of 12 cents per gallon of which 10 cents is shared with the cities. The 10 cents is comprised of the full 6 cents (original) allowed by Florida Statute §336.025(1)(a) and 4 cents (additional) allowed by Florida Statute §336.025(1)(b). The first tax is applicable to all motor fuel and diesel fuel (formerly called special fuel) sold at wholesale in the County, while the second exempts diesel fuel. The first local option gas tax of 6 cents is shared with the City through an interlocal agreement while the second local option gas tax of 4 cents is shared through two additional agreements. The City of Coconut Creek receives revenue proceeds from the aforementioned taxes to fund costs associated with the development, construction, maintenance, and operation of the City's transportation services. Revenue forecasts were determined based on a financial analysis prepared by staff based on historical data and the current economic environment.



ANALYSIS OF REVENUE SOURCES

Trends and Forecast

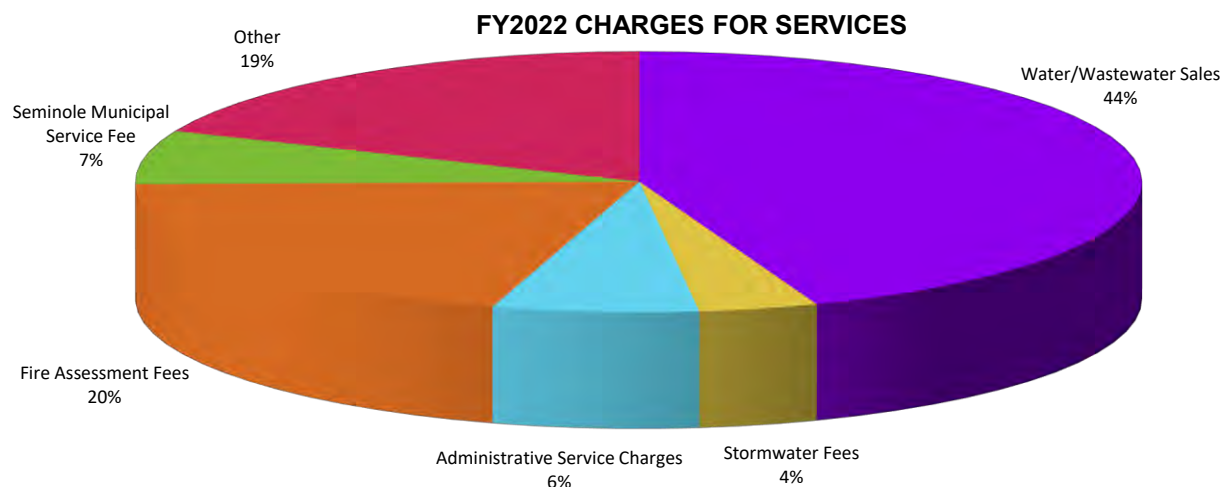
LOCAL OPTION FUEL TAX (IN THOUSANDS)



Charges for Services

Charges for Services represents fees charged as a result of direct benefit or in lieu of other charges. Water and wastewater sales account for a significant portion of revenues in the charges for services category. The other major revenues in this category include Stormwater Fees, Administrative Charges, Fire Assessment Fees, Seminole Mitigation Fees, and the Seminole Municipal Service Fee. Other charges for services include parks and recreation fees, miscellaneous police fees, EMS transport fees, and other miscellaneous fees. Unfortunately, COVID-19 cancelled many revenue generating programs and services, however with the City resuming normal business operations and projected population growth, an increase has been budgeted for FY2022.

The graph below illustrates the percentage of each charges for services type against the total of all charges for services (\$50,346,900).





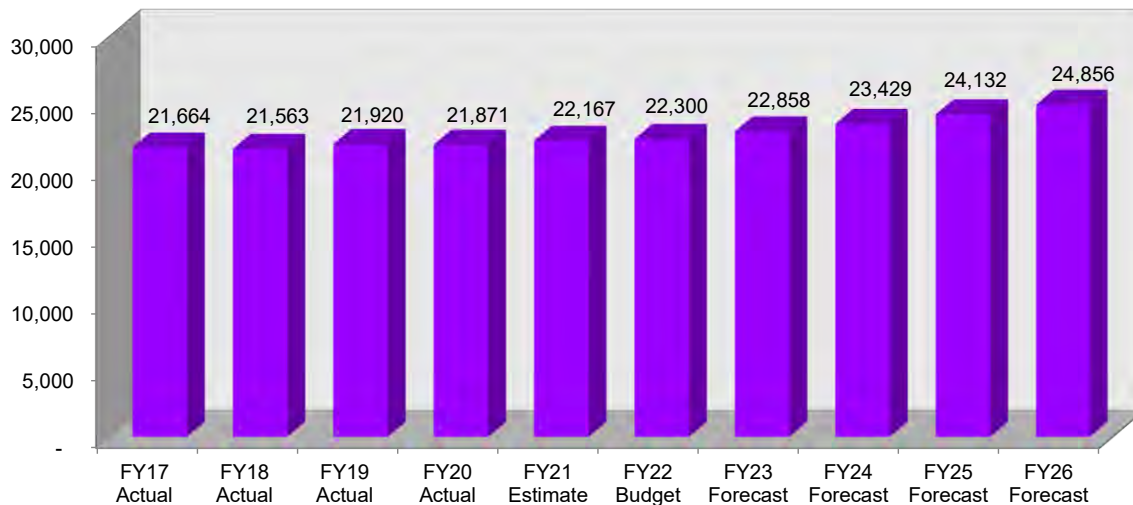
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Water and Wastewater Sales

The City provides water to residential and commercial dwellings in a safe and efficient manner and transports the wastewater from these dwellings. The City pays Broward County for bulk water and for wastewater disposal and transmission under a larger user agreement. Based on the results of a water and wastewater rate study completed in FY2017, the City adopted a rate structure that allowed for gradual annual increases. Rate increases are driven by an increase in operating expenses, user-fee charges from Broward County, and funding future capital projects. The City anticipates an increase in revenues due to the rate increase and population growth from the prior year.

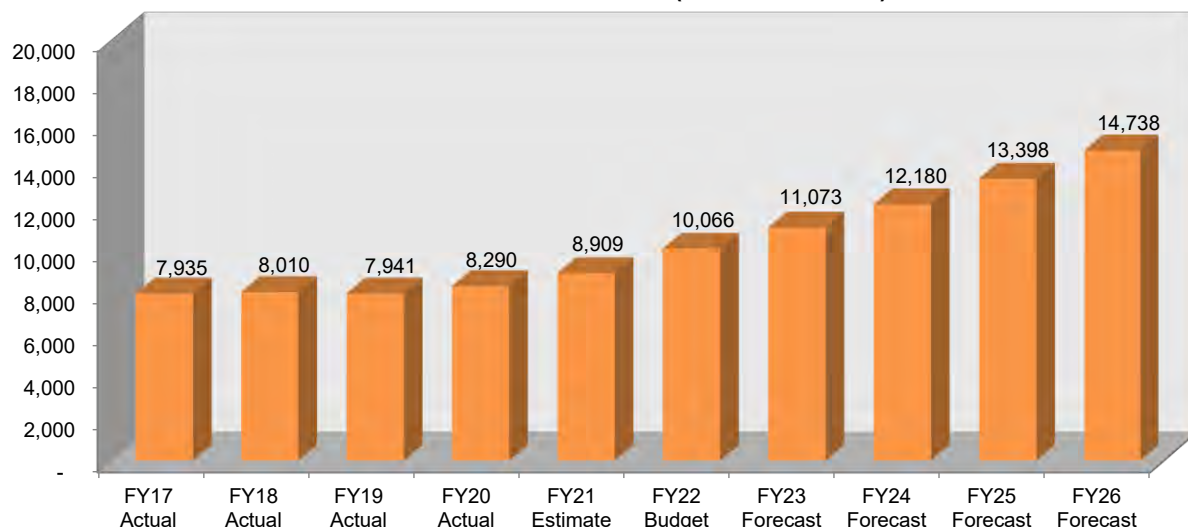
WATER AND WASTEWATER SALES (IN THOUSANDS)

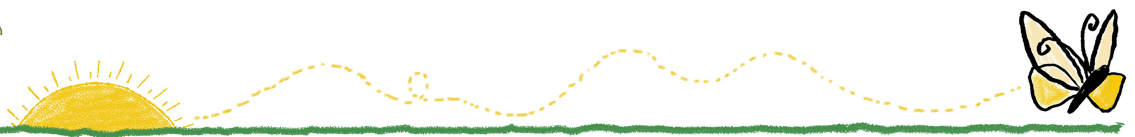


Fire Assessment Fee

Fire Assessment Fee revenues represent a percentage of recovery cost for providing fire services in the City. Single family, multi-family, and mobile home dwellers pay a set fee each year and commercial businesses pay based on the square footage of their building. In FY2021, a fire assessment study was completed. An increase in fire assessment fees is projected due to the expansion of fire services associated with development of the City.

FIRE ASSESSMENT FEE (IN THOUSANDS)





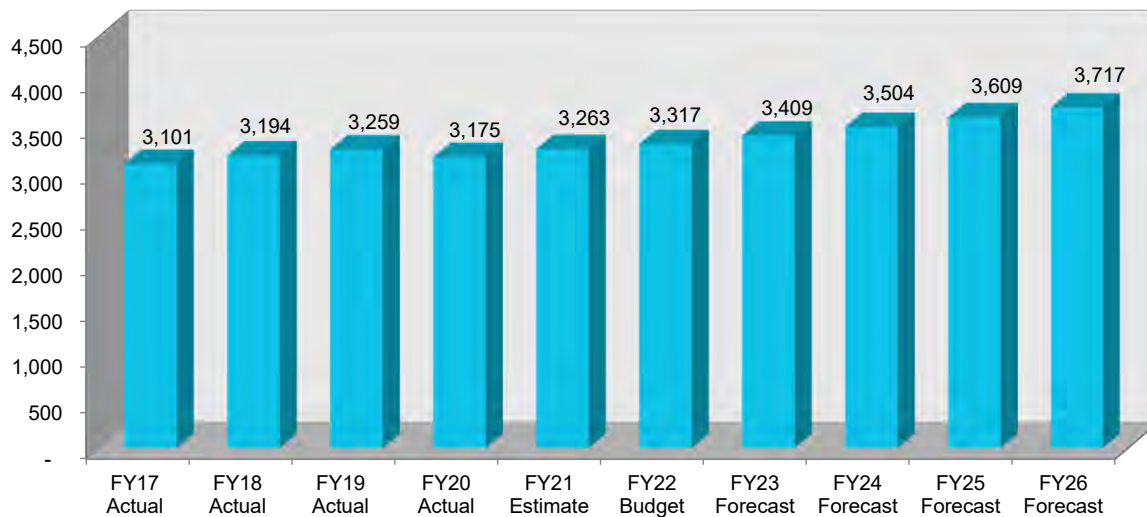
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Administrative Service Charges

Administrative service charges are paid by the Street Construction and Maintenance Fund, the Water/Wastewater Fund, and the Stormwater Management Fund to the General Fund for information technology, risk management, human resources, finance, and legal services provided to the Public Works and Utilities and Engineering Departments. In FY2019, the cost allocation method, upon which the revenues are based, was updated. These revenues will increase based on the respective annual increase and changes in level of service required for each service department. These charges are offset by an expense in each fund that utilizes the services.

ADMINISTRATIVE SERVICE CHARGES (IN THOUSANDS)

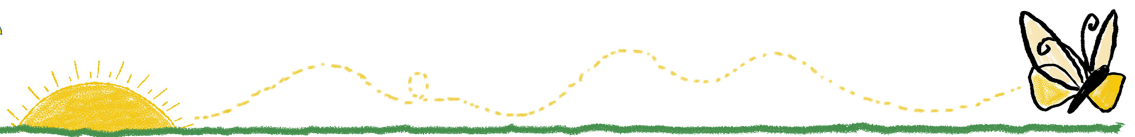


Seminole Municipal Service Fee

The City is unique in having a Seminole Reservation within City boundaries. The Seminole Tribe of Florida, Inc. currently operates the Seminole Casino Coconut Creek. Through a Municipal Services Provider Agreement, the Seminole Tribe pays fees for municipal services provided around their site. The contract is a long-term agreement that provides for inflationary increases as well as increases contingent upon changes in the types of gaming permitted. A decrease was experienced in FY2020 due to a three month closure of the casino associated with COVID-19.

SEMINOLE MUNICIPAL SERVICE FEE (IN THOUSANDS)





ANALYSIS OF REVENUE SOURCES

Trends and Forecast

The Seminole Mitigation Fund is used to account for proceeds received from the Seminole Tribe of Florida Inc. in accordance with a mitigation agreement promulgated from additional lands going into trust. The City will receive \$2.5 million with annual CPI increases. Of this amount, \$1,500,000 is transferred to the General Fund to defray costs associated with the expansion of the Police and Fire Rescue services. Funding will also be used to finance the construction of Temporary Fire Station #113 and equipment needed to perform City fire rescue services.

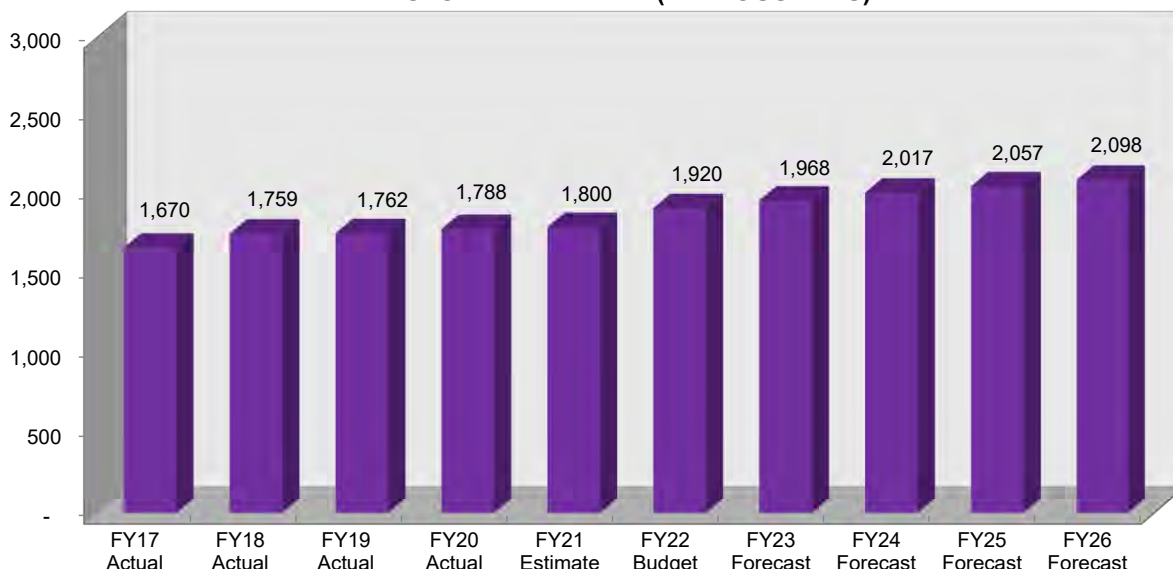
SEMINOLE MITIGATION FEE (IN THOUSANDS)



Stormwater Fee

Stormwater Fees are collected to support the requirements of a federal mandated National Pollutant Discharge Elimination System Permit. The Stormwater Fee is charged to residential and commercial dwellings. A stormwater rate increase of 5.1%, effective October 1, 2021, is scheduled. The revenue estimates were determined by an independent consultant and are based on rate increase and new construction.

STORMWATER FEE (IN THOUSANDS)





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PROGRAM SUMMARIES

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PROGRAM SUMMARIES



SUMMARY OF PROGRAM MODIFICATIONS

ADOPTED

Department/Division		Request	Personnel	Operating/ Capital	Revenue	Net Cost	Page No.
City Clerk	0121	Public Records Request Software	-	17,000	-	17,000	201
Police	0161	Annual Simunitions De-Escalation Training Program	-	15,500	-	15,500	260
Police	0161	2-School Resource Officers (Broward College)	178,520	47,520	(169,570)	56,470	261
Public Works	0173	Facilities Attendant	41,200	28,260	-	69,460	290
Public Works	0173	Recycling Drop-Off Center (North)	40,720	2,860	-	43,580	291
Public Works	0173	Reuse Center	32,930	-	-	32,930	292
Parks and Recreation	0183	Culture and Arts Program	-	9,350	(12,000)	(2,650)	280
Sustainable Development	0198	Neighborhood Enhancement Grant Program	-	130,000	-	130,000	250
Total-Recommended			\$ 293,370	\$ 250,490	\$ (181,570)	\$ 362,290	



SUMMARY OF CAPITAL OUTLAY

ADOPTED

Department/Division		Request	Cost	Page No.
Police	0161	Canine Replacement	10,000	262
Police	0161	IAPro Software Update	15,000	262
Police	0161	Glock 35 with Red Dot Sights and Accessories	121,000	262
Public Works	0175	Fuel Island Upgrade	40,000	296
Total-General Fund			\$ 186,000	
Utilities & Engineering	4191	Solar Powered Arrow Board	6,500	318
Utilities & Engineering	4191	Wastewater Line Camera	35,000	318
Utilities & Engineering	4191	Forklift	35,000	318
Total-Water and Wastewater Fund			\$ 76,500	
Utilities & Engineering	4595	Solar Powered Arrow Board	6,500	323
Utilities & Engineering	4595	Digital Message Board	15,000	323
Total- Stormwater Management Fund			\$ 21,500	
Total-Recommended			\$ 284,000	

NOT RECOMMENDED

Department/Division		Request	Cost	
Police	0161	3-T3 Motion Vehicle	42,000	262
Total-Not Recommended			\$ 42,000	
Total-Requested			\$ 326,000	



SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

ADOPTED

Department	Request	Cost	Page No.
Information Technology	Technology Refresh Program	225,040	C-28
Information Technology	Security Camera Installation	100,000	C-43
Parks & Recreation	Fitness Equipment Replacement Program	60,000	C-37
Parks & Recreation	Sound System	90,000	C-44
Parks & Recreation	Community Center Enhancements	89,000	C-45
Police	Police Officer Equipment Replacement Program	439,340	C-25
Public Works	Vehicle Replacement Program	815,800	C-24
Public Works	HVAC Replacement Program	400,000	C-26
Public Works	Playground Replacement Program	300,000	C-27
Public Works	Sign Replacement Program	125,000	C-31
Public Works	Parks Improvement Program	122,500	C-33
Public Works	Irrigation Pump Station Replacement Program	120,000	C-34
Public Works	Pedestrian Lighting	100,000	C-35
Public Works	City Facility Lighting Improvement Program	80,000	C-36
Public Works	Outdoor Park Amenities Replacement Program	30,000	C-38
Public Works	Boardwalk Rehabilitation	250,000	C-39
Public Works	Government Center Rehabilitation	185,000	C-41
Public Works	Rowe Community Center Improvements	70,000	C-46
Sustainable Development	Linear Pathway	234,020	C-40
Sustainable Development	Hillsboro Corridor Project	100,000	C-42
Utilities & Engineering	Sidewalk Improvement Program	217,500	C-29
Utilities & Engineering	Street Maintenance Program	150,000	C-30
Utilities & Engineering	Traffic Calming Program	125,000	C-32
Total-Capital Improvement Program Fund		\$ 4,428,200	
Public Works	Public Safety Building	500,000	C-60
Total-Seminole Mitigation Fund		\$ 500,000	
Parks & Recreation	Donaldson Park Improvements	213,000	C-69
Parks & Recreation	Coco Point Park Improvements	142,500	C-70
Parks & Recreation	Sunshine Drive Park Improvements	22,500	C-71
Public Works	Facility Roof Replacement Program	1,250,000	C-62
Public Works	Lyons Road / Coconut Creek Parkway / Atlantic Boulevard Median Improvements	520,000	C-63
Sustainable Development	South Creek Traffic Improvements	125,000	C-65
Utilities & Engineering	Parking Lot Rehabilitation	200,000	C-64
Total-Capital Project Financing Fund		\$ 2,473,000	
Public Works	Electric Vehicle Charging Station Program	35,000	C-87
Total-2009 Capital Project Fund		\$ 35,000	
Utilities & Engineering	Undergrounding of Aboveground Utility Lines	603,110	C-88
Total-Utility Underground Fund		\$ 603,110	
Utilities & Engineering	Wastewater Pump Station Rehabilitation Program	350,000	C-89
Utilities & Engineering	Wastewater Conveyance System Improvement Program	300,000	C-90
Utilities & Engineering	Standby Generator and Bypass Pump Replacement Program	275,000	C-91
Utilities & Engineering	Water Meter Connection Lines Retrofit Program	250,000	C-92



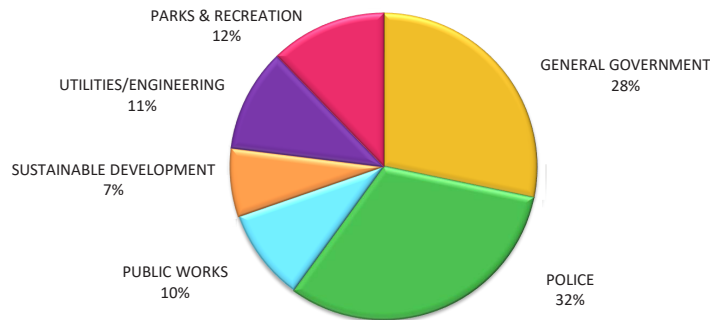
SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

ADOPTED

Department	Request	Cost	Page No.
Utilities & Engineering	Water Distribution System Improvement Program	200,000	C-93
Utilities & Engineering	Electrical Control Panel Rehabilitation Program	150,000	C-96
Utilities & Engineering	Wastewater Access Structure Rehabilitation Program	200,000	C-94
Utilities & Engineering	Water Valve Replacement Program	200,000	C-95
Utilities & Engineering	Wastewater Force Main Isolation Valves Rehabilitation Program	150,000	C-97
Utilities & Engineering	Water Meter and Box Replacement Program	125,000	C-98
Utilities & Engineering	SCADA Telemetry System	50,000	C-99
Utilities & Engineering	Water Quality Improvements	300,000	C-100
Utilities & Engineering	Sabal Pines Park Yard Retrofit	300,000	C-101
Utilities & Engineering	Copans Rd Wastewater Transmission System Improvements	100,000	C-102
Total-Water and Wastewater Fund		\$ 2,950,000	
Utilities & Engineering	Stormwater Drainage Improvement Program	250,000	C-106
Utilities & Engineering	Concrete Curbing Program	50,000	C-107
Total-Stormwater Management Fund		\$ 300,000	
Sustainable Development	Linear Pathway	50,000	C-40
Sustainable Development	Hillsboro Corridor Project	70,000	C-42
Sustainable Development	Tree Canopy Restoration	35,000	C-108
Total-General Trust Fund		\$ 155,000	
Public Works	Pedestrian Lighting	2,700,000	C-35
Total-Grants Fund		\$ 2,700,000	
Total-Recommended		\$ 14,144,310	



FY22 STAFFING BY FUNCTION



Staffing Comparison by Fund and Department/Division

DEPT/ DIV #	FUND DIVISION	DEPARTMENT	AUTHORIZED			ADOPTED	FY21/FY22
			FY19	FY20	FY21	FY22	Net Change
GENERAL FUND							
0111	General Government	City Commission	5.25	5.25	5.25	5.25	0.00
0113	General Government	City Attorney	4.00	4.00	4.00	4.00	0.00
0115	General Government	Community Relations	4.50	4.50	4.50	4.50	0.00
0121	General Government	City Clerk	5.00	5.00	5.00	5.00	0.00
0131	General Government	City Manager	3.00	4.00	4.00	4.00	0.00
0141	Financial Services	Finance & Administrative Services	16.50	17.50	19.50	19.50	0.00
0144	General Government	Information Technology	12.00	13.00	14.00	14.00	0.00
0145	General Government	Human Resources and Risk Mgt.	9.00	9.00	10.00	10.00	0.00
0151	Sustainable Development	Urban Design and Development	11.00	11.00	11.00	11.00	0.00
0153	Sustainable Development	Building	20.00	19.00	19.00	19.00	0.00
0154	Sustainable Development	Community Enhancement	7.00	7.00	7.00	7.00	0.00
0161	Police	Police	160.50	160.50	160.50	162.50	2.00
0163	General Government	Fire Rescue	6.50	6.50	78.50	78.50	0.00
0170	Utilities and Engineering	Engineering	7.00	7.00	6.00	6.00	0.00
0173	Public Works	Facilities and Property Maintenance	31.50	32.50	34.50	37.25	2.75
0175	Public Works	Fleet Services	1.00	1.00	1.00	1.00	0.00
0183	Parks & Recreation	Parks & Recreation	62.75	64.25	62.50	62.50	0.00
TOTAL GENERAL FUND			366.50	371.00	446.25	451.00	4.75
STREET CONSTRUCTION AND MAINTENANCE FUND							
1177	Public Works	Community Transportation	12.50	12.50	11.50	11.50	0.00
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND			12.50	12.50	11.50	11.50	0.00
ENTERPRISE FUNDS							
4143	Financial Services	Utility Billing and Customer Service	10.00	10.00	10.00	10.00	0.00
4191	Utilities and Engineering	Utility Operations	29.50	29.50	29.50	29.50	0.00
4595	Utilities and Engineering	Stormwater Management	10.00	10.00	10.00	10.00	0.00
TOTAL ENTERPRISE FUNDS			49.50	49.50	49.50	49.50	0.00
TOTAL ALL FUNDS			428.50	433.00	507.25	512.00	4.75

The FY22 Adopted Budget reflects a net change of 4.75 FTE's from FY21 authorized FTE's specifically as follows:

Positions Added (4.75 FTE's)

-  2 School Resource Officers
-  2 Facilities Attendants
-  Part-time Customer Service Representative

Details regarding these changes can be found within the individual departmental sections.



FY21 STAFFING CHANGES

DEPT/ DIV #	FUNCTION	DEPARTMENT	FY20 AUTHORIZED	FY21 ADOPTED	NET CHANGE	FY21 ADOPTED	FY21 AUTHORIZED	NET CHANGE
GENERAL FUND								
0111	General Government	City Commission	5.25	5.25	0.00	5.25	5.25	0.00
0113	General Government	City Attorney	4.00	4.00	0.00	4.00	4.00	0.00
0115	General Government	Community Relations	4.50	4.50	0.00	4.50	4.50	0.00
0121	General Government	City Clerk	5.00	5.00	0.00	5.00	5.00	0.00
0131	General Government	City Manager	3.00	3.00	0.00	4.00	4.00	0.00
0141	Financial Services	Finance & Administrative Services	17.50	17.50	0.00	19.50	19.50	0.00
0144	General Government	Information Technology	13.00	13.00	0.00	14.00	14.00	0.00
0145	General Government	Human Resources and Risk Mgmt.	9.00	9.00	0.00	10.00	10.00	0.00
0151	Sustainable Development	Urban Design and Development	11.00	11.00	0.00	11.00	11.00	0.00
0153	Sustainable Development	Building	20.00	20.00	0.00	19.00	19.00	0.00
0154	Sustainable Development	Community Enhancement	7.00	7.00	0.00	7.00	7.00	0.00
0161	Police	Police	162.50	162.50	0.00	160.50	160.50	0.00
0163	General Government	Fire Rescue	6.50	6.50	0.00	78.50	78.50	0.00
0183	Parks & Recreation	Parks & Recreation	63.75	63.75	0.00	64.25	62.50	(1.75)
0170	Utilities and Engineering	Utilities-Engineering	7.00	7.00	0.00	7.00	6.00	(1.00)
0173	Public Works	Facilities and Property Maintenance	32.50	32.50	0.00	32.50	34.50	2.00
0175	Public Works	Fleet Services	1.00	1.00	0.00	1.00	1.00	0.00
TOTAL GENERAL FUND			372.50	372.50	0.00	447.00	446.25	(0.75)
STREET CONSTRUCTION AND MAINTENANCE FUND								
1177	Public Works	Community Transportation	12.50	12.50	0.00	12.50	11.50	(1.00)
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND			12.50	12.50	0.00	12.50	11.50	(1.00)
ENTERPRISE FUNDS								
4143	Financial Services	Utility Billing	10.00	10.00	0.00	10.00	10.00	0.00
4191	Utilities and Engineering	Utilities-Utility Operations	29.50	29.50	0.00	29.50	29.50	0.00
4595	Utilities and Engineering	Utilities-Stormwater	10.00	10.00	0.00	10.00	10.00	0.00
TOTAL ENTERPRISE FUNDS			49.50	49.50	0.00	49.50	49.50	0.00
TOTAL ALL FUNDS			434.50	434.50	0.00	509.00	507.25	(1.75)

Changes made during FY21 reflect a net decrease of 1.75 FTE's from FY21 adopted FTE's specifically as follows:

Additions

-  1.00 FTE in the Parks and Recreation Department due to the addition of a Special Events Programmer.
-  3.00 FTE in the Parks and Recreation Department due to the addition of four part-time Recreation Attendants.
-  1.00 FTE in the Public Works Department due to the addition of a Senior Project Manager.

Deletions

-  2.00 FTE in the Parks and Recreation Department due to the deletion of two Recreation Programmers.
-  1.00 FTE in the Parks and Recreation Department due to the deletion of a Customer Service Representative.
-  2.00 FTE in the Parks and Recreation Department due to the deletion of two Facilities Attendants.
-  0.75 FTE in the Parks and Recreation Department due to the deletion of a part-time Facilities Attendant.
-  1.00 FTE in the Utilities and Engineering Department due to the deletion of a Senior Project Manager.

Other Changes

-  The City Clerk Department reclassified an Agenda Specialist to Administrative Coordinator.
-  The Information Technology Department reclassified an IT Training Specialist to IT Specialist.
-  The Fire Department reclassified a Deputy Fire Marshal to Senior Fire Inspector.
-  The Finance and Administrative Services Department retitled a Senior Procurement Analyst to Procurement Supervisor.
-  The Finance and Administrative Services Department reclassified a Procurement Analyst to Procurement Technician.
-  The Public Works Department reclassified a Bus Driver/Facilities Attendant to a Facilities Attendant.
-  The Utilities and Engineering Department reclassified a Wastewater Supervisor to Superintendent.
-  The Utilities and Engineering Department reclassified a Staff Assistant to Senior Staff Assistant.
-  The Utilities and Engineering Department reclassified a Utility Service Worker I to a Utility Service Worker II.
-  The Human Resources Department reclassified a Human Resources and Risk Management Specialist to HR Generalist.
-  The Fire Administration Department transitioned into the new Fire Rescue Department. Additional Fire Rescue positions include a Fire Chief, a Deputy Fire Chief, an Accreditation Program Manager, an Administrative Assistant, two Assistant Chiefs, three Battalion Chiefs, nine Captains, nine Driver/Engineers, two Division Chiefs, forty-two Firefighter/Paramedics, nine Lieutenants, and a Logistics Coordinator.
-  The Parks and Recreation Department retitled five part-time Recreation Attendants to Fitness Attendants.
-  The City re-evaluates current operations as personnel vacancies occur and makes necessary changes to be responsive to evolving operations and foster continuous quality improvements for our residents, employees, and services.

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DEPARTMENT SUMMARIES

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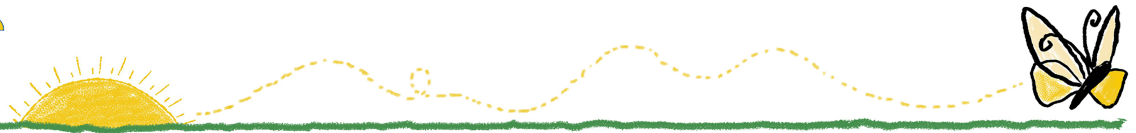
DEPARTMENT SUMMARIES



CITY COMMISSION



CITY COMMISSION



CITY COMMISSION (0111)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$547,616	\$608,260	\$631,780	3.9%

PERSONAL SERVICES

\$22,890

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$4,260)

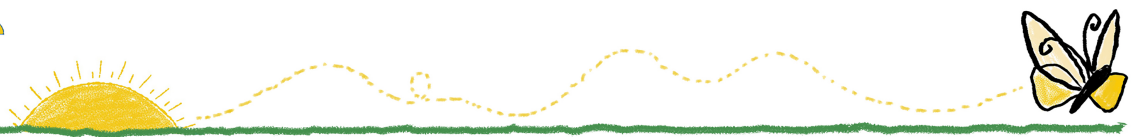
The variance is due to the completion of the Vision 2030 Policy Statement.

OTHER DISBURSEMENTS

\$4,890

The variance is due to changes in allocations for local grant assistance provided to not-for-profit agencies.

PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
City Commissioner	0	5	3.75	3.75	0.00
Intern	0	1	0.50	0.50	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	1	6	5.25	5.25	0.00



CITY COMMISSION (0111)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$201,870	\$223,310	\$232,510
1410	OVERTIME	28	-	-
2100	FICA TAXES	20,316	19,840	20,550
2200	RETIREMENT-EMPLOYER	84,968	86,580	94,460
2300	GROUP INSURANCE	61,152	93,080	98,080
2305	LONG TERM DISABILITY	563	980	1,030
2310	BASIC LIFE ADD & STD	944	1,240	1,290
2710	COMMISSION ALLOWANCE	36,000	36,000	36,000
TOTAL PERSONAL SERVICES		405,841	461,030	483,920
OPERATING EXPENSES				
3190	PRO SER-OTHER	15,000	5,000	-
4001	TRAINING AND TRAVEL	3,112	16,000	16,000
4400	RENTAL AND LEASES	1,238	850	890
4700	PRINTING	10	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	7,109	2,500	5,000
5100	OFFICE SUPPLIES	519	1,000	1,200
5410	MEMBERSHIPS/DUES	16,488	16,800	17,300
5430	PUBLICATIONS/SUBSCRIPTIONS	-	500	500
TOTAL OPERATING EXPENSES		43,476	46,150	41,890
OTHER DISBURSEMENTS				
8210	GRANTS TO PRIVATE ORGANIZATIONS	98,299	101,080	105,970
TOTAL OTHER DISBURSEMENTS		98,299	101,080	105,970
TOTAL EXPENDITURES		\$547,616	\$608,260	\$631,780



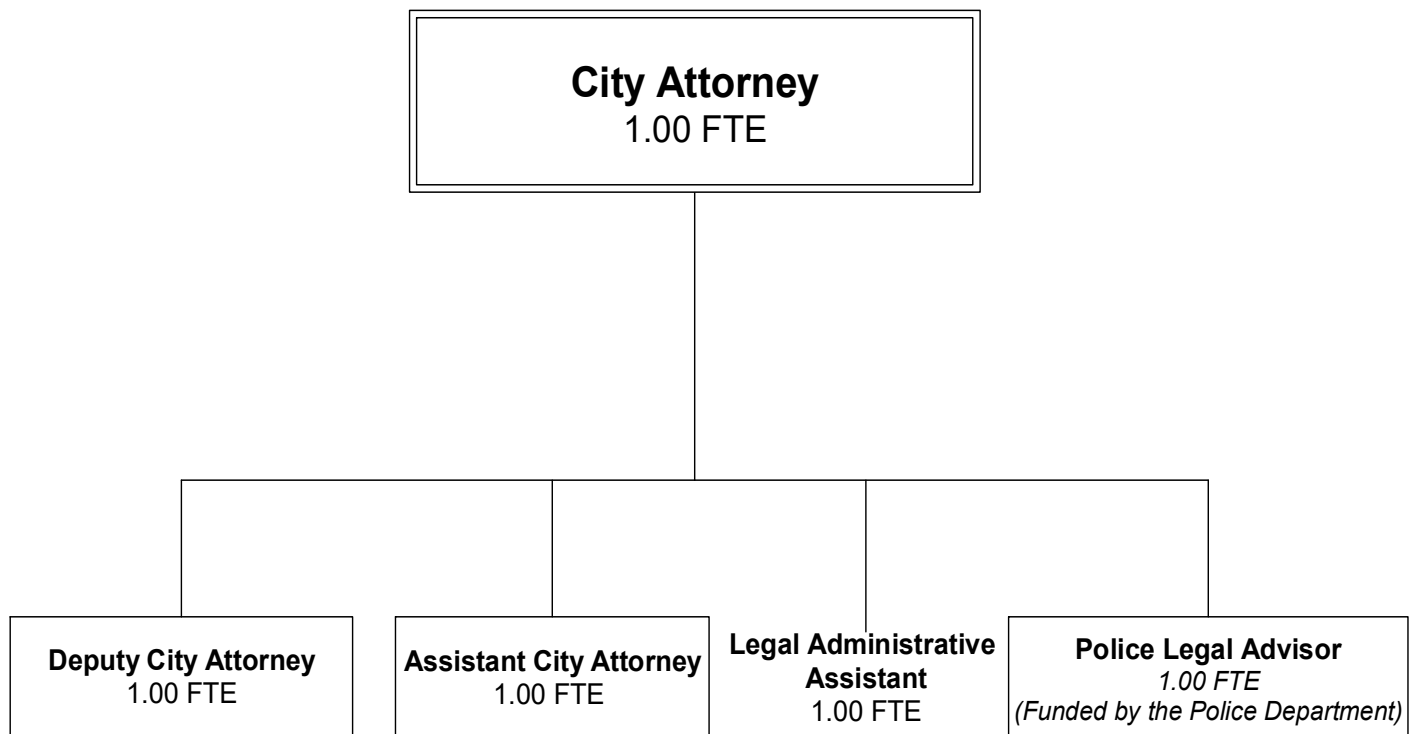
CITY ATTORNEY

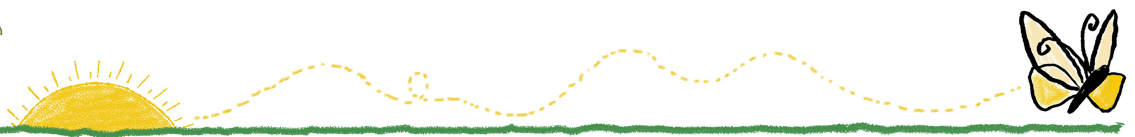


CITY ATTORNEY



CITY ATTORNEY
ADOPTED FISCAL YEAR 2022
FTE: 4.00 EXP: \$1,208,250





CITY ATTORNEY (0113)

Mission Statement

To provide effective and timely legal representation to the City Commission and City Administration.

Program Services

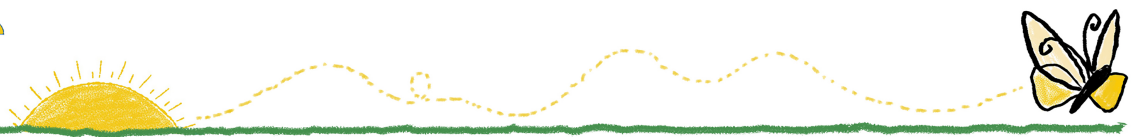
The City Attorney's Office provides legal advice and support to the City Commission and City Administration. The office also addresses legal issues at their inception to avoid crisis response; coordinates with and assists other departments with all legal matters; represents the City Commission, City Administration, and all boards and committees in all matters of law pertaining to their official duties; prepares and/or reviews all necessary legal documents including deeds, easements, ordinances, and resolutions; drafts and/or reviews all contracts and agreements for property, services, programs, and projects; performs legal research; and prepares legal and ethics opinions as required. The office also provides City representation in civil actions and proceedings, files causes of action at the direction of the City Commission, and otherwise represents the City as a plaintiff or defendant when the City's interest so requires.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Provided legal advice on ethics issues, Sunshine law, public records and parliamentary procedures.	Ensure Effective Communication Exchange; Continuity of Operations
	Provided updates regarding case law and legislative changes impacting the City, City Commission, City boards, and City staff	
	Provided assistance to departments with updates to the City's Code and Policies in order to comply with federal, state, and local laws	
	Provided legal review of contracts and policies and of federal legislation, as well as federal, state, and county emergency orders, and assisted departments in response to COVID-19	
	Provided legal review of documents to transition the Police and Fire/EMS dispatch services from Broward County to Coral Springs	
	Provided legal review of County Agreements regarding the sale of Alpha 250 property and recycling options after the sale of Sun Bergeron	
	Provided legal review of contracts and policies to ensure smooth transition of fire rescue services from Margate to Coconut Creek	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Continue to provide legal advice on ethics issues, Sunshine law, public records and parliamentary procedures.	Ensure Effective Communication Exchange; Continuity of Operations
	Provide updates regarding case law and legislative changes impacting the City, City Commission, City boards, and City staff	
	Continue to assist departments with updates to the City's Code and Policies in order to comply with federal, state, and local laws	
	Continue to provide legal review of contracts and policies and of federal legislation, as well as federal, state, and county emergency orders, and assist departments in response to COVID-19	
	Continue legal review of documents to transition the Police and Fire/EMS dispatch services from Broward County to Coral Springs	
	Continue legal review of County Agreements regarding the sale of Alpha 250 property and recycling options after the sale of Sun Bergeron	
	Continue legal review of contracts and policies to ensure a smooth transition of fire rescue services from Margate to Coconut Creek	



CITY ATTORNEY (0113)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$912,187	\$1,103,390	\$1,208,250	9.5%

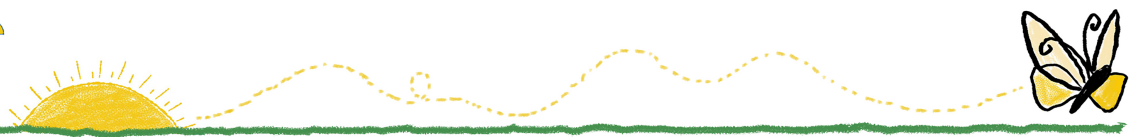
PERSONAL SERVICES \$54,800

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES \$50,060

The variance is due to anticipated legal costs associated with the addition of the Coconut Creek Fire Rescue Department.

PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
City Attorney	1	0	1.00	1.00	0.00
Deputy City Attorney	1	0	1.00	1.00	0.00
Assistant City Attorney	1	0	1.00	1.00	0.00
Legal Administrative Assistant	1	0	1.00	1.00	0.00
TOTAL	4	0	4.00	4.00	0.00



CITY ATTORNEY (0113)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$615,319	\$694,270	\$726,590
1510	LONGEVITY	500	1,500	1,500
1570	OTHER BENEFITS	2,700	2,700	2,700
2100	FICA TAXES	38,985	56,250	58,100
2200	RETIREMENT-EMPLOYER	142,399	166,810	183,460
2300	GROUP INSURANCE	62,951	76,170	80,140
2305	LONG TERM DISABILITY	1,015	1,600	1,590
2310	BASIC LIFE ADD & STD	1,486	1,880	1,900
2700	VEHICLE ALLOWANCE	16,800	16,800	16,800
TOTAL PERSONAL SERVICES		882,156	1,017,980	1,072,780
OPERATING EXPENSES				
3112	OUTSIDE LEGAL COUNSEL	13,684	51,200	101,200
3300	COURT REPORTING SERVICES	-	7,120	7,120
4001	TRAINING AND TRAVEL	2,320	11,000	11,000
4400	RENTAL AND LEASES	1,858	1,700	1,760
4700	PRINTING	-	200	200
5100	OFFICE SUPPLIES	821	1,000	1,000
5410	MEMBERSHIPS/DUES	2,780	3,570	3,570
5430	PUBLICATIONS/SUBSCRIPTIONS	8,568	9,620	9,620
TOTAL OPERATING EXPENSES		30,030	85,410	135,470
TOTAL EXPENDITURES		\$912,187	\$1,103,390	\$1,208,250



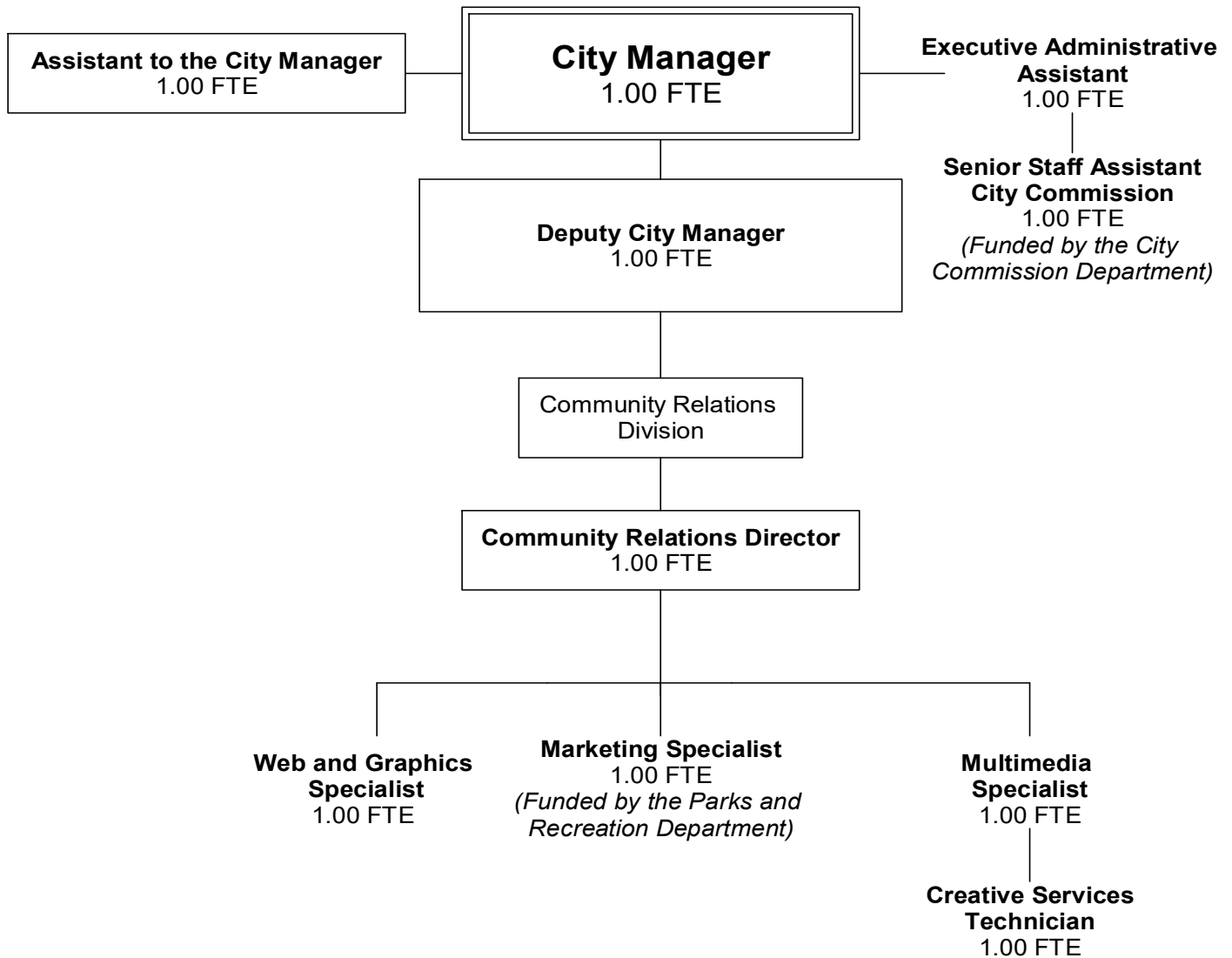
CITY MANAGER

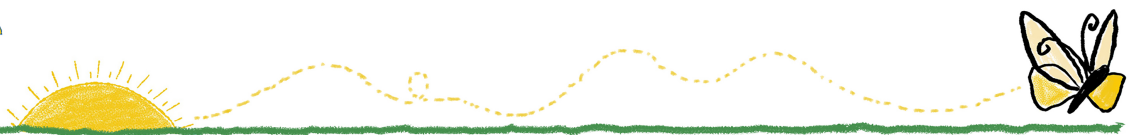


CITY MANAGER



CITY MANAGER'S OFFICE ADOPTED FISCAL YEAR 2022 FTE: 8.50 EXP: \$2,178,720





CITY MANAGER (0131)

Mission Statement

To provide the highest level of service for the residents and businesses of Coconut Creek.

Program Services

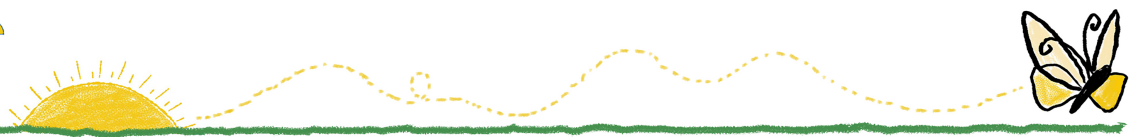
The City Manager, serving at the direction of the City Commission, is the Chief Executive Officer of the City. The City Manager is responsible for the efficient administration of all City departments to provide effective delivery of municipal services and programs. The City Manager makes recommendations to the City Commission to adopt policies through ordinances and resolutions, and implements them in the context of a shared vision through the various administrative and operating departments. It is the goal of the City Manager's Office to continue to develop and communicate a shared vision, focus on citizens' service requirements, and encourage adjustments of services and programs in a changing environment to realize the City's vision.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed transitioning of Fire/EMS services from Margate to establish the Coconut Creek Fire Rescue Department	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders; Maximize Service Level to External Customers
	Assisted with transitioning Police and Fire/EMS dispatch services from Broward County to Coral Springs	
	Continued to work with the Metropolitan Planning Organization (MPO) and Broward County to maximize Coconut Creek transportation projects funded by the Mobility Advancement Program (MAP)	
	Maintained operational continuity, ensured the fiscal health of the City, and provided financial assistance to the business community in response to COVID-19	
	Actively monitored the Florida Turnpike expansion process for areas impacting the City	Continuity of Operations
	Continued to monitor solid waste disposal issues within Broward County and work with the Solid Waste Working Group and Technical Advisory Committee (TAC) to create a comprehensive solid waste system for Broward County	
	Coordinated a Unity in Our Community panel discussion to create dialogue in an effort to improve social justice in our community	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders
	Utilized community input to develop Vision 2030, a comprehensive ten-year strategic plan	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Provide oversight of Coconut Creek Fire Rescue Department to ensure operational excellence	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders; Maximize Service Level to External Customers
	Complete the transition of Police and Fire/EMS dispatch services from Broward County to Coral Springs	
	Continue to work with the Metropolitan Planning Organization (MPO) and Broward County to maximize Coconut Creek transportation projects funded by the Mobility Advancement Program (MAP)	
	Implement Vision 2030 strategic initiatives	Continuity of Operations
	Continue to coordinate COVID-19 response	
	Continue to actively monitor the Florida Turnpike expansion process for areas impacting the City	
	Continue to monitor solid waste disposal issues within Broward County and work with the Solid Waste Working Group and Technical Advisory Committee (TAC) to create a comprehensive solid waste system for Broward County	
	Continue to implement Unity in Our Community initiatives	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders
	Conduct resident survey to assess overall satisfaction and make improvements as needed while maintaining a minimum 90% overall satisfaction rating	



CITY MANAGER (0131)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$752,371	\$1,197,790	\$1,248,110	4.2%

PERSONAL SERVICES

\$47,270

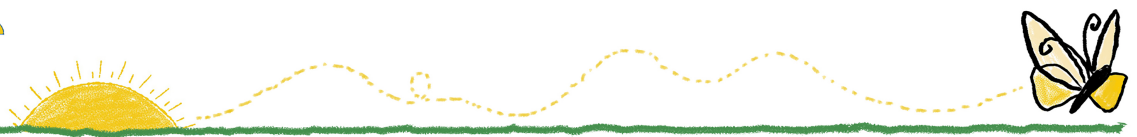
The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$3,050

The net increase is due to increased training offset by decreased membership costs.

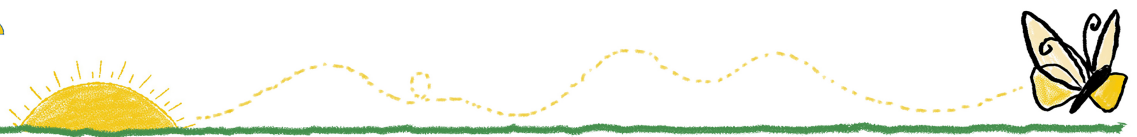
PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
City Manager	1	0	1.00	1.00	0.00
Deputy City Manager	1	0	1.00	1.00	0.00
Assistant to the City Manager	1	0	1.00	1.00	0.00
Executive Administrative Assistant	1	0	1.00	1.00	0.00
TOTAL	4	0	4.00	4.00	0.00



CITY MANAGER (0131)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$495,681	\$821,650	\$855,700
1510	LONGEVITY	4,667	5,000	5,500
1570	OTHER BENEFITS	2,175	3,600	3,600
2100	FICA TAXES	29,611	66,250	69,580
2200	RETIREMENT-EMPLOYER	132,505	164,240	169,270
2300	GROUP INSURANCE	57,843	73,630	77,960
2305	LONG TERM DISABILITY	753	1,590	1,590
2310	BASIC LIFE ADD & STD	1,102	1,870	1,900
2700	VEHICLE ALLOWANCE	6,600	18,000	18,000
	TOTAL PERSONAL SERVICES	730,936	1,155,830	1,203,100
OPERATING EXPENSES				
4001	TRAINING AND TRAVEL	1,828	12,040	16,000
4400	RENTAL AND LEASES	1,362	910	960
4700	PRINTING	124	2,020	1,060
4800	PROMOTIONAL ACTIVITIES	3,837	7,000	7,000
4820	RECOGNITION PROGRAM	8,530	10,000	10,700
4914	EMERGENCY PREPARATIONS	-	1,000	1,000
5100	OFFICE SUPPLIES	1,236	1,000	1,300
5410	MEMBERSHIPS/DUES	4,335	6,990	5,990
5430	PUBLICATIONS/SUBSCRIPTIONS	183	1,000	1,000
	TOTAL OPERATING EXPENSES	21,436	41,960	45,010
TOTAL EXPENDITURES		\$752,371	\$1,197,790	\$1,248,110



COMMUNITY RELATIONS

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE
Public Information & Marketing	3.75	486,640	249,010	735,650	81.2%
Media Relations	0.10	23,370	7,200	30,570	3.4%
Community & Business Relations	0.55	95,340	12,000	107,340	11.9%
Indirect Cost	0.10	23,370	8,680	32,050	3.5%
Other Disbursements*	-	-	-	25,000	-
TOTAL	4.50	\$ 628,720	\$ 276,890	\$ 930,610	100.0%

CORE SERVICES DESCRIPTIONS

Public Information & Marketing

The Public Information and Marketing Program plans, designs, and disseminates effective communication to inform and educate the public and news media about City events, initiatives, programs, and projects through a variety of outlets, including the City's website; banner program; CocoGRAM; CreekTV; CreekTalk; CocoALERT; CocoNEWS; surveys, brochures; and social media, to increase transparency and attempt to encourage residents to take some type of action.

Media Relations

The Media Relations Program includes ongoing activities to ensure the City has a strong public image and educates the public about the City and its services. Media Relations are conducted through various media outlets, such as newspapers, television, and magazines.

Community & Business Relations

The Community and Business Relations Program is established to maintain and enhance interactive citizen participation and provide a learning experience for our residents. The program promotes the City's responsibility in taking an active interest in the community's well-being. This is done through programs such as the Citizen's Academy, Speaker's Bureau, Culture Series, Town Hall Meetings, and collaboration with Chamber.

Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

**Other Disbursements are considered non-programmatic costs.*



CITY MANAGER/COMMUNITY RELATIONS PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Public Information and Marketing						
Ensure Effective Communication Exchange	# of visitors to the City's website	244,015	249,843	300,000	315,082	274,000
Ensure Effective Communication Exchange	# of CreekTV/CreekTalk productions	122	78	100	73 **	70 **
Ensure Effective Communication Exchange	# of social media subscribers	*	*	*	23,007	23,500
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of awards received for City-wide efforts	10	11	10	17	10
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of economic development initiatives promoted	21	22	20	9 **	20
Media Relations						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Average response time on resident requests via Customer Request Management tool	42 hours	37 hours	48 hours	40 hours	46 hours
Community & Business Relations						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of non-profits assisted through Special Events Assistance Program	10	13	10	11	10
Indirect						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	City-wide customer satisfaction (survey)	*	*	95%	92%	95%
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of forums/public meetings held	30	32 **	22	15 **	20
Advocate Enhanced Educational Opportunities and Facilities for City Residents	# of School Board public information forums or town hall meetings co-hosted by City	0	0	0	0	0
Advocate Enhanced Educational Opportunities and Facilities for City Residents	# of meetings with education officials from local schools including Broward County School Board (BCSB) executives to facilitate communication and advocate enhancement to programs/facilities in the City	2	2 **	3	4	3
Optimize Training and Development	Average # of training hours per employee	17	37 **	20	49	20
Retain a High-Quality Workforce	Retention rate	100%	100%	100%	100%	100%
Retain a High-Quality Workforce	Average years of service	9	8	9	8	9

* Data not available for this reporting period

** Data affected by COVID-19



COMMUNITY RELATIONS (0115)

Mission Statement

To plan, design, and execute effective programs to inform and educate the public and news media about City initiatives.

Program Services

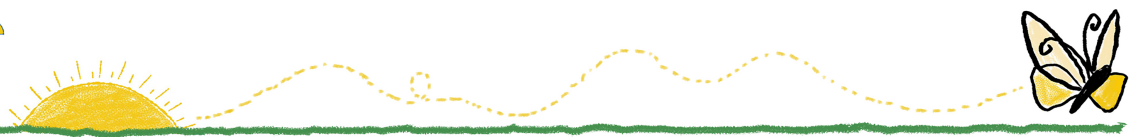
The Community Relations Division reports directly to the City Manager. Its primary responsibilities include public relations and community outreach and the marketing and managing of CreekTV, the City's website, City social media sites, the Speaker's Bureau, and the Citizen's Academy.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Redeveloped City website with new features to provide American Disabilities Act (ADA) accessibility and improve efficiency, ease of use, and increased visual appeal	Ensure Effective Communication Exchange; Expanded E-Government Access
	Increased signage messaging program, social media updates, and website messaging in response to COVID-19	
	Launched CreekTALK Kids and Creek Fit Online Training video program to keep families active and entertained during COVID-19	
	Promoted assistance programs for businesses and rental assistance programs for residents	Ensure Effective Communication Exchange; Ensure that the City Sustains a High Quality of Life;
	Developed and implemented a Parks and Recreation Marketing Plan to communicate and promote City programs to the public	Ensure Effective Communication Exchange
	Launched CocoNEWS to keep residents and businesses informed of all City news, events and activities	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Launch CreekTV Sports to highlight student and resident athletes and sports figures	Ensure Effective Communication Exchange; Expanded E-Government Access
	Promote Coconut Creek as a safe, small-town, and sustainable community	Ensure Effective Communication Exchange; Ensure that the City Sustains a High Quality of Life;
	Increase promotions for diverse programs, initiatives, and culture specific holidays as part of our Unity in Our Community initiative	
	Modernize signage throughout the City including parks	Ensure Effective Communication Exchange



COMMUNITY RELATIONS (0115)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$702,806	\$898,990	\$930,610	3.5%

PERSONAL SERVICES

\$27,930

The variance is primarily due to the reclassification of an Agenda Specialist position in FY21 in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$3,690

The net increase is due to the addition of subscription costs that were previously budgeted in Information Technology. This increase is offset by decreased promotional and professional service costs.

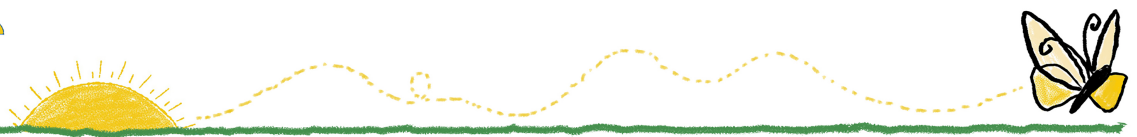
OTHER DISBURSEMENTS

\$0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Creative Services Technician	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Multimedia Specialist	1	0	1.00	1.00	0.00
Web and Graphics Specialist	1	0	1.00	1.00	0.00
TOTAL	4	1	4.50	4.50	0.00



COMMUNITY RELATIONS (0115)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$389,820	\$440,470	\$458,320
1410	OVERTIME	852	1,000	1,000
1510	LONGEVITY	1,500	2,500	2,500
1570	OTHER BENEFITS	1,380	1,380	1,380
2100	FICA TAXES	27,468	34,000	35,690
2200	RETIREMENT-EMPLOYER	40,882	45,020	49,470
2300	GROUP INSURANCE	55,948	67,180	71,060
2305	LONG TERM DISABILITY	915	1,500	1,510
2310	BASIC LIFE ADD & STD	1,336	1,740	1,790
2700	VEHICLE ALLOWANCE	6,000	6,000	6,000
	TOTAL PERSONAL SERVICES	526,100	600,790	628,720
OPERATING EXPENSES				
3190	PRO SER-OTHER	4,050	28,000	25,000
4001	TRAINING AND TRAVEL	567	3,150	3,150
4400	RENTAL AND LEASES	366	1,300	1,320
4710	CITY PUBLICATIONS	130,759	190,000	190,000
4800	PROMOTIONAL ACTIVITIES	12,019	20,700	17,500
4806	CREEK TV	1,353	5,000	5,250
5100	OFFICE SUPPLIES	715	1,500	1,500
5310	SIGNS	8,335	20,000	20,000
5410	MEMBERSHIPS/DUES	1,110	1,570	1,650
5430	PUBLICATIONS/SUBSCRIPTIONS	1,981	1,980	11,520
	TOTAL OPERATING EXPENSES	161,255	273,200	276,890
CAPITAL OUTLAY				
6430	MACHINERY	4,000	-	-
	TOTAL CAPITAL OUTLAY	4,000	-	-
OTHER DISBURSEMENTS				
8205	SPECIAL EVENTS ASSISTANCE	11,450	25,000	25,000
	TOTAL OTHER DISBURSEMENTS	11,450	25,000	25,000
TOTAL EXPENDITURES		\$702,806	\$898,990	\$930,610





CITY CLERK



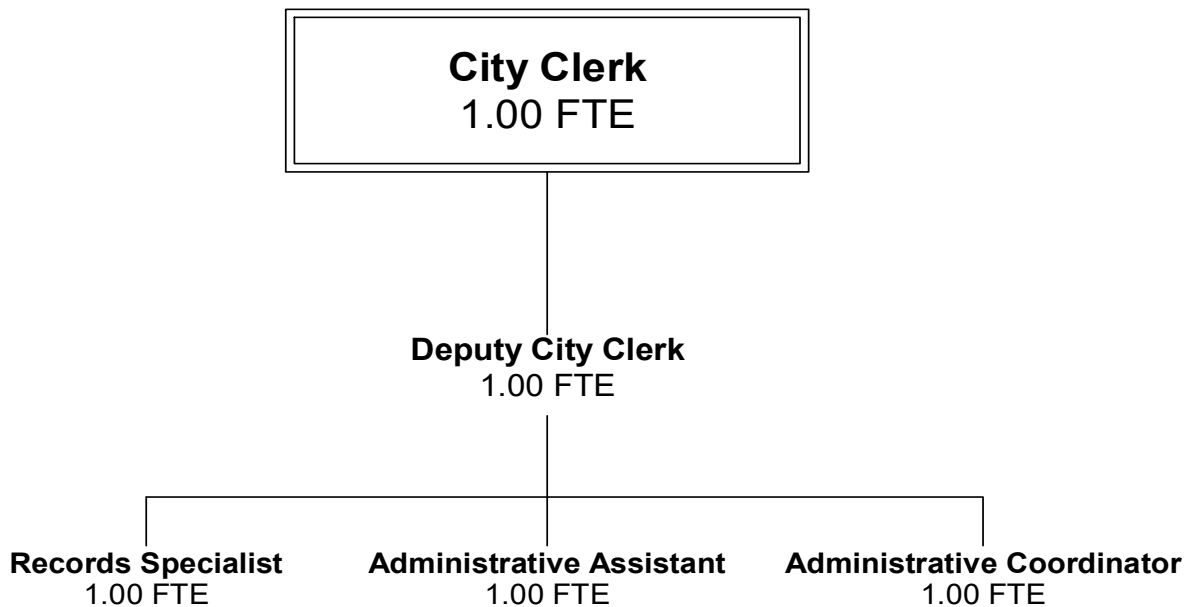
CITY CLERK

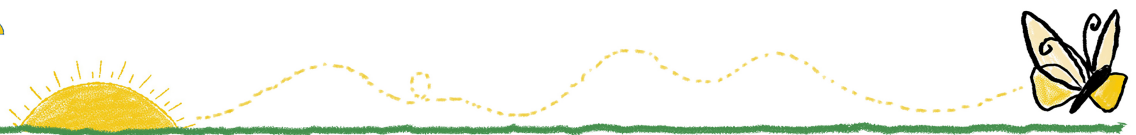


CITY CLERK

ADOPTED FISCAL YEAR 2022

FTE: 5.00 EXP: \$843,190





CITY CLERK

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	% OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Elections	0.40	77,540	19,440	96,980	11.7%	-	96,980
Records Management	1.70	200,620	63,960	264,580	32.0%	3,000	261,580
Agenda Management	1.70	227,820	67,550	295,370	35.8%	-	295,370
Indirect Cost	1.20	143,480	25,780	169,260	20.5%	-	169,260
Capital Outlay*	-	-	-	17,000	-	-	17,000
TOTAL	5.00	\$ 649,460	\$ 176,730	\$ 843,190	100%	\$ 3,000	\$ 840,190

CORE SERVICES DESCRIPTIONS

Elections

The Elections Program, by Charter, officiates the proper conduct of City elections, including placement of advertising; serving as the Filing Officer to candidates in all phases of their candidacy including acceptance of campaign treasurer reports and qualifying documents; working in partnership with the County Supervisor of Elections for the securing of polling place locations; coordinating the opening and closing of polling places on election day; and swearing-in of elected officials.

Records Management

The Records Management Program supports both internal and external customers, including responding to public records requests. Responsibilities include maintaining all official City records; coordinating all phases of document/records management, including the storage, monitoring, and destruction of City records; scanning and retrieving electronic documents in accordance with Florida Statutes; providing internal training on records management; implementing a City-wide file code index system for all record formats; and recording documents with the County.

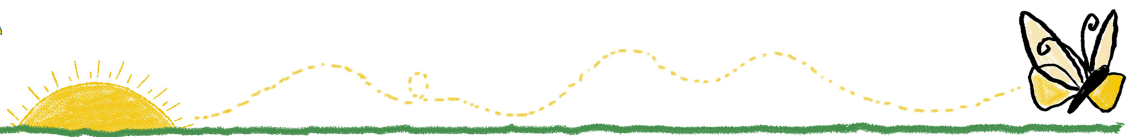
Agenda Management

The Agenda Management Program provides for compliance with legal advertising as required by Florida Statutes and City Charter; preparing City Commission and Advisory Board agendas and minutes; serving as the liaison to City Boards and Committees; completing the legislative function with the codification of Ordinances; and attesting City documents as keeper of the City seal.

Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

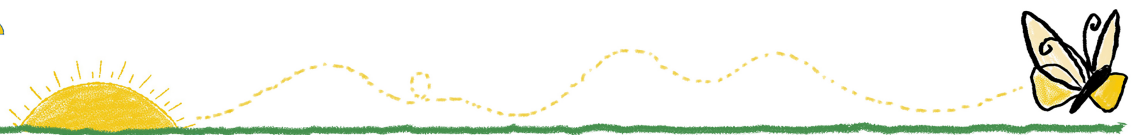
**Capital Outlay are considered non-programmatic costs.*



CITY CLERK PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Elections						
Expand E-Government Access	% of time candidate list is posted to website within one business day after qualification period ends	100%	*	100%	100%	*
Expand E-Government Access	% of time sample ballot information for Municipal Elections is posted on website within one business day of receipt from Supervisor of Elections (SOE)	100%	*	100%	100%	*
Records Management						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of signed agreements indexed, scanned, and filed within 30 business days after a Commission meeting	91%	90% **	97%	85%	98%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of public records requests	572	708	500	911	650
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of non-extensive public records requests responded to within 5 business days of request	94%	94%	99%	94%	100%
Agenda Management						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of approved meeting minutes with no corrections made by Commission	100%	100%	100%	100%	100%
Expand E-Government Access	% of regular Commission agendas and supporting documents available online 7 days prior to meeting	100%	100%	100%	100%	100%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of Commission meeting minutes on agenda for Commission approval within 30 days after a Commission meeting	98%	88%	100%	94%	100%
Indirect						
Optimize Training and Development	Average # of training hours per employee	65	74 **	50	42	65
Retain a High-Quality Workforce	Retention rate	100%	80%	100%	75%	100%
Retain a High-Quality Workforce	Average years of service	6	8	9	7	8

* Non-election year

** Data affected by COVID-19



CITY CLERK (0121)

Mission Statement

To serve as an information resource center by providing efficient accessibility to the legislative, administrative, legal, and historical records of the City.

Program Services

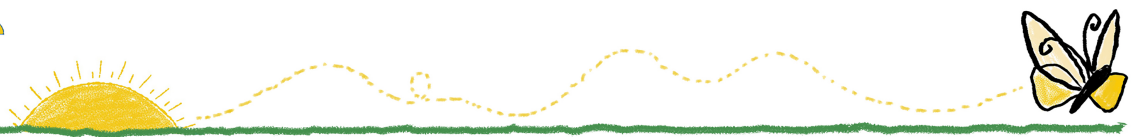
The City Clerk Department serves the City Commission, City Manager, City departments, the residents of the City, and the general public as an information resource center. The functions performed by this department include the preparation and publication of the City Commission agendas and minutes of the meetings; preparation and monitoring of legal advertising in accordance with Florida Statutes; codification of Ordinances; coordination and management of the City's Records Management Program; and administration of City elections. As the City's official record keeper, the City Clerk attests all agreements and contracts entered into by the City, provides archival services, and is the keeper of the City seal.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Developed an electronic sign-in process for the public at City Commission meetings	Expand E-Government Access; Provided Valuable Public Services and Amenities, as Defined by the Stakeholders
	Implemented virtual meeting and hybrid meeting procedures for conducting public meetings in response to COVID-19	
	Implemented an online submittal process of Advisory Board applications	
	Implemented an electronic filing system to streamline the filing of campaign treasurer reports for added accessibility and efficiency	
	Implemented an electronic repository for public records for added accessibility and efficiency	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Design a City-wide training for employees who are Notaries	Provided Valuable Public Services and Amenities, as Defined by the Stakeholders
	Conduct a strategic inventory of the City's records that have a permanent retention; set-up the file code structure for those files within the new electronic repository	Expand E-Government Access; Provided Valuable Public Services and Amenities, as Defined by the Stakeholders
	Begin the transferal of the permanent records with the goal of completing Resolutions with attached exhibits first, followed by Ordinances then Minutes	
	Implement an expanded online Public Records Request System utilizing a software for added efficiency	



CITY CLERK (0121)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$565,038	\$788,750	\$843,190	6.9%

PERSONAL SERVICES

\$60,660

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$23,220)

The net decrease is partially due to anticipated decreases in election costs partially offset by increased professional services costs.

CAPITAL OUTLAY

\$17,000

The variance is due to changes in capital needs from year to year.

FY22 Capital Outlay Needs:

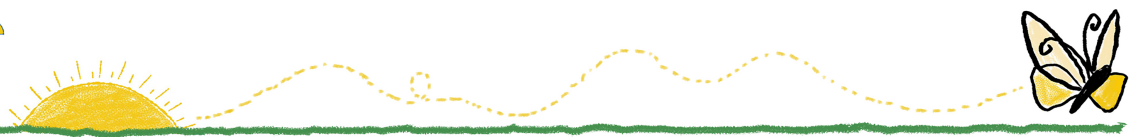
Public Records Request Software

\$17,000

\$17,000

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
City Clerk	1	0	1.00	1.00	0.00
Deputy City Clerk	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Administrative Coordinator	1	0	1.00	1.00	0.00
Records Specialist	1	0	1.00	1.00	0.00
TOTAL	5	0	5.00	5.00	0.00



CITY CLERK (0121)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$360,181	\$405,090	\$439,460
1410	OVERTIME	220	1,000	1,000
1510	LONGEVITY	2,000	2,500	2,500
1570	OTHER BENEFITS	1,800	1,800	1,800
2100	FICA TAXES	26,410	30,620	34,580
2200	RETIREMENT-EMPLOYER	61,305	69,530	81,090
2300	GROUP INSURANCE	44,359	68,020	78,570
2305	LONG TERM DISABILITY	829	1,390	1,480
2310	BASIC LIFE ADD & STD	1,263	1,650	1,780
2700	VEHICLE ALLOWANCE	7,200	7,200	7,200
	TOTAL PERSONAL SERVICES	505,567	588,800	649,460
OPERATING EXPENSES				
3189	PASSPORT SERVICES	(30)	-	-
3190	PRO SER-OTHER	29,977	39,800	45,650
3192	CODIFICATION OF ORDINANCE	5,603	13,500	13,500
4001	TRAINING AND TRAVEL	2,975	8,100	8,100
4400	RENTAL AND LEASES	2,992	3,650	3,830
4675	R/M IT	-	-	47,050
4700	PRINTING	53	200	200
4800	PROMOTIONAL ACTIVITIES	167	200	350
4905	ELECTIONS	723	90,000	17,040
4910	ADVERTISEMENTS	12,375	32,600	32,600
4920	OTHER CURRENT CHARGES - MISC.	1,516	5,500	3,000
5100	OFFICE SUPPLIES	1,712	4,700	3,700
5410	MEMBERSHIPS/DUES	1,084	1,400	1,400
5430	PUBLICATIONS/SUBSCRIPTIONS	325	300	310
	TOTAL OPERATING EXPENSES	59,471	199,950	176,730
CAPITAL OUTLAY				
6415	COMPUTER SOFTWARE	-	-	17,000
	TOTAL CAPITAL OUTLAY	-	-	17,000
	TOTAL EXPENDITURES	\$565,038	\$788,750	\$843,190



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

Title

Public Records Request Software

Department	Total Cost
City Clerk	\$ 17,000

Justification

The City currently uses an electronic public records request software that was designed and implemented internally. In recent years, the request for public records has more than doubled and the current software has become inefficient. For added efficiency, a new external records request software that provides more timely response to requestors, enhanced transparency, allows contactless and paperless service, and internal reporting is proposed.

Strategic Initiative(s):

Expand E-Government Access
 Satisfy Internal Customers
 Provide Valuable Customer Services
 Implement User Retrieval Process for Scanned Documents
 Continuity of Operations

Summary of Required Resources

Program(s)	FTE	Personnel	Operating	Total
Records Management	-	-	17,000	17,000
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	-	\$ -	\$ 17,000	\$ 17,000

Resource Supplement

Personnel				
FTE	Description	Salary	Fringe	Cost
		-	-	\$ -
				-
				-
				-
				-
				-
				-
Total				\$ -

Operating Expenses/Capital Outlay

Account Number	Description	Cost
0121-6415	Public Records Request Software	\$ 17,000
		-
		-
		-
		-
Total		\$ 17,000

Revenues

Account Number	Description	Cost
		\$ -
		-
		-
		-
Total		\$ -



A large, abstract green brushstroke graphic that serves as a background for the title text. The strokes are thick and layered, creating a textured, painterly effect in various shades of green.

FINANCE & ADMINISTRATIVE SERVICES

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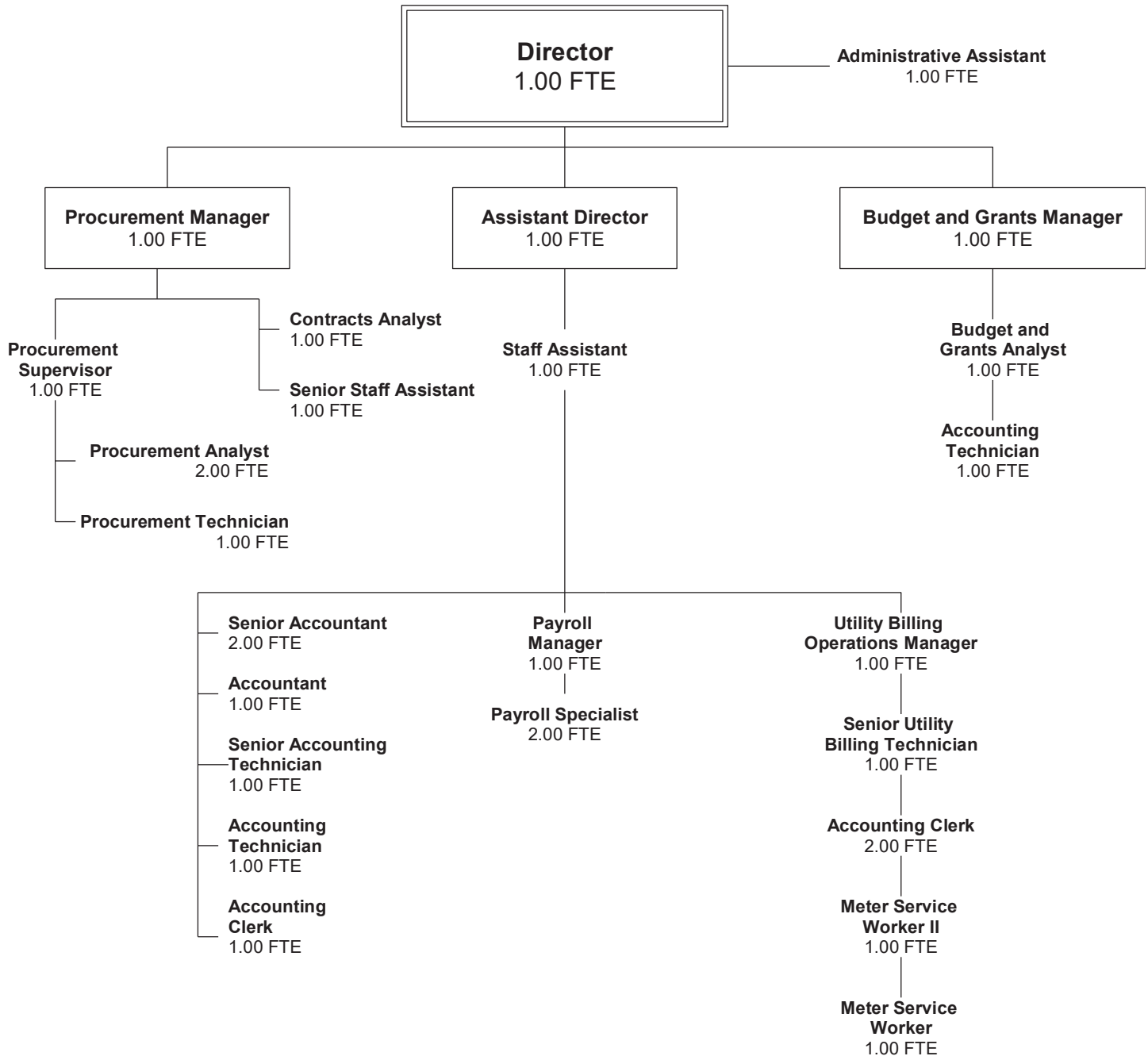
FINANCE & ADMINISTRATIVE SERVICES



FINANCE AND ADMINISTRATIVE SERVICES

ADOPTED FISCAL YEAR 2022

FTE: 29.50 EXP: \$4,235,440





FINANCE AND ADMINISTRATIVE SERVICES

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	% OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Customer Services	2.45	179,540	68,210	247,750	5.9%	115,500	132,250
Utility Billing	6.30	606,850	454,550	1,061,400	25.3%	-	1,061,400
Procurement	7.25	873,520	52,090	925,610	22.1%	-	925,610
Budget & Financial Planning	3.20	461,950	7,980	469,930	11.2%	-	469,930
Accounting, Financial Reporting, & Treasury	8.55	902,520	320,180	1,222,700	29.2%	-	1,222,700
Indirect Cost	1.75	214,670	48,380	263,050	6.3%	-	263,050
Other Disbursements*	-	-	-	45,000	-	-	-
TOTAL	29.50	\$ 3,239,050	\$ 951,390	\$ 4,235,440	100.0%	\$ 115,500	\$ 4,074,940

CORE SERVICES DESCRIPTION

Customer Services

Customer Services provides general customer service and account management services for all water and sewer utility accounts; ensures that accounts are administered in a fair and equitable manner; resolves account issues related to overdue bills and/or termination/reinstitution of water service based on account status; and conducts lien searches needed for real estate closings for attorneys and title companies. Customer Services also provides services to internal departments, including centralized reception, and City-wide postage.

Utility Billing

The Utility Billing Division is responsible for timely, accurate meter reading in addition to the invoicing and collection for all water and sewer utility accounts.

Procurement

The Procurement Division assists departments in securing goods and services for the City using ethical and competitive procurement methods. Additionally, the division assists departments with the development of bid solicitations, request for proposals, request for qualifications, and letters of interest; administrates and negotiates contracts for a wide range of services; and manages the City's contract management system to ensure contract compliance and vendor performance. Other division responsibilities include processing purchase requisitions, determining appropriate procurement methods, obtaining quotes, developing standard contract language, and administering the City's procurement policies and procedures.

Budget & Financial Planning

The Budget and Financial Planning function responsibilities include strategic and fiscal planning, administration of the annual budget and the five-year Capital Improvement Program (CIP), analysis of operational productivity, and data collection for the Balanced Scorecard Performance Management System.

Accounting, Financial Reporting, & Treasury

The Accounting, Financial Reporting, and Treasury Program responsibilities include financial reporting, special projects, contracts, grant administration, treasury management, and debt issuance. This function is also responsible for preparation of the Comprehensive Annual Financial Report (Annual Report) and the Popular Annual Financial Report (PAFR); cash disbursements; payroll processing and reporting; fixed asset reporting; accounts receivable; and accounts payable.

Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

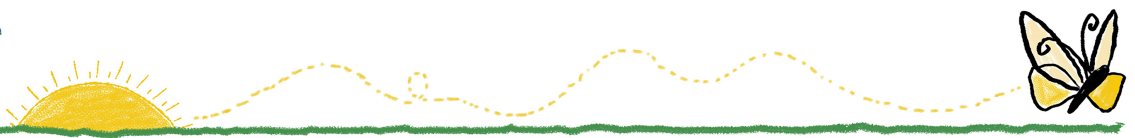
* Other Disbursements are considered non-programmatic costs.



FINANCE AND ADMINISTRATIVE SERVICES PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Customer Services						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Customer satisfaction (survey)	94%	*	95%	*	*
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Average customer wait time per call (minutes)	3:03	2:33	2:30	2:04	2:00
Utility Billing						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	Write-offs as a % of total revenues	0.1%	0.0% **	0.1%	0.0% **	0.1%
Ensure Effective Use of Technology and Resources	% of utility accounts receiving electronic bills	43%	44%	50%	47%	50%
Expand E-Government Access	% of utility billing account holders utilizing Automated Funds Transfer (AFT)	15%	15%	25%	14%	15%
Expand E-Government Access	% of utility billing account holders utilizing online bill payment	44%	46%	55%	48%	50%
Procurement						
Provide Valuable Public Services and Amenities, as Defined by the Stakeholders	# of formal solicitations issued	23	18	20	16	20
Satisfy Internal Customers	% of requisitions processed under \$10K < 72 hours	58%	72%	90%	67%	75%
Ensure Effective Use of Technology and Resources	Ratio of # of P-Card transactions/# of checks Issued to Vendors	2:9	2:3 **	3:0	3:6	3:1
Satisfy Internal Customers	# of requisitions disapproved due to errors	17	15	15	3	0
Budget and Financial Planning						
Ensure Financial Stability	Non-residential taxable value/total taxable value	23%	23%	23%	23%	23%
Ensure Financial Stability	Gross residential ad valorem taxes per capita	\$461	\$487	\$514	\$509	\$515
Ensure Financial Stability	General Fund expenditures per capita	\$996	\$1,049	\$1,156	\$1,157	\$1,344
Ensure Financial Stability	General Fund revenues per capita	\$1,082	\$1,075	\$1,156	\$1,162	\$1,292
Ensure Financial Stability	General Fund unassigned fund balance/total expenditures	*	25%	31%	24%	22%
Accounting, Financial Reporting and Treasury						
Maintain Integrity of Financial Systems	Overall debt per capita	\$409	\$377	\$377	\$336	\$336
Maintain Integrity of Financial Systems	Debt service as a % of non-capital governmental expenditures	3%	3%	3%	3%	3%
Maintain Integrity of Financial Systems	% of financial reports delivered on schedule	100%	100%	100%	100%	100%
Ensure Effective Use of Technology and Resources	# online requests received for payroll services	242	202	250	231	275
Indirect						
Retain a High-Quality Workforce	Average # of training hours per employee	61	39 **	40	45	45
Retain a High-Quality Workforce	Retention rate	100%	100%	100%	100%	100%
Retain a High-Quality Workforce	Average years of service	7	6	7	6	7

* Data not available for this reporting period

** Data affected by COVID-19



FINANCE AND ADMINISTRATIVE SERVICES (0141)

Mission Statement

Provide prudent financial services with integrity, innovation, and efficiency.

Program Services

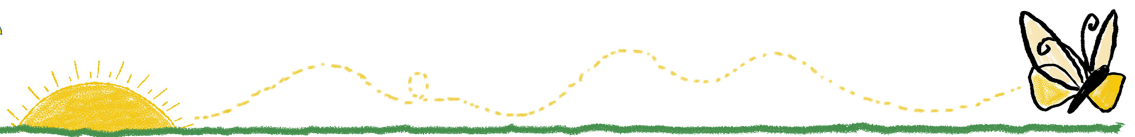
The Finance and Administrative Services Department consists of Accounting, Treasury, Budget, and Procurement functions, and works closely with the City Manager's Office on issues relating to financial reporting, budgets, investments, special projects, contracts, grant administration, retirement, and debt issuance. The Accounting function provides the City with accurate financial information including governmental accounting, preparation of the Comprehensive Annual Financial Report (Annual Report) and the Popular Annual Financial Report (PAFR), cash disbursements, payroll processing, fixed asset reporting, accounts receivable, and accounts payable. The Treasury function maintains the City's financial resources including collecting, monitoring, and investing revenues. The Budget function provides financial planning and administration of the annual budget and the five-year Capital Improvement Program, analysis of operational productivity, and special projects. The Procurement function secures goods, services, equipment, leases, and construction using ethical, fair, and transparent competitive procurement methods. Procurement processes requisitions, obtains quotations, solicits formal competitive bids, disposes of surplus, performs City-wide contract management, and administers the Procurement Card Program.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Issued Request for Proposals (RFP) and developed transition plan for banking services	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders
	Analyzed, reviewed, and implemented procurement process to ensure compliance with Broward County's Transportation Surtax requirements	
	Analyzed, evaluated, and identified programs and funding opportunities for Coronavirus Aid, Relief, and Economic Security (CARES) Act funding and successfully coordinated reimbursement of \$2.5 million from Broward County	
	Evaluated and developed programs to maximize funding from American Rescue Plan Act (ARP)	
	Analyzed, reviewed, and developed budget, payroll, accounting, and procurement processes to bring Fire/EMS services in-house	
	Developed and implemented an online employee access portal to provide a one-stop-shop for employee payroll information	Ensure Effective Use of Technology and Resources
	Enhanced processes for stakeholders, as a result of COVID-19, to include conducting virtual public procurement meetings, developing an online payment option for lien request, and implementing an electronic workflow approval process for all procurement forms	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Conduct research, evaluate and possibly implement investment management services	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders
	Transition and implement banking services	
	Implement Vendor Outreach Program to educate vendors on how to conduct business with the City	
	Provide financial oversight for use of ARP funding, including coordinating reimbursement process	
	Implement budget, payroll, accounting, and procurement processes to bring Fire/EMS services in-house	
	Develop and implement an online payment process for the miscellaneous accounts receivable system	Ensure Effective Use of Technology and Resources
	Automate Accounts Payable invoice approval process	



FINANCE AND ADMINISTRATIVE SERVICES (0141)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,951,960	\$2,375,540	\$2,639,440	11.1%

PERSONAL SERVICES

\$219,550

The variance is primarily due to the reclassification of a Procurement Analyst position in FY21, in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$44,350

The variance is primarily due to the addition of maintenance costs previously budgeted in Information Technology and increased audit fees, contractual services, and training costs.

CAPITAL OUTLAY

\$0

No variance.

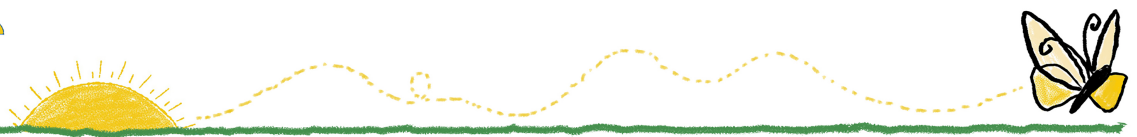
PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Accountant	1	0	1.00	1.00	0.00
Accounting Technician	2	0	2.00	2.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Budget and Grants Analyst	1	0	1.00	1.00	0.00
Budget and Grants Manager	1	0	1.00	1.00	0.00
Contracts Analyst	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Payroll Manager	1	0	1.00	1.00	0.00
Payroll Specialist	2	0	2.00	2.00	0.00
Procurement Analyst	2	0	2.00	2.00	0.00
Procurement Manager	1	0	1.00	1.00	0.00
Procurement Technician	1	0	1.00	1.00	0.00
Senior Accountant	1	0	1.00	1.00	0.00
Senior Accounting Technician	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	19	1	19.50	19.50	0.00



FINANCE AND ADMINISTRATIVE SERVICES (0141)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$1,262,972	\$1,398,410	\$1,540,080
1410	OVERTIME	3,588	2,500	3,500
1510	LONGEVITY	9,000	7,500	6,000
1570	OTHER BENEFITS	4,020	4,500	4,500
2100	FICA TAXES	91,343	108,440	119,650
2200	RETIREMENT-EMPLOYER	165,823	184,510	210,290
2300	GROUP INSURANCE	160,851	230,970	271,030
2305	LONG TERM DISABILITY	2,944	5,160	5,780
2310	BASIC LIFE ADD & STD	4,419	6,040	6,750
2700	VEHICLE ALLOWANCE	15,200	10,800	10,800
	TOTAL PERSONAL SERVICES	1,720,160	1,958,830	2,178,380
OPERATING EXPENSES				
3190	PRO SER-OTHER	26,767	71,200	72,180
3200	AUDIT	40,930	64,550	75,270
3412	CONTRACT SER-OTHER	88,659	144,400	148,650
4001	TRAINING AND TRAVEL	9,623	23,850	26,850
4100	TELEPHONE	734	900	-
4200	POSTAGE	14,325	31,600	31,600
4400	RENTAL AND LEASES	9,396	6,160	6,450
4605	R/M-CONTRACTS	718	700	800
4675	R/M IT	-	-	24,980
4700	PRINTING	20,346	34,650	36,000
4800	PROMOTIONAL ACTIVITIES	560	2,500	2,500
4920	OTHER CURRENT CHARGES - MISC.	3,344	5,050	5,710
5100	OFFICE SUPPLIES	3,665	5,000	5,000
5105	COPY PAPER-CITYWIDE	7,696	14,000	14,000
5110	EQUIPMENT-MINOR	-	1,500	2,000
5130	COMPUTER SOFTWARE	-	3,060	-
5410	MEMBERSHIPS/DUES	3,739	6,640	8,000
5430	PUBLICATIONS/SUBSCRIPTIONS	394	950	1,070
	TOTAL OPERATING EXPENSES	230,895	416,710	461,060
CAPITAL OUTLAY				
6414	COMPUTER EQUIPMENT	905	-	-
	TOTAL CAPITAL OUTLAY	905	-	-
TOTAL EXPENDITURES		\$1,951,960	\$2,375,540	\$2,639,440



NON-DEPARTMENTAL

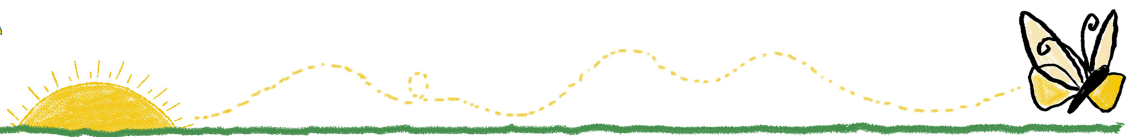
(0199)

01 GENERAL FUND

	ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OTHER DISBURSEMENTS			
9901 CONTINGENCY	\$0	\$500,000	\$500,000
9903 FUND BALANCE RESERVE	-	15,100,000	17,400,000
TOTAL OTHER DISBURSEMENTS	\$0	15,600,000	17,900,000
TOTAL EXPENDITURES	\$0	\$15,600,000	\$17,900,000

(0198)

OPERATING EXPENSES			
3190 PRO SER-OTHER	\$211,807	\$245,170	\$250,410
4819 INCENTIVE PROGRAM	29,390	40,260	40,300
4914 EMERGENCY PREPARATIONS	621,758	500,700	150,000
TOTAL OPERATING EXPENSES	862,955	786,130	440,710
OTHER DISBURSEMENTS			
8211 ECON DEV INCENT. PROGRAM	212,634	217,440	74,510
8220 NEIGHBORHOOD ENHANCEMENT GRANTS	45,019	65,000	195,000
8310 GRANTS-MATCHING FUNDS	20	-	-
9139 TRANSFER TO FUND 39	2,800,000	1,000,000	3,000,000
TOTAL OTHER DISBURSEMENTS	3,057,673	1,282,440	3,269,510
TOTAL EXPENDITURES	\$3,920,628	\$2,068,570	\$3,710,220



UTILITY BILLING AND CUSTOMER SERVICE (4143)

Mission Statement

Provide prudent financial services with integrity, innovation, and efficiency.

Program Services

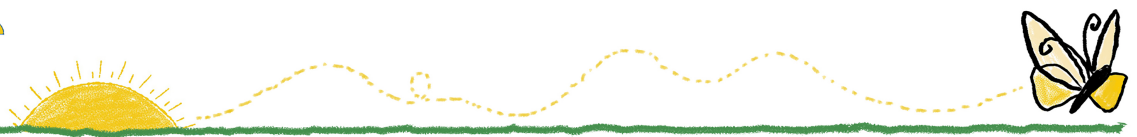
A division of the Finance and Administrative Services Department, Utility Billing and Customer Service is responsible for meter reading; the accurate billing of water and sewer services; and the processing of payments and customer service inquiries, including complaints, and various other issues via walk-ins, telephone, and correspondence. This division provides these services to approximately 12,000 customers and maintains an environment that promotes quality customer service in the most effective and efficient manner, while enforcing the City's policies, procedures, and Code of Ordinances.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Implemented Interactive Voice Response System (IVR) with 10% utilization	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders; Ensure Effective Use of Technology
	Implemented a new web platform to include secure online access to utility accounts and additional payment options, which increased total online payments by 10%	
	Implemented e-check payment options with 21% utilization	
	Researched and evaluated automatic meter reading options	
	Conducted internal audits to ensure the integrity of the Utility Billing system	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Increase utilization of Interactive Voice Response (IVR) by 5%	Provide Valuable Public Services and Amenities, as Defined by the Stakeholders; Ensure Effective Use of Technology
	Increase online payments by 10% via utilization of web platform	
	Enhance customer service by incorporating feedback received from customers via annual survey and email feedback	
	Issue Request for Proposals (RFP) for a consultant to perform a propagation study and meter audit for the automatic meter reading project	



UTILITY BILLING AND CUSTOMER SERVICE (4143)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,358,751	\$1,500,490	\$1,596,000	6.4%

PERSONAL SERVICES

\$69,380

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$26,130

The variance is due to increased professional services costs.

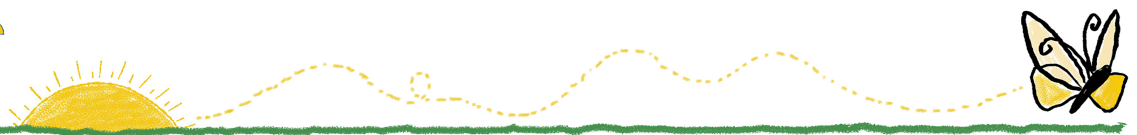
OTHER DISBURSEMENTS

\$0

No variance.

PERSONNEL COMPLEMENT

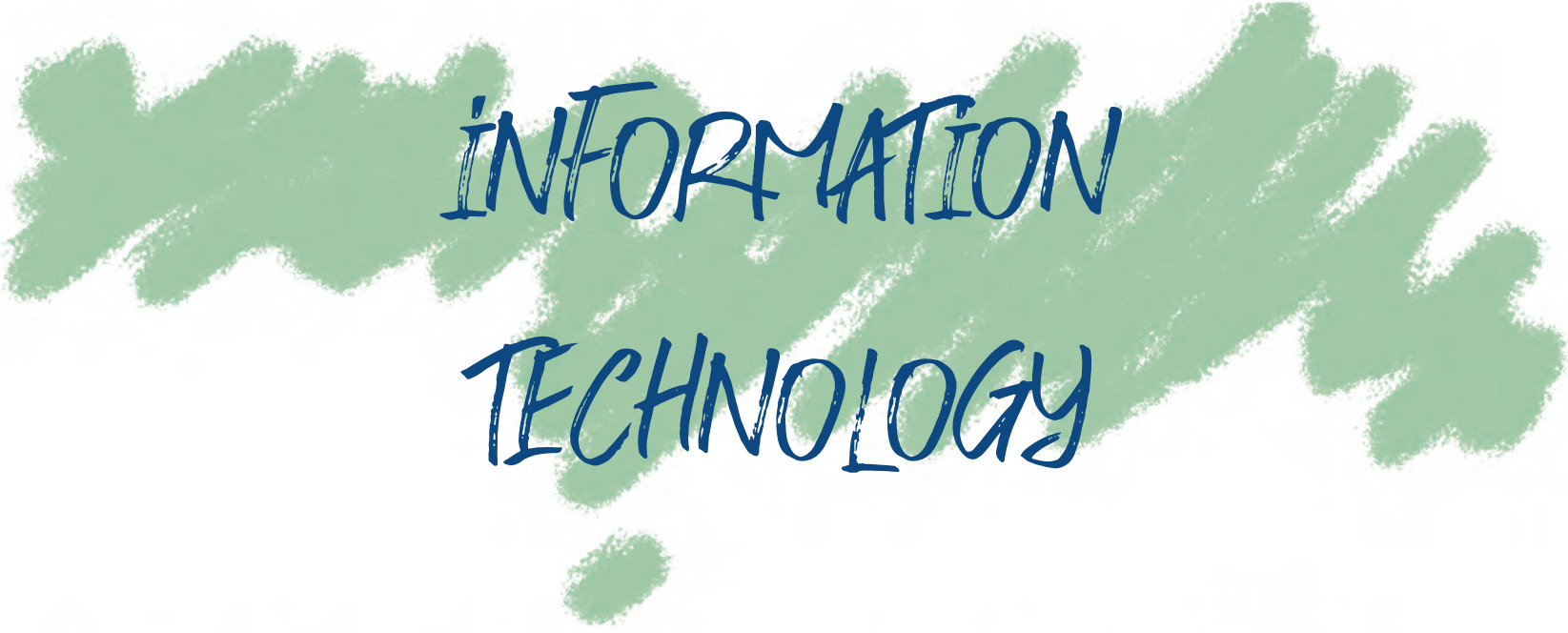
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Assistant Director	1	0	1.00	1.00	0.00
Accounting Clerk	3	0	3.00	3.00	0.00
Meter Service Worker I	1	0	1.00	1.00	0.00
Meter Service Worker II	1	0	1.00	1.00	0.00
Senior Accountant	1	0	1.00	1.00	0.00
Procurement Supervisor	1	0	1.00	1.00	0.00
Senior Utility Billing Technician	1	0	1.00	1.00	0.00
Utility Billing Operations Manager	1	0	1.00	1.00	0.00
TOTAL	10	0	10.00	10.00	0.00



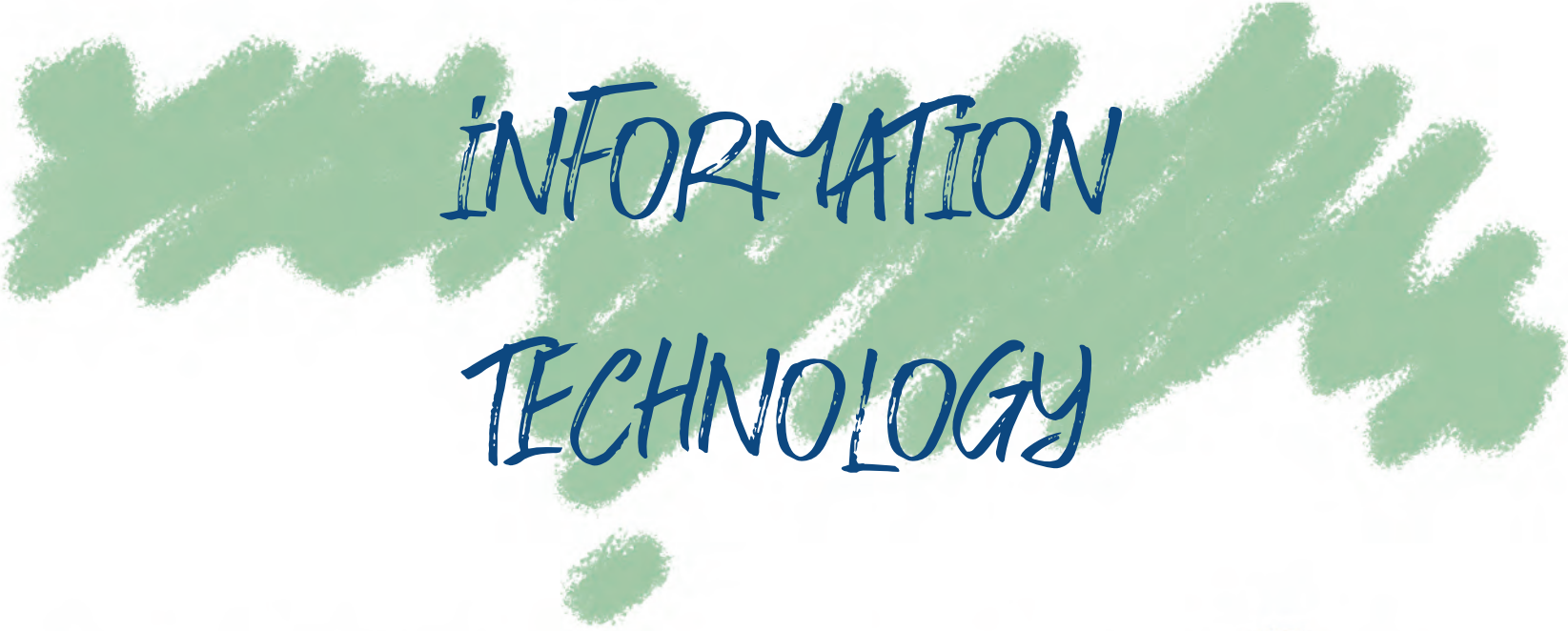
UTILITY BILLING AND CUSTOMER SERVICE (4143)

41 WATER/WASTEWATER FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$611,748	\$700,530	\$718,770
1410	OVERTIME	9,336	15,000	15,000
1510	LONGEVITY	2,500	3,500	3,500
1570	OTHER BENEFITS	2,235	2,760	2,760
2100	FICA TAXES	45,676	55,120	56,980
2200	RETIREMENT-EMPLOYER	48,926	74,450	82,280
2201	PENSION EXPENSE	105,431	-	-
2300	GROUP INSURANCE	96,683	128,910	170,240
2305	LONG TERM DISABILITY	1,586	2,860	2,900
2310	BASIC LIFE ADD & STD	2,409	3,360	3,440
2601	OTHER POSTEMPLOYMENT BENEFITS	74,860	-	-
2700	VEHICLE ALLOWANCE	3,600	4,800	4,800
TOTAL PERSONAL SERVICES		1,004,989	991,290	1,060,670
OPERATING EXPENSES				
3190	PRO SER-OTHER	160,259	183,000	207,150
3200	AUDIT	25,620	25,700	26,180
3412	CONTRACT SER-OTHER	153,541	185,800	187,300
4001	TRAINING AND TRAVEL	1,691	13,000	13,000
4605	R/M-CONTRACTS	3,288	4,800	4,800
4616	CAR WASH SERVICES	40	250	250
4630	R/M-EQUIPMENT	1,370	3,000	3,000
4700	PRINTING	316	3,500	3,500
4916	BAD DEBTS	(1,612)	40,000	40,000
5100	OFFICE SUPPLIES	924	1,500	1,500
5220	UNIFORMS	579	800	800
5240	OPER SUPPLIES-OTHER	897	1,750	1,750
5410	MEMBERSHIPS/DUES	175	400	400
5430	PUBLICATIONS/SUBSCRIPTIONS	191	700	700
TOTAL OPERATING EXPENSES		347,279	464,200	490,330
OTHER DISBURSEMENTS				
9300	INTEREST EXPENSE	6,484	45,000	45,000
TOTAL OTHER DISBURSEMENTS		6,484	45,000	45,000
TOTAL EXPENDITURES		\$1,358,751	\$1,500,490	\$1,596,000



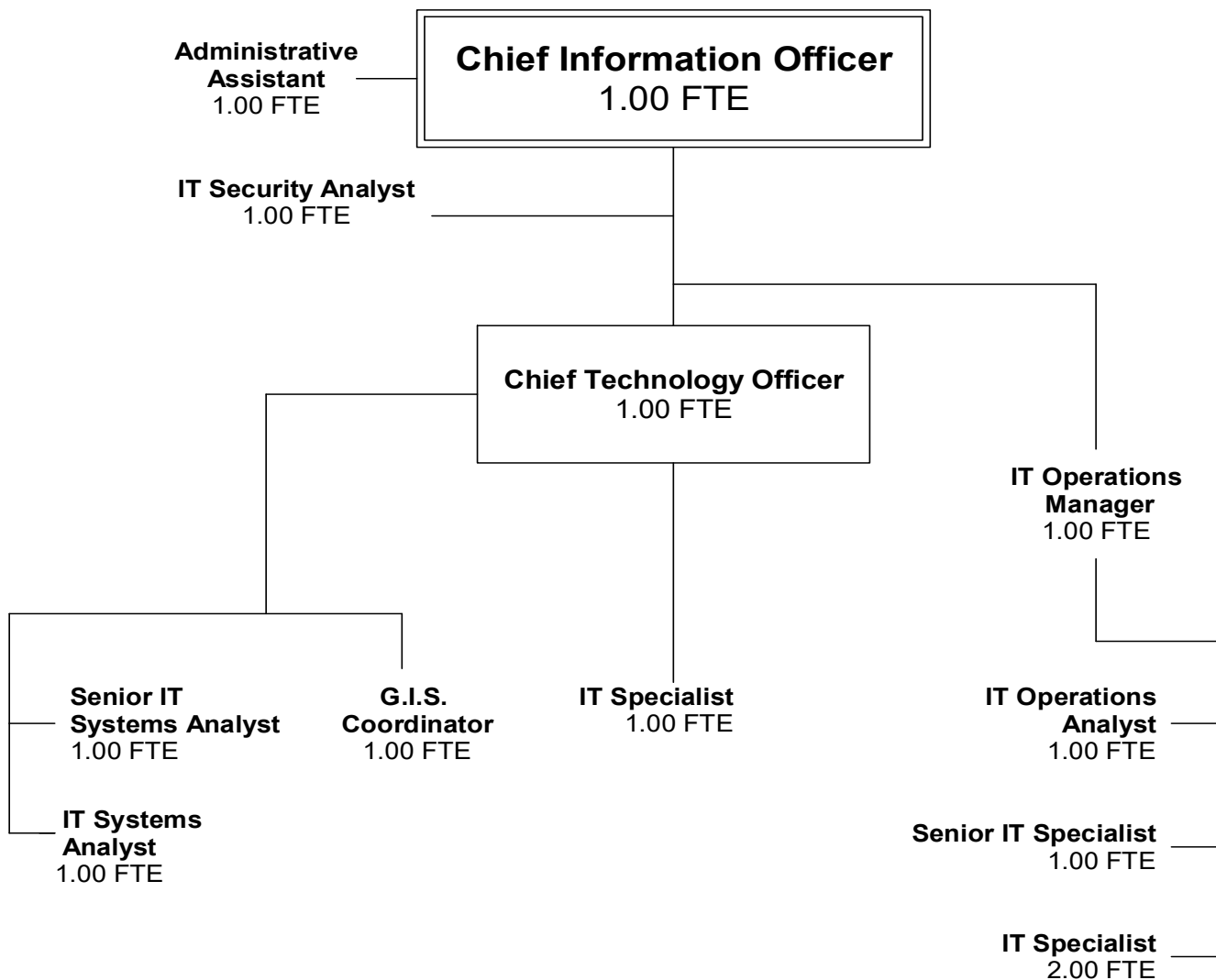
INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY ADOPTED FISCAL YEAR 2022 FTE: 14.00 EXP: \$3,175,360





INFORMATION TECHNOLOGY

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE
Technology Planning	0.65	194,980	63,130	258,110	8.6%
Customer Service & Support	5.60	735,200	-	735,200	24.7%
System Administration	3.70	584,740	431,660	1,016,400	34.2%
Application Services	0.90	173,160	239,970	413,130	13.9%
Security, Policies, & Standards	1.70	300,160	79,830	379,990	12.8%
Indirect Cost	1.45	129,620	42,910	172,530	5.8%
Capital Outlay*	-	-	-	200,000	-
TOTAL	14.00	\$ 2,117,860	\$ 857,500	\$ 3,175,360	100.0%

CORE SERVICES DESCRIPTION

Technology Planning

Technology Planning is the process of projecting the technical evolution of a program or system to achieve its future vision or end-state. It serves as the companion to the City's business or mission objectives driven by desired outcomes of the City's strategic initiatives. Technology planning includes technology forecasting, IT governance, security, change management, projections, and proper technology upgrades.

Customer Service & Support

Customer Service and Support incorporates the service life-cycle performance measurement with improvement efforts to service strategy, design, and transition. The program focuses on increasing the efficiency, maximizing the effectiveness, and optimizing the cost of services and the underlying IT service processes.

System Administration

System Administration encompasses the continuous maintenance, configuration, and reliable operation of an IT asset or service through its production lifecycle. The program provides guidance on promoting efficient usage to ensure that City initiatives and business objectives are accomplished.

Application Services

Application Services facilitates the selection, design, implementation, and maintenance of software services. This program ensures transition planning, implementation, training, and support; service asset and configuration management; release and deployment management; service validation, testing, and evaluation; knowledge management; data management; and GIS mapping and layer development.

Security, Policies, & Standards

Security, Policies, and Standards is the framework to which sustained and secured technology operations are supported in compliance with best practices, standards, regulations, and procedures. The program involves the development and maintenance of security policy documentation as well as workforce cybersecurity education and training.

Indirect Cost

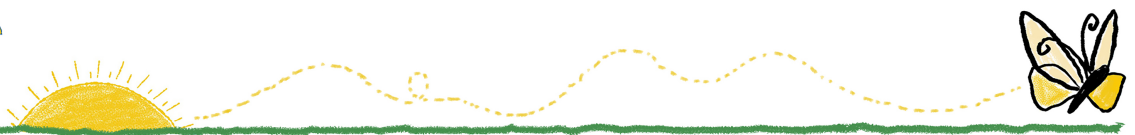
Indirect Cost includes both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

* Capital Outlay are considered non-programmatic costs.



INFORMATION TECHNOLOGY PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Technology Planning						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of latest software releases, patches, and upgrades/updates completed	92%	94%	92%	94%	92%
Customer Service & Support						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	First-time fix rate	99%	98%	100%	99%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of Service Desk Requests resolved within Service Level Agreement (SLA) timeframes	84%	87%	100%	84%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of services restored within Service Level Agreement (SLA) timeframe	100%	100%	100%	73%	100%
System Administration						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of uptime for IT applications and services	99%	99%	100%	100%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of planned system maintenance completed	72%	81%	100%	85%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of time system restoration is completed within 24 hours	100%	100%	100%	100%	100%
Application Services						
Expand E-Government Access	# of available E-Government services	24	27	27	34	35
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of projects completed within pre-established timeframes	61%	56%	100%	69%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of projects completed within budget	100%	100%	100%	100%	100%
Policies, Standards & Security						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	# of policies and procedures maintained and developed	24	24	27	24	30
Indirect						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customer satisfaction (survey)	98%	100%	100%	99%	100%
Optimize Training and Development	Average # of training hours per employee	48	23 *	30	42	30
Retain High Quality workforce	Retention rate	100%	100%	100%	100%	100%
Retain High Quality workforce	Average years of service	15	15	16	13	14

* Data affected by COVID-19



INFORMATION TECHNOLOGY (0144)

Mission Statement

To provide enterprise technology solutions to City leaders and staff so they can meet their goals and deliver effective and efficient services to our customers.

Program Services

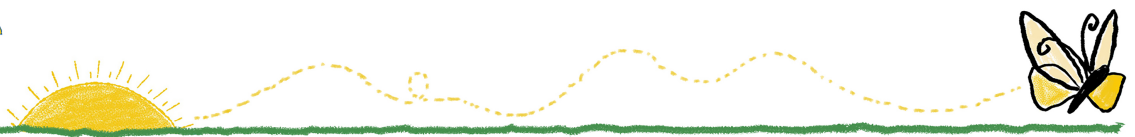
The Information Technology (IT) Department works with all City departments to effectively use technology and improve services provided to the residents and businesses of the City of Coconut Creek. Services are provided through the use of centralized storage virtualization helping to reduce hardware costs and lower the City's technology carbon footprint, which promotes its green initiatives. The City-wide network is maintained and supported by numerous software applications. Additionally, the department ensures all City information and information-based services are acquired, monitored, tuned, maintained, and kept current in the most cost-effective manner possible. All systems are maintained, secured, and appropriately backed up to ensure data availability, data integrity, and data confidentiality.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed City of Coconut Creek to City of Coral Springs fiber connection to implement communications between the cities for Police and Fire/EMS dispatch services	Ensure Continuity of City Operations; Improve Service Capabilities
	Completed security camera installations to include the Police Department, Utilities & Engineering Building, Sabal Pines Park, Recreation Complex, and Fire Station #94 for additional layer of security	
	Completed Commission Chambers Technology Refresh to include improvements to sound quality and an electronic sign-in process to enhance overall interaction and presentations	
	Identified all hardware and software applications for Coconut Creek Fire Rescue Department	
	Completed necessary connectivity to the existing network infrastructure for temporary Fire Station #113	
	Enhanced and strengthened Enterprise Security Infrastructure by upgrading system firewalls	Ensure Continuity of City Operations; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Launched online registration process to provide vaccination opportunities and transportation to COVID-19 vaccination sites for residents	Expand E-government access; Ensure Public Safety

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Complete Commission Chambers improvements to enhance audio-visual quality and improve overall interaction and presentation	Ensure Continuity of City Operations; Improve Service Capabilities
	Transition Police and Fire/EMS dispatch services from Broward County Dispatch to Coral Springs	
	Implement Data Center hardware refresh at Emergency Operations Center (EOC)	
	Evaluate and conceptualize our cybersecurity strategy in order to improve our cyber-resilience and response to threats, as well as our overall cybersecurity posture	
	Complete the final phase of the City-wide security camera installation project	



INFORMATION TECHNOLOGY (0144)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$2,431,043	\$3,442,540	\$3,175,360	-7.8%

PERSONAL SERVICES

\$104,770

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$361,420)

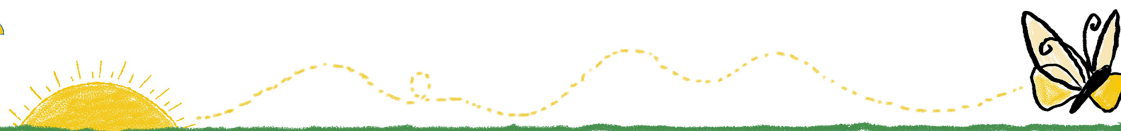
The variance is primarily due to decreased computer software, telephone, and subscription costs associated with the implementation of Coconut Creek Fire Rescue Department in FY21. In addition, City department maintenance costs have been removed and added to the appropriate department budget.

CAPITAL OUTLAY

(\$10,530)

The variance is due to changes in capital needs from year to year.

PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Chief Information Officer	1	0	1.00	1.00	0.00
Chief Technology Officer	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
GIS Coordinator	1	0	1.00	1.00	0.00
Information Technology Operations Analyst	1	0	1.00	1.00	0.00
Information Technology Operations Manager	1	0	1.00	1.00	0.00
Information Technology Security Analyst	1	0	1.00	1.00	0.00
Information Technology Specialist	3	0	3.00	3.00	0.00
Information Technology Systems Analyst	1	0	1.00	1.00	0.00
Intern	0	2	1.00	1.00	0.00
Senior Information Technology Specialist	1	0	1.00	1.00	0.00
Senior Information Technology Systems Analyst	1	0	1.00	1.00	0.00
TOTAL	13	2	14.00	14.00	0.00



INFORMATION TECHNOLOGY (0144)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$1,360,649	\$1,477,100	\$1,527,380
1210	REIMBURSEMENT	(40,573)	-	-
1410	OVERTIME	13,799	14,000	14,000
1510	LONGEVITY	12,500	13,500	11,500
1570	OTHER BENEFITS	8,025	8,100	9,900
2100	FICA TAXES	97,126	115,380	119,110
2200	RETIREMENT-EMPLOYER	195,046	206,370	217,920
2300	GROUP INSURANCE	120,019	155,540	194,410
2305	LONG TERM DISABILITY	2,806	4,550	4,810
2310	BASIC LIFE ADD & STD	4,105	5,350	5,630
2700	VEHICLE ALLOWANCE	13,200	13,200	13,200
TOTAL PERSONAL SERVICES		1,786,701	2,013,090	2,117,860
OPERATING EXPENSES				
3190	PRO SER-OTHER	10,535	41,650	50,300
3412	CONTRACT SER-OTHER	49,668	56,860	47,500
4001	TRAINING AND TRAVEL	1,839	17,000	19,000
4100	TELEPHONE	118,161	168,710	177,970
4400	RENTAL AND LEASES	1,274	810	860
4630	R/M-EQUIPMENT	2,154	9,000	24,000
4675	R/M-IT	385,509	524,330	448,600
4914	EMERGENCY PREPARATIONS	56	2,000	2,000
4920	OTHER CURRENT CHARGES	915	980	1,010
5100	OFFICE SUPPLIES	1,850	3,000	4,500
5110	EQUIPMENT-MINOR	16,566	30,000	30,000
5115	TELEPHONE SYSTEM SUPPLIES	2,985	8,750	5,570
5120	COMPUTER SUPPLIES	1,384	3,500	3,500
5130	COMPUTER SOFTWARE	36,948	332,640	27,000
5140	IN-HOUSE TRAINING SUPPLIES	460	1,000	250
5410	MEMBERSHIPS/DUES	703	1,540	1,280
5430	PUBLICATIONS/SUBSCRIPTIONS	3,255	17,150	14,160
TOTAL OPERATING EXPENSES		634,261	1,218,920	857,500
CAPITAL OUTLAY				
6410	OFFICE EQUIPMENT	1,450	-	-
6414	COMPUTER EQUIPMENT	3,337	200,000	200,000
6430	MACHINERY AND EQUIPMENT	-	10,530	-
6870	INTANGIBLE ASSETS	5,293	-	-
TOTAL CAPITAL OUTLAY		10,080	210,530	200,000
TOTAL EXPENDITURES		\$2,431,043	\$3,442,540	\$3,175,360



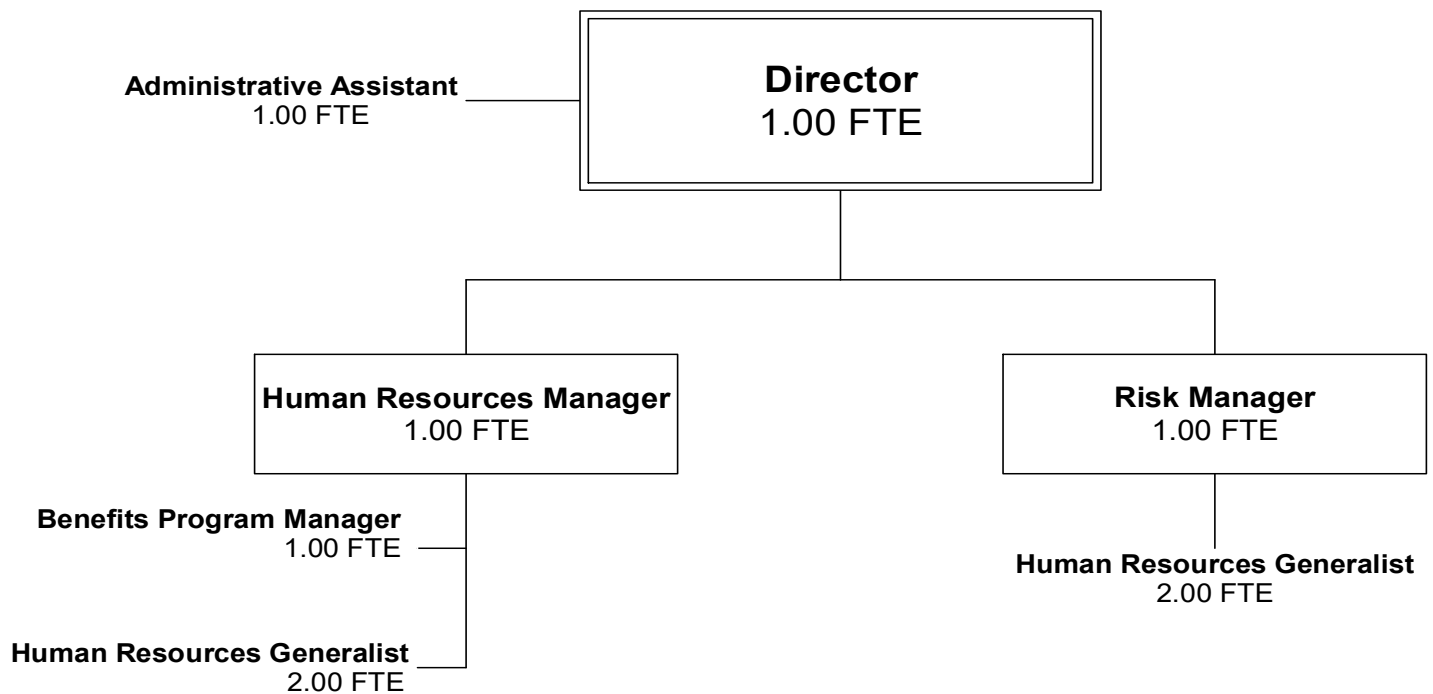
HUMAN RESOURCES



HUMAN RESOURCES



HUMAN RESOURCES AND RISK MANAGEMENT ADOPTED FISCAL YEAR 2022 FTE: 10.00 EXP: \$4,472,930





HUMAN RESOURCES AND RISK MANAGEMENT

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE
Workforce Planning & Employment	2.55	322,590	74,310	396,900	9.1%
Labor Relations	1.15	178,840	40,790	219,630	5.0%
Employee Development & Engagement	1.65	224,280	101,280	325,560	7.4%
Safety & Risk Management	1.45	229,850	2,700,810	2,930,660	67.0%
Compensation & Benefits	2.70	344,250	52,300	396,550	9.1%
Indirect Cost	0.50	93,420	10,210	103,630	2.4%
Other Disbursements*	-	-	-	100,000	-
TOTAL	10.00	\$ 1,393,230	\$ 2,979,700	\$ 4,472,930	100.0%

CORE SERVICES DESCRIPTION

Workforce Planning & Employment

The Workforce Planning and Employment Program ensures the workforce is aligned with the City's needs. Functions include workforce planning; staffing and position analyses; job description development; position control; recruitment, hiring and onboarding; ensuring accurate completion of required employment documentation; facilitating and processing transfers, promotions, demotions, and organizational separations; and maintaining all associated documentation and personnel files while ensuring compliance with all related laws and regulations.

Labor Relations

The Labor Relations Program focuses on labor-related issues, including negotiating and administering collective bargaining agreements, establishing and monitoring workplace policies and procedures to ensure consistent application, investigating/resolving employee complaints, issuing disciplinary actions as needed, and responding to grievances, while ensuring compliance with all applicable laws and regulations.

Employee Development & Engagement

The Employee Development and Engagement Program focuses on developing and retaining employees who are committed to the betterment of the City. Functions include training and development, performance evaluations, performance improvement plans, professional development plans, employee surveys, team-building, and employee morale and engagement initiatives to increase individual and organizational effectiveness.

Safety & Risk Management

The Safety and Risk Management Program includes evaluating, developing, implementing, and administering programs, plans, and policies that provide a safe and secure working environment while ensuring compliance with all applicable laws and regulations. This program also ensures the financial security of the City by protecting the organization from liability. This includes managing the City's safety program and casualty and workers' compensation programs, processing claims, and coordinating safety and compliance training for City staff.

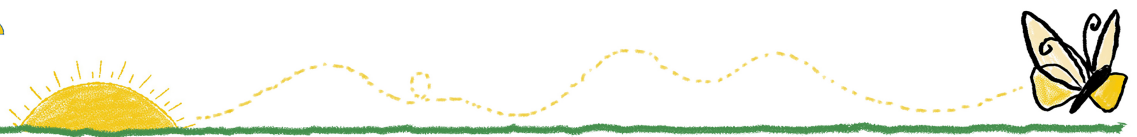
Compensation & Benefits

The Compensation and Benefits Program focuses on developing, selecting, implementing, administering, and evaluating employee benefits, wellness programs, compensation policies/programs, and pay structures based upon internal equity and external market conditions for all employee groups, while ensuring the City's compliance with all applicable laws and regulations.

Indirect Cost

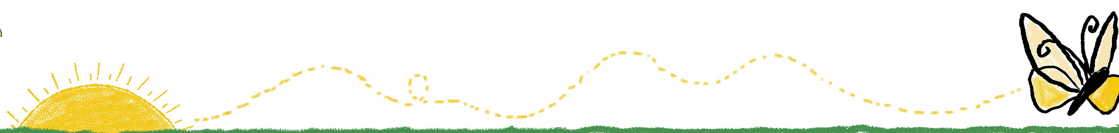
Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

*Other Disbursements are considered non-programmatic costs.



HUMAN RESOURCES AND RISK MANAGEMENT PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Workforce Planning and Employment						
Maximize Effectiveness of Recruitment and Hiring Process	% of new employees completing probationary period (City-wide)	70%	80%	80%	94%	80%
Employee Development and Engagement						
Ensure Succession Planning	% of supervisory positions filled internally (City-wide)	75%	83%	80%	57%	80%
Safety and Risk Management						
Ensure Employees' Safety	# of safety incidents resulting in lost work days	8	3 *	<7	6	<10
Ensure Public Safety	# of automobile accidents (employee at-fault)	14	13	<14	20	<20
Compensation and Benefits						
Provide Competitive Compensation and Benefits Package to Employees	% of surveyed positions with salary range midpoints at or above the 50th percentile, benchmarked against surrounding public employers	84%	52%	80%	77%	80%
Indirect						
Optimize Training and Development	Average # of training hours per employee	39	44 *	40	29 *	40
Retain a High-Quality Workforce	Retention rate	88%	100%	100%	100%	100%
Retain a High-Quality Workforce	Average years of service	6	7	8	6	7

* Data affected by COVID-19



HUMAN RESOURCES AND RISK MANAGEMENT (0145)

Mission Statement

To provide proactive guidance and direction to management and employees, recruit and retain the best qualified employees, provide a highly motivated work environment, and enhance the financial security of the City and the health and welfare of our employees and their families.

Program Services

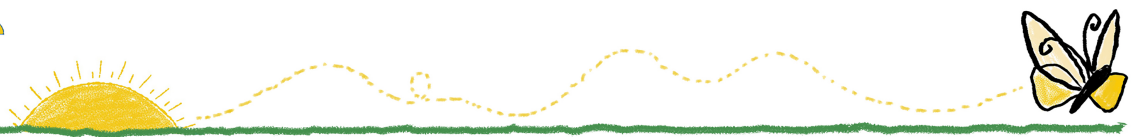
The Human Resources and Risk Management Department (HR) provides administrative, personnel, and Risk Management services to all departments of the City, serving as a conduit among employees, management, external customers, insurance companies, and benefits providers. HR performs the centralized functions of workforce planning and employment, professional development, compensation and benefits administration, risk management, and employee and labor relations, including negotiating and administering collective bargaining agreements. HR also facilitates employee motivation and retention efforts, succession planning, and performance management, while ensuring compliance with all legal requirements. In its Risk Management capacity, HR manages organizational loss prevention activities and implements strategies that reduce, eliminate, transfer, or assume identified risk from the organization and the employees, with an emphasis on safety and wellness.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Managed COVID-19 emergency efforts related to a variety of safety and personnel matters	Ensure Employee's Safety; Improve Community-wide Emergency Preparedness
	Developed and implemented staffing, policy, compensation, and benefits plans to bring Fire/EMS services in-house	Maximize Effectiveness of Recruitment and Hiring Process; Provide Competitive Compensation and Benefits Package
	Improved the recruitment/hiring process by implementing a paperless onboarding solution, enhancing hiring managers' applicant review experience, and preparing a formal Equal Employment Opportunity (EEO) Plan to identify areas of underutilization and develop action items	Maximize Effectiveness of Recruitment and Hiring Process
	Offered comprehensive health screenings, including cancer screenings, for first responders	Provide Competitive Compensation and Benefits Package
	Conducted lead exposure risk assessment for Police Officers and developed a plan to control/reduce exposure	Ensure Employees' Safety

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Facilitate all personnel needs during the first year of Coconut Creek Fire Rescue Department implementation	Retain a High-Quality Workforce
	Engage in collective bargaining with the three Police Benevolent Association (PBA) units	Retain a High-Quality Workforce; Provide Competitive Compensation and Benefits Package; Ensure Financial Stability
	Reevaluate the Equal Employment Opportunity (EEO) Plan and Diversity, Equity, and Inclusion in the Workplace training following the addition of Fire Rescue personnel and recalibrate as necessary	Maximize Effectiveness of Recruitment and Hiring Process; Retain a High-Quality Workforce
	Launch safety educational program to prevent/reduce shoulder and back injuries (most recent leading types of workplace injuries)	Ensure Employees' Safety



HUMAN RESOURCES (0145)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,120,009	\$1,722,860	\$1,778,930	3.3%

PERSONAL SERVICES

\$99,210

The variance is primarily due to the reclassification of a Human Resource and Risk Management Specialist position in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$43,140)

The net decrease is primarily due to decreased professional, contractual, and training costs associated with the implementation of Coconut Creek Fire Rescue Department in FY21. This decrease is partially offset by increased maintenance, tuition reimbursement, promotional, and professional development costs.

PERSONNEL COMPLEMENT

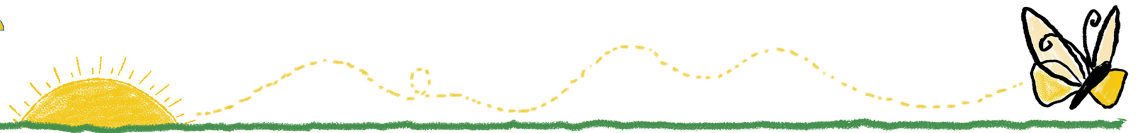
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Benefits Program Manager	1	0	1.00	1.00	0.00
Human Resources Manager	1	0	1.00	1.00	0.00
Human Resources Generalist	4	0	4.00	4.00	0.00
Intern	0	1	1.00	1.00	0.00
Risk Manager	1	0	1.00	1.00	0.00
TOTAL	9	1	10.00	10.00	0.00



HUMAN RESOURCES (0145)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$811,555	\$960,930	\$1,005,130
1410	OVERTIME	434	3,000	3,000
1510	LONGEVITY	3,000	3,500	4,500
1570	OTHER BENEFITS	4,189	4,080	7,200
2100	FICA TAXES	59,502	70,610	78,280
2200	RETIREMENT-EMPLOYER	87,786	100,200	117,600
2300	GROUP INSURANCE	62,273	106,110	131,120
2305	LONG TERM DISABILITY	1,733	2,850	3,230
2310	BASIC LIFE ADD & STD	2,551	3,340	3,770
2500	UNEMPLOYMENT COMPENSATION	1,260	25,000	25,000
2700	VEHICLE ALLOWANCE	14,400	14,400	14,400
TOTAL PERSONAL SERVICES		1,048,681	1,294,020	1,393,230
OPERATING EXPENSES				
3120	PRO SER-PHYSICALS	12,680	106,000	82,460
3190	PRO SER-OTHER	3,709	58,850	32,730
3412	CONTRACT SER-OTHER	11,106	89,050	51,950
4001	TRAINING AND TRAVEL	2,052	9,000	10,500
4003	SAFETY TRAINING	-	28,400	33,000
4400	RENTAL AND LEASES	1,758	1,340	1,400
4675	R/M-IT	8,682	-	13,560
4700	PRINTING	-	1,100	2,970
4800	PROMOTIONAL ACTIVITIES	2,854	23,000	29,100
4804	SAFETY PROMOTIONAL ACTIVITIES	2,283	7,000	7,000
4910	ADVERTISEMENTS	1,128	6,650	6,590
4915	EMPLOYEE TUITION REIMB	19,084	50,000	60,000
4920	OTHER CURRENT CHRGS-MISC	-	25,000	30,000
5100	OFFICE SUPPLIES	1,274	3,000	3,300
5110	EQUIPMENT-MINOR	-	2,000	2,300
5140	IN-HOUSE TRAINING SUPPLIES	1,079	11,500	12,100
5410	MEMBERSHIPS/DUES	2,262	4,620	5,240
5430	PUBLICATIONS/SUBSCRIPTIONS	1,378	800	1,500
TOTAL OPERATING EXPENSES		71,327	428,840	385,700
TOTAL EXPENDITURES		\$1,120,009	\$1,722,860	\$1,778,930



RISK MANAGEMENT (0133)

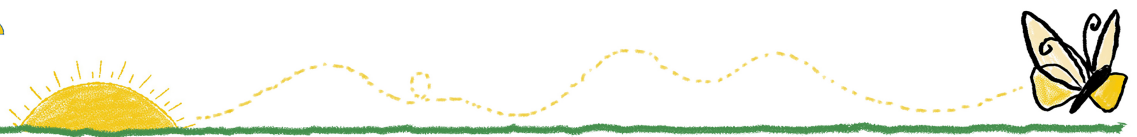
	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,850,661	\$2,113,530	\$2,694,000	27.5%

OPERATING EXPENSES \$580,470

The variance is primarily due to anticipated increases in worker's compensation, auto liability, general liability, and auto damage, and property damage insurance premiums associated with the creation of the Coconut Creek Fire Rescue Department.

OTHER DISBURSEMENTS \$0

No variance.



RISK MANAGEMENT (0133)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OPERATING EXPENSES				
3412	CONTRACT SER-OTHER	\$0	\$3,000	\$3,000
4510	PROPERTY DAMAGE-SIR	51,879	40,000	60,000
4520	AUTO DAMAGE-SIR	57,068	80,000	110,000
4530	WORKERS COMPENSATION-SIR	-	2,000	3,500
4540	GENERAL LIABILITY-SIR	90	5,000	60,000
4556	UST POLLUTION PREMIUM	-	3,680	4,000
4560	WORKERS' COMP PREMIUM	515,428	666,770	949,000
4570	AUTO LIABILITY PREMIUM	168,480	200,000	230,000
4580	PROPERTY DAMAGE PREMIUM	422,457	538,440	570,000
4590	GENERAL LIABILITY PREMIUM	398,136	474,640	604,500
4914	EMERGENCY PREPARATIONS	199,700	-	-
TOTAL OPERATING EXPENSES		1,813,238	2,013,530	2,594,000
CAPITAL OUTLAY				
6420	VEHICLES	37,423	-	-
TOTAL CAPITAL OUTLAY		37,423	-	-
OTHER DISBURSEMENTS				
9904	INSURANCE RESERVES	-	100,000	100,000
TOTAL OTHER DISBURSEMENTS		-	100,000	100,000
TOTAL EXPENDITURES		\$1,850,661	\$2,113,530	\$2,694,000

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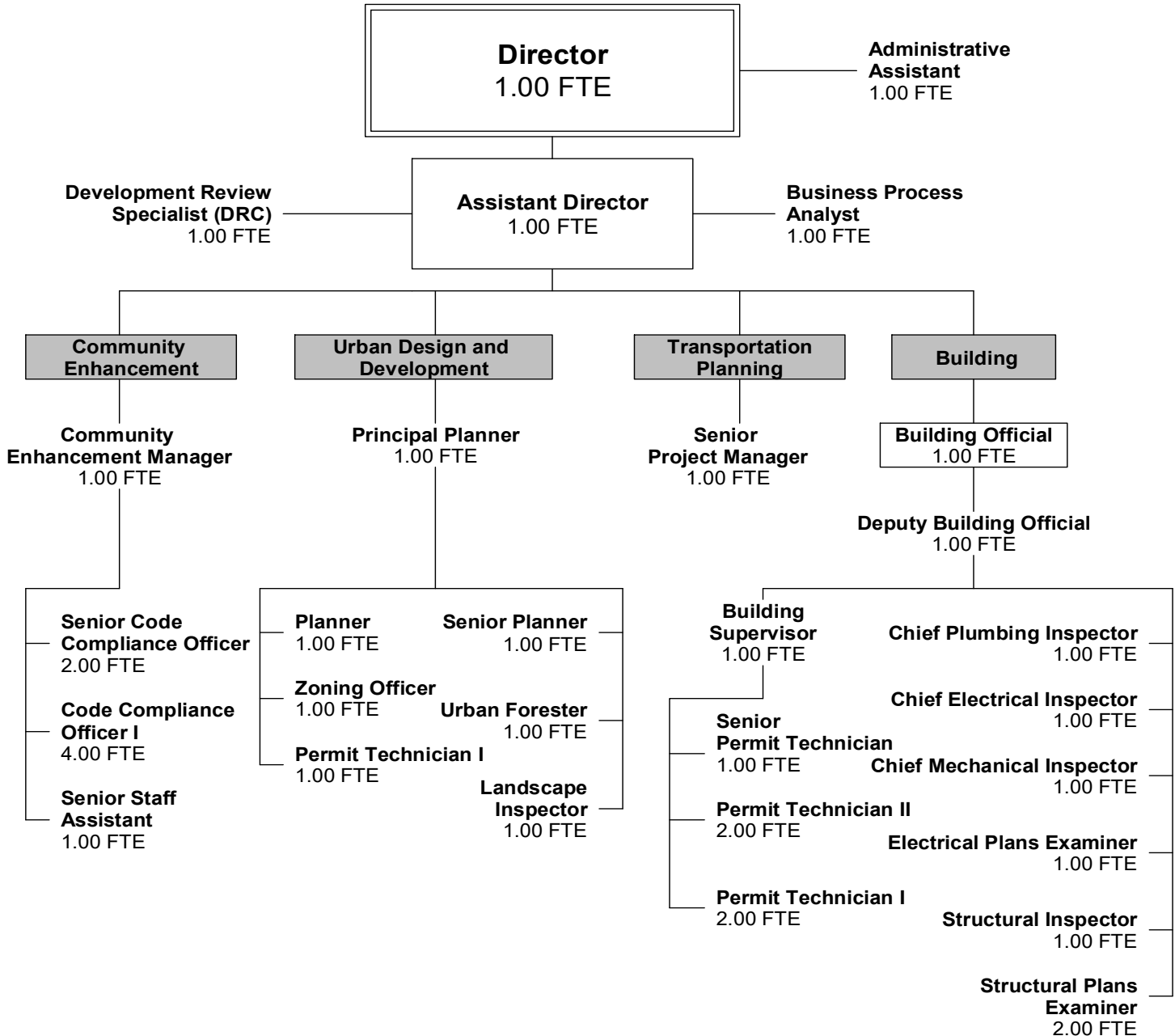
SUSTAINABLE DEVELOPMENT

A large, horizontal, green brushstroke graphic that serves as a background for the text. It has a textured, painterly appearance with varying shades of green and some darker, more saturated areas.

SUSTAINABLE DEVELOPMENT



SUSTAINABLE DEVELOPMENT ADOPTED FISCAL YEAR 2022 FTE: 37.00 EXP: \$4,684,640





SUSTAINABLE DEVELOPMENT

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Urban Design & Development	10.25	1,382,350	130,180	1,512,530	32.3%	69,000	1,443,530
Community Enhancement	9.00	973,610	59,290	1,032,900	22.0%	130,000	902,900
Housing Services	0.15	37,070	-	37,070	0.8%	-	37,070
Economic Development	0.70	219,640	8,580	228,220	4.9%	347,000	(118,780)
Building Services	16.20	1,685,660	138,720	1,824,380	38.9%	1,687,340	137,040
Indirect Cost	0.70	49,540	-	49,540	1.1%	-	49,540
TOTAL	37.00	\$ 4,347,870	\$ 336,770	\$ 4,684,640	100.0%	\$ 2,233,340	\$ 2,451,300

CORE SERVICES DESCRIPTION

Urban Design & Development

The Urban Design and Development Program establishes the foundation for ensuring a well-designed community. In addition to both short and long-range planning activities, the services include a variety of special projects and studies including transportation, beautification, and greenways. The City's Green Program is a multi-disciplinary, multi-department program that is administered as part of the Urban Design and Development Program.

Community Enhancement

The Community Enhancement Program is the City's proactive approach to maintaining and improving the quality and appearance of commercial and residential property and structures located within the City in accordance with the Code of Ordinances. The Community Enhancement Program is also responsible for Special Magistrate proceedings. The Special Magistrate is a licensed attorney who conducts hearings involving code enforcement issues much like an informal court proceeding.

Housing Services

The Housing Program is responsible for assuring a sustainable mix of housing types in the City through the implementation and administration of all federal, state, and local community grant programs. Initiatives include administering home buyer and housing rehabilitation programs in addition to community benefitting projects. These services are being transitioned to Broward County with the Department's role gradually being reduced over the next year.

Economic Development

The purpose of the Economic Development Program is to stabilize the existing business community; facilitate the establishment of new businesses; aid in job retention, job creation and business expansion; and improve overall community viability, appearance, and sustainability.

Building Services

The Building Services Program is responsible for the administration of the Florida Building Code, the 40-year-old Building Inspection process, Special Event Permitting, and assessments related to unsafe structures.

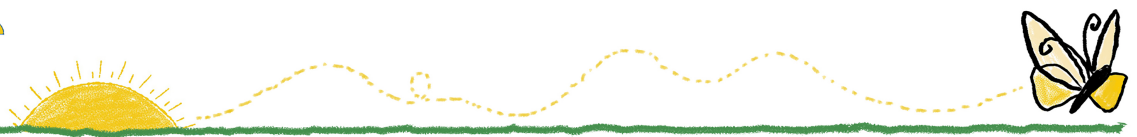
Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).



SUSTAINABLE DEVELOPMENT PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Community Enhancement						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of code violations corrected by voluntary compliance	87%	92%	90%	91%	90%
Promote and Maintain a Safe and Desirable Environment to Live and Work	# of neighborhood association meetings attended (Code)	11	5 *	6	7 *	8
Promote and Maintain a Safe and Desirable Environment to Live and Work	# of onsite business briefings for code compliance	107	88 *	100	82 *	100
Expand E-Government Access	% of time hearing docket/agenda is available online 7 days prior to the meeting	100%	100%	100%	100%	100%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of time final orders are prepared within 2 business days from receipt from Special Magistrate	100%	100%	100%	100%	100%
Building Services						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of minor permits processed within 1 business day	20%	21%	25%	25%	25%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of inspections scheduled online	46%	41%	70%	52%	75%
Promote and Maintain a Safe and Desirable Environment to Live and Work	% of site inspections performed within 7 days	100%	100%	100%	100%	100%
Urban Design and Development						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# public zoning inquiries	1,449	1,041	1,500	653	800
Enhance Community Aesthetics and Promote Positive Environmental Image via the City's Green Program	# of linear feet of greenway completed	0	2,050	1,900	0	1,900
Enhance Community Aesthetics and Promote Positive Environmental Image via the City's Green Plan	# of new public displays of green and sustainable technology	1	2	4	4	4
Actualize Main Street and Ensure Sustainable Economic Development Opportunities City-Wide	# of sustainable buildings constructed	1	0 *	4	0 *	4
Housing						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of residents assisted through City housing assistance programs	15	1	15	61 *	45
Economic Development						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Square feet of non-residential development approved	100,000	7,700 *	280,000	6,472 *	120,000
Indirect						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customer satisfaction (survey)	70%	80%	100%	87%	100%
Optimize Training and Development	Average # of training hours per employee	22	20 *	24	15 *	24
Retain a High Quality Workforce	Retention rate	100%	100%	100%	97%	100%
Retain a High Quality Workforce	Average years of service	8	9	10	9	10

*Data affected by COVID-19



ECONOMIC DEVELOPMENT (0134)

Mission Statement

To promote a diverse economic tax base in the City of Coconut Creek and to improve the economic and social well-being of its residents and the community.

Program Services

The purpose of the Economic Development Program is to stabilize the existing business community; facilitate the establishment of new businesses; aid in job retention, job creation, and business expansion; and improve overall community vitality, appearance, and sustainability.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Developed incentive guidelines and strategies for critical redevelopment opportunities	Provide Economic Development and Community Services Program Assistance
	Continued to strengthen relationship with the Coral Springs/Coconut Creek Chamber including collaboration on the development and implementation of an Emergency Business Stabilization Grant during the COVID-19 Pandemic	
	Partnered with Greater Fort Lauderdale Alliance in marketing MainStreet development opportunities	Actualize MainStreet and Ensure Sustainable Economic Development Opportunities Citywide
	Worked with City Commission on a new MainStreet vision to include a public safety complex and other City amenities (public spaces)	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Explore and evaluate federal, state and local funding opportunities to develop new business incentive programs	Provide Economic Development and Community Services Program Assistance
	Establish new relationships with local, state, and national economic development organizations	
	Continue to pursue new business and relocating existing business for City owned properties in the MainStreet Area	Actualize MainStreet and Ensure Sustainable Economic Development Opportunities Citywide



ECONOMIC DEVELOPMENT (0134)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$89,218	\$250,000	\$250,000	0.0%

OPERATING EXPENSES

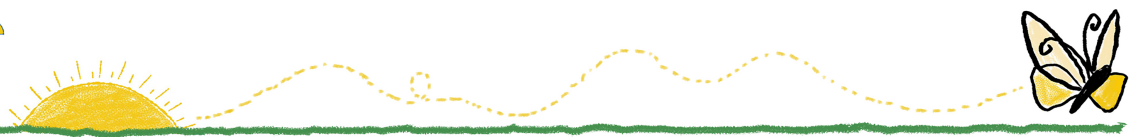
\$0

No variance.

OTHER DISBURSEMENTS

\$0

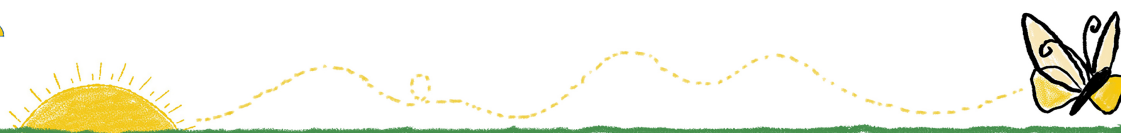
No variance.



ECONOMIC DEVELOPMENT (0134)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OPERATING EXPENSES				
3190	PRO SER-OTHER	\$31,718	\$32,500	\$32,500
4001	TRAINING AND TRAVEL	-	5,000	5,000
4700	PRINTING	-	5,000	5,000
5410	MEMBERSHIPS/DUES	7,500	7,500	7,500
TOTAL OPERATING EXPENSES		39,218	50,000	50,000
OTHER DISBURSEMENTS				
8211	ECON DEV INCEN PROGRAM	50,000	200,000	200,000
TOTAL OTHER DISBURSEMENTS		50,000	200,000	200,000
TOTAL EXPENDITURES		\$89,218	\$250,000	\$250,000



URBAN DESIGN AND DEVELOPMENT (0151)

Mission Statement

To take a leadership role in local government by incorporating progressive sustainable technologies and innovative, cutting edge design concepts into future development, and redevelopment projects in the City.

Program Services

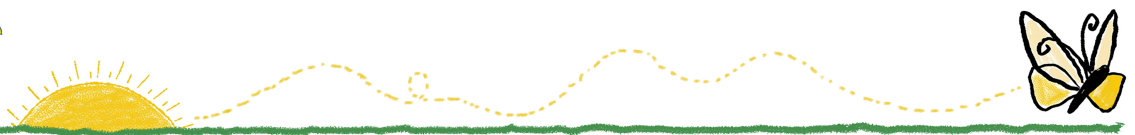
The Urban Design and Development Division establishes the foundation for ensuring a well-planned community. Division responsibilities include compliance reviews at several different levels; beautification; administration of the City's Green Plan; and City representation on the Planning and Zoning Board, Affordable Housing Advisory Board, and Environmental Advisory Board.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed Design Phase I of the Hillsboro Boulevard Public Improvement and the Regulatory approvals for the redevelopment site, subject to the Broward County redevelopment program	Enhance Community Aesthetics and Promote Positive Image via the City's Green Program
	Increased the number of electronic vehicle charging stations City-wide through new programs and partnerships	
	Continued to assist Florida Department of Transportation (FDOT) with the construction of Lyons Road Mobility project	
	Coordinated with Broward County to ensure a successful transition of housing services	Provide Economic Development and Community Services Program Assistance
	Coordinated with other City departments to successfully execute City projects funded by the Broward County Transportation Surtax program	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Enhance the Traffic Management Team to provide more City-wide traffic calming studies within the City	Ensure Public Safety
	Update the City's Green Plan into a more comprehensive Climate Action Plan	Enhance Community Aesthetics and Promote Positive Image via the City's Green Program
	Design art walk along Florida State Road 7 consistent with the new FDOT pedestrian enhancements	
	Restructure City impact fees in accordance with state statute and community needs	Ensure Financial Stability
	Continue to coordinate with other City departments to successfully execute City projects funded by the Broward County Transportation Surtax program	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives



URBAN DESIGN AND DEVELOPMENT (0151)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,200,670	\$1,483,090	\$1,485,980	0.2%

PERSONAL SERVICES

\$45,640

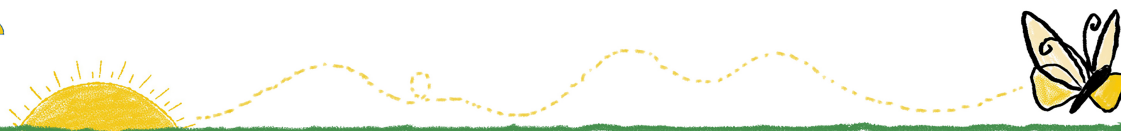
The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$42,750)

The variance is primarily due to decreased professional services costs associated with the completion of an impact fee study.

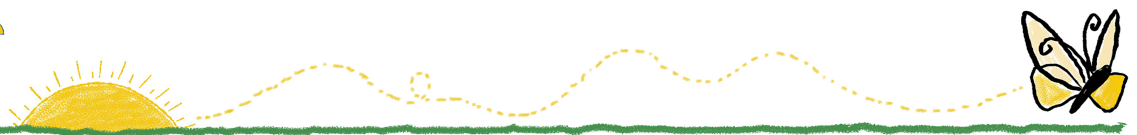
PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Assistant Director	1	0	1.00	1.00	0.00
Community Enhancement Manager	1	0	1.00	1.00	0.00
Landscape Inspector	1	0	1.00	1.00	0.00
Permit Technician I	1	0	1.00	1.00	0.00
Planner	1	0	1.00	1.00	0.00
Planning Intern	0	2	1.00	1.00	0.00
Principal Planner	1	0	1.00	1.00	0.00
Senior Planner	1	0	1.00	1.00	0.00
Senior Project Manager	1	0	1.00	1.00	0.00
Urban Forester	1	0	1.00	1.00	0.00
Zoning Officer	1	0	1.00	1.00	0.00
TOTAL	10	2	11.00	11.00	0.00



URBAN DESIGN AND DEVELOPMENT (0151)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$856,384	\$958,780	\$979,160
1410	OVERTIME	245	2,000	2,000
1510	LONGEVITY	6,500	6,500	7,500
1570	OTHER BENEFITS	3,535	3,780	3,300
2100	FICA TAXES	61,478	74,160	75,070
2200	RETIREMENT-EMPLOYER	103,189	95,760	103,930
2300	GROUP INSURANCE	109,187	148,280	163,740
2305	LONG TERM DISABILITY	2,013	3,470	3,530
2310	BASIC LIFE ADD & STD	2,980	4,050	4,190
2700	VEHICLE ALLOWANCE	5,800	4,800	4,800
	TOTAL PERSONAL SERVICES	1,151,311	1,301,580	1,347,220
OPERATING EXPENSES				
3150	PRO SER-MICROFICHE	1,998	2,500	3,000
3190	PRO SER-OTHER	23,408	127,900	85,900
3412	CONTRACT SER-OTHER	-	5,250	5,250
4001	TRAINING AND TRAVEL	3,604	7,300	7,300
4400	RENTAL AND LEASES	137	150	150
4616	CAR WASH SERVICES	-	350	380
4700	PRINTING	167	4,400	4,400
4800	PROMOTIONAL ACTIVITIES	756	4,700	4,700
4812	ARBOR DAY PROGRAM	5,709	6,000	6,000
5100	OFFICE SUPPLIES	1,211	2,100	2,100
5110	EQUIPMENT-MINOR	-	3,800	3,800
5220	UNIFORMS	450	1,000	1,000
5410	MEMBERSHIPS/DUES	11,699	15,560	14,280
5430	PUBLICATIONS/SUBSCRIPTIONS	220	500	500
	TOTAL OPERATING EXPENSES	49,359	181,510	138,760
TOTAL EXPENDITURES		\$1,200,670	\$1,483,090	\$1,485,980



BUILDING (0153)

Mission Statement

To provide the highest level of quality service related to the building trades and ensure public safety, health, and welfare of the City's residents and builders.

Program Services

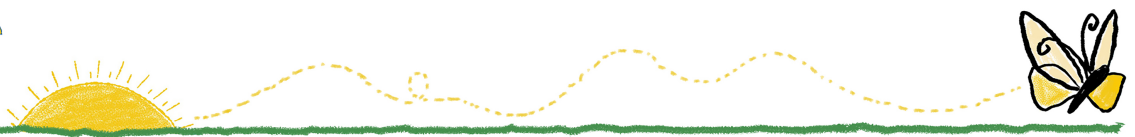
The Building Division reviews and processes various types of building permits in compliance with the Florida Building Code. This division provides construction-related services to developers, contractors, and residents for development of commercial, residential, and industrial projects large and small. It also provides technical support to the Urban Design and Development Division and continues to provide technically sound and professional recommendations to other departments.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Expanded the E-permitting process to include acceptance of 100% of small plans to expedite permits for added efficiency	Ensure Effective Use of Technology and Resources; Expand E-government Access
	Developed and implemented processes to enhance the fiscal transparency of all building costs and fees to be compliant with recent state legislative mandates	Facilitate Greater Interaction Among Resident in the Community and within Neighborhoods include Enhancing Community Policing Initiatives
	Partnered with the Building Officials Association, Broward Alliance Permitting Action Team, and Broward League of Cities to create consistency among the cities as it relates to code interpretation and decision making	Optimize Governmental Resources Owned by Other Government Agencies

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Continue to remain active in local, state, and national legislative issues that directly effect the Building Division	Optimize Governmental Resources Owned by Other Government Agencies
	Enhance the department capabilities of plan reviews and inspections by monitoring new trends and upgrading technology	Ensure Effective Use of Technology and Resources; Expand E-government Access
	Complete advanced training for all permit techs to receive International Code Council certification to receive higher Insurance Services Office ISO ratings	Retain a High Quality Workforce
	Establish an apprenticeship and/or internship program for appropriate building disciplines in anticipation of addressing key needs	



BUILDING (0153)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$2,091,859	\$2,541,100	\$2,548,530	0.3%

PERSONAL SERVICES

\$7,120

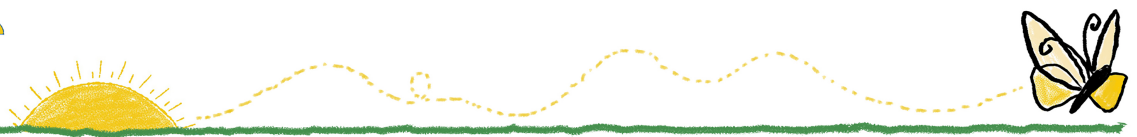
The variance is primarily due to staffing changes and cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$310

No major variance.

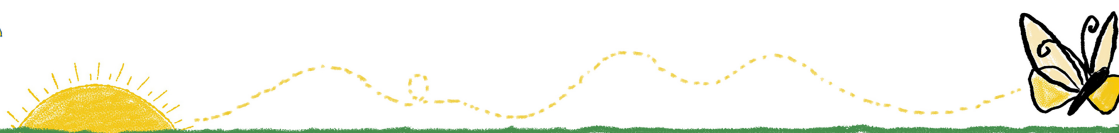
PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Building Official	1	0	1.00	1.00	0.00
Building Supervisor	1	0	1.00	1.00	0.00
Business Process Analyst	1	0	1.00	1.00	0.00
Chief Electrical Inspector	1	0	1.00	1.00	0.00
Chief Mechanical Inspector	1	0	1.00	1.00	0.00
Chief Plumbing Inspector	1	0	1.00	1.00	0.00
Deputy Building Official	1	0	1.00	1.00	0.00
Development Review Specialist	1	0	1.00	1.00	0.00
Electrical Plans Examiner	1	0	1.00	1.00	0.00
Permit Technician I	2	0	2.00	2.00	0.00
Permit Technician II	2	0	2.00	2.00	0.00
Senior Permit Technician	1	0	1.00	1.00	0.00
Structural Inspector	1	0	1.00	1.00	0.00
Structural Plans Examiner	2	0	2.00	2.00	0.00
TOTAL	19	0	19.00	19.00	0.00



BUILDING (0153)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$1,546,210	\$1,709,860	\$1,753,750
1410	OVERTIME	4,997	15,000	15,000
1510	LONGEVITY	12,500	12,000	12,000
1570	OTHER BENEFITS	4,700	4,740	4,740
2100	FICA TAXES	111,560	134,560	136,570
2200	RETIREMENT-EMPLOYER	174,336	183,280	213,350
2300	GROUP INSURANCE	187,318	311,780	242,780
2305	LONG TERM DISABILITY	3,431	6,170	6,270
2310	BASIC LIFE ADD & STD	5,133	7,300	7,350
2700	VEHICLE ALLOWANCE	18,000	18,000	18,000
TOTAL PERSONAL SERVICES		2,068,185	2,402,690	2,409,810
OPERATING EXPENSES				
3130	PRO SER-COUNTY INSPECTION	8,160	98,150	100,000
3150	PRO SER-MICROFICHE	3,584	5,500	5,500
3412	CONTRACT SER-OTHER	-	5,000	5,000
4001	TRAINING AND TRAVEL	3,448	10,500	10,500
4400	RENTAL AND LEASES	1,402	1,080	1,140
4605	R/M-CONTRACTS	375	1,650	1,650
4616	CAR WASH SERVICES	15	630	630
4700	PRINTING	346	1,200	1,000
5100	OFFICE SUPPLIES	1,200	3,600	3,600
5110	EQUIPMENT-MINOR	-	1,200	1,200
5220	BUILDING UNIFORMS	1,463	2,400	2,400
5410	MEMBERSHIPS/DUES	2,993	4,500	3,100
5430	PUBLICATIONS/SUBSCRIPTIONS	687	3,000	3,000
TOTAL OPERATING EXPENSES		23,674	138,410	138,720
TOTAL EXPENDITURES		\$2,091,859	\$2,541,100	\$2,548,530



COMMUNITY ENHANCEMENT (0154)

Mission Statement

To work in partnership with the residents and business owners of Coconut Creek to promote and maintain a safe and desirable environment to live and work.

Program Services

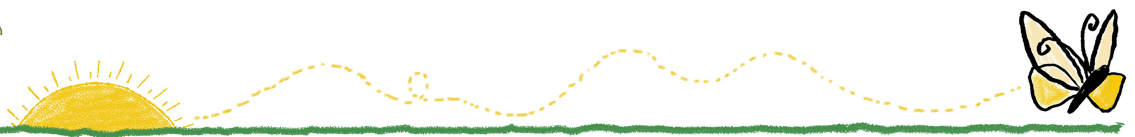
The Community Enhancement Division administers the Special Magistrate Program for code compliance activities pertaining to the maintenance of both residential and commercial property. This division also conducts neighborhood outreach and education programs.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Enhanced electronic processes by creating online code fine payment system and electronic sign-in for Special Magistrate Hearings	Ensure Effective Use of Technology and Resources
	Addressed over 300 COVID-19 Emergency Orders complaints through Broward County's QAlert system	
	Continued to enhance professional employee development through Florida Institute of Government and other similar organizations	Retain a High Quality Workforce
	Organized and completed multiple food distribution events during COVID-19 Pandemic, which included drive thru events and door to door delivery in the City's mobile home parks	Facilitate Greater Interaction Among Residents in Community and Within Neighborhoods including Enhancing Community Policing Initiatives

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Create and distribute pamphlet to encourage new businesses to adopt sustainable practices	Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Program
	Increase City presence at homeowner association meetings to better educate residents by distributing Community Enhancement information	Facilitate Greater Interaction Among Residents in Community and Within Neighborhoods including Enhancing Community Policing Initiatives
	Continue to provide employee development training in order to maintain a positive work environment	Optimize Governmental Resources Owned by Other Government Agencies



COMMUNITY ENHANCEMENT (0154)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$510,893	\$615,400	\$650,130	5.6%

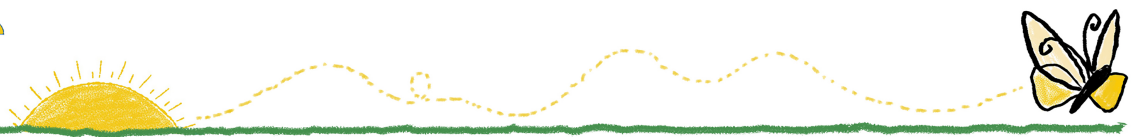
PERSONAL SERVICES \$34,180

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES \$550

No major variance.

PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Code Compliance Officer I	4	0	4.00	4.00	0.00
Senior Code Compliance Officer	2	0	2.00	2.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	7	0	7.00	7.00	0.00



COMMUNITY ENHANCEMENT (0154)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$361,717	\$376,290	\$405,250
1410	OVERTIME	713	3,000	3,000
1510	LONGEVITY	1,500	2,000	1,500
1550	HOLIDAY PAY	320	-	-
1570	OTHER BENEFITS	1,760	2,880	2,880
2100	FICA TAXES	27,988	28,880	31,470
2200	RETIREMENT-EMPLOYER	34,099	37,200	43,380
2300	GROUP INSURANCE	61,440	102,790	99,470
2305	LONG TERM DISABILITY	1,006	1,660	1,790
2310	BASIC LIFE ADD & STD	1,569	1,960	2,100
TOTAL PERSONAL SERVICES		492,112	556,660	590,840
OPERATING EXPENSES				
3112	OUTSIDE LEGAL COUNSEL	11,550	42,800	42,800
4001	TRAINING AND TRAVEL	845	2,000	2,000
4400	RENTAL AND LEASES	1,655	1,110	1,160
4616	CAR WASH SERVICES	21	630	630
4675	R/M IT	-	-	500
4700	PRINTING	955	2,500	2,500
4914	EMERGENCY PREPARATIONS	-	500	500
4920	OTHER CURRENT CHARGES - MISC.	137	2,800	2,800
5100	OFFICE SUPPLIES	762	1,500	1,700
5110	EQUIPMENT-MINOR	120	1,400	1,200
5220	UNIFORMS	1,738	1,900	1,900
5410	MEMBERSHIPS/DUES	999	1,500	1,500
5430	PUBLICATIONS/SUBSCRIPTIONS	-	100	100
TOTAL OPERATING EXPENSES		18,781	58,740	59,290
TOTAL EXPENDITURES		\$510,893	\$615,400	\$650,130



FY22 PROGRAM MODIFICATION

☒ RECURRING
☐ ONE TIME

☒ RECOMMENDED
☐ NOT RECOMMENDED

Title		
Neighborhood Enhancement Grant Program		
Department	Total Cost	
Sustainable Development	\$	130,000
Justification	Strategic Initiative(s):	
The Neighborhood Enhancement Grant Program was designed to provide funding assistance to neighborhood associations, homeowner associations, accredited schools, and other non-profit organizations for specific neighborhood projects that promote a stronger, safer, and more sustainable community. An additional \$130,000 to the existing budget to allow for the expansion of this program to address more neighborhood enhancement projects is proposed.	Enhance Community Aesthetics and Promote Positive Environmental Image	

Summary of Required Resources				
Program(s)	FTE	Personnel	Operating	Total
Community Enhancement	-	-	130,000	130,000
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	-	\$ -	\$ 130,000	\$ 130,000

Resource Supplement				
Personnel				
FTE	Description	Salary	Fringe	Cost
		-	-	\$ -
				-
				-
				-
				-
Total			\$	-

Operating Expenses/Capital Outlay		
Account Number	Description	Cost
0198-8220	Neighborhood Enhancement Grants	\$ 130,000
		-
		-
		-
Total		\$ 130,000

Revenues		
Account Number	Description	Cost
		\$ -
		-
		-
		-
Total		\$ -



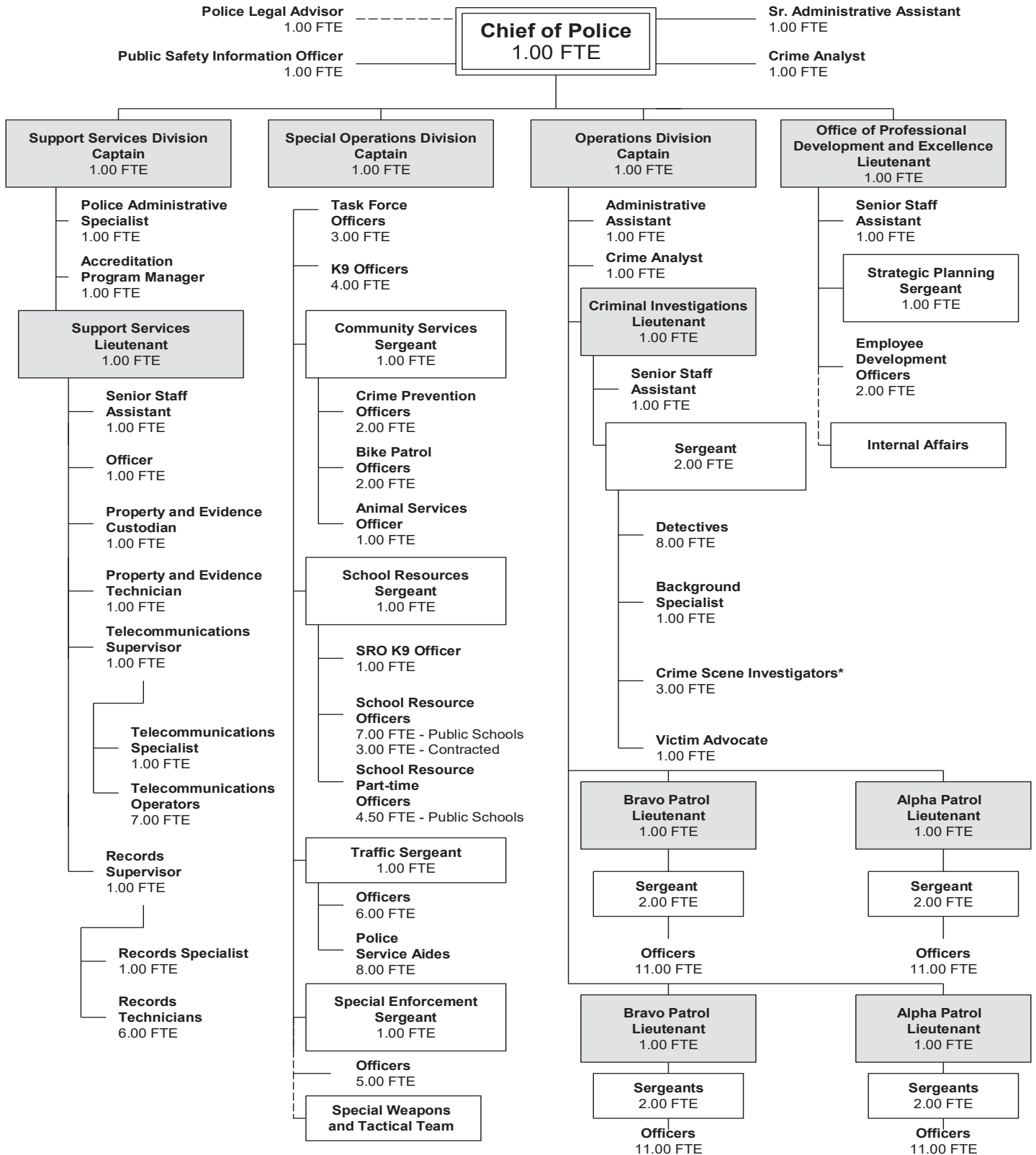
POLICE

A large, horizontal, green brushstroke with a textured, painterly appearance. The stroke is composed of several overlapping, diagonal and horizontal strokes, creating a sense of movement and depth. The color is a muted, earthy green.

POLICE



POLICE DEPARTMENT ADOPTED FISCAL YEAR 2022 FTE: 162.50 EXP: \$28,228,610





POLICE

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Operations	75.00	11,850,800	223,050	12,073,850	43.0%	-	12,073,850
Special Operations	50.50	7,510,460	560,360	8,070,820	28.8%	1,983,660	6,087,160
Support Services	25.00	2,985,360	2,374,170	5,359,530	19.1%	13,000	5,346,530
Indirect Cost	12.00	2,352,490	203,620	2,556,110	9.1%	-	2,556,110
Capital Outlay*	-	-	-	168,300	-	-	168,300
TOTAL	162.50	\$ 24,699,110	\$ 3,361,200	\$ 28,228,610	100.0%	\$ 1,996,660	\$ 26,231,950

CORE SERVICES DESCRIPTION

Operations

The Operations Division includes the Patrol Unit and the Criminal Investigations Unit. Division responsibilities include patrol of the City in an effort to deter crime, reduce fear, and response to all emergency and non-emergency calls for police service from the public; investigation of crimes in the City; crime scene processing; fingerprint identification; victims' rights; and forensic imaging. This division also ensures the proper collection, preservation, packaging, transportation, and documentation of physical evidence left at a crime scene while protecting it from contamination.

Special Operations

The Special Operations Division houses Community Services, School Services, Traffic Services, the Special Enforcement Team (SET), the K-9 Unit, and Special Weapons and Tactics (SWAT).

Community Services supplies a variety of services and programs that improves the quality of life through partnerships in the community including the Police Explorer Program.

School Services includes the School Resource Officer (SRO) Program, which provides police officers to the City's public schools to enhance security, promote appropriate educational curriculums, and provide student access to a law enforcement mentor/role model. The unit also provides law enforcement services for North Broward Preparatory School.

Traffic Services works to protect motorists, bicyclists, and pedestrians throughout the City. Unit responsibilities include traffic enforcement; DUI detection; traffic homicide investigation; hit and run investigation; aggressive driving deterrent; monitor and track traffic trends, accidents, and road conditions throughout the City; and public education to promote traffic safety.

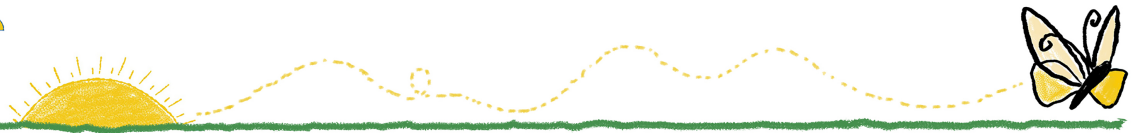
The Special Enforcement Team (SET) is responsible for tracking and suppression activities, covert investigations, intelligence-gathering, conducting searches for fugitives, and proactive police contacts for the Police Department.

The K-9 Unit is a team of specially trained police officers with their K-9 partners. The K-9 Unit provides a valuable resource to the Police Department by assisting with the apprehension of criminals, locating illegal narcotics, and finding lost/missing persons.

The Special Weapons and Tactics (SWAT) team is a specialty team utilized during high-priority/risk incidents that require specialized equipment and tactical skills to resolve calls for service in the safest possible manner.

Support Services

The Support Services Division responsibilities include maintenance of all written and computer generated reports for the Police Department. This includes processing reports, arrests, citations, public records and information requests, subpoenas, and assisting officers with case preparation. The Telecommunications Unit facilitates communication within the Police Department, the public, and other agencies. The Property and Evidence Unit tracks evidence, maintains chain of custody, and destroys property and evidence as directed by state guidelines, and serves as the departmental quartermaster for the issuance of uniforms and equipment. The Recruitment Unit is responsible for accessing, attracting, and hiring highly motivated, skilled applicants via police academies and related events.



POLICE

Indirect

Indirect encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management). The Indirect Program includes the Office of Professional Development and Excellence Division that encompasses the Employee Development Unit (training and field training programs), Internal Affairs, departmental Strategic Planning, and the department's accreditation program; Crime Analysis which involves systematic analysis for identifying patterns and trends in crime; and the Public Information Unit that manages the flow of information with the public through the use of media outlets and social media platforms.

**Capital Outlay are considered non-programmatic costs.*

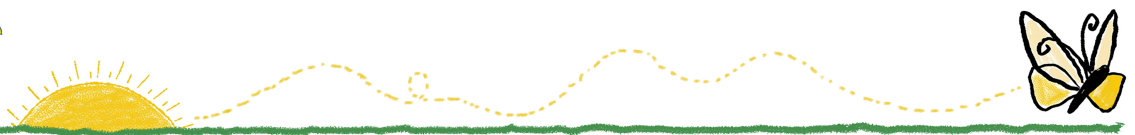


POLICE PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Support Services						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of public records requests	2,071	802 **	2,100	1,820	2,000
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of fingerprints taken annually	1,319	1,858 **	1,400	620 **	1,300
Special Operations						
Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	# of crime/drug prevention classes offered to elementary through high school students	555	198 **	330	7 **	300
Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	Student participation rate in crime/drug prevention programs (elementary through high school)	100%	45% **	95%	2% **	80%
Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	Public interest event participation rate ¹	53%	56% **	40%	17% **	50%
Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	# of neighborhood association meetings attended (Police)	35	48 **	45	70 **	60
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of scheduled public interest events	58	290 **	70	59	70
Ensure Public Safety	# of traffic citations	8,609	9,625	8,200	8,365	9,000
Ensure Public Safety	# K-9 of apprehensions and arrests	55	41	40	58	50
Operations						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of persons utilizing advocate services	71%	61%	80%	66%	80%
Ensure Public Safety	Crime Reporting System Clearance Rate (UCR/NIBRS)	27%	23%	27%	28%	28%
Ensure Public Safety	Average emergency response time (in minutes) (dispatch to on-scene)	5:00	4:06	4:47	4:41	4:40
Ensure Public Safety	Average Non-emergency response time (in minutes) (dispatch to on-scene)	6:54	5:16	6:45	5:56	5:40
Ensure Public Safety	Officers per 1,000 residents	2.0	2.0	2.0	1.9	2.0
Indirect						
Optimize Training and Development	Average # of training hours per employee	64	90 **	70	33 **	75
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customer satisfaction (survey)	*	*	96%	*	96%
Ensure Public Safety	Customer perception of safety (survey)	*	*	95%	*	95%
Utilize City-wide Volunteer Program	Total hours worked by volunteers	563	410 **	600	202 **	550
Retain a High-Quality Workforce	Retention rate	100%	100%	99%	99%	100%
Retain a High-Quality Workforce	Average years of service	11	11	12	11	12

¹ As a percentage of total Coconut Creek population

* Data not available for this reporting period

** Data affected by COVID-19



POLICE (0161)

Mission Statement

To protect and serve the Coconut Creek community.

Program Services

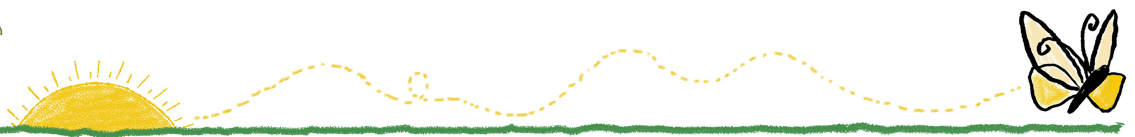
In an effort to enhance the quality of life for our residents and visitors, the Coconut Creek Police Department is committed to the safety of its residents and visitors and the protection of property, while creating a safe environment for all who live, work, or visit our community.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS	STRATEGIC INITIATIVES
 Worked in conjunction with Florida Department of Law Enforcement (FDLE) with the transition from the Uniform Crime Reporting (UCR) System to the Florida Incident-Based Reporting System (FIBRS) for the collection of crime data	Ensure Public Safety; Provide Valuable Public Service and Amenities, as Defined by the Stakeholders
 Assisted with the transition of Police and Fire/EMS dispatch services from Broward County to the City of Coral Springs	
 Implemented drive-by birthday program; graduations parades; face mask giveaways; food distribution in partnership with Feeding South Florida; safety measures for distribution of Broward's Public Schools program Grab-and -Go meals; enforced state and local emergency orders within municipal boundaries via community policing in response to COVID-19	
 Obtained United States Police Canine Association (USPCA) Certification in addition Florida Department of Law Enforcement (FDLE) Canine Team Certification	
 Participated in Unity in Our Community panel discussion and listening post as a response to ways to improve social justice in our community	
 Completed the agency's first re-accreditation process through the Commission for Florida Law Enforcement Accreditation	
 Completed TASER 7 User and Transition Course	
 Implemented CrimeView to provide analytical crime mapping maps to the residents and business owners of Coconut Creek	

FY22 Objectives

OBJECTIVES	STRATEGIC INITIATIVES
 Transition from the Uniform Crime Reporting (UCR) System to the Florida Incident-Based Reporting System (FIBRS) for the collection of crime data	Ensure Public Safety; Provide Valuable Public Service and Amenities, as Defined by the Stakeholders
 Complete the transition of Police and Fire/EMS Dispatch services from Broward County to the City of Coral Springs	
 Develop and implement Simunitions De-Escalation Training Program to provide officer with realistic de-escalation training	
 Develop and implement a Park, Walk and Talk Program	
 Explore the ALERT Safety Program allowing real time communication with the Police Department when incidents occur in participating schools and businesses, Government Center, and Community Center	



POLICE (0161)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$22,661,570	\$24,979,800	\$28,228,610	13.0%

PERSONAL SERVICES

\$1,615,110

The variance is due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$1,471,200

The variance is primarily due to increased E-911 Dispatch Services costs.

CAPITAL OUTLAY

\$162,500

The variance is due to changes in capital needs from year to year.

FY22 Capital Outlay Needs:

Glock 35 with Red Dot and Accessories	\$121,000
IAPro Software Update	15,000
Portable Radio and Accessories (2- School Resource Officers)	10,500
Canine Replacement	10,000
UTM Training Materials (Annual Simunitions De-Escalation Training Program)	9,000
Laptop (2- School Resource Officers- Broward College)	2,800
	\$168,300

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Chief of Police	1	0	1.00	1.00	0.00
Accreditation Program Manager	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Animal Services Officer	1	0	1.00	1.00	0.00
Background Specialist	1	0	1.00	1.00	0.00
Captain	3	0	3.00	3.00	0.00
Crime Analyst	2	0	2.00	2.00	0.00
Crime Scene Investigator	3	0	3.00	3.00	0.00
Legal Advisor	1	0	1.00	1.00	0.00
Lieutenant	7	0	7.00	7.00	0.00
Officer	88	6	92.50	90.50	2.00
Police Administrative Specialist	1	0	1.00	1.00	0.00
Police Records Specialist	1	0	1.00	1.00	0.00
Police Records Supervisor	1	0	1.00	1.00	0.00
Police Records Technician	6	0	6.00	6.00	0.00
Police Service Aide	8	0	8.00	8.00	0.00
Property and Evidence Custodian	1	0	1.00	1.00	0.00
Property and Evidence Technician	1	0	1.00	1.00	0.00
Public Safety Information Officer	1	0	1.00	1.00	0.00
Senior Administrative Assistant	1	0	1.00	1.00	0.00
Senior Staff Assistant	3	0	3.00	3.00	0.00
Sergeant	15	0	15.00	15.00	0.00
Telecommunications Operator	7	0	7.00	7.00	0.00
Telecommunications Specialist	1	0	1.00	1.00	0.00
Telecommunications Supervisor	1	0	1.00	1.00	0.00
Victim Advocate	1	0	1.00	1.00	0.00
TOTAL	158	6	162.50	160.50	2.00



POLICE (0161)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$12,649,864	\$14,458,980	\$15,357,040
1410	OVERTIME	124,220	75,000	75,000
1420	OVERTIME-POLICE	344,743	350,000	350,000
1510	LONGEVITY	375,015	468,140	464,770
1520	INCENTIVE PAY	92,940	97,520	106,440
1540	COURT PAY	34,543	65,000	65,000
1550	HOLIDAY PAY	336,230	275,000	300,000
1560	SPECIAL DUTY	445,965	450,000	460,000
1570	OTHER BENEFITS	78,760	85,860	85,020
2100	FICA TAXES	1,050,420	1,249,800	1,304,830
2200	RETIREMENT-EMPLOYER	3,313,681	3,491,590	3,910,970
2300	GROUP INSURANCE	1,417,848	1,897,740	2,093,950
2305	LONG TERM DISABILITY	30,048	51,620	54,730
2310	BASIC LIFE ADD & STD	44,544	60,550	64,160
2700	VEHICLE ALLOWANCE	7,200	7,200	7,200
TOTAL PERSONAL SERVICES		20,346,021	23,084,000	24,699,110
OPERATING EXPENSES				
3120	PRO SER-PHYSICALS	2,652	7,750	9,750
3190	PRO SER-OTHER	24,993	31,500	40,500
3300	COURT REPORTING SERVICES	-	3,100	3,100
3412	CONTRACT SER-OTHER	92,884	244,050	242,550
3490	E-911 DISPATCH SERVICES	1,627,191	870,410	2,262,570
3500	INVESTIGATIVE EXPENSES	1,830	4,000	4,000
4001	TRAINING AND TRAVEL	58,832	115,200	122,200
4002	POLICE EDUCATION FUND	7,200	8,000	8,000
4400	RENTAL AND LEASES	8,491	91,910	89,400
4605	R/M-CONTRACTS	22,485	21,250	18,750
4616	CAR WASH SERVICES	5,186	10,320	10,120
4630	R/M-EQUIPMENT	19,361	21,600	21,300
4670	R/M-OTHER	1,750	4,000	4,000
4675	R/M-IT	22,540	1,500	25,690
4700	PRINTING	11,574	10,000	9,000
4800	PROMOTIONAL ACTIVITIES	22,448	32,570	32,670
4810	YOUTH CRIME PREVENT PRGM	716	12,000	12,000
4910	ADVERTISEMENTS	-	500	1,400
4914	EMERGENCY PREPARATIONS	-	3,000	2,980
4920	OTHER CURRENT CHRGS-MISC	3,711	12,150	26,300
5100	OFFICE SUPPLIES	3,837	10,000	9,860
5110	EQUIPMENT-MINOR	17,571	27,700	22,300
5111	PD EQUIPMENT REPLACEMENT	-	30,000	35,250
5115	TELEPHONE SYSTEM SUPPLIES	-	450	-
5130	COMPUTER SOFTWARE	-	560	10,680
5155	PHOTOGRAPHIC SUPPLIES	338	2,500	2,500
5220	UNIFORMS	73,088	103,950	92,550
5240	OPER SUPPLIES-OTHER	89,955	106,590	118,200
5252	CANINE PROGRAM	15,125	15,000	20,000
5410	MEMBERSHIPS/DUES	7,458	9,890	10,750
5430	PUBLICATIONS/SUBSCRIPTIONS	28,458	78,550	92,830
TOTAL OPERATING EXPENSES		2,169,673	1,890,000	3,361,200
CAPITAL OUTLAY				
6414	COMPUTER EQUIPMENT	905	1,800	2,800
6415	COMPUTER SOFTWARE	-	-	15,000
6420	VEHICLES	108,532	-	-
6430	MACHINERY AND EQUIPMENT	36,439	4,000	150,500
TOTAL CAPITAL OUTLAY		145,876	5,800	168,300
TOTAL EXPENDITURES		\$22,661,570	\$24,979,800	\$28,228,610



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

Title		
Annual Simunitions De-Escalation Training Program		
Department	Total Cost	
Police	\$	15,500
Justification	Strategic Initiative(s):	
The Police Department believes training is invaluable to its officers and citizens. The Florida Police Chiefs Association, the National Consensus Policy and Discussion Paper on Use of Force have recommended annual and regular use of force and de-escalation training for officers. In an effort to provide our officers with realistic de-escalation training, the Employee Development Unit proposes an Annual Simunitions De-Escalation Training Program. This program will simulate real world experiences to provide the most realistic training for officers.	Ensure Public Safety Retain a High-Quality Workforce	

Summary of Required Resources				
Program(s)	FTE	Personnel	Operating	Total
Indirect Costs	-	-	15,500	15,500
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	-	\$ -	\$ 15,500	\$ 15,500

Resource Supplement				
Personnel				
FTE	Description	Salary	Fringe	Cost
		-	-	\$ -
				-
				-
				-
				-
Total			\$	-

Operating Expenses/Capital Outlay		
Account Number	Description	Cost
0161-5220	Simunitions Protective Gear	3,200
0161-5240	UTM Simunitions Weapon Bolt Conversions	3,300
0161-6430	UTM Training Materials	\$ 9,000
		-
		-
Total		\$ 15,500

Revenues		
Account Number	Description	Cost
		\$ -
		-
		-
		-
Total		\$ -



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

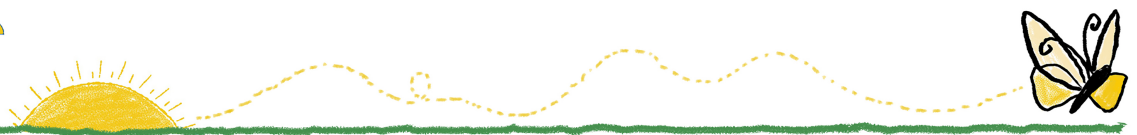
Title		
2-School Resource Officers (Broward College)		
Department	Total Cost	
Police	\$	56,470
Justification	Strategic Initiative(s):	
School Resource Officers (SROs) are sworn law enforcement officers who are responsible for providing security and crime prevention services in the school environment. Contingent upon a contract with Broward College, the assigned SRO will be responsible for mentoring students, disseminating information, arbitrating disputes, and providing assistance through referrals, property protection, crime prevention, investigative, and other public safety services.	Ensure Public Safety Retain a High-Quality Workforce	

Summary of Required Resources				
Program(s)	FTE	Personnel	Operating	Total
Special Operations	2.00	178,520	47,520	226,040
				-
				-
				-
				-
				-
				-
				-
				-
Total	2.00	\$ 178,520	\$ 47,520	\$ 226,040

Resource Supplement				
Personnel				
FTE	Description	Salary	Fringe	Cost
2.00	Police Officer	63,410	25,370	\$ 177,560
	Cell Phone Stipend	-	480	960
				-
				-
				-
Total				\$ 178,520

Operating Expenses/Capital Outlay		
Account Number	Description	Cost
0161-3120	Hiring Costs	\$ 2,000
0161-4001	SRO Training	7,000
0161-5110	Firearms and TASERS	6,000
0161-5130	Computer Software	10,680
0161-5220	Uniforms and Duty Gear	6,000
0161-5240	Equipment - Camera, Recorder, Printer, etc.	2,540
0161-6414	Laptop	2,800
0161-6430	Portable Radio and Accessories	10,500
Total		\$ 47,520

Revenues		
Account Number	Description	Cost
01-V34216	Broward College Contract	\$ 169,570
		-
		-
		-
Total		\$ 169,570



FY22 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Police	0161	Police	\$ 188,000
Canine Replacement			\$ 10,000

Currently, one of the Police canine Max is over ten years old and has serviced the Police Department for the past 9 years. Due to the physical condition and age of the canine, it will be retired. The proposed canine replacement will include the canine and the associated training.

Strategic Initiative: Ensure Public Safety

IAPro Software Update	\$ 15,000
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In 2012, the Police Department purchased IAPro software to track disciplines, accidents, and complaints. To maintain operational efficiency, purchase of the software update is proposed.

Strategic Initiative: Ensure Public Safety

Glock 35 with Red Dot Sights and Accessories	\$ 121,000
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The current department's issued Glock 22's are 10 years old, have experienced significant wear and tear, and are not compatible with the proposed red dot sights. Replacement of the existing firearms with Glock 35's with red dot sights are recommended. Addition of the red dot sights to the Glock 35 allows officers to quickly and efficiently locate point of aim in an unsafe situation in addition to enhanced shooting accuracy in an unsafe situation.

Strategic Initiative: Ensure Public Safety

3-T3 Motion Vehicle	\$ 42,000
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Our current T3 electric standup vehicles (ESV) are 10 years old, has exceeded its useful life, and has become increasingly difficult to obtain replacement parts. This equipment is essential for operations due its accessibility to restricted spaces including elevators and narrow corridors. The requested replacement will provide for added operational efficiency.

Strategic Initiative: Ensure Public Safety

	\$ -
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Strategic Initiative:

THE ITEMS IN BOLD ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET



FIRE RESCUE



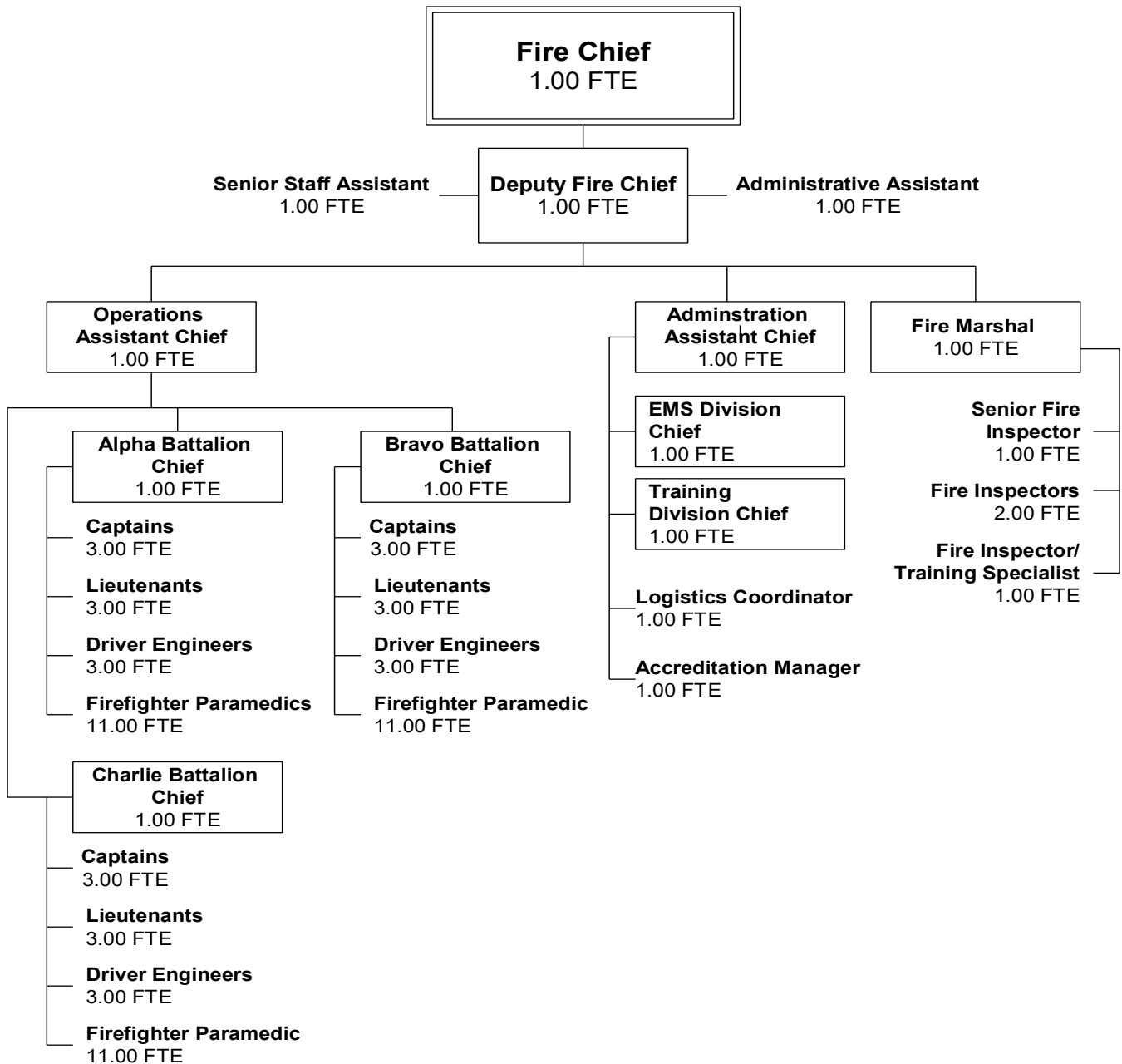
FIRE RESCUE

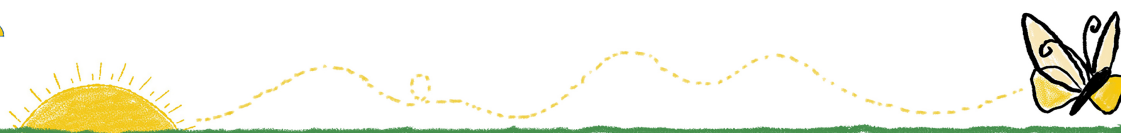


FIRE RESCUE

ADOPTED FISCAL YEAR 2022

FTE: 78.50 EXP: \$13,790,190





FIRE RESCUE

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	% OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Emergency Preparedness	2.05	389,880	3,330	393,210	3.0%	-	393,210
Public Education & Training	6.90	1,121,710	25,400	1,147,110	8.6%	-	1,147,110
Fire Facilities & Equipment	2.05	417,790	165,010	582,800	4.4%	-	582,800
Fire Safety Inspections	2.25	349,850	20,250	370,100	2.8%	231,180	138,920
Administration	6.65	1,197,200	149,330	1,346,530	10.1%	-	1,346,530
Operations	56.90	8,703,390	385,590	9,088,980	68.4%	1,000,000	8,088,980
Indirect Cost	1.70	337,460	24,000	361,460	2.7%	-	361,460
Other Disbursement*	-	-	-	500,000	-	-	-
TOTAL	78.50	\$ 12,517,280	\$ 772,910	\$ 13,790,190	100.0%	\$ 1,231,180	\$ 12,059,008

CORE SERVICES DESCRIPTION

Emergency Preparedness

The Emergency Preparedness Program involves the participation, coordination, and training in the planning of local mitigation strategies, grant application, and emergency preparedness both City-wide and at the county level.

Public Education & Training

The Public Education Training Program offers Community Risk Reduction, program activities include training in CPR, First Aid, Community Emergency Response, Fire Safety, Accident and Injury Prevention, and Fire Extinguisher Use.

Fire Facilities & Equipment

The Fire Facilities and Equipment Program is responsible for the inspection, maintenance, and certification of fire and health safety equipment located throughout City facilities. Program responsibilities include maintenance of fire and medical equipment, fire extinguishers, fire alarm systems, gas monitoring, Automatic External Defibrillators (AED), kitchen hoods, and fire extinguishing systems.

Fire Safety Inspections

The Fire Safety Inspection Program ensures compliance with state statutes and fire codes. Program activities include inspection of buildings, review of plans for new construction, inspection and re-inspection of construction sites, and participation in special magistrate hearings.

Administration

The Administration Program administers the Fire Rescue Department, including response times, staffing levels, location of equipment, and fire detail scheduling. This program also administers the investigation of all complaints. Program responsibilities include the investigation of fires to determine fire origin, in-depth fire scene investigations, and resolution of all fire service related complaints, and overall Fire Rescue management and accreditation.

Operations

The Operations Division includes fire and medical response and training. Division responsibilities include response and mitigation of emergency and non-emergency calls for service; fire and medical training to allow members to retain expertise in fire and medical procedures; and monitoring adequate supplies and equipment to accomplish the department goals.

Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

**Other Disbursements are considered non-programmatic costs.*



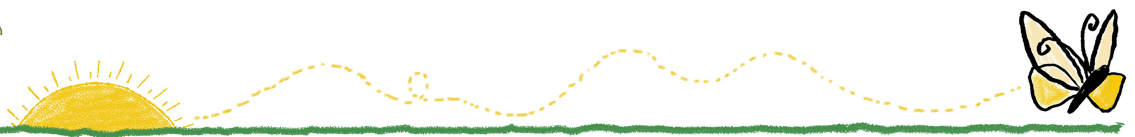
FIRE RESCUE PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Emergency Preparedness						
Facilitate a Community-wide Disaster Preparedness and Recovery Process	# of emergency preparedness classes and drills provided	5	4 **	8	3 **	8
Public Education and Training						
Provide Valuable Public Service and Amenities as Defined by Stakeholders	# of citizens reached by public education and community outreach	***	***	***	***	20,580
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of scheduled public interest events	62	78 **	50	60	75
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Public interest event participation rate ¹	32%	21% **	20%	19% **	20%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customer satisfaction (survey)	100%	100%	100%	100%	100%
Fire Facilities and Equipment						
Ensure Public Safety	% of fire system alarm and Automated External Defibrillator (AED) failures investigated within 24 hours	100%	100%	100%	100%	100%
Fire Safety Inspections						
Ensure Public Safety	% of fire hazards complaints investigated within 24 hours	100%	100%	100%	100%	100%
Administration						
Ensure Public Safety	Cause and origin determination rate	100%	100%	100%	100%	100%
Ensure Public Safety	# of problem-solving arson investigation meetings held annually	***	***	***	***	2
Operations						
Ensure Public Safety	Average fire rescue response time for emergency call (in minutes)	6:33	7:09	6:25	7:18	6:25
Ensure Public Safety	Fire/EMS incident response time within 8 minutes or less (dispatch to on-scene)	76%	72%	90%	67%	90%
Ensure Public Safety	Fire/EMS turnout time (in minutes)	1:32	1:36	1:30	1:34	1:40
Ensure Public Safety	% of fire and EMS service complaints investigated within 24 hours	***	***	***	***	100%
Ensure Public Safety	Return of spontaneous circulation from cardiac arrest (ROSC)	26%	25%	25%	*	25%
Ensure Financial Stability	12 month historical average of EMS collections	46%	*	40%	34%	40%
Indirect						
Utilize City-wide Volunteer Program	Total hours worked by volunteers	31	231	100	20 **	100
Optimize Training and Development	Average # of training hours per employee	125	66 **	100	103	100
Retain a High-Quality Workforce	Retention Rate	100%	100%	100%	89%	100%
Retain a High-Quality Workforce	Average years of service	4	5	6	4	5

¹ As a percentage of total Coconut Creek population

* Data not available for this reporting period

** Data affected by COVID-19

*** New for FY22



FIRE RESCUE (0163)

Mission Statement

To ensure that the residents receive the most efficient and highest level of fire rescue, emergency medical, and life safety services possible.

Program Services

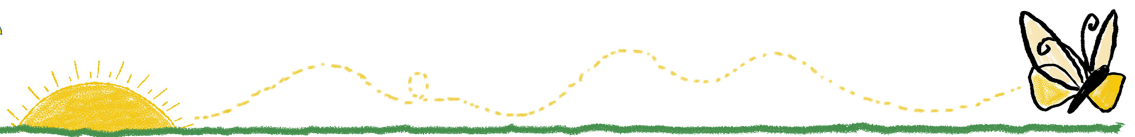
The Fire Rescue Department's mission is to ensure the highest level of fire rescue and emergency management services are provided to the residents of the City. The department also performs construction plan reviews, construction inspections, annual fire inspections, re-inspections, fire violation complaints, develops and presents fire safety public education programs, assists in the emergency preparedness of the City, and coordinates the City's Community Emergency Response Team (CERT), and responds to emergency and non-emergency fire and EMS calls for service.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed to conduct annual fire inspections, re-inspections, plan reviews, and construction inspections	Ensure Public Safety
	Assisted with transitioning Police and Fire/EMS dispatch services from Broward County to Coral Springs	
	Completed transitioning of Fire/EMS services from Margate to establish the Coconut Creek Fire Rescue Department	
	Conducted annual Emergency Management Preparedness, safety training for City personnel and the public and an annual update to the City's Comprehensive Emergency Management Plan (CEMP)	
	Provided transportation for residents to COVID-19 vaccination sites	Ensure Public Safety; Improve Community-wide Emergency Preparedness

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Continue to assist with transitioning Police and Fire/EMS dispatch services from Broward County to Coral Springs	Ensure Public Safety
	Research and apply for an local, state or federal grants available to Fire Rescue Departments	
	Develop and implement a process to become and accredited Fire Rescue Department	
	Conduct a bi-annual implementation review of the Fire/EMS service delivery and City-wide needs assessment of Fire/EMS services	
	Continue to monitor COVID-19 infection and vaccination rate for residents while also providing necessary help to residents to prevent a resurgence of the COVID-19	Ensure Public Safety; Improve Community-wide Emergency Preparedness
	Implement COVID-19 vaccination program for residents	
	Assess and evaluate operations to develop the culture of the new Coconut Creek Fire Department	
	Complete annual update to the City's Comprehensive Emergency Management Plan (CEMP)	



FIRE RESCUE (0163)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$10,820,903	\$12,118,020	\$13,790,190	13.8%

PERSONAL SERVICES

\$11,302,470

The variance is primarily due to the creation of the Coconut Creek Fire Rescue Department in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$10,130,300)

The variance is primarily due to the expiration of the Fire Rescue and EMS contract with the City of Margate and the implementation of Coconut Creek Fire Rescue Department.

OTHER DISBURSEMENTS

\$500,000

The variance is due to budgeted Fire Services Reserves.

PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Fire Chief	1	0	1.00	1.00	0.00
Deputy Fire Chief	1	0	1.00	1.00	0.00
Accreditation Manager	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Assistant Chief	2	0	2.00	2.00	0.00
Battalion Chief	3	0	3.00	3.00	0.00
Captain	9	0	9.00	9.00	0.00
Division Chief	2	0	2.00	2.00	0.00
Driver Engineer	9	0	9.00	9.00	0.00
Fire Inspector	2	0	2.00	2.00	0.00
Fire Inspector/Training Specialist	1	0	1.00	1.00	0.00
Fire Marshal	1	0	1.00	1.00	0.00
Firefighter Paramedic	33	0	33.00	33.00	0.00
Intern	0	1	0.50	0.50	0.00
Lieutenants	9	0	9.00	9.00	0.00
Logistics Coordinator	1	0	1.00	1.00	0.00
Senior Fire Inspector	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	78	1	78.50	78.50	0.00



FIRE RESCUE (0163)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$431,187	\$944,420	\$7,660,960
1410	OVERTIME	11,123	12,000	375,000
1430	OVERTIME-FIRE	-	-	12,000
1510	LONGEVITY	1,000	1,000	1,500
1520	INCENTIVE PAY	3,570	3,240	93,720
1550	HOLIDAY PAY	-	-	20,020
1560	SPECIAL DUTY	-	-	20,000
1570	OTHER BENEFITS	3,990	4,080	28,320
2100	FICA TAXES	32,765	41,230	628,340
2200	RETIREMENT-EMPLOYER	90,473	107,520	2,006,530
2300	GROUP INSURANCE	59,105	91,170	1,600,250
2305	LONG TERM DISABILITY	1,015	1,910	29,290
2310	BASIC LIFE ADD & STD	1,517	2,240	34,150
2700	VEHICLE ALLOWANCE	6,000	6,000	7,200
TOTAL PERSONAL SERVICES		641,745	1,214,810	12,517,280
OPERATING EXPENSES				
3190	PRO SER-OTHER	32,500	13,340	96,000
3412	CONTRACT SER-OTHER	10,050,000	10,551,200	-
4001	TRAINING AND TRAVEL	5,215	10,000	45,000
4400	RENTAL AND LEASES	1,872	2,040	7,700
4605	R/M-CONTRACTS	27,649	42,500	97,200
4616	CAR WASH SERVICES	-	500	1,000
4630	R/M-EQUIPMENT	20,922	33,440	60,000
4675	R/M- IT	-	-	53,890
4700	PRINTING	149	4,000	3,050
4800	PROMOTIONAL ACTIVITIES	-	5,000	10,000
4811	FIRE PREVENTION PROGRAM	14,630	14,900	17,500
4916	BAD DEBTS	793	-	-
4920	OTHER CURRENT CHRGS-MISC	2,905	26,140	7,990
4925	C.E.R.T.	2,481	5,000	2,500
5100	OFFICE SUPPLIES	757	3,300	4,100
5110	EQUIPMENT-MINOR	2,481	7,480	76,480
5155	PHOTOGRAPHIC SUPPLIES	289	320	1,000
5220	UNIFORMS	8,464	95,000	90,000
5240	OPER SUPPLIES-OTHER	3,005	53,780	30,000
5289	EMS SUPPLIES	-	30,000	150,000
5410	MEMBERSHIPS/DUES	2,280	3,270	13,870
5430	PUBLICATIONS/SUBSCRIPTIONS	1,973	2,000	5,630
TOTAL OPERATING EXPENSES		10,178,363	10,903,210	772,910
CAPITAL OUTLAY				
6414	COMPUTER EQUIPMENT	796	-	-
TOTAL CAPITAL OUTLAY		796	-	-
OTHER DISBURSEMENTS				
9905	FIRE SERVICES RESERVES	-	-	500,000
TOTAL CAPITAL OUTLAY		-	-	500,000
TOTAL EXPENDITURES		\$10,820,903	\$12,118,020	\$13,790,190



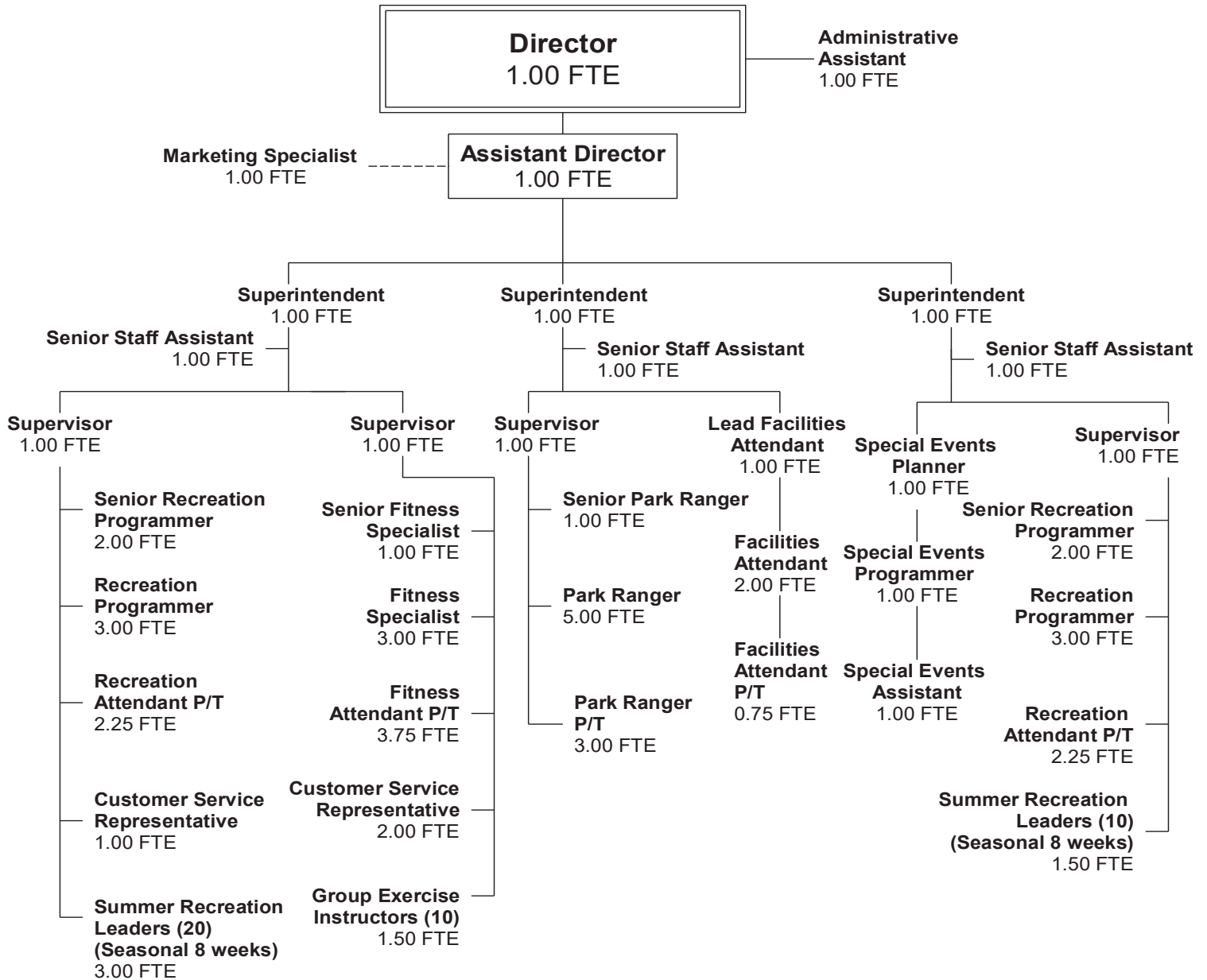
PARKS & RECREATION



PARKS & RECREATION



**PARKS AND RECREATION
ADOPTED FISCAL YEAR 2022
FTE: 62.50 EXP: \$6,123,130**





PARKS AND RECREATION

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Recreation	8.50	758,340	110,780	869,120	14.2%	140,000	729,120
Parks	11.50	939,120	47,800	986,920	16.1%	-	986,920
Fitness	12.05	889,480	38,700	928,180	15.2%	140,000	788,180
Facilities	6.65	516,620	178,460	695,080	11.4%	148,000	547,080
Athletics	8.20	722,160	172,690	894,850	14.6%	190,000	704,850
Special Events	7.85	743,480	347,630	1,091,110	17.8%	22,600	1,068,510
Camps	6.05	276,400	122,850	399,250	6.5%	326,100	73,150
Indirect Cost	1.70	256,120	2,500	258,620	4.2%	-	258,620
TOTAL	62.50	\$ 5,101,720	\$ 1,021,410	\$ 6,123,130	100.0%	\$ 966,700	\$ 5,156,430

CORE SERVICES DESCRIPTION

Recreation

The Recreation Program is responsible for the planning, promotion, programming, and implementation of well-rounded, age-appropriate, recreation, cultural and art activities for various age groups and abilities. Program responsibilities include participant registration, volunteer recruitment, room/facility set-up/breakdown, and room/facility reservation. This program also handles communication, inquiries, and concerns from patrons regarding recreation programs.

Parks

The Parks Program facilitates special events, recreational and competitive programming and ensures the maintenance of all outdoor facilities and athletic fields/courts. Program responsibilities include field preparation, pressure cleaning, shelter/field permits, scheduling, garbage/debris removal, minor repairs, and playground safety checks. This program also handles communication, inquiries, and concerns from patrons and leagues regarding park services.

Fitness

The Fitness Program is responsible for the planning, promotion, member recruitment, and implementation of a City-wide Health & Wellness Fitness Program. Program responsibilities include a variety of multi-level fitness classes, personal training, individual assessments and orientations, and the maintenance of fitness equipment.

Facilities

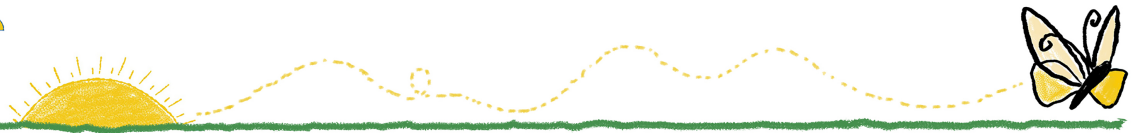
The Facilities Program is responsible for the management, maintenance, permitting, and scheduling of all recreation facilities. Program responsibilities include the delivery/pick-up of equipment, cleaning the interior and exterior of the facilities, performing minor repairs, and the set-up/breakdown for meetings hosted by groups, organizations, and recreation and athletic programs on a daily basis.

Athletics

The Athletics Program is responsible for the planning, promotion, programming, and implementation of well-rounded, age-appropriate athletics activities and leagues for various age groups and abilities. Program responsibilities include participant registration, volunteer recruitment, room/facility set-up/breakdown, and room/facility reservation. This program also handles communication, inquiries, and concerns from patrons regarding athletic programs.

Special Events

The Special Events Program is responsible for the coordination and recruitment of personnel, volunteers, sponsors, private and public agencies, and various groups and organizations within the City necessary to produce and promote City and co-sponsored special events. Program responsibilities also include the recruitment of entertainment, park facilities permits, site set-up/breakdown, and contracting with vendors to manage the staging and implementation of special events.



PARKS AND RECREATION

Camps

The Camps Program provides activities for daily and seasonal camp programs. Programming elements of camps include advanced scheduling of field trips and bus transportation, securing professional services, and maintaining operational supplies necessary to stage this program. Program responsibilities include creating and implementing recreational and athletic activities, set-up/breakdown of rooms and activities, and cleaning of facilities. Department personnel oversee seasonal staff and volunteers, and handle communication, registration, inquiries and concerns from patrons regarding camp issues.

Indirect Cost

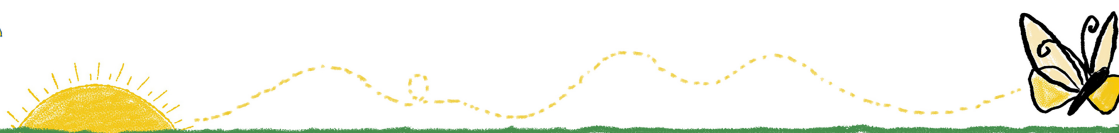
Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).



PARKS AND RECREATION PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Recreation						
Expand E-Government Access	% of participants utilizing online registration for program activities	23%	24% *	23%	57% *	40%
Parks						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Acres of green space	275	275	275	275	275
Fitness						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Fitness members retention rate	83%	84%	80%	76% *	80%
Facilities						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of park facility rental vs. available time	10%	7% *	10%	10%	10%
Athletics						
Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives	% of resident/non-resident participation in program activities	87% / 13%	88% / 12%	87% / 13%	86% / 14%	91% / 9%
Special Events						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of scheduled public interest events	80	53 *	80	75	80 *
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Public interest event participation rate ¹	13%	11% *	15%	5% *	10% *
Camps						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Summer camp vacancy rate	3%	*	15%	8% *	7% *
Indirect						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customer satisfaction (survey)	85%	70%	95%	99%	90%
Optimize Governmental Resources Owned by Other Government Agencies	% of intergovernmental agreements utilized	48%	45%	50%	45%	50%
Utilize City-wide Volunteer Program	Total hours worked by volunteers	8,731	531 *	9,000	3,110 *	5,000 *
Optimize Training and Development	Average # of training hours per employee	18	23 *	20	17	19
Retain a High-Quality Workforce	Retention rate	98%	100%	96%	100%	98%
Retain a High-Quality Workforce	Average years of service	8	9	10	9	10

¹ As a percentage of total Coconut Creek population

* Data affected by COVID-19



PARKS AND RECREATION (0183)

Mission Statement

The Parks & Recreation Department is dedicated to enhancing the quality of life of all residents in our community by providing a diverse array of customer-oriented leisure programs.

Program Services

The Parks & Recreation Department is responsible for providing our residents of all ages and abilities with quality leisure opportunities to create a desirable community to live, play, and work. Our commitment is to meet the needs of our residents by delivering superior recreation and athletic programs; fitness and wellness programs; City-wide special events; picnic pavilions and athletic field reservations; daily facilitation of volunteer youth sports organizations; facilities maintenance; and park operations. Staff is dedicated to offering these programs and services with the highest level of customer service.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Launched new events due to COVID-19 restrictions to include Creek Palooza, Halloween Drive-in-Treat, the Holiday Light Tour and an "Earn Your Wings" virtual run series to keep families active and entertained	Provide Valuable Public Services and Amenities, as Defined by Stakeholders
	Launched cultural diversity programming to enhance community education	
	Implemented outdoor pickleball leagues at Windmill Park	
	Implemented virtual programming for seniors, fitness, recreation, and athletics to keep families active and entertained	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Continue the implementation of the Parks and Recreation Master Plan to further enhance recreation services to residents	Provide Valuable Public Services and Amenities, as Defined by Stakeholders
	Launch an outdoor Summer Concert Series	
	Develop and implement a Culture and Arts program, to include a youth recreation theater program	
	Develop and implement an annual Parks and Recreation "Night Out in the Park" event	
	Evaluate artificial turf utilization and make recommendations	
	Develop and implement a virtual process for contracts and agreements to streamline memberships and registrations	
	Continue to provide recreational programs while ensuring public safety in response to COVID-19	



PARKS AND RECREATION (0183)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$4,722,056	\$5,874,750	\$6,123,130	4.2%

PERSONAL SERVICES

\$99,660

The variance is primarily due to staffing changes and cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$174,220

The variance is due to increased maintenance and athletics costs.

CAPITAL OUTLAY

(\$25,500)

The variance is due to changes in capital needs from year to year.

PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Assistant Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Customer Service Representative	3	0	3.00	3.00	0.00
Facilities Attendant	2	1	2.75	2.75	0.00
Fitness Attendant	0	5	3.75	3.75	0.00
Fitness Intern	0	1	0.50	0.50	0.00
Fitness Specialist	3	0	3.00	3.00	0.00
Group Exercise Instructors	0	10	1.50	1.50	0.00
Lead Facilities Attendant	1	0	1.00	1.00	0.00
Marketing Specialist	1	0	1.00	1.00	0.00
Park Ranger	5	4	8.00	8.00	0.00
Parks & Recreation Superintendent	3	0	3.00	3.00	0.00
Parks & Recreation Supervisor	4	0	4.00	4.00	0.00
Recreation Attendant	0	6	4.50	4.50	0.00
Recreation Interns	0	2	1.00	1.00	0.00
Recreation Programmer	6	0	6.00	6.00	0.00
Senior Fitness Specialist	1	0	1.00	1.00	0.00
Senior Park Ranger	1	0	1.00	1.00	0.00
Senior Recreation Programmer	4	0	4.00	4.00	0.00
Senior Staff Assistant	3	0	3.00	3.00	0.00
Special Events Assistant	1	0	1.00	1.00	0.00
Special Events Planner	1	0	1.00	1.00	0.00
Special Events Programmer	1	0	1.00	1.00	0.00
Summer Recreation Leader	0	30	4.50	4.50	0.00
TOTAL	43	59	62.50	62.50	0.00



PARKS AND RECREATION (0183)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$2,954,588	\$3,573,160	\$3,637,440
1410	OVERTIME	10,171	20,000	20,000
1510	LONGEVITY	35,500	38,000	39,500
1550	HOLIDAY PAY	11,443	-	15,000
1570	OTHER BENEFITS	8,975	9,720	9,720
2100	FICA TAXES	223,246	276,980	283,150
2200	RETIREMENT-EMPLOYER	357,861	421,800	452,240
2300	GROUP INSURANCE	435,907	621,610	604,910
2305	LONG TERM DISABILITY	7,005	12,690	12,260
2310	BASIC LIFE ADD & STD	10,725	14,900	14,300
2700	VEHICLE ALLOWANCE	13,200	13,200	13,200
TOTAL PERSONAL SERVICES		4,068,620	5,002,060	5,101,720
OPERATING EXPENSES				
3190	PRO SER-OTHER	-	-	3,000
3412	CONTRACT SER-OTHER	25,796	68,320	72,140
3450	PUBLIC SERVICE	-	-	2,500
4001	TRAINING AND TRAVEL	11,973	20,500	20,500
4400	RENTAL AND LEASES	6,514	6,780	7,380
4605	R/M CONTRACTS	3,504	11,100	136,430
4616	CAR WASH SERVICES	247	1,500	1,500
4630	R/M-EQUIPMENT	3,624	9,000	9,000
4650	R/M-BUILDING	8,703	13,000	22,000
4675	R/M IT	-	-	8,180
4800	PROMOTIONAL ACTIVITIES	2,394	9,750	9,750
4801	BUTTERFLY SPECIAL EVENTS	203,776	317,850	313,290
4914	EMERGENCY PREPARATIONS	392	1,000	1,000
4920	OTHER CURRENT CHRGS-MISC	4,707	5,000	7,150
5100	OFFICE SUPPLIES-NORTH	1,322	2,000	2,000
5101	OFFICE SUPPLIES-SOUTH	1,350	2,200	2,200
5102	OFFICE SUPPLIES-CENTRAL	745	1,000	1,000
5103	OFFICE SUPPLIES-FITNESS	87	500	500
5110	EQUIPMENT-MINOR	25,037	34,000	34,400
5220	UNIFORMS	3,638	6,280	6,280
5230	JANITORIAL SUPPLIES	13,959	17,000	12,000
5240	OPER SUPPLIES-OTHER	4,617	6,740	6,740
5242	OPER SUPPLIES-OTHER-CENTRAL	21,801	26,820	26,820
5250	SUMMER RECREATION PROGRAM	-	121,000	122,350
5251	ATHLETICS-NORTH	21,563	44,100	49,010
5253	REC/ACTIVITIES-NORTH	10,051	24,450	32,650
5254	FITNESS PROGRAM	3,583	9,200	9,200
5256	CERTIFIED 5K RUN	17,489	20,420	20,690
5261	ATHLETICS-SOUTH	10,078	32,000	46,070
5263	REC/ACTIVITIES-SOUTH	5,489	25,580	25,580
5410	MEMBERSHIPS/DUES	4,188	4,700	4,700
5430	PUBLICATIONS/SUBSCRIPTIONS	3,094	5,400	5,400
TOTAL OPERATING EXPENSES		419,719	847,190	1,021,410
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	19,790	5,000	-
6414	COMPUTER EQUIPMENT	3,289	1,500	-
6430	MACHINERY AND EQUIPMENT	210,638	19,000	-
TOTAL CAPITAL OUTLAY		233,717	25,500	-
TOTAL EXPENDITURES		\$4,722,056	\$5,874,750	\$6,123,130



FY22 PROGRAM MODIFICATION

☒ RECURRING
☐ ONE TIME
 ☒ RECOMMENDED
☐ NOT RECOMMENDED

Title

Culture and Arts Program

Department Total Cost

Parks and Recreation \$ (2,650)

Justification Strategic Initiative(s):

In an effort to improve education and provide valuable entertainment while bringing more diversity and culture to residents, a Culture and Arts Program is proposed. In addition to the existing events and programs, like the Jazz Fest and Arts Fest, this new program will provide culture and arts activities and forums that will allow the City's diverse community to come together and share their cultures with each other. Through community partnerships, residents will be given the opportunity to learn and share about art, dynamics of theater, cultures, and beliefs with other members of the community.

Provide Valuable Public Services and Amenities
 Facilitate Greater Interaction Among Residents in Community and within Neighborhoods including Enhancing Community Policing Initiatives

Summary of Required Resources

Program(s)	FTE	Personnel	Operating	Total
Recreation	-	-	9,350	9,350
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	-	\$ -	\$ 9,350	\$ 9,350

Resource Supplement

Personnel				
FTE	Description	Salary	Fringe	Cost
		-	-	\$ -
				-
				-
				-
				-
Total			\$	-

Operating Expenses/Capital Outlay

Account Number	Description	Cost
0183-4920	MTI/Script Royalty - 2 shows	\$ 1,150
0183-5253	Costumes, Backdrops, Lights, Sound, Supplies, and Props- (2 shows)	8,200
		-
		-
Total		\$ 9,350

Revenues

Account Number	Description	Cost
01-V34724	Recreation Program/Activities (30 participants x \$200 x 2 shows)	12,000
		-
		-
Total		\$ 12,000



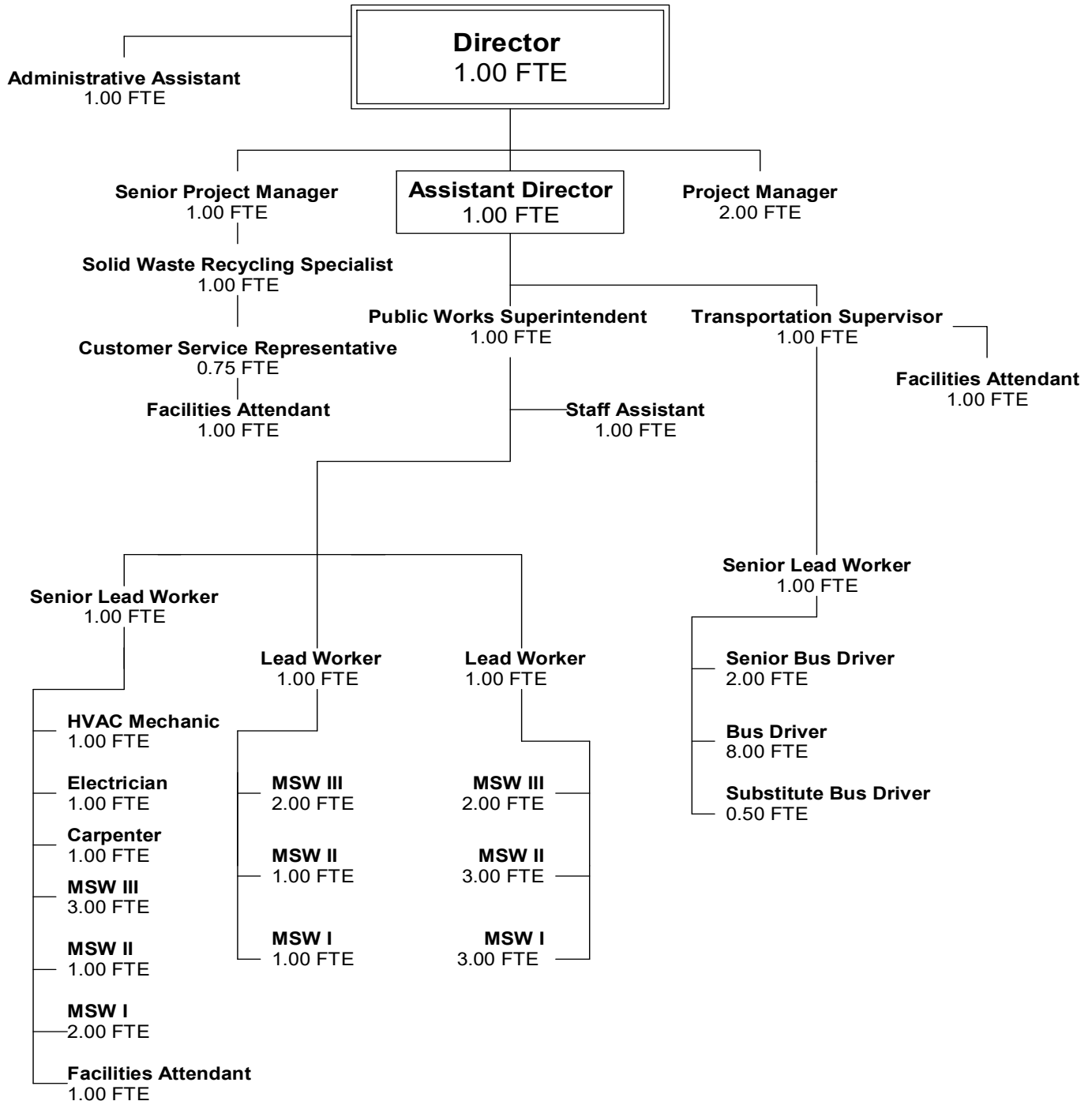
PUBLIC WORKS

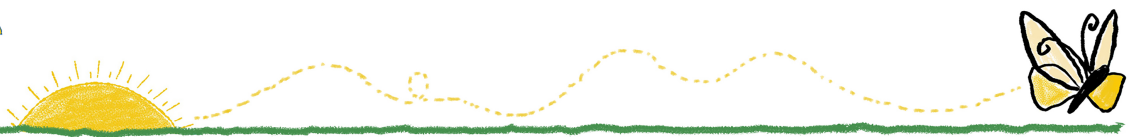


PUBLIC WORKS



PUBLIC WORKS ADOPTED FISCAL YEAR 2022 FTE: 49.75 EXP: \$9,145,990





PUBLIC WORKS

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Solid Waste, Recycling & HHW	4.10	290,260	53,240	343,500	3.8%	50,380	293,120
Facilities & Property Maintenance	26.95	1,066,520	2,595,330	3,661,850	40.3%	-	3,661,850
Capital Projects	3.45	488,520	-	488,520	5.4%	-	488,520
Transportation	13.00	2,515,090	1,713,370	4,228,460	46.6%	-	4,228,460
Indirect Cost	2.25	330,660	25,000	355,660	3.9%	-	355,660
Capital Outlay*	-	-	-	68,000	-	-	68,000
TOTAL	49.75	\$ 4,691,050	\$ 4,386,940	\$ 9,145,990	100.0%	\$ 50,380	\$ 9,095,610

CORE SERVICES DESCRIPTION

Solid Waste, Recycling and Household Hazardous Waste (HHW)

This program's responsibilities include monitoring compliance of the City's franchised waste hauler for garbage, bulk, and yard trash collection services. The program also operates a recycling drop-off center, conducts household hazardous waste events, as well as the development and implementation of a variety of community outreach/educational programs geared towards increasing single family, multi-family, and commercial recycling efforts.

Facilities & Property Maintenance

Through a combination of City staff and private contractors, the Facilities and Property Maintenance Program provides for the housekeeping, general repair, installation, and on-going preventative maintenance of over 224,000 sq. ft. of buildings, structures, and all City-owned facilities including landscaped medians; public rights-of-way; parks; athletic fields; preserves; water bodies; playgrounds; bus shelters; pavilions; scoreboards; emergency generators; solar panels; surge suppression; lightning detection; irrigation; HVAC; street, park, and ballfield lighting systems; and City playing surfaces. Debris removal resulting from inclement weather and the maintenance of over 6,000 trees is also housed under this program. Personnel is responsible for condition assessment, pruning, weeding, fertilization, planting and removal, irrigation (including reclaimed water), and pest management.

Capital Projects

The Capital Projects Program provides management oversight of all major capital projects for the construction of buildings, parks, and landscape improvements, including, but not limited to, project development, cost estimating, budgeting, planning, permitting, grant preparation and administration, and design work.

Transportation

The Transportation Division provides for operation of the City's mass transportation and fleet maintenance programs. The mass transportation program consists of free Community Bus and Butterfly Express Trolley services designed to provide safe and convenient transportation to specific areas of interest both within City limits, as well as connection points to Broward County's larger bus system. The fleet maintenance program provides for the purchase, maintenance, repair, and surplus management of all City owned vehicles and equipment, as well as the City's fuel management, storage, and dispensing systems.

Indirect Cost

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

*Capital Outlay are considered non-programmatic costs.



PUBLIC WORKS PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Solid Waste, Recycling & HHW						
Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	# of participants utilizing Drop-off Recycling Center	**	**	**	**	7,200
Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	Tons of recycling collected at our Drop-off Recycling Center	**	**	**	**	36
Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	# of tons diverted from landfill	*	*	40,000	29,803	40,000
Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	# of City participants at household hazardous waste and electronics recycling events	515	222 ***	475	335 ***	475
Enhance Community Aesthetics and Promote a Positive Environmental Image via the City's Green Plan	% of complaints responded to within 24 hours	100%	100%	100%	100%	100%
Fleet Maintenance						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of City vehicles exceeding age and mileage replacement criteria	14%	18%	8%	11%	10%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of work orders completed	80%	93%	85%	96%	90%
Facilities and Property Maintenance						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	# of new trees/palms planted annually	73	65 ***	75	98	60
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	# of main thoroughfare landscaping and lighting enhancements	6	1 ***	1	5	1
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of scheduled preventative maintenance completed	100%	100%	100%	97%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	Average repair time for City-owned lighting system (in days)	4	4	5	4	5
Capital Projects						
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of change orders below 10% of project costs	100%	100%	100%	100%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of projects completed within budget	100%	100%	100%	100%	100%
Plan, Expand, Upgrade and Maintain Infrastructure While Considering Environmental Preservation and Promoting Green Initiatives	% of budgeted projects completed within pre-established timeframes	97%	90%	100%	88%	100%
Transportation						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of shuttle passengers per year	81,856	42,740 ***	50,000	29,451 ***	58,000
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of shuttle passengers system wide per hour (pph)	6	4 ***	4	2 ***	5
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of trolley passengers per year	41,847	22,323 ***	25,000	10,120 ***	25,000
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	# of trolley passengers system wide per hour (pph)	*	5 ***	4	3	4

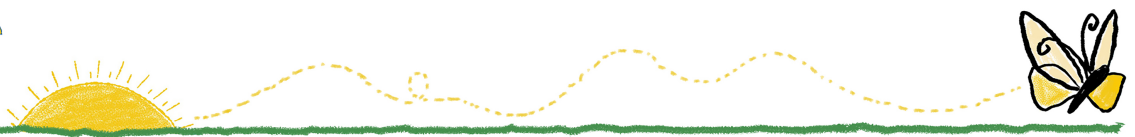


PUBLIC WORKS PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Indirect						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	Customers satisfaction (survey)	92%	89%	100%	90%	100%
Optimize Governmental Resources Owned by Other Government Agencies	% of intergovernmental agreements utilized	100%	100%	100%	100%	100%
Optimize Training and Development	Average # of training hours per employee	23	7 ***	25	10 ***	25
Retain a High-Quality Workforce	Retention rate	98%	100%	100%	100%	100%
Retain a High-Quality Workforce	Average years of service	8	8	8	8	9

* Data not available for this reporting period

** New for FY22

*** Data affected by COVID-19



FACILITIES AND PROPERTY MAINTENANCE (0173)

Mission Statement

To provide professional and cost effective construction, maintenance, repairs, renovations, and property management for all City-owned properties and facilities while protecting, enhancing, and promoting the City's natural resources.

Program Services

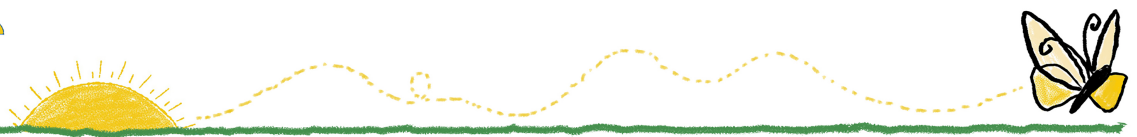
The Facilities and Property Maintenance Division provides management and customer service support in all trades such as electrical, plumbing, carpentry, and HVAC; general facility, property, and landscape maintenance; renovation of facilities and athletic fields, common areas, and park structures; new construction; and project quality assurance services. Arborist services are provided for the management of all natural resources and City-owned properties. Staff provides contract management and administration of landscape and janitorial services as well as disaster debris management and monitoring services.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed construction of temporary Fire Station #113 for operation of the new Coconut Creek Fire Rescue Department	Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Provided sanitization of City facilities, installation of Plexiglas shields around workstations, and installation of social distancing signage while maintaining essential services during COVID-19	
	Completed and managed multiple capital improvement projects including the replacement of the irrigation pump stations and HVAC units City-wide, Rowe Community Center Improvements, the State Road 7 Median Beautification project, and roof replacements at Lakeside Park, Sabal Pines Park and the Recreation Complex	
	Represented Coconut Creek in Broward County's Solid Waste Working Group as the Assistant Chairman of the Technical Advisory Committee	
	Implemented and developed the new Drop-off Recycling Program/Center	
	Renovated Police Department's Detective Bureau and the Fire Station #94 Logistics storage room	
	Assisted the Police Department with Accreditation Certification and for the City's newly formed Fire Rescue Department's staffing needs by performing major upgrades throughout the departments	
	Purchased City's first fully electric vehicle	
	Coordinated a drive-thru Arbor Day and two food distributions events in response to COVID-19	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Replace outdated and obsolete equipment with newer more efficient units	Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Complete Government Center Rehabilitation Phase IV and the design of the Government Center Rehabilitation Phase V (Commission Chambers and offices)	
	Complete replacement of Coco Point and Lakewood Park playgrounds	
	Complete construction of new restroom building and boardwalk replacement at Sabal Pines Park	
	Replace underground fuel tank for emergency generator at Fire Station #94	



FACILITIES AND PROPERTY MAINTENANCE (0173)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$5,398,417	\$6,243,050	\$6,388,590	2.3%

PERSONAL SERVICES

\$382,370

The variance is primarily due to personnel costs associated with the addition of two Facilities Attendants and a Part-time Customer Service Representative, in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$13,170

The variance is primarily due to increased professional services, maintenance, water utility, and electric utility costs.

CAPITAL OUTLAY

(\$250,000)

The variance is due to changes in capital needs from year to year.

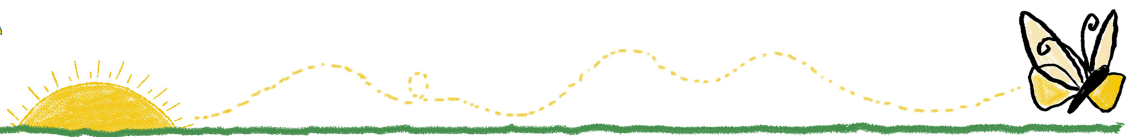
FY22 Capital Outlay Needs:

Ford F-150 (Facilities Attendant)

\$28,000

\$28,000

PERSONNEL COMPLEMENT					
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Assistant Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Carpenter	1	0	1.00	1.00	0.00
Customer Service Representative	0	1	0.75	0.00	0.75
Electrician	1	0	1.00	1.00	0.00
Facilities Attendant	3	0	3.00	1.00	2.00
HVAC Mechanic	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Maintenance Service Worker I	6	0	6.00	6.00	0.00
Maintenance Service Worker II	5	0	5.00	5.00	0.00
Maintenance Service Worker III	7	0	7.00	7.00	0.00
Public Works Lead Worker	2	0	2.00	2.00	0.00
Project Manager	2	0	2.00	2.00	0.00
Public Works Superintendent	1	0	1.00	1.00	0.00
Senior Lead Worker	1	0	1.00	1.00	0.00
Senior Project Manager	1	0	1.00	1.00	0.00
Solid Waste Recycling Specialist	1	0	1.00	1.00	0.00
Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	36	2	37.25	34.50	2.75



FACILITIES AND PROPERTY MAINTENANCE (0173)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$2,049,242	\$2,262,710	\$2,524,780
1410	OVERTIME	60,949	79,600	61,000
1510	LONGEVITY	19,000	21,500	25,000
1550	HOLIDAY PAY	10	-	-
1570	OTHER BENEFITS	15,400	15,240	14,760
2100	FICA TAXES	155,874	180,090	191,930
2200	RETIREMENT-EMPLOYER	256,703	289,460	323,400
2300	GROUP INSURANCE	357,605	423,870	512,490
2305	LONG TERM DISABILITY	5,046	8,700	9,410
2310	BASIC LIFE ADD & STD	7,694	10,280	11,050
2700	VEHICLE ALLOWANCE	13,200	13,200	13,200
TOTAL PERSONAL SERVICES		2,940,723	3,304,650	3,687,020
OPERATING EXPENSES				
3144	PRO SER-ENGINEERING	5,913	9,000	9,000
3190	PRO SER-OTHER	-	-	25,000
3412	CONTRACT SER-OTHER	-	25,000	10,000
4001	TRAINING AND TRAVEL	3,018	16,500	16,500
4310	UTILITIES-ELECTRIC	497,551	600,000	650,000
4322	UTILITIES-WATER	181,244	160,000	200,000
4400	RENTAL AND LEASES	6,571	15,190	21,030
4605	R/M-CONTRACTS	924,965	1,107,440	1,155,790
4630	R/M-EQUIPMENT	10,764	28,000	53,000
4650	R/M-BUILDING	170,915	143,380	157,280
4652	R/M-HVAC	91,940	46,000	46,000
4662	R/M-GROUNDS	143,414	193,000	193,000
4700	PRINTING	-	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	2,947	5,000	5,000
4815	ENVIRONMENT/CONSERVATION	196,901	250,000	50,380
4914	EMERGENCY PREPARATIONS	478	5,000	5,000
4920	OTHER CURRENT CHRGS-MISC	4,596	3,700	3,700
5100	OFFICE SUPPLIES	3,821	5,500	5,500
5110	EQUIPMENT-MINOR	5,335	6,200	6,200
5220	UNIFORMS	13,147	20,960	37,660
5240	OPER SUPPLIES-OTHER	2,002	3,000	3,000
5245	REPLACE PARK FURNISHINGS	1,810	5,000	8,000
5290	MINOR TOOLS	7,477	7,500	7,500
5410	MEMBERSHIPS/DUES	1,952	3,030	3,030
5430	PUBLICATIONS/SUBSCRIPTIONS	145	1,000	1,000
TOTAL OPERATING EXPENSES		2,276,905	2,660,400	2,673,570
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	26,946	25,000	-
6420	VEHICLES	-	-	28,000
6430	MACHINERY AND EQUIPMENT	153,842	253,000	-
TOTAL CAPITAL OUTLAY		180,788	278,000	28,000
TOTAL EXPENDITURES		\$5,398,417	\$6,243,050	\$6,388,590



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

Title

Facilities Attendant

Department	Total Cost
Public Works	\$ 69,460

Justification

Through an Interlocal Agreement with Broward County, the City of Coconut Creek assumed full maintenance and repair responsibilities for all Broward County installed bus shelters within the City. The City's initial agreement with Broward County was for nine shelters. Since that time, the Agreement was amended just before COVID-19 to add twenty additional shelters and now the City is being requested to amend it again to add another thirty-nine shelters. While the City was able to absorb the initial nine, the addition of fifty-nine shelters to our regular maintenance and service schedule will create a load on our resources that will require an additional full-time Facilities Attendant and additional funding for the maintenance of related facilities.

Strategic Initiative(s):

Provide Valuable Public Services and Amenities

Summary of Required Resources

Program(s)	FTE	Personnel	Operating	Total
Facilities and Property Maintenance	1.00	41,200	28,260	69,460
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	1.00	\$ 41,200	\$ 28,260	\$ 69,460

Resource Supplement

Personnel				
FTE	Description	Salary	Fringe	Cost
1.00	Facilities Attendant	29,080	11,640	\$ 40,720
	Cell Phone Stipend	-	480	480
				-
				-
				-
Total				\$ 41,200

Operating Expenses/Capital Outlay

Account Number	Description	Cost
0173-5220	Uniforms	\$ 260
0173-6420	Ford F-150	28,000
		-
		-
		-
Total		\$ 28,260

Revenues

Account Number	Description	Cost
		\$ -
		-
		-
		-
Total		\$ -



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

Title		
Recycling Drop-Off Center (North)		
Department	Total Cost	
Public Works	\$	53,580
Justification	Strategic Initiative(s):	
In 2020, in an effort to reduce the amount of viable recycled materials being diverted to the landfill, a Recycling Drop-Off Center in the south end of the City was established. To expand the City's recycling efforts, a second unstaffed recycling drop-off location in the north end of the City is proposed.	Maximize City Recycling Efforts Provide Valuable Public Services and Amenities	

Summary of Required Resources				
Program(s)	FTE	Personnel	Operating	Total
Solid Waste, Recycling & HHW	1.00	40,720	12,860	53,580
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
				-
Total	1.00	\$ 40,720	\$ 12,860	\$ 53,580

Resource Supplement				
Personnel				
FTE	Description	Salary	Fringe	Cost
1.00	Facilities Attendant	29,080	11,640	\$ 40,720
				-
				-
				-
				-
Total			\$	40,720

Operating Expenses/Capital Outlay		
Account Number	Description	Cost
61-U27121	Dumpster Pad	\$ 10,000
0173-4400	Portable Toilet (Porta Potty)	2,860
		-
		-
		-
Total		\$ 12,860

Revenues		
Account Number	Description	Cost
		\$ -
		-
		-
		-
Total		\$ -



FY22 PROGRAM MODIFICATION

☒ RECURRING ☒ RECOMMENDED
☐ ONE TIME ☐ NOT RECOMMENDED

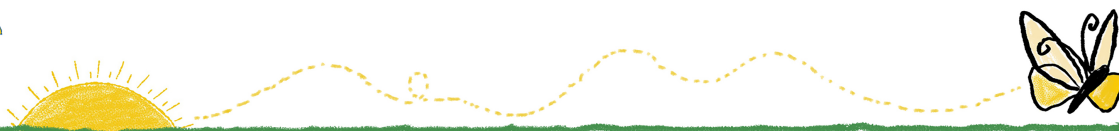
Title			
Reuse Center			
Department	Total Cost		
Public Works	\$		85,930
Justification	Strategic Initiative(s):		
In 2020, the City established a Recycling Drop-Off Center in an effort to reduce the amount of viable recycled materials being diverted to the landfill. To expand the City's recycling efforts, a Reuse Center operating during the same Friday, Saturday, and Sunday Recycling Drop-Off hours is proposed. The Reuse Center would provide donated materials that would have otherwise been discarded in the trash to teachers, artists, and Do It Yourselfers for art, decorative, and home projects.	Maximize City Recycling Efforts Provide Valuable Public Services and Amenities		

Summary of Required Resources					
Program(s)	FTE	Personnel	Operating	Total	
Solid Waste, Recycling & HHW	0.75	32,930	53,000		85,930
					-
					-
					-
					-
					-
					-
					-
					-
					-
					-
Total	0.75	\$ 32,930	\$ 53,000	\$	85,930

Resource Supplement					
Personnel					
FTE	Description	Salary	Fringe	Cost	
0.75	Customer Service Representative	23,180	9,270	\$	32,450
	Cell Phone Stipend	-	480		480
					-
					-
					-
Total				\$	32,930

Operating Expenses/Capital Outlay			
Account Number	Description	Cost	
61-U27121	Promotional Activities	\$	3,000
61-U27121	Shelving, Storage, and Display Units		30,000
61-U27121	Bay Improvements		20,000
			-
			-
Total		\$	53,000

Revenues		
Account Number	Description	Cost
		\$
		-
		-
		-
		-
Total		\$



FLEET SERVICES (0175)

Mission Statement

To provide quality cost effective maintenance, repair, and modifications to all City vehicles and equipment, thus increasing service life and availability.

Program Services

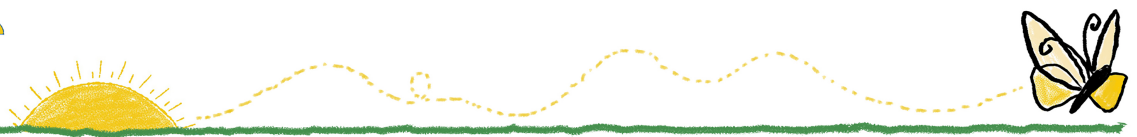
The Fleet Services Division provides contract administration and customer service support. The Fleet Services contractor provides maintenance/repair to all City equipment to include police units, heavy/light trucks, administrative vehicles, and large and small engine equipment (backhoes, lawn equipment, generators, chainsaws, etc.). In addition, this division facilitates necessary vehicle modifications to address the varying operational needs of the departments. The primary focus of this division is to extend vehicle and equipment life, reduce repair costs by utilizing the City's Comprehensive Preventative Maintenance Program, and maintain a high level of service in accordance with Original Equipment Manufacturer (OEM) standards.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Upgraded vehicle A/C refrigerant filling and recovery system	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Coordinated purchasing and onboarding of Fire Vehicles for the new City of Coconut Creek's Fire Rescue Department	
	Conducted testing of the City's fuel and conducted a fuel cleaning to remove contamination	
	Streamlined the purchasing and outfitting of new city vehicles and the vehicle repair process to reduce downtime for critical vehicles	Maximize Service Levels to Internal Customers
	Overlooked the City's Fleet Maintenance for contract compliance	
	Upgraded the Faster Service Center to automate work orders and enhance drivers access to vehicle data and reporting	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Upgrade the City fuel island to allow for continual uninterrupted fuel service	Maximize Service Levels to Internal Customers; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Implement the new fire fleet service contract and preventive maintenance plan, while continuing evaluation of outsourcing Fire Rescue's Large Trucks versus upgrading our Fleet Maintenance Facility and Contract to perform the maintenance and repairs in-house	
	Begin install of Municipal Charging Stations at city facilities and purchase three additional Electric Vehicles as fleet replacements	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Oversee the City's fleet maintenance for contract compliance	Maximize Service Levels to Internal Customers
	Conduct annual testing of the City's fuel to improve our vehicle and equipment reliability	



FLEET SERVICES (0175)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,450,679	\$1,569,690	\$1,866,110	18.9%

PERSONAL SERVICES \$11,130

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES \$263,490

The variance is due to increased fuel and maintenance costs associated with the creation of the Coconut Creek Fire Rescue Department.

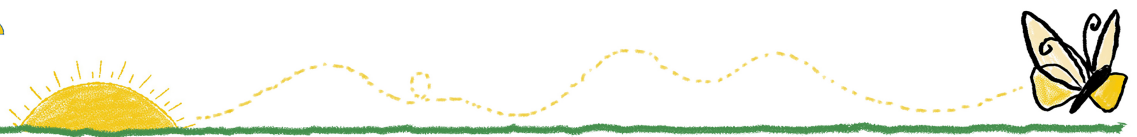
CAPITAL OUTLAY \$21,800

The variance is due to changes in capital needs from year to year.

FY22 Capital Outlay Needs:

Fuel Island Upgrade	\$40,000
	\$40,000

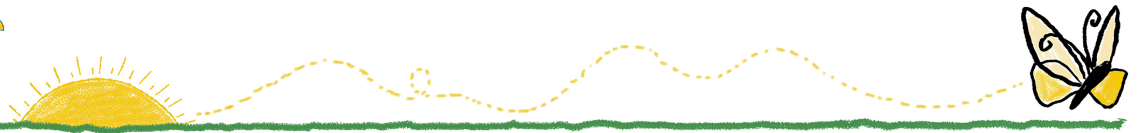
PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Transportation Supervisor	1	0	1.00	1.00	0.00
TOTAL	1	0	1.00	1.00	0.00



FLEET SERVICES (0175)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$110,694	\$87,900	\$95,510
1510	LONGEVITY	2,167	-	-
1570	OTHER BENEFITS	400	480	480
2100	FICA TAXES	7,572	6,770	7,350
2200	RETIREMENT-EMPLOYER	10,009	8,790	10,340
2300	GROUP INSURANCE	12,111	19,310	20,640
2305	LONG TERM DISABILITY	185	380	410
2310	BASIC LIFE ADD & STD	269	430	460
TOTAL PERSONAL SERVICES		143,405	124,060	135,190
OPERATING EXPENSES				
3190	PRO SER-OTHER	320	320	4,020
4001	TRAINING AND TRAVEL	145	700	700
4400	RENTAL AND LEASES	77,528	-	-
4605	R/M-CONTRACTS	823,888	851,160	1,013,960
4616	CAR WASH SERVICES	198	2,260	2,260
4628	R/M-VEHICLE MODIFICATIONS	3,748	22,430	17,430
4670	R/M-OTHER	7,660	7,000	9,000
4675	R/M IT	-	-	7,400
4920	OTHER CURRENT CHRGS-MISC	3,588	5,560	5,650
5110	EQUIPMENT-MINOR	-	-	-
5210	FUEL	387,497	537,500	630,000
5410	MEMBERSHIPS/DUES	-	500	500
TOTAL OPERATING EXPENSES		1,304,572	1,427,430	1,690,920
CAPITAL OUTLAY				
6430	MACHINERY AND EQUIPMENT	2,701	18,200	40,000
TOTAL CAPITAL OUTLAY		2,701	18,200	40,000
TOTAL EXPENDITURES		\$1,450,679	\$1,569,690	\$1,866,110



FY22 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Public Works	0175	Fleet Services	\$ 40,000
Fuel Island Upgrade			\$ 40,000

The fuel island is essential to the City's daily operations by providing a location for City vehicles to refuel. Recently, the current fuel island has become unreliable, unsafe and outdated. The replacement will provide continued work efficiency.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

Strategic Initiative:

Strategic Initiative:

Strategic Initiative:

Strategic Initiative:

THE ITEMS IN BOLD ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET



COMMUNITY TRANSPORTATION (1177)

Mission Statement

To provide clean, safe, reliable, and efficient fixed route transportation services to residents and citizens of the City of Coconut Creek and special event transportation for City sponsored activities.

Program Services

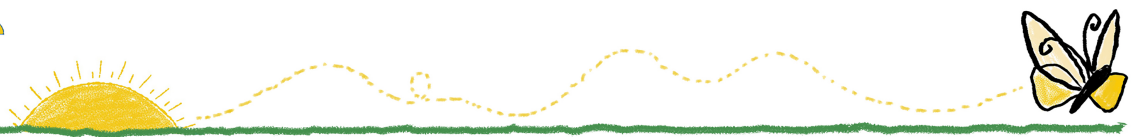
The Community Transportation Division provides local fixed route, special event, department requested transports, and emergency response transportation services.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Redesigned and installed new graphics on three City-owned community buses	Provide Valuable Community Transportation Service; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	On boarded three new buses for the community shuttle program	
	Purchased a spare replacement bus for the trolley route to meet the community needs	
	Received a customer satisfaction rating of 92% percent for the quarterly Community Bus Survey	
	Modified routes and schedules to follow all CDC guidelines in order to maintain community bus operations throughout the COVID-19 pandemic	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Increase monthly community transportation ridership by 10%	Provide Valuable Community Transportation Service; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives
	Increase customer satisfaction rating to 94% for the quarterly Community Bus Survey	
	Redesign and install new City bus stop signage	
	Complete design of ADA accessible bus stops City-wide	



COMMUNITY TRANSPORTATION (1177)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$703,776	\$1,079,960	\$891,290	-17.5%

PERSONAL SERVICES

\$37,150

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

(\$820)

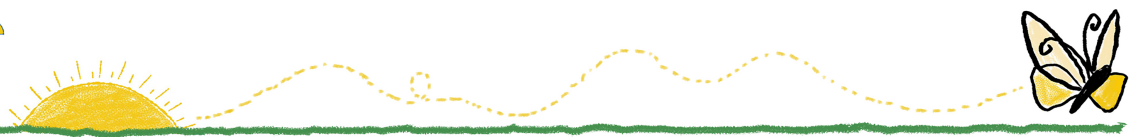
No major variance.

CAPITAL OUTLAY

(\$225,000)

The variance is due to changes in capital needs from year to year.

PERSONNEL COMPLEMENT					
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Bus Driver	8	2	8.50	8.50	0.00
Senior Bus Driver	2	0	2.00	2.00	0.00
Senior Lead Worker	1	0	1.00	1.00	0.00
TOTAL	11	2	11.50	11.50	0.00

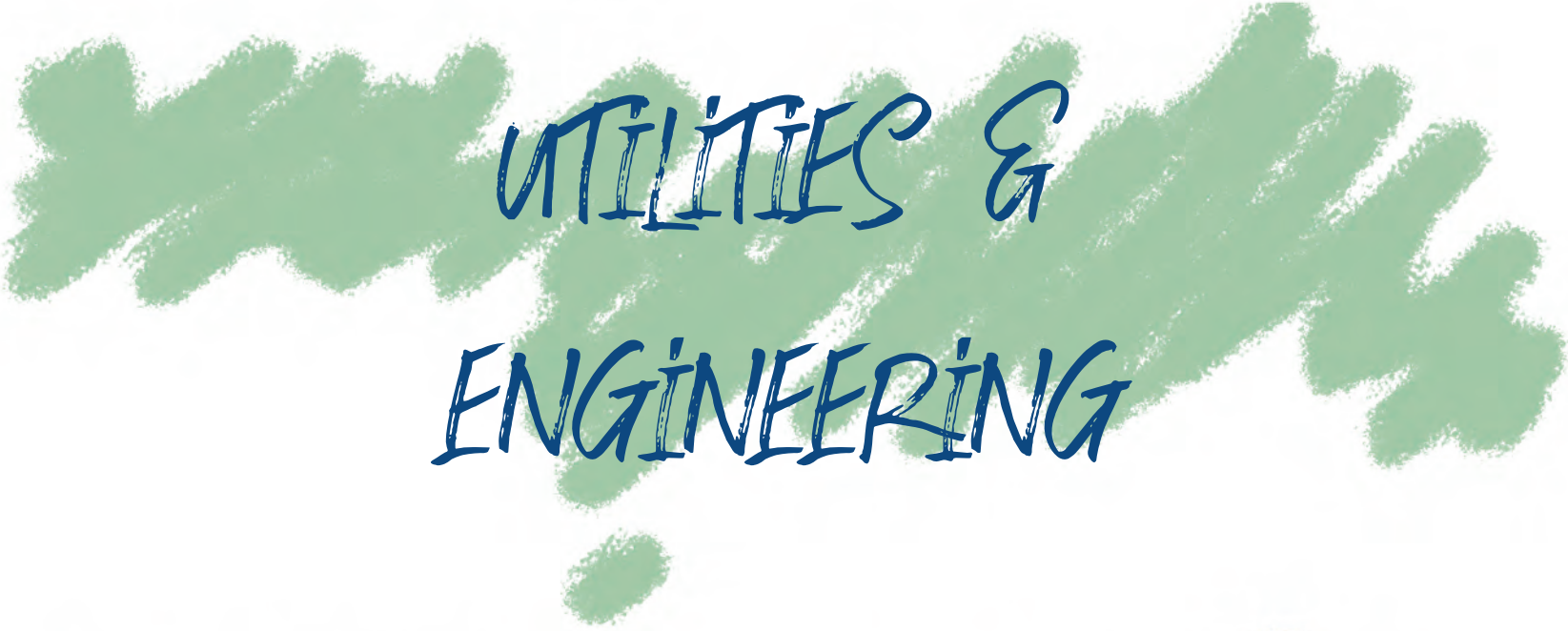


COMMUNITY TRANSPORTATION (1177)

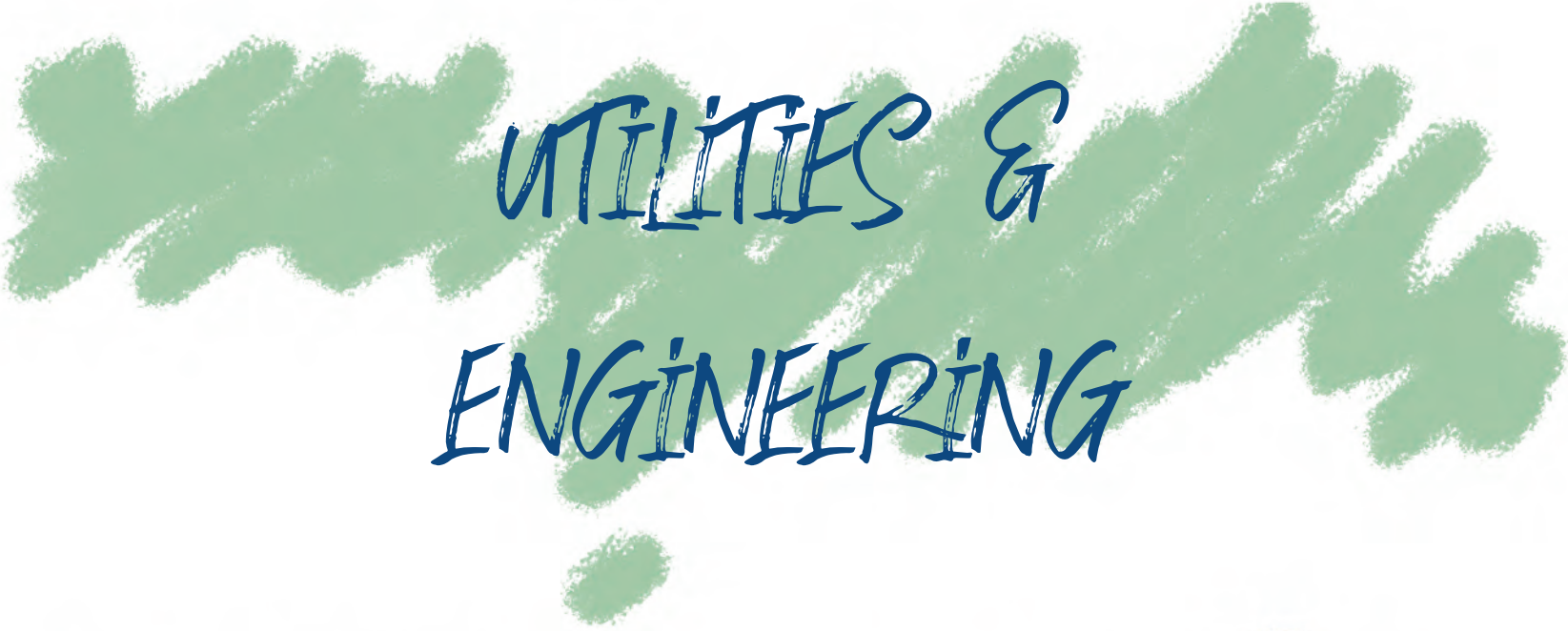
11 STREET CONSTRUCTION & MAINTENANCE FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$455,043	\$544,960	\$557,780
1410	OVERTIME	24,879	10,000	15,000
1510	LONGEVITY	3,000	3,000	3,500
1570	OTHER BENEFITS	480	480	480
2100	FICA TAXES	34,989	42,630	44,370
2200	RETIREMENT-EMPLOYER	45,372	56,920	62,000
2300	GROUP INSURANCE	117,880	168,410	180,470
2305	LONG TERM DISABILITY	1,173	2,370	2,350
2310	BASIC LIFE ADD & STD	1,910	2,920	2,890
TOTAL PERSONAL SERVICES		684,726	831,690	868,840
OPERATING EXPENSES				
3190	PRO SER-OTHER	12,400	-	-
4001	TRAINING AND TRAVEL	-	1,500	1,500
4605	R/M CONTRACTS	2,519	10,920	9,600
4700	PRINTING	-	2,000	2,000
4800	PROMOTIONAL ACTIVITIES	69	2,000	2,000
5220	UNIFORMS	3,019	5,350	5,850
5230	JANITORIAL SUPPLIES	1,043	1,500	1,500
TOTAL OPERATING EXPENSES		19,051	23,270	22,450
CAPITAL OUTLAY				
6420	VEHICLES	-	225,000	-
TOTAL CAPITAL OUTLAY		-	225,000	-
TOTAL EXPENDITURES		\$703,776	\$1,079,960	\$891,290



A large, horizontal, green brushstroke graphic that serves as a background for the text. It has a textured, painterly appearance with varying shades of green and some darker, more saturated areas.

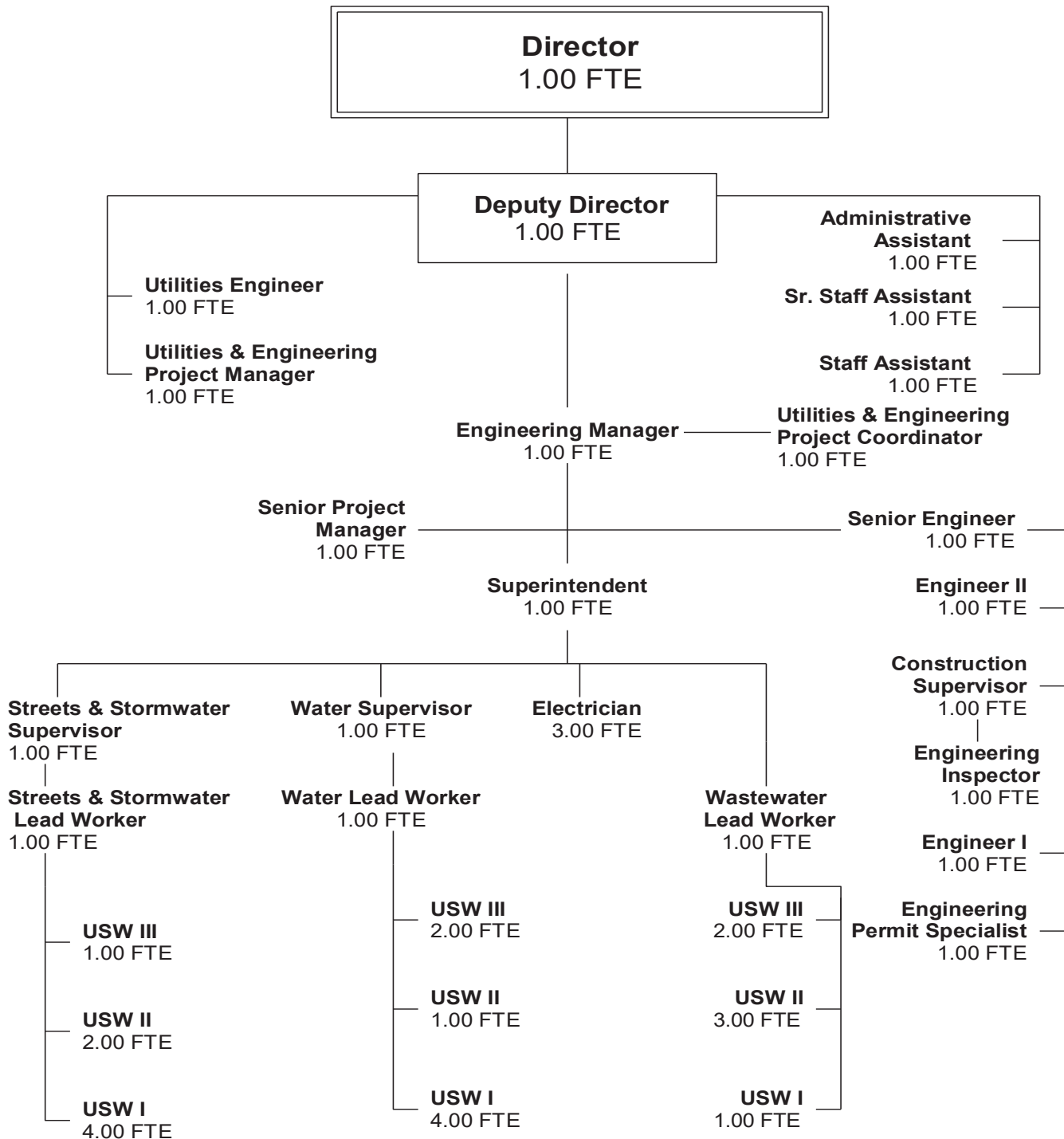
UTILITIES & ENGINEERING

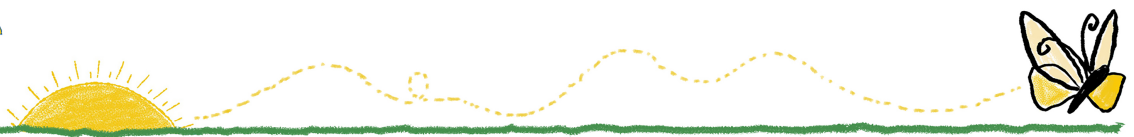
A large, horizontal, green brushstroke graphic that serves as a background for the text. It has a textured, painterly appearance with varying shades of green and some darker spots.

UTILITIES & ENGINEERING



UTILITIES AND ENGINEERING ADOPTED FISCAL YEAR 2022 FTE: 45.50 EXP: \$31,755,560





UTILITIES AND ENGINEERING

CORE SERVICES	FTE'S	PERSONNEL COST	OPERATIONAL COST	TOTAL EXPENDITURE	PROGRAM % OF TOTAL EXPENDITURE	TOTAL REVENUES	NET COST
Permits, Licenses & Agreements	2.20	316,710	-	316,710	1.3%	-	316,710
Capital Projects	2.80	579,240	510	579,750	2.4%	-	579,750
Engineering	4.75	563,860	171,280	735,140	3.1%	760,000	(24,860)
Streets Maintenance	5.05	439,470	1,310,280	1,749,750	7.3%	-	1,749,750
Stormwater Operations	5.25	476,760	788,400	1,265,160	5.3%	1,920,190	(655,030)
Wastewater Operations	8.05	751,020	5,844,910	6,595,930	27.7%	9,000,000	(2,404,070)
Water Operations	6.60	570,000	9,350,100	9,920,100	41.6%	13,300,000	(3,379,900)
Water Quality	4.55	460,890	825,490	1,286,380	5.4%	126,900	1,159,480
Lift Station Maintenance	3.75	408,890	588,810	997,700	4.2%	-	997,700
Indirect Cost	2.50	389,010	-	389,010	1.7%	-	389,010
Capital Outlay*	-	-	-	98,000	-	-	98,000
Other Disbursements*	-	-	-	7,821,930	-	-	7,821,930
TOTAL	45.50	\$ 4,955,850	\$ 18,879,780	\$ 31,755,560	100.0%	\$ 25,107,090	\$ 6,648,470

CORE SERVICES DESCRIPTION

Permits, Licenses, & Agreements

The Permits, Licenses, and Agreements Program ensures the City obtains appropriate approval from federal, state, and local agencies to provide certain services to its residents. Program responsibilities include obtaining various permits and licenses, entering into agreements with other governmental agencies, and the submission/publication of required annual reports to the agencies having jurisdiction over its activities.

Capital Projects

The Capital Projects Program administers new construction, expansion, renovation, and/or replacement projects in the following areas: water, wastewater, reclaimed water, stormwater, roadways, dredging, and utilities belonging to FPL, Comcast, and AT&T.

Engineering

The Engineering Program reviews and approves engineering plans for compliance as it relates to water, wastewater, reclaimed water, stormwater, roadways/sidewalks, traffic engineering, and lighting construction. The program also provides engineering inspections. Both plan reviews and engineering inspections require coordination with federal, state, and local agencies to protect the health and safety of residents.

Streets Maintenance

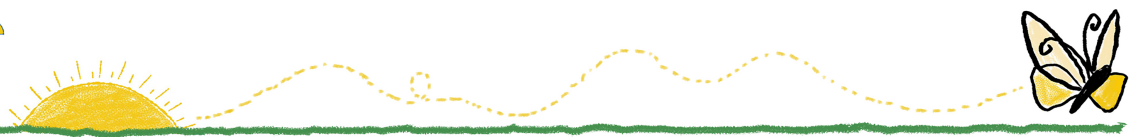
The Streets Maintenance Program, in coordination with the Florida Department of Transportation (FDOT) and Broward County, ensures community transportation needs are met. Specific activities include maintaining sidewalks, guardrails, roadways, traffic markings and signage, and bridges.

Stormwater Operations

The Stormwater Operations Program provides the day-to-day operation and maintenance of the stormwater system for compliance with the federally mandated National Pollutant Discharge Elimination System (NPDES) Permit. Stormwater activities include swale maintenance, catch basin cleaning, storm drain cleaning, street sweeping, flood control, construction, upgrade and repair of stormwater infrastructure, and bridge maintenance.

Wastewater Operations

The Wastewater Operations Program provides the day-to-day operation and maintenance of the wastewater system within the service area. This program also maintains and replaces pipes within the service area.



UTILITIES AND ENGINEERING

Water Operations

The Water Operations Program provides the day-to-day operation and maintenance of the water system (including fire hydrants) within the service area. Procedures are followed to comply with standards recommended by the American Water Works Association (AWWA), and in accordance with federal, state, and local regulations.

Water Quality

The Water Quality Program manages the City's water supply, ensures the water is safe for consumption, and produces the federally mandated Consumer Confidence Report (CCR). The program also maintains a continuous system of cross connection control that systematically and effectively prevents the contamination of the City's utility system.

Lift Station Maintenance

The Lift Station Maintenance Program is responsible for repairing and cleaning pumps, testing generators, and maintaining electrical panels. The City operates and maintains 58 lift stations, including three master lift stations.

Indirect Costs

Indirect Cost encompasses both personnel and operating dollars that support general management, leadership (department head), department oversight of performance/outcomes and problem solving (senior management), and other centralized administrative support functions (the portion that is non-programmatic).

**Capital Outlay and Other Disbursements are considered non-programmatic costs.*



UTILITIES AND ENGINEERING PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Permits, Licenses, and Agreements						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of engineering permits reviewed and/or issued within 14 calendar days	100%	100%	100%	95%	100%
Capital Projects						
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of change orders below 10% of project costs	100%	100%	100%	100%	100%
Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of projects completed within budget	99%	100%	100%	99%	100%
Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of projects completed within pre-established timeframes	97%	100%	100%	99%	100%
Engineering						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of final Engineering plans reviewed within 14 calendar days	100%	100%	100%	100%	100%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of site inspections performed within 2 business days of request	100%	100%	100%	100%	100%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of communication permits reviewed and issued within 60 calendar days	*	*	100%	100%	100%
Streets Maintenance						
Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of sidewalk repairs complaints addressed within 14 days	100%	100%	100%	100%	100%
Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of potholes addressed within 24 hours	100%	100%	100%	100%	100%
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of roadway miles swept per year	100%	100%	100%	100%	100%
Stormwater Operations						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of storm drainage complaints addressed within 24 hours	100%	100%	100%	100%	100%
Wastewater Operations						
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of linear feet of TV inspection of mainlines per year	25%	11%	20%	6%	20%
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of access structures inspected per year	16%	3% **	20%	6% **	20%
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	Wastewater to Water ratio between Industry Standards (80%-100%)	100%	100%	100%	100%	100%
Water Operations						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of water system complaints addressed within 24 hours	100%	100%	100%	100%	100%
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of hydrants returned to service within 14 days	100%	100%	100%	83%	100%
Water Quality						
Provide Valuable Public Service and Amenities, as Defined by Stakeholders	% of water quality complaints addressed within 24 hours	100%	100%	100%	100%	100%
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	Compliance rate of Backflow Program	89%	98%	100%	97%	100%



UTILITIES AND ENGINEERING PERFORMANCE MEASURES BY PROGRAM						
Strategic Initiative	Measure	FY19 Actual	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target
Lift Station Maintenance						
Plan, Expand, Upgrade, and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of time Master Pump Station is operational	100%	100%	100%	100%	100%
Indirect						
Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives	% of scheduled preventative maintenance completed	66%	62%	100%	72%	100%
Optimize Governmental Resources Owned by Other Government Agencies	% of intergovernmental agreements utilized	100%	100%	100%	100%	100%
Optimize Training and Development	# of training hours per employee	36	9 **	40	36	40
Retain a High-Quality Workforce	Retention rate	100%	100%	100%	98%	100%
Retain a High-Quality Workforce	Average years of service	8	8	9	8	9

* Data not available for this reporting period

** Data affected by COVID-19



ENGINEERING (0170)

Mission Statement

To promote design and construction of an effective, efficient, aesthetically pleasing and reliable public infrastructure by combining sound engineering principles with more stringent standards; to design projects in-house as well as assist other departments with engineering and project management needs.

Program Services

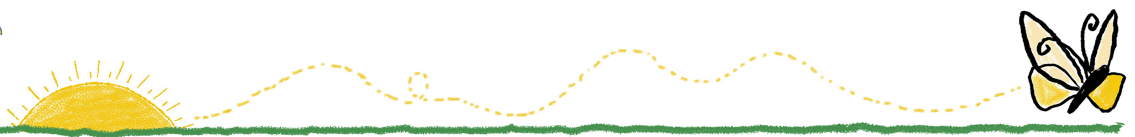
The Engineering Division functions within the Utilities and Engineering Department. It is an important part of the City's Development Review Committee (DRC) and is responsible for reviewing, issuing permits, inspecting and approving new projects within the City. This division assists in obtaining Engineering permits for City projects from various regulatory agencies. It also works closely with appropriate federal, state, and local agencies on issues related to the Flood Insurance program, traffic engineering and water management. Additionally, this division designs in-house projects and assists all other departments with engineering and project management needs.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Monitored new legislation, updated City Code to meet regulatory changes and requirements, conducted Floodplain Management reviews, managed the Community Rating System (CRS) annual report, and ensured Federal Emergency Management Agency (FEMA) compliance	Use In-house Professional Expertise to Reduce the Need for External Contracts; Optimize Governmental Resources Owned by Other Government Agencies; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Enhance Community Aesthetics & Promote Positive Environmental Image via the City Green Plan; Enhance Community Health, Safety and Well-being.
	Conducted several Development Review Committee (DRC) plan reviews, engineering permit plan reviews and building permit plan reviews to ensure proposed construction within the City is safe and meets established codes	
	Designed, permitted and/or monitored over 20 in-house City projects using in-house professional experience	
	Addressed resident complaints and fielded daily public and private inquiries regarding construction and development	
	Partnered with the Florida Department of Transportation (FDOT) and Broward County for projects and provided joint support	
	Coordinated aerial utility owners for utility hardening and undergrounding projects	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Complete update of the Utilities and Engineering Standards Manual	Use In-house Professional Expertise to Reduce the Need for External Contracts; Optimize Governmental Resources Owned by Other Government Agencies; Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Enhance Community Aesthetics & Promote Positive Environmental Image via the City Green Plan; Enhance Community Health, Safety and Well-being.
	Ensure regulatory compliance with FEMA	
	Provide Development Review Committee (DRC), Building and Engineering permit plan reviews	
	Support in-house project managers with design and inspections	
	Address public inquiries regarding permits and development	
	Coordinate with state and local governments	
	Coordinate aerial utility hardening and undergrounding	



ENGINEERING (0170)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$595,108	\$988,040	\$1,080,560	9.4%

PERSONAL SERVICES

\$92,520

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

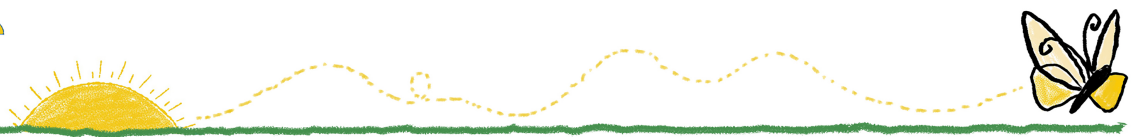
OPERATING EXPENSES

\$0

No variance.

PERSONNEL COMPLEMENT

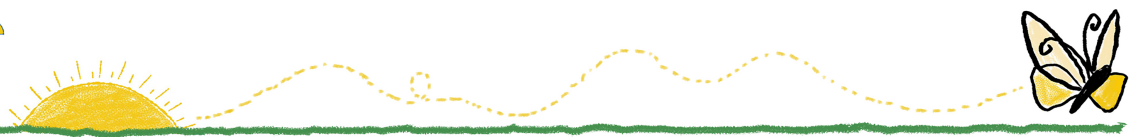
TITLE	FULL- TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Construction Supervisor	1	0	1.00	1.00	0.00
Engineer I	1	0	1.00	1.00	0.00
Engineer II	1	0	1.00	1.00	0.00
Engineering Inspector	1	0	1.00	1.00	0.00
Engineering Permit Specialist	1	0	1.00	1.00	0.00
Senior Engineer	1	0	1.00	1.00	0.00
TOTAL	6	0	6.00	6.00	0.00



ENGINEERING (0170)

01 GENERAL FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$418,495	\$586,250	\$636,340
1410	OVERTIME	7,010	16,100	27,000
1510	LONGEVITY	3,000	3,000	3,500
1570	OTHER BENEFITS	3,825	3,600	3,600
2100	FICA TAXES	33,613	46,650	50,760
2200	RETIREMENT-EMPLOYER	43,043	63,250	73,030
2300	GROUP INSURANCE	41,173	93,240	110,220
2305	LONG TERM DISABILITY	1,140	2,480	2,540
2310	BASIC LIFE ADD & STD	1,677	2,880	2,980
TOTAL PERSONAL SERVICES		552,975	817,450	909,970
OPERATING EXPENSES				
3121	PRO SER-LANDFILL	26,000	125,900	125,900
3144	PRO SER-ENGINEERING	-	10,000	10,000
3190	PRO SER-OTHER	4,240	5,000	5,000
3412	CONTRACT SER-OTHER	1,844	5,500	5,500
4001	TRAINING AND TRAVEL	904	3,000	3,000
4605	R/M CONTRACTS	-	1,080	1,080
4700	PRINTING	5,535	5,000	5,000
4800	PROMOTIONAL ACTIVITIES	-	1,000	1,000
4920	OTHER CURRENT CHARGES-MISC	663	1,500	1,500
5100	OFFICE SUPPLIES	969	4,000	4,000
5110	EQUIPMENT-MINOR	1,216	1,350	1,350
5220	UNIFORMS	521	1,260	1,260
5410	MEMBERSHIPS/DUES	240	4,000	4,000
5430	PUBLICATIONS/SUBSCRIPTIONS	-	2,000	2,000
TOTAL OPERATING EXPENSES		42,132	170,590	170,590
TOTAL EXPENDITURES		\$595,108	\$988,040	\$1,080,560



STREET MAINTENANCE OPERATIONS (1179)

Mission Statement

To maintain transportation infrastructure within public right-of-ways in a safe, timely, and effective manner to enhance the quality of life within the City.

Program Services

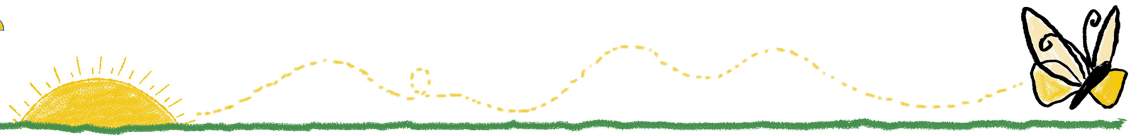
The Street Maintenance Division maintains all City-owned streets, sidewalks, parking lots, guardrails, and bridges. The primary goal of this division is to maintain the transportation system and related infrastructure in an effective and timely manner to improve ridership and ensure public safety.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Repaired sidewalks throughout the City to mitigate trip hazards, ensure ADA compliance, and improve pedestrian safety	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Customer Satisfaction; Use In-house Professional Expertise to Reduce the Need for External Contracts; Enhance Community Health, Safety and Well-being
	Maintained roadway to ensure rideability and improve driver safety by fixing potholes, pavement markings, signage, and other roadway hazards	
	Managed pressure cleaning of all City-maintained roadway medians, curbs, and gutters throughout the City	
	Addressed traffic calming needs throughout the City by conducting speed and volume studies, designing traffic calming solutions, and having speed cushions/tables constructed when necessary	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Repair and maintain City sidewalks to mitigate trip hazards, ensure ADA compliance, and improve pedestrian safety	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Customer Satisfaction; Use In-house Professional Expertise to Reduce the Need for External Contracts; Enhance Community Health, Safety and Well-being
	Repair and maintain City roadways to ensure rideability and improve driver safety	
	Continue pressure cleaning all City medians, curbs, and gutters	
	Address traffic calming needs throughout the City	



STREET MAINTENANCE OPERATIONS (1179)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$897,522	\$1,060,280	\$1,060,280	0.0%

OPERATING EXPENSES

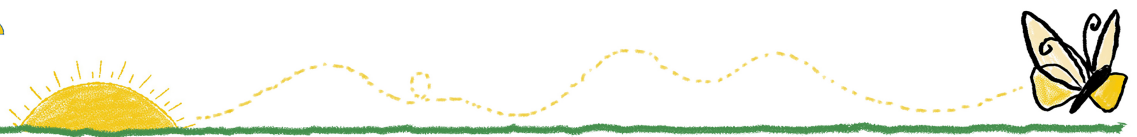
\$0

No variance.

CAPITAL OUTLAY

\$0

No variance.



STREET MAINTENANCE OPERATIONS (1179)

11 STREET CONSTRUCTION AND MAINTENANCE FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OPERATING EXPENSES				
3412	CONTRACT SER-OTHER	\$5,850	\$6,300	\$6,300
4311	UTILITIES-STREET LIGHTS	314,506	360,000	360,000
4605	R/M-CONTRACTS	482,840	552,000	552,000
4662	R/M-GROUNDS	-	10,000	10,000
4666	R/M-STREET LIGHTS	2,991	15,000	15,000
4668	R/M-STREETS	30,971	73,000	73,000
4920	OTHER CURRENT CHRGS-MISC	1,329	1,000	1,000
5110	EQUIPMENT-MINOR	1,470	2,680	2,680
5220	UNIFORMS	1,226	1,000	1,000
5240	OPER SUPPLIES-OTHER	2,463	5,000	5,000
5290	MINOR TOOLS	1,607	5,000	5,000
5300	ROAD MATERIALS/SUPPLIES	13,656	25,000	25,000
5310	SIGNS	7,988	4,000	4,000
5410	MEMBERSHIPS/DUES	-	300	300
TOTAL OPERATING EXPENSES		866,897	1,060,280	1,060,280
CAPITAL OUTLAY				
6430	MACHINERY AND EQUIPMENT	30,625	-	-
TOTAL CAPITAL OUTLAY		30,625	-	-
TOTAL EXPENDITURES		\$897,522	\$1,060,280	\$1,060,280



NON-DEPARTMENTAL

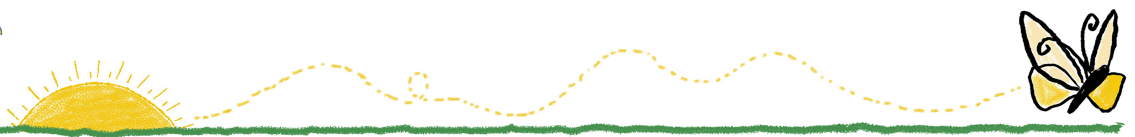
(1198)

11 STREET CONSTRUCTION AND MAINTENANCE FUND

	ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OPERATING EXPENSES			
4924 ADMINISTRATIVE CHARGES	\$250,000	\$250,000	\$250,000
TOTAL OPERATING EXPENSES	250,000	250,000	250,000
TOTAL EXPENDITURES	\$250,000	\$250,000	\$250,000

(1199)

OTHER DISBURSEMENTS			
9902 RESOURCES AVAILABLE	\$0	\$0	\$81,570
TOTAL OTHER DISBURSEMENTS	-	-	81,570
TOTAL EXPENDITURES	\$0	\$0	\$81,570



UTILITIES OPERATIONS (4191)

Mission Statement

To protect, maintain and improve the City's water, wastewater, and reclaimed water systems while delivering prompt, efficient, and courteous service.

Program Services

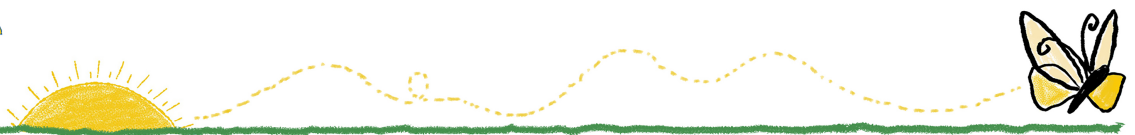
The Utilities Operations Division maintains the City's water, wastewater, and reclaimed water systems based on programs and procedures recommended by the American Water Works Association (AWWA) and in accordance with federal, state, and local regulations. Responsibilities include testing potable water to meet federal requirements to ensure it is safe for public consumption; locating, maintaining, repairing, and installing infrastructure; inspecting, installing, and changing water meters; exercising valves; flushing fire hydrants; managing backflow prevention programs; maintaining access structures and pump stations; cleaning sanitary wastewater lines; videotaping sanitary wastewater lines; and monitoring inflow and infiltration.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Completed Federal and State-mandated regulatory compliance for potable water to ensure safe public consumption	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Use In-house Professional Expertise to Reduce the Need for External Contracts Enhance Community Health, Safety and Well-being
	Ensured uninterrupted service of wastewater pipes, water service lines, fire hydrants, lift stations via work orders callouts	
	Managed 11 recurring water and wastewater Capital Improvement Projects (CIP)	
	Partnered with County and State regulators regarding water treatment and daily water quality monitoring to ensure compliance and to update City Codes and standards to meet Federal and State regulations	
	Completed Phase I construction of the Copans Road Wastewater Transmission System Project and completed construction of the Hilton Road Storage/Repump Facility upgrades	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Manage regulatory compliance for potable water to ensure safe public consumption and ensure uninterrupted service of water and wastewater services	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Use In-house Professional Expertise to Reduce the Need for External Contracts; Enhance Community Health, Safety and Well-being
	Continue managing recurring water and wastewater Capital Improvement Projects	
	Proceed with Phase II of the Copans Road Wastewater Transmission System Project	
	Replace all 25 year old water meters	
	Replace the lining in the Hillsboro water storage tank and connect the fill valve on the Hillsboro water tank to supervisory control and data acquisition (SCADA) to optimize water quality	
	Complete design of a Discharge Flowmeter System at Lift Station #20 to ensure compliance with Florida Department of Environmental Protection (FDEP) flow measurement regulations	
	Install a mixer in the Hilton Water tank to optimize the water quality discharged from the tank	
	Complete replacement of water service lines, fire hydrants and isolation valves in Golden Raintree V	



UTILITIES OPERATIONS (4191)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$17,025,074	\$17,723,720	\$18,151,640	2.4%

PERSONAL SERVICES

\$244,260

The variance is primarily due to divisional staffing changes in FY21, in addition to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$290,160

The net increase is primarily due to increased electric, water meter, sewer, maintenance, tools, and promotional costs partially offset by decreased professional services, contractual services, and sewer debt service costs.

CAPITAL OUTLAY

(\$106,500)

The variance is due to changes in capital needs from year to year.

FY22 Capital Outlay Needs:

Forklift	\$35,000
Wastewater Line Camera	35,000
Solar Powered Arrow Board	6,500
	\$76,500

OTHER DISBURSEMENTS

\$0

No variance.

PERSONNEL COMPLEMENT

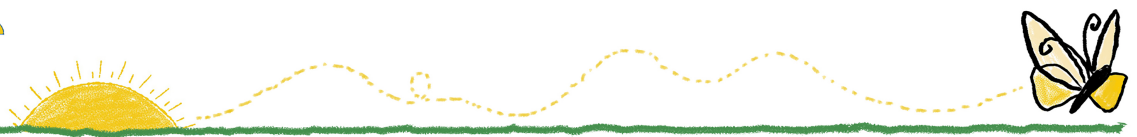
TITLE	FULL-TIME	PART-TIME/ TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Deputy Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Electrician	3	0	3.00	3.00	0.00
Senior Project Manager	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
Staff Assistant	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Superintendent	1	0	1.00	1.00	0.00
Utilities & Engineering Project Coordinator	1	0	1.00	1.00	0.00
Utilities & Engineering Project Manager	1	0	1.00	1.00	0.00
Utilities Engineer	1	0	1.00	1.00	0.00
Utility Service Worker I	5	0	5.00	5.00	0.00
Utility Service Worker II	4	0	4.00	4.00	0.00
Utility Service Worker III	4	0	4.00	4.00	0.00
Wastewater Lead Worker	1	0	1.00	1.00	0.00
Water Lead Worker	1	0	1.00	1.00	0.00
Water Supervisor	1	0	1.00	1.00	0.00
TOTAL	29	1	29.50	29.50	0.00



UTILITIES OPERATIONS (4191)

41 WATER/WASTEWATER FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$1,860,083	\$1,994,400	\$2,148,870
1410	OVERTIME	78,101	75,000	75,000
1510	LONGEVITY	15,500	18,000	17,500
1550	HOLIDAY PAY	799	-	-
1570	OTHER BENEFITS	16,700	16,140	17,040
2100	FICA TAXES	140,209	161,780	171,830
2200	RETIREMENT-EMPLOYER	156,558	221,100	254,730
2201	PENSION EXPENSE	437,115	-	-
2300	GROUP INSURANCE	299,845	364,300	409,090
2305	LONG TERM DISABILITY	4,485	7,800	8,220
2310	BASIC LIFE ADD & STD	6,862	9,190	9,690
2601	OTHER POSTEMPLOYMENT BENEFITS	139,746	-	-
2700	VEHICLE ALLOWANCE	13,200	13,200	13,200
TOTAL PERSONAL SERVICES		3,169,204	2,880,910	3,125,170
OPERATING EXPENSES				
3190	PRO SER-OTHER	242,788	207,000	157,000
3411	CONTRACT SER-LIFT STATION	1,184	6,000	6,000
3412	CONTRACT SER-OTHER	259,729	281,430	181,430
4001	TRAINING AND TRAVEL	5,111	14,000	19,000
4100	TELEPHONE	-	900	900
4310	UTILITY-ELECTRIC	102,811	150,000	160,000
4320	UTILITY-WATER	5,520,733	5,500,000	5,500,000
4321	UTILITIES-WATER METER	2,252,209	2,400,000	2,500,000
4323	UTILITIES-RECLAIMED WATER	188	5,000	5,000
4340	UTILITY-SEWER	1,798,764	2,000,000	2,510,000
4341	UTILITY-SEWER RC	1,768,579	2,425,000	2,100,000
4400	RENTAL AND LEASES	5,613	7,280	8,140
4605	R/M-CONTRACTS	98,584	147,940	247,940
4630	R/M-EQUIPMENT	82,620	87,030	98,220
4650	R/M-BUILDING	1,838	3,000	3,000
4670	R/M-OTHER	25,190	23,000	23,000
4671	R/M-WATER/SEWER LINES	95,251	65,330	74,000
4672	R/M-HYDRANTS	11,073	12,000	12,000
4673	R/M-WATER LINES	38,946	65,000	65,000
4675	R/M-IT	2,350	8,000	8,000
4700	PRINTING	3,864	13,000	13,000
4800	PROMOTIONAL ACTIVITIES	25,747	40,000	45,500
4914	EMERGENCY PREPARATIONS	79	2,000	2,000
4920	OTHER CURRENT CHRGS-MISC	9,396	12,000	12,000
4949	DEPRECIATION	1,330,601	-	-
5100	OFFICE SUPPLIES	3,890	4,810	4,810
5110	EQUIPMENT-MINOR	108	4,000	4,000
5220	UNIFORMS	9,648	13,000	13,000
5240	OPER SUPPLIES-OTHER	48,636	65,220	65,220
5290	MINOR TOOLS	6,619	6,060	20,000
5410	MEMBERSHIPS/DUES	3,857	5,950	5,950
5430	PUBLICATIONS/SUBSCRIPTIONS	43	1,000	1,000
5500	INVENTORY	86,649	84,860	84,860
TOTAL OPERATING EXPENSES		13,842,696	13,659,810	13,949,970
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	-	90,000	-
6430	MACHINERY AND EQUIPMENT	13,174	93,000	76,500
TOTAL CAPITAL OUTLAY		13,174	183,000	76,500
OTHER DISBURSEMENTS				
9901	CONTINGENCY	-	1,000,000	1,000,000
TOTAL OTHER DISBURSEMENTS		-	1,000,000	1,000,000
TOTAL EXPENDITURES		\$17,025,074	\$17,723,720	\$18,151,640



FY22 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Utilities & Engineering	4191	Utility Operations	\$ 76,500
Solar Powered Arrow Board			\$ 6,500

An arrow board is necessary for the safe maintenance of traffic to protect motorists and City staff around construction sites. Currently, the Water and Wastewater Divisions do not have an arrow board and must utilize arrow boards from other City departments when available. The purchase will provide the Utility Division with an essential piece of equipment necessary for routine operations.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

Wastewater Line Camera	\$ 35,000
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The existing Closed Circuit Television (CCTV) wastewater line camera is 7 years old, unreliable, and requires frequent repairs. This camera is a critical tool that improves response time to reported sewer backups, minimizing operational downtime.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

Forklift	\$ 35,000
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The current forklift is 15 years old, unreliable, and repairs have become costly. The replacement will provide for added efficiency in daily operations.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

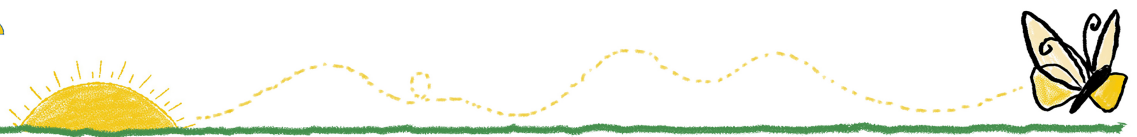
	\$ -
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Strategic Initiative:

	\$ -
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Strategic Initiative:

THE ITEMS IN BOLD ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET



NON-DEPARTMENTAL

41 WATER/WASTEWATER FUND

(4198)

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
OPERATING EXPENSES				
4914	EMERGENCY PREPARATIONS	\$340	\$0	\$0
4924	ADMINISTRATIVE CHARGES	2,538,950	2,615,120	2,660,540
	TOTAL OPERATING EXPENSES	2,539,290	2,615,120	2,660,540

(4196)

OTHER DISBURSEMENTS				
9141	RESERVE-R & R FUND	\$0	\$1,250,960	\$1,285,930
	TOTAL OTHER DISBURSEMENTS	-	1,250,960	1,285,930
TOTAL EXPENDITURES		\$2,539,290	\$3,866,080	\$3,946,470

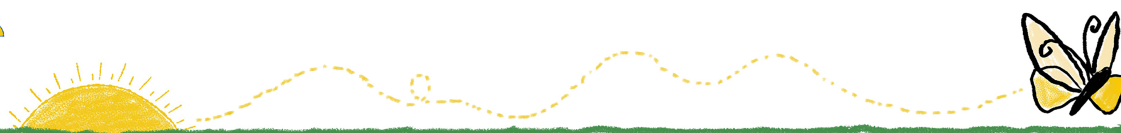
UTILITIES OPERATIONS

(4291)

OPERATING EXPENSES				
4949	DEPRECIATION	\$618,921	\$0	\$0
	TOTAL OPERATING EXPENSES	618,921	-	-

(4299)

OTHER DISBURSEMENTS				
9902	RESOURCES AVAILABLE	\$0	\$3,225,890	\$845,250
	TOTAL OTHER DISBURSEMENTS	-	3,225,890	845,250
TOTAL EXPENDITURES		\$618,921	\$3,225,890	\$845,250



STORMWATER MANAGEMENT (4595)

Mission Statement

To maintain stormwater drainage infrastructure within public right-of-ways and canal/lake water quality in a timely, efficient, and effective manner to enhance the quality of life within the City, protect the environment and mitigate localized flooding.

Program Services

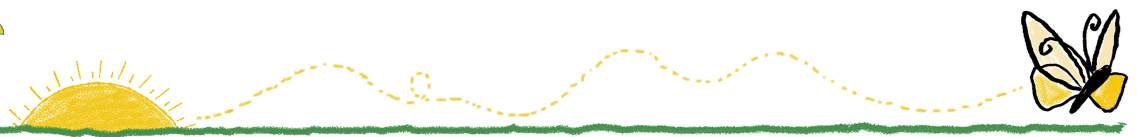
The Stormwater Division installs, maintains, and repairs all stormwater-related infrastructure including catch basins, storm pipes, headwalls, swales, and pollution control devices within public rights-of-way. The division is also responsible for street sweeping and litter/debris removal within public rights-of-way to keep pollution from entering the waterways to maintain canal/lake water quality.

FY21 Highlights & Accomplishments

ACCOMPLISHMENTS		STRATEGIC INITIATIVES
	Inspected, cleaned, and/or repaired stormwater pipes, major stormwater outfalls, catch basins and conveyance swales in compliance with the City's National Pollutant Discharge Elimination System (NPDES) 5-year federal permit	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Customer Satisfaction; Use In-house Professional Expertise to Reduce the Need for External Contracts; Enhance Community Health, Safety and Well-being
	Ensured regulatory compliance with the Bacterial Pollution Control Plan (BPCP) in conjunction with neighboring Cities through an Interlocal agreement, which includes quarterly canal water quality testing and pollution remediation measures, Per NPDES permit requirement	
	Managed, prepared and submitted Cycle 4 Year 4 NPDES Permit Annual Report to FDEP documenting all inspection and maintenance activities impacting the environment related to stormwater infrastructure, wastewater infrastructure, and construction site inspections/management	
	Managed flood mitigation measures to ensure that the City's primary drainage system works in coordination with the Cocomar Water Control District and the South Florida Water Management District (SFWMD)	

FY22 Objectives

OBJECTIVES		STRATEGIC INITIATIVES
	Inspect, clean and/or repair City stormwater infrastructure to mitigate flooding	Plan, Expand, Upgrade and Maintain Infrastructure while Considering Environmental Preservation and Promoting Green Initiatives; Customer Satisfaction; Use In-house Professional Expertise to Reduce the Need for External Contracts; Enhance Community Health, Safety and Well-being
	Ensure surface water quality environmental compliance with the National Pollutant Discharge Elimination System (NPDES) 5-year federal permit	



STORMWATER MANAGEMENT (4595)

	ACTUAL FY20	ADOPTED BUDGET FY21	ADOPTED BUDGET FY22	% CHANGE
TOTAL COST	\$1,712,271	\$6,235,320	\$6,339,790	1.7%

PERSONAL SERVICES

\$45,150

The variance is primarily due to cost of living, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

\$27,970

The variance is due to increased administrative and locate services costs.

CAPITAL OUTLAY

(\$12,500)

The variance is due to the changes in capital needs from year to year.

FY22 Capital Outlay Needs:

Digital Message Board	\$15,000
Solar Powered Arrow Board	6,500
	\$21,500

OTHER DISBURSEMENTS

\$43,850

The variance is due to a budgeted increase in Resources Available.

PERSONNEL COMPLEMENT

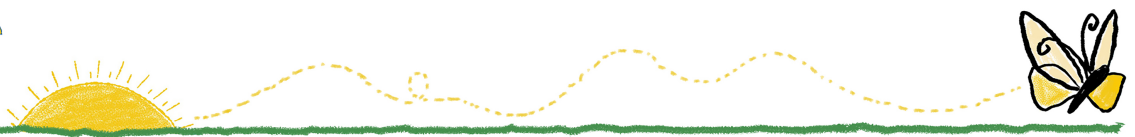
TITLE	FULL-TIME	PART-TIME/TEMP	FY22 FTE ADOPTED	FY21 FTE TOTAL	TOTAL ADOPTED CHANGE
Streets & Stormwater Lead Worker	1	0	1.00	1.00	0.00
Streets & Stormwater Supervisor	1	0	1.00	1.00	0.00
Engineering Manager	1	0	1.00	1.00	0.00
Utility Service Worker I	4	0	4.00	4.00	0.00
Utility Service Worker II	2	0	2.00	2.00	0.00
Utility Service Worker III	1	0	1.00	1.00	0.00
TOTAL	10	0	10.00	10.00	0.00



STORMWATER MANAGEMENT (4595)

45 STORMWATER MANAGEMENT FUND

		ACTUAL FY20 EXPENDITURE	ADOPTED FY21 BUDGET	ADOPTED FY22 BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	\$563,190	\$604,450	\$627,050
1410	OVERTIME	5,471	12,000	12,000
1510	LONGEVITY	5,833	7,500	5,000
1570	OTHER BENEFITS	6,065	5,220	5,220
2100	FICA TAXES	42,999	46,840	48,980
2200	RETIREMENT-EMPLOYER	38,498	60,010	65,990
2201	PENSION EXPENSE	178,604	-	-
2300	GROUP INSURANCE	97,009	134,090	150,980
2305	LONG TERM DISABILITY	1,415	2,490	2,510
2310	BASIC LIFE ADD & STD	2,182	2,960	2,980
2601	OTHER POSTEMP BENEFITS	31,011	-	-
TOTAL PERSONAL SERVICES		972,279	875,560	920,710
OPERATING EXPENSES				
3190	PRO SER-OTHER	25,000	10,000	30,000
3412	CONTRACT SER-OTHER	38,462	44,250	44,250
4001	TRAINING AND TRAVEL	2,579	3,000	3,000
4400	RENTAL AND LEASES	1,403	5,000	5,000
4605	R/M-CONTRACTS	3,600	58,260	58,260
4630	STORMWATER OPER R/M EQUIPMENT	2,819	2,000	2,000
4669	STORMWATER OPER R/M STORM DRAINING	50,914	140,490	140,490
4674	STORMWATER OPER R/M BRIDGES/CULVERT	419	40,000	40,000
4700	PRINTING	-	500	500
4920	OTHER CURRENT CHRGS-MISC	19,678	34,000	34,000
4924	ADMINISTRATIVE CHARGES	386,820	398,430	406,400
4949	DEPRECIATION	162,436	-	-
5100	OFFICE SUPPLIES	644	2,000	2,000
5110	EQUIPMENT-MINOR	3,397	4,000	4,000
5220	UNIFORMS	2,687	5,500	5,500
5240	OPER SUPPLIES-OTHER	313	5,500	5,500
5290	MINOR TOOLS	1,161	5,000	5,000
5410	MEMBERSHIPS/DUES	517	2,500	2,500
TOTAL OPERATING EXPENSES		702,848	760,430	788,400
CAPITAL OUTLAY				
6430	MACHINERY AND EQUIPMENT	37,143	34,000	21,500
TOTAL CAPITAL OUTLAY		37,143	34,000	21,500
OTHER DISBURSEMENTS				
9902	RESOURCES AVAILABLE	-	4,565,330	4,609,180
TOTAL OTHER DISBURSEMENTS		-	4,565,330	4,609,180
TOTAL EXPENDITURES		\$1,712,271	\$6,235,320	\$6,339,790



FY22 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost	
Utilities & Engineering	4595	Stormwater Management	\$	21,500
Solar Powered Arrow Board			\$	6,500

An arrow board is necessary for the safe maintenance of traffic to protect motorists and City staff around construction sites. Unit #922 is 14 years old and out of service. A replacement arrow board will provide the Stormwater Division with an essential piece of equipment necessary for routine operations.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

Digital Message Board	\$	15,000
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Unit #977 is 10 years and has become unreliable. A replacement message board is requested to provide reliable lane closure, detouring, and construction information to motorist.

Strategic Initiative: Plan, Expand, Upgrade and Maintain Infrastructure

	\$	-
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Strategic Initiative:

	\$	-
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Strategic Initiative:

	\$	-
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Strategic Initiative:

THE ITEMS IN BOLD ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET



A large, horizontal, yellow brushstroke-like background that spans most of the width of the page. It has a textured, painterly appearance with varying shades of yellow and some darker, more saturated areas. The stroke is not perfectly uniform, giving it a hand-drawn feel.

CIP

A large, horizontal, yellow brushstroke that serves as a background for the text. It has a textured, painterly appearance with varying thickness and some darker yellow areas.

CIP

CITY OF

COCONUT CREEK

FLORIDA



FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

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CAPITAL IMPROVEMENT PROGRAM

Introduction

The City is responsible for providing municipal services to the public, including the acquisition or construction of needed improvements or infrastructure. The City must also furnish and maintain capital facilities and equipment, such as roadways and parks. The Capital Improvement Program (CIP) reflects the City's long-term commitment to roads, drainage systems, parks, and other public infrastructure. Additionally, this five-year plan that identifies capital projects and equipment purchases, provides a planning schedule, and identifies options for financing the plan. The comprehensive program is prepared for the ensuing five years and is based upon the requirements of the community for all types of public improvements. A CIP provides and serves to:



build and maintain a capital infrastructure economically;



complete projects on schedule and within budget;



provide for an annual update to the CIP schedule;



allow for additions of projects and adjustments due to changing priorities;



link proposed projects with the City vision, mission and goals, and the priorities of its residents through the City's Balanced Scorecard process;



address Commission and citizen desires and needs;



coordinate department resources and equipment;



effectively communicate the justification, description, and costs of projects to stakeholders;



act as an important implementation device for growth management;



identify funding sources, capital and ongoing expenditures for all projects; and



allow sufficient time to identify project financing and implementation measure

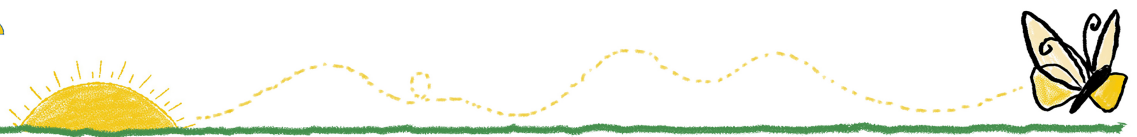
This commitment represents a comprehensive and direct statement of the City's commitment to investing in infrastructure. The CIP has great significance in that it touches the life of each resident and visitor through the provision of health, safety, transportation, recreation and other services and infrastructure upon which all our residents depend on.

Definitions

Capital Improvement: Any major expenditure relating to the acquisition, expansion, or rehabilitation of the City's infrastructure and major equipment purchases which generally falls into one of the following categories: land purchase; new structures; structural and non-structural improvements; major repairs; and major equipment.

Capital Improvement Project: Any project with major expenditures exceeding \$25,000 and a useful life of five (5) years or more for physical government facilities such as costs for acquisition of land or interests in land; construction of buildings or other structures, including additions or major alterations; construction of streets or utility lines; fixed equipment; and major landscaping and similar expenditures, including associated planning and design work related directly to an individual project.

Capital Improvement Budget: A list of projects, together with cost amounts and sources of funds, regardless of the project status, that is included in the City's annual budget for the year presented. The Capital Improvement Program is included as a part of the City's budget document.



CAPITAL IMPROVEMENT METHODOLOGY AND PROCESS

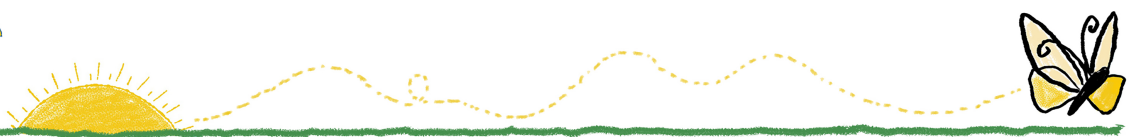
The CIP utilizes a multi-year format to help minimize unexpected annual capital changes from year-to-year. Each year, the capital plan is not reconstructed; it is reviewed and updated to reflect changes in the physical, economic, or political environment. This assists the City with its planning process and setting long-term capital goals. Any changes from the prior year's plan are indicated, as are new projects, upcoming projects, postponed projects, and available funding. Projects included in the Capital Improvement Program were derived from needs assessments performed by City staff. Each department is responsible for submitting all project requests and estimates to the City Manager for review, approval, and recommendation to the City Commission. Submitted projects must encompass both the improvement of the City's physical needs as well as the improvement of services provided to the public.

Using a CIP Project Form, each department estimates the project's cost, assigns a project manager, identifies the source of possible funding across the five fiscal years, provides an explanation and justification of the project, identifies costs which would extend beyond the five years, identifies any annual impact on the operating budget and prioritizes based on assessed needs. Projects are also linked to the values of our Vision 2020 Policy Statement and support the City's Strategic Plan (see Strategic Planning Section). In FY21, the Vision 2020 Policy Statement was revised based on citizen-generated strategic priorities to create the Vision 2030 Policy Statement.

The five-year plan includes the current budget year in addition to the four succeeding years. The first year of the five-year CIP is formally adopted by the Commission as the Capital Improvement Budget for the current year, with the following four years reflecting projected, but unfunded, requirements. The City also uses the CIP to analyze the City's fiscal capability to finance and construct future capital improvements.

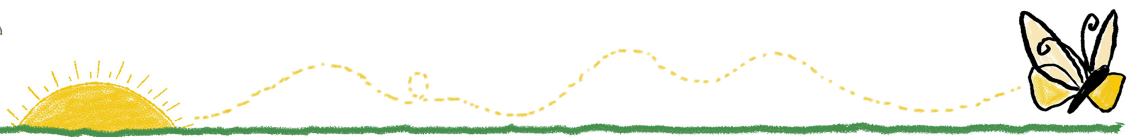


"Patchwork Butterfly" public art at Sabal Pines Park



The City's fiscal year runs from October 1st through September 30th. The Capital Improvement Program Process begins in December with budgetary planning and continues for the next several months with preparation until final budget and Capital Improvement Program adoption, which occurs in September. The following are highlights of the Capital Improvement Program Process:





CIP BUDGET PROCESS CALENDAR

DATES	ACTIVITY/REQUIREMENT
January 18 – 21	CIP Template Review and Creation
January 25 – February 11	Budget Intranet Site Preparation
March 1 – 4	Budget Coordinator/Manager Training
March 8	Budget Kick Off
April 19 – May 17	Finance CIP Review and Preparation
May 17 – 19	City Manager/Department Budget Meetings
May 17 – July 22	Finalize Budget Proposals
July 30	Print Proposed Budget (Operating and CIP)
July 30	Submit Proposed Budget (Operating and CIP) to City Commission
September 13 & 23	Public Hearings, Tax Millage Rate Set, and Budget Adopted
October 23	Publication of FY22 Adopted Budget



City Green Plan



The City Commission adopted the City Green Plan in order to establish a framework for achieving environmental leadership through a series of action steps over a 10-year period. The City has incorporated the Green Plan with the budget process to ensure government operations and future capital improvements assist on the City's advancement toward addressing a few environmental categories that include: energy, water, urban nature, and transportation. Therefore, each capital improvement project was reviewed and linked to specific actions in the Green Plan. The overall objective is to clearly identify those capital improvements that advance the Green Plan. For the purpose of easy identification, the City's green plan logo was inserted on those pages within the capital improvement. As a part of the City's updated 10-year strategic plan, Vision 2030, the City's Green Plan will transition into a newly developed Climate Action Plan.

Project Ranking & Prioritization

The City evaluates each potential Capital Project based on 15 criteria to determine priority and ranking of all projects requested in the CIP. The criteria are:

-  Consistency with Strategic Planning/Vision – measures the fit with the City mission, vision, goals and objectives
-  Quality of Life – the impact on residents and other project stakeholders' overall physiological well-being, social health, functional ability, morale, and/or other subjective measures
-  Public Sentiment – community input on projects and related issues
-  Federal/State Mandates – the requirement of federal or state law(s) which will be met by the project
-  Grant Availability – the relative amount of grant funding from all sources available with reasonable certainty in order to offset project costs
-  Funding Availability/Viability – the revenue stream or fund balance available now or in the future for the allocation of project costs over time
-  Department Priority – the ranking provided by the project's originating/supervising department.
-  Ongoing Operating Impact – the annual recurring impact to the operational budget of the City as estimated by the originating department
-  Revenue Generation Potential – new or increased revenue bases/sources provided upon project completion
-  Disaster Prevention – provides a means of mitigating City and resident loss or injury; or provides a means of minimizing the areas or situations affected by a disaster
-  Environmental Impact – the impact which a land development or construction project would have on the environment in the area, including population, traffic, schools, fire protection, endangered species, and community aesthetics
-  Economic Impact – the impact of the infrastructure improvement on the regional economy
-  Continuation of Established Funding – sustaining current funding mechanisms for ongoing capital, maintenance, and operating impact issues
-  Public/Private Venture Potential – project provides opportunity for funding contributions from private industry to promote municipal infrastructures
-  Intergovernmental Cooperation – project provides opportunity for federal, state, and/or local government participation and interaction

Once these criteria are considered, projects are ranked into one of three priority levels. The priorities are designated as follows:

-  **Priority I: IMPERATIVE-** Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences
-  **Priority II: ESSENTIAL-** Projects that address clearly demonstrated needs or objectives
-  **Priority III: IMPORTANT-** Projects that benefit the community but may be delayed without detrimental effects to basic services

CIP Project Form

The Capital Improvement Program was created utilizing the information reflected on the Capital Improvement Program Form. The form facilitates data entry and centralizes the information input. The completed forms provide all of the information for compiling the recommended annual CIP update to the five-year plan and provide a tool for ongoing project information and reporting. The forms are completed for new and existing projects, including changes to scope, timing, and funding for projects currently scheduled in the CIP. Information provided for each project is used to prioritize, recommend, and implement the project. Project forms are updated throughout the process and implementation years and are used for reporting and presentation.

Identifies start and end dates, account number(s), project code(s), and total cost of the project

Identifies Broward County Transportation Sur-Tax Project or Parks Master Plan Project

Project name

SCADA Telemetry System

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring	LOCATION:	City-wide
STATUS:	Continuing Project	COMPLETION DATE:	Recurring		
PRIORITY:	II	ACCT. NUMBER:	4191535-6832		
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6832		
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring		

DESCRIPTION/JUSTIFICATION:
The City's telemetry system is used to provide 24-hour monitoring of the wastewater pumping system and two water storage/pump facilities. The existing Supervisory Control and Data Acquisition (SCADA) system was replaced with a communication system based on cellular signals in 2016. Additions, upgrades, maintenance, and replacement of components are also part of this program. In the future, these technologies will be linked to a City-wide private canopy network system.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 6/30/21
Water/Wastewater Fund (41)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 6/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment / Other	50,000	50,000	50,000	50,000	50,000	250,000	150,000	
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes costs for cellular communication, cambium infrastructure maintenance, and license renewal.
Operating	35,000	35,000	35,000	35,000	35,000	175,000	
Capital Outlay							
TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	

Identifies the Strategic Initiative that aligns with the Strategic Plan, project status, priority ranking, department, and project type (recurring vs. non-recurring)

A brief statement describing the project, its objective, and community needs to be met

Identifies funding source(s) for the project

Summarizes the revenue received for the project

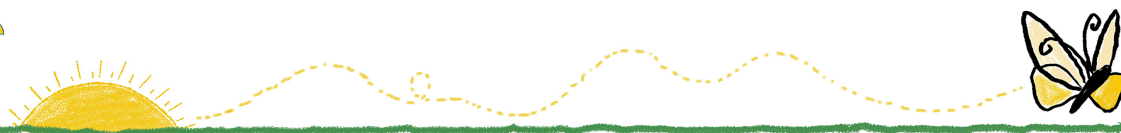
Summarizes the calculations made by the requesting departments to show future operating impacts, including personnel, operating, and capital outlay

Location of the project

An image, map, or architectural rendering of the project

Illustrates future budget requests and actuals by category

C-6



FUND DESCRIPTION

The success of the Capital Improvement Program depends on the close coordination of the physical plan with a financial plan. Although projects may be financed through regular operating funds such as the General Fund, it is generally more viable to use other funds so that capital projects do not compete with ongoing operating costs. The financial plan may require in-depth research to determine alternative means within a desired timetable to finance capital improvements. The City can borrow money through the sale of bonds. Bonds sold by the City fall into two categories: General Obligation Bonds and Revenue Bonds. A property tax levy is used to pay for General Obligation Bonds, which requires voter approval. Revenue Bonds are paid for by pledging a specific revenue stream for the repayment of debt. Federal and state aid and grant programs also play an important role in capital improvement planning, as they aid in the ability to plan for and finance projects.

The City's ability to leverage different financing alternatives helps maximize the City's Capital Improvement Program, saving the cost of inefficiencies that can occur from inadequately addressing infrastructure needs. The individual funds used to account for the City's Capital Improvement Program are listed as follows:

Governmental Funds - The funds through which most government functions typically are funded. These funds are generally used to account for tax-supported activities.

FUND 01 - GENERAL FUND (MAJOR FUND)

The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: ad valorem taxes, franchise taxes, utility taxes, user fee charges, and intergovernmental revenues.

FUND 11 - STREET CONSTRUCTION AND MAINTENANCE FUND (MAJOR FUND)

The Street Construction and Maintenance Fund is a Special Revenue Fund used to account for revenues received from state and county agencies, which, by state law may only be expended for street construction and maintenance programs.

FUND 12 - TRANSPORTATION SURTAX (MAJOR FUND)

The Transportation Surtax Fund is a Special Revenue Fund used to account for proceeds from the Broward County Transportation Surtax Program. These funds will be used to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. Funding for Comprehensive Streets Improvement Programs, Bus Shelter and Bus Stop Rehabilitation, and Sample Road Multi-Purpose Pathway are included in this fund.

FUND 14 - COMMUNITY IMPROVEMENT FUND (MAJOR FUND)

The Community Improvement Fund is a Special Revenue Fund used to account for proceeds received from the Seminole Tribe of Florida in accordance with a municipal services agreement. The funds have been restricted by City Ordinance to be used for capital improvements, including the 2017A, 2017B, and 2021 Capital Improvement Revenue Notes debt service payments.



FUND 18 - SEMINOLE MITIGATION FUND

The Seminole Mitigation Fund is a Special Revenue Fund used to account for proceeds received from the Seminole Tribe of Florida in accordance with the *Fee to Trust Lands Mitigation Agreement*. Funds will be used for capital improvements, such as Temporary Fire Station #113, Public Safety Building, and any other expenses or improvements to mitigate the impact of the lands going into Trust.



FUND 31 - PARKS IMPROVEMENT FUND

The Parks Improvement Fund is a Capital Projects Fund used to account for fees charged to developers in lieu of dedicating land. It finances the acquisition, construction, and expansion of City park facilities.



FUND 32 - CAPITAL PROJECTS FINANCING FUND (MAJOR FUND)

The Capital Projects Financing Fund is used to account for the Parking Lot Rehabilitation Program, South Creek Traffic Improvements, Facility Roof Replacement Program, Donaldson Park Improvements, Coco Point Park Improvements, and Sunshine Drive Park Improvements.



FUND 33 - 2009 CAPITAL PROJECT FUND (MAJOR FUND)

The 2009 Capital Project Fund is used to account for the Undergrounding of Aboveground Utility Lines project, the Electric Vehicle Charging Station, and the Government Center Rehabilitation projects.



FUND 35 - UTILITY UNDERGROUND FUND

The Utility Underground Fund is used to account for the fees charged to developers in lieu of placing utilities underground for all new construction or substantial reconstruction.



FUND 36 - PUBLIC SAFETY FUND (MAJOR FUND)

The Public Safety Fund is used to account for fees charged to developers to ensure that the City's level of service for police and fire/rescue will not be adversely affected by the development growth.



FUND 39 - CAPITAL IMPROVEMENT PROGRAM FUND (MAJOR FUND)

The Capital Improvement Program Fund is used to account for the City's Capital Improvement Program. Programs funded include Vehicle Replacement, Playground Replacement Program, Technology Refresh, Sign Replacement Program, and the construction, renovation, or expansion of City facilities.



FUND 61 - GENERAL TRUST FUND

The General Trust Fund is used to account for various grants, trusts, and donations set aside for specific purposes, including the funding of capital improvement projects. Due to the nature of this fund, projected revenues cannot be calculated and therefore are not included as part of the City's budget.



FUND 62 & 63 - LAW ENFORCEMENT TRUST FUND

The Law Enforcement Trust Fund is a Special Revenue Fund used to account for revenues received from federal, state, and local law enforcement forfeitures and seizures which are restricted for use for law enforcement purposes.



FUND 65 - GRANTS FUND

The Grants Fund is a Special Revenue Fund used to account for revenues for various grant programs and held for a specific purpose. The expenditures are directly related to conditions of the revenues received. Funding for Pedestrian Lighting is included in this fund.

Enterprise Funds - Account for operations that are financed and operated in a manner similar to private business enterprises. These are used to report activity for which a fee is charged to external users for goods or services:



FUND 41 - WATER AND WASTEWATER FUND (MAJOR FUND)

The Water and Wastewater Fund is an Enterprise Fund that accounts for water and wastewater services provided to residents of Coconut Creek, Parkland, and sections of Unincorporated Broward County. Coconut Creek does not have its own water or sewer plant, and therefore purchases water from Broward County for resale and collects and transmits wastewater to Broward County for disposal and treatment.



FUND 42 - WATER/SEWER CAPITAL IMPROVEMENT FUND

The Water/Sewer Capital Improvement Fund is an Enterprise Fund used to provide funding for expansion of utility infrastructure as a result of new development. Its primary source of revenue is from impact fees charged to the developers.



FUND 45 - STORMWATER MANAGEMENT FUND (MAJOR FUND)

The Stormwater Management Fund is an Enterprise Fund used to provide funding for stormwater maintenance and capital improvements to the residents of the City and includes necessary programs required for compliance with the National Pollutant Discharge Elimination System (NPDES) Permit.



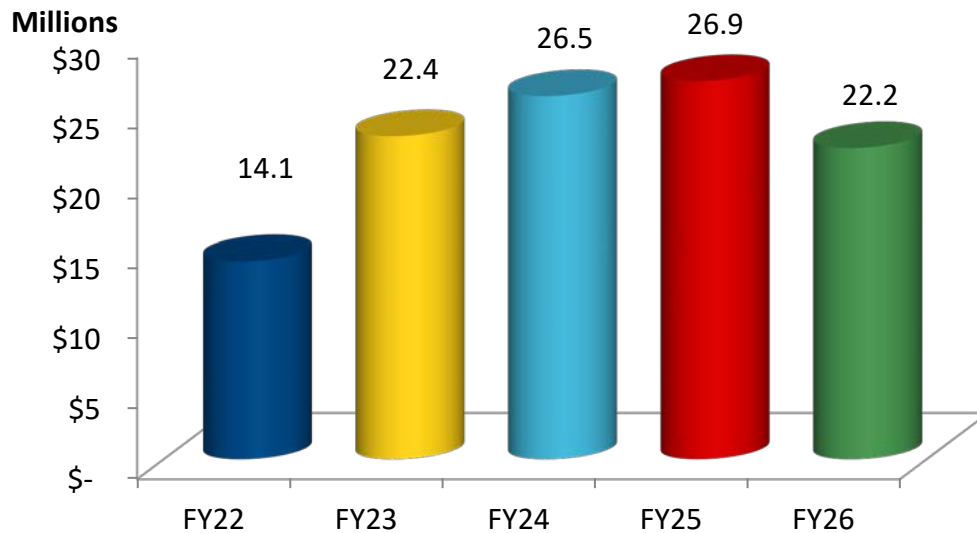
Long Pine Greenways South



2022 CAPITAL IMPROVEMENT PROGRAM

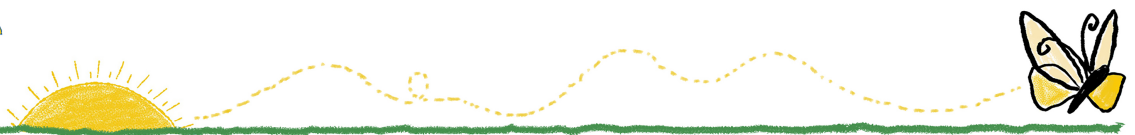
The Fiscal Year 2022 Capital Improvement Program shows a five-year projection of the City's needs and desired services. Only 12.6% of total capital projects are slated for FY22. All future capital projects will be assessed and funding sources fully evaluated to determine whether to start or defer projects.

The chart below shows a five-year budgetary summary of the \$112.1 million five-year Capital Improvement Program:



The chart below summarizes the five-year Capital Improvement Program budget by fund:

FUND	FY22	FY23	FY24	FY25	FY26	FY22-FY26
Capital Improvement Program	\$ 4,428,200	\$ 8,449,920	\$ 5,718,720	\$ 3,003,830	\$ 15,146,870	\$ 36,747,540
Street Construction and Maintenance	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
Transportation Surtax	\$ -	\$ 200,000	\$ 5,300,000	\$ 7,301,560	\$ 3,000,000	\$ 15,801,560
Seminole Mitigation	\$ 500,000	\$ 500,000	\$ 11,000,000	\$ 11,000,000	\$ -	\$ 23,000,000
Capital Projects Financing	\$ 2,473,000	\$ 7,978,590	\$ 2,087,500	\$ 3,221,500	\$ 1,434,000	\$ 17,194,590
2009 Capital Project	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000
Utility Underground	\$ 603,110	\$ -	\$ -	\$ -	\$ -	\$ 603,110
Water and Wastewater	\$ 2,950,000	\$ 3,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,275,000	\$ 12,525,000
Water/Sewer Capital Improvement	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 1,700,000
Stormwater Management	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
General Trust	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000
Grants	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000
TOTAL	\$ 14,144,310	\$ 22,373,510	\$ 26,526,220	\$ 26,946,890	\$ 22,175,870	\$112,166,800



Future Funding For Capital Improvement Program Fund

Over the next five years, the majority of capital spending is projected to come from the Capital Improvement Program Fund (32.8% of total CIP expenditures), Seminole Mitigation Fund (20.5% of total CIP expenditures), Capital Project Financing Fund (15.3% of total CIP expenditures), and Transportation Surtax Fund (14.1% of total CIP expenditures). The Capital Improvement Program Fund funds non-recurring projects to include \$12,000,000 for the Enterprise Resource Planning (ERP) Solution to provide integration of various functions of the City's software into one system to streamline processes and information; \$3,185,000 for the Government Center Rehabilitation that addresses the renovation needs to City Hall and Commission Chamber to meet the daily operational needs of City staff; \$1,415,000 for Artificial Turf Sports Fields to provide a safe, more uniform playing surface within the City's parks. This fund also supports many recurring programs to maintain City equipment and infrastructure, including Playground Replacement Program, the Vehicle Replacement Program, and the Police Officer Equipment Replacement Program.

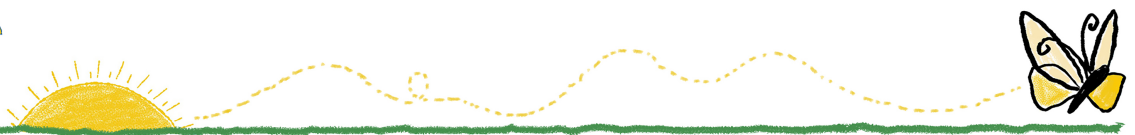
Future funding from the Seminole Mitigation Fund includes \$23,000,000 for the Public Safety Building. With the rapid population growth and increased development in the City, a facility in the MainStreet area is necessary. The Public Safety Building will accommodate the needs of both the newly instated Fire Rescue Department and the existing Police Department.

The Capital Project Financing Fund projects to fund several capital improvements in FY22-FY26. This includes \$1,500,000 for the Parking Lot Rehabilitation Program to address the rehabilitation needs of City-owned parking lots; \$1,796,890 for Underground of Aboveground Utility Lines to address the undergrounding of aerial utility lines within the City; \$1,305,000 for Facility Roof Replacement Program to address City facilities roofs at the end of their useful life. This fund also funds several improvement projects as part of the implementation of the Parks and Recreation Master Plan.

In 2019, a Parks and Recreation Master Plan was completed to ensure the City continues to meet the leisure needs of its residents, and the parks and recreation system continues to contribute to the long-term sustainability and resiliency of the City. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. In FY21, the City began the implementation of the plan through multiple capital improvement projects and will continue for the next 9 years. Improvements to City parks include park amenities such as, new picnic pavilions, pickleball courts, multi-purpose paths, updated signage, adult fitness equipment, site furnishings, and outdoor table games. Future funding for various improvements to Donaldson Park, Coco Point Park, Sunshine Drive Park, Lakeside Park, Community Center Park, Pond Apple Park, Oak Trail Park, George Gerber Park, and the Recreation Complex Park have been included in the five-year Capital Improvement Program.

In November 2018, Broward County voters approved a 30-year one cent surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. The surtax will not only provide funding for City transportation programs but will also leverage local option gas tax revenues and general revenue funds (derived from property taxes and other sources) for other operating and capital costs. Coconut Creek submitted approximately \$78.7 million of eligible projects to Broward County to be completed over the next 30 years. In June 2020, the Oversight Board met to consider eligibility of municipal capital projects and approved three projects eligible for funding; the Comprehensive Street Improvement Program, Bus Shelter and Bus Stop Rehabilitation, and Sample Road Multi-Purpose Pathway. CIP's may be eligible for future surtax funding and are identified on each project form with an image of a penny.



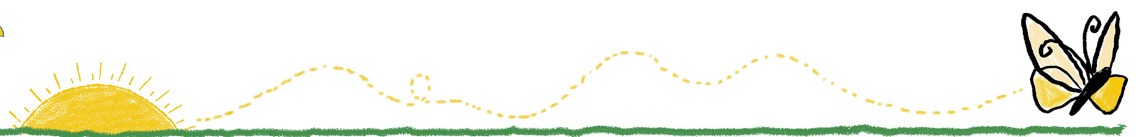


Project-ID	Rank	Description	Funding Type	Funding Amount
BC-CCREEK-FY2020-00001	8	Comprehensive Streets	Construction	\$3,000,000
COCO-024	41	ADA Accessible Bus Pads	Design	\$432,000
COCO-016	96	Sample Road; Lyons to Turnpike	Design	\$330,600

Over the next five years, the Transportation Surtax Fund anticipates funding the following surtax eligible projects: \$9,200,000 Comprehensive Street Improvement Program to address the rehabilitation needs of the City's roadway infrastructure; \$4,301,560 for the Sample Road Multi-Purpose Pathway that will address the widening of sidewalks along Sample Road and improved accessibility to Tradewinds Park; and \$2,300,000 for the Bus Shelter and Bus Stop Rehabilitation to address all bus stops located along City maintained streets are Americans with Disabilities (ADA) compliant as well as replacing benches and concrete pads.

Grant and other sources provided by federal, state, or local agencies are considered for all qualifying projects and recorded in a grant tracking system maintained by the Finance and Administrative Services Department. Use of grant/other funds is restricted to the original purpose specified in the grant documents or contract. The City has secured grant funding of \$380,000 for the replacement of two playgrounds at Lakewood Park and Coco Point Park. Both parks playgrounds have exceeded their expected useful life and are in need of replacement to keep them operational.

Federal funding has been requested in the amount of \$2.7 million that would allow for construction of new pedestrian lighting to the west of Lyons Road from Sample Road to Copans Road and Hilton Road to Cullum Road. The installation of pedestrian lighting enhances the safety of pedestrians by providing visibility in low-light conditions. The City will continue to seek alternative funding sources for future years through various federal, state, and local granting agencies as well as state appropriations to better leverage City resources.



CAPITAL IMPROVEMENT PROGRAM FUNDING

Program Funding Variances

For FY22, a total of \$4,428,200 (or 31.3% of the total FY22 CIP budget) was approved from the Capital Improvement Fund, an increase of 91.2% or \$2,112,440 from FY21. The increase is mostly attributed to the funding allocations in FY22 for various projects that were postponed due to reductions in revenues as a result of the COVID-19 pandemic. FY22 includes funding for Playground Replacement Program, Sidewalk Improvement Program, Traffic Calming Program, Irrigation Pump Station Replacement Program, and Technology Refresh Program. Variances are also attributed to minor increases and decreases to several projects due to changes in capital needs from year to year. Major projects in FY22 include Police Officer Equipment Replacement Program (\$439,340), HVAC Replacement Program (\$400,000), Boardwalk Rehabilitation (\$250,000), and Linear Pathway (\$234,020).

The Seminole Mitigation Fund's FY22 approved CIP budget totals \$500,000 (or 3.5% of the total FY22 CIP budget), an increase of \$434,860 from FY21. Funding will be used for design of a Public Safety Building in the MainStreet area to facilitate the needs of both the newly instated Fire Rescue Department and the existing Police Department.

The Capital Project Financing Fund's FY22 approved CIP budget totals \$2,473,000 (or 17.5% of the total FY22 CIP budget). Projects include Facility Roof Replacement Program (\$1,250,000), Lyons Road/Coconut Creek Parkway/Atlantic Boulevard Median Improvements (\$520,000), Parking Lot Rehabilitation Program (\$200,000), and South Creek Traffic Improvements (\$125,000). Donaldson Park Improvements (\$213,000), Coco Point Park Improvements (\$142,500), and Sunshine Drive Park Improvements (\$22,500) are also funded in FY22 as a part of the Parks and Recreation Master Plan implementation.

The 2009 Capital Project Fund's FY22 approved CIP budget totals \$35,000 (or 0.2% of the total FY22 CIP budget) for the purchase and installation of two electric vehicle charging stations at the City's Public Works Building and Government Center. Addition of the charging stations will accommodate the expanding electric fleet cars the City intends to acquire in the future.

The Utility Underground Fund's FY22 approved CIP budget totals \$603,110 (or 4.3% of the total FY22 CIP budget). Funding will be used for the undergrounding of the aerial utility lines on the one mile section of Johnson Road starting from Lyons Road to State Road 7.

The Water and Wastewater Fund's FY22 approved CIP budget totals \$2,950,000 (or 20.9% of the total FY22 CIP budget) a 62.2% decrease of \$4,860,000 from the prior year. The decrease is primarily attributed to the funding of the Automatic Meter Reading (AMR) Conversion in FY21.

The Stormwater Management Fund has a total capital budget of \$300,000 (or 2.1% of the FY22 CIP budget) a 20.0% increase of \$50,000 from FY21. The Stormwater Drainage Improvements Program (\$250,000) and Concrete Curbing Program (\$50,000) are funded in FY22.

In FY22, there are no projects funded from the Street Construction and Maintenance Fund, Transportation Surtax Fund, Water/Sewer Capital Improvement Fund, and Law Enforcement Trust Fund.



Program Funding By Source

The chart below depicts other funding sources throughout the City's FY22 CIP.

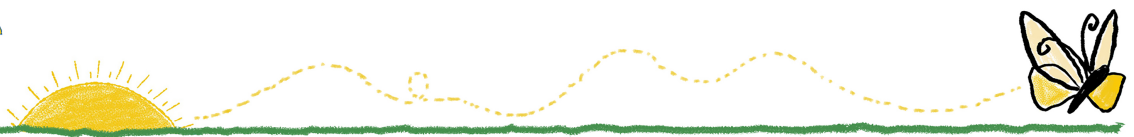
Capital Improvement	FY22 Adopted CIP	Grant Funding	Other Funding Activity	CIP Net Cost
Governmental Funds				
Vehicle Replacement Program	\$ 815,800	\$ -	\$ -	\$ 815,800
HVAC Replacement Program	400,000	-	-	400,000
Playground Replacement Program	300,000	-	-	300,000
Technology Refresh Program	225,040	-	-	225,040
Sidewalk Improvement Program	217,500	-	-	217,500
Sign Replacement Program	125,000	-	-	125,000
Traffic Calming Program	125,000	-	-	125,000
Parks Improvement Program	122,500	-	-	122,500
Irrigation Pump Station Replacement Program	120,000	-	-	120,000
Pedestrian Lighting	2,800,000	-	2,700,000	100,000
City Facility Lighting Improvement Program	80,000	-	-	80,000
Fitness Equipment Replacement Program	60,000	-	-	60,000
Outdoor Park Amenities Replacement Program	30,000	-	-	30,000
Boardwalk Rehabilitation	250,000	-	-	250,000
Linear Pathway	284,020	-	50,000	234,020
Government Center Rehabilitation	185,000	-	-	185,000
Hillsboro Corridor Project	170,000	-	70,000	100,000
Security Camera Installation	100,000	-	-	100,000
Sound System	90,000	-	-	90,000
Community Center Enhancements	89,000	-	-	89,000
Electric Vehicle Charging Station Program	35,000	-	-	35,000
Street Maintenance Program	150,000	-	-	150,000
Police Officer Equipment Replacement Program	439,340	-	-	439,340
Facility Roof Replacement Program	1,250,000	-	-	1,250,000
Lyons Road / Coconut Creek Parkway / Atlantic Boulevard Median Improvements	520,000	-	-	520,000
Public Safety Building	500,000	-	-	500,000
Parking Lot Rehabilitation Program	200,000	-	-	200,000
South Creek Traffic Improvements	125,000	-	-	125,000
Rowe Community Center Improvements	70,000	-	-	70,000
Donaldson Park Improvements	213,000	-	-	213,000
Coco Point Improvements	142,500	-	-	142,500
Sunshine Drive Park Improvements	22,500	-	-	22,500
Tree Canopy Restoration Program	35,000	-	35,000	-
Undergrounding of Aboveground Utility Lines	603,110	-	-	603,110
Enterprise Funds				
Wastewater Pump Station Rehabilitation Program	350,000	-	-	350,000
Wastewater Conveyance System Improvement Program	300,000	-	-	300,000
Standby Generator and Bypass Pump Replacement Program	275,000	-	-	275,000
Water Meter Connection Lines Retrofit Program	250,000	-	-	250,000
Water Distribution System Improvement Program	200,000	-	-	200,000
Wastewater Access Structure Rehabilitation Program	200,000	-	-	200,000
Water Valve Replacement Program	200,000	-	-	200,000
Electrical Control Panel Rehabilitation Program	150,000	-	-	150,000
Wastewater Force Main Isolation Valves Rehabilitation Program	150,000	-	-	150,000
Water Meter and Box Replacement Program	125,000	-	-	125,000
SCADA Telemetry System	50,000	-	-	50,000
Sabal Pines Park Yard Retrofit	300,000	-	-	300,000
Copans Road Wastewater Transmission Systems Improvements	100,000	-	-	100,000
Water Quality Improvements	300,000	-	-	300,000
Stormwater Drainage Improvement Program	250,000	-	-	250,000
Concrete Curbing Program	50,000	-	-	50,000
Total	\$ 14,144,310	\$ -	\$ 2,855,000	\$11,289,310



Recurring Capital Projects

The City's capital projects can be categorized as recurring and non-recurring. Recurring projects are included in the Capital Improvement Program annually and follow a regular replacement schedule. In FY22, total Governmental Funds recurring projects totaled to \$3,345,180 or 23.7% of the total FY22 CIP budget. The FY22 Enterprise Funds recurring project totaled \$2,550,000 or 18.0% of the total FY22 CIP budget.

Capital Improvement	FY22	FY23	FY24	FY25	FY26	Total
Capital Improvement Program Fund						
Vehicle Replacement Program	\$ 815,800	\$1,000,000	\$1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,815,800
Police Officer Equipment Replacement Program	439,340	1,424,760	588,560	298,670	298,670	\$ 3,050,000
HVAC Replacement Program	400,000	250,000	200,000	-	-	850,000
Playground Replacement Program	300,000	150,000	600,000	-	300,000	1,350,000
Technology Refresh Program	225,040	225,160	295,160	220,160	323,200	1,288,720
Sidewalk Improvement Program	217,500	200,000	200,000	200,000	200,000	1,017,500
Street Maintenance Program	150,000	150,000	150,000	150,000	150,000	750,000
Sign Replacement Program	125,000	100,000	50,000	50,000	100,000	425,000
Traffic Calming Devices	125,000	125,000	125,000	125,000	125,000	625,000
Parks Improvement Program	122,500	300,000	300,000	300,000	300,000	1,322,500
Irrigation Pump Station Replacement Program	120,000	100,000	100,000	100,000	100,000	520,000
Pedestrian Lighting	100,000	50,000	50,000	50,000	50,000	300,000
City Facility Lighting Improvement Program	80,000	120,000	120,000	10,000	40,000	370,000
Fitness Equipment Replacement Program	60,000	40,000	90,000	60,000	40,000	290,000
Outdoor Park Amenities Replacement Program	30,000	50,000	50,000	50,000	50,000	230,000
Exterior Painting Program	-	30,000	30,000	-	-	60,000
Existing Greenway Enhancements	-	50,000	50,000	50,000	50,000	200,000
Sports Lighting Replacement Program	-	200,000	200,000	320,000	-	720,000
Bus Shelter and Bus Stop Rehabilitation	-	20,000	20,000	20,000	20,000	80,000
Total- Capital Improvement Program Fund	\$ 3,310,180	\$4,584,920	\$4,218,720	\$ 3,003,830	\$ 3,146,870	\$18,264,520
Transportation Surtax Fund						
Bus Shelter and Bus Stop Rehabilitation	\$ -	\$ -	\$2,300,000	\$ -	\$ -	\$ 2,300,000
Total- Transportation Surtax Fund	\$ -	\$ -	\$2,300,000	\$ -	\$ -	\$ 2,300,000
2009 Capital Project Fund						
Electric Vehicle Charging Station	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000
Total- 2009 Capital Project Fund	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000
Water and Wastewater Fund						
Wastewater Pump Station Rehabilitation Program	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
Wastewater Conveyance System Improvement Program	300,000	300,000	300,000	300,000	300,000	1,500,000
Standby Generator and Bypass Pump Replacement Program	275,000	275,000	275,000	275,000	275,000	1,375,000
Water Meter Connection Lines Retrofit Program	250,000	250,000	250,000	250,000	250,000	1,250,000
Water Distribution System Improvement Program	200,000	200,000	200,000	200,000	200,000	1,000,000
Wastewater Access Structure Rehabilitation Program	200,000	200,000	200,000	200,000	200,000	1,000,000
Water Valve Replacement Program	200,000	200,000	200,000	200,000	200,000	1,000,000
Electrical Control Panel Rehabilitation Program	150,000	50,000	50,000	50,000	225,000	525,000
Wastewater Force Main Isolation Valves Rehabilitation Program	150,000	150,000	150,000	150,000	150,000	750,000
Water Meter and Box Replacement Program	125,000	75,000	75,000	75,000	75,000	425,000
SCADA Telemetry System	50,000	50,000	50,000	50,000	50,000	250,000
Total- Water and Wastewater Fund	\$ 2,250,000	\$2,100,000	\$2,100,000	\$ 2,100,000	\$ 2,275,000	\$10,825,000
Stormwater Management Fund						
Stormwater Drainage Improvement Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
Concrete Curbing Program	50,000	50,000	50,000	50,000	50,000	250,000
Total-Stormwater Management Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Grand Total - Recommended	\$ 5,895,180	\$7,004,920	\$8,938,720	\$ 5,423,830	\$ 5,741,870	\$33,004,520



Operating Impact

The impact of capital project operating costs on the annual budget requires careful consideration. Operating costs are a fundamental element of the City's Capital Improvement Program and the overall budget development process.

Reliable operating cost estimates are necessary from the onset of each budget cycle, as the City must determine specific ongoing expenses it will incur once a project has been completed. For example, once a pump station becomes active it requires personnel, fuel, electricity, oil, and lubricants in order to operate. And, since project components are often completed in phases, partially constructed projects generally have associated operating costs which will need to be funded in future fiscal years.

Factors such as location, size, and number of pump stations, the number of gated culvert structures, and other factors determine the number of personnel and operating costs. A new structure may be operated from the City's already existing control room which may result in no new personnel added for operations. However, some new structures may be located in secluded areas and need to be fully staffed with all new personnel.

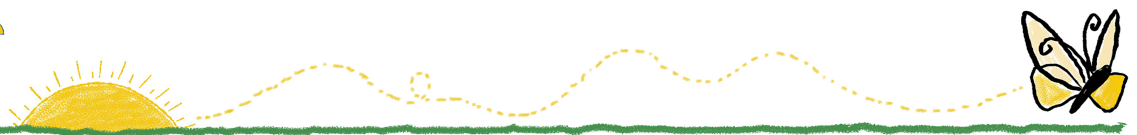
Routinely, when new personnel are hired for these types of capital projects, they are hired before the completion of the project and placed at a similar structure for training. In terms of budgeting, the project's initial operational impact may begin before completion of the project in its entirety.

Customarily, recurring capital projects do not have an operating impact on the City's current or future budgets. Such projects may be scheduled for replacement, rehabilitation, or dredging. On occasion, there may be some operational cost savings for recurring projects. For example, the Street Maintenance Program may reduce operating expenditures associated with repairing potholes, etc. Many of the new construction or major improvements require additional operating costs such as tree management, mowing, electricity, fuel, and various maintenance costs such as oil, solvents, and equipment rentals.

Capital improvement projects with operating impacts that affect future budgets are displayed on the CIP forms with a brief description of the impact. The chart below summarizes the estimated annual personnel, operating, and capital outlay fiscal operating impact for the City's recurring and non-recurring capital projects. A brief narrative of the specific impacts is also listed.

Capital Improvement Program projects with operating impacts include:

Capital Improvement	Personnel	Operating	Capital Outlay	Total	Non-Recurring
Vehicle Replacement Program	\$ -	\$ (25,000)	\$ -	\$ (25,000)	
HVAC Replacement Program	-	(5,000)	-	(5,000)	
Irrigation Pump Station replacement Program	-	(2,500)	-	(2,500)	
Pedestrian Lighting	-	(5,000)	-	(5,000)	
Fitness Equipment Replacement Program	-	(8,500)	-	(8,500)	
Linear Pathway	-	40,000	-	40,000	✓
Hillsboro Corridor Project	-	24,000	-	24,000	✓
Security Camera Installation	-	50,000	-	50,000	✓
City Facility Lighting Improvement Program	-	(5,000)	-	(5,000)	
Existing Greenway Enhancements	-	65,000	-	65,000	
Sports Lighting Replacement Program	-	(2,000)	-	(2,000)	
Bus Shelter and Bus Stops Rehabilitation	-	(2,500)	-	(2,500)	
Artificial Turf Sport Fields	-	63,000	15,000	78,000	✓
Sabal Pines Restrooms	-	75,000	-	75,000	✓
Temporary Fire Station #113	7,031,283	53,800	-	7,085,083	✓
Lyons Road/Coconut Creek Parkway/Atlantic Boulevard Median Improvements	-	100,000	-	100,000	✓
Electric Vehicle Charging Station Program	-	20,000	-	20,000	
Wastewater Pump Station Rehabilitation Program	-	(150,000)	-	(150,000)	
Wastewater Conveyance System Improvement Program	-	(500,000)	-	(500,000)	
Wastewater Access Structure Rehabilitation Program	-	(125,000)	-	(125,000)	
Water Valve Replacement Program	-	(7,500)	-	(7,500)	
Electrical Control Panel Rehabilitation Program	-	(50,000)	-	(50,000)	
SCADA Telemetry System	-	175,000	-	175,000	
Water Quality Improvements	-	45,000	-	45,000	✓
Automatic Meter Reading Conversion	-	(300,000)	-	(300,000)	✓
TOTAL CIP OPERATING IMPACT	\$ 7,031,283	\$ (477,200)	\$ 15,000	\$ 6,569,083	



Total projected five-year operating impact for all current capital projects is estimated at \$6,569,083. This includes a recurring operating impact of (\$628,000) and a non-recurring operating impact of \$7,197,083.

-  Vehicle Replacement Program – anticipated maintenance cost savings
-  HVAC Replacement Program – projected energy savings
-  Irrigation Pump Station Replacement Program – anticipated electricity cost savings
-  Pedestrian Lighting – anticipated electricity cost savings
-  Fitness Equipment Replacement Program – savings from equipment trade-ins
-  Linear Pathway – costs associated with contractual landscape maintenance
-  Hillsboro Corridor Project – costs to landscape, irrigation, and maintenance
-  Security Camera Installation – costs to repair and replace existing camera after the initial three year maintenance expires
-  City Facility Lighting Improvement Program – anticipated electricity cost savings
-  Existing Greenways Enhancements – costs associated with contractual landscape maintenance
-  Sport Lighting Replacement Program – anticipated electricity cost savings
-  Bus Shelter and Bus Stop Rehabilitation – anticipated maintenance cost savings
-  Artificial Turf Sports Fields – costs to purchase necessary equipment, supplies, and maintenance
-  Sabal Pines Restrooms – costs associated with contractual janitorial maintenance
-  Temporary Fire Station #113 – costs associated with additional personnel, facility maintenance, and utilities
-  Lyons Road / Coconut Creek Parkway / Atlantic Boulevard Median Improvements – costs associated with contractual landscape maintenance
-  Electric Vehicle Charging Station Program – anticipated annual electrical costs
-  Wastewater Pump Station Rehabilitation Program – projected energy and maintenance cost savings
-  Wastewater Conveyance System Improvement – potential savings from Broward County treatment fees
-  Wastewater Access Structure Rehabilitation Program – anticipated wastewater treatment cost savings
-  Water Valve Replacement Program – projected maintenance and materials cost savings
-  Electrical Control Panel Rehabilitation Program – anticipated repair cost savings
-  SCADA Telemetry System – costs for cellular communication, cambium infrastructure maintenance, and license renewal
-  Water Quality Improvements – costs to chemicals, electricity, and contract operations
-  Automatic Meter Reading Conversion – anticipated labor cost savings



Future Planning for Capital Improvement Projects

Planning for capital improvements is a matter of prudent financial management as well as a sound development plan. The extent to which an infrastructure improvement meets the strategic planning and vision for the future of the City of Coconut Creek is a critical factor in determining priority in the overall plan. Capital improvement planning provides the following benefits:

-  allows for a systematic evaluation of all potential projects at the same time
-  identifies timing of related projects, grant funding, and the fiscal ability of the City to undertake the projects
-  provides for the ability to stabilize debt and consolidate projects to reduce borrowing costs
-  focuses on preserving a governmental entity's infrastructure while ensuring the efficient use of public funds
-  provides an opportunity to foster cooperation among departments and identifies priorities
-  increases transparency by providing information on planned capital projects to the residents of the City of Coconut Creek

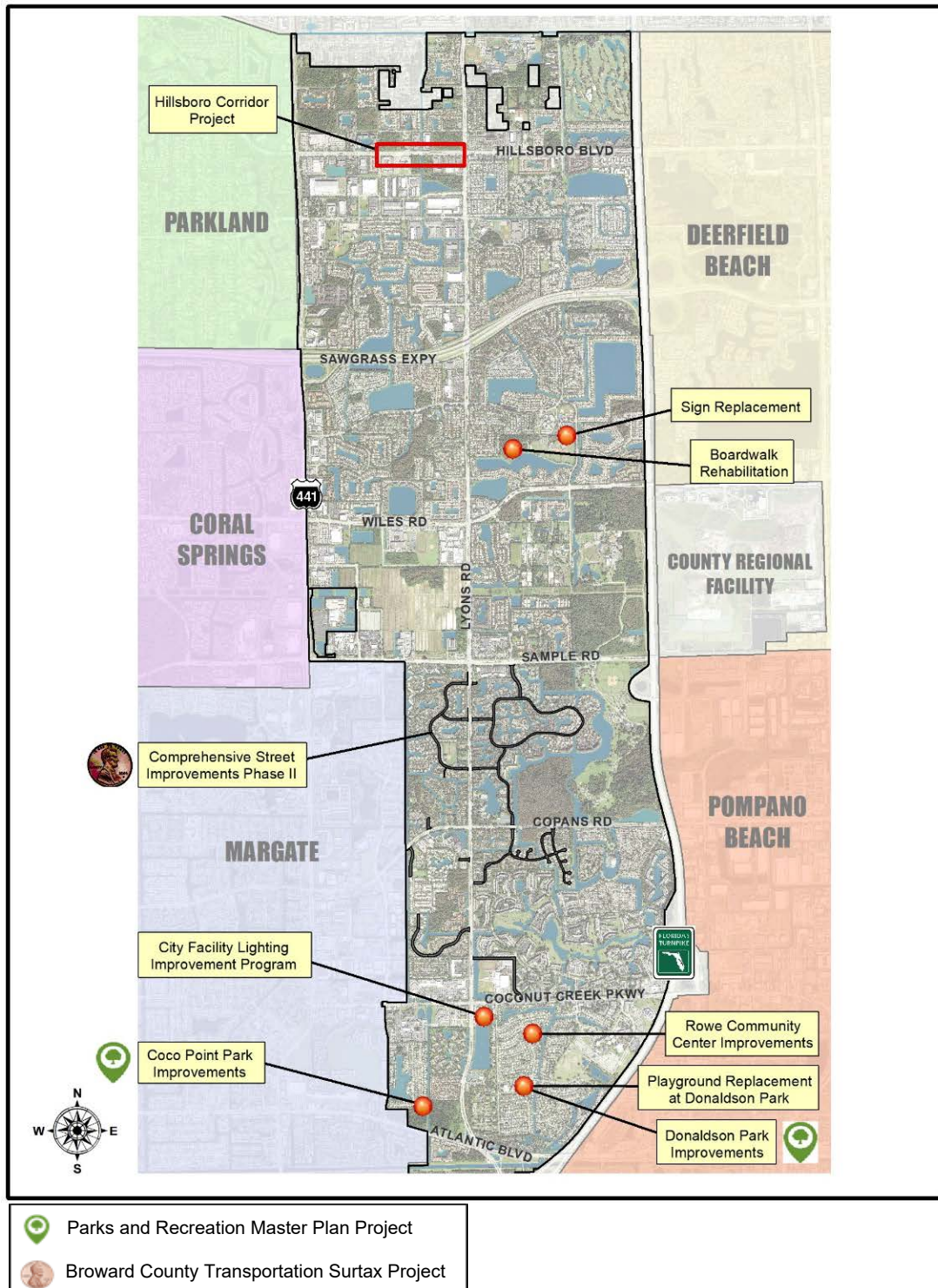
In recent years, a vast array of new federal and state regulations, primarily in areas of environmental quality, have imposed tremendous costs upon local units of government for capital improvements in order to comply with the mandated laws. Although some programs are combined with financial aid to encourage and assist cities in gaining compliance, the local share of costs often runs into the millions of dollars. Once built, facilities must be maintained and operated which imposes tremendous ongoing costs for labor and materials. The ability to absorb future operating costs is as important in planning a Capital Improvement Program as the ability to finance the actual construction. Additionally, rapidly changing technology often contributes to capital project planning. While costly, modernization of facilities and equipment can often help reduce maintenance and operating costs significantly over the long run. There is a constant need to rebuild and/or replace facilities which have begun to deteriorate due to age. This is particularly true with water and sewer lines, streets, and bridges. The impact of these various factors contribute to generating capital improvements and highlight the need for sound fiscal planning in the preparation of Coconut Creek's Capital Improvement Program. The future development, growth, and general well-being of our citizens are directly related to an affordable and realistic Capital Improvement Program.



Sabal Pines Park



CAPITAL IMPROVEMENT PROJECTS BY LOCATION



CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY22	FY23	FY24	FY25	FY26	Total	Previously Budgeted
FUND 01	General Fund-Non Recurring							
C-75	Oak Trail Park Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,835,160
C-72	Lakeside Park Improvements	-	-	-	-	-	-	2,350,000
FUND 01	Total-General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,185,160
FUND 39	Capital Improvement Program Fund-Recurring							
C-24	Vehicle Replacement Program	\$ 815,800	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 4,815,800	\$ 843,000
C-25	Police Officer Equipment Replacement Program	439,340	1,424,760	588,560	298,670	298,670	3,050,000	-
C-26	HVAC Replacement Program	400,000	250,000	200,000	-	-	850,000	280,000
C-27	Playground Replacement Program	300,000	150,000	600,000	-	300,000	1,350,000	-
C-28	Technology Refresh Program	225,040	225,160	295,160	220,160	323,200	1,288,720	374,440
C-29	Sidewalk Improvement Program	217,500	200,000	200,000	200,000	200,000	1,017,500	75,000
C-30	Street Maintenance Program	150,000	150,000	150,000	150,000	150,000	750,000	-
C-31	Sign Replacement Program	125,000	100,000	50,000	50,000	100,000	425,000	-
C-32	Traffic Calming Program	125,000	125,000	125,000	125,000	125,000	625,000	50,000
C-33	Parks Improvement Program	122,500	300,000	300,000	300,000	300,000	1,322,500	232,000
C-34	Irrigation Pump Station Replacement Program	120,000	100,000	100,000	100,000	100,000	520,000	45,000
C-35	Pedestrian Lighting	100,000	50,000	50,000	50,000	50,000	300,000	-
C-36	City Facility Lighting Improvement Program	80,000	120,000	120,000	10,000	40,000	370,000	-
C-37	Fitness Equipment Replacement Program	60,000	40,000	90,000	60,000	40,000	290,000	35,000
C-38	Outdoor Park Amenities Replacement Program	30,000	50,000	50,000	50,000	50,000	230,000	60,000
C-47	Exterior Painting Program	-	30,000	30,000	-	-	60,000	-
C-48	Existing Greenway Enhancements	-	50,000	50,000	50,000	50,000	200,000	20,000
C-49	Sports Lighting Replacement Program	-	200,000	200,000	320,000	-	720,000	140,000
C-50	Bus Shelter and Bus Stop Rehabilitation	-	20,000	20,000	20,000	20,000	80,000	-
	Total-Capital Improvement Program Fund-Recurring	\$ 3,310,180	\$ 4,584,920	\$ 4,218,720	\$ 3,003,830	\$ 3,146,870	\$ 18,264,520	\$ 2,154,440
	Capital Improvement Program Fund-Non Recurring							
C-39	Boardwalk Rehabilitation	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 485,000
C-40	Linear Pathway	234,020	-	-	-	-	234,020	50,000
C-41	Government Center Rehabilitation	185,000	3,000,000	-	-	-	3,185,000	2,118,498
C-42	Hillsboro Corridor Project	100,000	-	-	-	-	100,000	145,320
C-43	Security Camera Installation	100,000	100,000	100,000	-	-	300,000	200,000
C-44	Sound System	90,000	-	-	-	-	90,000	-
C-45	Community Center Enhancements	89,000	-	-	-	-	89,000	-
C-46	Rowe Community Center Improvements	70,000	-	-	-	-	70,000	17,400
C-51	Recreation Complex Building Rehabilitation	-	100,000	650,000	-	-	750,000	-
C-52	Artificial Turf Sport Fields	-	665,000	750,000	-	-	1,415,000	-
C-53	Enterprise Resource Planning (ERP) Solution	-	-	-	-	12,000,000	12,000,000	-
C-62	Facility Roof Replacement Program	-	-	-	-	-	-	152,703
C-54	Lyons Road Mobility Project	-	-	-	-	-	-	645,300
C-55	Sabal Pines Restrooms	-	-	-	-	-	-	580,000
C-72	Lakeside Park Improvements	-	-	-	-	-	-	600,000
C-75	Oak Trail Park Expansion	-	-	-	-	-	-	200,000
C-56	Facility Room Dividers	-	-	-	-	-	-	168,750
	Total-Capital Improvement Program Fund-Non Recurring	\$ 1,118,020	\$ 3,865,000	\$ 1,500,000	\$ -	\$ 12,000,000	\$ 18,483,020	\$ 5,362,970
FUND 39	Total-Capital Improvement Program Fund	\$ 4,428,200	\$ 8,449,920	\$ 5,718,720	\$ 3,003,830	\$ 15,146,870	\$ 36,747,540	\$ 7,517,410

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY22	FY23	FY24	FY25	FY26	Total	Previously Budgeted
FUND 11	Street Construction and Maintenance Fund-Non Recurring							
C-57	Copans Road Noise Wall	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	\$ -
C-54	Lyons Road Mobility Project	-	-	-	-	-	-	600,000
C-58	Comprehensive Street Improvement Program	-	-	-	-	-	-	500,000
	Total-Street Construction and Maintenance Fund-Non Recurring	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	\$ 1,100,000
FUND 11	Total-Street Construction and Maintenance Fund	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000	\$ 1,100,000
FUND 12	Transportation Surtax Fund - Recurring							
C-50	Bus Shelter and Bus Stop Rehabilitation	\$ -	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 2,300,000	\$ 432,000
	Total-Transportation Surtax Fund - Recurring	\$ -	\$ -	\$ 2,300,000	\$ -	\$ -	\$ 2,300,000	\$ 432,000
	Transportation Surtax Fund - Non Recurring							
C-58	Comprehensive Street Improvement Program	\$ -	\$ 200,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 9,200,000	\$ 3,000,000
C-59	Sample Road Multi-Purpose Pathway	-	-	-	4,301,560	-	4,301,560	330,600
	Total-Transportation Surtax Fund - Non Recurring	\$ -	\$ 200,000	\$ 3,000,000	\$ 7,301,560	\$ 3,000,000	\$ 13,501,560	\$ 3,330,600
FUND 12	Total-Broward County Transportation Surtax Fund	\$ -	\$ 200,000	\$ 5,300,000	\$ 7,301,560	\$ 3,000,000	\$ 15,801,560	\$ 3,762,600
FUND 18	Seminole Mitigation Fund-Non Recurring							
C-60	Public Safety Building	\$ 500,000	\$ 500,000	\$ 11,000,000	\$ 11,000,000	\$ -	\$ 23,000,000	\$ 22,000
C-61	Temporary Fire Station #113	-	-	-	-	-	-	2,750,340
FUND 18	Total-Seminole Mitigation Fund	\$ 500,000	\$ 500,000	\$ 11,000,000	\$ 11,000,000	\$ -	\$ 23,000,000	\$ 2,772,340
FUND 32	Capital Project Financing Fund-Recurring							
C-25	Police Officer Equipment Replacement Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158,670
	Total-Capital Project Financing Fund-Recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158,670
FUND 32	Capital Project Financing Fund-Non Recurring							
C-62	Facility Roof Replacement Program	\$ 1,250,000	\$ 55,000	\$ -	\$ -	\$ -	\$ 1,305,000	\$ 3,901,431
C-63	Lyons Road / Coconut Creek Parkway / Atlantic Boulevard Median Improvements	520,000	-	-	-	-	520,000	80,000
C-64	Parking Lot Rehabilitation Program	200,000	450,000	450,000	400,000	-	1,500,000	678,808
C-65	South Creek Traffic Improvements	125,000	125,000	-	-	-	250,000	50,000
C-88	Undergrounding of Aboveground Utility Lines	-	1,796,890	-	-	-	1,796,890	-
C-66	Vinkemulder Road Improvements	-	1,350,000	-	-	-	1,350,000	-
C-67	Fire Station #94 Improvements	-	350,000	-	-	-	350,000	200,000
C-58	Comprehensive Street Improvement Program	-	-	-	-	-	-	6,749,812
C-41	Government Center Rehabilitation	-	-	-	-	-	-	600,000
C-68	Police Station Improvements	-	-	-	-	-	-	425,000
C-46	Rowe Community Center Improvements	-	-	-	-	-	-	200,000
C-43	Security Camera Installation	-	-	-	-	-	-	100,000
C-69	Donaldson Park Improvements	213,000	-	-	-	-	213,000	-
C-70	Coco Point Park Improvements	142,500	-	-	-	-	142,500	-
C-71	Sunshine Drive Park Improvements	22,500	400,000	-	-	-	422,500	-
C-72	Lakeside Park Improvements	-	3,262,500	-	-	-	3,262,500	2,312,000
C-73	Community Center Park Improvements	-	155,000	1,030,000	-	-	1,185,000	110,000
C-74	Pond Apple Park Improvements	-	34,200	227,500	-	-	261,700	-
C-75	Oak Trail Park Expansion	-	-	380,000	2,621,500	-	3,001,500	-
C-76	George Gerber Park Improvements	-	-	-	200,000	1,300,000	1,500,000	-
C-77	Recreation Complex Park Improvements	-	-	-	-	134,000	134,000	-
C-78	Lakewood Park Improvements	-	-	-	-	-	-	247,500
C-79	Winston Park Improvements	-	-	-	-	-	-	-

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY22	FY23	FY24	FY25	FY26	Total	Previously Budgeted
C-80	Sabal Pines Park Improvements	-	-	-	-	-	-	-
C-81	Greenways and Trails Improvements	-	-	-	-	-	-	-
C-82	Cypress Park Improvements	-	-	-	-	-	-	-
C-83	Veterans Park Improvements	-	-	-	-	-	-	-
C-84	Additional Park Land Improvements	-	-	-	-	-	-	-
C-85	Hosford Park Improvements	-	-	-	-	-	-	-
C-86	Windmill Park Improvements	-	-	-	-	-	-	-
	Total-Capital Project Financing Fund-Non Recurring	\$ 2,473,000	\$ 7,978,590	\$ 2,087,500	\$ 3,221,500	\$ 1,434,000	\$ 17,194,590	\$ 15,654,551
FUND 32	Total-Capital Project Financing Fund	\$ 2,473,000	\$ 7,978,590	\$ 2,087,500	\$ 3,221,500	\$ 1,434,000	\$ 17,194,590	\$ 15,813,221
FUND 33	2009 Capital Project Fund-Recurring							
C-87	Electric Vehicle Charging Station Program	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000	\$ -
	Total- 2009 Capital Project-Recurring	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000	\$ -
FUND 33	2009 Capital Project Fund-Non Recurring							
C-88	Undergrounding of Aboveground Utility Lines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,728,381
C-41	Government Center Rehabilitation	-	-	-	-	-	-	1,895,812
C-62	Facility Roof Replacement Program	-	-	-	-	-	-	25,000
	Total-Capital Project Fund-Non Recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,649,194
FUND 33	Total-2009 Capital Project Fund	\$ 35,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 115,000	\$ 3,649,194
FUND 35	Utility Underground Fund-Non Recurring							
C-88	Undergrounding of Aboveground Utility Lines	\$ 603,110	\$ -	\$ -	\$ -	\$ -	\$ 603,110	200,578
FUND 35	Total-Utility Underground Fund	\$ 603,110	\$ -	\$ -	\$ -	\$ -	\$ 603,110	\$ 200,578
FUND 41	Water and Wastewater Fund-Recurring							
C-89	Wastewater Pump Station Rehabilitation Program	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000	\$ 280,000
C-90	Wastewater Conveyance System Improvement Program	300,000	300,000	300,000	300,000	300,000	1,500,000	300,000
C-91	Standby Generator and Bypass Pump Replacement Program	275,000	275,000	275,000	275,000	275,000	1,375,000	275,000
C-92	Water Meter Connection Lines Retrofit Program	250,000	250,000	250,000	250,000	250,000	1,250,000	100,000
C-93	Water Distribution System Improvement Program	200,000	200,000	200,000	200,000	200,000	1,000,000	500,000
C-94	Wastewater Access Structure Rehabilitation Program	200,000	200,000	200,000	200,000	200,000	1,000,000	200,000
C-95	Water Valve Replacement Program	200,000	200,000	200,000	200,000	200,000	1,000,000	100,000
C-96	Electrical Control Panel Rehabilitation Program	150,000	50,000	50,000	50,000	225,000	525,000	225,000
C-97	Wastewater Force Main Isolation Valves Rehabilitation Program	150,000	150,000	150,000	150,000	150,000	750,000	150,000
C-98	Water Meter and Box Replacement Program	125,000	75,000	75,000	75,000	75,000	425,000	125,000
C-99	SCADA Telemetry System	50,000	50,000	50,000	50,000	50,000	250,000	150,000
C-47	Exterior Painting Program	-	-	-	-	-	-	80,000
	Total-Water and Wastewater Fund-Recurring	\$ 2,250,000	\$ 2,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,275,000	\$ 10,825,000	\$ 2,485,000
	Water and Wastewater Fund-Non Recurring							
C-100	Water Quality Improvements	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 992,645
C-101	Sabal Pines Park Yard Retrofit	300,000	-	-	-	-	300,000	460,000
C-102	Copans Road Wastewater Transmission System Improvements	100,000	1,000,000	-	-	-	1,100,000	4,542,300
C-103	Automatic Meter Reading (AMR) Conversion	-	-	-	-	-	-	5,000,000
C-105	Hilton Road Storage/Repump Facility Upgrades	-	-	-	-	-	-	3,002,155
	Total-Water and Wastewater Fund-Non Recurring	\$ 700,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 13,997,100
FUND 41	Total-Water and Wastewater Fund	\$ 2,950,000	\$ 3,100,000	\$ 2,100,000	\$ 2,100,000	\$ 2,275,000	\$ 12,525,000	\$ 16,482,100

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY22	FY23	FY24	FY25	FY26	Total	Previously Budgeted
FUND 42	Water/Sewer Capital Improvement Fund-Non Recurring							
C-66	Vinkemulder Road Improvements	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 175,280
C-104	Wastewater Master Pump Station	-	-	-	-	-	-	2,518,110
C-105	Hilton Road Storage/Repump Facility Upgrades	-	-	-	-	-	-	772,570
FUND 42	Total-Water/Sewer Capital Improvement Fund	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ 1,700,000	\$ 3,465,960
FUND 45	Stormwater Management Fund-Recurring							
C-106	Stormwater Drainage Improvement Program	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	\$ 200,000
C-107	Concrete Curbing Program	50,000	50,000	50,000	50,000	50,000	250,000	50,000
	Total- Stormwater Management Fund-Recurring	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 250,000
	Stormwater Management Fund-Non Recurring							
C-54	Lyons Road Mobility Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,250
C-58	Comprehensive Street Improvement Program	-	-	-	-	-	-	847,085
	Total- Stormwater Management Fund-Non Recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 969,335
FUND 45	Total-Stormwater Management Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 1,219,335
FUND 61	General Trust Fund							
C-42	Hillsboro Corridor Project	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -
C-40	Linear Pathway	50,000	-	-	-	-	50,000	-
C-108	Tree Canopy Restoration Program	35,000	-	-	-	-	35,000	-
FUND 61	Total-General Trust Fund	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000	\$ -
FUND 62	Law Enforcement Trust Fund							
C-25	Police Officer Equipment Replacement Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 336,800
FUND 61	Total-Law Enforcement Trust Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 336,800
FUND 65	Grants Fund							
C-35	Pedestrian Lighting	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000	\$ -
C-25	Police Officer Equipment Replacement Program	-	-	-	-	-	-	100,000
C-42	Hillsboro Corridor Project	-	-	-	-	-	-	640,000
C-58	Comprehensive Street Improvement Program	-	-	-	-	-	-	250,000
C-72	Lakeside Park Improvements	-	-	-	-	-	-	200,000
FUND 65	Total - Grants Fund	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000	\$ 1,190,000
	Completed Projects							
C-109	Fiber Optic Backbone	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,288,533
C-110	State Road 7 Median Beautification	-	-	-	-	-	-	585,248
	Total-Completed Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,873,781
	Grand Total-Recommended	\$ 14,144,310	\$ 22,373,510	\$ 26,526,220	\$ 26,946,890	\$ 22,175,870	\$ 112,166,800	\$ 64,568,479



Vehicle Replacement Program

STRATEGIC INITIATIVE: Ensure Public Safety

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: II

ACCT. NUMBER: 3971539-6795

DEPARTMENT: Public Works

PROJECT CODE: 6795

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

The continued replacement of City vehicles is warranted by age (between 7 and 17 years old), and/or high mileage (over 100,000 miles), and/or high repair and maintenance costs within a two year period. Based on these criteria, replacement of the following 18 vehicles is recommended in FY22:

Fleet	1	# 1098
Engineering	1	# 1228
Stormwater Management	1	# 1227
Utility Operations	1	# 1284
Building & Code	2	# 1211(EV), 1212(EV)
Police - Motors	1	# 1435
Police - Admin./Detective	5	# 1270, 1301, 1302, 1303, 1304
Police - PSA	1	# 1306
Police - Patrol	5	# 1326, 1330, 1333, 1335, 1336



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$815,800	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,815,800	\$843,000	Recurring

TOTAL	\$815,800	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,815,800	\$843,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	815,800	1,000,000	1,000,000	1,000,000	1,000,000	4,815,800	843,000	
TOTAL	\$815,800	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,815,800	\$843,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact is due to anticipated maintenance costs savings.
Operating	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)	
Capital Outlay							
TOTAL	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$25,000)	



Police Officer Equipment Replacement Program

STRATEGIC INITIATIVE:	Ensure Public Safety	START DATE:	Recurring	LOCATION:	Police Department																
STATUS:	Continuing Project	COMPLETION DATE:	Recurring																		
PRIORITY:	I	ACCT. NUMBER:	3961521-6854 3261521-6854 6261521-6854																		
DEPARTMENT:	Police	PROJECT CODE:	6854																		
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring																		
DESCRIPTION/JUSTIFICATION:																					
This program addresses the need to replace Police Officer equipment at the end of their useful life. The following replacement schedule is proposed: <table border="0"> <tr> <td>FY22: Portable/Mobile Radios (45)</td> <td>\$280,670</td> </tr> <tr> <td>TASER Certification and Evidence.com Software</td> <td><u>158,670</u></td> </tr> <tr> <td></td> <td>\$439,340</td> </tr> <tr> <td>FY23: Portable Radios (40)</td> <td>\$276,090</td> </tr> <tr> <td>RMS System</td> <td>850,000</td> </tr> <tr> <td>TASER Certification and Evidence.com Software</td> <td>158,670</td> </tr> <tr> <td>In-Car Cameras</td> <td><u>140,000</u></td> </tr> <tr> <td></td> <td>\$1,424,760</td> </tr> </table>						FY22: Portable/Mobile Radios (45)	\$280,670	TASER Certification and Evidence.com Software	<u>158,670</u>		\$439,340	FY23: Portable Radios (40)	\$276,090	RMS System	850,000	TASER Certification and Evidence.com Software	158,670	In-Car Cameras	<u>140,000</u>		\$1,424,760
FY22: Portable/Mobile Radios (45)	\$280,670																				
TASER Certification and Evidence.com Software	<u>158,670</u>																				
	\$439,340																				
FY23: Portable Radios (40)	\$276,090																				
RMS System	850,000																				
TASER Certification and Evidence.com Software	158,670																				
In-Car Cameras	<u>140,000</u>																				
	\$1,424,760																				

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$439,340	\$1,424,760	\$588,560	\$298,670	\$298,670	\$3,050,000	\$0	Recurring
Law Enforcement Trust Fund (62)						0	336,800	
Capital Projects Financing Fund (32)						0	\$158,670	
Grants Fund (65)						0	100,000	
TOTAL	\$439,340	\$1,424,760	\$588,560	\$298,670	\$298,670	\$3,050,000	\$595,470	Recurring

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	439,340	1,424,760	588,560	298,670	298,670	3,050,000	595,470	
TOTAL	\$439,340	\$1,424,760	\$588,560	\$298,670	\$298,670	\$3,050,000	\$595,470	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



HVAC Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project 	COMPLETION DATE:	Recurring
PRIORITY:	I	ACCT. NUMBER:	3971539-6754
DEPARTMENT:	Public Works	PROJECT CODE:	6754
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace the HVAC units at the end of their useful life throughout City facilities. The following replacement schedule is proposed:

FY22:	Public Works: (1) Liebert System,	\$140,000
	Public Works (1) Mixed Air Unit	140,000
	Software Updates to Public Works and Fire Station #50	<u>120,000</u>
		\$400,000
FY23:	Thirteen (13) Recreation Complex HVAC Units and associated Software Update	\$250,000
FY24:	Utilities & Engineering HVAC System	\$200,000

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$400,000	\$250,000	\$200,000	\$0	\$0	\$850,000	\$280,000	Recurring

TOTAL	\$400,000	\$250,000	\$200,000	\$0	\$0	\$850,000	\$280,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	400,000	250,000	200,000	0	0	850,000	280,000	
TOTAL	\$400,000	\$250,000	\$200,000	\$0	\$0	\$850,000	\$280,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact is due to projected energy savings.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay							
TOTAL	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$5,000)	



Playground Replacement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: II

ACCT. NUMBER: 3971572-6501

DEPARTMENT: Public Works

PROJECT CODE: 6501

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

This program provides for the replacement of playgrounds that have exceeded their expected useful life and require frequent repairs/maintenance to keep them safe and operational. The following replacements are proposed:

FY22: Donaldson Park \$300,000

FY23: Sunshine Drive Park \$150,000

FY24: Pond Apple Park \$300,000
Community Center 300,000
\$600,000

FY26: George Gerber Park \$300,000



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$300,000	\$150,000	\$600,000	\$0	\$300,000	\$1,350,000	\$0	Recurring

TOTAL	\$300,000	\$150,000	\$600,000	\$0	\$300,000	\$1,350,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	300,000	150,000	600,000	0	300,000	1,350,000	0	
TOTAL	\$300,000	\$150,000	\$600,000	\$0	\$300,000	\$1,350,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Technology Refresh Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: I

ACCT. NUMBER: 3915513-6738

DEPARTMENT: Information Technology

PROJECT CODE: 6738

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

This project provides for the continual upgrading of hardware, including computers, servers, routing and switching equipment, wireless bridges, tablets, projectors, security firewalls, large printers and audio/visual equipment. This provides City-wide users the necessary tools to process information efficiently while sustaining operations and enables the City to remain in a proactive position for current technological advances. Funding requested for FY22 includes the upgrade of the City's network switch, a wireless canopy system, and other scheduled hardware upgrades.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$225,040	\$225,160	\$295,160	\$220,160	\$323,200	\$1,288,720	\$374,440	Recurring

TOTAL	\$225,040	\$225,160	\$295,160	\$220,160	\$323,200	\$1,288,720	\$374,440	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	225,040	225,160	295,160	220,160	323,200	1,288,720	374,440	
TOTAL	\$225,040	\$225,160	\$295,160	\$220,160	\$323,200	\$1,288,720	\$374,440	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sidewalk Improvement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project

PRIORITY: I

DEPARTMENT: Utilities & Engineering

PROJECT TYPE: Recurring

START DATE: Recurring

COMPLETION DATE: Recurring

ACCT. NUMBER: 3991541-6715

PROJECT CODE: 6715

PROJECT COST: Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This program consists of rehabilitation and improvement of existing City sidewalks. Improvements include completing missing sidewalk links, repairing sidewalk trip hazards, replacing asphalt sidewalks with concrete, meeting ADA requirements and other activities impacted by rehabilitation, such as drainage and landscaping repairs, as needed. Rehabilitation along NW 4th Court in South Creek and in areas around Winston Park was completed in FY21. Proposed areas for repairs include:

FY22: South Creek	\$100,000
Winston Park	100,000
Recreation Complex	17,500
	<u>\$217,500</u>

FUNDING SOURCES:

FUND	FY22	FY23	FY25	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$217,500	\$200,000	\$200,000	\$200,000	\$200,000	\$1,017,500	\$75,000	Recurring

TOTAL	\$217,500	\$200,000	\$200,000	\$200,000	\$200,000	\$1,017,500	\$75,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY25	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	217,500	200,000	200,000	200,000	200,000	1,017,500	75,000	
Equipment /Other								
TOTAL	\$217,500	\$200,000	\$200,000	\$200,000	\$200,000	\$1,017,500	\$75,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY25	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Street Maintenance Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project

PRIORITY: I

DEPARTMENT: Utilities & Engineering

PROJECT TYPE: Recurring

START DATE: Recurring

COMPLETION DATE: Recurring

ACCT. NUMBER: 1191541-6761
3991541-6761

PROJECT CODE: 6761

PROJECT COST: Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

As the City's roadway infrastructure is aging, the need for rehabilitation and improvements become necessary. The program includes milling and resurfacing, guardrail installation, roadway and bridge maintenance, and other related activities not covered by the Comprehensive Street Improvement Program that are in need of immediate rehabilitation. Funding requested for FY22 includes planned roadway rehabilitation along NW 39th Avenue south from Hillsboro Blvd and structural inspections of South Creek bridges to determine maintenance needs.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$0	Recurring
Street Construction & Maint. Fund (11)						0	0	

TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	150,000	150,000	150,000	150,000	150,000	750,000	0	
Equipment /Other								
TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sign Replacement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project

PRIORITY: II

DEPARTMENT: Public Works

PROJECT TYPE: Recurring

START DATE: Recurring

COMPLETION DATE: Recurring

ACCT. NUMBER: 3971539-6874

PROJECT CODE: 6874

PROJECT COST: Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace signage throughout City owned facilities which have exceeded their useful life. Currently, facility and park signage design and condition varies from location to location. Staff has created a standardized concept design for both park and facility locations that will create a new city brand in line with the City's environmental philosophy. The following replacement schedule is proposed:

FY22: Sabal Pines Park

FY23: Government Center

FY24: Recreation Complex & Fire Station #94

FY25: Community Center & Fire Station #50

FY26: Windmill Park



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$125,000	\$100,000	\$50,000	\$50,000	\$100,000	\$425,000	\$0	Recurring

TOTAL	\$125,000	\$100,000	\$50,000	\$50,000	\$100,000	\$425,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$25,000	\$10,000	\$10,000	\$10,000	\$10,000	\$65,000	\$0	Recurring
Construction								
Equipment /Other	100,000	90,000	40,000	40,000	90,000	360,000		
TOTAL	\$125,000	\$100,000	\$50,000	\$50,000	\$100,000	\$425,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Traffic Calming Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	I	ACCT. NUMBER:	3991541-6856
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6856
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

The City's Code of Ordinances allows for the installation of traffic calming devices in the City's right-of-ways. This program is City-wide and based on concerned residents requesting traffic studies for neighborhoods. Professional engineering consultants will be utilized along with City staff to conduct traffic studies and make recommendations. Installation of traffic calming devices and improving conditions for non-motorized street users may be recommendations included in studies. Studies for Cocoplum Circle, Carambola Circle, and NW 39th Avenue north of Hillsboro Blvd were completed in FY21. City conducted studies (\$5,000), consultant services (\$75,000), and installation of devices (\$45,000) will be determined by resident requests and Traffic team recommendations.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	\$50,000	Recurring

TOTAL	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	\$50,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000	\$5,000	Recurring
Construction	45,000	45,000	45,000	45,000	45,000	225,000	45,000	
Equipment /Other								
TOTAL	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000	\$50,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Parks Improvement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project

PRIORITY: III

DEPARTMENT: Public Works

PROJECT TYPE: Recurring

START DATE: Recurring

COMPLETION DATE: Recurring

ACCT. NUMBER: 1671572-6800
3971572-6800
6571572-6800

PROJECT CODE: 6800

PROJECT COST: Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This program addresses the rehabilitation needs of City parks. The following replacements are proposed for FY22:

Sabal Pines Park:

Vertical Platform Lift	\$45,000
Batting Cage Fence	10,500
Poles and Covers of Sunshades on Baseball Fields #1, #2, #3, and #4	30,000
Concession Stand Conversion	22,000
Football Field Fencing	<u>15,000</u>
	\$122,500

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$122,500	\$300,000	\$300,000	\$300,000	\$300,000	\$1,322,500	\$232,000	Recurring
CDBG Fund (16)						0	0	
Grants Fund (65)						0	0	

TOTAL	\$122,500	\$300,000	\$300,000	\$300,000	\$300,000	\$1,322,500	\$232,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$10,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000	\$0	Recurring
Construction	112,500	295,000	295,000	295,000	295,000	1,292,500	232,000	
Equipment /Other								
TOTAL	\$122,500	\$300,000	\$300,000	\$300,000	\$300,000	\$1,322,500	\$232,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Irrigation Pump Station Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	I	ACCT. NUMBER:	3971537-6860
DEPARTMENT:	Public Works	PROJECT CODE:	6860
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

Many of the irrigation pump stations throughout the City have exceeded their expected useful life and have been repaired multiple times to keep them operational. Age, wear and tear, and frequent repairs make them costly to maintain and operationally inefficient. The following replacement schedule is proposed:

- FY22:** Lyons Road North and Wiles Road Central
- FY23:** Cypress Park and Community Center
- FY24:** Wiles Road East and Hilton Greenway
- FY25:** Pine Creek Greenway and Utilities & Engineering
- FY26:** Lakewood, Coco Point and Sunshine Parks


FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000	\$45,000	Recurring

TOTAL	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000	\$45,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	120,000	100,000	100,000	100,000	100,000	520,000	45,000	
TOTAL	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000	\$45,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact reflects anticipated electricity costs savings.
Operating	(500)	(500)	(500)	(500)	(500)	(2,500)	
Capital Outlay							
TOTAL	(\$500)	(\$500)	(\$500)	(\$500)	(\$500)	(\$2,500)	



Pedestrian Lighting

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: III



ACCT. NUMBER: 3971541-6896
6571541-6896

DEPARTMENT: Public Works

PROJECT CODE: 6896

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

Installation of pedestrian lighting enhances the safety of pedestrians by providing visibility in low-light conditions. FDOT is currently constructing improvements within the Lyons Road right-of-way from Atlantic Boulevard to the Sawgrass Expressway to include new sidewalks, bicycle lanes, and road resurfacing. Additionally, conduits are currently being installed adjacent to the new sidewalks to allow for the addition of pedestrian lighting in the future without disturbance to the newly constructed improvements. Design of new pedestrian lighting to the west of Lyons Road (Sample Road to Copans and Hilton Road to Cullum Road) is underway with construction anticipated to begin in FY22. The replacement of pedestrian lights along the Hilton Road Greenway are proposed for FY22. Construction is contingent on state earmarks.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000	\$0	Recurring
Earmarks (65)	2,700,000	0	0	0	0	2,700,000	0	

TOTAL	\$2,800,000	\$50,000	\$50,000	\$50,000	\$50,000	\$3,000,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$110,000	\$50,000	\$50,000	\$50,000	\$50,000	\$310,000	\$0	Recurring
Construction	2,690,000	0	0	0	0	2,690,000	0	
Equipment /Other								
TOTAL	\$2,800,000	\$50,000	\$50,000	\$50,000	\$50,000	\$3,000,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact reflects anticipated electricity costs savings.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay							
TOTAL	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$5,000)	



City Facility Lighting Improvement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project 	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	3971572-6505
DEPARTMENT:	Public Works	PROJECT CODE:	6505
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

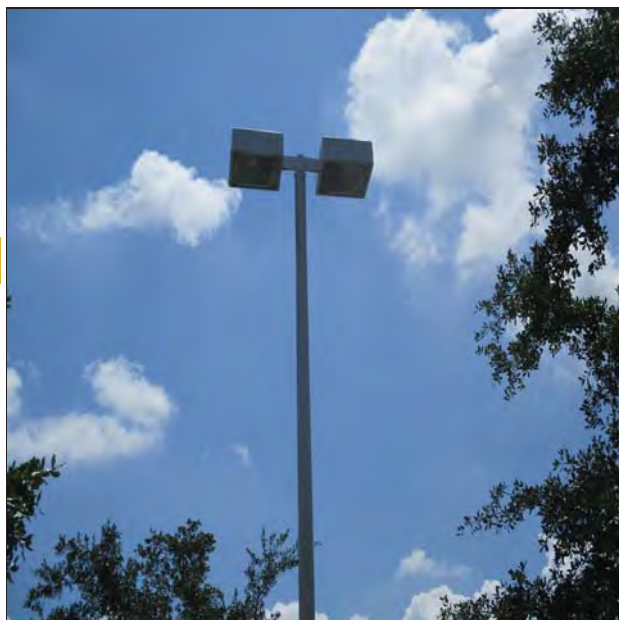
LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses lighting improvements at City facilities and parking lots. Improvements include the replacement of less energy efficient high intensity discharge (HID) and fluorescent lights and fixtures with high efficiency LED lights and fixtures in support of the City's Green Plan. The following improvements are proposed:

- FY22:** Donaldson Park Parking Lot and Community Center Gymnasium
- FY23:** Recreation Complex Parking Lot, Government Center Parking Lot and Building Exterior
- FY24:** Community Center Parking Lot
- FY25:** Sabal Pines Park Building (Interior)
- FY26:** Recreation Complex (Interior)



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$80,000	\$120,000	\$120,000	\$10,000	\$40,000	\$370,000	\$0	Recurring

TOTAL	\$80,000	\$120,000	\$120,000	\$10,000	\$40,000	\$370,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$20,000	\$85,000	\$85,000	\$0	\$0	\$190,000	\$0	Recurring
Construction								
Equipment /Other	60,000	35,000	35,000	10,000	40,000	180,000	0	
TOTAL	\$80,000	\$120,000	\$120,000	\$10,000	\$40,000	\$370,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating cost savings reflects lower electrical costs due to changing bulbs to LED.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay							
TOTAL	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$5,000)	



Fitness Equipment Replacement Program

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	I	ACCT. NUMBER:	3972572-6500
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6500
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

Recreation Complex and Community Center



DESCRIPTION/JUSTIFICATION:

The lifespan of equipment in the fitness centers at the Recreation Complex and Community Center varies based on industry standards. As the equipment exceeds this age mark, the frequency of repairs and downtime increases. To continue to maintain safety standards and provide optimal customer service to fitness members, it is necessary to replace equipment on an annual rotation schedule. The fitness equipment replacement schedule is as follows:

- FY22:** 6 Treadmills (Creek Fit South)
- FY23:** 3 Stairmasters, 2 Stepmills, and 1 Rower
- FY24:** 7 Bikes, 2 NuSteps, and 25 Spin Bikes
- FY25:** 6 Treadmills (Creek Fit North)
- FY26:** 7 Ellipticals

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$60,000	\$40,000	\$90,000	\$60,000	\$40,000	\$290,000	\$35,000	Recurring

TOTAL	\$60,000	\$40,000	\$90,000	\$60,000	\$40,000	\$290,000	\$35,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	60,000	40,000	90,000	60,000	40,000	290,000	35,000	
TOTAL	\$60,000	\$40,000	\$90,000	\$60,000	\$40,000	\$290,000	\$35,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes savings from equipment trade-ins.
Operating	(1,500)	(2,000)	(1,500)	(1,500)	(2,000)	(8,500)	
Capital Outlay							
TOTAL	(\$1,500)	(\$2,000)	(\$1,500)	(\$1,500)	(\$2,000)	(\$8,500)	



Outdoor Park Amenities Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	3971572-6709
DEPARTMENT:	Public Works	PROJECT CODE:	6709
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses the replacement of outdoor amenities which have become unsightly or unusable due to age, exposure to the elements, or vandalism. Replacements include, but are not limited to, benches, trash receptacles, tables, bleachers, grills, outdoor water fountains, and various other outdoor amenities. Proposed replacements for FY22 include the replacement of benches and other amenities at the Hilton Road Greenway.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$230,000	\$60,000	Recurring

TOTAL	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$230,000	\$60,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	30,000	50,000	50,000	50,000	50,000	230,000	60,000	
TOTAL	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000	\$230,000	\$60,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Boardwalk Rehabilitation

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2018

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: 10/2022

PRIORITY: II

ACCT. NUMBER: 3951572-6597

DEPARTMENT: Public Works

PROJECT CODE: 6597

PROJECT TYPE: Non-Recurring

PROJECT COST: \$735,000

DESCRIPTION/JUSTIFICATION:

This project addresses the rehabilitation needs of the City's boardwalks at Sabal Pines Park and the Country Lakes Greenway due to exposure to the elements. The replacement of the wood boardwalk at Sabal Pines Park was completed in FY21. Proposed improvements for FY22 include replacing the degrading recycled plastic boardwalk railings at Sabal Pines Park with new stainless steel railings.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$485,000	\$485,000

TOTAL	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$485,000	\$485,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000	\$57,027
Construction	50,000	0	0	0	0	50,000	415,000	41,337
Equipment /Other	200,000	0	0	0	0	200,000	0	
TOTAL	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$485,000	\$98,364

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Linear Pathway

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	01/2022	LOCATION:	Northeast Corner of 441 and Sawgrass Expressway
STATUS:	Continuing Project 	COMPLETION DATE:	10/2023		
PRIORITY:	II	ACCT. NUMBER:	6151573-6872 3951572-6594		
DEPARTMENT:	Sustainable Development	PROJECT CODE:	6872 6594		
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$334,020		

DESCRIPTION/JUSTIFICATION:

This project creates a new linear pathway, linking the existing residential development of Casa Palma and the new hotel developments to the Regency Lakes shopping area. The addition of wayfinding signage, artwork, sidewalk, and landscaping will improve cohesion of the area and enhance walkability. FDOT has completed construction of the sidewalk in FY20 at a cost of \$168,000. This project consists of the following components:

Landscape, Lighting & Irrigation	\$217,100
Plans & Studies	50,000
Art	50,000
Benches, Trash Receptacles, & Signage	<u>16,920</u>
	\$334,020

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$234,020	\$0	\$0	\$0	\$0	\$234,020	\$50,000	\$50,000
General Trust Fund (61)	50,000	0	0	0	0	50,000	0	

TOTAL	\$284,020	\$0	\$0	\$0	\$0	\$284,020	\$50,000	\$50,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0
Construction	234,020	0	0	0	0	234,020	0	
Equipment /Other	50,000	0	0	0	0	50,000	0	
TOTAL	\$284,020	\$0	\$0	\$0	\$0	\$284,020	\$50,000	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes costs associated with contractual landscape maintenance.
Operating	0	10,000	10,000	10,000	10,000	40,000	
Capital Outlay							
TOTAL	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000	



Government Center Rehabilitation

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2012

LOCATION:

Government Center

STATUS: Continuing Project 

COMPLETION DATE: 09/2023

PRIORITY: I

ACCT. NUMBER: 3971539-6758
3371539-6758
3271539-6758

DEPARTMENT: Public Works

PROJECT CODE: 6758

PROJECT TYPE: Non-Recurring

PROJECT COST: \$7,799,310

DESCRIPTION/JUSTIFICATION:

The Government Center is in need of renovation to meet the daily operational needs of City staff. Phases I and II were completed in FY16. Phase III, lobby renovations, was completed in FY19 with Phase IV, administrative office renovations was completed in FY20, and sidewalk extension Phase I, completed in FY21. The following is proposed:

FY22:

Courtyard Master Plan Construction Design	\$100,000
Lighted Lake Fountains	<u>85,000</u>
	\$185,000

FY23:

Commission Chambers Renovation	\$2,000,000
Courtyard Renovation Plan	<u>1,000,000</u>
	\$3,000,000



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$185,000	\$3,000,000	\$0	\$0	\$0	\$3,185,000	\$2,118,498	\$2,118,498
Capital Projects Financing Fund (32)						0	600,000	600,000
2009 Capital Project Fund (33)						0	1,895,812	1,895,812
TOTAL	\$185,000	\$3,000,000	\$0	\$0	\$0	\$3,185,000	\$4,614,310	\$4,614,310

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$321,446	\$118,545
Construction	85,000	3,000,000	0	0	0	3,085,000	4,046,777	3,085,455
Equipment /Other						0	246,087	137,086
TOTAL	\$185,000	\$3,000,000	\$0	\$0	\$0	\$3,185,000	\$4,614,310	\$3,341,086

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Hillsboro Corridor Project

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 09/2020

LOCATION:

Hillsboro Boulevard

STATUS: Continuing Project

COMPLETION DATE: 12/2024

PRIORITY: I

ACCT. NUMBER: 0198-6100
3951541-6749
6551541-6749

DEPARTMENT: Sustainable Development

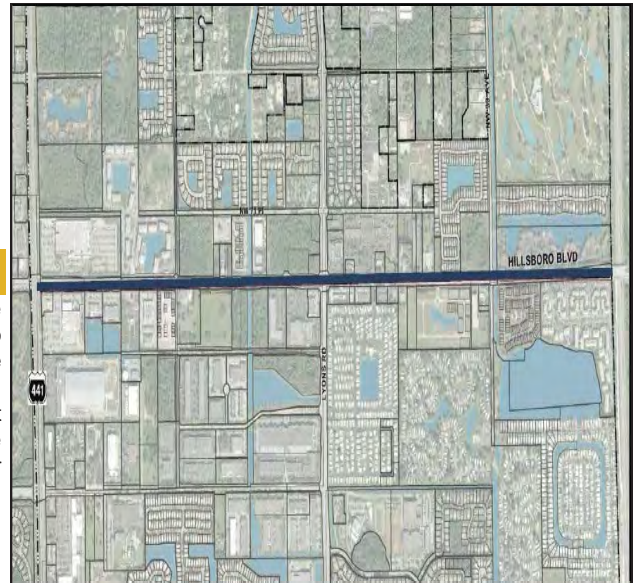
PROJECT CODE: 6100
6749

PROJECT TYPE: Non-Recurring

PROJECT COST: \$1,370,000

DESCRIPTION/JUSTIFICATION:

This project includes the property acquisition of 4651 W. Hillsboro Blvd. and the redevelopment of the existing sidewalk along Hillsboro Boulevard (Lyons Road to NW 51st Terrace). Improvements include a multi-use pathway with landscape enhancements which will recreate the historic landscape of the areas preserves. The City was awarded a \$1,000,000 grant from Broward County to offset project costs. Additionally, the City has specified that \$200,000 of the proceeds from the sale of Broward Redevelopment Program property acquisition be utilized for enhancement along the Hillsboro Corridor.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$145,320	\$145,320
Grants Fund (65)	0	0	0	0	0	0	640,000	
General Trust Fund (61)	70,000	0	0	0	0	70,000	0	
General Fund (01)	0	0	0	0	0	0	414,680	
TOTAL	\$170,000	\$0	\$0	\$0	\$0	\$170,000	\$1,200,000	\$145,320

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Design	\$0	\$0	\$0	\$0	\$0	\$0	\$96,000	\$92,710
Construction	100,000	0	0	0	0	100,000	689,320	16,629
Equipment/Other	70,000	0	0	0	0	70,000	414,680	414,680
TOTAL	\$170,000	\$0	\$0	\$0	\$0	\$170,000	\$1,200,000	\$524,019

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impacts include costs to landscape, irrigation, and maintenance.
Operating	8,000	8,000	8,000	8,000	8,000	24,000	
Capital Outlay							
TOTAL	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$24,000	



Security Camera Installation

STRATEGIC INITIATIVE:	Improving Service Capability Ensure Continuity of City Operations	START DATE:	10/2018
STATUS:	Continuing Project	COMPLETION DATE:	09/2025
PRIORITY:	II	ACCT. NUMBER:	3915513-6592 3215513-6592
DEPARTMENT:	Information Technology	PROJECT CODE:	6592
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$600,000

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

The installation of 240 surveillance cameras in our parks and public spaces will assist the City in providing our residents an additional layer of security and safety. Through security cameras, the City can both help deter crimes from happening and quickly solve crimes with material evidence after the fact. Locations for camera installation will be determined by priority. The Video Surveillance System Command Center and installation 180 of cameras in City Hall, Police Department, Commission Chambers, Utilities and Engineering Building, Community Center, Recreation Complex, Sabal Pines Park and Fire Station #94 have been completed. Installation of cameras at the Master Lift Stations and the Hilton Road Water Storage Tank are proposed for FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000	\$200,000	\$300,000
Capital Projects Financing Fund (32)						0	100,000	

TOTAL	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000	\$300,000	\$300,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	100,000	100,000	100,000	0	0	300,000	300,000	291,190
TOTAL	\$100,000	\$100,000	\$100,000	\$0	\$0	\$300,000	\$300,000	\$291,190

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impacts include repair or replacement costs of existing cameras after the initial 3 year maintenance expires.
Operating	10,000	10,000	10,000	10,000	10,000	50,000	
Capital Outlay							
TOTAL	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	



Sound System

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2021
STATUS:	New Project	COMPLETION DATE:	09/2022
PRIORITY:	III	ACCT. NUMBER:	3971572-6504
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6504
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$90,000

LOCATION:

Recreation Complex and Community Center



DESCRIPTION/JUSTIFICATION:

Sounds systems are an important tool used at City facilities for large and small events. Updated sound systems are proposed for the Recreation Complex's stage, gymnasium, Cypress Room, Cocoplum Room, and Oak Room. Additional updated sound systems are needed for the Community Center's "A", "B" and "C" rooms, gymnasium, and teen activity room. A consultant will be utilized to determine the various sound systems needed for each room.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$90,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0

TOTAL	\$90,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$10,000	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0
Construction								
Equipment /Other	80,000	0	0	0	0	80,000		
TOTAL	\$90,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Community Center Enhancements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2021
STATUS:	New Project	COMPLETION DATE:	09/2022
PRIORITY:	III	ACCT. NUMBER:	3971572-6503
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6503
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$89,000

LOCATION:

Community Center



DESCRIPTION/JUSTIFICATION:

To enhance the amenities for the residents and provide accessibility for all events at the Community Center gymnasium, replacement of the existing rollout bleachers with retractable bleachers (\$55,000) and spray foam insulation (\$34,000) are requested for FY22. Telescopic and retractable bleachers can be stowed away easily and configured in a variety of ways to accommodate seating for sports, ADA seating access requirements, and general seating for public events. Spray foam insulation will help in eliminating sound reverberation for noise control and assist with energy efficiency.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$89,000	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0

TOTAL	\$89,000	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	89,000	0	0	0	0	89,000	0	
TOTAL	\$89,000	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Rowe Community Center Improvements

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2018

LOCATION:

Rowe Center

STATUS: Continuing Project

COMPLETION DATE: 09/2022

PRIORITY: II

ACCT. NUMBER: 3971572-6593
3271572-6593

DEPARTMENT: Public Works

PROJECT CODE: 6593

PROJECT TYPE: Non-Recurring

PROJECT COST: \$287,400

DESCRIPTION/JUSTIFICATION:

The Rowe Community Center was utilized as a temporary fire station during the construction of Fire Station #50 and as such, several modifications were made to the interior of the building to meet the needs of the fire station staff. With Fire Station #50 completed, a building re-configuration was needed. Phase I improvements completed in FY21 included, removing the existing walls and the shower and upgrading the kitchen, ceiling and flooring. Funding is requested in FY22 for Phase II which includes the remodeling of both bathrooms, the removal of the existing commercial kitchen hood, and the installation of a card reader system for the doors.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Project Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
Capital Improvement Fund (39)	70,000	0	0	0	0	70,000	17,400	17,400

TOTAL	\$70,000	\$0	\$0	\$0	\$0	\$70,000	\$217,400	\$17,400
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$18,500	\$18,443
Construction	65,000	0	0	0	0	65,000	198,900	159,574
Equipment /Other	5,000	0	0	0	0	5,000	0	
TOTAL	\$70,000	\$0	\$0	\$0	\$0	\$70,000	\$217,400	\$178,017

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Exterior Painting Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: II

ACCT. NUMBER: 3971539-6880
4171539-6880

DEPARTMENT: Public Works

PROJECT CODE: 6880

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

The exterior of City buildings are in need of repainting typically every 6 - 8 years depending on the severity of weather conditions. The following painting schedule is proposed:

FY23: Fire Station #94 \$30,000

FY24: Recreation Complex \$30,000



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$30,000	\$30,000	\$0	\$0	\$60,000	\$0	Recurring
Water & Wastewater Fund (41)						0	80,000	

TOTAL	\$0	\$30,000	\$30,000	\$0	\$0	\$60,000	\$80,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	0	30,000	30,000	0	0	60,000	80,000	
TOTAL	\$0	\$30,000	\$30,000	\$0	\$0	\$60,000	\$80,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Existing Greenway Enhancements

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project 

COMPLETION DATE: Recurring

PRIORITY: III

ACCT. NUMBER: 3951541-6792

DEPARTMENT: Sustainable Development

PROJECT CODE: 6792

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

This project encompasses the enhancement of existing greenway projects including butterfly marker poles, street furniture, lighting, miscellaneous trail heads, signs, and other trail amenities, including edible plants along they City's greenways.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	\$20,000	Recurring

TOTAL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	\$20,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	0	50,000	50,000	50,000	50,000	200,000	20,000	
Equipment /Other								
TOTAL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	\$20,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes costs associated with contractual landscape maintenance.
Operating	13,000	13,000	13,000	13,000	13,000	65,000	
Capital Outlay							
TOTAL	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000	



Sports Lighting Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project 	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	3971572-6893
DEPARTMENT:	Public Works	PROJECT CODE:	6893
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

Many sports lighting fixtures in City parks have exceeded their expected useful life. As the fixtures age, it becomes difficult to maintain the adequate lighting for safe play on the fields. Replacement of these fixtures will ensure adequate lighting is sustained at a cost savings to the City due to the use of LED fixtures. The following replacement schedule is proposed:

FY23: Sabal Pines Park - Baseball Fields #2	\$200,000
FY24: Sabal Pines Park - Baseball Fields #4	\$200,000
FY25: Sabal Pines Park - East & West Soccer Fields	\$320,000



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$200,000	\$200,000	\$320,000	\$0	\$720,000	\$140,000	Recurring

TOTAL	\$0	\$200,000	\$200,000	\$320,000	\$0	\$720,000	\$140,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	0	200,000	200,000	320,000	0	720,000	140,000	
TOTAL	\$0	\$200,000	\$200,000	\$320,000	\$0	\$720,000	\$140,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact reflects savings in electric costs.
Operating	0	(500)	(500)	(500)	(500)	(2,000)	
Capital Outlay							
TOTAL	\$0	(\$500)	(\$500)	(\$500)	(\$500)	(\$2,000)	



Bus Shelter and Bus Stop Rehabilitation

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	3971541-6775 1271541-6775
DEPARTMENT:	Public Works	PROJECT CODE:	6775
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

The City has replaced several of its 65 bus stops and shelters during recent years that were damaged or in disrepair. Broward County and the Florida Department of Transportation (FDOT) have agreed to replace or upgrade the remaining shelters under their respective jurisdictions. As such, this program is now focused on ensuring that all of the bus stops located along city maintained streets are Americans with Disabilities (ADA) compliant as well as replacing benches and concrete pads where shelters do not exist. This project is eligible for funding via the Broward County Transportation Surtax.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Transportation Surtax Fund (12)	\$0	\$0	\$2,300,000	\$0	\$0	\$2,300,000	\$432,000	Recurring
Capital Improvement Fund (39)	0	20,000	20,000	20,000	20,000	80,000	0	

TOTAL	\$0	\$20,000	\$2,320,000	\$20,000	\$20,000	\$2,380,000	\$432,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$200,000	\$0	\$0	\$200,000	\$432,000	Recurring
Construction	0	20,000	2,120,000	20,000	20,000	2,180,000		
Equipment /Other								
TOTAL	\$0	\$20,000	\$2,320,000	\$20,000	\$20,000	\$2,380,000	\$432,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes maintenance cost savings.
Operating	0	(500)	(500)	(500)	(500)	(2,000)	
Capital Outlay							
TOTAL	\$0	(\$500)	(\$500)	(\$500)	(\$500)	(\$2,000)	



Recreation Complex Building Rehabilitation

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2022

LOCATION:

Recreation Complex

STATUS: Upcoming Project 

COMPLETION DATE: 09/2024

PRIORITY: I

ACCT. NUMBER: 3971572-6876

DEPARTMENT: Public Works

PROJECT CODE: 6876

PROJECT TYPE: Non-Recurring

PROJECT COST: \$750,000

DESCRIPTION/JUSTIFICATION:

The Recreation Complex was constructed over twenty years ago and is in need of rehabilitation. Proposed improvements include remodeling of all offices, rooms, hallways, bathrooms and some exterior features. In support of the City's Green Plan, energy-efficient lighting fixtures will be installed.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$100,000	\$650,000	\$0	\$0	\$750,000	\$0	\$0

TOTAL	\$0	\$100,000	\$650,000	\$0	\$0	\$750,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$0
Construction	0	0	650,000	0	0	650,000	0	
Equipment /Other								
TOTAL	\$0	\$100,000	\$650,000	\$0	\$0	\$750,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Artificial Turf Sport Fields

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2022
STATUS:	Upcoming Project	COMPLETION DATE:	09/2026
PRIORITY:	III	ACCT. NUMBER:	TBD
DEPARTMENT:	Public Works	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$1,415,000

LOCATION:

City Parks



DESCRIPTION/JUSTIFICATION:

Artificial fields provide for a safer field with less field downtime and a more uniform playing surface. Currently, the City's grass fields require periodic replacement of sod in high usage areas of the field and, eventually, full sod replacement. This results in the fields being out of service for extensive periods of time. The following improvements are proposed:

FY23:	Gerber Park West Soccer Field	\$650,000
	Sabal Pines Park Field #1 and #3 Inlays	<u>15,000</u>
		\$665,000
FY24:	Gerber Park East Soccer Field	\$750,000

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$665,000	\$750,000	\$0	\$0	\$1,415,000	\$0	\$0

TOTAL	\$0	\$665,000	\$750,000	\$0	\$0	\$1,415,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	0	665,000	750,000	0	0	1,415,000	0	
TOTAL	\$0	\$665,000	\$750,000	\$0	\$0	\$1,415,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating and Capital Outlay expenditures reflect the purchase of necessary equipment and supplies to maintain the artificial turf.
Operating	4,500	9,000	13,500	18,000	18,000	63,000	
Capital Outlay	15,000	0	0	0	0	15,000	
TOTAL	\$19,500	\$9,000	\$13,500	\$18,000	\$18,000	\$78,000	



Enterprise Resource Planning (ERP) Solution

STRATEGIC INITIATIVE:	Ensure Continuity of City Operations	START DATE:	10/2025
STATUS:	Upcoming Project	COMPLETION DATE:	09/2028
PRIORITY:	III	ACCT. NUMBER:	TBD
DEPARTMENT:	Information Technology	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$12,000,000

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

An Enterprise Resource Planning Solution (ERP) is a powerful business tool that integrates various functions into one system to streamline processes and information. In an effort to remain current with new technologies and increase employee efficiency, the City will be evaluating the ERP options available to upgrade the City's software. Core processes that are essential to running a more efficient organization that will be considered include: a Financial System, Utility Billing, Inventory, Purchase Order Management, Human Resources, Building, Business Permitting and Licensing, Code Enforcement, Payroll, Parks and Recreation, and various other applications. The estimated cost for an ERP supporting an organization the size of the City is \$12,000,000.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$0	\$0	\$0	\$12,000,000	\$12,000,000	\$0	\$0

TOTAL	\$0	\$0	\$0	\$0	\$12,000,000	\$12,000,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	0	0	0	0	12,000,000	12,000,000	0	
TOTAL	\$0	\$0	\$0	\$0	\$12,000,000	\$12,000,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Lyons Road Mobility Project

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	11/2016
STATUS:	Continuing Project 	COMPLETION DATE:	09/2021
PRIORITY:	I	ACCT. NUMBER:	1191541-6719 4591538-6719 3951541-6719
DEPARTMENT:	Sustainable Development	PROJECT CODE:	6719
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$16,904,550

LOCATION:

Lyons Road - South of Atlantic Blvd to Hillsboro Canal



DESCRIPTION/JUSTIFICATION:

The City is working with Broward Metropolitan Planning Organization (MPO) and FDOT on a Complete Streets Program for Lyons Road from south of Atlantic Blvd to the Hillsboro Canal. This project includes the addition of buffered bicycle lanes and missing sidewalk connections. FDOT will fund and construct most of the enhancements to Lyons Road at a cost of \$15,537,000. The City's contribution is \$600,000 with an additional \$645,300 for decorative crosswalks and lighting conduits.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$0	\$0	\$0	\$0	\$0	\$645,300	\$645,300
FDOT						0	15,537,000	0
Stormwater Mgmt. Fund (45)						0	122,250	122,250
Street Construction & Maint. Fund (11)						0	600,000	600,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$16,904,550	\$1,367,550

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction						0	16,904,550	1,270,940
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$16,904,550	\$1,270,940

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sabal Pines Restrooms

STRATEGIC INITIATIVE: Plan, Expand, Upgrade, and Maintain Infrastructure

START DATE: 10/2017

LOCATION:

Sabal Pines Park

STATUS: Continuing Project

COMPLETION DATE: 10/2021

PRIORITY: III

ACCT. NUMBER: 3971572-6596

DEPARTMENT: Public Works

PROJECT CODE: 6596

PROJECT TYPE: Non-Recurring

PROJECT COST: \$580,000

DESCRIPTION/JUSTIFICATION:

Currently, the restrooms at Sabal Pines Park are not easily accessible from the baseball fields. Additionally, staff must store equipment used exclusively for the athletic fields in a remote location. This project will construct a one-story building in the center of the four fields and will include restrooms, utility extensions, and a storage room. Construction was originally approved to start in FY19 but was delayed due to high construction costs. Project construction began in FY21 and is expected to be completed in FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$0	\$0	\$0	\$0	\$0	\$580,000	\$580,000

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$580,000	\$580,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$80,000	\$79,696
Construction						0	500,000	248,251
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$580,000	\$327,946

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes additional contractual janitorial maintenance costs.
Operating	15,000	15,000	15,000	15,000	15,000	75,000	
Capital Outlay							
TOTAL	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000	



Facility Room Dividers

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2018

LOCATION:

Recreation Complex and Community Center

STATUS: Continuing Project

COMPLETION DATE: 09/2022

PRIORITY: II

ACCT. NUMBER: 3971572-6595

DEPARTMENT: Parks & Recreation

PROJECT CODE: 6595

PROJECT TYPE: Non-Recurring

PROJECT COST: \$168,750

DESCRIPTION/JUSTIFICATION:

This project provides room dividers at the Community Center (A,B,C) and Recreation Complex. The dividers are curtains or continuously hinged panels that connect together as one complete unit. These dividers facilitate quick setup time and provide efficient and convenient separation.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Improvement Fund (39)	\$0	\$0	\$0	\$0	\$0	\$0	\$168,750	\$168,750

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$168,750	\$168,750
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	0	0	0	0	0	0	168,750	133,794
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$168,750	\$133,794

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Copans Road Noise Wall

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2023
STATUS:	Upcoming Project	COMPLETION DATE:	09/2024
PRIORITY:	I	ACCT. NUMBER:	TBD
DEPARTMENT:	Sustainable Development	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$125,000

LOCATION:

Intersection of Lyons & Copans Roads



DESCRIPTION/JUSTIFICATION:

Broward County plans to expand the intersection of Copans and Lyons Roads. A noise assessment study was completed warranting construction of a noise wall on the southeast segment related to the Copans and Lyons Road Intersection Improvement project. The estimated cost for 1,040 feet of the 8 foot wall is approximately \$250,000. Broward County proposes to fund 50% of the wall through the Joint Project Association agreement that depends on the Township Community Management Association conveying an easement to accommodate the wall. Upon conveyance, the City would fund the required 50% match (\$125,000).

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Street Construction & Maint. Fund (11)	\$0	\$125,000	\$0	\$0	\$0	\$125,000	\$0	\$0

TOTAL	\$0	\$125,000	\$0	\$0	\$0	\$125,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	0	125,000	0	0	0	125,000	0	
Equipment /Other								
TOTAL	\$0	\$125,000	\$0	\$0	\$0	\$125,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Comprehensive Street Improvement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2015

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: 09/2027

PRIORITY: I

ACCT. NUMBER:
4591538-6859
1191541-6859
3291541-6859
1291541-6859

DEPARTMENT: Utilities & Engineering

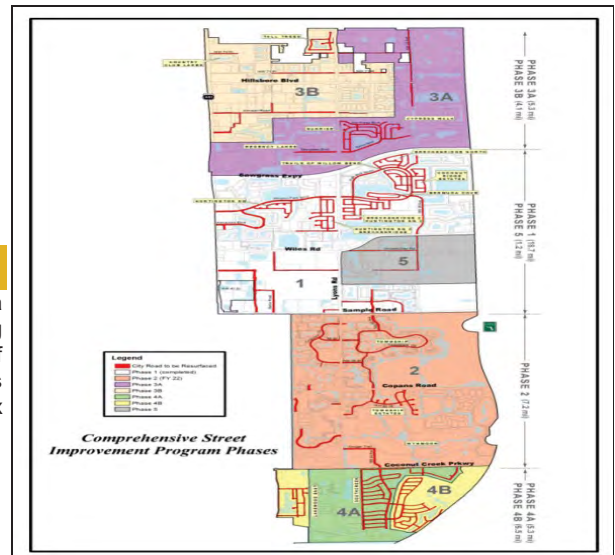
PROJECT CODE: 6859

PROJECT TYPE: Non-Recurring

PROJECT COST: \$26,346,897

DESCRIPTION/JUSTIFICATION:

The City's roadway infrastructure has aged and requires rehabilitation. This is a multi-year comprehensive street improvements program, which includes milling and resurfacing, striping, sidewalk and ADA improvements, implementation of Complete Streets where possible, and aesthetic enhancements. Phase I has been completed. Remaining phases will begin upon Broward County Surtax funding availability.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$6,749,812	\$6,749,812
Stormwater Mgmt. Fund (45)						0	847,085	847,085
Street Construction & Maint. Fund (11)						0	500,000	500,000
Grants Fund (65)						0	250,000	250,000
Transportation Surtax Fund (12)	0	200,000	3,000,000	3,000,000	3,000,000	9,200,000	3,000,000	
TOTAL	\$0	\$200,000	\$3,000,000	\$3,000,000	\$3,000,000	\$9,200,000	\$11,346,897	\$8,346,897

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000	\$1,200,000	\$535,889
Construction	0	0	2,800,000	2,800,000	2,800,000	8,400,000	10,146,897	6,857,109
Equipment /Other								
TOTAL	\$0	\$200,000	\$3,000,000	\$3,000,000	\$3,000,000	\$9,200,000	\$11,346,897	\$7,392,998

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sample Road Multi-Purpose Pathway

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2021
STATUS:	Continuing Project 	COMPLETION DATE:	09/2026
PRIORITY:	II 	ACCT. NUMBER:	1251541-6776
DEPARTMENT:	Sustainable Development	PROJECT CODE:	6776
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$4,632,160

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This project consists of the widening of sidewalks on Sample Road from Lyons Road to Florida's Turnpike, including improved accessibility to Tradewinds Park as well as shelters and other transit amenities. Design for this project was funded through Broward County Transportation Surtax. Construction for this project is contingent on additional Broward County Transportation Surtax funding.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Transportation Surtax Fund (12)	\$0	\$0	\$0	\$4,301,560	\$0	\$4,301,560	\$330,600	\$330,600

TOTAL	\$0	\$0	\$0	\$4,301,560	\$0	\$4,301,560	\$330,600	\$330,600
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$330,600	\$0
Construction	0	0	0	4,301,560	0	4,301,560	0	
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$4,301,560	\$0	\$4,301,560	\$330,600	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Public Safety Building

STRATEGIC INITIATIVE: Ensure Public Safety

START DATE: 10/2021

LOCATION:

MainStreet Area

STATUS: New Project



COMPLETION DATE: 09/2026

PRIORITY: I

ACCT. NUMBER: 1871572-6510

DEPARTMENT: Public Works

PROJECT CODE: 6510

PROJECT TYPE: Non-Recurring

PROJECT COST: \$23,022,000

DESCRIPTION/JUSTIFICATION:

With the increased development and rapid population growth of the City, a Public Safety Building in the MainStreet area will be necessary. The new facility will accommodate the needs of both the newly instated Fire Rescue Department and the existing Police Department. The current Police Station does not adequately fit the needs of the additional Police Officers and the development of the Mainstreet Area has resulted in the need of an additional Fire Station #113. Design is proposed in FY22 with construction anticipated to begin in FY24.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Seminole Mitigation Fund (18)	\$500,000	\$500,000	\$11,000,000	\$11,000,000	\$0	\$23,000,000	\$22,000	\$22,000

TOTAL	\$500,000	\$500,000	\$11,000,000	\$11,000,000	\$0	\$23,000,000	\$22,000	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$500,000	\$500,000	\$0	\$0	\$0	\$1,000,000	\$22,000	\$22,000
Construction	0	0	11,000,000	11,000,000	0	22,000,000		
Equipment /Other								
TOTAL	\$500,000	\$500,000	\$11,000,000	\$11,000,000	\$0	\$23,000,000	\$22,000	\$22,000

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel							
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Temporary Fire Station #113

STRATEGIC INITIATIVE: Ensure Public Safety

START DATE: 10/2018

LOCATION:

MainStreet Area

STATUS: Continuing Project

COMPLETION DATE: 09/2021

PRIORITY: III

ACCT. NUMBER: 1862522-6887

DEPARTMENT: Public Works

PROJECT CODE: 6887

PROJECT TYPE: Non-Recurring

PROJECT COST: \$2,750,340

DESCRIPTION/JUSTIFICATION:

Due to the development of the MainStreet area coupled with the City's growing population, a fire station is needed in the central section of the City. A temporary station was constructed in FY21 and will house two trucks and three personnel for 12 hours daily.

FY19:

Temporary Station	\$406,000
Station Alerting System	60,000
Fire Engine	970,000
	<u>\$1,436,000</u>

FY20:

Fire Rescue Truck	\$450,000
Battalion Vehicle	75,000
Furniture/Equipment	25,700
Plans and Studies	698,500
	<u>\$1,249,200</u>

FY21:

Equipment / Other	\$65,140
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FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Seminole Mitigation Fund (18)	\$0	\$0	\$0	\$0	\$0	\$0	\$2,750,340	\$2,750,340

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,750,340	\$2,750,340
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$93,032	\$59,283
Construction							0	
Equipment /Other						0	2,657,308	2,203,925
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,750,340	\$2,263,208

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$1,351,120	\$1,378,142	\$1,405,705	\$1,433,819	\$1,462,496	\$7,031,283	Operating impact includes costs associated with additional firefighters, facility maintenance, and utilities to be fulfilled through a fire services contract.
Operating	7,000	11,700	11,700	11,700	11,700	53,800	
Capital Outlay							
TOTAL	\$1,358,120	\$1,389,842	\$1,417,405	\$1,445,519	\$1,474,196	\$7,085,083	



Facility Roof Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2016
STATUS:	Continuing Project	COMPLETION DATE:	10/2023
PRIORITY:	I	ACCT. NUMBER:	3971539-6895 3371539-6895 3271539-6895
DEPARTMENT:	Public Works	PROJECT CODE:	6895
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$5,384,134

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace the roofs of City facilities at the end of their useful life. The following replacements are proposed:

FY22:	Community Center	\$1,200,000
	Winston Park	<u>50,000</u>
		\$1,250,000
FY23:	Gerber Park Pavilion	\$55,000

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects								
Financing Fund (32)	\$1,250,000	\$55,000	\$0	\$0	\$0	\$1,305,000	\$3,901,431	\$3,901,431
2009 Capital Project Fund (33)						0	25,000	25,000
Capital Improvement Fund (39)						0	152,703	152,703
TOTAL	\$1,250,000	\$55,000	\$0	\$0	\$0	\$1,305,000	\$4,079,134	\$4,079,134

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$143,716	\$101,859
Construction	1,250,000	55,000	0	0	0	1,305,000	3,935,418	3,508,004
Equipment /Other								
TOTAL	\$1,250,000	\$55,000	\$0	\$0	\$0	\$1,305,000	\$4,079,134	\$3,609,863

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Lyons Road / Coconut Creek Parkway / Atlantic Boulevard Median Improvements

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2020

LOCATION:

Lyons Road from Coconut Creek Parkway to Atlantic Boulevard

STATUS: Continuing Project

COMPLETION DATE: 10/2022

PRIORITY: II

ACCT. NUMBER: 3271541-6725

DEPARTMENT: Public Works

PROJECT CODE: 6725

PROJECT TYPE: Non-Recurring

PROJECT COST: \$600,000

DESCRIPTION/JUSTIFICATION:

The medians from Coconut Creek Parkway southward to Atlantic Boulevard remain unimproved. The original irrigation system that was installed in the medians requires constant maintenance and repairs, and the flow is inadequate in many areas. Designs for improvements were completed in FY21. Funding is being requested in FY22 to construct a new irrigation system, new landscaping, and pavers to match the existing theme along Lyons Road north.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$520,000	\$0	\$0	\$0	\$0	\$520,000	\$80,000	\$80,000

TOTAL	\$520,000	\$0	\$0	\$0	\$0	\$520,000	\$80,000	\$80,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$20,000	\$0	\$0	\$0	\$0	\$20,000	\$80,000	\$15,232
Construction	500,000	0	0	0	0	500,000	0	
Equipment /Other								
TOTAL	\$520,000	\$0	\$0	\$0	\$0	\$520,000	\$80,000	\$15,232

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes additional contractual landscape maintenance costs.
Operating	0	25,000	25,000	25,000	25,000	100,000	
Capital Outlay							
TOTAL	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	



Parking Lot Rehabilitation Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	08/2019
STATUS:	Continuing Project	COMPLETION DATE:	09/2025
PRIORITY:	II	ACCT. NUMBER:	3291541-6759
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6759
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$2,178,808

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This program is to rehabilitate City-owned parking lots including access roadways. Rehabilitation will include milling and resurfacing asphalt, striping, adding and/or replacing concrete curbs, adding root barriers, repairing damaged sidewalks, improvements to meet ADA guidelines, and other associated work. The parking lots of the Recreation Center and the Rowe Community Center were completed in FY20 along with design of the Fleet and Police Department parking lots. Police Department parking lot rehabilitation will be completed in FY21. Proposed rehabilitations include:

FY22:	Fleet	FY24:	Winston Park Nature Center Cypress Park
FY23:	Sabal Pines Park	FY25:	Veterans Park Gerber Park

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Project Financing Fund (32)	\$200,000	\$450,000	\$450,000	\$400,000	\$0	\$1,500,000	\$678,808	\$678,808

TOTAL	\$200,000	\$450,000	\$450,000	\$400,000	\$0	\$1,500,000	\$678,808	\$678,808
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000	\$175,000	\$37,514
Construction	150,000	400,000	400,000	400,000	0	1,350,000	503,808	455,043
Equipment /Other	0							
TOTAL	\$200,000	\$450,000	\$450,000	\$400,000	\$0	\$1,500,000	\$678,808	\$492,557

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



South Creek Traffic Improvements

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2020
STATUS:	Continuing Project	COMPLETION DATE:	09/2023
PRIORITY:	II	ACCT. NUMBER:	3251541-6885
DEPARTMENT:	Sustainable Development	PROJECT CODE:	6885
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$300,000

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

This project addresses speeding issues throughout the South Creek neighborhood. A comprehensive traffic study to identify critical problem areas and recommend a series of improvements was completed in FY21. Installation of traffic calming measures to mitigate the issues is anticipated for FY22.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000	\$50,000	\$50,000

TOTAL	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000	\$50,000	\$50,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$32,667
Construction	125,000	125,000	0	0	0	250,000	0	
Equipment /Other								
TOTAL	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000	\$50,000	\$32,667

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Vinkemulder Road Improvements

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 10/2018

LOCATION:

Vinkemulder Rd., NW 43rd St. and NW 39th Ave.

STATUS: Continuing Project

COMPLETION DATE: 09/2022

PRIORITY: II



ACCT. NUMBER: 4291533-6897

DEPARTMENT: Utilities & Engineering

PROJECT CODE: 6897

PROJECT TYPE: Non-Recurring

PROJECT COST: \$3,225,280

DESCRIPTION/JUSTIFICATION:

This project consists of the design and construction of approximately 6,000 linear feet of new water distribution and wastewater gravity collection system to service the residents along Vinkemulder Road, NW 43rd Street and NW 39th Avenue. Design was completed in FY21 and construction is scheduled to begin in FY23 pending funding.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Sewer Capital Improv. Fund (42)	\$0	\$0	\$0	\$0	\$0	\$0	\$175,280	\$175,280
Capital Project Financing Fund (32)	0	1,350,000	0	0	0	1,350,000	0	
Special Assessment	0	1,700,000	0	0	0	1,700,000	0	
TOTAL	\$0	\$3,050,000	\$0	\$0	\$0	\$3,050,000	\$175,280	\$175,280

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$150,000	\$0	\$0	\$0	\$150,000	\$175,280	\$117,843
Construction	0	2,900,000	0	0	0	2,900,000	0	
Equipment /Other								
TOTAL	\$0	\$3,050,000	\$0	\$0	\$0	\$3,050,000	\$175,280	\$117,843

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Fire Station #94 Improvements

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2021
STATUS:	Continuing Project	COMPLETION DATE:	10/2023
PRIORITY:	II	ACCT. NUMBER:	3262522-6720
DEPARTMENT:	Public Works	PROJECT CODE:	6720
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$550,000

LOCATION:

Fire Station #94



DESCRIPTION/JUSTIFICATION:

The underground fuel tank which supplies fuel to the station's standby generator has reached the end of its useful life. Funding was approved in FY21 to remove the underground tank and replace it with a new above ground tank to supply fuel for the station generator. The replacement of the original bay doors at the station with modern new bi-fold doors is planned for FY23.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/20
Capital Projects Financing Fund (32)	\$0	\$350,000	\$0	\$0	\$0	\$350,000	\$200,000	\$200,000

TOTAL	\$0	\$350,000	\$0	\$0	\$0	\$350,000	\$200,000	\$200,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/20
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction							0	
Equipment /Other	0	350,000	0	0	0	350,000	200,000	
TOTAL	\$0	\$350,000	\$0	\$0	\$0	\$350,000	\$200,000	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Police Station Improvements

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2019
STATUS:	Continuing Project	COMPLETION DATE:	09/2024
PRIORITY:	III	ACCT. NUMBER:	3271539-6756
DEPARTMENT:	Public Works	PROJECT CODE:	6756
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$425,000

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

Renovation of the Police Stations Detective , Property and Evidence, and School Resource areas were previously funded in FY20. Renovations to the detective bureau section were completed in FY21. The City will be assessing future operational needs.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$425,000	\$425,000

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$425,000	\$425,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$119,200	\$17,700
Construction								
Equipment /Other						0	305,800	147,853
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$425,000	\$165,553

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Donaldson Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

STATUS: New Project

PRIORITY: I

DEPARTMENT: Parks & Recreation

PROJECT TYPE: Non-Recurring

START DATE: 10/2021

COMPLETION DATE: 09/2023

ACCT. NUMBER: 3285572-6506

PROJECT CODE: 6506

PROJECT COST: \$213,000

LOCATION:

Donaldson Park

DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY22 improvements for the Donaldson Park include site furnishings, shade canopy, fishing dock, kayak and canoe launch, outdoor table games, signage with wayfinding and QR codes, public art, and native butterfly plantings.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$213,000	\$0	\$0	\$0	\$0	\$213,000	\$0	

TOTAL	\$213,000	\$0	\$0	\$0	\$0	\$213,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$28,000	\$0	\$0	\$0	\$0	\$28,000	\$0	
Construction	125,000	0	0	0	0	125,000		
Equipment /Other	60,000	0	0	0	0	60,000		
TOTAL	\$213,000	\$0	\$0	\$0	\$0	\$213,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Coco Point Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2021
STATUS:	New Project	COMPLETION DATE:	09/2023
PRIORITY:	I	ACCT. NUMBER:	3285572-6507
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6507
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$142,500

LOCATION:

Coco Point Park

DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements for Coco Point Park include playground replacement, site furnishings, 5' wide paved multi-purpose path, small picnic pavilion, improved ADA access, outdoor table games, Signage with QR codes, public art, and native butterfly plantings. These improvements are planned for FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$142,500	\$0	\$0	\$0	\$0	\$142,500	\$0	

TOTAL	\$142,500	\$0	\$0	\$0	\$0	\$142,500	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction	75,000	0	0	0	0	75,000		
Equipment /Other	67,500	0	0	0	0	67,500		
TOTAL	\$142,500	\$0	\$0	\$0	\$0	\$142,500	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sunshine Drive Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

START DATE: 10/2021

LOCATION:

Sunshine Drive Park

STATUS: New Project

COMPLETION DATE: 09/2024

PRIORITY: I



ACCT. NUMBER: 3285572-6508

DEPARTMENT: Parks & Recreation

PROJECT CODE: 6508

PROJECT TYPE: Non-Recurring

PROJECT COST: \$422,500

DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements proposed include site furnishings, picnic pavilion, outdoor table games, multi-purpose path with improved ADA access, signage with wayfinding and QR codes, and public art.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$22,500	\$400,000	\$0	\$0	\$0	\$422,500	\$0	

TOTAL	\$22,500	\$400,000	\$0	\$0	\$0	\$422,500	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$22,500	\$0	\$0	\$0	\$0	\$22,500	\$0	
Construction	0	325,000	0	0	0	325,000		
Equipment /Other	0	75,000	0	0	0	75,000		
TOTAL	\$22,500	\$400,000	\$0	\$0	\$0	\$422,500	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Lakeside Park Improvements

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2016
STATUS:	Continuing Project	COMPLETION DATE:	09/2024
PRIORITY:	I	ACCT. NUMBER:	0198-6100 3271572-6891 3971572-6891
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6891
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$8,724,500

LOCATION:

Johnson Road Adjacent to Lakeside Park



DESCRIPTION/JUSTIFICATION:

The City purchased a five-acre parcel of vacant land adjacent to Lakeside Park from the Broward County School Board. Athletic fields are in high demand within the City and the intent is to create an additional field on this property and incorporate it into the adjacent Lakeside Park. In FY20, the City was awarded \$200,000 from the Florida Recreation Development Assistance Program (FRDAP) to partially fund sports lighting, picnic shelters, landscaping, new parking and restroom improvements. To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. Improvements to Lakeside Park include construction of a parking lot, basketball courts, sand volleyball court, picnic pavilion with grill, bus shelter, and a bandshell.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$3,262,500	\$0	\$0	\$0	\$3,262,500	\$2,312,000	\$2,312,000
Capital Improvement Fund (39)						0	600,000	600,000
Grants Fund (65)						0	200,000	200,000
General Fund (01)						0	2,350,000	2,350,000
TOTAL	\$0	\$3,262,500	\$0	\$0	\$0	\$3,262,500	\$5,462,000	\$5,462,000

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$530,020	\$30,020
Construction	0	3,095,000	0	0	0	3,095,000	2,581,980	626,040
Equipment /Other	0	167,500	0	0	0	167,500	2,350,000	2,346,430
TOTAL	\$0	\$3,262,500	\$0	\$0	\$0	\$3,262,500	\$5,462,000	\$3,002,490

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Community Center Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2020
STATUS:	Continuing Project	COMPLETION DATE:	09/2024
PRIORITY:	I 	ACCT. NUMBER:	3271572-6743
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6743
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$1,295,000

LOCATION:

Community Center Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Funding for construction of new pickleball courts were approved in FY21. Improvements for Community Center Park include site furnishings, tree seating, extension fishing dock with rails, outdoor patio, artificial turf multi-purpose lawns/fields, outdoor table games, signage with wayfinding and QR codes, and public art. These improvements are planned for FY24.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$155,000	\$1,030,000	\$0	\$0	\$1,185,000	\$110,000	

TOTAL	\$0	\$155,000	\$1,030,000	\$0	\$0	\$1,185,000	\$110,000	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$155,000	\$0	\$0	\$0	\$155,000	\$0	
Construction	0	0	855,000	0	0	855,000	110,000	
Equipment /Other	0	0	175,000	0	0	175,000		
TOTAL	\$0	\$155,000	\$1,030,000	\$0	\$0	\$1,185,000	\$110,000	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Pond Apple Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

STATUS: Upcoming Project

PRIORITY: I

DEPARTMENT: Parks & Recreation

PROJECT TYPE: Non-Recurring

START DATE: 10/2023

COMPLETION DATE: TBD

ACCT. NUMBER: TBD

PROJECT CODE: TBD

PROJECT COST: \$261,700

LOCATION:

Pond Apple Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements for Pond Apple Park include site furnishings, wide walking path throughout park with improved ADA access, outdoor table games, signage with QR codes, picnic pavilion, public art, native butterfly plantings, and Wi-Fi. These improvements are planned for FY24.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$34,200	\$227,500	\$0	\$0	\$261,700	\$0	

TOTAL	\$0	\$34,200	\$227,500	\$0	\$0	\$261,700	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$34,200	\$0	\$0	\$0	\$34,200	\$0	
Construction	0	0	175,000	0	0	175,000		
Equipment /Other	0	0	52,500	0	0	52,500		
TOTAL	\$0	\$34,200	\$227,500	\$0	\$0	\$261,700	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Oak Trail Park Expansion

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	01/2018
STATUS:	Continuing Project	COMPLETION DATE:	09/2026
PRIORITY:	I	ACCT. NUMBER:	0198-6100 3971572-6898
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	6898
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$6,036,660

LOCATION:

Adjacent to Oak Trails Park



DESCRIPTION/JUSTIFICATION:

In 2007, a five-acre parcel was deeded to the City for development of Oak Trail Park which opened in 2015. Adjacent five-acre properties on each side of the park were purchased in FY18 for future park expansion. The main structures on both of these properties were demolished for safety reasons. Further development of the properties will be examined for cost and construction estimates. To optimize the City's existing parks and recreation resources and assets, as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. Improvements to Oak Trails Park include construction of picnic shelters, sand volleyball courts, outdoor exercise fitness equipment, bankshot basketball court, outdoor classroom, and multi-purpose lawns/field.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects								
Financing Fund (32)	\$0	\$0	\$380,000	\$2,621,500	\$0	\$3,001,500	\$0	\$0
Capital Improvement Fund (39)						0	200,000	200,000
General Fund (01)						0	2,835,160	2,835,160
TOTAL	\$0	\$0	\$380,000	\$2,621,500	\$0	\$3,001,500	\$3,035,160	\$3,035,160

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$380,000	\$0	\$0	\$380,000	\$0	\$0
Construction	0	0	0	2,444,000	0	2,444,000	200,000	85,060
Equipment /Other	0	0	0	177,500	0	177,500	2,835,160	2,835,153
TOTAL	\$0	\$0	\$380,000	\$2,621,500	\$0	\$3,001,500	\$3,035,160	\$2,920,213

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



George Gerber Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2024
STATUS:	Upcoming Project	COMPLETION DATE:	09/2026
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$1,500,000

LOCATION:

George Gerber Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements proposed for FY26 include site furnishings, 8' wide paved multi-purpose path with improved ADA access, food truck parking, public art, signage with wayfinding and QR codes, and adult fitness equipment.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$200,000	\$1,300,000	\$1,500,000	\$0	

TOTAL	\$0	\$0	\$0	\$200,000	\$1,300,000	\$1,500,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$200,000	\$0	\$200,000	\$0	
Construction	0	0	0	0	1,250,000	1,250,000		
Equipment /Other	0	0	0	0	50,000	50,000		
TOTAL	\$0	\$0	\$0	\$200,000	\$1,300,000	\$1,500,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Recreation Complex Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

START DATE: 10/2025

LOCATION:

Recreation Complex Park

STATUS: Upcoming Project

COMPLETION DATE: TBD

PRIORITY: I

ACCT. NUMBER: TBD

DEPARTMENT: Parks & Recreation

PROJECT CODE: TBD

PROJECT TYPE: Non-Recurring

PROJECT COST: \$1,024,000

DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements for the Recreation Complex Park include site furnishings, outdoor table games, outdoor patio, signage with wayfinding and QR codes, mountain bike trail, lighting, pickleball courts, and public art. These improvements are planned for FY27.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects								
Financing Fund (32)	\$0	\$0	\$0	\$0	\$134,000	\$134,000	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$134,000	\$134,000	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$134,000	\$134,000	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$134,000	\$134,000	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Lakewood Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

STATUS: Continuing Project

PRIORITY: I

DEPARTMENT: Parks & Recreation

PROJECT TYPE: Non-Recurring

START DATE: 10/2020

COMPLETION DATE: 09/2022

ACCT. NUMBER: 3271572-6782

PROJECT CODE: 6782

PROJECT COST: \$247,500

LOCATION:

Lakewood Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements include site furnishing, picnic pavilion with grill, improved water access/fishing dock with rails, improved ADA access, wayfinding with QR codes, outdoor table games, public art, native butterfly plantings, and Wi-Fi.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$247,500	\$247,500

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$247,500	\$247,500
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction						0	180,000	
Equipment /Other						0	67,500	326
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$247,500	\$326

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Winston Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2027
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$460,000

LOCATION:

Winston Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements proposed for FY28 include site furnishings, outdoor exercise equipment/fit court, signage with wayfinding and QR codes, upgrade asphalt to colored concrete, picnic pavilion replacements, and public art.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Sabal Pines Park Improvements

STRATEGIC INITIATIVE: Provide Valuable Public Services and Amenities

START DATE: 10/2027

LOCATION:

Sabal Pines Park

STATUS: Upcoming Project

COMPLETION DATE: TBD

PRIORITY: I



ACCT. NUMBER: TBD

DEPARTMENT: Parks & Recreation

PROJECT CODE: TBD

PROJECT TYPE: Non-Recurring

PROJECT COST: \$1,668,000

DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY29 improvements for Sabal Pines Park include site furnishing, signage with wayfinding and QR codes, repairs to cypress pavilion, artificial turf multi-purpose lawns/field, food truck parking, outdoor exercise equipment, upgrade to asphalt walkway to concrete, and public art.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Greenways and Trails Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2028
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$40,000

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY29 location improvements include: Long Pines North Greenway, Long Pine South Greenway, Hilton Road Trail, Country Lakes Greenway, Whispering Pine Greenway, Whispering Trails, Coral Greenway, and Mainstreet Greenway.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Cypress Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2027
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$317,500

LOCATION:

Cypress Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY30 improvements for the Cypress Park include site furnishings, outdoor table games, upgrade asphalt, signage with wayfinding and QR codes, native butterfly plantings, and public art.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Veterans Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2029
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$690,000

LOCATION:

Veteran's Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY30 improvements for the Veterans Park include landscape design plan and walking path, wayfinding with QR codes, and public art.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Additional Park Land Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2029
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$500,000

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets, as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. The addition of a new park land is planned for FY30.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Hosford Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2030
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$67,000

LOCATION:

Hosford Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements for Hosford Park include site furnishings, public access to school basketball courts, signage with QR codes, and public art. These improvements are planned for FY31.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Windmill Park Improvements

STRATEGIC INITIATIVE:	Provide Valuable Public Services and Amenities	START DATE:	10/2029
STATUS:	Upcoming Project	COMPLETION DATE:	TBD
PRIORITY:	I 	ACCT. NUMBER:	TBD
DEPARTMENT:	Parks & Recreation	PROJECT CODE:	TBD
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$382,500

LOCATION:

Windmill Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. FY31 improvements for Windmill Park include site furnishings, extension dock with rails, pickleball courts, outdoor table games, signage with wayfinding and QR codes, public art, and native butterfly plantings.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction								
Equipment /Other								
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Electric Vehicle Charging Station Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: New Project



COMPLETION DATE: Recurring

PRIORITY: I

ACCT. NUMBER: 3371539-6502

DEPARTMENT: Public Works

PROJECT CODE: 6502

PROJECT TYPE: Recurring

PROJECT COST: Recurring

DESCRIPTION/JUSTIFICATION:

This program addresses the need to install additional electric vehicle charging stations on City property to accommodate the needs of the City's current and future electric fleet vehicles. The City has recently purchased a fully electric fleet car with the intention of expanding the electric fleet in the future. These proposed charging stations are intended for City use only and will be installed in multiple locations to accommodate City staff working at various facilities within the City. Proposed locations include:

FY22: Public Works & Government Center

FY23: Sabal Pines Park

FY24: Community Center

FY25: Recreation Complex

FY26: Windmill Park



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
2009 Capital Project Fund (33)	\$35,000	\$20,000	\$20,000	\$20,000	\$20,000	\$115,000	\$0	Recurring

TOTAL	\$35,000	\$20,000	\$20,000	\$20,000	\$20,000	\$115,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	20,000	13,000	13,000	13,000	13,000	72,000		
Equipment /Other	15,000	7,000	7,000	7,000	7,000	43,000		
TOTAL	\$35,000	\$20,000	\$20,000	\$20,000	\$20,000	\$115,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes the anticipated annual electrical costs associated with charging the vehicles.
Operating	2,000	3,000	4,000	5,000	6,000	20,000	
Capital Outlay							
TOTAL	\$2,000	\$3,000	\$4,000	\$5,000	\$6,000	\$20,000	



Undergrounding of Aboveground Utility Lines

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: 01/2009

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: 09/2023

PRIORITY: III

ACCT. NUMBER:
3570539-6807
3370539-6807
3370539-6866
3370539-6867

DEPARTMENT: Utilities & Engineering

PROJECT CODE:
6807
6866
6867

PROJECT TYPE: Non-Recurring

PROJECT COST: \$5,759,359

DESCRIPTION/JUSTIFICATION:

This project consists of undergrounding aerial utility lines (FPL, Comcast, AT&T, etc.). The next phase consists of undergrounding the aerial utility lines on the one (1) mile section of Johnson Road starting from Lyons Road to State Road 7. The City is working with the utility companies to obtain estimates for undergrounding costs.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Projects								
Financing Fund (32)	\$0	\$1,796,890	\$0	\$0	\$0	\$1,796,890	\$0	\$0
Utility Underground Fund (35)	603,110	0	0	0	0	603,110	200,578	200,578
2009 Capital Project Fund (33)						0	1,728,381	1,728,381
FEMA						0	500,000	500,000
Special Assessment						0	930,400	930,400
TOTAL	\$603,110	\$1,796,890	\$0	\$0	\$0	\$2,400,000	\$3,359,359	\$3,359,359

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$200,000	\$0	\$0	\$0	\$200,000	\$500,000	\$481,285
Construction	603,110	1,596,890	0	0	0	2,200,000	2,859,359	2,250,422
Equipment /Other								
TOTAL	\$603,110	\$1,796,890	\$0	\$0	\$0	\$2,400,000	\$3,359,359	\$2,731,707

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Wastewater Pump Station Rehabilitation Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6810
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6810
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program provides for the continued inspection and rehabilitation of the City's wastewater pump (lift) stations to prevent potential failure, to minimize inflow and infiltration, and to increase efficiency of the City's collection and transmission wastewater system. The program scope includes, but is not limited to, fifty-nine (59) pump station rehabilitation/replacements on a 10 year cycle, inspection, problem detection, installation, replacement, recoating, and/or addition of wet wells, piping, influent guards, base elbows, guide rails, and valves. Funding is being requested in FY22 for rehabilitation of lift stations #24, #49, #12 and #55.


FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000	\$280,000	Recurring

TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000	\$280,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	350,000	350,000	350,000	350,000	350,000	1,750,000	280,000	
Equipment /Other								
TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000	\$280,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact is due to reduced energy and maintenance costs as a result of more energy efficient equipment.
Operating	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(150,000)	
Capital Outlay							
TOTAL	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(150,000)	



Wastewater Conveyance System Improvement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6806
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6806
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

As the City's wastewater infrastructure ages, rehabilitation is needed to maintain structural integrity, water tightness, and hydraulic capacity. Reduction of ground water infiltration reduces wastewater transmission and treatment costs charged to the City by Broward County. The City owns and maintains nearly 160 miles of wastewater lines. This program includes inspection, quantification, and categorization of deficiencies as well as pipe rehabilitation. The objective is to televise 20% of the City's gravity wastewater mains annually.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$300,000	Recurring

TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$300,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	300,000	300,000	300,000	300,000	300,000	1,500,000	300,000	
Equipment /Other								
TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$300,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes potential savings from Broward County treatment fees for maintenance of wastewater infrastructure.
Operating	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(500,000)	
Capital Outlay							
TOTAL	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)	(\$500,000)	



Standby Generator and Bypass Pump Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	4191535-6842
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6842
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

The City's Emergency Preparedness Plan proposes installation of standby generators and/or self-primed by-pass pumps to power the City's wastewater and water storage pump stations during periods of electrical service outages at strategic locations. This project includes installation of standby generators or diesel-driven bypass pumps sized specifically for pump stations supporting designated Broward County emergency shelters. This program also includes the replacement of existing generators and/or self-primed by-pass pumps and replacement of portable generators. Replacement of three portable generators along with appurtenances are proposed for FY22.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000	\$275,000	Recurring

TOTAL	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000	\$275,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	275,000	275,000	275,000	275,000	275,000	1,375,000	275,000	
TOTAL	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000	\$275,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Water Meter Connection Lines Retrofit Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191533-6865
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6865
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

In neighborhoods within the City's utility service area, water meter service lines, valves, and appurtenances have aged and are in need of replacement. This program assesses the current infrastructure and provides remedies using newer, better quality service lines; thus, reducing waste and minimizing losses while providing reliable and uninterrupted service. Retrofitting of Gingertree, Karanda II, Pond Apple III, Karanda VII, and parts of Golden Raintree V has been completed. Completion of the remaining Golden Raintree V and Karanda VI is proposed for FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$100,000	Recurring

TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$100,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000	100,000	
Equipment /Other								
TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$100,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Water Distribution System Improvement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191533-6863
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6863
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

The program encompasses the assessment of all City-owned water mains, valves, and appurtenances, including Air Release Valves (ARV). It allows the department to make adequate improvements to the water distribution system for operations efficiency. Funding is requested in FY22 to loop the water main on the west side of the Seminole Casino, adjacent to State Road 7, to eliminate the current dead end section and improve flow.


FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$500,000	Recurring

TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$500,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	Recurring
Construction	200,000	200,000	200,000	200,000	200,000	1,000,000	400,000	
Equipment /Other								
TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$500,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Wastewater Access Structure Rehabilitation Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6812
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6812
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program provides for the inspection and rehabilitation of wastewater access structures within the City's gravity wastewater collection system. The access structures, primarily south of Sample Road, have aged and are in need of rehabilitation. The goal of this program is to reduce inflow and infiltration issues related to deterioration of existing structures. Funding is being requested in FY22 for structure rehabilitations in subdivisions along Carambola Circle.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$200,000	Recurring

TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$200,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	200,000	200,000	200,000	200,000	200,000	1,000,000	200,000	
Equipment /Other								
TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$200,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes wastewater treatment cost savings.
Operating	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	
Capital Outlay							
TOTAL	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	



Water Valve Replacement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

START DATE: Recurring

LOCATION:

City-wide

STATUS: Continuing Project

COMPLETION DATE: Recurring

PRIORITY: II

ACCT. NUMBER: 4191533-6844

DEPARTMENT: Utilities & Engineering

PROJECT CODE: 6844

PROJECT TYPE: Recurring

PROJECT COST: Recurring



DESCRIPTION/JUSTIFICATION:

This program provides funding to systematically replace water distribution system valves that are obsolete, inoperable, inaccessible, or malfunctioning throughout the City's entire water distribution system. These 5,500 valves are necessary to perform water main and service line repairs, meter repair, and overall system maintenance. Areas are targeted via the water modeling tool developed during the City's Utilities Master Plan. Retrofitting of Gingertree, Karanda II, Pond Apple III, Karanda VII, and part of Golden Raintree V has been completed. Completion of Golden Raintree V is proposed for FY22 along with Karanda VI.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$100,000	Recurring

TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$100,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	200,000	200,000	200,000	200,000	200,000	1,000,000	100,000	
Equipment /Other								
TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	\$100,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact is due to reduced costs for maintenance and materials.
Operating	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(7,500)	
Capital Outlay							
TOTAL	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(7,500)	



Electrical Control Panel Rehabilitation Program

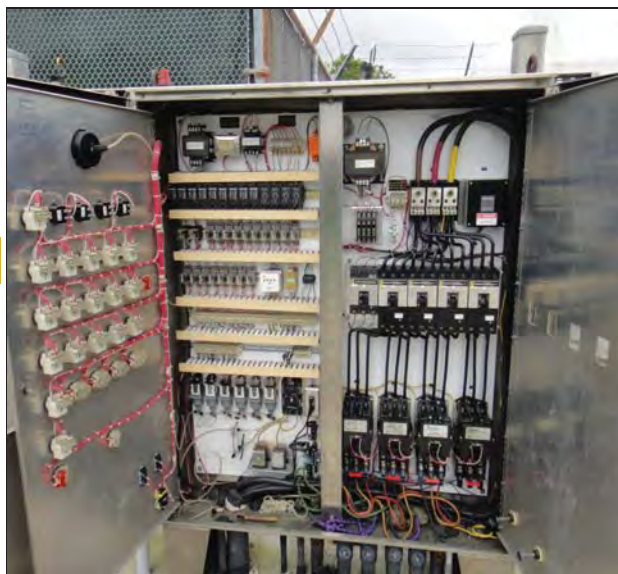
STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6840
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6840
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

Lift Stations - City-wide

DESCRIPTION/JUSTIFICATION:

The City's wastewater pump (lift) stations are currently operating with electrical control panels that run constantly and need to be replaced on a regular basis. There are 59 control panels, which are a key component of the City's wastewater pumping system and are essential for the continuous operation and monitoring of the wastewater collection transmission system. This program includes upgrading and/or replacing existing control panels to meet current standards while providing safe, efficient operation, and reducing the number of emergency repairs. Replacement of control panels at lift stations #12, #12C, #44, and #43 are proposed for FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$150,000	\$50,000	\$50,000	\$50,000	\$225,000	\$525,000	\$225,000	Recurring

TOTAL	\$150,000	\$50,000	\$50,000	\$50,000	\$225,000	\$525,000	\$225,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	150,000	50,000	50,000	50,000	225,000	525,000	225,000	
TOTAL	\$150,000	\$50,000	\$50,000	\$50,000	\$225,000	\$525,000	\$225,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact is due to reduced repair costs.
Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)	
Capital Outlay							
TOTAL	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$50,000)	



Wastewater Force Main Isolation Valves Rehabilitation Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6846
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6846
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses the wastewater force mains along Lyons Road, Hillsboro Boulevard, and State Road 7. Over the years, a number of pump (lift) stations were added to the trunk lines and as the wastewater flows have increased, isolation valves are necessary. This program entails the rehabilitation of existing valves, valve replacements, and the installation of new valves, including air release valves. The purpose of this program is to provide flexibility to redirect flows in the event of an emergency. Priority locations were identified and have been completed. Valves at the intersection of Lyons Road and Serko Boulevard and along the Promenade area have been replaced. Assessment and upgrades of valves throughout the City wastewater service area, along south of Wiles Road is planned.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$150,000	Recurring

TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$150,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	150,000	150,000	150,000	150,000	150,000	750,000	150,000	
Equipment /Other								
TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$150,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Water Meter and Box Replacement Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191533-6823
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6823
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses the systematic evaluation and rehabilitation or replacement of potable water meters and appurtenances. Meters are typically replaced after 30 years of use or after 1,000,000 gallons have been recorded by the meter, whichever comes first. This program will improve service, reduce waste, minimize water losses, and result in more accurate accounting of water usage. In FY21, water meters over the thirty (30) year threshold were replaced. In FY22, meters over 20 years old will be replaced. Appurtenances, including meter boxes, curb stops, and service lines, are also replaced based on condition.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$125,000	\$75,000	\$75,000	\$75,000	\$75,000	\$425,000	\$125,000	Recurring

TOTAL	\$125,000	\$75,000	\$75,000	\$75,000	\$75,000	\$425,000	\$125,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	125,000	75,000	75,000	75,000	75,000	425,000	125,000	
TOTAL	\$125,000	\$75,000	\$75,000	\$75,000	\$75,000	\$425,000	\$125,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



SCADA Telemetry System

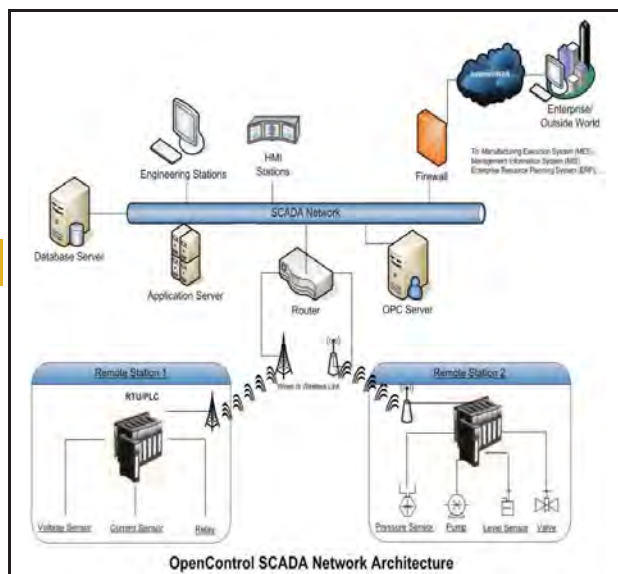
STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4191535-6832
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6832
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

DESCRIPTION/JUSTIFICATION:

The City's telemetry system is used to provide 24-hour monitoring of the wastewater pumping system and two water storage/repump facilities. The existing Supervisory Control and Data Acquisition (SCADA) system was replaced with a communication system based on cellular signals in 2016. Additions, upgrades, maintenance, and replacement of components are also part of this program. In the future, these technologies will be linked to a City-wide private canopy network system.

LOCATION:

City-wide



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring

TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction								
Equipment /Other	50,000	50,000	50,000	50,000	50,000	250,000	150,000	
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$150,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes costs for cellular communication, cambium infrastructure maintenance, and license renewal.
Operating	35,000	35,000	35,000	35,000	35,000	175,000	
Capital Outlay							
TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000	



Water Quality Improvements

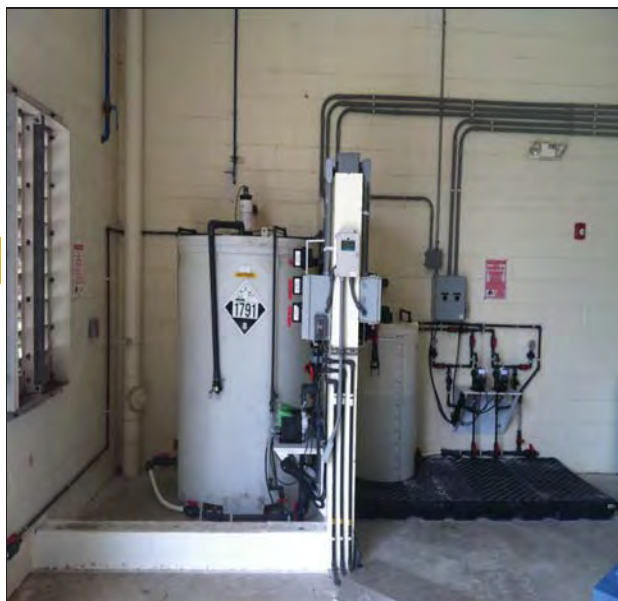
STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	06/2013
STATUS:	Continuing Project	COMPLETION DATE:	09/2022
PRIORITY:	II	ACCT. NUMBER:	4191533-6861
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6861
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$1,292,645

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

The purpose of this program is to ensure compliance with all regulatory requirements. The program includes the replacement of existing automatic flushing devices and the installation of new devices that will serve to maintain or enhance water quality throughout the water distribution system. Installation of a bottom-mounted tank mixer and Water Quality Station for the Hilton water tank to enhance disinfectant control, and installation of new instrumentation has been completed. Funding is being requested in FY22 for the lining of the Hillsboro ground storage tank is proposed.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$992,645	\$992,645

TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$992,645	\$992,645
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	300,000	0	0	0	0	300,000	992,645	643,782
Equipment /Other								
TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$992,645	\$643,782

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes chemicals, electricity, and contract operation costs.
Operating	0	0	15,000	15,000	15,000	45,000	
Capital Outlay							
TOTAL	\$0	\$0	\$15,000	\$15,000	\$15,000	\$45,000	



Sabal Pines Park Yard Retrofit

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2012
STATUS:	Continuing Project	COMPLETION DATE:	09/2022
PRIORITY:	III	ACCT. NUMBER:	4191533-6858
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6858
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$760,000

LOCATION:

Sabal Pines Park



DESCRIPTION/JUSTIFICATION:

The construction of the Public Works/Emergency Operations Center was completed in FY14. The Utilities & Engineering Department moved their equipment and large vehicles to the Sabal Pines Park maintenance yard (shared with Public Works). Public Works is using two (2) of three (4) storage bays. The entrance and exit gates have been upgraded to meet security standards adopted by the City. This project will retrofit the yard to accommodate an additional four (4) enclosed bays attached to the existing ones. The design for this project began in FY21 with construction anticipated in FY22. Construction of a privacy barrier wall around the yard is proposed for FY22.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$460,000	\$460,000

TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$460,000	\$460,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$122,240	\$34,893
Construction	270,000	0	0	0	0	270,000	337,760	
Equipment /Other								
TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$460,000	\$34,893

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Copans Road Wastewater Transmission System Improvements

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2014
STATUS:	Continuing Project	COMPLETION DATE:	09/2024
PRIORITY:	I	ACCT. NUMBER:	4191535-6883
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6883
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$5,642,300

LOCATION:

East of Lyons Rd between Copans Rd and Sample Rd

DESCRIPTION/JUSTIFICATION:

This project entails the rehabilitation, replacement, and/or installation of a wastewater force mains along Copans Road and Lyons Road and the rehabilitation along Copans Road and Turnpike (Phase I), and the existing line from the Turnpike to Broward County treatment plant (Phase II). The design and construction of Phase I was completed in FY21. Evaluation of Phase II is proposed to begin in FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000	\$4,542,300	\$4,542,300

TOTAL	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000	\$4,542,300	\$4,542,300
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$100,000	\$0	\$0	\$0	\$0	\$100,000	\$542,300	\$243,867
Construction	0	1,000,000	0	0	0	1,000,000	4,000,000	2,611,011
Equipment /Other								
TOTAL	\$100,000	\$1,000,000	\$0	\$0	\$0	\$1,100,000	\$4,542,300	\$2,854,878

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Automatic Meter Reading (AMR) Conversion

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2021
STATUS:	Continuing Project	COMPLETION DATE:	09/2025
PRIORITY:	II	ACCT. NUMBER:	4191533-6884
DEPARTMENT:	Finance & Administrative Services	PROJECT CODE:	6884
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$5,000,000

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

The City has approximately 12,000 metered connections within its potable water service area. Meter reading is currently performed by touch read once a month. This meter conversion project will enable remote (via drive-by, fixed network, or a combination of both) electronic reading of meters at any time. An Automatic Meter Reading (AMR) system allows for accuracy in the tracking of water usage and can be used to assist customers with identifying leaks or abnormalities prior to billing. It is recommended for the conversion to be implemented system-wide as a single project.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Wastewater Fund (41)	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction								
Equipment /Other	0	0	0	0	0	0	5,000,000	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000,000	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact reflects savings as a result of reducing the labor required in the existing meter reading contract.
Operating	0	(75,000)	(75,000)	(75,000)	(75,000)	(300,000)	
Capital Outlay							
TOTAL	\$0	(\$75,000)	(\$75,000)	(\$75,000)	(\$75,000)	(\$300,000)	



Wastewater Master Pump Station

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project 

PRIORITY: I

DEPARTMENT: Utilities & Engineering

PROJECT TYPE: Non-Recurring

START DATE: 10/2020

COMPLETION DATE: 09/2021

ACCT. NUMBER: 4291535-6817

PROJECT CODE: 6817

PROJECT COST: \$2,518,110

LOCATION:

Lyons Road between Sample Road and Wiles Road



DESCRIPTION/JUSTIFICATION:

The City's Water and Wastewater Master Plan projected a steady increase in wastewater flow based on future population growth within the service area. The Master Plan recommended the construction of an additional wastewater master pumping station south of Wiles Road. This was recommended in an effort to reduce operating pressure for all pumping stations located within the northern service area east of Lyons Road and the planned Coconut Creek MainStreet area. This project will also increase the hydraulic efficiency of the entire transmission system. The station will be installed as part of the MainStreet Development project.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water/Sewer Capital Improv. Fund (42)	\$0	\$0	\$0	\$0	\$0	\$0	\$2,518,110	\$2,518,110

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,518,110	\$2,518,110
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction						0	2,011,630	
Equipment /Other						0	506,480	
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,518,110	\$0

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Hilton Road Storage/Repump Facility Upgrades

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	10/2014
STATUS:	Continuing Project	COMPLETION DATE:	10/2021
PRIORITY:	III	ACCT. NUMBER:	4191533-6853 4291533-6853
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6853
PROJECT TYPE:	Non-Recurring	PROJECT COST:	\$3,774,725

LOCATION:

Hilton Road



DESCRIPTION/JUSTIFICATION:

The potable water storage/repump facility on Hilton Road was constructed in 1984. The ground storage tank was rehabilitated in 2012. The construction of the pumping facility, which includes two new buildings, motor control center replacement, miscellaneous electrical/control systems upgrades, and a new generator with a base fuel tank installation outside the building near the storage tank has been completed. This improvement will help ensure efficient operation of the potable water distribution system.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Water & Wastewater Fund (41)	\$0	\$0	\$0	\$0	\$0	\$0	\$3,002,155	\$3,002,155
Capital Imp. Fund (42)						0	772,570	\$772,570

TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,774,725	\$3,774,725
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$215,907	\$215,907
Construction						0	3,543,646	2,678,611
Equipment /Other						0	15,172	15,172
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,774,725	\$2,909,690

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Stormwater Drainage Improvement Program

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Continuing Project

PRIORITY: I

DEPARTMENT: Utilities & Engineering

PROJECT TYPE: Recurring

START DATE: Recurring

COMPLETION DATE: Recurring

ACCT. NUMBER: 4591538-6862

PROJECT CODE: 6862

PROJECT COST: Recurring

LOCATION:

City-wide



DESCRIPTION/JUSTIFICATION:

The City's stormwater drainage system requires regular maintenance and improvements. Since drainage systems throughout the City are unique, the City must tailor improvements on a case-by-case basis. This program encompasses the assessment of all City-owned drainage systems and rehabilitation that includes cleaning, relining, replacement, and installation of drainage structures and pipes. The City strives to inspect and/or televise approximately 20% of all stormwater infrastructure maintained by the City on an annual basis to meet State requirements and Surface Water Management license requirements from Broward County. Inspections and repairs in FY21 included sections of the Winston Park area. Funding is requested in FY22 for further evaluations within these areas.

FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Stormwater Mgmt. Fund (45)	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$200,000	Recurring

TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$200,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000	200,000	
Equipment /Other								
TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000	\$200,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Concrete Curbing Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project	COMPLETION DATE:	Recurring
PRIORITY:	II	ACCT. NUMBER:	4591538-6742
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6742
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program addresses roadways throughout the City that would benefit from the installation of concrete curbing. Installation of curbing improves stormwater drainage and prevents damage to swales from unwanted vehicular traffic. Locations are determined on an as-needed basis.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Stormwater Mgmt. Fund (45)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$50,000	Recurring

TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$50,000	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	50,000	50,000	50,000	50,000	50,000	250,000	50,000	
Equipment /Other								
TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$50,000	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Tree Canopy Restoration Program

STRATEGIC INITIATIVE:	Plan, Expand, Upgrade and Maintain Infrastructure	START DATE:	Recurring
STATUS:	Continuing Project 	COMPLETION DATE:	Recurring
PRIORITY:	III	ACCT. NUMBER:	6151515-6805
DEPARTMENT:	Sustainable Development	PROJECT CODE:	6805
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring

LOCATION:

City-wide

DESCRIPTION/JUSTIFICATION:

This program re-establishes the tree canopy that was lost as a result of prior disasters via the planting of street trees in various neighborhoods. A tree canopy inventory was conducted, and neighborhoods have been ranked by priority area to restore the neighborhoods most impacted by past disasters. Previously funded Centura Park began in FY21 with Winston Park scheduled for FY22.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
General Trust Fund (61)	\$35,000	\$0	\$0	\$0	\$0	\$35,000	\$0	Recurring

TOTAL	\$35,000	\$0	\$0	\$0	\$0	\$35,000	\$0	Recurring
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PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Recurring
Construction	35,000	0	0	0	0	35,000	0	
Equipment /Other								
TOTAL	\$35,000	\$0	\$0	\$0	\$0	\$35,000	\$0	Recurring

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



Fiber Optic Backbone

STRATEGIC INITIATIVE: Ensure Continuity of City Operations
Improve Service Capability

START DATE: 10/2015

LOCATION:

City-wide

STATUS: Completed Project

COMPLETION DATE: 09/2021

PRIORITY: N/A

ACCT. NUMBER: 3915513-6499
3215513-6499
4191535-6499

DEPARTMENT: Information Technology

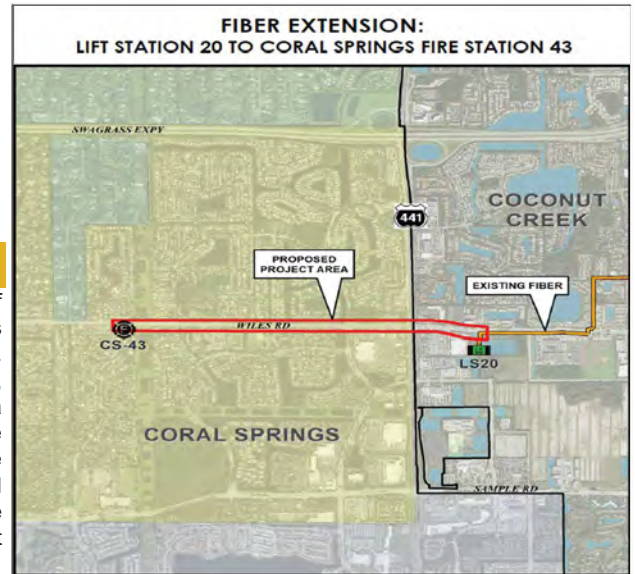
PROJECT CODE: 6499

PROJECT TYPE: Non-Recurring

PROJECT COST: \$1,288,533

DESCRIPTION/JUSTIFICATION:

In order to support the Police and Fire/EMS dispatch services between the City of Coconut Creek and the City of Coral Springs, a fiber optic network expansion is necessary to provide a high speed reliable data connection between the two cities. This connection will facilitate the communications between our Fire Department, Police Officers, Police dispatch, and critical supporting functions. The mile and a half long connection will extend a branch of our current fiber optic network from the Coconut Creek Master Lift Station #20 (4440 Wiles Road) to Coral Springs Fire Station #43 (4550 N Rock Island Rd) was completed in FY21. The connected networks will be configured to only allow network traffic needed to perform the functions intended through the use of security firewalls and network protocols put in place in a concerted effort from both cities.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Capital Project Financing Fund (32)	\$0	\$0	\$0	\$0	\$0	\$0	\$210,000	\$210,000
Water & Wastewater Fund (41)						0	130,000	130,000
Capital Improvement Fund (39)						0	948,533	948,533
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,288,533	\$1,288,533

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction						0	0	
Equipment /Other						0	1,288,533	1,288,533
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,288,533	\$1,288,533

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	
Operating							
Capital Outlay							
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	



State Road 7 Median Beautification

STRATEGIC INITIATIVE: Plan, Expand, Upgrade and Maintain Infrastructure

STATUS: Completed Project

PRIORITY: N/A

DEPARTMENT: Public Works

PROJECT TYPE: Non-Recurring

START DATE: 10/2018

COMPLETION DATE: 11/2020

ACCT. NUMBER: 1171541-6723
3971541-6723

PROJECT CODE: 6723

PROJECT COST: \$585,248

LOCATION:

SR7 Between the Sawgrass Expressway and Cullum Road

DESCRIPTION/JUSTIFICATION:

This project beautified the State Road 7 medians between the Sawgrass Expressway and Cullum Road. With medians north of the Sawgrass Expressway beautified in 2009, the medians south of the expressway lacked irrigation, landscaping, and pavers. Improvements included installation of an irrigation system, shrubs and trees, and pavers to match the design scheme to the north. A matching \$100,000 Broward Beautiful state grant was awarded to offset project cost. Construction was completed in early FY21.



FUNDING SOURCES:

FUND	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Revenue as of 9/30/21
Street Construction & Maint. Fund (11)	\$0	\$0	\$0	\$0	\$0	\$0	\$420,998	\$420,998
Grants Fund (65)						0	100,000	100,000
Capital Improvement Fund (39)						0	64,250	64,250
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$585,248	\$585,248

PROJECT COMPONENTS:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	Previously Budgeted	Expenses as of 9/30/21
Plans and Studies	\$0	\$0	\$0	\$0	\$0	\$0	\$74,025	\$74,025
Construction						0	493,135	493,135
Equipment /Other						0	18,088	18,088
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$585,248	\$585,248

OPERATING IMPACT:

CATEGORY	FY22	FY23	FY24	FY25	FY26	TOTAL	OTHER INFORMATION:
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	Operating impact includes additional contractual landscape maintenance costs.
Operating	20,000	20,000	20,000	20,000	20,000	100,000	
Capital Outlay							
TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000	



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APPENDICES

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APPENDICES



DEBT ADMINISTRATION

Debt Issuance

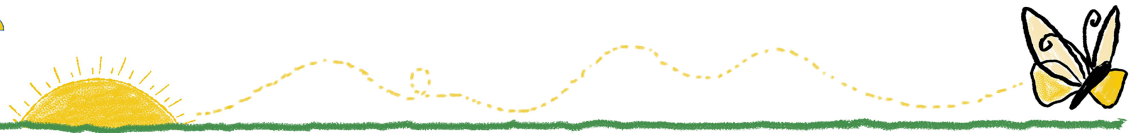
The objective of the City of Coconut Creek debt management policy is to maintain the City's ability to incur present and future debt at the most beneficial interest rates in amounts needed for financing the adopted Capital Improvement Program without adversely affecting the City's ability to fund essential City services. The City desires to maintain a conservative debt position.

Review and analysis of the City's debt position is required to provide a capital financing plan for infrastructure and other improvements. Both available resources and City's needs drive the City's debt issuance program. Decisions regarding the use of debt are based upon a number of factors including, but not limited to, the long-term needs of the City and the amount of resources available to repay the debt. City debt ratios are examined as well as the impact of future debt financing on those ratios. The use of debt ratios is only one tool of many in determining a course of action and is not used exclusively in making a decision. The debt policy is not expected to anticipate every future contingency in the City's capital program or future operational needs. Sufficient flexibility is required to enable City management to respond to unforeseen circumstances or new opportunities when appropriate.

The decision to issue bonds or to obtain bank financing is based upon which alternative will provide the City with lower costs. The City Commission decides on an issue-by-issue basis which method of sale would be more appropriate. The City encourages the use of competitive sales for all issues unless circumstances dictate otherwise. Negotiated sales are considered if the sale is a complex financing structure (certain revenue issues, a combination of taxable/nontaxable issues, etc.) or based upon other factors which lead the Finance and Administrative Services Department to conclude that a competitive sale would be less effective. If a negotiated sale was anticipated, then the Finance and Administrative Services Department and City Bond Counsel would establish a list of pre-qualified underwriters.

Legal Debt Margin

The City Charter allows revenue bonds to be issued when authorized by the City Commission. General Obligation bonds must be approved by referendum of the electorate with the aggregate outstanding not to exceed 25 percent of the assessed value of taxable property in the City. Currently, the City does not have any outstanding General Obligation bonds. The assessed value of real property for the year 2021 is \$4.83 billion. If the maximum were reached with voter approval, the City would be able to increase its General Obligation debt total by an estimated \$1.21 billion dollars.



DEBT SERVICE FUND SUMMARY

The City currently has three revenue notes outstanding as follows:

Capital Improvement Revenue Note, Series 2017A - The Series 2017A issue provided funds for the acquisition, improvement and equipping of various public improvements in accordance with the City's Five-Year Capital Improvement Plan, as amended and approved by the City Commission from time to time. The note has a fifteen-year term and is secured by non-ad valorem revenues.

Capital Improvement Revenue Note, Series 2017B - The Series 2017B issue retired the then outstanding Series 2009 Revenue Notes. The original bonds were issued to provide funds for the undergrounding of aerial utility lines and construction of a Public Works/EOC Administration Building, and other capital projects. The note has a fifteen-year term and is secured by non-ad valorem revenues.

Capital Improvement Revenue Note, Series 2021 - The Series 2021 issue retired the then outstanding Series 2018 Revenue Note. The original bond was issued to provide funds for the acquisition, improvement and equipping of various public improvements in accordance with the City's Five-Year Capital Improvement Plan, as amended and approved by the City Commission from time to time. The note has a seven-year term and is secured by non-ad valorem revenues.

Schedule of Debt Outstanding as of September 30, 2021

Description	Year of Maturity	Interest Rates	Principal Amount Payable
Capital Improvement Revenue Note, Series 2017A	2032	2.46%	\$ 7,685,000
Capital Improvement Revenue Note, Series 2017B	2032	2.91%	\$ 5,240,000
Capital Improvement Revenue Note, Series 2021	2028	1.12%	\$ 7,370,000
Total Outstanding Long-term Debt			\$ 20,295,000



DEBT SERVICE REQUIREMENTS TO MATURITY

TOTAL DEBT SERVICE REQUIREMENTS

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	2,040,000	424,300	2,464,300
2023-2027	10,815,000	1,527,060	12,342,060
2028-2032	7,440,000	524,942	7,964,942
	<u>\$20,295,000</u>	<u>\$2,476,303</u>	<u>\$22,771,303</u>

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2017A

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	615,000	189,051	804,051
2023-2027	3,315,000	710,571	4,025,571
2028-2032	3,755,000	281,793	4,036,793
	<u>\$7,685,000</u>	<u>\$1,181,415</u>	<u>\$8,866,415</u>

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2017B

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	410,000	152,484	562,484
2023-2027	2,235,000	576,617	2,811,617
2028-2032	2,595,000	230,909	2,825,909
	<u>\$5,240,000</u>	<u>\$960,009</u>	<u>\$6,200,009</u>

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2021

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	1,015,000	82,765	1,097,765
2023-2027	5,265,000	239,873	5,504,873
2028	1,090,000	12,241	1,102,241
	<u>\$7,370,000</u>	<u>\$334,879</u>	<u>\$7,704,879</u>



PLEDGED REVENUE COVERAGE
Last Ten Fiscal Years
(Amounts Expressed in Thousands)

Improvement Revenue Notes

Fiscal Year	Electric Utility Taxes	Electric Franchise Fees	Total Revenue	Debt Service		Coverage	Non-Ad Valorem Revenue	Debt Service		Coverage
				Principal	Interest			Principal	Interest	
2012	2,991	2,708	5,699	7,887	(1) 473	0.68	23,458	-	394	59.54
2013	3,203	2,657	5,860	2,201	294	2.35	24,456	402	394	30.72
2014	3,521	2,908	6,429	2,270	228	2.57	25,524	415	378	32.19
2015	3,599	2,983	6,582	1,590	159	3.76	26,540	1,181	361	17.21
2016	3,695	2,910	6,605	1,629	112	3.79	28,397	1,236	315	18.31
2017	3,802	2,985	6,787	1,685	64	3.88	29,551	6,766	(2) 298	4.18
2018	-	2,959	2,959	799	16	3.63	34,568	925	488	24.46
2019	-	-	-	-	-	-	38,709	1,825	693	15.37
2020	-	-	-	-	-	-	36,906	1,875	643	14.66
2021	-	-	-	-	-	-	38,248	10,205	(3) 523	3.57

(1) Includes \$5,240,096 to fully refund principal on Series 2003D from issuance of Series 2012 revenue note proceeds.

(2) Includes \$6,765,000 to fully refund principal on Series 2009 from issuance of Series 2017B revenue note proceeds.

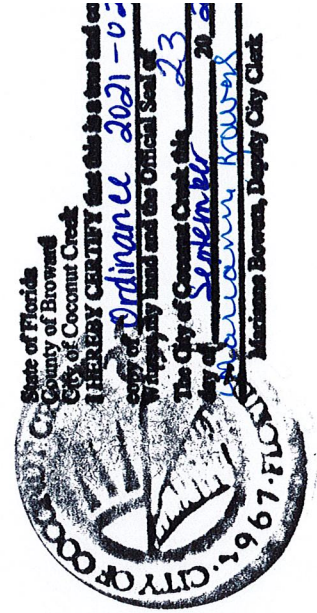
(3) Includes \$8,215,000 to fully refund principal on Series 2018 from issuance of Series 2021 revenue note proceeds.

Fiscal Year 2021 - Audited



ORDINANCE NO. 2021-024

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021, AND ENDING SEPTEMBER 30, 2022; DETERMINING THE AMOUNT OF AVAILABLE FUNDS ON HAND AND ESTIMATED REVENUES FOR SAID YEAR; APPROPRIATING THE FUNDS NECESSARY FOR THE OPERATION OF THE CITY FOR SAID YEAR; AUTHORIZING CONTINUATION OF A GENERAL TRUST FUND; AUTHORIZING CONTINUATION OF GRANTS FUNDS; AUTHORIZING CONTINUATION OF LOCAL AND FEDERAL LAW ENFORCEMENT TRUST FUNDS; AUTHORIZING THE TRANSPORTATION SURTAX FUND; AUTHORIZING RE-APPROPRIATION OF UNSPENT ECONOMIC DEVELOPMENT DIVISION FUNDS; AND AUTHORIZING RE-APPROPRIATION OF \$2,163,600 OF FUND BALANCE RESERVES FOR E-911 DISPATCH SERVICES; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.



WHEREAS, the City Manager of the City of Coconut Creek has presented the proposed budget to the City Commission, which contains estimates of amounts on hand, revenues to be received, and amounts to be appropriated to each of the various departments and capital projects of the City for the 2022 Fiscal Year; and

WHEREAS, the City Commission has received and reviewed said proposed budget and desires to adopt the Operating and Capital Improvement Budget as the official budget for the City of Coconut Creek for the 2022 Fiscal Year; and

WHEREAS, all public hearings as required by law have been held pursuant to notice duly published, and the public has been given the opportunity to be heard, and all other requirements have been fulfilled.

NOW, THEREFORE, THE CITY COMMISSION OF THE CITY OF COCONUT CREEK HEREBY ORDAINS:



Section 1: That the forgoing “WHEREAS” clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That the Operating and Capital Improvement Budget is hereby adopted as the City of Coconut Creek’s official budget for the 2022 Fiscal Year with the following amendments authorized by the City Commission during a budget workshop held on August 10, 2021.

	Increase	Decrease
General Fund (01)		
<u>Revenues</u>		
Miscellaneous Revenues	\$4,890	
<u>Expenditures</u>		
City Commission	\$4,890	

Section 3: That the Operating and Capital Improvement Budget establishes the amount of available funds on hand, estimated revenues, and appropriates the funds necessary to operate the government of the City for the 2022 Fiscal Year.

Section 4: That the continuation of a General Trust Fund is hereby authorized with said Fund to be used to receive monies from grants, gifts, and bequests and to disburse monies in accordance with said grant, gift, or bequest without being included in the Operating and Capital Improvement Budget.

Section 5: That the continuation of the Grants Funds are hereby authorized with said Funds to be used to receive monies from grants and to disburse monies in accordance with said grants without being included in the Operating and Capital Improvement Budget.

Section 6: That the continuation of Local and Federal Law Enforcement Trust Funds are hereby authorized with said Funds to be used to receive and expend monies in accordance with State and Federal laws without being included in the Operating and Capital Improvement Budget.

Section 7: That the Transportation Surtax Fund is hereby authorized with said Funds to be used to receive and expend monies in accordance with State and Local requirements without being included in the Operating and Capital Improvement Budget.

Section 8: That for financial reporting purposes, the appropriate fund budgets may be amended to account for activities related to the General Trust Fund, the Grants Funds, the Local and Federal Law Enforcement Trust Funds, and the Transportation Surtax Fund.

Section 9: That re-appropriating any unspent funds budgeted for the



Economic Development Division is hereby authorized.

Section 10: That re-appropriating \$2,163,600 of fund balance reserves for E-911 dispatch services is hereby authorized.

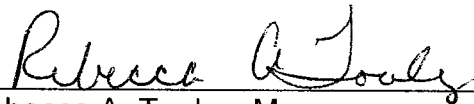
Section 11: That all ordinances or parts of ordinances, all City Code sections or parts of City Code sections, and all resolutions or parts of resolutions in conflict with this ordinance are hereby repealed to the extent of such conflict.

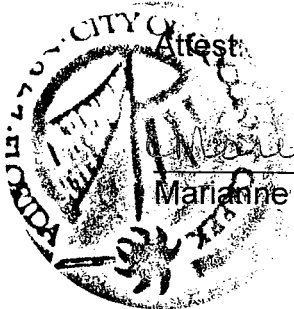
Section 12: That should any section or provision of this ordinance or any portion thereof, any paragraph, sentence, clause or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part hereof other than the part declared invalid.

Section 13: That this ordinance shall become effective upon its passage on second and final reading.

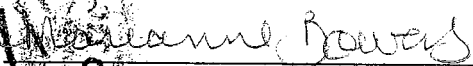
PASSED FIRST READING THIS 13TH DAY OF SEPTEMBER, 2021.

PASSED SECOND READING THIS 23rd DAY OF September, 2021.


Rebecca A. Tooley, Mayor



Attest:


Marianne Bowers, Interim City Clerk

	<u>1st</u>	<u>2nd</u>
Tooley	<u>Aye</u>	<u>Aye</u>
Rydell	<u>Aye</u>	<u>Aye</u>
Sarbone	<u>Aye</u>	<u>Aye</u>
Welch	<u>Aye</u>	<u>Aye</u>
Railey	<u>Aye</u>	<u>Aye</u>



RESOLUTION NO. 2021-175

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM (CIP) FOR FISCAL YEAR 2022 THROUGH FISCAL YEAR 2026, PURSUANT TO SECTION 602 OF THE CITY CHARTER; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Commission has considered and approved the Capital Improvement Program for Fiscal Year 2022 through Fiscal Year 2026.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA:

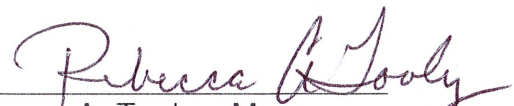
Section 1: That the forgoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this resolution. All exhibits attached hereto are incorporated herein and made a specific part of this resolution.

Section 2: That the City Commission has reviewed and hereby approves and adopts the Capital Improvement Program for Fiscal Year 2022 through Fiscal Year 2026.

Section 3: That if any clause, section, other part or application of this resolution is held by any court competent jurisdiction to be unconstitutional or invalid, in part or in application, it shall not affect the validity of the remaining portion or applications of this resolution.

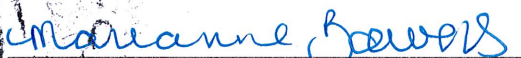
Section 4: That this resolution shall be in full force and effect immediately upon its adoption.

Adopted this 23rd day of September, 2021.


Rebecca A. Tooley, Mayor



Attest:


Marianne Bowers, Interim City Clerk

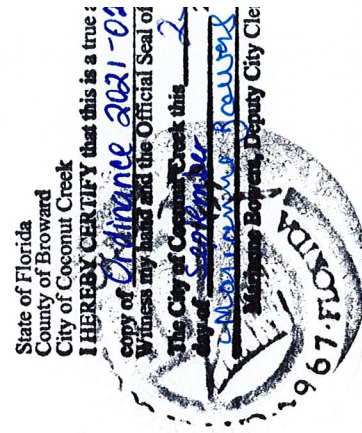


Tooley	<u>Aye</u>
Rydell	<u>Aye</u>
Sarbone	<u>Aye</u>
Welch	<u>Aye</u>
Railey	<u>Aye</u>



ORDINANCE NO. 2021-023

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ESTABLISHING AND ADOPTING THE CITY OF COCONUT CREEK'S AD VALOREM TAX OPERATING MILLAGE RATE AT 6.4463 MILLS FOR THE 2022 FISCAL YEAR; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.



WHEREAS, the City Manager of the City of Coconut Creek has estimated expenditures and revenues of said City for the 2022 Fiscal Year with detailed information, including revenues to be derived from sources other than ad valorem tax levy, and has made recommendations as to the amounts necessary to be appropriated for the ensuing fiscal year; and

WHEREAS, the City Commission has received and considered the recommendations of the City Manager and the proposed budget and has determined the amount of available funds on hand and the estimated ad valorem tax necessary to be levied; and

WHEREAS, all public hearings, as required by law, have been held pursuant to notice duly published and the public has been given the opportunity to be heard, and all other requirements have been fulfilled.

NOW, THEREFORE, THE CITY COMMISSION OF THE CITY OF COCONUT CREEK HEREBY ORDAINS:

Section 1: That the forgoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That an ad valorem tax operating millage rate of 6.4463 mills (6.4463 per \$1,000 of taxable value) is hereby established and adopted for the 2021 tax year.

Section 3: That said operating millage rate is a 1.40% decrease from the current millage rate of 6.5378 and is a 3.22% increase from the roll back millage rate of 6.2453.



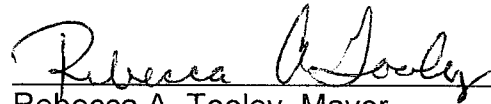
Section 4: That all ordinances or parts of ordinances, all City Code sections or parts of City Code sections, and all resolutions or parts of resolutions in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 5: That should any section or provision of this ordinance or any portion thereof, any paragraph, sentence, clause or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part hereof other than the part declared invalid.

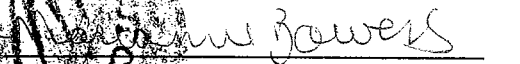
Section 6: That this ordinance shall become effective upon its passage on second and final reading.

PASSED FIRST READING THIS 13TH DAY OF SEPTEMBER, 2021.

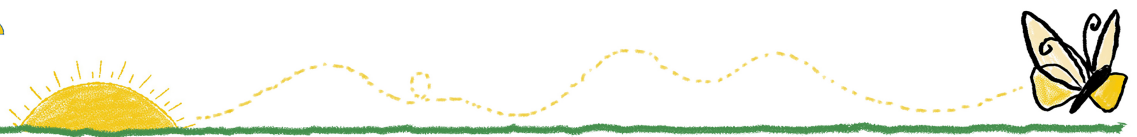
PASSED SECOND READING THIS 23rd DAY OF September, 2021.


Rebecca A. Tooley, Mayor



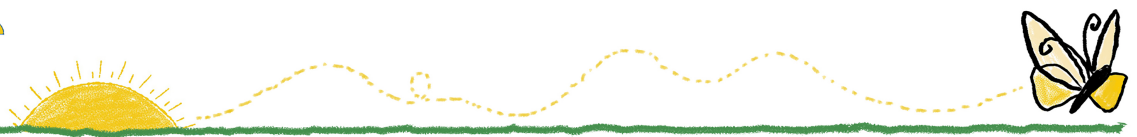

Marianne Bowers, Interim City Clerk

	<u>1st</u>	<u>2nd</u>
Tooley	<u>Aye</u>	<u>Aye</u>
Rydell	<u>Aye</u>	<u>Aye</u>
Sarbone	<u>Aye</u>	<u>Aye</u>
Welch	<u>Aye</u>	<u>Aye</u>
Railey	<u>Aye</u>	<u>Aye</u>



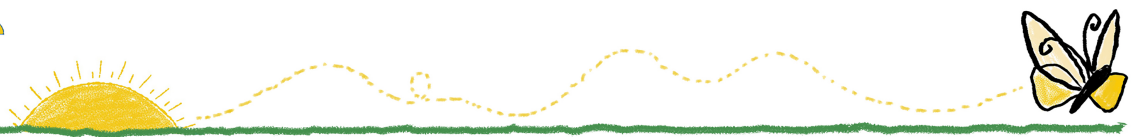
GLOSSARY

Account	A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure are recorded in accounts.
Accountability	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
Accounting Period	A period of time (e.g. one month, one year) where the City determines its financial position and results of operations.
Accounting Standards	The generally accepted accounting principles (GAAP) promulgated by the Government Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as to when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.
Accounting System	The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Activity	A department effort contributing to the achievement of a specific set of program objectives; the smallest unit of the program budget.
Adopted Budget	The original budget as approved by the City Commission at the beginning of the fiscal year.
Ad Valorem Taxes	Commonly referred to as property taxes, levied on both real and personal property, according to the property's valuation and tax rate.
Amended Budget	The current budget resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.
Amortization	The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.
Appropriation	The setting aside of money for a particular purpose.
Assessed Property Value	The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.



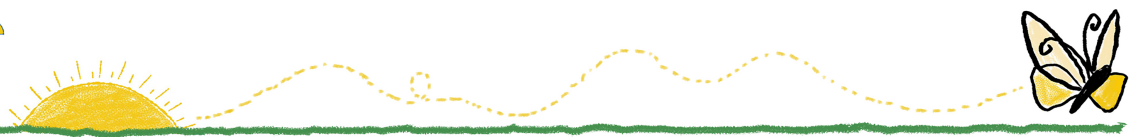
GLOSSARY

Assets	Resources owned or held by a government, which have monetary value.
Audit	An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Balanced Budget	A budget in which current revenues equal current expenditures. The legal requirements for a balanced budget may be set by the state or local government.
Base Budget	Projected cost of continuing the existing levels of service in the current budget year.
Benchmark	A point of reference from which measurements may be made. A benchmark is something that serves as a standard by which other performance indicators may be evaluated or compared.
Bond	A promise to repay borrowed money on a particular date, often ten or twenty years in the future. Most bonds also involve a promise to pay a specified dollar amount of interest at predetermined intervals. Local governments use bonds to obtain long-term financing for capital projects.
Bond Covenant	A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.
Budget	A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.
Budget Amendment	A revision of the adopted budget that, when approved by the Commission, replaces the original provision. Budget amendments occur throughout the fiscal year, as spending priorities shift.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes on the three forms: GAAP, cash, or modified accrual.
Budget Calendar	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.



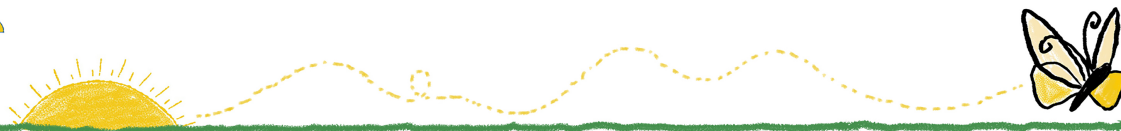
GLOSSARY

Budget Cycle	The recurring process, either annual or biennial, in which a government prepares, adopts, and implements a spending plan. The budget cycle consists of (1) preparation of a budget proposal, (2) legislative approval of the proposed budget, (3) executive-branch implementation of the proposed budget, and (4) preparation of an annual report detailing the results of operations.
Budget Message	Included in the opening section of the budget, the Budget Message provides summary of the most important aspects of the budget, changes from previous fiscal years, and recommendations regarding the financial policy for the upcoming period.
Business Tax	A tax imposed for the privilege of doing business in Coconut Creek. Any individual or home-based business providing merchandise, entertainment or service directly or indirectly to the public must obtain a license to operate.
Capital Assets	Assets of significant value and having a useful life of several years. Capital Assets are also called fixed assets.
Capital Budget	The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.
Capital Outlay / Expenditures	Spending on fixed assets. Generally, such acquisitions cost more than a specified amount (e.g. \$1,000) and are intended to last more than one year.
Capital Improvements	Any major expenditure relating to the acquisition, expansion, or rehabilitation of the City's infrastructure and major equipment purchases which generally falls into one of the following categories: land purchase, new structures; structural and non-structural improvements; major repairs; and major equipment.
Capital Improvement Program (CIP)	A five-year plan which identifies capital projects and equipment purchases, provides a planning schedule (including start and completion dates), and identifies options for financing the plan.
Capital Project	Major construction, acquisition, or renovation activities that add value to the physical assets of a government, or significantly increase their useful life. Also called capital improvements.
Capital Projects Funds	Governmental funds established to account for resources used for the acquisition of large capital improvements other than those accounted for in the proprietary or trust funds.



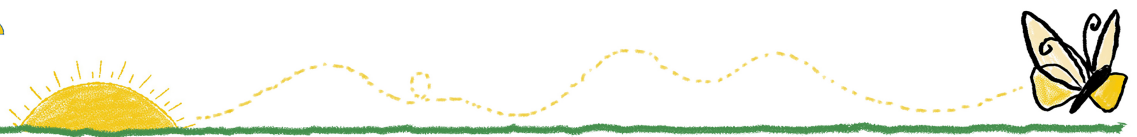
GLOSSARY

Cash Basis	The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.
Cash Flow	The net cash balance at any given point. The treasurer prepares a cash budget that projects the inflow, outflow, and net balance of cash reserves on a daily, weekly, and/or monthly basis.
Change Order	A change in the design or specifications of an approved capital project; change orders often increase the cost of a project.
Charges for Services	A collection of accounts used to capture revenue related to services provided by the City, such as parks and recreation, administrative, water, sewer and stormwater.
Chart of Accounts	A chart that assigns a unique number to each type of transaction (e.g., salaries or property taxes) and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure.
Collective Bargaining Agreement	A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).
Comprehensive Annual Financial Report	Financial report that contains, at a minimum three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (e.g. economic inflation).
Contingency	A budgetary reserve set-aside for emergencies or unforeseen expenditures not otherwise budgeted. This type of account protects the local government from having to issue short-term debt to cover such needs.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost-of-Living Adjustments (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Debt Service	The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.



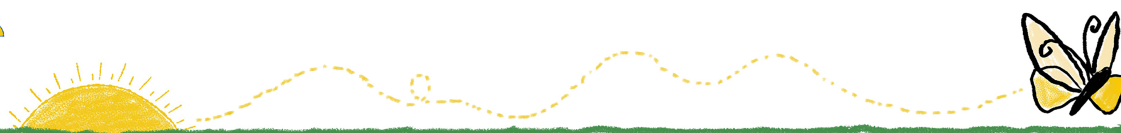
GLOSSARY

Debt Service Funds	One or more funds established to account for expenditures used to repay the principal and interest on debt.
Deficit	The amount by which expenditures exceed revenues during a single accounting period.
Department	The basic organizational unit of government, which is functionally unique in its delivery of services.
Depreciation	Expiration in the service life capital assets attributes to wear and tear, deterioration, and action of the physical elements, inadequacy, or obsolescence.
Designated	Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.
Disbursement	Payment for goods or services that have been delivered and invoiced.
Distinguished Budget Presentation Program	A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.
Earmarking	Legal limitations on the revenue from fees, licenses, taxes, or grants, which determine how the funds may be spent. Many state and federal grants are earmarked for particular types of projects. Earmarked revenues are frequently accounted for in special revenue funds.
Employee (or Fringe) Benefits	Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and various pensions, medical, and life insurance plans.
Encumbrance	Budget authority that is set aside when a purchase order or contract is approved. The encumbrance assures suppliers that sufficient funds will be available once the order is fulfilled. Encumbrances are also known as obligations.
Enterprise Funds	A separate fund used to account for services supported primarily by service charges; examples are water, sewer, golf, and airport funds.
Enterprises	Government-owned services, such as utilities, that are supported primarily by fees rather than by tax revenue.



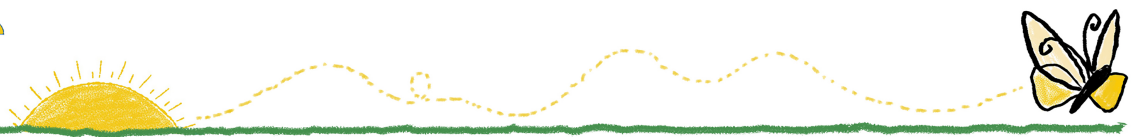
GLOSSARY

Estimate	The most recent prediction of current year revenue and expenditures. Estimates are based on several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Expense	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.
Fiduciary Funds	Funds that account for resources that government holds in trust for individuals or other governments.
Fines And Forfeitures	Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Coconut Creek, this twelve (12) month period is October 1 to September 30.
Five-Year Capital Plan	A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures. The Five-Year Capital Plan should link to the City's Business/Strategic Plans.
Fixed Assets	Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Fleet	The vehicles owned and operated by the City.
Forfeiture	The automatic loss of property, including cash, as penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the City may claim it, resulting in confiscation of the property.
Franchise Fee	Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television and solid waste.



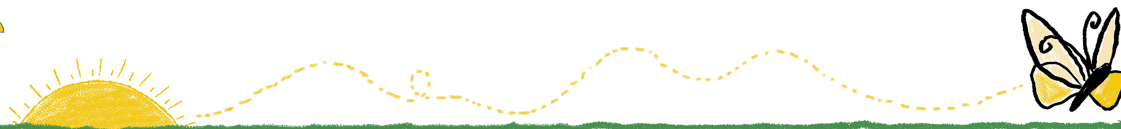
GLOSSARY

Fringe Benefits	Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for social security, pension, deferred compensation, medical and life insurance plans.
Full-Time Equivalent Position	A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.
Fund	A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.
Fund Balance	The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.
General Fund	The major fund in most governmental units, the General Fund accounts for all activities not accounted for in other funds. Most tax-funded functions, such as police and fire protection, are accounted for in the General Fund.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board (GASB).
General Obligation (GO) Bond	This type of bond is backed by the full faith, credit, and taxing power of the government. This type of bond requires voter approval.
Governmental Accounting Standards Board (GASB)	The body that sets accounting standards specifically for governmental entities at the state and local levels.
Government Finance Officers Association (GFOA)	An association of state/provincial and local finance professionals in the United States and Canada.
Governmental Funds	Funds typically used to account for tax supported, governmental activities (e.g. the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds).
Goal	A statement of broad direction, purpose, or intent based on the needs of the community.



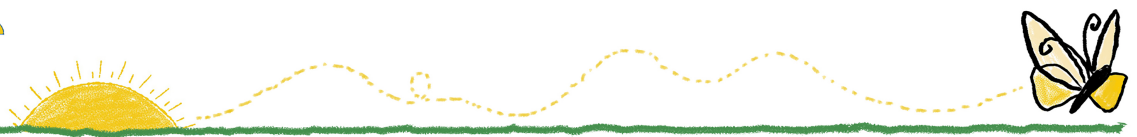
GLOSSARY

Grants	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.
Homestead Exemption	Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home that the owner occupies as principal residence is exempt from the property tax. The second \$25,000 excludes School Board taxes and applies to properties with assessed values greater than \$50,000
Impact Fees	Fees charged to developers to cover the anticipated cost of improvements that will be needed as a result of growth and development.
Indirect Cost	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.
Infrastructure	The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).
Interest Income	Revenue associated with the City's cash management activities of investing fund balances.
Interfund Transfers	The movement of monies between funds of the same governmental entity.
Intergovernmental Revenue	Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
Interlocal Agreement	A contractual agreement between two or more governmental entities.
Internal Service Funds	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g., data processing) may have a line item in their budget for such services.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Levy	To impose taxes for the support of government activities.
Licenses and Permits	A collection of accounts used to capture revenues related to business licenses, and electrical, mechanical, building permits, etc. issued by the City.
Line Item Budget	A budget prepared along departmental lines that focuses on what is to be bought by linking appropriations to objects of expenditures.



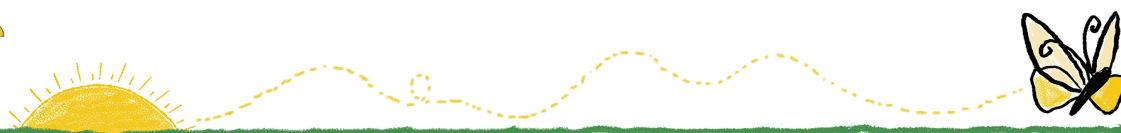
GLOSSARY

Long-term Debt	Debt payable more than one year after date of issue.
Major Fund	A fund that reports at least 10% of total governmental assets, liabilities, revenues or expenditures and at least 5% of combined City assets, liabilities, revenues or expenditures.
Mandate	A requirement from a higher level of government that a lower level of government perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.
Measurement	A variety of methods used to assess the results achieved and improvements still required in a process or system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.
Mill	The property tax rate, which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation. One tenth of one cent.
Millage	The total tax obligation per \$1,000 of assessed valuation of property.
Mission	A clear and concise statement that focuses on the purpose of the program and sets program goals to align practices with values. A mission statement is an actionable plan for a program's future, which includes the objectives, how these objectives will be reached, who is responsible for performance, and why the program must meet its goals.
Modified Accrual Basis of Accounting	A form of accrual accounting in which (1) expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.
Municipal Code	A collection of laws, rules, and regulations that apply to the City and its Citizens.
National Pollutant Discharge Elimination System	A permit program, which controls water pollution by regulating point sources that discharge pollutants into waters of the United States.
Net Position	An account in the equity section of the balance sheet reflecting the accumulated earnings of the Water & Sewer Fund, the Self-Insurance Funds, the Equipment Services Fund, or the City Centre Fund.



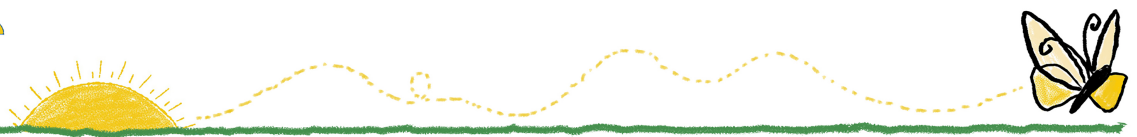
GLOSSARY

Non-Departmental	Referring to activities, revenues, and expenditures that are not assigned to a department.
Non-Major Fund	A fund that reports less than 10% of total governmental assets, liabilities, revenues or expenditures and less than 5% of combined City assets, liabilities, revenues or expenditures.
Object of Expenditure	An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific period.
Obligations	Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
Operating Expenses	The cost of personnel, materials, and equipment required for a department to function.
Operating Income	The excess of operating revenue over operating expenses, before interfund transfers, interest and other adjustments not directly related to operations. The concept of operating income applies only to enterprise, internal service and non-expendable and pension trust funds.
Operating Revenue	Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.
Ordinance	A municipal regulation or an authoritative decree or law.
Pay-as-you-go Basis	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
Per Capita	A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Performance Budget	A budget format that includes (1) performance goals and objectives and (2) demand, workload, efficiency, and effectiveness (outcome or impact) measures for each governmental program.
Performance Measures	Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program, which are often expressed as the extent to which objectives were accomplished.



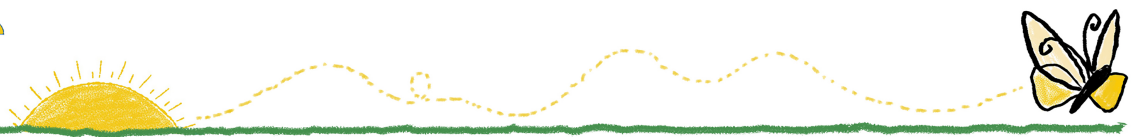
GLOSSARY

Performance Measurement System	The City's methodology for monitoring performance measures and Key Intended Outcomes. See Quarterly Performance Report.
Permit Revenue	Fees imposed on construction-related activities and for the acquisition of other non-business permits (e.g. dog, bicycle).
Personal Services	Expenditures for salaries, wages, and fringe benefits of government employees.
Potable Water	Water that is fit to drink.
Prior-year Encumbrances	Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
Productivity	The cost per unit of goods or services, holding quality constant. Productivity increases when the cost per unit goes down but quality remains constant or increases.
Program	A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
Program Budget	A budget format that organizes budgetary information and allocates funds along program rather than departmental lines.
Property Tax	A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.
Proprietary Funds	The Enterprise Fund account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
Public Hearing	An open meeting regarding proposed operating or capital budget allocations, which provides citizens with an opportunity to voice their views on the merits of the proposals.



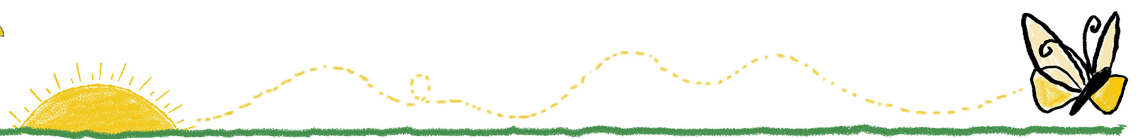
GLOSSARY

Purchase Order	An agreement to buy goods and services from a specific vendor with a promise to pay on delivery.
Quality	Excellence, as defined by the customer.
Reappropriation	The process of bringing forward unspent dollars from the previous fiscal year budget to the current approved budget.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Reserves	A portion of the fund balance or retained earnings legally segregated for specific purposes.
Resolution	A special or temporary order of legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Revenues	All amounts of money received by a government from external sources for the purpose of financing the operations of the government.
Revenue Bond	This type of bond is backed only by revenues which come from a specific enterprise or project, such as a hospital or toll road.
Rollback Rate	The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new construction.
Service Level	Services or products that comprise actual or expected output of a given program. Focus is on result, not measures of workload.
Source of Revenue	Revenues are classified according to their source or point of origin.
Special Assessment	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
Special Revenue Fund	A fund used to account for revenues legally restricted to expenditures for a particular purpose.



GLOSSARY

State Housing Initiatives Partnership Program (SHIP)	A State of Florida housing initiative program which provides local funding to implement and/or supplement the following programs: housing development, down payment assistance, housing acquisition and rehabilitation, homeownership assistance, and homebuyers counseling and technical assistance.
Statute	A law enacted by a legislative body.
Strategic Plan	A document outlining long-term goals, critical issues, and action plans that will increase the organization's effectiveness in attaining its mission, priorities, goal and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.
Taxable Value	The assessed value less homestead and other exemptions, if applicable.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Temporary Positions	An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads or to address temporary staffing needs. Temporary employees are on a per-hour basis, and do not receive benefits.
Transport Fees	The cost to provide ambulance transportation to patients from home to hospital.
Truth in Millage	The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements, and advertisement specifications prior to the adoption of a budget tax rate.
Trust Funds	A fund established to receive money that the local government holds on behalf of individuals or other governments; the government holding the money has little or no discretion over it. Examples include employee pension funds and taxes collected for other governments.
Unappropriated	Not obligated for specific purposes. (See Undesignated)
Unassigned Fund Balance	The portion of a fund balance that is not restricted for a specific purpose and is available for general appropriation.
Undesignated	Without a specific purpose. (See Unappropriated)



GLOSSARY

Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future use.
User Charges	The payment of a fee for direct receipt of a public service by the party who benefits from the service.
User Fees	Charges for expenses incurred when services are provided to an individual or group and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).
Utility Tax	Taxes levied on consumer consumption of utility services provided in the City. The tax is levied as a percentage of gross receipts.
Vision 2020	A committee of elected officials and residents completing a long-range strategic plan for the City.
Water & Sewer Fund	An enterprise fund established to account for the resources and uses of the Utilities function of the City and is prepared on the full accrual basis of accounting. The Utilities function consists of the provision of a clean water source and the proper disposal of wastewater. The Water & Sewer Fund is an enterprise fund and as such receives its revenues from charges levied for the provision of services to users.



ACRONYMS

ACA	Affordable Care Act	DRC	Development Review Committee
ADA	Americans with Disabilities Act	DUI	Driving Under the Influence
AI	Audubon International	EAP	Employee Assistance Program
AED	Automatic External Defibrillator	EEO	Equal Employment Opportunity
AFT	Automated Funds Transfer	EMS	Emergency Medical Services
AJE	Adjusting Journal Entries	EOC	Emergency Operations Center
AMR	Automatic Meter Reading	EXP	Expenditure Budget
ARV	Air Release Valves	FAPPO	Florida Association of Public
AWWA	American Water Works Association	FAPPO	Florida Association of Public Purchasing Officers
BCEPGMD	Broward County Environmental Protection & Growth Management Department	FDEP	Florida Department of Environmental Protection
BCSB	Broward County School Board	FDOT	Florida Department of Transportation
BPCP	Bacteria Pollution Control Plan	FEMA	Federal Emergency Management Agency
CCR	Consumer Confidence Report	FGBC	Florida Green Building Coalition
CDBG	Community Development Block Grant	FIBRS	Florida Incident-Based Reporting System
CEMP	Comprehensive Emergency Management Plan	FLSA	Fair Labor Standards Act
CERT	Community Emergency Response Team	FMLA	Family Medical Leave Act
CIP	Capital Improvement Program	HHW	Household Hazardous Waste
COLA	Cost of Living Adjustment	HIPAA	Health Insurance Portability Accountability Act
CPI	Consumer Price Index	HOA	Home Owners Association
CPR	Cardiopulmonary Resuscitation	HOME	HOME Investment Partnerships Program
CPSM	Center for Public Safety Management	HR	Human Resources



ACRONYMS

DARE	Drug Abuse Resistance Education	HUD	Housing and Urban Development
HVAC	Heating, Ventilating and Air Conditioning	PBA	Police Benevolent Association
FORTS	Fold Out Rigid Temporary Shelters	PW	Public Works
FPL	Florida Power and Light	ROSC	Return of Spontaneous Circulation
FRDAP	Florida Recreation Development Assistance Program	SAN	Storage Area Network
FTE	Full-Time Equivalent	SCADA	Supervisory Control and Data Acquisition
GAAP	Generally Accepted Accounting Principles	SET	Special Enforcement Team
GASB	Governmental Accounting Standards Board	SFWMD	South Florida Water Management District
GFOA	Government Finance Officers Association	SHIP	State Housing Initiative Partnership
GHG	Greenhouse Gas	SLA	Service Level Agreement
GIS	Geographic Information Systems	SOE	Supervisor of Elections
IRS	Internal Revenue Services	SRO	School Resource Officer
ISO	Insurance Services Office	SUV	Sport Utility Vehicle
IT	Information Technology	SWAT	Special Weapons and Tactics
IVR	Interactive Voice Response	TRIM	Truth in Millage
MPO	Metropolitan Planning Organization	UCR	Uniform Crime Report
MSW	Maintenance Service Worker	UDF	Uni-Directional Flushing
NPDES	National Pollutant Discharge Elimination System	USPCA	United States Police Canin Association
OIG	Office of Inspector General	USW	Utility Service Worker
PAFR	Popular Annual Financial Report	WWS	Water and Wastewater Services