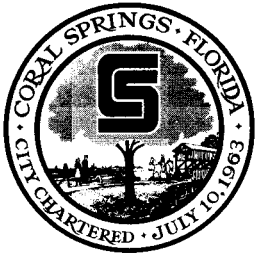




Business Plan

Fiscal Year 2008

City of Coral Springs, Florida



OFFICE OF THE CITY MANAGER
CITY OF *CORAL SPRINGS* FLORIDA

Michael S. Levinson
City Manager

July 24, 2007

The Honorable City Commission
City of Coral Springs
9551 West Sample Road
Coral Springs, FL 33065

Dear City Commissioners:

As we've been expecting for several years, property tax reform has finally arrived. We first anticipated the current situation in 2004, when we were looking ahead at the challenges that would impact us in the future. What was once an "emerging issue" has now become reality. The bad news is that the impact has been staggering, requiring many difficult decisions. The good news is that in acknowledging the probability of tax reform, we were able to plan ahead to minimize the impact on the organization and on our residents. It would have been much, much worse had we not seen this coming!

Although our tax rate has always been low, the recent increases in property values, coupled with frugal spending habits, have afforded us the opportunity to generate modest year-end surpluses for the past few years. Rather than squandering these resources, we carefully invested them for the betterment of our community. One way we've accomplished this is by avoiding future expenditures through equity funding capital projects, paying off expensive debt, and funding depreciation to pay for replacement equipment.

In addition to avoiding significant future expenses, we've used the surpluses to replenish emergency reserves nearly depleted in covering the cost of Hurricane Wilma cleanup in 2005. We also used some of the money to restore the appropriate funding level to our Police Pension Fund that had been dramatically impacted by the stock market correction that began in 2001. Lastly, we subsidized our Fire Fund, thereby keeping the Fire Special Assessment one of the lowest rates in the County.

We've found other ways to prepare. We saved money by renegotiating our contract for managing the Coral Springs Center for the Arts, reducing our financial exposure by 34%. We renegotiated our health plan management agreement and changed policies and benefits to create significant savings. We renovated the upper level of the museum to create income-producing classroom space to offset the City's subsidy to the Coral Springs Museum of Art. And we've invested in technology to make us more productive. For example, our new phone system not only helps us answer customer calls more quickly, it has also saved us \$125,000 annually. Another example is the new field reporting system that allows Police Officers to input their reports directly from the field, allowing the City to eliminate four part-time data entry positions.

Despite these strategies, we were faced with a \$3.5 million shortfall this year and additional cuts in property tax revenues of at least \$3.25 million are expected for Fiscal Year 2009, as future tax reform measures are implemented. The impact of property tax reform is far from over. We can expect more tough decisions as we find ways to clear this next hurdle too.

This year's measures rolled back our property tax revenues to 2006 tax year levels, and then we were required to reduce that by another 5%, for a net reduction of 13.1%. At the same time, our long-term debt strategies have resulted in lowering our debt service millage by 16.9%. Taken together, our combined millage rate will decrease by 13.3% next year, from \$4.0849 to \$3.5425, saving the typical homesteaded homeowner \$88.24 in City property taxes alone, net of special assessments, for 2008.

This business plan is rooted firmly in our organizational values—customer focus, employee empowerment, continuous improvement, and leadership. It uses our Sterling business model to make the adjustments needed to absorb the impact of tax reform, while seeking new ways to better serve our customers.

Putting Customers First

Our goal was to balance the budget with the least impact on residents, protecting the products and services they rely on, and creating additional value at minimal cost.

Where we've had to make cuts, we've made sure that the services could be delivered through other means. For instance, although we can no longer afford to subsidize the West Atlantic Library, we are working with the County to ensure that the programs and materials stay in the City, at the Northwest Regional Library. Similarly, although we are reassigning some elementary school resource officers to patrol, we will make sure that every elementary school has an officer on campus each week. The essential services will remain intact.

To balance the budget we propose the following actions:

- Eliminate the equivalent of 30 full-time positions;
- Reduce overtime throughout the City;
- With employee help, reduce health care costs;
- Restructure capital improvement and replacement programs;
- Eliminated General Fund Subsidy of the Fire Fund;
- Discontinue subsidizing the West Atlantic Library;
- Reduce the museum subsidy; and
- With the Commission's help, reduce spending on special events and committees.

Even while making these changes, we found ways to meet customer needs by expanding or adding services. You'll see a number of innovative, but low cost initiatives in this plan, all directed at creating new opportunities to meet customer needs, including: Litter Removal (pg. 32); Building Division Workshop (pg. 16); Downtown Green Market (pg. 21); Graffiti Reduction Plan (pg. 32); and Teen Civic Forum (pg. 35).

Valuing Our Employees

Much of what is in this plan will require our employees to "do more with less." We recognize the commitment that they have made in the past to use data to make good decisions, strive to continuously improve the processes for delivering goods and services, and provide first-rate customer service. We already have the best employee productivity ratios in the area and extremely high customer satisfaction

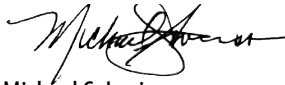
rates. Once again, we are asking them to make the initiatives in this plan a reality, to push the envelope even further.

In return, we will continue to treat our employees well, pay them fairly, and communicate with them honestly. I must express my deepest thanks and my admiration to the amazing employees of the City of Coral Springs. In small groups, they advised department directors on cost cutting measures. They convened a focus group that saved \$250,000 in health costs in an employee-friendly manner. As always, they rise to the occasion. This year, they stand especially tall.

In the 12 years I have served as City Manager, I have always appreciated working with a strong, supportive and professional City Commission. That appreciation has grown even more as you have supported staff through a challenging year, making the difficult, yet necessary decisions that appear in this document.

Build-out came and we were ready. Hurricanes came and we were ready. Now tax reform has come—and we are ready. Each presented a unique and formidable challenge, yet each time our culture and business model have provided the structure and tools we needed not only to survive, but to thrive.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Michael S. Levinson".

Michael S. Levinson
City Manager

Business Plan

Fiscal Year 2008

We want to be the nation's premier community in which to live, work and raise a family.

City Commission

Mayor Scott J. Brook
Vice Mayor Roy Gold
Commissioner Vincent M. Boccia
Commissioner Claudette Bruck
Commissioner Ted Mena

Business Planning Team

Ellen Liston, Deputy City Manager
David Russek, Director of Financial Services
Robert Goehrig, Budget and Strategic Planning Manager
Rita Radziwon, Senior Financial Analyst
Chelsea Stahl, Senior Financial Analyst
Forrest Lehman, Senior Financial Analyst
Kim Moskowitz, City Controller
Roxana Ross, Grant Writer
Liliana Alvarez, Financial Analyst

Cover design by Christine Parkinson

Senior Management Team

Michael S. Levinson, City Manager
Ellen Liston, Deputy City Manager
Erdal Dönmez, Assistant City Manager
Sam Goren, City Attorney

Ron Bartholf, Interim Director of Information Services
Mark Curran, Fire Chief
Rick Engle, Director of Parks & Recreation
Duncan Foster, Chief of Police
Susan Grant, Director of Human Resources
Susan Hess, Director of Community Development
Kevin Knutson, Director of Communications & Marketing
Mike McGoun, Director of Aquatic Services
Tom Messenheimer, Executive Director of Sportsplex
Rich Michaud, Director of Public Works
Peter Richardson, City Clerk
David Russek, Director of Financial Services
Larry Staneart, Director of Development Services

**Adopted
July 24, 2007**

Table of Contents

Introduction	1
The Strategy Behind the Plan.....	1
Reading the Business Plan	1
Market Environment	2
Overview	2
Property Tax Legislation.....	2
Economic Analysis.....	4
Land Development Trends.....	4
Residential Properties.....	4
Emerging Issues.....	9
Competitive Environment	11
Service & Operations Strategy.....	12
A Word About Existing Services and “Ongoing Initiatives”	12
Our New Initiatives	13
Customer - Involved Government.....	14
Ongoing Initiatives	14
New Initiatives.....	15
Customer Service Phone Efficiencies.....	15
Building Division Workshop Pilot.....	16
Redesign State of the City.....	16
Public Safety Facility Renovations and Expansions	16
Continuous Improvement Efforts.....	17
Wireless Access for Patrol Officers.....	17
EAR-Based Amendments to the City of Coral Springs Comprehensive Plan.....	18
Station 71 Feasibility Study	18
Fire Training Simulator Tower.....	18
CERT Training.....	19
Small Business Development.....	19
Waste Management Franchise Agreement	19
Visioning Summit Update.....	19
Financial Health & Economic Development	20
Ongoing Initiatives	20
New Initiatives.....	21
Future Improvements—Communications Center	21
Downtown Green Market	21
Enhance Transport Fee Revenues.....	21
Downtown Water & Sewer Infrastructure Study	21
Redevelopment Code Study Phase III.....	22
Redevelopment South of 39th Street.....	22
Workforce Attrition.....	23
Postcard Billing for Water Customers	23

Excellence in Education	24
Ongoing Initiatives	24
New Initiatives	25
Coral Springs Government Academy	25
Sterling at Charter School	25
Public School Facilities Concurrency Element	25
Life Skills Workshops for High School Students	26
Elementary School Resource Officers	26
Neighborhood & Environmental Vitality	28
Ongoing Initiatives	28
New Initiatives	29
Recycling in Parks Pilot Program	29
Artificial Turf	29
Comprehensive Water Conservation Program	30
Green Design and Maintenance	30
Update Slice Meetings	31
Discontinuation of West Atlantic Boulevard Branch Library Partnership	32
Enhanced Litter Removal	32
Raw Water Well Development	32
Graffiti Reduction Plan	32
Foreclosure Monitoring	33
Commercial Tree Program	33
Post Wilma Tree Canopy Recovery Phase II	33
Youth Development & Family Values	34
New Initiatives	34
Convert Teen Center	34
Formalized internship Program	34
Pharmacy Discount Cards	35
Car Club	35
Teen Civic Forum	35
Scholarships for Recreational Programs	35
Strength in Diversity	36
Ongoing Initiatives	36
New Initiatives	37
CommuniTea	37
Redesign International Dinner Dance	37
Partnership Between Multi-Cultural Advisory Committee and One Planet United	37
Traffic, Mobility & Connectivity	38
Ongoing Initiatives	38
New Initiatives	40
Linear Park Landscaping Upgrades	40
University Drive and Sawgrass Expressway Extensions	40
Downtown Pathways Phase II	41

Financial Strategy	42
Response to Property Tax Legislation	43
Effect of Tax Reform on Departmental Budgets.....	44
Revenue Picture.....	45
Management of Debt and Equity	45
Fiscal Year 2008 Capital Improvement Program (CIP)	46
Pension Status	47
Five-Year Forecast	49
Financial Policy Reserves	49
User Fees.....	50
Long-Term Financial Strategy	51
Emergency Management Funding.....	51
Water & Sewer Fund	51
Fire Fund.....	53
Results	53
Measuring Results.....	54
Quarterly Performance Review	54
KIO Analysis and Current Initiative Update.....	54
Composite Index	55
Fiscal Year 2007 KIO Summary	58
Appendices	59

Tables & Illustrations

Introduction	1
Market Environment	2
Constitutional Reform Has Greatest Impact on Inequity	3
Single Family Home Median Sale Price Dropped in 2007	5
Consumer Price Index (May - June, 2007)	5
Number of Single Family Home Sales (Broward County) Declining	6
Number of Building Permits Are Decreasing to Pre-Wilma Levels	7
Service & Operations Strategy	12
City of Coral Springs' Strategic Planning Process	13
Customer - Involved Government	14
Financial Health & Economic Development	20
Excellence in Education	24
Neighborhood & Environmental Vitality	28
Youth Development & Family Values	34
Strength in Diversity	36
Traffic, Mobility & Connectivity	38
Financial Strategy	42
Operating Millage Rate Comparisons for Fiscal Years 2007 & 2008	42
Growth Rate in Property Tax Revenue	43
Cost Cutting Measure Highlights	43
Building Permit Revenues Expected To Level Off	45
Combined Millage Rate Declining	46
Decline in Debt Service Millage Rate	46
Sources and Uses of Funds for the Financial Strategy	47
Police Pension Funding Level Is Recovering	47
Five-Year Forecast - General Fund Only	48
Impact of Tax Reform's Constitutional Provision	48
Rebuilding Hurricane Reserves	49
Annual Savings from the Financial Strategy	50
Water & Sewer Fund Debt Service Payments	51
Fire Assessment Fee Comparison	52
Effect on the Average Homeowner	53
Measuring Results	54
Composite Index is Projected to Continue Trending Upward	55
Fiscal Year 2007 KIO Summary	58

Appendices	59
Fiscal Year 2007 Initiative Update	60
Fiscal Year 2008 Initiative Summary.....	62
Staffing Changes.....	64
General Fund Summary	65
Fire Fund Summary.....	68
Water & Sewer Fund Summary	69
Health Fund Summary.....	70
General Insurance Fund Summary.....	70
Coral Springs Charter School Fund Summary	71
Coral Springs Center for the Arts Fund Summary	71
Conference Center Fund Summary	72
Public Art Fund Summary	72
Equipment Services Fund Summary	73
Pension Fund Summary.....	74
Debt Service Fund Summary.....	75
Major Capital Projects by Department.....	76
Major Capital Projects by Location.....	77

Introduction

Our Business Plan is the framework for our operations, and its strength has been tested in recent years by events such as 9/11, Hurricane Wilma, and the substantial build-out of our community. Now, we address issues of property tax reform, the Coconut Creek Casino and the future of our water supply. Past performance has proven the flexibility and durability of our business model, and we rely on those strengths to see us through our current challenges.

The Strategy Behind the Plan

The Business Plan outlines how City resources will be applied within our seven priority areas to achieve the objectives determined by the Strategic Plan. This Business Plan represents the second year in the three year strategic planning process. Our strategic planning results in a mission and a set of strategic priorities that provide vision and direction for the City. While it has evolved over the years, true to the spirit of continuous improvement, it is still the linchpin in linking our day-to-day activities with the mission that we aspire to achieve. We often say the Business Plan gives “feet” to our priorities, directional statements, and Key Intended Outcomes, as well as establishes a structure for resource allocation.

With the strategic priorities set—and appropriate outcomes identified—the operations of the City are reviewed and redeployed to bring the strategic vision to life. Specific initiatives are developed in response to the priorities identified in the Strategic Plan. This Business Plan is an outgrowth of the strategic priorities, capturing the City’s vision in a specific, directed, and quantifiable form.

Reading the Business Plan

The **Market Environment** section is the result of an environmental scan performed prior to the strategic planning process and is updated annually. It is presented in its complete form in the Strategic Planning Workbook each year and then updated and summarized here in the Business Plan. We look at local demographic and economic market forces to identify emerging issues and items of concern to our residents. Direct customer feedback is solicited through surveys, focus groups, and town meetings, which becomes the basis for the Commission’s strategic planning.

Our **Service & Operations Strategy** is organized by strategic priority to document the steps we are taking to achieve the intended outcomes for each of the priority areas. Key Intended Outcomes, set by the Commission, are the measurable results we intend to achieve.

The **Financial Strategy** provides a summary of the tactics we are employing to maintain our strong financial condition and respond to future challenges and opportunities.

To monitor the success of the Business Plan, we use a number of measurements, as detailed in the **Measuring Results** section. The most important measure is the Composite Index, a carefully balanced indicator of the City’s overall success relative to past performance.

Strategic Priorities

- Customer-Involved Government
- Financial Health & Economic Development
- Excellence in Education
- Neighborhood & Environmental Vitality
- Youth Development & Family Values
- Strength in Diversity
- Traffic, Mobility & Connectivity

Market Environment

Overview

The City remains in excellent financial health as evidenced by our “AAA” bond rating by all three Wall Street rating agencies. There is one exogenous factor, however, that will challenge our financial fitness moving forward: the impact of the recent property tax legislation.

Property Tax Legislation

Tax reform proposals and counter-proposals dominated the State Legislative session this year. The City was heavily involved in those discussions because of the potential short and long-term effects of each of the proposals on the City’s ability to provide the level of service our customers demand.

Having dispatched the insurance issue quickly in a special legislative session, the Legislature had hoped for a similarly quick reform of the State’s property tax system.

The approach taken to solve the State’s tax problem seems to depend on the definition of the problem. Many legislators have gone on record saying that the problem is that cities and counties have taken too much of the public’s money during the run-up of real estate prices since 2001. The increases in real estate prices have caused assessed values to increase dramatically in some cases, in turn causing tax bills to increase just as dramatically, despite the fact that the City’s combined tax rate has decreased by 9% between Fiscal Years 2001 and 2007.

From the City’s perspective, the problem is quite different. We believe tax reform is necessary because of the inherent inequities in the current system. Our analysis of a typical Coral Springs neighborhood shows a new resident can pay as much as two to three times more in property taxes than a long-time homesteaded resident—yet receive the same level of service.

The primary issue here is the repercussions of the current Save Our Homes Amendment that caps the taxable value of homesteaded property

at 3% or the change in the Consumer Price Index, whichever is less. Property tax legislation is needed to address the following inequities created by the Save Our Homes amendment:

- a new homeowner pays more taxes than a homesteader for the identical house, yet both receive the same level of service;
- non-homesteaded and non-residential property owner taxes increase each year with no cap;
- when a homesteader sells their home and purchases another home they lose their current Save Our Homes benefit, thereby discouraging home sales by penalizing the homesteaded homeowner.

The Florida Legislature’s answer to the property tax issue was passed on June 15, 2007. In response to rapidly rising property taxes resulting from the recent increases in housing values, the legislature approved a two-part property tax legislation. The first part requires cities to roll back their tax rates to 2006 levels, then subtract 3% - 9 % from revenues depending on the cities’ past taxing history. The second part requires voter approval to change the Florida Constitution. Based on our past history, Coral Springs is required to reduce the tax rate by 5%.

The legislation will proceed in two steps:

1) Statutory Tax Relief - Effective in Fiscal Year 2008

The City will be limited to the tax revenue it received last year minus 5%. This will result in a “rolled-back rate” that precludes the City from collecting additional property tax revenue from increases in valuation of current properties or from new construction (the combined increase in the City’s valuation is expected to be 9.9%). Further, this cap will not allow for any inflationary increase based on either the Consumer Price Index (CPI) or Per Capita Personal Income (PI) growth. The 5% decrease will reduce our revenues immediately by \$1.75 million while the cap, which provides for no growth due to inflation or new construction, will cost the City another \$1.75 million, making the total impact \$3.5 million.

The City’s
combined tax
rate has decreased
by 9% between
Fiscal Years 2001
and 2007.

2) Constitutional Tax Relief - Effective in Fiscal Year 2009

In the second step, the Save Our Homes system would be completely overhauled allowing a “super-exemption” for homesteaded properties. This constitutional change will require approval of 60% of voters. The proposed change will be placed on the ballot in January 2008 and, should it be approved, would become effective in Fiscal Year 2009. This “super-exemption” will cost the City approximately \$3.25 million in ad valorem tax revenues.

As shown in the “Constitutional Reform Has Greatest Impact on Inequity” chart, step two of the legislation will provide the most relief to recent homesteaded property owners. This is partially the case because the constitutional amendment applies to the School Board as well as to cities, counties, and special districts. In fact, one-third of the potential decrease to homeowners using the “super-exemption” would come from a decrease in School Board taxes. Although the Governor has stated that any loss in school revenues will be replaced by state funding, no ongoing source of funding has yet been identified.

To illustrate the impact of tax reform legislation on the City and on our customers (our residents), we have calculated the effect on two typical Coral Springs homeowners. In the “Constitutional Reform Has Greatest Impact on Inequity” chart, the Long-time Homesteader represents a homeowner who has owned his or her house since the 1990’s. Although the home is valued at \$500,000, it is taxed at a Save Our Homes value of \$210,000, minus a \$25,000 homestead exemption. The New Homesteader in an identical home valued at \$500,000, on the other hand, is assessed at \$425,000 taxable value in 2006. The total tax bill shown in the chart includes those for the City and County as well as special taxing districts such as the School District, Hospital, Children’s Services, and the Water Management District.

The legislation’s second step, constitutional tax relief, appears to address the inequity between long-term homeowners and new homeowners in terms of the total taxes paid by each. The New Homesteader, meanwhile, paid \$4,496 more in taxes than the Long-time Homesteader did in 2007. Implementing the statutory provisions of the proposed legislation reduces the total 2008 tax bill of both Homesteaders while slightly

reducing the disparity in their tax bills by \$201. Finally, adopting a Constitutional Amendment replacing the Save Our Homes exemption with a “super exemption” in 2009, combined with the statutory change, reduces the Long-time Homesteaders tax bill slightly compared to Fiscal Year 2007 (\$35) but drastically reduces the New Homesteader’s tax bill by \$3,138. More importantly, however, the inequity between the Homesteaders is reduced from \$4,496 to \$1,393, or by 69%.

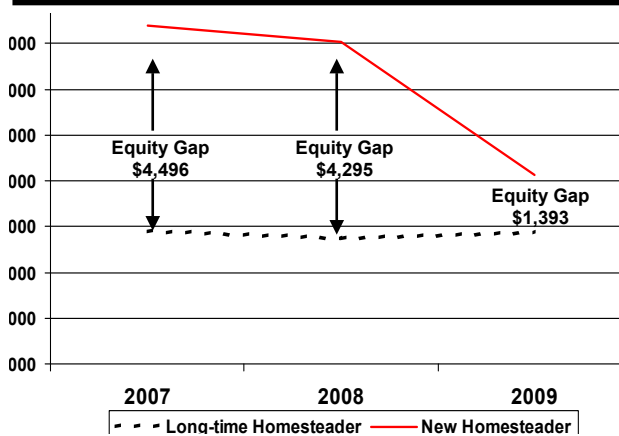
The statutory provisions of the proposed legislation will reduce the City’s Ad Valorem revenues by \$3.5 million in 2008. The adoption of the “super exemption” will cost the City an additional \$3.25 million in 2009, bringing the total cost to approximately \$6.75 million the same year.

Future Budget Challenges

The tax reform legislation raises several issues that must be considered as we move forward in our budgeting process:

- Due to the phasing of tax reform, the Fiscal Year 2009 Budget will be as difficult, if not more difficult to balance than the Fiscal Year 2008 Budget.
- After Fiscal Year 2009, expect tax revenue to increase between 3% and 5% annually, both because of tax reform caps on cities and counties and because the real estate market is adjusting itself, no longer yielding the 9% to 15% increases of the past several years. Annual increases in total revenues (including non-tax revenue sources) are expected to be in the 3% to 3.5% range. The result of these caps

Constitutional Reform Has Greatest Impact on Inequity



Note: The total tax bill shown in the chart includes those for the City and County as well as special taxing districts such as the School District, Hospital, Children’s Services, and the Water Management District. Chart assumes a market property value of \$500,000 for a single family home..

The number of single family homes sold plunged 34% and condo sales declined by 29% in the past year.

in future years will cause all departments to carefully control costs throughout the Five-Year Financial Forecast including dialing back expectations formed by our employees and customers about our ability to add new initiatives, positions, and employee benefits.

- The distribution formulas for existing state and county shared revenues, e.g., sales tax, are based on the City's population. For the first time in its history, the population of the City has started to decline. If the City's population declines disproportionately to other cities in the county, its share of state and county revenues could decline thereby compounding the impact of the decrease in property tax revenues.

Economic Analysis

Business Week characterizes the economy's performance during the past year as follows: "Over the past year the economy has taken several body blows that would have laid it out cold in past decades. This resilience reflects the transformation of the Old Economy, narrowly focused on several domestic industries, to a more diverse New Economy shaped by technology and globalization."

The labor market has captured the economy's changing structure and its resistance to adversity. The jobless rate remains low (4.5% nationally, 3.4% locally) despite blows from the housing recession, higher long-term interest rates, mounting foreclosures, and three-dollar a gallon gasoline prices.

Most economists are expecting the housing recession to remain confined to the housing sector enabling the national economy to grow at an annualized rate of 3%. Higher levels of capital spending and manufacturing output in the business sector should absorb a yeoman's share of the fallout from the housing slump. Consumer spending also appears to be rallying. Consumers are getting plenty of buying power from the income generated by strong job markets and from wealth gains coming from rising stock prices. Together these positive economic forces should curtail the dampening effects of the housing recession and keep the national economy chugging along during Fiscal Year 2008 at a 3% clip. However, the ranks of the unemployed are on the rise in Broward County despite a very low unemployment rate (3.4%, up from 2.9% in May). Job losses were spread across the local

economy, not just the housing sector, sending an "early warning" signal that the housing recession may be having a larger negative impact locally than on a national level.

Normally, a modest growth rate of 3% in GDP should relieve worries about inflation and interest rate hikes by opening up some spare production capacity to keep inflation in check. The very low jobless rate of 4.5% indicates that may not be happening.

All eyes will be on the Federal Reserve policymakers as we enter Fiscal Year 2008. The Fed appears to be in a quandary. It cannot lower interest rates for fear that tight labor markets will generate inflation, but it cannot raise rates to curb wage and price pressures for fear of worsening the housing recession and possibly sinking the economy, especially in South Florida. How long the Fed can remain on the sidelines remains to be seen.

For now, the outlook for the economy, including our local economy remains modestly upbeat. We have planned and budgeted accordingly through this Business Plan.

Land Development Trends

Residential Properties

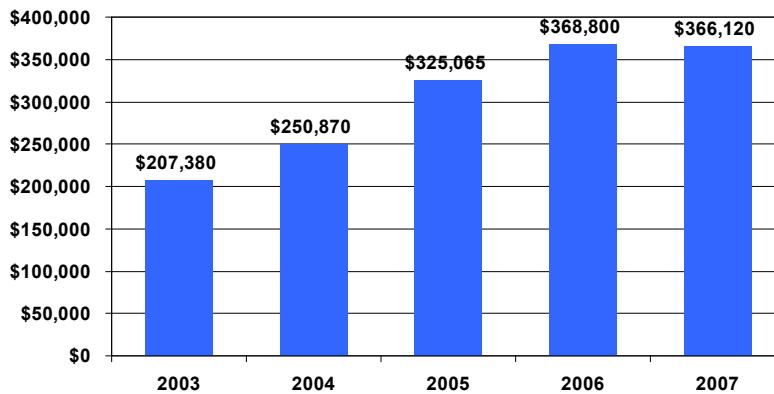
Some have euphemistically referred to the South Florida housing market as "sluggish" (*The Miami-Herald*, June 26, 2007). The number of single family homes sold plunged 34% and condo sales declined by 29% in the past year (source: Florida Association of Realtors). Whether coincidence or not, housing sales in Broward County began to slide following Hurricane Wilma and have yet to reach their pre-Hurricane Wilma vigor.

The sluggish housing market is not confined to South Florida. Statewide, sales of existing single-family homes fell 34% from a year ago while condominium sales dropped 28%. By comparison, the sale of existing single-family homes is down just 2% nationwide. In a recent *Wall Street Journal* survey of economists, 30% of economists said, "weakness in the housing market" is the biggest risk looming over the U.S. economy in the next 12 months (*Wall Street Journal*, July 2, 2007). A weak housing market was the risk most often mentioned in that survey.

The median price for an existing home has started to decline locally. Due to the glut of

Single Family Home Median Sale Price Dropped in 2007

(MLS Sales Figures for Jan-May in Broward County)



housing stock, the median sale price for an existing home in Broward County fell by \$2,680 or 1% to \$366,120 in the last year. Despite this downturn in sale price, Florida remains one of the leading states in terms of cost of housing. According to the U.S. Department of Commerce, Florida's Single Family Home Price Index jumped from 152 in 1990 (base is 1980 = 100) to 445 by 2006. Only California, Hawaii, Washington DC, Maryland, Delaware, and New Hampshire have a higher Single Family Home Price Index than Florida.

Existing condominium prices declined 1% statewide compared to a 6% decline for the Fort Lauderdale Metropolitan Statistical Area (MSA). The existing condominium median sales price last January for the Fort Lauderdale area was \$199,200 down from \$211,500 in January, 2006.

A number of factors affect the sale of homes including:

Mortgage Rates: The 10-year treasury bond yield drives mortgage rates. Thirty-year fixed-rate mortgages are hovering around 6.5% which is a little more than half a point above the low 5.82% rate in 2003. Several factors, including the prospects for tighter monetary policy in response to wage and price pressures, may cause mortgage rates to climb which, in turn, will lead to a continued cooling-off of housing activity and prices.

Some experts argue a 2% increase in mortgage rates may send the South Florida housing market into a tailspin, led by the collapse of the condo sub-market. Many experts caution that the condo sub-market is most vulnerable given the

significant presence of speculative buyers. They predict that substantial price corrections, 20% or more, may result in order to restore market equilibrium. Fortunately, condos account for only 27.8% of our housing stock and only 19.9% of taxable values.

Economic conditions:

As prices rise for other goods and services, e.g., energy, health care, tuition, prospective home buyers have less money to spend

on housing. This is especially troublesome in South Florida where the local Consumer Price Index (CPI) is significantly higher than the CPI for other U.S. cities. The Fort Lauderdale MSA Index, of which Coral Springs is a part, is 4.7% compared to 2.5% for other cities.

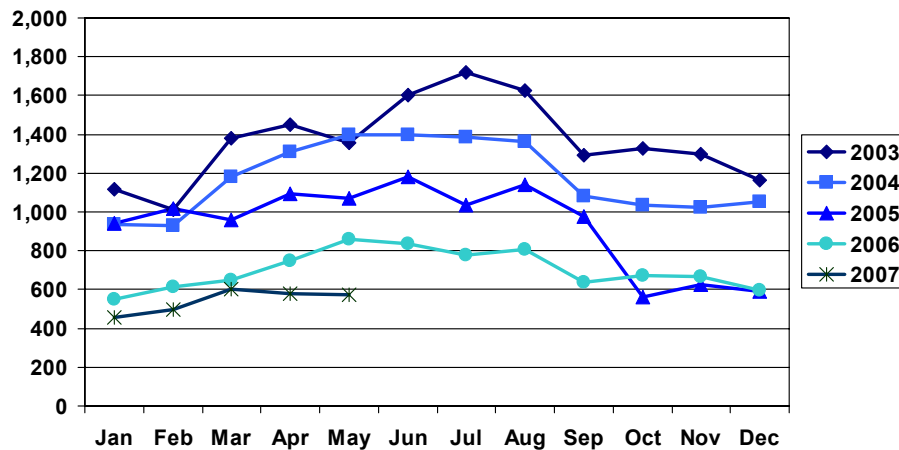
Tax Law: Current Save Our Homes laws have also contributed to this slow down by creating property tax "sticker shock" for homesteaded property owners looking to move. Homesteaded property owners are unwilling to move out of

Consumer Price Index (May - June, 2007)

City	CPI Increase
Miami-Ft Lauderdale	4.4%
Chicago	3.6%
San Francisco	3.4%
Atlanta	3.2%
Los Angeles	2.9%
National Average	2.7%
New York	2.5%
Philadelphia	1.6%

Note: Figures cited in this table are for May-June, 2007 only, while figures cited in the text are for the previous 12 months.

Number of Single Family Home Sales (Broward County) Declining



coffers but could also threaten the aesthetics of the community. The Administrative Citation

Program has been put into play to, in part, address expected code violations brought on by mounting foreclosures.

New construction of apartments dropped again

houses that no longer serve their needs because losing their homestead exemption means doubling or even tripling their property taxes.

Buyers are also sitting on the sidelines awaiting the results of the January 29, 2008 referendum regarding the "super-exemption" constitutional amendments. This wait and see posture has caused further reductions in housing activity. Our financial strategy and budgets assume the referendum will pass.

Property Insurance: The cost of homeowner's insurance has skyrocketed because of recent hurricanes.

Although the State Legislature and the Governor have promised property insurance and property tax relief, many economists are dubious that the latest effort will have any real impact on the real estate market. To the contrary, with less than expected relief for homesteaded owners and little real relief for non-homesteaded owners, tax payers are choosing to leave the state rather than wait any longer. In fact, for the first time in more than 40 years, more people are leaving the state of Florida than are entering. Coral Springs, for example, lost 543 of its nearly 130,000 residents over the past year. This is a signal that the area's high cost of living is making it less attractive to younger families.

As housing prices continue to self-correct, and as personal incomes pick up, more homes should become affordable to the average family home buyer, easing the affordable housing crisis in South Florida. Many experts, however, expect this market correction could take up to two years. In the meantime, increased foreclosures, declining appraisal values, and decreased housing turnover could affect not only the City's

with only 293 new units completed in all of Broward County during 2006. Marcus & Millichap (a real estate advisory firm) predicts a very tight 3.6% vacancy rate and a 5.6 % rental rate increase in 2007. Coral Springs lost around 3,500 units in professionally managed rental units due to condo conversions between 2003 and 2005. We expect many of these condo conversion units to return as rentals in Fiscal Year 2008 as investors rent unsellable units.

In Fiscal Year 2007, previously permitted developments in Heron Bay Commercial, Village Green, Riverside Villas, and Capri Isle will add 134 condos, apartments and townhouses to Coral Springs. The high-density development for the Country Club Golf Course, with 168 units, has been delayed, which caused our Lift Station Rehabilitation project to be delayed until Fiscal Year 2008. Also, the townhouse project at Coral Ridge and Wiles, Kensington Square, with 145 units, has been pulled off line.

In response to the high prices in Fiscal Year 2006, the City passed an affordable housing ordinance that requires developers of new housing units to set aside 10% of the units at prices affordable to families with a household income no greater than 120% of the median household income in Coral Springs. The developer may contribute funds to the Affordable Housing Trust Fund rather than set aside the units. In the absence of major housing developments, the recently established Affordable Housing Trust Fund has not received any contributions to date. Affordable housing initiatives, including Workforce Housing: Affordable Housing for Teachers are, therefore, delayed.

For the first time in more than 40 years, more people are leaving Florida than are moving to the state.

In Fiscal Year 2006, homeowners changed their spending pattern from home renovation to home repair in response to the damage from Hurricane Wilma (October 2005). Initially the number of building permits issued climbed dramatically but has steadily declined. This will affect the City in two ways. First, the revenue from building permits is directly correlated to the number of permits issued. Second, on the heels of the increase in building permits will be a dramatic increase in the need for building inspections which are not revenue producing.

Population Trends

For the first time ever, the population of the City has shown a minimal decline. Census data show a decrease of just over 500 people from 2005 to 2006. This is in line with recent reports that for the first time, more people are leaving Broward County than entering.

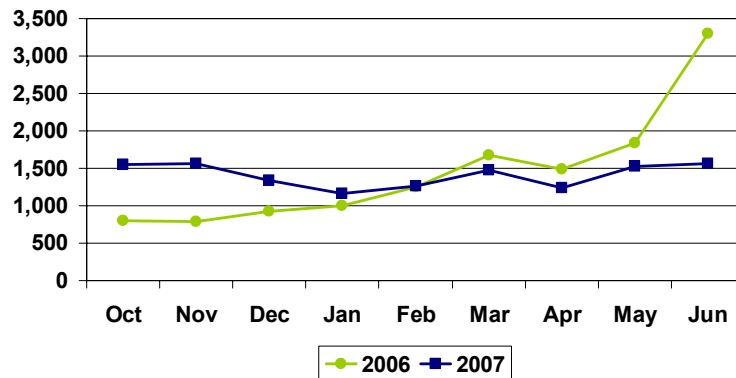
The combination of factors described above, particularly the sluggish housing market, the lack of vacant residential land in South Florida, as well as a reduction in domestic migration likely contributed to this decrease. Until the housing market recovers, we do not expect an increase in population. This may have a small impact on state-shared revenues as discussed in the Property Tax Legislation section. It has already had an impact on school enrollment. Like most communities throughout the County, Coral Springs has seen an overall decrease in students in our public schools last year.

We expect a population estimate for 2007 in August from the University of Florida Bureau of Economic and Business Research.

Mixed-Use Property

Mixed-use property is residential combined with other uses such as office and/or retail. In Fiscal Year 2007, the first mixed-used property in the City's history will be partially completed with 42 townhouses and retail/commercial space at Heron Bay.

Number of Building Permits Are Decreasing to Pre-Wilma Levels



No announcements for mixed-use development are expected during Fiscal Year 2008 as the townhouse condominium submarket will continue to go through a market correction throughout South Florida.

Downtown Coral Springs

Downtown Coral Springs is the City's largest mixed-use project. The Downtown Development of Regional Impact (DRI) encompasses 4.3 million square feet of mixed-use development including residential, commercial office, retail, entertainment and other related uses. Phase I (One Charter Place) was completed in the spring of 2007 with client occupancy currently underway.

With Publix Corporation's announcement that it intends to remain at its current University Drive/Sample Road location, more detailed design can move forward on the Northeast Quadrant. Although the development of the Northwest

Building permit revenues are expected to decrease as hurricane repairs near completion



One Charter Place.

Quadrant is complicated by the uncertainty of City Hall improvements, development planning on the remaining three quadrants can continue. The final decision regarding which quadrant will be developed next remains to be made. Again, the plans for Phase II are not expected to contain residential development that will be constructed within the next two years due to poor market conditions.

Single-Use Commercial and Industrial Properties

On the bright side, retail, office and industrial markets exhibit strong demand as validated by occupancy rates in all three categories of 95% or greater. Coral Springs continues to head toward complete build out on single-use commercial and industrial properties. In Fiscal Year 2007, 18 buildings will receive certificates of occupancy for a total of 830,474 square feet. In Fiscal Year 2008 almost 500,000 square feet is anticipated to receive certificates of occupancy on 13 properties. Strong value-added economic activity outside the housing sector continues to diversify our local tax base making our budgets less recession sensitive.

Seventy-nine acres of vacant industrial zoned land remains in the Corporate Park. An anticipated 339,738 square feet will receive a certificate of occupancy in Fiscal Year 2007. New commercial and industrial developments are frequently sold as office condominiums. The Whispering Woods Center on Wiles Road and Titleco II in the Corporate Park are two examples that received certificates of occupancy in Fiscal Year 2007. Almost 200,000 square feet (seven projects) are anticipated to be completed in the Corporate Park during Fiscal Year 2008.

Demolition of existing structures is a significant change to land development in Coral Springs. In Fiscal Year 2006, 79 demolition permits were submitted compared to 28 permits in Fiscal Year 2005. (Demolition permits can be for the entire building or the building's interior.) In Fiscal Year 2007, 32 demolition permits were approved. The buildings demolished were located in the Corporate Park, Turtle Run, Coral Springs University Drive and Coral Springs Village Green subdivision to make way for new redevelopment of the land at a higher density or better use. The demolition in 2007 included a majority of the Hawks Crossing Shopping Center for the new Super Target at Wiles Road and 441, and Publix at Sample and University, which will begin demolition in August 2007.

Redevelopment has become an increasing trend due to the lack of available vacant land. More than 1,000,000 square feet of commercial property

has seen redevelopment in recent years. Some examples include:

- Toys R Us to Best Buy
- Quadrangle to Coral Springs Animal Hospital
- Sears Life to Coral Springs Auto Mall
- Hops to Commerce Bank
- Winn Dixie to Wal-Mart Groceries (two locations)
- Albertsons to Office Depot and Laser Tag (Magnolia Plaza)
- One Charter Place formally Coral Springs Mall
- Hawks Crossing Shopping Plaza to Super Target and miscellaneous retail

Under the new rules of property tax reform, redevelopment is key to our ability to expand our tax base to cover increasing municipal expenses. The City will use land use-related incentives to encourage redevelopment projects that generate a positive fiscal impact on our General Fund.

Community Facilities and Public Art

City facilities have improved through the completion of the Sawgrass Nature Center, the art classrooms at the Museum, and the Public Safety Training & Technology Center. Religious institutions continue to expand with the addition of three campuses by 2008. With the exception of the art and music wing at the Charter School, no new or expanded school facilities are anticipated in 2007 or 2008. The Charter School will be used more extensively for our rapidly expanding University Partnership Program, offering classes toward undergraduate and graduate degrees. The first two public artworks on private development were completed at the Whispering Wood Center and Village Green Apartments during Fiscal Year 2007. The majority of property developers are contributing to the Public Art Fund that has resulted in four new sculptures on Sample Road and one in the Sportsplex. New contributions are reserved for major projects at the four corners in Downtown. A new mosaic now marks the entrance to the International Peace Garden at the Center for the Arts.

Ten artists and artworks were selected for temporary display on Sample Road during Fiscal Year 2008. Residents will also see the installations of new permanent public art at the corner of University Drive and Riverside Drive,

at the City Gymnasium, and an earthwork near the burrowing owl habitat at the new Whispering Woods Nature Area.

Emerging Issues

Green Initiatives/Sustainability

Over the past year, sustainability has become a much more visible issue and gained significant traction among local governments. Motivated in part by the desire to protect the environment, and in part by growing energy costs, this issue will continue to grow in importance over the next few years. We see opportunity in new technologies and techniques that can reduce our energy consumption. Several new initiatives are contained in this Business Plan to address this emerging issue.

Coconut Creek Casino Expansion

The Coconut Creek Casino, owned and operated by the Seminole Tribe, will undergo a major expansion in the next year. The Tribe has petitioned the Bureau of Indian Affairs to include approximately 50 acres of land owned by the Tribe into the Tribal "Trust." This action will allow the Tribe to place gambling operations on the entire parcel. The decision to allow the additional land to be added to the Trust will be made solely at the Federal level by the Bureau of Indian Affairs.

Concurrently, the State of Florida will be asked to approve a "compact" with the Tribe. The signatories on this compact will be the Tribe and the State. However, the State has asked for input from the County and affected cities before negotiating the compact. It is in this document that the affected cities should be given the opportunity to outline the impacts to their cities and the suggested mitigation. This compact is expected to be resolved by the end of 2007.

The City of Coral Springs has analyzed the impact on our City, and has advised the Regional Planning Council of the following needs:

- Our Police Department will require six additional Police Officers and two Traffic Accident Investigators at a cost of \$1,208,742.
- Our Fire Department will need 12 additional uniformed fire fighters at a cost of \$1,344,612.
- The final area of impact is traffic mitigation, which will require several projects. First, Wiles Road east of Rock Island Road will

need to be widened. University Drive needs to be extended to Palm Beach County. Traffic will increase on 441, Turtle Creek Boulevard, Sample Road, and other affected streets. There will also be additional costs related to increased maintenance needs of affected City streets.

During Fiscal Year 2008, the City must assess the impacts of the casino expansion and associated developments on our Downtown project to complement rather than compete with the Seminole Tribe's project, particularly in the areas of retail, entertainment and hospitality. Also, the Casino project calls for the development of a new theater. We will strategize during Fiscal Year 2008 as to how our theater can remain competitive in the marketplace given this added competition.

University Drive Extension

The extension of University Drive, whether "the wedge" property is annexed by Broward County or not, remains an issue which will require attention. Efforts to change the existing plan at the state level are expected to continue. The City's position remains constant; University Drive must be extended to Palm Beach County along the reserved right-of-way. This is the best alignment to relieve traffic congestion, provide timely emergency responses and to facilitate evacuation.

City Hall Improvements

Existing City Hall facilities are inadequate to service the needs of our community. Staff will explore the financial feasibility of several development strategies for expanded City Hall



City Hall North.

facilities, including the expansion/renovation of existing facilities, a public/private partnership in Downtown and development of new facilities at the Mullins Park site.

Future Water Issues

Our drinking water comes from 19 shallow wells located around Coral Springs. Currently, Coral Springs residents use about 123 gallons of water per person per day. The amount of water that Coral Springs can withdraw from the aquifer is permitted by South Florida Water Management District (SFWMD). Our current permit allows for usage up to 8.69 million gallons per day (MGD). For the present, we are doing well in keeping within our allowable limits, however new development within Coral Springs is likely to cause our overall water usage to increase. We estimate that within ten years, we will need up to an additional 2 million gallons per day to meet our water usage requirements. SFWMD is aware that our water needs are increasing and has suggested that we construct a 2 MGD Floridian aquifer water supply. This proposal is referred to as an “Alternative Water Supply” (AWS). There are two problems with this solution. One is cost, which could be as much as \$26,000,000. The other problem is the availability of land on which to build a treatment facility.

We can also choose to pursue other alternative water supply projects. Depending on final cost and feasibility, there are several ideas we may choose to implement:

- Conservation
- Desalination of saltwater and brackish water
- Increasing water storage capacity
- Reclaimed water (recycling wastewater for use in irrigation or to recharge the aquifer)
- Partnering with neighboring communities to implement any of the above ideas.

The City’s approach will be to emphasize conservation first and foremost. A new rate study has just been released which encourages conservation by implementing a new “tiered” rate structure. The tiered rate structure is a volume based charge that provides an incentive for customers to use less water. In addition, an initiative for conservation is included in this Business Plan.

Regionalization of Fire Services

There has been talk at the state and local levels during this year about the regionalization of fire services. Theories have abounded about how to



Entrance sign to the Corporate Park of Coral Springs.

provide high quality fire and emergency medical services in light of cities' reduced ability to fund them. Some have talked of expanding sub-regional fire partnerships (similar to the Coral Springs/Parkland partnership or the Coconut Creek/Margate partnership). Other discussions center on a countywide approach. Coral Springs will oppose any efforts to set countywide standards which do not allow cities the flexibility to meet the particular needs of their own residents as those needs dictate.

Competitive Environment

In alliance with the Coral Springs Economic Development Foundation (EDF), the City has attracted 117 new businesses, assisted in the expansion of 19 others, and retained five more since 1993. As can be seen in the results from the annual business survey, the City's business and family friendly atmosphere are the main reasons we are able to retain existing businesses.

Based on personal interviews, the principle factors that determine our success in attracting new businesses to the City relative to our competitors include the quality of life (as evidenced by our selection as one of the "Top 90 Best Places To Live"), the reputation of the City as well-managed and business-friendly, proximity to major transportation corridors (air, rail, and highway), existing technology infrastructure, an educated workforce, cleanliness of the City, and excellent public safety and emergency preparedness. Not to mention the South Florida locale! In addition, retail outlets and restaurants are attracted to our growing pedestrian-friendly, mixed use properties.

In the past, strict signage codes were a deterrent to relocating businesses. Working with citizens and business owners the City introduced a revised sign code in 2006 that was acceptable to commercial property owners without jeopardizing the aesthetics so important to residents.

There are two reasons non-retail businesses choose to locate in neighboring cities rather than Coral Springs. First, restricted or limited size of facility can deter businesses from moving to our City. With just 79 acres remaining in the Corporate Park, we are looking for the best opportunities for our park to complete build out prior to entering into redevelopment of the area south of 39th street.

Second, some corporations have received lucrative incentives from other cities. Using our fiscal impact model and guidelines established by the city commission at the inception of EDF, we look very closely at the return on investment of any potential incentive offering. The City will encourage additional economic development through its Enterprise Coral Springs and its three business units; the Economic Development Foundation, Chamber of Commerce and Council of Executive Officers. More emphasis will be placed on small business development during Fiscal Year 2008 through the initiatives contained in this Business Plan and the Business Plan of Enterprise Coral Springs.

(Source: Coral Springs Economic Development Foundation (EDF) 2005 Annual Report and personal interviews by EDF staff)

Service & Operations Strategy

This Business Plan covers the second year within a three-year Strategic Plan for Fiscal Years 2007•2008•2009. The usual two-year Strategic Plan was extended to span the three-year term of the current City Commission. The seven priorities identified by the City Commission for this strategic planning cycle set the agenda for this Business Plan, namely:

- Customer-Involved Government
- Financial Health & Economic Development
- Excellence in Education
- Neighborhood & Environmental Vitality
- Youth Development & Family Values
- Strength in Diversity
- Traffic, Mobility & Connectivity

While the Strategic Plan sets out the vision, the Business Plan outlines tangible plans for making the vision a reality. In each of the priority areas, Department Directors have developed initiatives that will change the way the City operates in order to address our seven priorities and implement the vision expressed in the Strategic Plan.

A Word About Existing Services and “Ongoing Initiatives”

In some sections, we have highlighted initiatives that were in previous Business Plans that are still being implemented in Fiscal Year 2008. Generally, if an initiative is fully operational and integrated into our service package, it won't be mentioned. The emphasis is on multi-year implementation and the evolution of existing initiatives.



City Attorney Sam Goren, Commissioner Vincent M. Boccard, Vice Mayor Roy Gold, Mayor Scott J. Brook, Commissioner Claudette Bruck, Commissioner Ted Mena, and City Manager Michael S. Levinson

For more detail about the services we provide, and the performance measures we use to manage those services, please reference the departmental sections of the Annual Budget.

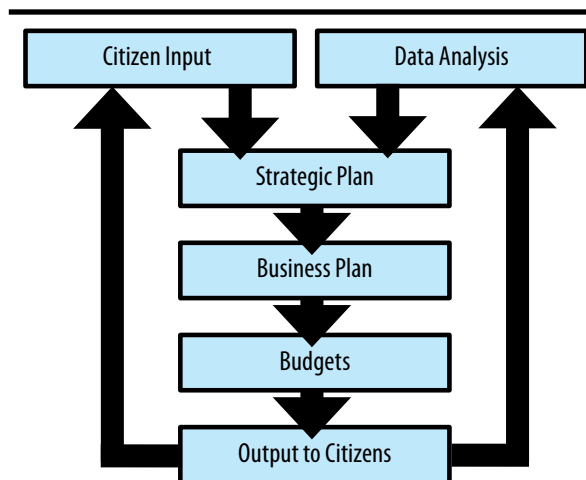
Our New Initiatives

Initiatives are chosen that will in some way assist us in achieving our Key Intended Outcomes. We include those we feel are significant contributors to supporting our Strategic Priorities or put additional demands on our resources. In this way, we identify the most significant actions we plan to take next year.

The phased implementation of the property tax legislation promises to make Fiscal Years 2008 and 2009 equally challenging. To position ourselves for this opportunity, we will not undertake as many new programs and services as in the past. Instead, we will focus on finding different ways of providing existing programs and services, and in some cases, making plans for reducing service levels. Regardless, remaining City services will continue to be provided in the same high quality and timely manner our customers have come to expect.

Wherever applicable, operating expenditures have been identified for the first year only. Capital expenditures, on the other hand, reflect the total cost of the project regardless of the project's length. Capital carrying costs are not included. This year, because some initiatives are specifically implementing our goal of reducing our budget, *Cost Savings* will be shown when applicable.

City of Coral Springs' Strategic Planning Process



Customer-Involved Government

Ongoing Initiatives

Bus Shelters (2005, 2006, 2007)

Lead Department: Public Works

In Fiscal Years 2006 and 2007, the City purchased and installed an additional 26 shelters at high volume stops along the heavily traveled roadways within the City. For Fiscal Year 2008, five more are planned for purchase and installation. Locations will be done in collaboration with Broward County Transit. The City is entering into an interlocal agreement with Broward County where the County will provide funding to retrofit bus stops within City rights-of-way to be ADA accessible. This funding will pay for new concrete slabs, sidewalks and curb ramps for bus stops that require retrofitting.

Country Club Golf Course Lift Station Rehabilitation

Lead Department: Public Works

This project was established to coincide with improvements to the Country Club Golf Course. The improvements to the Golf Course have been deferred and subsequently the project has been put on hold until the summer of 2008.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Number of citizen volunteer hours	31,000	31,000	31,000
Percent voter turnout per election (excluding primaries and special elections)	40% (Governor)	N/A	50% (President)
Overall rating of the City in terms of communicating with residents (Resident Survey)	93%	93%	94%
Overall rating of the City in terms of communicating with businesses (Business Survey)	78%	79%	79%
Customer service rating by residents (Resident Survey)	93%	93%	93%
Customer service rating by businesses (Business Survey)	90%	91%	92%
Number of mentors trained	50	50	50
Overall quality rating for City services and programs (Resident Survey)	93%	93%	94%
Overall quality rating for City services by business owners (Business Survey)	91%	92%	93%
Employee satisfaction rating (Human Resources Survey)	93%	93%	93%

Study Circles

Lead Department: Human Resources

A study circle is a small, diverse group of eight to twelve participants that meets regularly over a period of weeks or months to address a critical public issue in a democratic and collaborative way. The purpose of study circles is to consider issues from many points of view and uncover areas of agreement and common concern. Study circle programs may lead to a wide range of action and change efforts.

Essential to this process is the training and identification of qualified facilitators. City staff will train the facilitators. The City Commission will identify up to two issues to be studied during Fiscal Year 2008.

Customer Care Center

Lead Department: Building

Residents, property owners, commercial businesses and citizens with questions about permitting, plan review and inspections will have phone access to a Customer Care Representative. In addition to answering general permitting information, the Customer Care Center will relay any specific inquiries to the proper office. A state of the art phone system allows our Building Department to automatically route calls to additional staff members when the calls are backed up. A continuous “loop” recording of current building information will be heard until the call is picked up.



Through call center technology advancements, our customer service will improve

New Initiatives

Customer Service Phone Efficiencies

Lead Department: Human Resources

Operating Costs: Existing

Recent data collection efforts show that a high percentage of calls to the various departments are to ask the same questions or are calls that should have gone to a different department or division. Staff will be exploring various options that would both improve customer service and reduce the workload at high volume customer service desks.

Through call center technology, call volumes can be proactively monitored and service desks

can be dynamically expanded or contracted depending on the call volume, seasonal issues or other special circumstances. Listings and directories will be reviewed, particularly information provided on the City web site and in area telephone directories. On phones where there is a high volume of one or two questions, (e.g., directions, hours of operation) callers will be given the option of pressing a number to get a recording with the information. At locations where a high percentage of calls are transferred to the same one or two numbers, a recording will give the person a number to push to go directly to one of the locations. These tactics will get customers to the party they want to speak to faster and will free up staff time to give better service.

Building Division Workshop Pilot

Lead Department: Building

Operating Expenses: Existing

This project will provide communication, education and training to our external customers. In an effort to minimize rejections in plan review and application/plan submittal requirements, the Building Division staff will provide a series of workshops regarding the Florida Building Code (FBC) and permitting requirements on an interim basis to businesses, architects, contractors and support staff.

Initially, it is anticipated these workshops will cover topics regarding FBC requirements and changes related to plan review, application submittal and inspection requirements. Additionally, administrative staff, plan reviewers, inspectors and permitting staff will be available to answer specific questions posed by attendees.



The Building Department, located in City Hall South, will offer a Workshop Pilot Program in Fiscal Year 2008.

Redesign State of the City

Lead Departments: Human Resources, Communications & Marketing

Cost Savings: \$30,000

In order to save money, this year's State of the City event and Annual Report will be redesigned. After analyzing customer feedback, we learned that our customers would be satisfied with a smaller scale event. State of the City will be revamped to be less formal and less expensive, but just as informative as ever.

Public Safety Facility Renovations and Expansions

Lead Department: Development Services

Capital Outlay: \$13,500,000

In 2006, the voters approved a \$13.5 million General Obligation Bond referendum for the funding of various improvements to the existing Public Safety complex. As such, this project undertakes the implementation of the following improvements: the hardening of the existing structure to withstand hurricane level winds, improvements to the existing emergency operation space, expansion to the existing office space and a new customer lobby, construction of a new fire station, and construction of new infrastructure to support the improvements. Once completed, the new public safety complex will provide better operational performance daily and in times of crises.

The project schedule calls for all architectural and engineering design to be completed in the fall of 2008 and the construction to be underway during early 2009.

Continuous Improvement Efforts

Lead Department: City Manager's Office

Donations: \$50,000

The Malcolm Baldrige Criteria for Performance Excellence are used nationwide by a multitude of organizations to help improve their organizational performance practices and achieve sustainable results. Organizations applying for the Malcolm Baldrige National Quality Award receive feedback from a team of experts on ways to improve communication, productivity, and effectiveness as well as aligning resources with goals. In addition, many organizations apply for the Baldrige award since receiving it not only recognizes performance excellence, but it improves an organization's ability to secure loans, grants and a AAA bond rating.

Incorporating Baldrige management standards into our business model has accelerated our improvement efforts, energized our workforce, and allowed us to examine our organization critically. Award applicants say the Baldrige evaluation process is one of the best, most cost-effective, and comprehensive performance assessments available. Applicants find high value in the process itself, whether or not they receive the award. The application process expedites improvement efforts by going beyond the internal self-assessment process and introducing a rigorous, objective, external view of an organization's improvement process. Each applicant receives a minimum of 200 hours of review; site-visited applicants receive over 1,000 hours of review from a team of expert examiners.

The business community in Coral Springs has stepped forward to underwrite the cost of the application and site visit. Through their commitment, we can ensure that tax reform does not derail our continuous improvement efforts, at a time when efficiency and effectiveness are most critical to us.



With improved wireless access, police patrol officers will be able to submit reports, gather information, and receive e-mails in the field.

Wireless Access for Patrol Officers

Lead Department: Police

Operating Expenses: \$60,000

Providing Police Patrol Officers with higher capacity wireless network connections allows them to access more services and information while in the field. This will include access to: CJNET (a Florida Department of Law Enforcement intranet with dozens of applications); the internet; and the City's Knowledge Network. Additionally, this technology will significantly increase productivity, as personnel will be able to submit reports, gather information, and receive e-mails in the field, rather than returning to designated locations to perform these tasks.

This initiative will improve the management of our information resources by incorporating innovative technology into daily work, thus improving job performance and job outcomes.

EAR-Based Amendments to the City of Coral Springs Comprehensive Plan

Lead Department: Community Development

Operating Expenses: Existing

Every seven years, the City is required to complete an Evaluation and Appraisal Report (EAR) of the City's Comprehensive Plan. The report reviews the existing Plan and determines what changes are needed to update and to ensure consistency with the county, regional and state comprehensive plans. These changes become incorporated into EAR-based amendments to various elements of the Plan. State statute requires that all changes to the Plan must be adopted by October 16, 2008.

In addition to EAR-based amendments, there are other mandated updates to the Plan. The elements that relate to water supply (Potable Water, Sanitary Sewer) need to be amended to be consistent with the South Florida Water Management District's Lower East Coast Water Supply Plan and must be adopted by August 15, 2008. State statute now requires that municipalities update their Capital Improvements Element on an annual basis to assure cost effective plans.



The new Fire Training Simulator Tower at the Coral Springs Fire Academy will be a vital aspect of the training program for emergency personnel.

Station 71 Feasibility Study

Lead Department: Fire

Operating Expenses: Existing

Fire Station 71 was designed and built to accommodate volunteer, not full-time firefighters. The Station needs to be renovated to provide suitable living quarters for male and female firefighters and to provide suitable space for training, housing equipment, and other functions. Although the renovation was approved in last year's Capital Improvement Program, an engineering study should be done to determine which of several options will be most cost effective. Possibilities include refurbishing the existing building, razing the existing building and rebuilding at the same site, or relocating Station 71 to the Public Safety Training Center and selling the current site.

Fire Training Simulator Tower

Lead Department: Fire

Capital Outlay: \$500,000 (FY 2007)

Grant Funding: \$100,000

Through an appropriation from the State of Florida Legislature, and from other funds made available in the Fiscal Year 2007 Capital Improvement Program, the Fire Department will add a Fire Training Simulator Tower to the Fire Training Academy.

This tower will allow the Academy to maintain its certification as a licensed training academy and offer Academy students and our firefighters and police officers improved training opportunities.

CERT Training

Lead Department: Fire

Cost Savings: \$20,000

The Community Emergency Response Team (CERT) is a volunteer group that assists City emergency personnel in the event of natural or man-made disasters. CERT members have played an important role in many local emergencies, including hurricane clean-up and missing persons cases. In the past, training for CERT members was offered by City staff at City facilities. Over the past several years, some of our volunteers have been trained as trainers themselves. In order to continue offering CERT training in a cost effective manner, the volunteer trainers will be used to teach CERT classes at the Public Safety Training Facility, saving the City \$20,000 in staffing expenses.

Small Business Development

Lead Department: Development Services

Operating Expenses: Existing

The City is committed to supporting businesses in our community. To accomplish this goal, we will implement a partnership with Enterprise Coral Springs involving the Coral Springs Chamber of Commerce and the Economic Development Foundation (EDF).

The partnership will develop a series of informational tools as well as networking events, intended to offer knowledge and insight into business retention and expansion in the following areas:

- City Policies & Procedures
- Business Entrepreneurial Information & Strategies
- Business Best Practices
- Process Improvement Tools
- City and Community Involvement

In addition, we will gather information from small businesses on other areas of support needed. These tools and networking events will provide an opportunity for the Enterprise Coral Springs, the Chamber, EDF and City staff to build positive relationships.

Waste Management Franchise Agreement

Lead Department: Public Works

Operating Expenses: Existing

The City is approaching the end of its five year term agreement with Waste Management on December 31, 2008. The City has the option to renew the existing agreement under the current terms and conditions for another five year period. Staff will research the best course of action for the City to take in regard to the renewal of the contract.

Visioning Summit Update

Lead Department: Human Resources

Operating Expenses: Existing

In 2004, one-hundred people, representing the full spectrum of residents and businesses in Coral Springs, met to create a vision of the City's future. An informal and low-cost "reunion" will be held to allow the participants to update one another on progress in making the City's vision a reality.

Financial Health & Economic Development

Ongoing Initiatives

Downtown Coral Springs (2005, 2006, 2007)

Lead Department: City Manager's Office

One Charter Place was completed in March 2007. This mixed-use development is approximately 99,000 square feet, and includes commercial office, financial and retail space, as well as a multi-purpose parking garage with 475 spaces. The \$26 million project is developed on 3.8 acres of City-owned land that was sold

by the City to the master developer through the Community Redevelopment Agency (CRA).

Phase I of Downtown Coral Springs also included construction of four exclusive turn lanes and reengineering of traffic signalization for the traffic lights at the Sample and University intersection at an estimated cost of \$1,000,000.

The CRA is expected to announce the blueprint for the subsequent phase developments of the Downtown Coral Springs project during Fiscal Year 2008 .



One Charter Place.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Bond Ratings	"AAA"	"AAA"	"AAA"
Residents' value rating (Resident Survey)	73%	72%	72%
Add a minimum of \$2 M annually to the City's financial reserves until a goal of 17% of budgeted expenditures is reached	\$2 M	\$2 M	\$2 M
Commercial square footage development initiated within the Downtown CRA	*	*	400,000 sq ft *
Percent plan reviews completed within 15 days	95%	95%	95%
Non-residential value as percent of total taxable value	20%	20%	20%
Percentage increase in operating millage rate	0%	0%	0%

*The three year goal of 400,000 square feet is subject to further refinement based upon revisions to be made in the CRA plan in connection with the recently enacted state eminent domain laws.

New Initiatives

Future Improvements—Communications Center

Lead Department: Police

Operating Expenses: \$12,000

Capital Outlay: \$200,000

The cities of Coral Springs, Margate, and Coconut Creek intend to work together to determine the best approach to a challenge that will face all of us in the next five years: replacement of our emergency communications equipment. This replacement could cost upwards of \$6 million for each city, thus it makes sense to consider a regional approach. Interim improvements will be made to our system this year, while simultaneously undertaking a study of the best long-term approach to replacement of this critical system.

Downtown Green Market

Lead Department: Sportsplex

Operating Costs: Existing

Many communities have established local Farmer's Markets or Green Markets. These are generally held on Saturday or Sunday and provide local farms and organic businesses the opportunity to bring produce and other products to sell. The City and CRA would like to investigate working with a partner or partners in establishing a Green Market in Coral Springs, preferably in the Downtown CRA. There is not one in the immediate area and this would give residents the ability to buy fresh local produce during the winter growing season.

A grant opportunity through the Farmer's Market Promotional Program is being pursued for partial project funding.

Enhance Transport Fee Revenues

Lead Departments: Fire/EMS

Operating Expenses: Existing

The City will explore several options for enhancing transport revenues. First, we will raise transport fees. Coral Springs' transport fees have not increased since 2004. This increase will require an amendment to City ordinance, which will be included in the budget adoption process this summer.

Second, various improvements in the collection and distribution of EMS data related to transport services are planned. Collectively these improvements address cycle time and data accuracy. For example, an estimated \$5,000 can be saved annually by providing the City's billing provider (ADP) transport service data electronically, rather than via mail. Other improvements in the EMS reporting process will address computer prompts for billing data, and require quality control processes prior to forwarding billing data to ADP. Shortening report writing and billing cycle times, while improving the quality of the billing data can only have a positive impact on revenue collection.

Third, the Fire Department will explore other administrative methods for enhancing revenues such as seeking assistance from the City Attorney on delinquent accounts, and entering into agreements with insurance carriers for direct payment.

Downtown Water & Sewer Infrastructure Study

Lead Department: Public Works

Operating Expenses: \$50,000

Given the potential downtown redevelopment at the intersection of University Drive and Sample Road, an assessment of the City's existing water distribution lines, gravity sewer collection, and wastewater transmission systems need to be evaluated to ensure the proper infrastructure is in place to service the new demand on the utility.

The results of this engineering study will serve as a foundation to determine a capital budget for the necessary improvements to ensure the provision of adequate water and sewer service in the future. It will also help determine a fair and equitable plan for funding these improvements.

Redevelopment Code Study Phase III

Lead Department: Community Development

Operating Expenses: Existing

This project continues the process to modify the City's Land Development Code to allow for redevelopment in appropriate areas within the City, particularly in the Downtown CRA. Because the code was developed as the City was initially being developed, changes are needed to promote exceptional design and appropriate density in Downtown. A new zoning district for the Downtown will promote redevelopment and will allow a mix of uses, including residential, retail, office and open space and the prospect of shared parking in this area. A zoning district for the Downtown is also a requirement of Broward County for the Local Activity Center land use category previously established for this area.

These changes will attract and promote redevelopment for commercial areas in the City and provide additional opportunity for an increased tree canopy.

Other modifications to the City code include providing updates to the tree ordinance and modifying the code to be consistent with Broward County's transit-oriented concurrency program.

Redevelopment South of 39th Street

Lead Department: Community Development

Operating Expenses: Existing

The completion of build out in the Corporate Park of Coral Springs is anticipated to occur in Fiscal Year 2009. As the City faces new challenges in the form of increasing and expanding the commercial property tax base, the Corporate Park properties south of NW 39th street present us with an excellent opportunity for future growth through redevelopment.

The Coral Springs Economic Development Foundation along with City staff will implement a long-term redevelopment plan for the Corporate Park properties south of 39th street. This is a multi-faceted plan including the private sector assembly of approximately 40-50 acres of currently occupied properties. This will be encouraged through a public/private partnership utilizing the Economic Development Foundation as the catalyst for success. In addition, the Land Development Code must be reassessed and a Master Plan developed to encourage the development of the most appropriate, "highest and best" uses for the Corporate Park. Coordination with the newly formed Corporate Park of Coral Springs Property Owners Association will ensure support and consistency throughout the process.

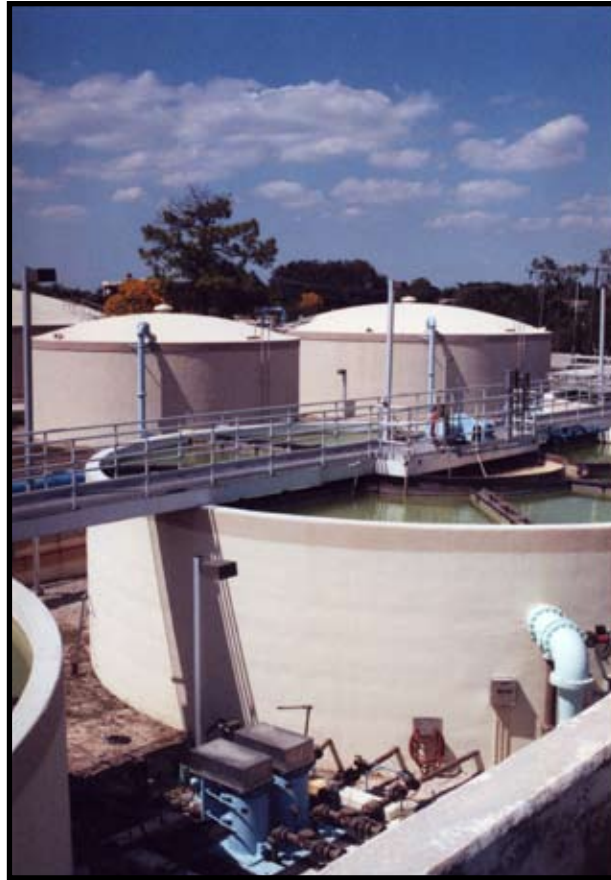
Workforce Attrition

Lead Department: Human Resources

Cost Savings: To Be Determined

In today's competitive environment, our organization's planning must anticipate many factors, including customer expectations, workforce development, hiring needs, technological developments, the evolving e-business environment, and changes in market environment. In order to create a sustainable organization, we must allow these factors to influence our course. In light of budget cuts, we will continue to examine our organizational structure and identify opportunities to combine functions. While we value our employees and remain committed to their success, redefining some jobs within our organization is a continuation of our commitment to flattening the organization and placing employees in positions to serve the customer directly.

A gradual, natural reduction in personnel will be achieved by eliminating some positions vacated via retirement and normal attrition.



The Coral Springs Water Utility.

Postcard Billing for Water Customers

Lead Departments: Financial Services

Cost Savings: \$15,000

This cost saving initiative will replicate a system used by other local utilities where Coral Springs Water Utility customers will receive bills in the form of postcards. This redesigned system saves postage and printing costs and supports the City's core value of Continuous Improvement.

Excellence in Education

Ongoing Initiatives

Charter School Art and Music Wing (2006)

Lead Department: Development Services

The Art and Music Wing will consist of a band room, vocal room and 300+ seat auditorium. The original feasibility plan for the Charter School always referred to the proceeds from the sale or lease of land at the corner of the Charter School site as the funding source for an Art and Music Wing. Now that One Charter Place is underway, \$1.5 million from the sale of land has been transferred to the Charter School, and the new wing will be ready for the 2007/2008 academic year. Fund-raising and surplus funds from the Charter School will contribute the remaining funds needed for this project.

Teacher Recognition

Lead Department: Human Resources

In our quest for “Excellence in Education,” the City of Coral Springs would like to honor exceptional teachers at each of our public and private schools. Near the end of the school year, each school will be invited to send a teacher of their choice to represent their school and be honored at a Recognition Ceremony at a City Commission meeting. In some cases, the selected teacher may be “Teacher of the Year” at that school. This Recognition Ceremony will be coordinated with Teacher Appreciation Week in Broward County.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Percent overcrowding (normalized)	108%	108%*	108%*
Number of students attending courses offered by partnering institutes of higher education	1,000	1,000	1,000
Achieve gains in math/reading mean scale score at the Charter School	0.6%	0.8%	0.6%

*No longer a KIO since Coral Springs schools are no longer overcrowded, though staff will continue to monitor.



Band student at the Coral Springs Charter School.

Sterling at Charter School

Lead Department: Human Resources

Operating Costs: Existing

The Charter School's efforts in continuous improvement are apparent in their students' success. The Charter School was named an "A" school again despite the more stringent qualifications for that honor this year. The Charter School submitted its first Sterling application in Fiscal Year 2007. It received the Sterling Quality Achievement Award for their Academic and Career Excellence Academy (ACE Academy). ACE Academy provides students in the 12th grade with the opportunity for an executive internship with a participating corporate sponsor. Each year 30 students are selected and placed with a high-level executive in the student's chosen career field. ACE students also complete a Capstone Project, allowing them to apply, synthesize and showcase the knowledge and skills gained through their internship experience. Since the inception of the ACE Academy in the 2003/2004 school year, 120 students have completed the program.

During the next year, staff will assist the Charter School in using their Feedback Report as a guide to further organizational improvements.

Public School Facilities Concurrency Element

Lead Department: Community Development

Operating Costs: Existing

The City and the Broward County School Board and other non-exempt municipalities are required to implement school concurrency through amendments to the Interlocal Agreement and the Comprehensive Plan. State statute requires that the City adopt Comprehensive Plan amendments by February 1, 2008.

Broward County is in the process of providing a draft Public School Facilities Element to the State's Department of Community Affairs. Once the County submits their draft, the City will transmit its Public School Facility Element to the State. This process will require two approvals by the City Commission to transmit and adopt the element.

The goal of this element is continued collaboration between the City, County and School Board to implement concurrency and provide adequate school facilities for existing and future students.

New Initiatives

Coral Springs Government Academy

Lead Departments: Human Resources, Communications & Marketing

Operating Expenses: Existing

The City will host a series of seminars designed to introduce teens and adults to the basic function of local government as well as intensive review of Coral Springs' business model. A six-week program of one hour weekly lectures with outside reading and reference materials, the course will be designed primarily for City board appointees, committee members, volunteers and interested high school students.

Life Skills Workshops for High School Students

Lead Department: Human Resources

Operating Costs: Existing

During an Advisory Committee meeting in Fiscal Year 2007, several school principals conceived an idea that would help the high schools and meet the City's desire to reach young people with education in areas such as teen driving and good decision-making. These workshops are to be delivered to high school juniors and seniors while the underclassmen take the FCATs. The high schools like the idea because it gives an excellent alternative for upperclassmen while the rest of the school students and staff are occupied with FCAT testing.

The committee will work to develop topics for the program that are meaningful to junior and senior high school students, such as: personal finance; drivers' education; team work and group decision-making; family life and parenting; and community building in schools.

Elementary School Resource Officers

Lead Department: Police

Cost Savings: \$505,000

Following the 9/11 tragedy, the City placed a sworn School Resource Officer (SRO) in each of its 12 elementary schools. These officers provide drug and gang resistance education and some traffic management duties at each school. While the Coral Springs Police Department is committed to continuing to provide these services to all elementary schools, it is no longer possible to station one officer in each elementary school. The SRO to school ratio, therefore, will change from one officer per school to one officer for two elementary schools. Each officer will still be responsible for maintaining education, programs and policing their school area. As before, the SRO's have the resources of the Police Department at their disposal in order to maintain the level of service at their respective schools.

Middle and high schools will continue to have one SRO at every school.



City staff helping local students at Student Success Day in March 2007.

Neighborhood & Environmental Vitality

Ongoing Initiatives

Security in the Parks II (2006, 2007)

Lead Department: Police

This program to equip city parks with parking lot security cameras linked to the Police Department communications center has helped to reduce vehicle burglaries, identity theft, and other crime in the parks. Crimes are captured on digital video and investigators review the video to identify the subjects and vehicles used.

Security cameras have been installed in Betti Stradling Park and Cypress Park. In Fiscal Year 2008, we will evaluate the calls for service at the remaining parks and identify which parks will get the next installation of security cameras.

Public Art Program

Lead Department: Community Development

The Public Art Program has made great strides in enhancing the City's heritage, diversity and character through public artworks integrated in the City's architecture and landscape.

To enhance the visual character of the city, the Public Art Program has purchased five sculptures and commissioned three others from in-lieu art fees paid to the public art trust fund during the first three years of operation. In 2007, the Public Art Committee approved the first public sculptures on private property at Whispering Woods Center and Village Green Apartments. Ten artworks were approved for temporary display between November 2007 and April 2008. Two sculptures may be purchased from the group after citizen comment.

As the artworks have been installed, the quality and investment in the site itself with sufficient space, landscaping and lighting has been recognized as very important. In 2008, the program will reserve funds for future use in the City and move the existing sculptures to permanent locations. Funding of downtown art installations will be a priority.

The General Fund does not fund this program—it is entirely self-funded through fees from new development.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Number of cooperative projects and the number of different partners (public, private and intracity depts.) focused on enhancing the environment	12 projects 8 partners	12 projects 8 partners	12 projects 8 partners
City Crime Rate (crimes per 100,000 residents)	2,980	2,970	2,950
Percent of Code cases brought into voluntary compliance prior to administrative/judicial process	70%	70%	70%
Number of formal and informal neighborhood partnerships each year	20	20	20
Number of trees planted within the City	3,000	3,000	2,000

Meadows & Dells Drainage Improvement

Lead Department: Public Works

In November 2005, the City Engineer, Chen and Associates, completed a Storm Water Master Plan for the Meadows and Dells neighborhood. The study examined the adequacy and condition of the existing drainage system, identified areas of flooding, recommended drainage improvements, divided the work into phases and determined the cost for the work. This multi-year project will improve the existing swale drainage by installing piping and catch basins to channel storm water to the canal system. Funds for the Fiscal Year 2008 portion of the project are from the Community Development Block Grant (CDBG) program, and are also being sought from other grant programs.



An artificial turf field at Mullins Park.

New Initiatives

Recycling in Parks Pilot Program

Lead Department: Parks & Recreation

Operating Costs: Existing

The City of Coral Springs seeks to be a role model in looking for conservation measures that go beyond mere compliance. This initiative will implement a project to place recycling containers in Betti Stradling Park. This pilot program will promote recycling of plastic, glass, and aluminum. The Parks & Recreation Department will monitor the results to determine if the program should be expanded to other City parks.

Artificial Turf

Lead Department: Parks & Recreation

Operating Expenses: \$800,000

City staff will continue its successful pilot program to replace grass playing fields at City parks with artificial turf. Benefits to utilizing artificial turf as a playing surface for our sports fields include year-round usage, and savings of \$50,000 a year in chemicals, irrigation and resodding costs. This year's project will be to replace the grass at Aiello Field at Mullins Park. This field is heavily used for football. Because football programs generally allow play during the rain, a natural turf field can become severely damaged through normal usage. This field is a perfect candidate for artificial turf, as it will allow the leagues to play as long as lightning is not present, thereby drastically reducing the need for rescheduling of games.

Funding opportunities being pursued for this project include a low interest rate loan from the Florida Department of Environmental Protection and a grant opportunity from the National Football League.

Comprehensive Water Conservation Program

Lead Departments: Public Works, Communications & Marketing, Parks & Recreation

Capital Outlay: \$50,000

The goals of our water conservation program are threefold: to be good stewards of our scarce water resources by encouraging conservation; to educate and incent customers in conservation practices through new programs and rate structure; and to avoid costly alternative water supply projects.

In terms of water usage, we must keep our community's maximum consumption at or below 8.69 million gallons per day. This amount represents the limits of our permitted water usage, therefore as we approach this limit we must aggressively optimize the use of available resources and re-examine our water usage habits. City staff will facilitate this through education, improvement of water treatment plant processes, conversion from potable water sources for irrigation, and the dedication of capital investments in projects that reduce water usage.

As part of our campaign to conserve potable water, the Parks & Recreation Department will implement the conversion of the irrigation systems in medians on Sample Road and University Drive. By changing three irrigation sites from City water to well water, we can save 3.2 million gallons annually toward our permitted water usage limit. This is enough to supply water for 30 households. In addition to saving potable water, this project will save \$400 annually in irrigation costs.

Green Design and Maintenance

Lead Department: Community Development

Operating Costs: \$7,500

Green design is the practice of increasing the efficiency with which buildings and their sites use and harvest energy, water, and materials. Green design techniques also aim to reduce a building's impact on human health and the environment, through better siting, design, construction, operation and maintenance.

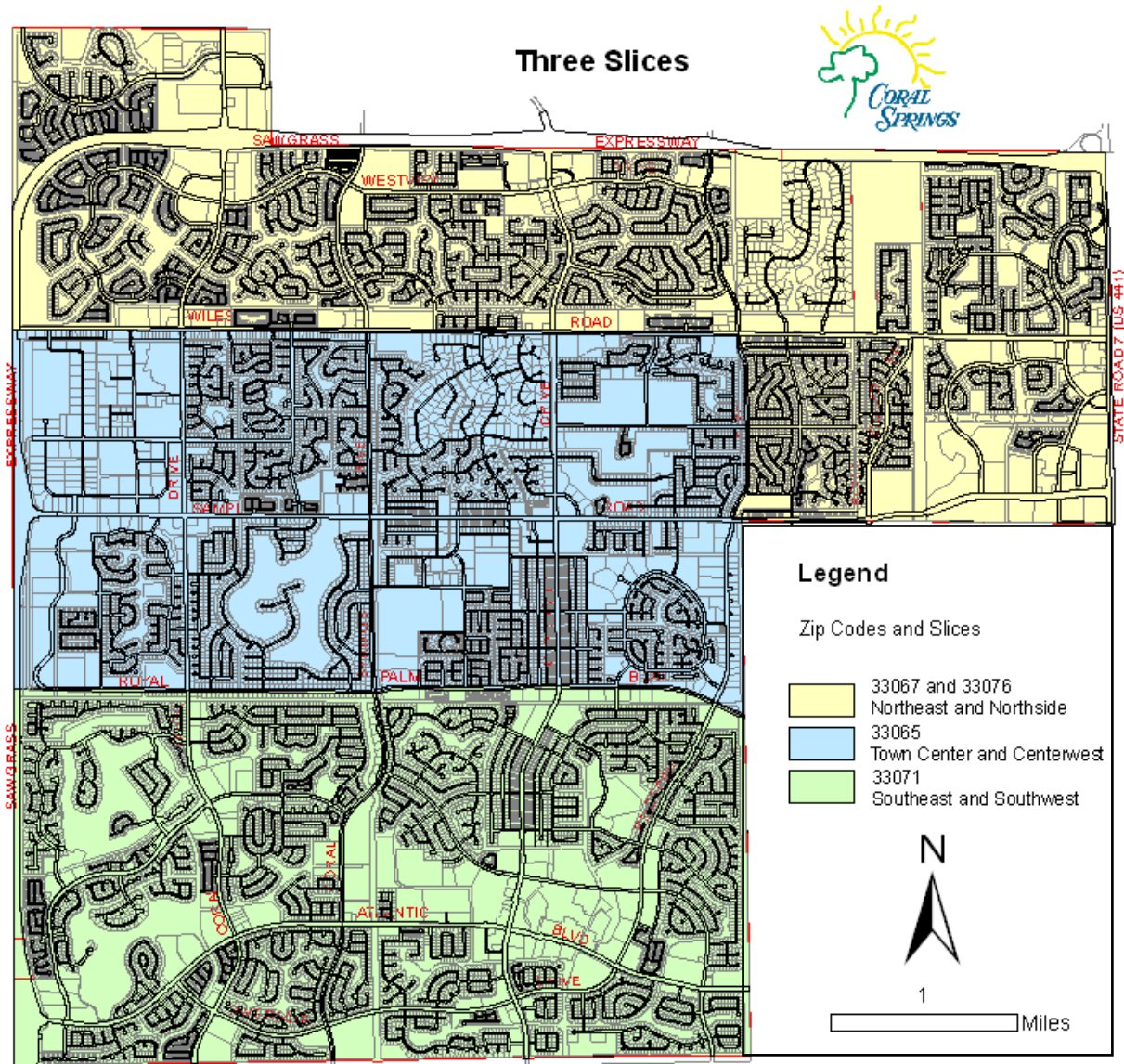
Satisfying LEED (Leadership in Energy and Environmental Design) standards was part of the City's approved Downtown Development of Regional Impact (DDRI) for the Downtown CRA, so policies for implementation are required.

The Community Development Division will propose changes to the Land Development Code and the Comprehensive Plan to add language promoting green buildings and LEED certified projects within the City. To help shape these policies and to advise the City on implementation, expert advice on an hourly basis will be sought from consultants along with membership in the United States Green Building Council (USGBC).

This initiative also addresses the use of resource-sustaining processes in City facilities and parks.

Some areas that will be targeted first include energy conservation, the reduction of chemical usage in parks and City landscaping. Staff will continue to incorporate LEED standards in construction projects such as the Public Safety Facility and City Hall improvements.

The Neighborhood & Environmental Committee will be expanded to take on an advisory role in this initiative. It is expected to be a multi-year effort.



Update Slice Meetings

Lead Department: Community Development

Cost Savings: \$61,000

After 11 years of the Slice of the Springs town meetings, an update is needed to bring innovation and new excitement to the program to increase attendance and solicit additional residential input.

Slice of the Springs neighborhood meetings are conducted to communicate with residents about their issues in their neighborhood and city. In Fiscal Year 2008, Slice meetings will combine City areas to reduce the 'slices' from six to three, with updated formats and advertising methods to increase resident participation and reduce costs.

These meetings have launched successful programs like traffic calming, landlord training workshops, neighborhood partnerships, commercial slice meetings and capital improvements. Staff will work to update the program with this year's theme promoting improvements in the areas of landscape, lighting and litter. Emphasis on the environment and ways to "green" Coral Springs will be discussed. Residents will be alerted to the new program through an advertising campaign.

The update to the Slice of the Springs Program will continue to provide a quality service to the residents by providing an opportunity for staff to communicate with residents to meet their needs. The elimination of the direct mailing to all residents will save on postage and printing costs. Alternative, more cost effective methods of notifying residents about meetings will be utilized.

Discontinuation of West Atlantic Boulevard Branch Library Partnership

Lead Department: City Manager's Office

Cost Savings: \$313,000

The West Atlantic Branch Library is co-funded by the City and Broward County. Two years ago, the County wanted to close the Branch Library. The City intervened, and the City/County partnership that currently funds the branch was the result. The City contributes two thirds of the cost of this library, an amount now totaling \$313,000 annually. The library is open five days a week (closed Thursday and Sunday) but is only open past 5:00 p.m. on Wednesdays. The library's collection is primarily limited to children's interests.

While recognizing this is a significant change for some members of our community, in light of pending property tax reform and funding challenges, the City no longer has the financial wherewithal to support this branch library.

City staff will work with the Division of Libraries to ensure that services to library customers are transferred to other library facilities in a seamless manner.

Enhanced Litter Removal

Lead Department: Public Works

Operating Expenses: \$13,000

Capital Outlay: \$62,500

Litter continues to grow as an environmental and aesthetic concern of our customers. In 2007, the Public Works Streets Division began a pilot program consisting of a two-man crew of part-time employees working from a golf cart-type vehicle to pick up litter. The crew was able to de-litter about 30 miles of public rights-of-way each week. Since the pilot program began, citizen complaints about litter have declined by 50%.

This initiative will add an additional vehicle with crew, expanding our weekly litter removal to 60 miles of public rights-of-way per week.

Raw Water Well Development

Lead Department: Public Works

Capital Outlay: \$1,300,000

The source of City water comes from 19 wells that are pumped from local sites to the water plant where it is treated and sent to customers via the distribution system. Wells have a production life that can range up to 25 years but do require periodic maintenance and rehabilitation, as the output of raw water from the wells decreases over time. In cases where they have reached the end of their productive useful life, the drilling of new wells is necessary.

The Water & Sewer 10-Year Master Plan contains \$1.3 million in Fiscal Year 2008 to repair or replace up to four wells. The rehabilitation of wells is an ongoing project that typically targets two to three wells per year.

Graffiti Reduction Plan

Lead Department: Code Enforcement

Operating Expenses: Existing

Graffiti impacts the quality of life for citizens, and can negatively affect the City's image. An enormous amount of manpower and money is spent on enforcing and removing graffiti on private and public property. This initiative's purpose is to develop and implement an anti-graffiti program, which incorporates education, eradication, and enforcement.

Education for residents and businesses on prevention and reporting will be implemented through our web site, magazine, CityTV and neighborhood meetings. Print material will be developed to include information on what graffiti is, how to report the crime, the reward for reporting and the quick removal of the graffiti.

Though City Code requires removal of graffiti within 120 hours, eradication of graffiti is a priority and our goal is removal within a 24 to 48 hour period after it is reported. Hot spots for graffiti in the City will be identified and watched closely by the City's departments to deter activity.

Enforcement of anti-graffiti statutes and municipal ordinances will be coordinated between the Police Department and Code Enforcement.

Foreclosure Monitoring

Lead Department: Code Enforcement, Communications & Marketing;

Operating Expenses: Existing

With the number of mortgage foreclosures on the rise, the City will provide educational material on the foreclosure process and home owner rights. It will also make information from the Family Success Center available so that families know where to turn for assistance. In addition, the Code Enforcement Division will monitor vacant properties to ensure the aesthetic qualities of the neighborhood are maintained and deter vandalism.

Commercial Tree Program

Lead Department: Development Services

Operating Expenses: Existing

The highly successful Residential Street Tree Subsidy Program ends on December 31, 2007. This program has made significant progress in replenishing the City's tree canopy, which was seriously depleted by Hurricane Wilma.

During Fiscal Year 2008, staff will look for methods of extending the reforestation program to commercial areas (only on City rights-of-way). Emphasis will be placed on areas in the City's entryways and heavily trafficked thoroughfares.



City volunteers help to plant trees.

Post Wilma Tree Canopy Recovery Phase II

Lead Department: Parks & Recreation

Tree Trust Fund: To Be Determined

As a result of the highly successful Street Tree Subsidy Program, residents have planted approximately 1,600 trees in the public rights-of-way. The deadline for the program has been extended to December 31, 2007. Next year, the City has a new initiative to encourage tree planting in commercial areas (see "Commercial Tree Program" initiative).

Since Hurricane Wilma, the City has planted 1,541 trees on City medians, cul-de-sacs, fire stations, City Hall North, City Hall South, and other public spaces. In addition, 450 trees were planted in the Whispering Woods Wetlands, 50 trees were planted in the Sherwood Forest Wetlands, and 1,569 will be planted at the Sportsplex wetlands by the end of this fiscal year. The total number of trees planted in the City as a direct result of City efforts will exceed 5,200 by the end of the year! The City has also added a watering trailer to ensure it could properly maintain the large number of trees being planted.

Next year the City has plans to plant 800-1,000 additional trees. Using the "right tree, right place, right time" approach, the City plans to add trees in: parks and linear parks (200+); in Whispering Woods (100+); in the 441/Sample flyover (200+); City entranceways (50+); Sawgrass entry points (200+); and in other areas such as medians and public spaces.

Youth Development & Family Values

New Initiatives

Convert Teen Center

Lead Departments: Police, Parks & Recreation

Operating Expenses: \$30,000

In order to cut operating costs and to better utilize an underused space, the Police Department's Victim Advocate and Volunteer Services offices will move into the building formerly occupied by the Coral Springs Teen Center. This will eliminate the cost to lease private facilities for those two offices and provide a central location for these important City services. Teen activities will continue to be provided at the Gymnasium.

Formalized Internship Program

Lead Department: Human Resources

Operating Expenses: Existing

This program will create formal internship opportunities for college students. These unpaid internships will be available within various City departments to offer real-world job experience to students and to reduce City manpower costs.



Coral Springs teens volunteer their services to make our annual "Haunted Boardwalk" event a big success.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Number of youths involved in City sponsored leadership opportunities	2,000	2,000	2,000
Number of teen volunteer hours	11,000	11,000	11,000
Number of middle school after-school programs offered annually	13	14	15

Pharmacy Discount Cards

Lead Department: Human Resources

Operating Expenses: Existing

Prescriptions discount cards will be made available in Coral Springs thanks to FamilyWize Community Service Partnership. Residents with no prescription drug coverage can lower the cost of their medicine by almost 40%. There is no cost or eligibility criteria for this program, which allows residents of all ages, income and existing health coverage to participate.

Discount cards are available at the Northwest Regional Family Success Center, located across from Mullins Park at 10077 NW 29th Street. For more information, visit www.familywize.com.

Scholarships for Recreational Programs

Lead Department: Parks & Recreation

Grant Funding: \$50,000

Operating Expenses: Existing

The City of Coral Springs is committed to making our sports leagues and recreational programs available to all children, regardless of their economic status. To accomplish this goal, the City will use CDBG (Community Development Block Grant) funds to offer need-based scholarships for children of families who cannot afford the cost of City recreational programs or sports leagues.

Car Club

Lead Department: Parks & Recreation

Operating Expenses: Existing

The Youth & Family Development Committee is pioneering a new idea for Coral Springs youth, the development of an after school Car Club. The members of this club will have the opportunity to refurbish a car obtained from forfeiture. Adult volunteers will help to run the club and local businesses will be called upon to donate car parts, garage space and project support money. When the car has been refurbished, it will be sold to acquire funds to purchase supplies and equipment for future car projects.

Teen Civic Forum

Lead Department: Human Resources

Operating Expenses: Existing

This initiative continues our efforts to increase opportunities for youth to be involved in the decisions affecting our community. This year, a Teen Civic Forum will bring together high school students and their elected local and state representatives. This event will allow teens to ask questions about the issues that are important to them, and to give their elected representatives feedback on what is going on in our community. In turn, the elected officials can also describe their role in shaping our community, and participate in a dialogue between two groups that previously haven't had many opportunities to share ideas.

Strength in Diversity

Ongoing Initiatives

Family Success Center (2005, 2006, 2007)

Lead Department: Human Resources

The Northwest Regional Family Success Center moved into its permanent home at the former Broward County Library on 29th Street in June 2005. The Center provides services to individuals and families through collaboration with other Human Services Departments in the County, other governmental agencies, and non-profit organizations. Services provided include rent, mortgage, and utility assistance, individual, family, and group therapy, integrated intake, assessment and case management, life skills classes, bus passes and food vouchers.

World Fest (2006, 2007)

Lead Department: Human Resources

“World Fest” is celebrated by the Multi-Cultural Advisory Committee each year. It is intended to be a one or two day festival celebrating the major cultures from around the world, especially highlighting the cultures that make up the community of Coral Springs. The festival will be funded from the committee’s existing budget, and will be supplemented by sponsorships from the community.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Minority residents who feel that the City is a great place to live (Resident Survey)	82%	82%	82%
Citizen rating of City Government for respecting religious and ethnic diversity (Resident Survey)	92%	92%	92%

New Initiatives

CommuniTea

Lead Department: Human Resources

Operating Expenses: Existing

The Coral Springs Multi-Cultural Committee created a new event in 2007 that was such a success it will now be an annual affair. “CommuniTea” was an afternoon of live entertainment, dance and Tea Trivia with a multi-cultural flair. More than 250 people requested tickets for the 100 person capacity event. Attendees were invited to dress in hats and ethnic attire. The proceeds from admission tickets cover the cost of the event.



The CommuniTea event was held for the first time in March 2007.

Redesign International Dinner Dance

Lead Department: Human Resources

Cost Savings: \$4,600

In an effort to cut costs without sacrificing the events and programs that our customers expect and enjoy, the International Dinner Dance will be redesigned. The new format will maintain the spirit and style of the event, while making small changes to maximize cost savings. This event, which is sold out each year and caters to an audience of 500 attendees, will take advantage of more local sponsorships, donations and fundraising opportunities.

Partnership Between Multi-Cultural Advisory Committee and One Planet United

Lead Department: Human Resources

Operating Expenses: Existing

The Multi-Cultural Advisory Committee of Coral Springs was formed in 1995 to address the needs of an increasingly diverse community. Since that time, the committee has been active in producing programs in both the educational and cultural arenas.

In 2006, a Coral Springs resident formed an organization called One Planet United, Inc., which shared a common purpose with the Multi-Cultural Committee. Since that time these two groups and their members have partnered to leverage their resources and assist each other in achieving their common goal of bringing a greater degree of unity and understanding to all people.

In Fiscal Year 2008, these two organizations will partner to cultivate the Peace Garden, Peace Walks, a float in the annual Coral Springs Parade, Teen Club and Faith in Music Club as well as other events showcasing racial diversity and promoting awareness, goodwill, and harmony among races.

Traffic, Mobility & Connectivity

Ongoing Initiatives

Traffic Management (2005, 2006, 2007)

Lead Department: Community Development

The Transportation Improvement Plan for Fiscal Year 2008 shows the efforts planned or underway to ensure that acceptable levels of service are maintained in the City. Traffic is one of the major concerns for residents at the Slice of the Springs meetings. The Traffic Management Team meets monthly to address issues pertaining to the roadway network.

Projects include traffic calming, road widening, road resurfacing, intersection improvements, turn lanes, smart technology, illuminated street signage, pedestrian improvements and new bus shelter locations. In addition, certain temporary speed humps that are found to be effective will be converted to permanent structures.

The City will work with Broward County on signal improvements to enhance mobility and connectivity at several of the City's major intersections. This initiative will be funded and implemented by Broward County's Public Works and Transportation Department. Broward County is planning several improvements including updated traffic signal synchronization and the installation of new mast arms and pedestrian countdown signals.

In Fiscal Year 2008, the Florida Department of Transportation will begin a major resurfacing, restoration, and rehabilitation project on University Drive from the C-14 Canal to Sample Road to add turn lanes, improve drainage, modify medians, upgrade traffic signals, and resurface the roadway.

Key Intended Outcomes	FY 2007 <u>Goal</u>	FY 2008 <u>Goal</u>	FY 2009 <u>Goal</u>
Achieve a 10% reduction of speed and/or a 15% reduction of volume after the initial installation of traffic calming measures	10% speed 15% volume	10% speed 15% volume	10% speed 15% volume
Number of accidents at 16 major intersections	165	165	165
[New KIO related to walk-ability& bike-ability?]			
Number of riders on intracity bus routes	110,000	115,000	125,000*

*Contingent on penny sales tax.



The intersection at University Drive and Sample Road.

Street Indexing Signage

Lead Department: Community Development

In last year's Business Plan, the City Commission approved the concept of the street indexing signage program and directed staff to provide a comprehensive evaluation of possible sign locations and actual number of signs. The Chamber of Commerce recommended that an indexing signage program would greatly assist motorists to locate commercial locations along the City's main thoroughfares.

Since the City Commission approved this original concept, an alternative system has been proposed. This alternative system involves an indexing signage system similar to the green street identification signs that exist throughout the City. The signage is erected over existing stop signs located at commercial parking lot exits or midpoint of a master parking corridor onto a public right-of-way along University Drive, Sample Road and Wiles Road. In light of budget cut-backs, this new alternative is an extremely cost-effective method of providing this service.

CRA Roadway Design

Lead Department: Community Development

With the construction of the new Downtown, NW 31st Court, Coral Hills Drive, and NW 33rd Street will see a dramatic increase in all forms of transportation. These streets and their intersections with NW 29th Street, the Medical Center entrance, NW 95th Avenue, Sample Road, and University Drive need to be studied before finalizing the layout of the southwest quadrant of the Downtown. The Downtown Design Guidelines only address the Downtown side of the roads and do not address the intersection problems, future transit center and NW 33rd Street.

The design study should include an engineering survey and design solutions for the capacity needs of cars, pedestrians, bikes, buses and emergency vehicles. Coordination with the Medical Center for the transit center and future reorientation of the Medical Center is required.

New Initiatives

Linear Park Landscaping Upgrades

Lead Department: Parks & Recreation

Operating Expenses: \$50,000

This project to enhance our linear parks will serve to create green walkways along the outer edges of City neighborhoods. Irrigation and landscaping will be installed on linear parks in the southern portion of the City, including areas on Riverside Drive, Coral Springs Drive, and Coral Ridge Drive. Another feature of this project is the creation of a walking and biking trail through a pristine natural area at the Red Lichen Sanctuary, an ESL site (Environmentally Sensitive Land) near Whispering Woods.

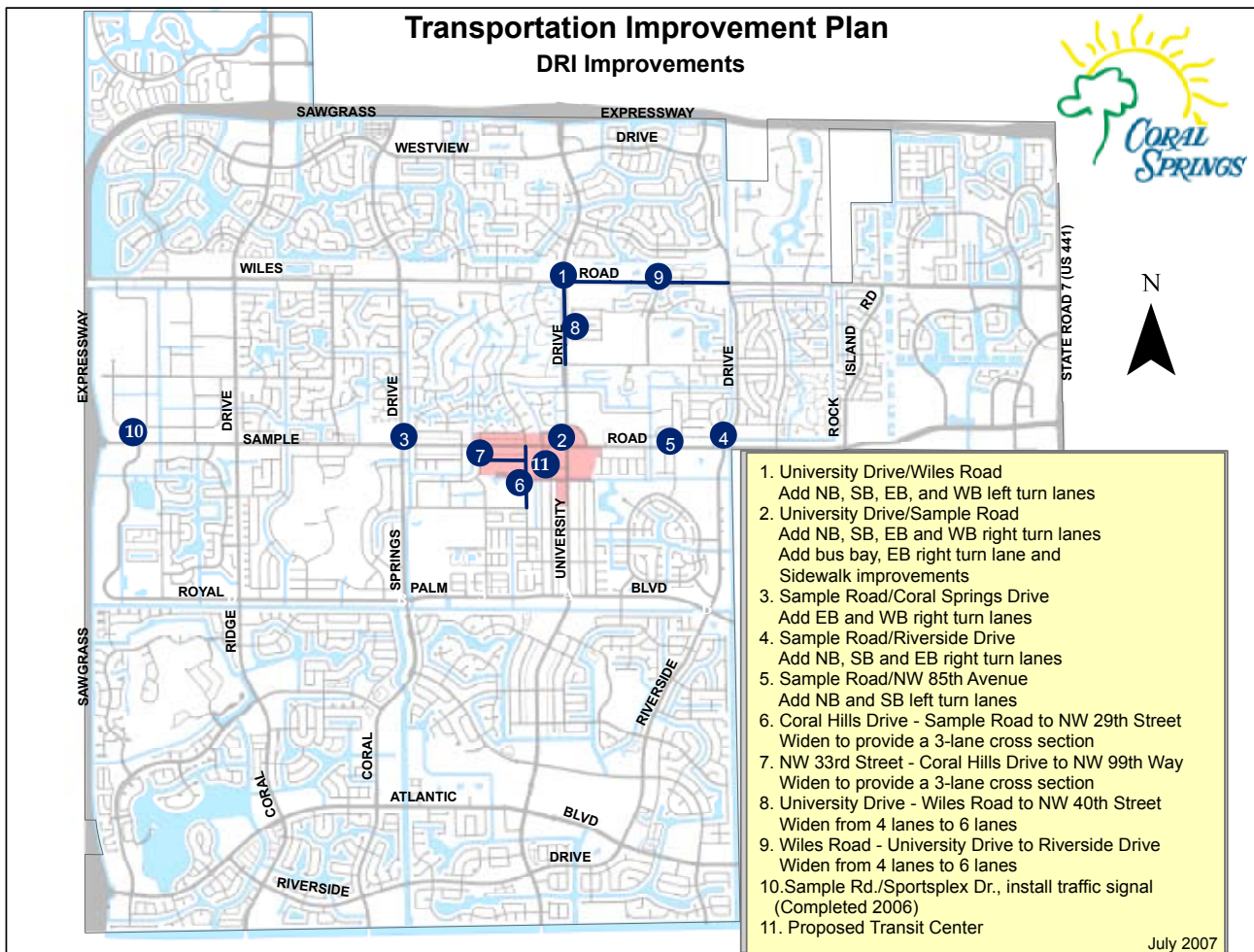
University Drive and Sawgrass Expressway Extensions

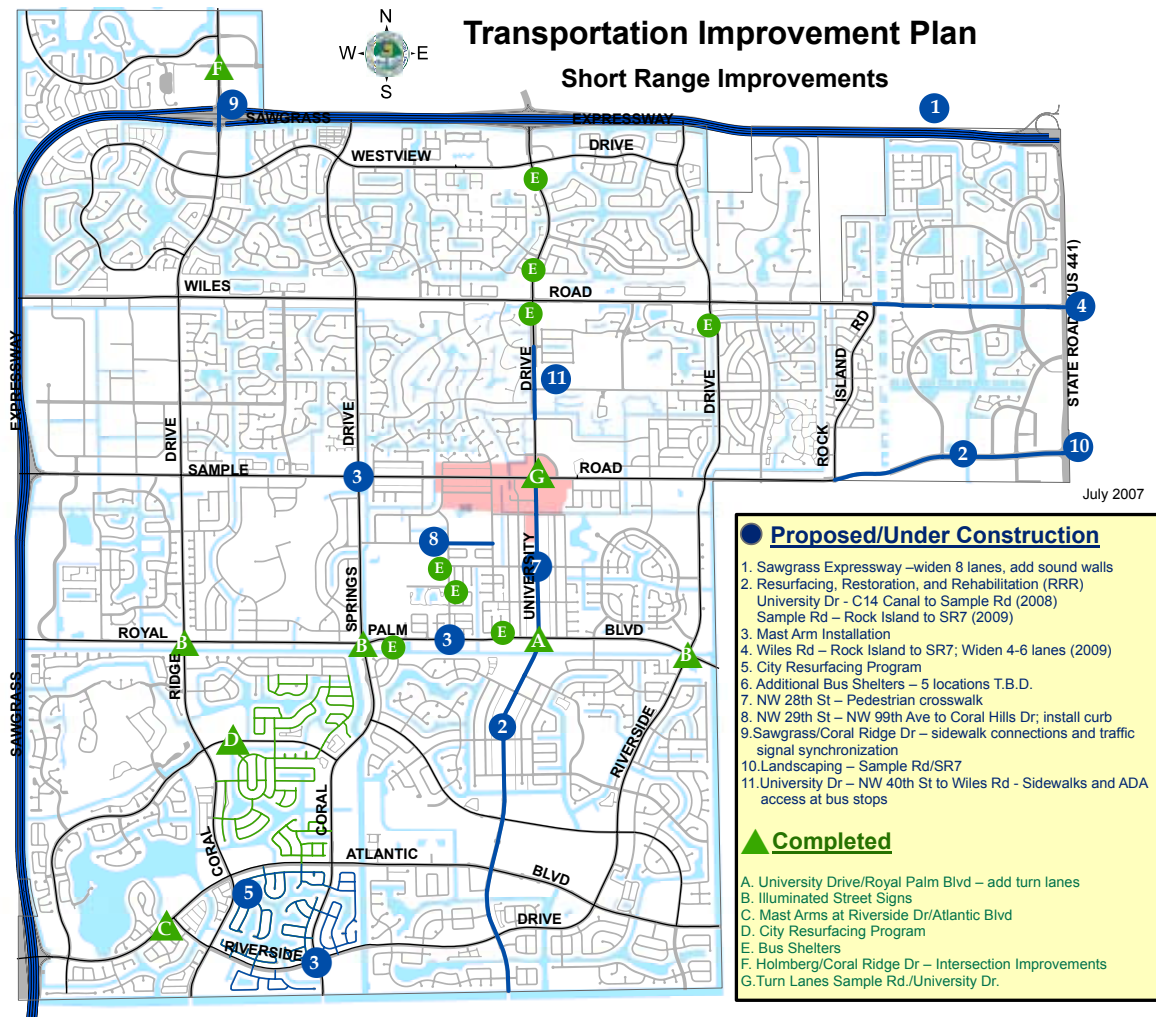
Lead Department: Community Development

Operating Expenses: Existing

The City has been coordinating with state, regional and local agencies to improve the regional roadway network. The two major projects the City is pursuing are the University Drive extension into Palm Beach County and the Sawgrass Expressway extension east of Florida's Turnpike.

The City has been working with Broward and Palm Beach counties on the University Drive extension. Palm Beach County has initiated the process to remove University Drive from their transportation plan. This change would remove any connection of University Drive between





Palm Beach and Broward Counties and is a precondition for Broward County’s annexation of “the wedge” parcel located north of the City of Parkland. The City has documented its opposition to Palm Beach County’s plan to eliminate the University Drive extension through letters to the State Department of Community Affairs (DCA).

To improve mobility for Coral Springs residents, City staff has been exploring the opportunity to extend the Sawgrass Expressway from Florida’s Turnpike to I-95. This change will require coordination with adjacent municipalities, Florida Department of Transportation, the Turnpike Authority and the Broward County Metropolitan Planning Organization (MPO) to complete.

Downtown Pathways Phase II

Lead Department: Community Development

Capital Outlay: \$20,000

The Downtown Pathways project includes the design of a pathway between the Coral Springs Charter School and the City Gymnasium with a secondary pathway linking City Hall and the Center of the Arts. The project provides additional mobility for the Downtown area allowing for pedestrian connections to other areas within and outside the Downtown.

This project includes the construction of curbing for parts of the south side of NW 29th Street between Coral Hills Drive and Coral Springs Drive. This is a portion of the pathway that will provide enhanced connectivity between Mullins Park and the Downtown area.

Financial Strategy

Budgeting for Fiscal Year 2008 was made particularly challenging because the City was still recovering from the financial impact of Hurricane Wilma while planning for the inevitability of tax reform. The Legislature spent several months debating and proposing tax reform proposals that were radically different in their approach as well as their impact on cities, counties and all other taxing districts.

In a year marked by change and challenge, we were able to accomplish the following:

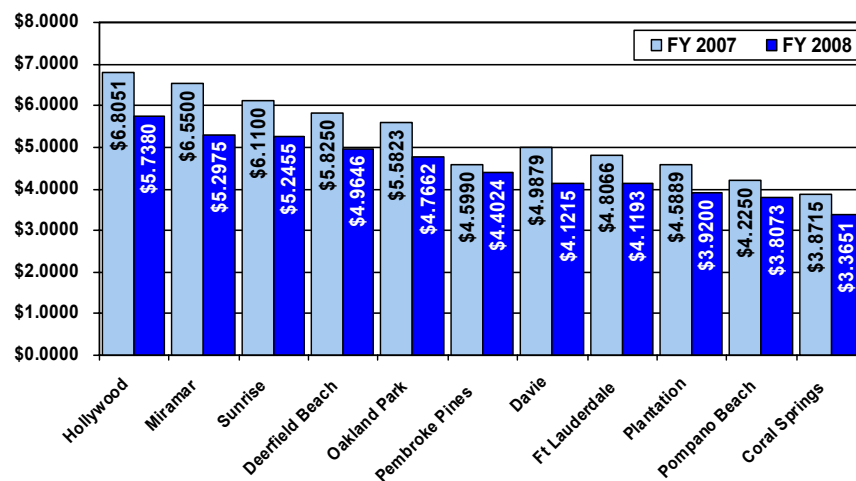
- Reduce the tax rate as mandated to a rolled-back rate plus a decrease of 5%. It is worth noting that our new tax rate of \$3.3651 mills is not just the lowest of all major Broward cities, but that **our pre-reform rate (\$3.8715 mills) was lower than the new rates of these same Broward cities.**
- We have once again reduced our Debt Service millage rate by a significant amount: from \$0.2134 to \$0.1774 – a 16.9% reduction. This

reduction is due to our continuing efforts to manage our existing debt as well as structure the repayment of the new debt for the Public Safety improvements in the most advantageous manner.

- By the end of Fiscal Year 2008, we'll be able to fully replenish our hurricane-ravaged reserves. This will be possible through a \$1 million appropriation made in the Fiscal Year 2007 budget, along with a new appropriation of \$1.9 million next fiscal year. When FEMA and Federal Highway Administration (FHWA) pay their share, which should be next fiscal year, **we will have replaced the entire \$6.5 million deficit in our emergency reserve fund.** This will enable us to remove the Guaranteed Investment Contract (GIC) reserves from the City's Financial Policy reserves and re-establish the two separate reserves as designated in the City's Financial Policies. The rating agencies were concerned about the draw down on our Financial Policy reserves during the previous year for Hurricane

Our 'pre-tax' reform Operating Millage rate is lower than the **new** rates of all other major Broward cities.

Operating Millage Rate Comparisons for Fiscal Years 2007 & 2008



Wilma. Subsequently, the City combined the remaining Financial Policy reserves with the GIC reserve to provide a level of comfort to the rating agencies and thereby maintaining our “AAA” ratings.

The passage of tax reform legislation has made the Financial Strategy more important than ever. The phased implementation of the legislation promises to make Fiscal Year 2009 equally challenging. Therefore, this year’s Financial Strategy will focus on equity funding capital requirements, replenishing emergency reserves, and positioning ourselves for additional property tax cuts in Fiscal Year 2009.

Response to Property Tax Legislation

The City’s Strategic Planning Process identifies emerging issues that may affect our ability to provide the level and type of service our customers demand. To position ourselves to address these anticipated financial challenges and preserve our stable financial condition we have:

- Reduced debt service costs by maintaining a AAA rating;
- Paid down debt where possible to reduce future debt service costs;
- Refunded outstanding debt;
- Contributed to Police Pension Fund to restore funding levels after the 2001 stock market correction;
- Equity financed capital projects and vehicle purchases whenever possible;
- Invested in technology to increase productivity;
- Not accepted grant monies to fund recurring operating expenses; and
- Used five-year forecasting to predict the impact of today’s financial decisions on tomorrow’s bottom line.

These general guidelines have served us well over the past 10 years and contributed to our stable financial footing. In the Fiscal Year 2007 Business Plan, we realized that tax reform was an imminent threat, and took more specific action to prepare. For example, while property tax revenues rose by 14% in Fiscal Year 2007,

the City used only a portion of that increase for ongoing operating expenses. We used \$1 million to replenish our emergency reserves depleted by Hurricane Wilma and another \$0.5 million to subsidize the Fire Fund, preventing the fire assessment fee paid by all residents and businesses from rising precipitously.

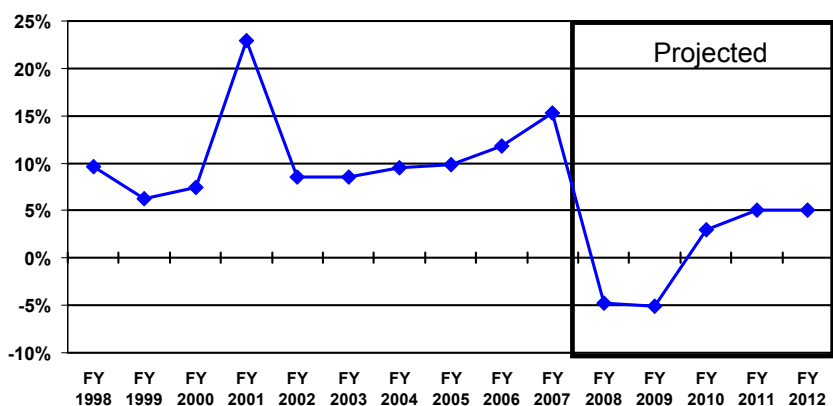
With the passage of the tax legislation in June, it became clear the statutory provisions of the proposed legislation would reduce the City’s Ad Valorem revenues by \$3.5 million in 2008. In addition, the adoption of the “super exemption” will cost the City an additional \$3.25 million in 2009 bringing the total direct cost to approximately \$6.75 million the same year.

Rather than make cuts to address the loss of revenue in 2008 then make another round of cuts to address the loss of revenue in 2009, the City decided to make as many cuts as practicable in 2008 to position itself for a fresh start in 2009. The Senior

Cost Cutting Measure Highlights

Budget Cut	Amount Saved (GF only)
Past changes to Health Insurance Plan	\$500,000
Current changes to Health Insurance Plan	\$200,000
Eliminate 11 full-time vacant positions (in GF) and reduce part-time by over 25,000 hours	\$1,200,000
Eliminate the General Fund subsidy of Fire Fund	\$500,000
Eliminate City support for West Atlantic Library	\$313,000
Adjustment to Fleet Replacement Program	\$250,000
Renegotiate PFM and Museum subsidy	\$165,000
Reduce Non-Departmental spending	\$220,000
Reduce overtime (all GF departments)	\$100,000
Additional miscellaneous cuts	\$260,000
Total	\$3,708,000

Growth Rate in Property Tax Revenue



Note: The sharp increase seen in 2001 was caused by a court-mandated change in EMS funding sources.

While overall
departmental
expenditures declined
by 0.6% between
2007 and 2008, the
Police Department
budget increased
by 0.5% and the
EMS budget
increased by
1.4%.

Management Team considered cost savings ideas and service level input from all stakeholders in its June 20-21 retreat. During that retreat, the Senior Management Team was able to identify approximately \$3.7 million in expenditure reductions. Some of the more significant cuts are outlined in the “Cost Cutting Measure Highlights” table.

To address the probability that revenues will be cut once again in Fiscal Year 2009, we have budgeted a \$1.9 million contribution to our emergency reserves. In a classic win/win transaction, we will be able to replenish our emergency reserves by Fiscal Year 2008. At the same time, by not spending this money on ongoing operating costs this year, we will have \$1.9 million less to cut next year. Other measures will also help to soften the blow. For example, a biennially scheduled increase in user fees will coincide with next year’s budget.

Although our residents will see a decrease in their property tax bills, increases in other non-tax revenue sources will help offset the \$3.5 million lost in property tax revenue. The result will be a \$92.7 million Fiscal Year 2008 General Fund budget which is nearly equal to the Fiscal Year 2007 General Fund budget. Thus, our challenge this year has been to balance the budget with a zero percent increase over last year’s budget. While this may not sound like much of a challenge, the cost of providing City services typically increases by 4-5% a year due to normal increases in the cost of energy, asphalt, building materials, computers, salaries and benefits, etc. In fact, at 4.4% South Florida has the nation’s highest Consumer Price Index (see Consumer Price Index chart in Market Environment section). In other words, our budget would need to increase by 4.4% just to keep pace with inflation. Not allowing the budget to keep pace with inflation is equivalent to more than a \$3.7 million dollar cut in the City’s budget.

Effect of Tax Reform on Departmental Budgets

Several changes were made during the budgeting process that allowed us to cut every departmental budget in the City . . . in some cases very significantly. The first was the decreases in budgeted amounts for health care. While over the past several years we have budgeted 12-13% annually for health care inflation, this year we were able to **cut this expense by 7.4%.**

This was accomplished through a combination of realizing the effects of changes made in previous years that limited growth increases (approximately \$500,000 in the General Fund) and from the results of an employee focus group that recommended several plan modifications that are expected to reduce costs by an additional \$250,000 (\$200,000 of that cost in the General Fund).

Another change that benefited departments with vehicles was re-tooling our Equipment Replacement Fund. Through a combination of changing the useful lives of some of our vehicles, and by recognizing the excellent pricing that we’ve been able to secure in recent years on our equipment, the depreciation charged to each department was reduced by an average of 8.5%.

All departments, across the board, trimmed their budgets as much as possible. Some, like Parks & Recreation, were able to cut a few positions, as well as some part-time hours. These cuts will require a reorganization, but will not result in reduced time with customers.

The budget for the Police Department went up by \$169,000 and the Fire Department budget increased by \$106,000. Budgets for all other General Fund departments were down by a combined \$700,000. Escalating pension costs, as well as the cost of keeping officer’s pay within the top quartile are the key drivers of the cost increases in the Police Department. The first full year of costs for the seven fire personnel hired for the second half of Fiscal Year 2007 to staff the City’s portion of the Parkland Partnership has contributed to the higher costs for the Fire Department.

Revenue Picture

Overall revenues, excluding property tax revenue, are anticipated to increase by 3% over the previous year's budgeted figures. These are mostly demand driven revenues, such as utility taxes, franchise fees, licenses, permits and charges for services. Due to a downturn in economic conditions, however, state intergovernmental revenues from sales tax and shared revenues are not expected to increase.

Modest increases are projected to occur in electric franchise fees (6.76%), solid waste franchise fees (6.55%), and the local option gas tax (4.57%). Another important revenue source is electric utility service taxes. Unlike the electric franchise fees, which are based on total receipts, the service tax is based on consumption. As we continue to experience higher costs for electricity, customers will begin to conserve thereby reducing electric utility tax receipts. Therefore, we predict electric service tax revenues to increase by just 2.13% in Fiscal Year 2008.

Since much of the growth in building permit revenues in 2006 and 2007 was due to hurricane-related repairs, we do not expect the strong growth in building permit revenues from the past two years to continue. We do, however, still expect healthy growth in building permit revenues (11.7%) as residents begin to renovate the City's older homes. Recreational service-related revenues are expected to increase by 7.15% due largely to increased interest in

recreation, aquatic, and tennis center offerings as well as increases associated with concession contracts. In addition, interest income (42.86%) is growing more rapidly than expected. This is due to increased reserves (investable funds) and higher rate of return on investments.

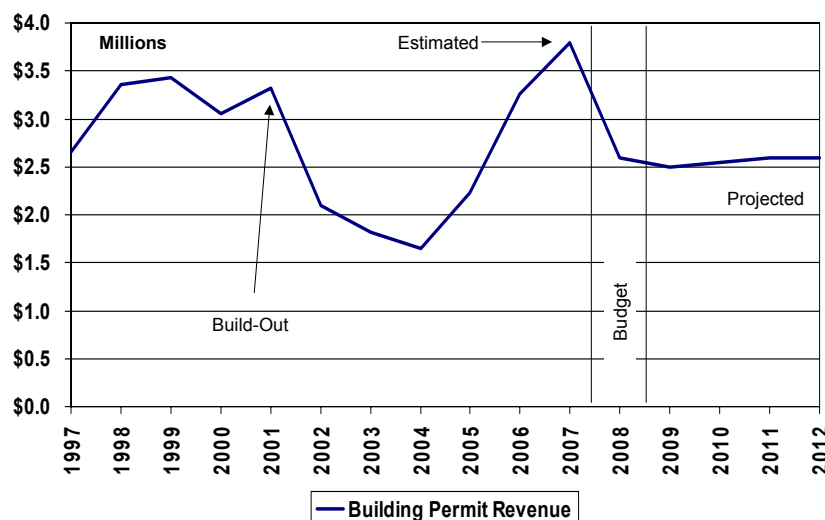
In addition to property tax and state shared revenues, several other revenues are expected to decline. For example, we expect tax revenues from the water utilities to decrease by 5.62% as result of reduced consumption during the extended water restrictions. Furthermore, EMS transport fees are expected to decline by 9.3% due to the increased proportion of Medicaid/Medicare transport patients as well as legislated changes to the reimbursement process.

We believe all tax revenues will increase by just 3 to 3.5% in the near term due to several factors including Phase II of the property tax legislation, reaching build out, the market correction in the residential market and other economic factors.

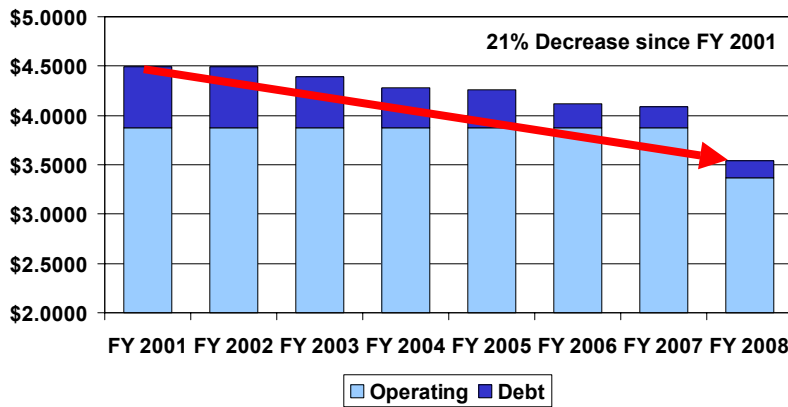
Management of Debt and Equity

We are recommending a decrease in the Debt Service millage rate from \$0.2134 to \$0.1774, a decrease of 16.9%. This is inclusive of the voter approved \$13.5 million General Obligation bonds that were issued last year for Public Safety Improvements. With the application of \$290,000 from Debt Service fund balances, it is possible to balance this fund with the recommended 16.9% decrease. This will be possible without increasing the debt service millage in future years, absent additional voter approved debt.

Building Permit Revenues Expected To Level Off



Combined Millage Rate Declining



A steadfast policy the City has always employed in its Business Plan is to aggressively watch the market for opportunities to leverage its “AAA” bond rating. We also seek opportunities to take advantage of declining interest rates and utilizing excess funds to equity-fund our capital needs.

Over the past two years, the Federal Reserve has increased the Federal funds rate 17 times, bringing the targeted rate from a low of 1% to 5.25% and has indicated that it will continue to monitor over the next quarter or two if warranted to control inflation.

In view of this, it is of the utmost importance that the City evaluates its debt structure and establishes a plan of action to reposition itself. While keeping a watchful eye on the market,

one plan of action would be to restructure our variable rate debt back to a fixed position thereby eliminating any upside interest rate risk. Given the Fed’s recent policy to put a hold on any changes in the Fed funds rate and monitor the economy, it is a wait and see situation.

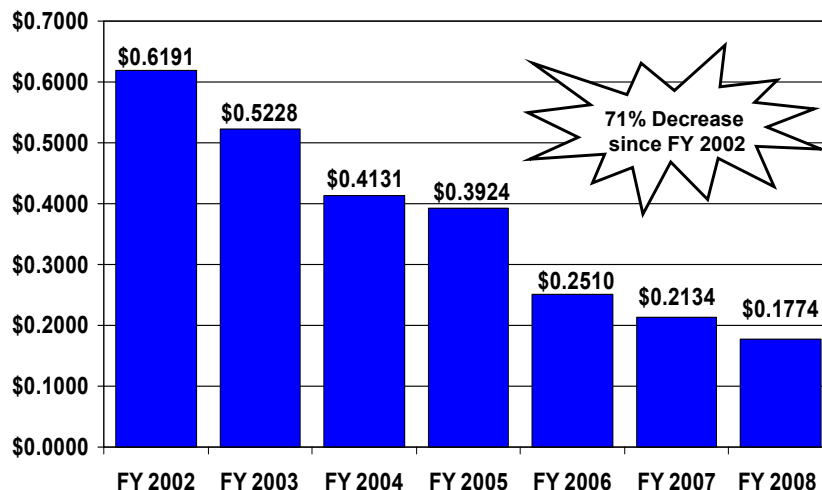
Presently, the two variable rate debt issues the City holds in its portfolio are in very favorable positions. The \$6.7 million Series 2002B bonds are at an interest rate that is approximately 125 basis points less of what a fixed rate bond would carry in the market place today. That’s an annual savings of about \$85,000.

The \$38.5 million Series 2001A is a fixed rate instrument that was swapped into a variable rate position. It matures in May 2011 but can be called in May 2008 by the counter party, J.P. Morgan. If it is called before maturity it would revert back to the fixed rate of 4.6750% until it matures. In its variable rate form, the series still generates a savings of approximately \$453,000 annually.

Fiscal Year 2008 Capital Improvement Program (CIP)

The total CIP for Fiscal Year 2008 is \$13.2 million. It derives its funding from various types of grants, operating funds, impact fees, Public Art Fund, Tree Trust Fund, repair and replacement funds, Revenue Bonds, and equity. For Fiscal Year 2008, the City will continue to fund its General Fund capital needs as presented

Decline in Debt Service Millage Rate



Sources and Uses of Funds for the Financial Strategy

Sources of Funds:

General Fund

FY 2008 Appropriation	\$1,900,000
FY 2007 Budget Surplus	<u>1,500,000</u>
	\$3,400,000

CIP Fund Surplus	879,000
Fleet Replacement Surplus	1,000,000

Resource Recovery Distributions:

Redistribution Bond Proceeds	500,000
Excess Reserves	770,000

Total Sources **\$6,549,000**

Uses of Funds:

Capital Improvement Program

General Fund	\$3,879,000
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Replenish Financial Policy Reserves	1,900,000
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Raw Water Well Rehab	770,000
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Total Uses **\$6,549,000**

in the “Sources and Uses of Funds for the Financial Strategy” table. You will note the commitment of \$1.9 million to rebuilding our Financial Policy reserves. This is the second year of our plan to replenish our reserves within a three to five year period.

Approximately \$3.9 million in capital will be funded with equity derived from undesignated surplus funds. Using this option will avoid additional debt service expense of approximately \$1.5 million in interest expense over a fifteen year period. Not included in the \$3.9 million capital program is \$800,000 to replace the grass playing field at Aiello Field with artificial turf. The project will be funded through a low interest loan from the Florida Department of Environmental Protection. We will also pursue a grant from the National Football League for partial funding of this project.

An additional source of funding that is not an ongoing source of revenue are the monies received from the County Resource Recovery

Board. This year the City received \$1,200,000 in excess reserves and \$500,000 is anticipated in redistributed Bond Proceeds. Each year any amount exceeding a cap of \$50 million in reserves is shared among the member cities based on their tonnage contribution. The redistributed bond proceeds are a share of the savings achieved through the refinancing of the County debt on the facility which is distributed to each member in a like manner (approximately 9%).

This year, \$800,000 from this source was applied toward equity financing the current year’s Capital Improvement Program. An additional \$770,000 was received over and above our projections and has been designated in next year’s “Sources & Uses” Strategy to be used for rehabilitation of our raw water wells.

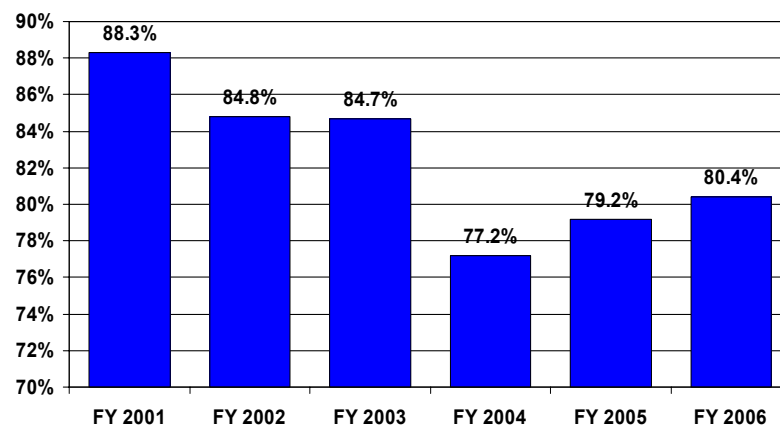
A new contribution of \$500,000 is expected next year in redistribution of bond proceeds, and this amount will be used for equity-funding General Fund capital outlay.

Pension Status

The Public Safety Pension Funds continue to show investment appreciation over the last three years. The Police pension fund’s actuarial value of the fund’s assets has increased by \$19.5 million or 35% over the last three years, resulting in an increase of the funding level of the plan of 80.4% overall.

As reflected in the Police Pension Funding Level chart, a significant decline occurred in Fiscal

Police Pension Funding Level Is Recovering



Year 2004. This was the effect of the decline in the stock market from Fiscal Year 2001 to 2004. The Fund's actuary employs a three-year smoothing technique on the gains and losses to mitigate the financial impact of any single year on the Fund's position. Had this technique not been employed major declines in the funding level would have appeared earlier in Fiscal Years 2002 through 2003.

In order to maintain the City's financial policy of a funding level of 85% for its Pension Fund, the City increased its contribution level by 367% from Fiscal Year 2002 to 2004 to reverse the declining trend. It is anticipated that the 85% funding level will be achieved by Fiscal Year 2009.

In Fiscal Year 2008, the City will contribute \$4.7 million to the Police Pension Fund from the General Fund, up from a budget of \$4.2 million in Fiscal Year 2007.

The Firefighter Pension Fund continues to show improvement. Its investment yield was 9.6% in Fiscal Year 2006 as compared to 11.98% in the preceding year. The funding level of the plan has increased 295% since its inception in Fiscal

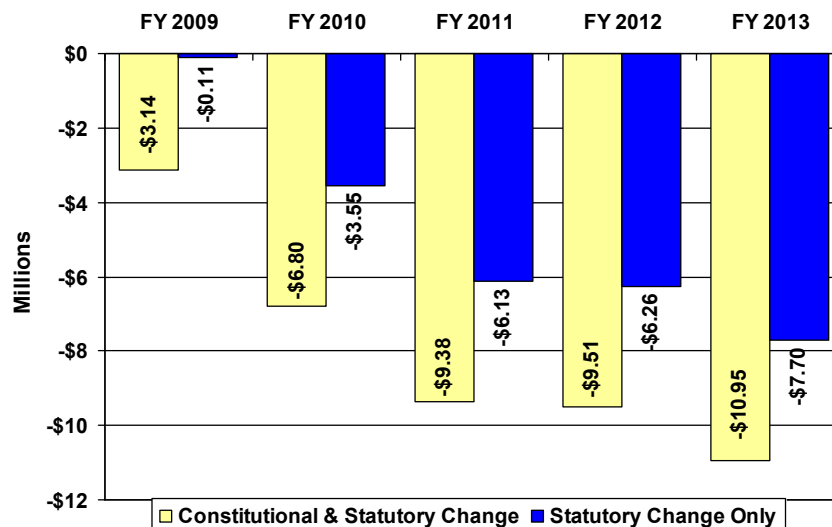
Year 2002 from 16.8% to 66.3%. The significant increase in the funding percentage of the plan is largely due to the transitioning of the Fire Department from a volunteer department to a paid full-time career department. The City's contribution for Fiscal Year 2008 will be \$1.6 million as determined by the actuary, up from the budgeted \$1.5 million this fiscal year.

Other Post-Employment Benefits

GASB, the agency that promulgates the accounting policy for municipal government, is requiring the implementation of GASB #45. This policy requires the recognition of other post employment benefit (OPEB) expenses to appear in the financial statements of the City effective in Fiscal Year 2009. Post employment benefits are those benefits that the City provides or makes available to its employees after they retire or terminate from the City's employment ranks. Our post employment benefits only consist of health benefits.

An actuarial report was completed this year to determine the City's present obligation. The results indicate that annual contribution of approximately \$1.3 million is required and

Five-Year Forecast - General Fund Only Impact of Tax Reform's Constitutional Provision



Note: This chart is for planning purposes and illustrates the potential shortfalls the General Fund could face if no positive action is taken. By Florida law, the proposed budget will be balanced. Financial Strategies will be formulated to address future year shortfalls and will be included in the Fiscal Year 2008 Business Plan.

that the total unfunded liability is around \$10 million. Since implementation is not required until Fiscal Year 2009, it will not be included in the financial statements until then. However, to position ourselves in a fiscally responsible manner, \$600,000 has been included in this year's business plan to build toward this major financial obligation.

Another actuarial report will be undertaken in Fiscal Year 2009 to recalculate the up-to-date obligation including the pre-funded amounts for the year of implementation.

Five-Year Forecast

The Five-Year Forecast is an integral part of planning the City's future financial strategy. It is a strategy we use to determine the level of risk we face over the next few years, in our ability to pay for the services we provide if we take no action to increase revenues or decrease expenditures.

Revenues are projected at conservative levels over the period and are compared to estimated cost increases in payroll, operating expenditures, and capital outlay. Since many of our expenditure increases are fixed and predictable, the main variables are the rate of increase in existing revenues and new programs or projects planned over the forecast period. Typically, future years show a deficit of revenues over expenditures. **The purpose of this financial exercise is to adequately prepare for future challenges, so it is always conservative in outlook.** As we map out our financial and operating strategies, we use the model to determine the potential impact of decisions. Using this tool helps keep us focused on long-term solutions, rather than short-term "fixes," which could lead to negative financial impacts in future years.

As described earlier, property tax legislation will proceed with a statutory rolled-back rate in Fiscal Year 2008 and a constitutional amendment will be presented to the voters that will alter the Save Our Homes Amendment, if approved. The constitutional change would affect the Fiscal Year 2009 budget. We have used the five-year forecasting technique to estimate the impact of the legislation on the budget beyond Fiscal Year 2008.

As a starting point, we have balanced the Fiscal Year 2008 budget. The impact of the constitutional provision of the legislation on Fiscal Year 2009 through Fiscal Year 2013

budgets is clearly evident in the Five-Year Forecast chart. We estimate the City will experience a deficit of \$3.1 million in Fiscal Year 2009 if the statutory and the constitutional provisions of the legislation become a reality. If, on the other hand, voters do not approve the constitutional provision of the bill the Fiscal Year 2009 budget deficit would be just \$113,000. Moving forward, we can see the compounding effect of the constitutional change on the City's budget.

The Five-Year Forecast figures prominently in reviews of our financial condition and has been praised by the Wall Street rating agencies as a practice that helps the City anticipate and prepare for future financial and economic challenges.

Financial Policy Reserves

The total cost of the City's recovery from Hurricane Wilma was approximately \$36.5 million. Of this amount, the City's share was approximately \$11.25 million. Over \$9.5 million of those funds came from our emergency reserves, with the remainder provided by FEMA, the State, FHWA, insurance proceeds, Resource Recovery funds, and other sources. It is noteworthy that the City met this financial challenge without issuing costly debt, raising taxes, or charging a hurricane cleanup surcharge.

As mentioned earlier, the City's goal was to replenish its hurricane ravaged emergency reserve in three to five years.

We are confident we will be able to make our reserves whole by the end of Fiscal Year 2008. As shown in the table below, we set aside funds in our Fiscal Years 2007 and 2008 budgets to

Rebuilding Hurricane Reserves

Status of Financial Reserves –Start of FY 2007	(\$6,500,000)
FY 2007 Budget Appropriation	\$1,088,500
Projected '08 Beginning Deficit	(\$5,411,500)
FY 2008 Increased Contribution	(\$200,000)
FY 2008 Budget Appropriation	\$1,900,000
Net FEMA Reimbursements YTD	\$1,700,000
Needed to Restore Reserve	(\$2,011,500)
Expected future FHWA, FEMA, State Reimbursements	\$2,000,000

rebuild the reserve. In addition, FEMA has reimbursed the City \$1.7 million for costs incurred during Hurricane Wilma clean-up. Although the Financial Policy Reserves is projected to be about \$2.0 million short after taking these contributions into account, the City is still awaiting reimbursement from FEMA, the Federal Highway Administration, and the State in this amount. This reimbursement is expected by the end of Fiscal Year 2008.

User Fees

On September 7, 2004, the City Commission adopted Ordinance No. 2004-121, the Omnibus Ordinance that provided for the systematic increase in the City's "Administrative and User Fees." Included in the ordinance were user fees for Development Services, Building, Community Development, Zoning & Code Enforcement, Fire including Emergency Medical Services, Police, Parks & Recreation including the Gymnasium, the Aquatics Complex and the Tennis Center, Public Works, and Engineering.

The fee increases for Building Permits and Fire Inspection were to be phased in over three years beginning with Fiscal Year 2005 through Fiscal Year 2007. Thereafter, these fees will be increased October 1, 2008, using the Consumer Price Index (CPI) for all Urban Consumers. All other fees are to be increased biennially (if needed) based on the CPI.

It is the City's stated goal that user fees should be based on cost recovery. If possible, user fees should return 100% of direct costs and as much of indirect costs as practical.

In an effort to offset some of the loss of property tax revenues, several services that were subsidized by the General Fund will now be paid for by the user of those services. For example: the Code Enforcement Division will begin charging for lien requests (\$30,000); construction permitting fees will be based on Total Construction Value (TCV), rather than estimated costs (\$100,000); and the City will explore several options for enhancing transport revenues, which have not increased since 2004.

Annual Savings from the Financial Strategy

	General Fund	Water & Sewer Fund	Other Funds	Total
Debt Refunding & Retirements				
Prior Years	\$1,122,000	\$459,000		\$1,581,000
Debt Defeasance				
Prior Years	2,693,000			\$2,693,000
Cost Avoidance Measures				
Variable Rate				
Prior Years	1,166,000			\$1,166,000
Fiscal Year 2008	453,000			\$453,000
Equity Financing				
Prior Years	2,250,000		341,000	\$2,591,000
Fiscal Year 2008	390,000			\$390,000
Water & Sewer Prior Years		142,500		\$142,500
Water & Sewer FY 2008		77,000		\$77,000
Pay-as-you-go Financing				
Equipment & Computers				
Prior Years			744,500	\$744,500
Fiscal Year 2008			264,000	\$264,000
Total Annual Savings	\$8,074,000	\$678,500	\$1,349,500	\$10,102,000

Long-Term Financial Strategy

An important component of our long-term planning is utilizing all identified surpluses in all funds to pay for the following year's needed capital items. Each year, we carefully comb all of our funds to identify any surpluses. Instead of leaving those funds idle, or worse, spending them on ongoing operating expenses, we **invest** them in needed capital. With this investment, we avoid the issuance of debt and, therefore, ongoing debt service obligation.

Limiting the use of one-time revenues for one-time expenditures ensures that we are not falling into the trap of adding non-recurring revenues to support ongoing operations. This could quickly turn a balanced budget into a deficit situation. Thus, all one-time revenue sources are used only for one-time capital projects in our financing plan.

Another key component of our long-term planning is managing existing debt through refunding, retirement and defeasance of our variable rate debt. These astute debt management and cost avoidance measures save us \$4.3 million each year in debt service costs.

Yet another component is the depreciation program we employ to fund our vehicles and computers. This "pay-as-you-go" approach saves us over \$740,000 a year in avoided debt service costs. All told, the annual savings from our long-term financial strategy are now over \$10.1 million.

This \$10.1 million translates to almost \$1.01 mills in savings in our tax rate. That is, our tax rate would be \$4.37 mills rather than our actual \$3.3651 mills had we not employed these financial strategies for the past 10 years.

The City has in place strong financial policies that have created reserves for computer and fleet replacements, and for the retirement of a \$38 million Guaranteed Investment Contract in 2011. The fact that these reserves still exist is an indication of financial strength and flexibility in the face of significant hardship.

Emergency Management Funding

In Fiscal Year 2007, the City received special funding from the state and federal government to help defray the costs of damage from Hurricane

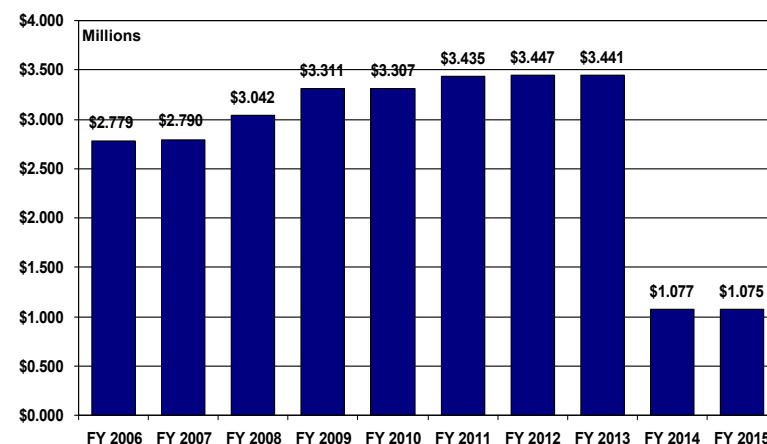
Wilma and to enhance our ability to respond to future terrorist threats or acts.

In Fiscal Year 2007, the United States Department of Homeland Security (DHS) awarded \$698,600 to the City of Coral Springs for the Urban Area Security Initiative (UASI). This money was allocated towards All Hazards Preparedness projects such as traffic control signals, an AM radio system and Emergency Operations Center enhancements. In Fiscal Year 2008, the City will apply to UASI for a generator for the Public Safety Training Center (\$150,400), personal protection equipment for Law Enforcement Officers (LEOs) (\$14,000), a Generator for City Hall South (\$85,000), a Mobile Joint Information Center (\$78,915), an emergency power source for the Coral Springs Firearms Training Facility (\$30,000), for Water Treatment Plant Security Improvements (\$73,345), and emergency generators for wastewater lift stations (\$60,000).

Water & Sewer Fund

Recommendations from a recently completed Water & Sewer Rate Study have been incorporated into the City's Fiscal Year 2008 Business Plan. The purpose of the study was threefold; first to address the growing expenses associated with operating the Utility since the last rate study was completed in 1997. These include the escalating cost of electricity (39% increase since 2004), chemicals (35% since 2004), and Broward County wastewater treatment costs (25% increase since 2004). Furthermore, the need to comply with changing regulations has posed a significant cost. In addition, the City must invest in capital to

Water & Sewer Fund Debt Service Payments



Note: Wrap-around debt for new \$10 million issue delays principal until 2014, when Series 1998 is paid in full.

enhance conservation in the water treatment process and distribution systems (Ten-Year Master Plan), as well as protect equipment from hurricane damage. In light of these mounting expenditures, the second objective of the study was to define a rate structure that would allow the utility to remain financially solvent and provide the revenue stream that will comply with the City's bond rate covenant ratio of 1.15% . In other words, there would be funds available to pay outstanding debt service after operating expenses with a 15% margin.

The final objective was to restructure rates to encourage conservation thereby avoiding costly Alternative Water Supply (AWS) projects. The South Florida Water Management District (SFWMD) allows the City to draw up to 8.5 million gallons per day (MGD) from the Biscayne Aquifer. Any water needed above this limit must come from AWS sources. To meet the SFWMD mandate, the City's water and wastewater consultant estimates a \$29 million dollar project. The sensible solution to avoid this AWS expense is to reduce our water usage through conservation.

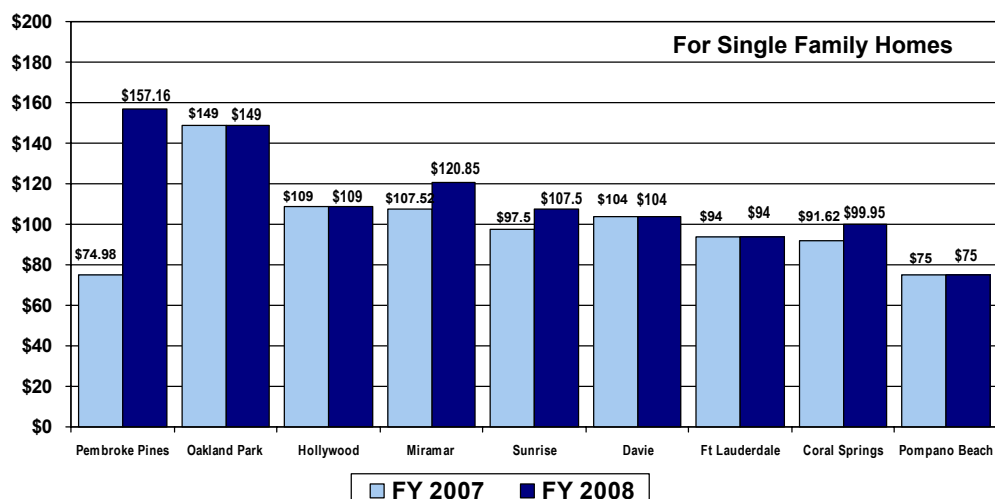
The current rate structure has a high base charge with two tiers: less than 8,000 gallons and more than 8,000 gallons a month. The new rate structure will lower the base charge for residential customers and establish a single volume rate for non-residential customers. The two-tier structure will be replaced by a multi-tiered, inclining five block rate structure that is delineated in 1,000-gallon increments for residential customers. This rate structure will give customers a price incentive to conserve

water. The typical residential customer currently uses between 7,000 and 8,000 gallons of water per month. It is estimated that the water bill for this typical customer will increase by 6.9% or \$3.19 per month, or less, under the new rate structure. At the same time, overall revenues for the Utility will increase by 15.2% allowing it to remain financially solvent and to preserve its "AAA" credit rating.

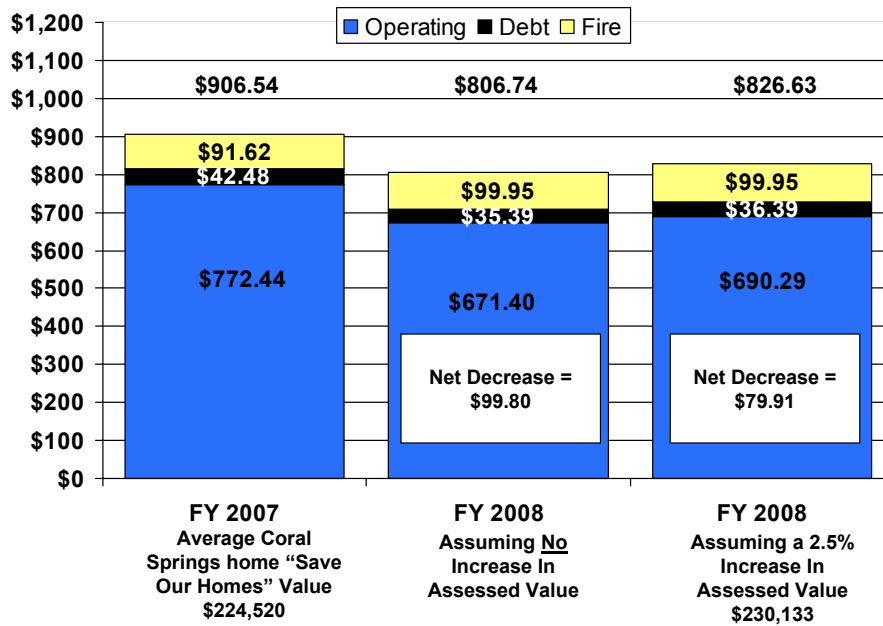
As contemplated in last year's Business Plan, a new debt issue would be marketed to finance the first three years of the recently completed Ten-Year Utility Master Plan. Originally that amount was to be \$17.1 million, however, after considerable analysis of all the requirements that SFWMD is mandating, it was determined that a focus on the conservation of water would bear a less expensive route in the enhancement of the Water/Wastewater Utility.

The capital requirements were reduced to a \$10.6 million financing plan for the first three years which is included in this plan. The debt structure will be wrapped around the existing debt of the 1998 and 2002 Refunding Bond Series until they are retired in 2013. This financing will be the only issue outstanding thereafter. At this point annual debt service requirements will decline from approximately \$3.3 million a year to just under \$1.1 million a year providing additional capacity to finance the remaining requirements of the Master Plan. Within the Business Plan, debt service is budgeted for \$266,375 a half year's payment. The issue will be marketed about mid-year when the funds would most likely be needed.

Fire Assessment Fee Comparison



Effect on the Average Homeowner



Note: Assumes value after resident claims Save Our Homes exemption of \$25,000.

Fire Fund

In Fiscal Year 2007, the General Fund contributed \$500,000 to subsidize the Fire Fund thereby keeping the Fire Assessment Fee artificially low. Due to the pressure from the recent property tax legislation, the General Fund is no longer able to afford this subsidy. In effect this represents a loss of revenue for the Fire Fund. The Fire Fund must absorb this loss by increasing the Fire Assessment Fee. As can be seen in the Fire Assessment Fee Comparison chart, even with an increase of \$8.33 in the Fire Assessment Fee, for a single family home, Coral Springs still enjoys the third lowest fee.

As always, the City will aggressively pursue grant opportunities for upcoming capital improvement projects for the Fire Department.

Results

Despite the challenges posed by the recent property tax legislation, our commitment "to be the nation's premier community in which to live, work, and raise a family" has not wavered. Our Financial Strategy and Core Values – Customer

Focus, Leadership, Empowered Employees, and Continuous Improvement – underpin our ability to provide "Sterling" customer service. We have sought to continue the services which are most important to our customers, while cutting back costs across the board:

- Reducing the Debt Service Millage Rate by 16.9%, to \$0.1774 mills;
- Reducing the Operating Millage Rate from \$3.8715 to \$3.3651 – still the lowest in Broward County; and
- Maintain the Fire Assessment Fee below \$100 for single-family homes.

This means that if a homeowner's property assessment is not increased by the Assessor's Office, **our average homeowner will actually save \$99.80** even with an increase of \$8.33 in the Fire Assessment Fee. If, however, the Assessor's Office increases the assessment by 2.5% (CPI), the average homeowner will still enjoy a net savings of \$79.91.

The Solid Waste Special Assessment will increase from \$226.32 to \$232.20, in accordance with the City's contract with Waste Management.

Measuring Results

Quarterly Performance Review

Overview

The City has developed a performance measurement and management system to align department services and programs with the City Commission's seven strategic priorities. The system enables departments to systematically measure results and make timely adjustments when results fall short of expected performance levels. Three components make up the system: a quarterly performance reporting program, a composite index that measures the overall financial and service operation position, and the State of the City Report. These elements play an important part in the City's overall Business Plan, and help keep the organization on target.

Findings as of 4th Quarter 2007

A total of 86 performance measures have been established to measure results achieved through services and programs provided by the City's 12 operating and support departments. Four of the 86 performance measures double as Key Intended Outcomes (KIOs) and are discussed in the KIO Analysis. Of the remaining 82 department performance measures, 60 (70%) met or exceeded their year-end goal, another 13 (15%) measures came within 95% of meeting their goals, and 13 (15%) did not meet their goals.

KIO Analysis and Current Initiative Update

Thirty-three Key Intended Outcomes (KIOs) have been established, all of which support at least one of the seven strategic priorities. Performance goals for each KIO were developed as part of the City Commission's adopted Fiscal Years 2007•2008•2009 Strategic Plan.

As of the end of the fourth quarter of Fiscal Year 2007, 27 KIOs have achieved their goals. Of note,

- Voter turnout for the November 2006 gubernatorial election was 44.2%, exceeding the goal of 40%.

- A large majority, 89%, of businesses surveyed rated the City's communication with business owners and managers as excellent or good.
- Ninety-five percent of businesses rated the quality of services provided by the City as meeting or exceeding their expectations.
- Ninety-three percent of residents rated the quality of services provided by the City as meeting or exceeding their expectations.
- Ninety-six percent of businesses responded that the City's customer service is excellent or good, up from 94% last year.
- Ninety-four percent of residents responded that the City's customer service is excellent or good.
- Ninety-seven percent of employees surveyed said they would recommend working for the City, the highest ever.
- Regarding the City's respect for religious and ethnic diversity, 92% of residents rated the City as the very best or good.
- Charter School students earned 0.7% gains in math and reading FCAT scores.
- School overcrowding continues to decrease. Coral Springs schools were at 96% of capacity during Fiscal Year 2007.
- Residents donated 43,628 volunteer hours to the City, of which 21,816 were contributed by teens.
- Nearly 5,900 trees were planted within the City.
- The two intracity buses operating in the City had almost 119,000 riders during the fiscal year.

Three KIOs came within 99% of their goals: the overall rating of the City in terms of communicating with residents, non-residential property value as a percent of total property value, and minority residents who feel that the City is a great place to live.

Three KIOs did not meet their goals.

- Fifty-eight percent of residents found taxes to be acceptable in Fiscal Year 2007, down from 74% in Fiscal Year 2006. The lower rating is attributable to the overwhelming negative publicity surrounding the tax reform issue.
- The number of adult students attending classes through the College & University Partnership fell below goal by 105 students. This may be due to the closure of the Charter School for renovation during the summer months.
- Almost 91% of building plan reviews were processed within 15 days, just short of the 95% stretch goal. The volume of submittals is still high following residents' recovery efforts from Hurricane Wilma.

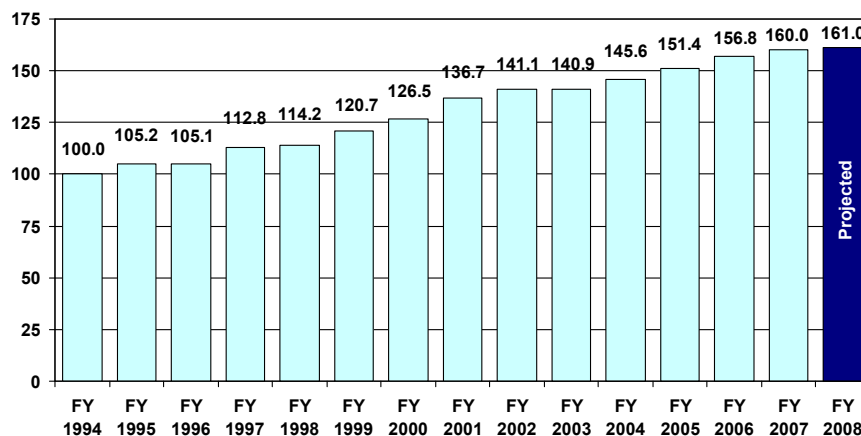
Sixty-three initiatives were chosen for Fiscal Year 2007. Forty-one have been completed, 15 are in progress and should be completed within the first quarter of Fiscal Year 2008 unless otherwise noted, six initiatives are on hold, and one was canceled.

(Sources: Financial Services—Management & Budget Office, Fiscal Year 2007 Fourth Quarter Quarterly Performance Report)

Composite Index

The Composite Index comprises ten indicators, carefully chosen to give an overall snapshot of our financial and operating results. The Fiscal Year 2006 Composite Index score increased by more than five points, and is projected to trend upward for Fiscal Years 2007 and 2008. A chart and description for each indicator is presented on the following two pages.

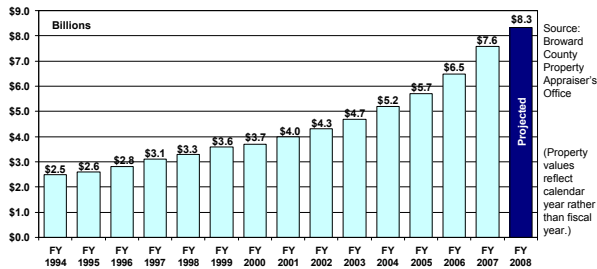
Composite Index is Projected to Continue Trending Upward



Residential Property Values



Good

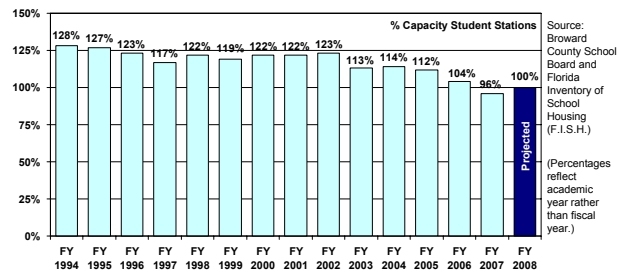


Overcrowding has continually decreased for Coral Springs schools. The decrease may be attributed to the opening of Coral Glades High School and classroom additions at schools throughout the City. Enrollment and capacity numbers are provided by the Broward County School District.

School Overcrowding



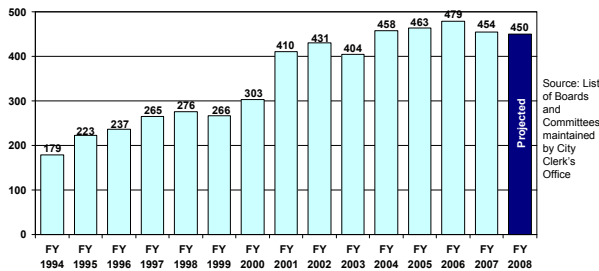
Good



Volunteers in Government



Good



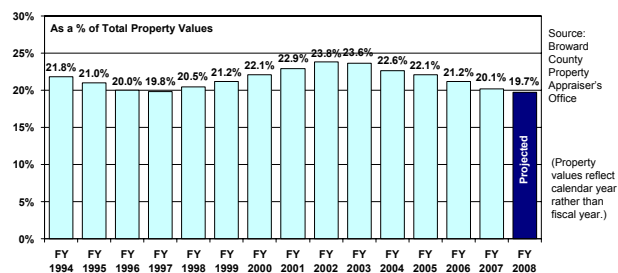
The number of Volunteers in Government reached an all-time high of 479 for Fiscal Year 2006. Members of our committees and boards are counted as volunteers for this indicator.

Non-residential property values account for one-fifth of all property values in Coral Springs. Though all property values have increased over the years, residential property values (see first chart) have increased at a greater rate than non-residential. Non-residential includes commercial/industrial sites, as well as agricultural, institutional, government and miscellaneous real estate.

Non-Residential Property Values



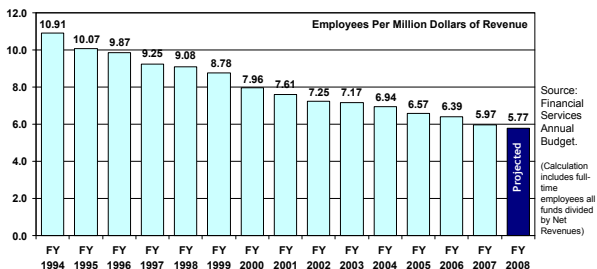
Good



Employee Productivity



Good

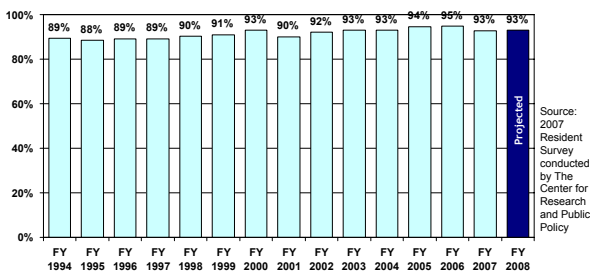


It will take fewer than six employees to generate one million dollars of revenue, down from 10.91 in Fiscal Year 1994.

Customer Satisfaction



Good



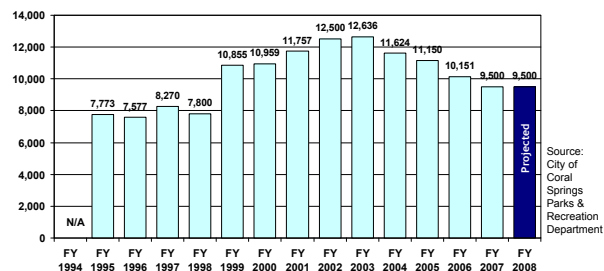
A consistently high percentage of residents surveyed rated the City as excellent or good in customer satisfaction according to the Annual Citizen Survey conducted by Center for Research & Public Policy. A rating of at least 93% is expected for Fiscal Year 2008.

The number of athletic league participants has been decreasing slightly since Fiscal Year 2004, which may be the result of a new fee for non-residents. Some of the activities offered by the Parks & Recreation Department such as basketball, soccer, football, baseball, roller hockey, lacrosse, cheerleading and BMX bike racing. Independent teams and programs, though not counted in this measure, also utilize City facilities.

Athletic League Participants



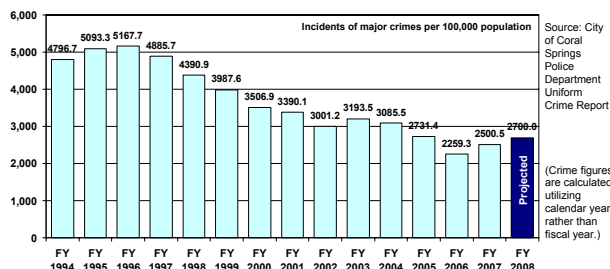
Good



Crime Rate



Good



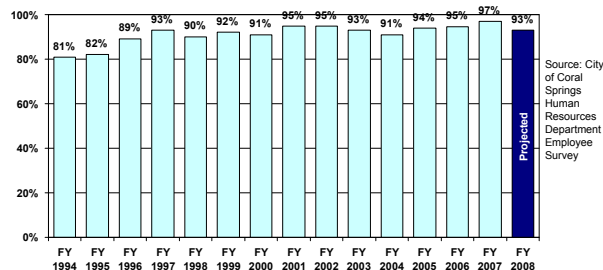
The crime rate per 100,000 residents has continued to trend downward with the lowest rate in Fiscal Year 2006. The crime rate is projected to remain relatively steady for Fiscal Year 2008.

All employees are surveyed annually by the Human Resources Department to determine the overall job satisfaction. The employee satisfaction rating was at its highest for Fiscal Year 2007 and is projected to remain stable for Fiscal Year 2008.

Employee Satisfaction



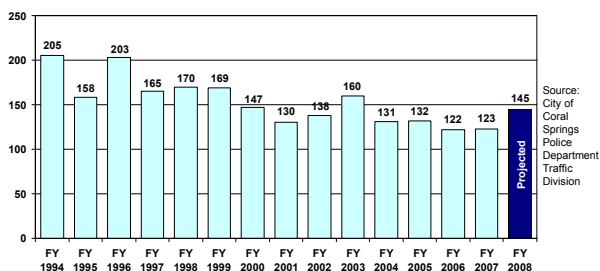
Good



Accidents at Major Intersections



Good



The number of accidents at 16 major intersections is tracked and analyzed to reveal trends and to identify which methods are effective at reducing the number of crashes. Overall, this measure has been trending downward since Fiscal Year 1994. It is projected that the number of accidents at major intersections will not exceed 145 during the fiscal year based on current trends.

Fiscal Year 2007 RTO Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal	FY 2007 1st Qtr	FY 2007 2nd Qtr	FY 2007 3rd Qtr	FY 2007 4th Qtr	FY 2007 Actual	
Customer-Involved Government (10)									
1 Number of citizen volunteer hours donated to the City of Coral Springs	31,711	33,685	31,000	6,114	8,779	6,513	22,221	43,628	✓
2 Percent voter turnout per election (excluding primaries and special elections)	53.32%	10.6%	40%	44.2%	—	—	—	44.2%	✓
3 Overall rating of the City in terms of communicating with residents (City Survey)	89%	92%	93%	N/A	92%	—	—	92%	*
Top Box—resident communication rating	34%	34%	—	N/A	32%	—	—	32%	—
4 Overall rating of the City in terms of communicating with businesses (Business Survey)	—	—	78%	N/A	89%	—	—	89%	✓
Top Box—business communication rating	11%	11%	—	N/A	24%	—	—	24%	—
5 Overall quality rating for City services by business owners (Business Survey)	—	—	91%	N/A	95%	—	—	95%	✓
Top Box—business quality rating of City services	20%	21%	—	N/A	20%	—	—	20%	—
6 Customer service rating by residents (Resident Survey)	97%	95%	93%	N/A	94%	—	—	94%	✓
Top Box—resident customer service rating	39%	37%	—	N/A	33%	—	—	33%	—
7 Customer service rating by businesses (Business Survey)	—	—	90%	N/A	96%	—	—	96%	✓
Top Box—business customer service rating	33%	26%	—	N/A	39%	—	—	39%	—
8 Number of mentors trained	29	132	50	23	62	11	32	128	✓
9 Overall quality rating for City services and programs (City Survey)	95%	95%	93%	N/A	93%	—	—	93%	✓
Top Box—quality of City services and programs	9%	9%	—	N/A	10%	—	—	10%	—
10 Employee satisfaction rating (Human Resources Survey)	94%	95%	93%	N/A	N/A	N/A	97%	97%	✓
Top Box—employee satisfaction rating	41%	36%	—	N/A	N/A	N/A	42%	42%	—
Financial Health & Economic Development (7)									
1 Maintain City bond ratings Moody Aaa, Fitch AAA, S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	✓
2 Residents' value rating (City Survey)	77%	74%	73%	N/A	58%	—	—	58%	x
Top Box—residents' value rating (taxes are too low)	0%	1%	—	N/A	3%	—	—	3%	—
3 Add a minimum of \$2 M annually to the City's financial reserves until a goal of 17% of budgeted expenditures is reached	—	—	\$2 M	N/A	N/A	\$2 M	—	\$2 M	✓
4 Commercial square footage development initiated within the Downtown CRA	210,000	0	*400,000	0	0	0	0	0	✓
5 Percent of plan reviews completed within 15 days	97.8%	74.8%	95%	79.2%	90.7%	97.7%	98.7%	90.8%	x
6 Non-residential value as a percent of total taxable value	22.1%	21.2%	20%	N/A	N/A	19.75%	—	19.75%	*
7 Percentage increase of operating millage rate	0%	0%	0%	0%	—	—	—	0%	✓
*(3-year goal is subject to further refinement based upon revisions to be made in the CRA in connection with recently enacted state eminent domain laws.)									
Excellence in Education (3)									
1 Percent of school overcrowding in Coral Springs public schools	112%	104%	108%	N/A	96%	—	—	96%	✓
2 Number of students attending courses offered by partnering institutes of higher education	586	631	1,000	296	246	22	331	895	x
3 Achieve gains in math/reading mean scale score at the Charter School	0.4%	0.6%	0.6%	N/A	N/A	0.7%	—	0.7%	✓
Neighborhood & Environmental Vitality (5)									
1 Number of cooperative projects and the number of different partners (public, private and intra-city depts.) focused on enhancing the environment	14 proj 13 part	17 proj 12 part	12 proj 8 part	3 proj 3 part	2 proj 1 part	4 proj 4 part	3 proj 2 part	12 proj 10 part	✓
2 City crime rate (crimes/100,000 residents—Calendar Year)	2,731.40	2,259.30	2,980.0	N/A	N/A	2,500.5	—	2,500.5	✓
3 Percent of Code cases brought into voluntary compliance prior to admin./judicial process	80%	82%	70%	79%	77%	83%	83%	81%	✓
4 Number of formal and informal neighborhood partnerships each year	31	34	20	8	6	4	9	27	✓
5 Number of trees planted within the City	—	—	3,000	456	1,556	1,533	2,328	5,873	✓
Youth Development & Family Values (3)									
1 Number of youths involved in City sponsored leadership opportunities	2,092	1,735	2,000	476	2,053	468	62	3,059	✓
2 Number of teen volunteer hours donated to the City of Coral Springs	14,398	14,576	11,000	706	2,751	1,505	16,855	21,816	✓
3 Number of middle school after-school programs offered annually	12	14	13 per year	14	14	14	14	14	✓
Strength in Diversity (2)									
1 Minority residents who feel that the City is a great place to live (City Survey)	91%	82%	82%	N/A	81%	—	—	81%	*
Top Box—minorities who feel City is a great place to live	50%	44%	—	N/A	42%	—	—	42%	—
2 Citizen rating of City Government for respecting religious and ethnic diversity (City Survey)	95%	94%	92%	N/A	92%	—	—	92%	✓
Top Box—rating of City for respecting religious and ethnic diversity	63%	62%	—	N/A	64%	—	—	64%	—
Traffic, Mobility & Connectivity (3)									
1 Achieve a 10% reduction of speed and/or a 15% reduction of volume after the initial installation of traffic calming measures	16% spd	14.3% spd	10% spd OR 15% vol	N/A	11% spd 41% vol	10% spd 30% vol	10% spd 36% vol	11% spd 36% vol	✓
2 Number of accidents at 16 major intersections	132	122	165	40	29	34	20	123	✓
3 Number of riders in intracity bus routes	111,436	110,594	110,000	31,076	29,176	28,101	30,591	118,944	✓

Fiscal Year 2007 4th Qtr Results		
Met or Exceeded Goal	27	✓
Within 99% of Goal	3	*
Goal Not Met	3	x
Total Measures	33	

Appendices

Appendices

Fiscal Year 2007 Initiative Update	60
Fiscal Year 2008 Initiative Summary.....	62
Staffing Changes.....	64
General Fund Summary	65
Fire Fund Summary.....	68
Water & Sewer Fund Summary	69
Health Fund Summary	70
General Insurance Fund Summary.....	70
Coral Springs Charter School Fund Summary	71
Coral Springs Center for the Arts Fund Summary	71
Conference Center Fund Summary	72
Public Art Fund Summary	72
Equipment Services Fund Summary	73
Pension Fund Summary	74
Debt Service Fund Summary.....	75
Major Capital Projects by Department.....	76
Major Capital Projects by Location.....	77

Fiscal Year 2007 Initiative Update

Customer-Involved Government

Ongoing- Get Out the Vote	COMPLETE	Voter Registration Drive held on December 18, 2006 at Starbucks on University Drive.
New Resident Outreach	COMPLETE	New packages have been printed, A-to-Z guides have been redesigned, updated, and printed; and the resident's code manual has been redesigned, updated, and printed.
Improved Business Communications	COMPLETE	Business section added to Coral Springs magazine, annual Business newsletter mailed with occupational license renewals, and Business eNews established.
Customer Care Center	COMPLETE	The Customer Care Center received 19,341 calls for the 3rd quarter as of June 21, 2007.
Community Branding	IN PROGRESS	Focus group met and will continue to meet during Fiscal Year 2008.
Youth Mentoring	COMPLETE	Eight youth mentoring opportunities are now available.
Ongoing-Bus Shelters	COMPLETE	Installed all 10 shelters.
Rehabilitation of Lift Stations 20A and 20B	ON HOLD	Project has been re-programmed for FY09 and limited to the Rehabilitation of Lift Station 20a only. Work is dependent on timing of Golf Course improvements.
Increased Fuel Storage and Availability	IN PROGRESS	Determined the location of the fuel tanks and the replacement of these tanks will begin immediately following this year's hurricane season (after November 2008).
Parkland Partnership—NW Response Time Improvements	COMPLETE	The 19 new firefighters have successfully completed two months of a 10-month orientation program. All of the equipment for the Parkland Engine (#109) arrived and has been installed. Parkland's Fire Engine #109 and Fire Station #109 were put into service on April 29th.
Workforce Housing Subordinated 2nd Mortgage Program	ON HOLD	Will not be completed in Fiscal Year 2007. Trust fund hasn't received any contributions due to no new housing development. Staff reviewing draft guidelines.
Restoration of Covered Bridge	COMPLETE	The Covered Bridge restoration project has been completed. A Grand Re-Opening was hosted on May 19th.
Enhanced Permit Notification	COMPLETE	Building Division implemented the enhanced permit notification initiative June 21, 2007.
Small Permit Pilot Project	COMPLETE	Implemented on Wednesday, June 27, 2007. Each month thereafter, during the 6-month pilot, a review of the permits submitted will be reported.
Ongoing- Opening of Public Safety Training Center	COMPLETE	The Public Safety Training Center opened on schedule and is fully operational with classes running 7 days a week.
New City Hall Building	ON HOLD	The future of the New City Hall is on hold pending decisions on location and funding. Planning and Development is currently collecting data on LEEDS to make this a Green facility.

Financial Health & Economic Development

Ongoing- Water & Sewer Master Plan Update	COMPLETE	The writing of the Master Plan is complete. Projects from the Plan have been inserted into the Long Range Capital Improvement Program. Staff is pursuing funding from the State Revolving Fund (SRF) to obtain the best financing rate available.
Gas Saving Vehicles	COMPLETE	Hybrid vehicles have been received and issued to the Community Development, Parks and Code Enforcement Divisions.
Water & Wastewater Rate Study	COMPLETE	Recommended water rate numbers have been adopted.
Ongoing- Downtown Coral Springs	IN PROGRESS	Completed construction on One Charter Place. Second Phase negotiations and planning underway.
Ongoing- Mullins Park Access Improvement	IN PROGRESS	Design contract has been awarded. The Planning and Design to be completed by July 2008.
Fire Impact Fees	IN PROGRESS	A consultant has been hired to study Impact Fees and will report back on its findings.

Excellence in Education

Linking At-Risk Youth to Career Based Education	COMPLETE	Web site made available by the end of fiscal year.
Charter School "Advisor" Program	COMPLETE	The Advisor Program is up and running.
Workforce Housing: Affordable Housing for Teachers	ON HOLD	Economic analysis with the Florida Housing Partnership and research on federal, state and county grants revealed a needed potential \$1.5 million subsidy in the construction costs (for 15 units) in order to rent the apartments at an affordable price to teachers. Will not be completed in Fiscal Year 2007.
Ongoing- Charter School Art & Music Wing	COMPLETE	Project completed August 2007.
Ongoing- Teen Safe Driving	COMPLETE	An award ceremony was conducted in May 2007 with 65 high schools students being recognized, and another five were recognized during the fourth quarter. We will continue to promote this program during the school year.

Neighborhood & Environmental Vitality

Ongoing-Security in the Parks II	COMPLETE	Betti Stradling and Cypress Park cameras are operational and performing as designed.
Zone 4 Action Plan II	COMPLETE	Probation and Parole sweeps were conducted each quarter.
Reestablish Bike Patrol Unit	COMPLETE	The Bicycle Unit has logged over 10,140 miles since November 2006. The Unit continues to receive positive feedback from residents.
Administrative Citation Program	IN PROGRESS	Launched on August 1, 2007. The testing phase will be used to evaluate how the system is working and to learn of any improvements needed to make this an effective program and obtain a higher voluntary compliance rate.
Meadows & Dells Drainage Improvement	IN PROGRESS	Engineering Plans are complete. Staff met with the Homeowners Association Executive Board to obtain input on communicating the project to the affected residents. Bids for the project will be opened on Nov. 28th.
Ongoing- Public Art Program	COMPLETE	First two private artworks complete at Whispering Woods Center at Village Green Apartments. Contracts negotiated for Sculpture on Sample and sites have been selected.
Ongoing- Sign Code Changes II	COMPLETE	Sign Amendments completed. City Commission adopted Ordinance 2006-113. Staff promoting the concept of "designer" signs with new development/redevelop.
Redevelopment Code Study—Phase II	IN PROGRESS	Two workshops were held with the Commission after the item passed the P&Z Board recommending approval.

Fiscal Year 2007 Initiative Update (continued)

Neighborhood & Environmental Vitality (continued)

Valve Exercising & Dead-End Water Main Flushing	IN PROGRESS	Crews exercised 454 valves this fiscal year. Corrective maintenance was necessary for some valves. As repairs are made to valves, more staff time will become available to return to the exercise program. Routine flushing has been suspended until all water restrictions are lifted.
Entryway Signs Phase II	IN PROGRESS	The City Commission approved the design for the entryway signs. The architect will complete specifications and engineering details by mid-November 2007. The City will then put out a bid for the signs. Signs are to be installed and landscaped by Spring 2008.
Neighborhood Aesthetics Improvement Program	COMPLETE	Conducted several concentrated neighborhood sweeps addressing aesthetics violations. Large amount of voluntary compliance upon first contact.
Evening Parks Maintenance Improvements	COMPLETE	Adjusted staffing schedules so that two employees work at each of the Community Parks and Neighborhood Parks until 9 pm Monday thru Friday.
City Water Conservation Practices	COMPLETE	The City Commission approved the new conservation based rate structure effective Oct. 1st. Notification was received from South Fla Water Management District that the City will be receiving a \$49,750 grant to purchase automatic flushers for installation at dead end water mains. The flushers will save over one million gallons annually.
Post Wilma Tree Canopy Recovery	COMPLETE	The total tree planting count for the City, which includes numbers from the street tree subsidy program, completed DRC projects, Parks & Rec planting and neighborhood projects is 5,873. Significant contributors to these numbers are two large wetland mitigation projects (Sportsplex and Whispering Woods)..
Green Design & Maintenance Policies	IN PROGRESS	Comprehensive Plan text amendment and LDR text amendments for Green Building passed first reading by the City Commission. The Green Team completed its assessments and recommendations for internal City Green actions. Home Depot agreed to 26 LEED credits in its conditional use application that was recommended to the City Commission by the Planning & Zoning Board.

Youth Development & Family Values

Teen Programming	COMPLETE	The Teen Youth Commission finished another year. Successfully updated the Teen What To Do Guide adding activities available at all high and middle schools.
Ongoing- Teen Citizen Police Academy	COMPLETE	The first class was held in August of 2007 and 15 teenagers attended. The program will be reviewed, utilizing their input, and will be updated for the next session. Teenagers attending the sessions earned service hours.
Web Site Resource for Parents	COMPLETE	The Public Safety School Forum web page was established in August
Ongoing- Special Populations Programs	COMPLETE	We have a full schedule of Special Needs Programs for all ages. We draw participants throughout Broward and Palm Beach counties..
Parent Support Partnerships	COMPLETE	A new chapter of Parents without Partners was established in Coral Springs.
Drowning Prevention Program	COMPLETE	The April Pool's Day event held at CSMC was a big success with nearly 2,500 attending the event despite stormy weather forcing us to close early. Materials were also distributed at the annual Fire Prevention Extravaganza.

Strength in Diversity

Ongoing- Family Success Center	COMPLETE	Community Relations staff continues to work with the Family Success Center by assisting with their local projects, like collection of food items, cell phones, etc. Also arranging the Earned Income Tax Relief Program.
World Fest	COMPLETE	World Fest was held on February 10th and 11th and was a huge success. This two-day festival drew almost 5,000 people on both days.
Ongoing- ESOL Classes	COMPLETE	The schedule for ESOL classes continues as planned at the Coral Springs locations. The Multi-Cultural Committee continuously promotes the program.
MLK Golf Tournament	COMPLETE	The 2nd Annual Golf Tournament was held on September 14th at the Heron Bay Golf Course. The Committee netted \$4,700 for the Scholarship Program.
International Soccer Fest	CANCELED	Commission agreed to drop this initiative due to costs associated with participation.
Ongoing- Heritage Panels	COMPLETE	In May, we conducted a very successful Heritage Panel consisting of all youth panelists, with a targeted audience of youth. On 9/10/07, a Heritage Panel was arranged for high school students at the Coral Springs Gymnasium, most of whom were graduates of the 2007 Unitown Program.
Ongoing- Study Circles	COMPLETE	Results of Study Circles for Youth Involvement and Activities presented to City Commission at January 17, 2007 City Commission meeting.

Traffic, Mobility & Connectivity

Street Indexing Signage	ON HOLD	Proposing more cost effective alternative that has been approved by the BCTE in Fiscal Year 2008 budget (see CIP budget).
Downtown Pathways Phase I	ON HOLD	Due to the high cost of asphalt, the resurfacing of 29th has been postponed until 2009. This delays the design of the curbing and the sidewalks. Bid documents for prototype design have been competed.
Linear Parks	COMPLETE	Completed the Atlantic Blvd. Linear Park between University Dr. and Coral Springs Dr.
28th Street Pedestrian Crossing	IN PROGRESS	An engineered drawing has been completed on behalf of the property owner to address issues of the pedestrian crossing and ADA related issues at the crosswalk location. A special TMT meeting has been scheduled for early October to review the drawing.
CRA Roadway Design	IN PROGRESS	An engineering firm has been selected.
University Drive Extension	IN PROGRESS	Palm Beach County Commission voted to remove University Drive from the County's Transportation Element and Map series. Palm Beach MPO voted to remove University Drive from their LRTP. Coral Springs submitted letters to both Boards stating opposition to the proposed elimination of University Drive from their plans.
Planning for One Cent Sales Tax	COMPLETE	Sales Tax initiative was defeated in November.
Ongoing- Traffic Management	IN PROGRESS	Traffic calming devices installed on NW 92 Ave. and 94 Ave. between Royal Palm Blvd. and 31 Ct.; and at NW 91 Avenue and Shadow Wood Boulevard. An RFP was prepared for the installation of permanent speed humps on NW 38th Drive, NW 112th Avenue, and NW 95th Avenue.

Fiscal Year 2008 Initiative Summary

Customer-Involved Government

Bus Shelters (Ongoing)	Public Works
Country Club Golf Course Lift Station Rehabilitation (Ongoing)	Public Works
Study Circles (Ongoing)	Human Resources
Customer Care Center (Ongoing)	Building
Customer Service Phone Efficiencies	Human Resources
Building Division Workshop Pilot	Building
Redesign State of the City	Communications & Marketing, Human Resources
Public Safety Facility Renovations and Expansions	Development Services
Continuous Improvement Efforts	City Manager's Office
Wireless Access for Patrol Officers	Police
EAR-Based Amendments to the City of Coral Springs Comprehensive Plan	Community Development
Station 71 Feasibility Study	Fire
Fire Training Simulator Tower	Fire
CERT Training	Fire
Small Business Development	Development Services
Waste Management Franchise Agreement	Public Works
Visioning Summit Update	Human Resources

Financial Health & Economic Development

Downtown Coral Springs (Ongoing)	City Manager's Office
Future Improvements— Communications Center	Police
Downtown Green Market	Sportsplex
Enhance Transport Fee Revenues	Fire/EMS
Downtown Water & Sewer Infrastructure Study	Public Works
Redevelopment Code Study Phase III	Community Development
Redevelopment South of 39th Street	Community Development
Workforce Attrition	Human Resources
Postcard Billing for Water Customers	Finance

Excellence in Education

Charter School Art & Music Wing (Ongoing)	Development Services
Teacher Recognition	Human Resources
Coral Springs Government Academy	Human Resources, Communications & Marketing
Sterling at Charter School	Human Resources
Public School Facilities Concurrency Element	Community Development
Life Skills Workshops for High School Students	Human Resources
Elementary School Resource Officers	Police

Fiscal Year 2008 Initiative Summary (continued)

Neighborhood & Environmental Vitality

Security in the Parks II (Ongoing)	Police
Public Art Program (Ongoing)	Community Development
Meadows & Dells Drainage Improvements (Ongoing)	Public Works
Recycling in Parks Pilot Program	Parks & Recreation
Artificial Turf	Parks & Recreation
Comprehensive Water Conservation Program	Public Works, Communications & Marketing, P&R
Green Design and Maintenance	Community Development
Update Slice Meetings	Community Development
Discontinuation of West Atlantic Blvd. Branch Library Partnership	City Manager's Office
Enhanced Litter Removal	Public Works
Raw Water Well Development	Public Works
Graffiti Reduction Plan	Code Enforcement
Foreclosure Monitoring	Code Enforcement, Communications & Marketing
Commercial Tree Program	Development Services
Post Wilma Tree Canopy Recovery Phase II	Parks & Recreation

Youth Development & Family Values

Convert Teen Center	Police, Parks & Recreation
Formalized Internship Program	Human Resources
Pharmacy Discount Cards	Human Resources
Car Club	Parks & Recreation
Teen Civic Forum	Human Resources
Scholarships for Recreational Programs	Parks & Recreation

Strength in Diversity

Family Success Center (Ongoing)	Human Resources
World Fest (Ongoing)	Human Resources
CommuniTea	Human Resources
Redesign International Dinner Dance	Human Resources
Partnership Between Multi-Cultural Advisory Committee and One Planet United	Human Resources

Traffic, Mobility & Connectivity

Traffic Management (Ongoing)	Community Development
Street Indexing Signage (Ongoing)	Community Development
CRA Roadway Design (Ongoing)	Community Development
Linear Park Landscaping Upgrades	Parks & Recreation
University Drive and Sawgrass Expressway Extensions	Community Development
Downtown Pathways Phase II	Community Development

Staffing Changes

Fiscal Year 2008 Full Time Equivalent Positions Eliminated

General Fund Full-Time Positions Eliminated:

School Resource Officers (Youth Liaison Unit)	6
Maintenance Workers (Neighborhood and Cypress Parks)	2
Office Assistant (Mullins Park)	1
Engineering Inspector (Development Services)	1
GIS Officer (Rescue Unit)	0.5
	<u>10.5</u>

General Fund Part-Time Equivalent Positions Eliminated:

Police (Civilian)	4
Sportsplex	1
Financial Services	2
Aquatics	2
Parks & Recreation	5
Development Services	1.5
Human Resources	0.5
EMS Academy	3
	<u>19</u>

Total General Fund 29.5

Fire Fund Positions Eliminated:

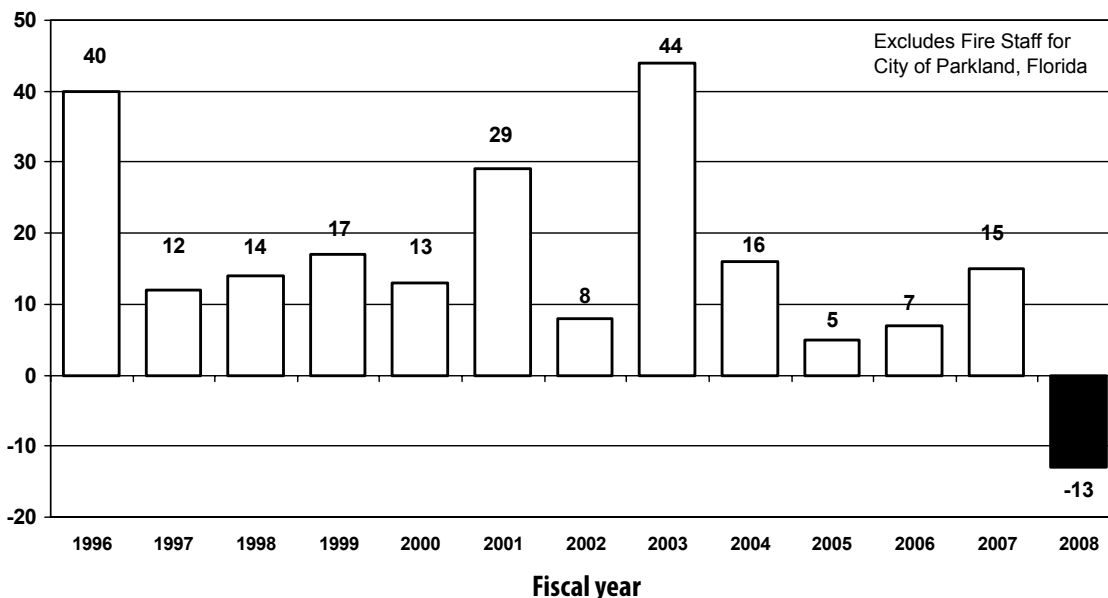
Assistant Fire Marshal	1
GIS Officer	.5
Total Fire Fund	<u>1.5</u>

Water & Sewer Fund Positions Eliminated:

Utilities Service Technician	1
Total Water & Sewer Fund	<u>1</u>

Total All Funds 32

Net Full-Time Position Changes Per Fiscal Year



Note: Chart shows significant decrease in FY 2008 primarily due to vacant positions being eliminated while other positions eliminated through attrition, in response to Tax reform. In Fiscal Year 2007 the addition of 11 Public Safety positions. In Fiscal Year 2003, Public Safety employees were added as a result of September 11th. Paid Firefighters were added in Fiscal Year 2001, and EMS startup began in Fiscal Year 1996.

General Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
General Operating						
Ad Valorem Taxes	\$27,055,409	\$30,523,566	\$34,883,030	\$33,221,630	(\$1,661,400)	-4.76%
Solid Waste Assessment	816,127	864,621	885,607	929,887	44,280	5.00%
Franchise Fees:						
Electricity	6,507,760	7,931,211	7,400,000	7,850,000	450,000	6.08%
Solid Waste	1,266,898	1,436,546	1,332,740	1,420,000	87,260	6.55%
Towing	19,322	25,000	16,560	17,140	580	3.50%
Subtotal - Franchise Fees	7,793,980	9,392,757	8,749,300	9,287,140	537,840	6.15%
Utility Service Taxes:						
Electricity	7,129,381	7,279,670	7,050,000	7,175,000	125,000	1.77%
Water	1,359,096	1,414,682	1,509,906	1,425,005	(84,901)	-5.62%
PEG Revenues	37,338	75,815	57,000	57,000	0	0.00%
Propane/Natural Gas	146,420	205,009	139,500	180,000	40,500	29.03%
Subtotal - Utility Taxes	8,672,235	8,975,176	8,756,406	8,837,005	80,599	0.92%
State Intergovernmental Revenues:						
Communications Services Tax	5,778,167	6,003,003	5,750,000	5,950,000	200,000	3.48%
Shared Revenues	3,627,638	3,762,927	4,050,000	3,850,000	(200,000)	-4.94%
Alcoholic Beverages	43,111	49,033	40,958	42,187	1,229	3.00%
Sales Tax	7,582,756	8,119,277	8,200,000	8,025,000	(175,000)	-2.13%
Municipal Rebate	36,148	41,114	37,119	38,233	1,114	3.00%
Subtotal State Intergovernmental	17,067,820	17,975,354	18,078,077	17,905,420	(172,657)	-0.96%
Miscellaneous Grants	909	0	0	0	0	n/a
Community Bus Program Revenues	144,884	143,218	153,104	156,166	3,062	2.00%
Local Option Gas Tax	2,228,310	2,251,949	2,190,375	2,290,375	100,000	4.57%
Public Safety E911	214,390	219,531	200,000	208,000	8,000	4.00%
Resource Recovery Distribution	320,401	78,323	40,000	0	(40,000)	-100.00%
Urban Search & Rescue-Miami Dade County	0	64,258	0	0	0	n/a
Broward County Annex	0	191,310	0	0	0	n/a
From Sportsplex SBBC	0	80,000	0	0	0	n/a
One Cent Gas Tax	148,212	149,764	110,387	111,491	1,104	1.00%
Subtotal Other Intergovernmental	3,057,106	3,178,353	2,693,866	2,766,032	72,166	2.68%
Subtotal Intergovernmental	20,124,926	21,153,707	20,771,943	20,671,452	(100,491)	-0.48%
Licenses and Permits:						
Building Permits	2,232,753	3,268,891	2,400,000	2,680,000	280,000	11.67%
Rebillable Overtime	61,938	21,867	26,500	34,042	7,542	28.46%
Engineering Permits	18,912	1,295	41,500	40,000	(1,500)	-3.61%
Waste Hauling Permits	17,814	14,390	12,000	10,040	(1,960)	-16.33%
Subtotal Permits	2,331,417	3,306,443	2,480,000	2,764,082	(1,115,918)	-45.00%
Business Tax	1,392,506	1,268,809	1,300,000	1,376,000	76,000	5.85%
Subtotal Licenses/Permits/Business Tax	3,723,923	4,575,252	3,780,000	4,140,082	(1,039,918)	-27.51%
Charges For Services:						
Recreation						
Athletics						
Cypress Park	36,830	34,889	35,215	40,000	4,785	13.59%
Mullins Park	320,213	302,634	356,129	303,288	(52,841)	-14.84%
North Community Park (Park 31/35)	35,175	39,115	32,830	34,149	1,319	4.02%
Neighborhood Parks	53,289	40,805	51,919	51,710	(209)	-0.40%

General Fund Summary (continued)

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Recreation						
Activity Center	60,887	58,614	52,061	57,223	5,162	9.92%
Recreation Services	21,864	15,243	21,568	18,833	(2,735)	-12.68%
Summer Recreation	638,526	743,814	650,000	730,000	80,000	12.31%
Transportation	3,080	2,850	3,135	3,370	235	7.50%
Gymnasium	276,256	268,548	291,944	310,051	18,107	6.20%
Aquatics						
Cypress Pool	142,901	102,384	156,100	127,100	(29,000)	-18.58%
Mullins Pool	42,903	53,662	55,750	56,750	1,000	1.79%
Aquatics Complex	1,106,458	1,083,533	960,900	1,021,410	60,510	6.30%
Sportsplex	180,140	156,867	160,707	201,240	40,533	25.22%
Tennis						
Tennis Center	262,579	315,479	260,347	336,787	76,440	29.36%
Cypress Tennis	149,148	162,310	137,770	165,270	27,500	19.96%
Subtotal Recreation	3,330,249	3,380,747	3,226,375	3,457,181	230,806	7.15%
Charges for Service - Other Funds:						
Engineering Charges	212,624	0	0	0	0	n/a
CRA Charges	0	0	23,408	0	(23,408)	-100.00%
Water & Sewer Fund	1,363,939	1,422,972	1,479,555	1,456,565	(22,990)	-1.55%
Fire Fund	394,031	297,032	375,000	400,000	25,000	6.67%
Subtotal - Chg/Svc - Other Funds	1,970,594	1,720,004	1,877,963	1,856,565	(21,398)	-1.14%
Charges for Service - Other:						
General Government	470,511	333,456	375,419	351,474	(23,945)	-6.38%
City Hall in the Mall	569,387	722,391	622,400	759,900	137,500	22.09%
Public Safety	788,903	739,617	871,632	859,392	(12,240)	-1.40%
EMS Transport Fees	1,976,930	1,989,162	2,200,000	1,995,702	(204,298)	-9.29%
EMS Interfacility Transportation	74,108	60,505	93,684	65,000	(28,684)	-30.62%
EMS Contract	57,648	4,766	0	0	0	n/a
EMS Training	125,381	108,876	180,000	0	(180,000)	-100.00%
Subtotal - Chg/Svc - Other	4,062,868	3,958,773	4,343,135	4,031,468	(311,667)	-7.18%
Subtotal - Charges For Services	9,363,711	9,059,524	9,447,473	9,345,214	(102,259)	-1.08%
Fines and Forfeitures						
Court Fines	1,094,053	1,157,459	1,065,844	1,097,819	31,975	3.00%
Police Education	0	0	17,378	17,899	521	3.00%
Other Police Fines	168,237	186,078	194,324	196,267	1,943	1.00%
Code Enforcement Citations & Liens	376,056	436,378	202,181	211,278	9,097	4.50%
Other Miscellaneous	0	0	6,683	36,984	30,301	453.40%
Subtotal	1,638,346	1,779,915	1,486,410	1,560,247	73,837	4.97%
Interest	1,041,877	1,049,714	700,000	1,000,000	300,000	42.86%
Rents & Royalties	722,322	930,032	840,000	900,000	60,000	7.14%
Charter School Lease	1,200,000	1,200,000	1,300,000	1,330,000	30,000	2.31%
Other Income:						
Auction	13,109	6,609	16,236	16,561	325	2.00%
Recycling Material Revenue	516,684	479,907	475,000	489,250	14,250	3.00%
SAFER Grant	0	0	55,890	0	(55,890)	-100.00%
Other Miscellaneous	117,254	224,898	118,094	121,021	2,927	2.48%
Subtotal	647,047	711,414	665,220	626,832	(38,388)	-5.77%
Total General Operating	82,799,903	90,215,678	92,265,389	91,849,489	(2,160,580)	-2.34%
Other						
Transfer from ESL Trust Fund	91,395	95,051	98,853	102,807	3,954	4.00%
Transfer from Fire Fund (Parkland Indirect Costs)	285,386	54,921	228,060	287,347	59,287	26.00%
Transfer from CDBG Fund	0	103,469	103,430	120,421	16,991	16.43%
Total Other	376,781	253,441	430,343	510,575	80,232	18.64%
Grand Total - Revenues	\$83,176,684	\$90,469,119	\$92,695,732	\$92,360,064	(\$335,668)	-0.36%

General Fund Summary (continued)

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Expenditures:						
Departmental						
City Commission	\$240,498	\$269,408	\$295,613	\$288,432	(7,181)	-2.43%
City Manager	1,869,983	2,197,473	2,361,259	2,347,738	(13,521)	-0.57%
Human Resources	1,271,517	1,365,259	1,634,427	1,583,907	(50,520)	-3.09%
Financial Services	2,678,636	2,715,474	2,935,287	2,916,102	(19,185)	-0.65%
Information Services	2,000,997	2,301,698	2,460,041	2,575,433	115,392	4.69%
City Attorney	796,370	802,688	873,403	869,653	(3,750)	-0.43%
Development Services/Engineering	181,187	419,694	457,680	508,622	50,942	11.13%
Community Development	1,044,852	1,183,829	1,406,685	1,336,478	(70,207)	-4.99%
Police	31,744,325	34,073,303	36,173,486	36,418,146	244,660	0.68%
Code Enforcement	1,025,312	1,102,552	1,279,839	1,258,923	(20,916)	-1.63%
Emergency Medical Services	6,093,475	7,012,070	7,382,928	7,488,947	106,019	1.44%
Building	2,312,941	2,763,212	3,077,255	3,101,517	24,262	0.79%
Public Works	4,195,454	4,224,785	4,576,364	4,424,046	(152,318)	-3.33%
Parks & Recreation	7,929,876	8,093,271	9,342,606	8,842,936	(499,670)	-5.35%
Aquatics	1,961,729	2,126,895	2,286,460	2,233,536	(52,924)	-2.31%
Sportsplex & Tennis	1,457,208	1,600,319	1,681,719	1,673,112	(8,607)	-0.51%
Total Departmental	66,804,360	72,251,930	78,225,052	77,867,528	(357,524)	-0.46%
Non-Departmental						
C.I.P.	182,430	139,279	400,000	400,000	0	0.00%
Non-Departmental	1,162,470	989,221	1,231,756	1,011,132	(220,624)	-17.91%
Contingency	92,118	0	456,290	432,100	(24,190)	-5.30%
Other Post-Employment Benefits (OPEB)	0	0	0	600,000	600,000	n/a
Economic Conditions Contingency	0	0	234,000	164,452	(69,548)	-29.72%
Rebuilding Reserve (Wilma)	0	0	1,088,500	1,900,000	811,500	74.55%
GIC Contribution	2,984,000	2,984,000	2,984,000	2,984,000	0	0.00%
West Atlantic Branch Library	142,302	295,000	303,850	0	(303,850)	-100.00%
Charter School (Lease Expense)	380,650	469,487	435,043	465,043	30,000	6.90%
Market Adjustments	0	0	460,000	200,000	(260,000)	-56.52%
Property/Casualty	745,686	750,384	1,187,366	1,078,246	(109,120)	-9.19%
Fire Fund Govt. Assessment	91,950	112,799	144,757	181,559	36,802	25.42%
Subtotal - Non-Departmental	5,781,606	5,740,170	8,925,562	9,416,532	490,970	5.50%
Interfund Transfers:						
Fire Fund Nonprofit Subsidy Churches/Schools	544,668	463,953	602,847	710,776	107,929	17.90%
Fire Fund Operating Subsidy	0	0	544,500	0	(544,500)	-100.00%
Center for the Performing Arts Fund	595,000	495,000	495,000	395,000	(100,000)	-20.20%
Capital Projects	16,429	0	0	0	0	n/a
Museum of Fine Art	63,000	63,000	63,000	23,000	(40,000)	-63.49%
Subtotal - Interfund Transfers	1,219,097	1,021,953	1,705,347	1,128,776	(576,571)	-33.81%
Capital Financing						
FIFC Loan - '01	955,714	1,230,960	1,516,447	1,578,284	61,837	4.08%
FIFC Loan - '02B	702,584	694,322	695,028	739,098	44,070	6.34%
Subtotal - Capital Financing	1,658,298	1,925,282	2,211,475	2,317,382	105,907	4.79%
Bond Debt Service:						
Rev Bonds - '94	392,239	0	0	0	0	n/a
Rev Bonds - '96	261,122	0	0	0	0	n/a
Rev Bonds - '98	557,186	0	0	0	0	n/a
Rev Bonds - '99	135,588	0	0	0	0	n/a
Rev Bonds - '04 (Refunding)	0	1,630,196	1,628,296	1,629,846	1,550	0.10%
Subtotal - Debt Service	1,346,135	1,630,196	1,628,296	1,629,846	1,550	0.10%
Total Non-Departmental	10,005,136	10,317,601	14,470,680	14,492,536	21,856	0.15%
Grand Total - Expenditures	\$76,809,497	\$82,569,530	\$92,695,732	\$92,360,064	(\$335,668)	-0.36%
Revenues in Excess of Expenditures	\$6,367,187	\$7,899,589	\$0	\$0	\$0	n/a
Positions	649.66	653.16	661.16	648.66	-12.50	-1.89%

Fire Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues:						
Non-Ad Valorem Special Assessment	\$5,464,788	\$5,658,750	\$5,965,180	\$6,619,659	\$654,479	10.97%
Partial Year Assessment	40,323	7,602	15,000	20,000	5,000	33.33%
Intergovernmental						
Base Contract (Broward County)	96,962	3,512	0	4,000	4,000	n/a
Base Contract (Parkland)	2,004,462	2,111,712	3,068,564	3,797,501	728,937	23.75%
Government Assessment	91,950	112,799	144,757	181,559	36,802	25.42%
Nonprofit Subsidy	544,668	463,953	602,847	710,776	107,929	17.90%
Sub-Total Intergovernmental	2,738,042	2,691,976	3,816,168	4,693,836	877,668	23.00%
Charges for Services:						
Fire Inspection Services	462,643	552,208	570,552	585,000	14,448	2.53%
Fire Re-Inspection Fees	22,592	25,665	17,000	25,000	8,000	47.06%
Haz Mat Recovery Cost	0	193	5,412	5,412	0	0.00%
Training Tuition Fees	688,640	671,895	1,063,230	1,084,495	21,265	2.00%
Training Miscellaneous Fees	52,840	63,141	99,860	101,857	1,997	2.00%
State Education Incentive Fund	12,862	24,451	24,640	24,640	0	0.00%
Hurricane Wilma	0	104,274	0	0	0	n/a
Off Duty Fire Rescue Service	32,914	26,513	36,414	37,142	728	2.00%
Plan Review Fees	309,400	179,306	200,000	175,000	(25,000)	-12.50%
Sub-Total Charges for Services	1,581,891	1,647,646	2,017,108	2,038,546	21,438	1.06%
Fines and Forfeitures:						
Fire Inspection Fines	17,758	81,455	45,272	65,731	20,459	45.19%
False Alarm Recovery	6,200	7,012	8,500	8,670	170	2.00%
Sub-Total Fines and Forfeitures	23,958	88,467	53,772	74,401	20,629	38.36%
Other:						
Interest Income	87,057	117,844	111,679	125,000	13,321	11.93%
Miscellaneous Revenue	7,021	15,581	12,543	16,000	3,457	27.56%
Doubtful Accounts	(23,247)	(47,510)	0	0	0	n/a
Sub-Total Other	70,831	85,915	124,222	141,000	16,778	13.51%
Interfund Transfers						
Overhead from Parkland	0	0	24,073	0	(24,073)	-100.00%
Reserves	0	0	544,500	0	(544,500)	-100.00%
Sub-Total Interfund Transfers	0	0	568,573	0	(568,573)	-100.00%
Grand Total - Revenues	\$9,919,833	\$10,180,356	\$12,560,023	\$13,587,442	\$1,027,419	8.18%
Expenditures:						
Departmental						
Administration	\$316,987	\$344,694	\$372,917	\$370,154	(\$2,763)	-0.74%
Communication Service	82,843	82,842	105,235	97,026	(8,209)	-7.80%
Suppression	4,255,004	5,216,409	5,608,396	6,130,952	522,556	9.32%
Contract Services (Parkland)	1,959,615	2,329,262	3,068,564	3,797,501	728,937	23.75%
Training	643,735	646,187	994,280	985,268	(9,012)	-0.91%
Reserves	156,478	73,034	148,226	0	(148,226)	-100.00%
Inspection	953,562	1,011,990	1,144,475	983,135	(161,340)	-14.10%
Prevention	28,978	29,341	35,082	5,674	(29,408)	-83.83%
Total Departmental	8,397,202	9,733,759	11,477,175	12,369,710	892,535	7.78%
Non-Departmental						
C.I.P.	36,304	0	0	106,770	106,770	n/a
Contingency	0	0	73,843	76,635	2,792	3.78%
Assessment Collection Costs	5,020	5,567	7,041	7,041	0	0.00%
Indirect Costs	394,031	297,032	375,000	400,000	25,000	6.67%
GIC Contribution	61,379	61,379	61,379	61,379	0	0.00%
Economic Conditions	0	0	70,000	58,000	(12,000)	-17.14%
Computer Replacement Program	23,366	10,241	58,900	24,200	(34,700)	-58.91%
Sub-Total - Non-Departmental	520,100	374,219	646,163	734,025	87,862	13.60%
Interfund Transfers:						
Property Casualty Transfer	27,618	27,792	166,648	213,670	47,022	28.22%
Sub-Total - Interfund Transfers	27,618	27,792	166,648	213,670	47,022	28.22%
Capital Financing:						
FIFC Loan-'01 (\$1,206,459/4.25%/15yrs)	45,242	41,561	51,275	51,275	0	0.00%
FIFC Loan-'02B (\$825,000/4.25%/15yrs)	91,064	86,035	85,902	85,902	0	0.00%
Sub-Total - Capital Financing	136,306	127,596	137,177	137,177	0	0.00%
Bond Debt Service:						
Revenue Bond-'94	50,739	0	0	0	0	n/a
Revenue Bond-'96	68,758	0	0	0	0	n/a
Revenue Bond-'99	13,363	0	0	0	0	n/a
Revenue Bond-'04 (Refunding)	0	132,860	132,860	132,860	0	0.00%
Sub-Total - Debt Service	132,860	132,860	132,860	132,860	0	0.00%
Total Non-Departmental	816,884	662,467	1,082,848	1,217,732	134,884	12.46%
Grand Total - Expenditures	\$9,214,086	\$10,396,226	\$12,560,023	\$13,587,442	\$1,027,419	8.18%
Revenues in Excess of Expenditures	\$705,747	(\$215,870)	\$0	\$0	\$0	n/a
Positions	83.34	87.34	106.34	103.84	(2.5)	-2.35%

Water & Sewer Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Operating Revenues						
Water	\$6,476,003	\$6,426,107	\$6,554,875	\$8,140,000	\$1,585,125	24.18%
Wastewater	8,058,575	8,030,888	8,186,675	8,440,000	253,325	3.09%
Meter Sales	22,853	34,535	50,000	50,000	0	0.00%
Doubtful Accounts	0	(120,860)	0	0	0	n/a
Charges for Service	51,173	160,033	75,000	75,750	750	1.00%
Total Operating Revenue	14,608,604	14,530,703	14,866,550	16,705,750	1,839,200	12.37%
Non-Operating Revenues						
Interest Income - Operating	89,519	111,891	100,000	150,000	50,000	50.00%
Grand - Total Revenues	\$14,698,123	\$14,642,594	\$14,966,550	\$16,855,750	\$1,889,200	12.62%
Expenses						
Departmental						
Administration	\$291,557	\$279,224	\$462,429	\$561,278	\$98,849	21.38%
Water Distribution	697,165	795,288	839,018	877,308	38,290	4.56%
Wastewater Collection	939,626	992,205	1,046,326	1,068,664	22,338	2.13%
Water Treatment	2,039,456	2,478,314	2,559,222	2,695,626	136,404	5.33%
Wastewater Treatment	3,988,225	3,924,947	4,122,979	4,599,704	476,725	11.56%
Total Departmental	7,956,029	8,469,978	9,029,974	9,802,580	772,606	8.56%
Non-Operating						
Capital	246,074	300,881	60,000	110,000	50,000	83.33%
Non-Departmental	1,776,331	1,615,182	1,733,650	1,699,874	(33,776)	-1.95%
Business Development	160,000	175,000	150,000	200,000	50,000	33.33%
Property/Casualty	607,596	611,424	729,085	881,355	152,270	20.89%
Computer Replacement-Depreciation	12,999	7,449	13,450	5,650	(7,800)	-57.99%
Rev Bonds - '08 '09 '10 (\$10,655,000/20 yrs/5%)	0	0	385,541	266,375	(119,166)	-30.91%
W/S Debt Service 1998 & 2002 Series	220,408	2,778,598	2,789,850	2,786,170	(3,680)	-0.13%
Transfer To Renewal and Replacement	800,000	831,750	75,000	1,103,746	1,028,746	1371.66%
Total Non-Operating	3,823,408	6,320,284	5,936,576	7,053,170	1,116,594	18.81%
Grand Total - Expenses	\$11,779,437	\$14,790,262	\$14,966,550	\$16,855,750	\$1,889,200	12.62%
Revenues in Excess of Expenses	\$2,918,686	(\$147,668)	\$0	\$0	\$0	n/a
Positions	37.00	35.50	36.50	35.50	(1.00)	-2.74%

Health Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Transfer - General Fund	\$5,306,056	\$6,091,547	\$6,821,891	\$6,096,722	(\$725,169)	-10.63%
Water and Sewer Fund	295,852	332,095	374,771	333,481	(41,290)	-11.02%
Fire Fund	660,241	817,049	1,023,535	975,452	(48,083)	-4.70%
General Insurance Fund	12,279	14,032	15,768	15,383	(385)	-2.44%
Equipment Services	123,272	149,677	168,185	164,270	(3,915)	-2.33%
Interest Income	32,735	77,018	36,750	65,000	28,250	76.87%
Recoveries - Retirees	320,880	351,898	340,000	469,265	129,265	38.02%
COBRA	13,524	30,028	15,000	37,485	22,485	149.90%
Employees	426,048	431,157	496,680	473,944	(22,736)	-4.58%
Other	0	(5,488)	0	0	0	n/a
Total Revenues	\$7,190,887	\$8,289,013	\$9,292,580	\$8,631,002	(\$661,578)	-7.12%
Expenses						
Health Plan	\$7,085,644	\$7,698,073	\$8,905,161	\$8,248,830	(\$656,331)	-7.37%
Long Term Disability	174,092	188,357	222,683	217,436	(5,247)	-2.36%
Life Insurance	156,000	171,141	164,736	164,736	0	0.00%
Total Expenses	\$7,415,736	\$8,057,571	\$9,292,580	\$8,631,002	(\$661,578)	-7.12%
Revenues in Excess of Expenses	(\$224,849)	\$231,442	\$0	\$0	\$0	n/a
Positions	1.50	1.50	1.50	1.50	0.00	0.0%

General Insurance Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Transfer - General Fund	\$1,464,688	\$1,480,305	\$1,987,016	\$1,830,137	(\$156,879)	-7.90%
Water and Sewer Fund	648,336	650,855	772,673	922,308	149,635	19.37%
Fire Fund	116,080	131,008	285,907	333,462	47,555	16.63%
Health Fund	1,379	1,765	1,783	1,917	134	7.52%
Equipment Services	16,517	17,772	19,020	20,446	1,426	7.50%
Parkland Contract Services	0	0	0	22,600	22,600	n/a
Interest Income	133,794	231,805	126,000	180,000	54,000	42.86%
Recoveries - Motor Vehicle	21,025	30,867	6,510	6,835	325	4.99%
Property Damage	23,179	297,448	14,700	15,435	735	5.00%
Workers' Comp	2,515	16,099	1,975	2,073	98	4.96%
Total Revenues	\$2,427,513	\$2,857,924	\$3,215,584	\$3,335,213	\$119,629	3.72%
Expenses						
Workers' Compensation	\$936,655	\$1,646,521	\$1,025,500	\$983,600	(\$41,900)	-4.09%
Property/Motor Vehicle	1,240,342	1,441,189	2,007,084	2,172,613	165,529	8.25%
Casualty/General Liability	121,486	521,777	183,000	179,000	(4,000)	-2.19%
Total Expenses	\$2,298,483	\$3,609,487	\$3,215,584	\$3,335,213	\$119,629	3.72%
Revenues in Excess of Expenses	\$129,030	(\$751,563)	\$0	\$0	\$0	n/a
Positions	1.50	1.50	1.50	1.50	0.00	0.0%

Coral Springs Charter School Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Intergovernmental	\$10,124,848	\$10,954,615	\$11,119,911	\$11,871,133	\$751,222	6.76%
Other Revenue/ Miscellaneous	0	86,745	37,000	0	(37,000)	-100.00%
Appropriation of Fund Balance	0	0	38,000	215,000	177,000	465.79%
Total Revenues	\$10,124,848	\$11,041,360	\$11,194,911	\$12,086,133	\$891,222	7.96%
Expenditures						
Operating Expenses (CS USA)	\$8,261,957	\$8,778,842	\$9,158,041	\$10,156,133	\$998,092	10.90%
Transfer to General Fund-Lease	1,200,000	1,200,000	1,300,000	1,330,000	30,000	2.31%
Capital	386,343	385,000	736,870	600,000	(136,870)	-18.57%
Total Expenditures	\$9,848,300	\$10,363,842	\$11,194,911	\$12,086,133	\$891,222	7.96%
Revenues in Excess of Expenditures	\$276,548	\$677,518	\$0	\$0	\$0	n/a

Coral Springs Center for the Arts Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ change from FY 2007	% change from FY 2007
Revenues						
PFM Shared Revenues	\$0	\$160,804	\$245,000	\$150,000	(\$95,000)	-38.78%
Interfund Transfers--Museum Subsidy	63,000	63,000	63,000	23,000	(40,000)	-63.49%
Interfund Transfers--CIP	53,625	421,471	0	0	0	n/a
Interfund Transfers--Theater Subsidy	595,000	495,000	495,000	395,000	(100,000)	-20.20%
Total Revenues	\$711,625	\$1,140,275	\$803,000	\$568,000	(\$235,000)	-29.27%
Expenses						
Theater						
Expenses	\$7,340	\$17,087	\$65,000	\$50,000	(\$15,000)	-23.08%
PFM Operating Subsidy	512,438	452,500	495,000	395,000	(100,000)	-20.20%
Subtotal	519,778	469,587	560,000	445,000	(115,000)	-20.54%
Museum						
Museum Operating Subsidy	63,000	63,000	63,000	23,000	(40,000)	-63.49%
Non-Departmental						
Capital	144,736	150,013	180,000	100,000	(80,000)	-44.44%
Subtotal	144,736	150,013	180,000	100,000	(80,000)	-44.44%
Total Expenses	\$727,514	\$682,600	\$803,000	\$568,000	(\$235,000)	-29.27%
Revenues in Excess of Expenses	(\$15,889)	\$457,675	\$0	\$0	\$0	n/a

Conference Center Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Facility Lease Payment	\$0	\$180,000	\$180,000	\$150,000	(\$30,000)	-16.67%
Interfund Transfer-CIP	0	250,000	0	0	0	n/a
Total Revenues	\$0	\$430,000	\$180,000	\$150,000	(\$30,000)	-16.67%
Expenditures						
Capital	\$0	\$250,000	\$0	\$0	\$0	n/a
Future Capital	0	180,000	180,000	150,000	(30,000)	-16.67%
Total Expenditures	\$0	\$430,000	\$180,000	\$150,000	(\$30,000)	-16.67%
Revenues in Excess of Expenditures	\$0	\$0	\$0	\$0	\$0	n/a

Public Art Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Public Art Fees	\$0	\$143,000	\$241,500	\$520,000	\$278,500	115.32%
Total Revenues	\$0	\$143,000	\$241,500	\$520,000	\$278,500	115.32%
Expenditures						
Capital	\$0	\$143,000	\$241,500	\$520,000	\$278,500	115.32%
Total Expenditures	\$0	\$143,000	\$241,500	\$520,000	\$278,500	115.32%
Revenues in Excess of Expenditures	\$0	\$0	\$0	\$0	\$0	n/a

Equipment Services Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Fuel/Maintenance Transfer-						
General Fund	\$1,666,851	\$1,807,390	\$2,330,881	\$2,445,902	\$115,021	4.93%
Water and Sewer Fund	152,370	166,620	181,935	191,025	9,090	5.00%
Fire Fund	166,220	213,990	245,854	258,152	12,298	5.00%
Parkland Fuel/Maintenance Charge	0	41,000	42,000	42,000	0	0.00%
Vehicle Charge Back Transfer-						
General Fund	1,945,633	1,895,435	2,146,744	1,859,913	(286,831)	-13.36%
Water and Sewer Fund	218,944	201,238	178,265	237,692	59,427	33.34%
Fire Fund	335,423	528,327	431,241	424,521	(6,720)	-1.56%
Interest	126,363	324,618	160,000	200,000	40,000	25.00%
Other	136,916	133,607	25,000	55,000	30,000	120.00%
Fund Balance/Ford Warranty	5,791	2,447	251,580	0	(251,580)	-100.00%
Approp. Fund Balance/Debt Service	0	0	70,441	70,441	0	0.00%
Approp. Fund Balance	1,918,000	1,190,881	2,640,580	2,071,310	(569,270)	-21.56%
Total Revenues	\$6,672,511	\$6,505,553	\$8,704,521	\$7,855,956	(\$848,565)	-9.75%
Expenses						
Personal	\$676,368	\$743,723	\$801,057	\$830,350	\$29,293	3.66%
Benefits	239,334	275,980	306,504	307,463	959	0.31%
Other Expenses	1,103,610	1,502,088	2,037,689	1,962,266	(75,423)	-3.70%
Capital	3,657	15,004	50,000	50,000	0	0.00%
Charge Back Expense	2,500,000	2,625,000	2,756,250	2,522,126	(234,124)	-8.49%
FIFC Loan-01	62,154	57,097	70,441	70,441	0	0.00%
Equipment Purchases	1,918,000	1,190,881	2,640,580	2,071,310	(569,270)	-21.56%
Parkland Fuel/Maintenance Expense	9,875	17,288	42,000	42,000	0	0.00%
Total Expenses	\$6,512,998	\$6,427,061	\$8,704,521	\$7,855,956	(\$848,565)	-9.75%
Revenues in Excess of Expenses	\$159,513	\$78,492	\$0	\$0	\$0	n/a
Positions	15.00	16.00	16.00	16.00	0.00	0.0%

Pension Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change From FY 2007	% Change From FY 2007
Revenues						
Transfers:						
General Fund	\$6,090,370	\$5,917,004	\$6,408,197	\$7,112,391	\$704,194	10.99%
Water and Sewer Fund	140,299	136,212	144,817	146,513	1,696	1.17%
Fire Fund	668,338	663,679	1,004,278	1,080,589	76,311	7.60%
Equipment Services	49,695	54,087	58,568	59,155	587	1.00%
Health Fund	12,132	13,202	14,289	14,875	586	4.10%
General Insurance Fund	4,945	5,032	5,238	5,547	309	5.90%
Total Revenues	\$6,965,779	\$6,789,216	\$7,635,387	\$8,419,070	\$783,683	10.26%
Expenses						
City Commission	\$16,969	\$16,969	\$16,969	\$17,698	\$729	4.30%
Police	4,100,000	4,000,000	4,200,000	4,700,000	500,000	11.90%
Fire-Volunteers	76,576	0	0	0	0	n/a
EMS/Fire	1,000,000	1,000,000	1,500,000	1,600,000	100,000	6.67%
General Employee Pension	100,000	50,000	100,000	250,000	150,000	150.00%
ICMA(401)a - Management	403,978	408,835	429,435	446,777	17,342	4.04%
ICMA(401)a - General	1,268,256	1,313,412	1,388,983	1,404,595	15,612	1.12%
Total Expenses	\$6,965,779	\$6,789,216	\$7,635,387	\$8,419,070	\$783,683	10.26%
Revenues in Excess of Expenses	\$0	\$0	\$0	\$0	\$0	n/a

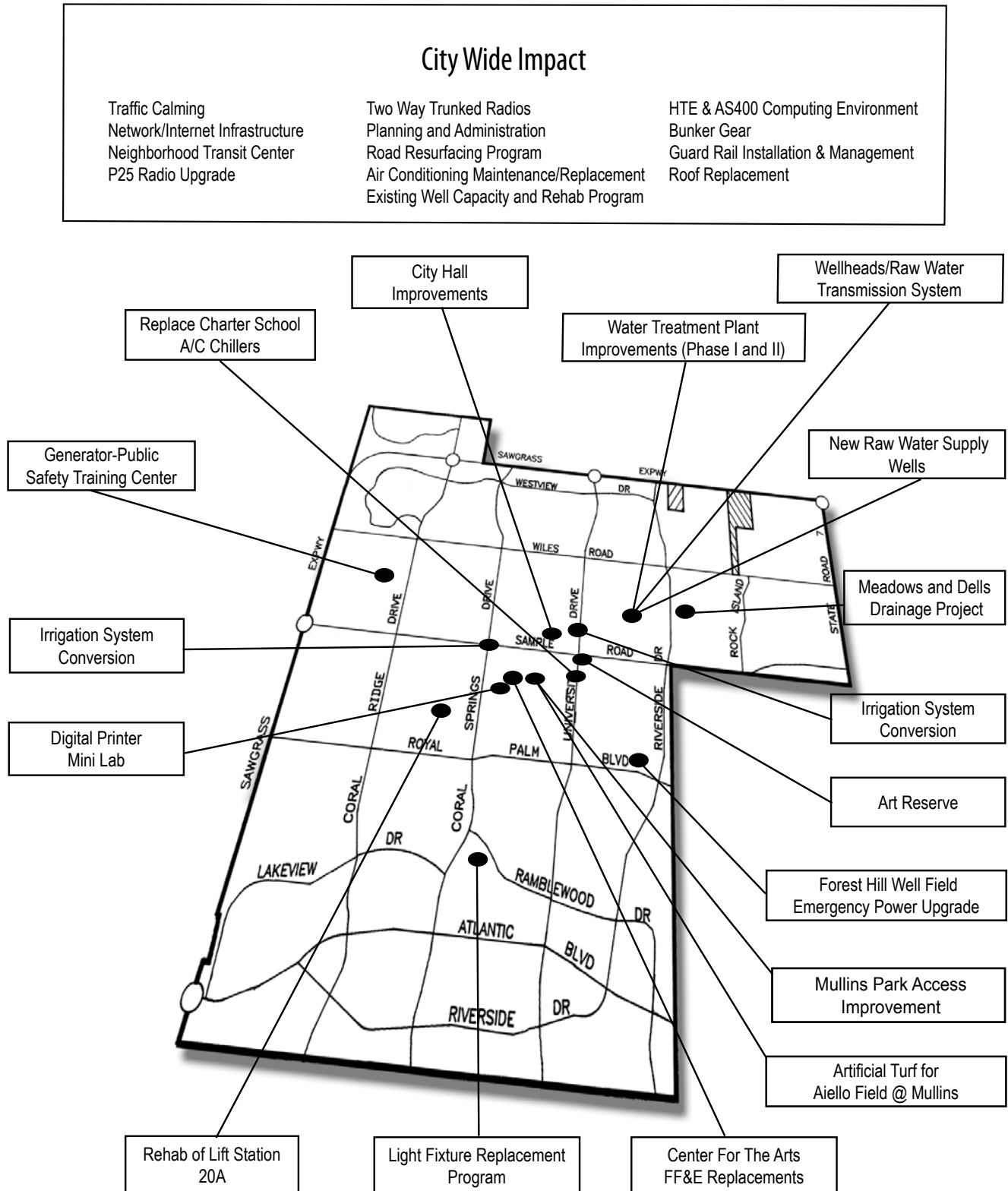
Debt Service Fund Summary

	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget	\$ Change from FY 2007	% Change from FY 2007
Revenues						
Ad Valorem Taxes	\$2,743,518	\$1,981,503	\$1,922,779	\$1,751,365	(\$171,414)	-8.91%
Transfer from General Fund	3,004,433	3,555,478	3,839,771	3,947,228	107,457	2.80%
Transfer from Fire Fund	269,166	260,456	270,037	270,037	0	0.00%
Transfer from Equipment Services Fund	62,154	57,097	70,441	70,441	0	0.00%
Interfund Transfer - Reserves	0	0	600,000	290,000	(310,000)	-51.67%
Interest Income	193,160	418,328	9,629	9,620	(9)	-0.09%
Total Revenues	\$6,272,431	\$6,272,862	\$6,712,657	\$6,338,691	(\$373,966)	-5.57%
* Interest income fluctuates yearly based on how much cash is reserved, including the 10% debt commitment.						
Expenditures						
General Obligation Bond-2003B(Refunding)	\$1,402,800	\$1,433,100	\$0	\$0	\$0	n/a
General Obligation Bond-2003A(Refunding)	314,278	352,955	349,155	353,355	4,200	1.20%
General Obligation Bond-2005A (Refunding)	31,478	151,971	608,063	612,288	4,225	0.69%
General Obligation Bond-2005B (Refunding)	14,900	518,411	527,354	531,904	4,550	0.86%
General Obligation Bond-2006 - Public Safety	0	0	1,045,836	553,438	(492,398)	-47.08%
Total General Obligation Bond	1,763,456	2,456,437	2,530,408	2,050,985	(479,423)	-18.95%
Franchise Revenue Bond-1998 (Ref. 1995)	0	970	0	0	0	n/a
Franchise Revenue Bond-1999	0	485	0	0	0	n/a
Franchise Revenue Bond-2004 (Refunding)	1,704,063	1,763,806	1,761,156	1,762,706	1,550	0.09%
Total Franchise Revenue Bond	1,704,063	1,765,261	1,761,156	1,762,706	1,550	0.09%
FIFC Loan-2001A	808,407	1,327,838	1,638,163	1,700,000	61,837	3.77%
FIFC Loan-2002B	737,665	782,138	780,930	825,000	44,070	5.64%
Total Variable Rate	1,546,072	2,109,976	2,419,093	2,525,000	105,907	4.38%
Other						
Issuance Costs	168,041	67,585	2,000	0	(2,000)	-100.00%
Total Other	168,041	67,585	2,000	0	(2,000)	-100.00%
Total Expenditures	\$5,181,632	\$6,399,259	\$6,712,657	\$6,338,691	(\$373,966)	-5.57%
Revenues in Excess of Expenditures	\$1,090,799	(\$126,397)	\$0	\$0	\$0	0.00%

Major Capital Projects by Department

Department/Fund	Description	Amount
Development Services	City Hall Improvements	\$400,000
	Mullins Park Access Improvement	\$200,000
	Neighborhood Transit Center	\$175,000
	Traffic Calming	\$125,000
Information Services	HTE & AS400 Computing Environment	\$210,000
	Network/Internet Infrastructure	\$133,000
Parks & Recreation	Light Fixture Replacement Program	\$400,000
	Irrigation System Conversion	\$100,000
	Artificial Turf for Fields (Aiello field @ Mullins)	\$800,000
Police	P25 Radio Upgrade	\$200,000
	Two Way Trunked Radios	\$183,300
	Digital Printer Mini Lab	\$100,000
Public Works	Air Conditioning Maintenance/Replacement	\$281,700
	Roof Replacement	\$150,000
Transportation	Road Resurfacing Program	\$650,000
	Meadows and Dells Drainage Project	\$359,000
	Guard Rail Installation & Management	\$144,300
Emergency Medical Services	Bunker Gear	\$108,950
All Hazards Preparedness	Generator - Public Safety Training Center (PW)	\$150,400
Water Distribution	Rehab of Lift Station 20A	\$500,000
Water Treatment	New Raw Water Supply Wells	\$900,000
	Water Treatment Plant Improvements (Phase I)	\$597,500
	Forest Hill Wellfield Emergency Power Upgrade	\$500,000
	Existing Well Capacity and Rehab Program	\$300,000
	Water Treatment Plant Improvements (Phase II)	\$100,000
	Wellheads/Raw Water Transmission System	\$100,000
Center For The Arts	FF&E Replacements	\$100,000
Charter School Fund	Replace Charter School A/C Chillers	\$600,000
Public Art Fund	Art Reserve	\$450,000

Major Capital Projects by Location







City of Coral Springs, Florida

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