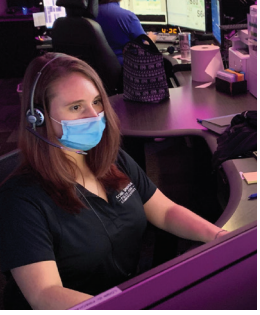
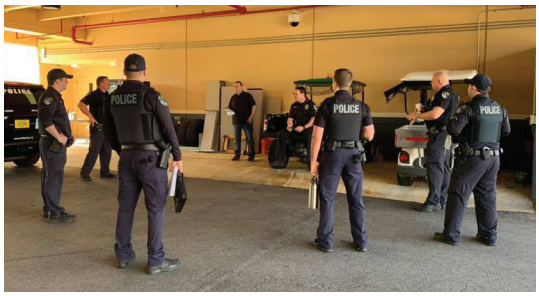


CORAL SPRINGS

ANNUAL BUDGET

FISCAL YEAR 2021

ONE TEAM – ONE MISSION



ADOPTED

Fiscal Year 2021

Annual Budget

City of Coral Springs, Florida

To be the premier community in which to live, work, and raise a family.

Mayor Scott Brook

Commissioner Shawn Cerra

Commissioner Larry Vignola

Commissioner Joshua Simmons

Vice Mayor Joy Carter

City Manager Frank Babinec

City Attorney John Hearn

Budget Development Team
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Bradley Falcone, Grants Coordinator
Ana Fernandez, Principal Office Assistant

Cover design by Christine Parkinson

Adopted
September 21, 2020

CORAL SPRINGS

EVERYTHING UNDER THE SUN

Distinguished Budget Presentation Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Coral Springs

Florida

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Coral Springs, Florida** for its annual budget for the fiscal year beginning **October 1, 2019**.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

How To Use This Book

We have made every effort to make this book as easy as possible to read, but we understand just how difficult it can be to find what you're looking for in such a complex document. To make your search easier, we've provided a number of tools to help you get what you need.

Organization of This Book

The City of Coral Springs' Annual Budget is made up of two separate books: ***The Annual Budget*** (this book, which includes the CIP) and the ***Business Plan***.

This ***Annual Budget*** volume is divided into seven sections:

Introduction—This section contains the City Manager's Letter, Mission, Strategic Goals, Core Values, Citywide Organization Chart, and a few brief statistics about the City and its history. *Pages 1-26*

Budget Overview—This section contains the Budget Process Overview, Budget Highlights, Fund Structure Overview, Fund Balance, Fund Summaries and Descriptions, Debt Management, Capital Improvement Program, and long-range planning tools. *Pages 27-106*

Business Plan—This section contains the current Market Environment, Service and Operations Strategy including ongoing and new initiatives, Financial Strategy, and Performance Management summary reports showing how well the City has performed in achieving strategic and departmental goals. *Pages 107-194*

Capital Improvement Plan—This section contains the capital improvement program for the General fund, Fire fund, Water & Sewer fund, Equipment Service fund, Charter School fund, Stormwater fund, Public Art fund, Fleet Replacement Program, Computer Replacement Program, Appendix of Unfunded Capital and Project and Account Numbers. *Pages 195-304*

Department Budgets—This section contains a description of each department's mission, core processes and outputs, new initiatives, organization chart, revenue and expenditure summary and departmental key performance indicators. *Pages 305-356*

Appendix—This section includes the City's Budget Resolution, Budget Ordinance, Financial Policies, Debt Service Maturity Schedules, and staffing information. *Pages 357-397*

Financial Policies—This section is an overview of the City's Financial Management Policy Statements. *Pages 398.1-398.38*

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Tables of Contents

A comprehensive Table of Contents is provided to help the reader locate information in this document. In addition, each subsequent section contains a table of contents directly behind the tab page to identify specific information about that section. Following the main Table of Contents is a list of Tables and Illustrations to highlight charts and graphs that contain essential information. *Pages 5-10*

Abbreviations and Acronyms

A useful list of abbreviations and acronyms used in the book. *Page 386*

Glossary

A concise description of the terminology used in this document that is either technical in nature or unique to the City of Coral Springs. Each term is given a short entry that clearly defines it within the context that we use the term. *Pages 387-392*

Index

In the back of the book we are providing a useful index with pointers to important terms. Headings and subheadings with corresponding page locators are listed to help the reader quickly search and easily access information throughout this book. This tool can be used to search by specific topic, by alphabet, and by cross reference. *Pages 393-397*

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CORAL SPRINGS
EVERYTHING UNDER THE SUN

To: The Honorable Mayor and City Commissioners

From: Frank Babinec, City Manager

Subject: FY2021 Adopted Annual Budget

Date: September 21, 2020

Copy: John J. Hearn, City Attorney
Debra Dore Thomas, City Clerk

It is my honor to submit the City of Coral Springs Adopted Annual Budget for Fiscal Year 2021; beginning October 1, 2020 and ending September 30, 2021. This FY2021 adopted budget provides a pathway to manage the COVID-19 pandemic and recovery in a manner that will allow the City of Coral Springs to meet our service obligations to residents and businesses.

Coral Springs is a city with a defined mission, commitment to excellence in public service, and employees dedicated to our core values. The residents of Coral Springs receive great value for their investment and a high level of service delivered by a firmly committed and innovative city team. The City of Coral Springs continues to make intentional, proactive, and strategic steps to strengthen our financial position while increasing transparency, innovation, and operating efficiencies citywide. Informative discussions, economic taskforce group sessions, surveys with local businesses and employees provided valuable feedback throughout the year, even with mitigating the effects of COVID-19. Guidance from the Commission through Strategic Planning sessions, Budget Workshops, Budget Briefings, and Budget Adjustments have built the enhanced service levels in the development of the FY 2021 budget.

COVID-19 Response

The City of Coral Springs, along with the rest of the world, has been, and continues to be, impacted by the Coronavirus pandemic (COVID-19), which poses a serious public health risk and looming economic crisis. COVID-19 is a rapidly evolving situation and the Centers for Disease Control and the Department of Health have been disseminating information and guidance as it becomes available. The duration of this event continues to be unknown.

On March 1, 2020, Governor DeSantis issued an Executive Order directing the Surgeon General of the State of Florida to issue a public health emergency in response to the COVID-19 pandemic. The Governor then declared a State of Emergency on March 9, 2020, and shortly thereafter, the City of Coral Springs City Manager declared a State of Emergency in the City of Coral Springs on March 13, 2020. Subsequently, both the County and the City issued various Emergency Orders temporarily closing specified public and private establishments and issuing Safer at Home orders, among others, for our residents. Staff was directed to create a short, mid and long-term plan for their functional areas in the Incident Command System (ICS) structure.

The City of Coral Springs is committed to protecting the safety, health and wellness of our residents as we navigate the COVID-19 crisis and prepare for recovery.

In response to this unprecedented pandemic, actions have been taken to cushion the impact to front-line services, our workforce, and our residents and businesses. The key expense reduction measures to offset revenues at risk in the adopted budget are as follows:

- Reduce General Fund expenses by 2% through essential hiring only, freeze all non-critical personnel hiring, no summer interns, no summer programming, implementing strategic operational cuts;
- A one-time financial solution of holding the General Fund depreciation reimbursement to the Equipment Services Fund – to be replenished by offsetting closed out capital projects and increased reimbursements in future years;
- Review, re-prioritize, repurpose capital projects;
- If necessary, supplementing revenues from the City's Fund Balance reserve.

These measures will allow the City to move forward with a balanced budget that delivers our key intended outcomes within our Strategic Plan.

CITY OF CORAL SPRINGS, FLORIDA • OFFICE OF THE CITY MANAGER
9500 W. Sample Rd. • Coral Springs, FL 33065 • 954-344-5906 • Fax 954-344-1043 • fbabinec@coralsprings.org

Strategic Plan for the Future

The City is committed to financial integrity and long-term sustainability. The budget document represents the policy direction set forth by the City Commission through the Strategic Planning process. The adopted business plan is intended to give a comprehensive view of the City's new initiatives, market environment, environmental scan, and our customer requirements analysis from our business and residential community. The FY 2021 Business Plan contains numerous tangible initiatives the City will undertake to move closer to our vision of serving with excellence, innovation and integrity.

The strategic goals were established and confirmed by the Commission during a series of workshops last fiscal year and continue to guide the organization. Each quarter the Commission is scheduled to discuss projects in the strategic plan and a report is delivered to the Commission to ensure transparency and timeliness of the plan. The adopted budget supports the goals and priorities of the City Commission while at the same time maintaining the City's outstanding service levels and AAA bond rating, with expenditures strategically linked to the goals, objectives, core businesses, and existing obligations of the City. The strategic goals include:

Strategic goals form the basis for how the City develops goals for the future and deploys resources necessary to pursue and achieve those goals even through these uncertain times.

Focus on Financial Sustainability

Three years ago, our City began the process of reshaping the financial trajectory to reach a positive 5-year forecast, implementing a plan to fund upcoming costs and long-term liabilities. This has been achieved by continued discipline and presentations with an interactive 5- and 10-year forecast modeling various optimal and dismal scenarios. In January 2020, the Budget & Strategy Department was formulating strategies to manage future economic recession scenarios apart of stress testing the General Fund for potential economic downturns. The information collected was scheduled to be presented to the Commission at the Spring Commission Retreat in April 2020, however, due to COVID-19 priorities the retreat was cancelled. These tactics are currently in use by the City to help mitigate the negative impacts under the COVID-19 crisis.

Staff remains vigilant in controlling the growth of expenditures. Previous action was taken to structurally correct and slow cost growth through reducing staff merit increases to a rate the City can afford, increasing the employee cost share for health care over a 5-year period from 97/3 to an 80/20 split and reducing headcount through attrition. The purpose of these actions was to financially restructure the organization; however, the operations are over capacity and will need to be addressed to ensure future sustainability. Additionally, infrastructure and capital needs remain an area the City will focus to address in FY 2022.

The City updated the financial policies for Fiscal Year 2020 to guide the preparation and ongoing monitoring of the budget and financials for the years ahead.

Additional strategic elements to this process reflected in the FY 2020-21 Adopted Budget include:

- Increasing public outreach for the upcoming US Census
- Exploring shared services with outside agencies to reduce costs
- Increasing focus on building Stabilization Reserve fund balance
- Partnering with a Retail Economist to update on business climate
- Working closely with State and Federal Lobbyists
- Creating the Office of Emergency Management/City Security/Special Events under the City Manager's Office for citywide incidents and events
- Continuing to invest in employees and organizational culture
- Mitigating the increasing healthcare costs by establishing an employee health clinic
- Addressing cost growth in pension costs through contract negotiations
- Increasing budget transparency by establishing a Budget Academy for Community Engagement
- Partnering the Budget & Strategy and Communications & Marketing teams to create Budget "Did You Know" series shared through social media, website, and City TV.

Concentration on our Business Community

The City of Coral Springs understands the impact COVID-19 has had on the economy and is committed to providing resources to assist our local business community throughout this crisis. To help local businesses, the City created multiple programs, organized key stakeholders and reassigned city staff to provide support and resources.

The Economic Recovery Task Force: The City of Coral Springs in partnership with the Coral Springs Coconut Creek Regional Chamber established an information sharing body comprised of local business stakeholders. These stakeholders meet to contribute their individual perspectives about industry conditions, impacts of COVID-19 and needs for the local business community. Conditions continue to rapidly change from a public health and regulatory perspective, so the Economic Recovery Task Force will significantly contribute to a broader understanding of conditions impacting us locally, regionally and nationally. The information gathered will allow staff to identify issues where the City can have a greater impact on business resiliency, through informed recommendations.

Connecting Local Businesses to Grants and Loans Program: The City of Coral Springs Budget and Strategy Department launched the "Connecting Local Businesses to Grants and Loans" program to mitigate the effect of the COVID-19 virus within the community by connecting local businesses with possible grant and loan opportunities. Since the program began, more than $1,429,048 in relief funds has been dispersed to Coral Springs businesses.

Personal Protective Equipment Distribution: The City, in partnership with the Coral Springs Chamber of Commerce and Broward Health Coral Springs, will distribute 12,000 cloth masks, along with important safety information and hand sanitizer to local business for their employees and customers, ensuring they are safe and compliant to CDC guidelines before reopening.

Give Where You Live Campaign The City partnered with the Coral Springs Community Chest, a local charitable organization, to raise funds for temporary financial assistance through the "Give Where You Live" program. The goal is to raise money, which will directly assist Coral Springs residents and local businesses through an application process.

Back in Business Grant Program The City of Coral Springs launched a grant program to support the local business community with opportunities designed to address their reopening needs during this crisis. The City has allocated $250,000 to award grants in the amount of $1,000 to 250 small businesses within the City.

In addition to campaign and program implementation related to COVID-19 relief for local businesses, internal city departments proactively provided additional support for local businesses.

The Office of Economic Development launched the Business Assistance Hotline, which provides information and resources for businesses about Emergency Orders. In addition, the call center connected local businesses with the appropriate contacts to facilitate donations.

The Coral Springs Police Department lifted restrictions on parking enforcement and assisted with traffic planning for curbside pick-up at local restaurants. The department worked with businesses, which were deemed essential, to ensure no disruptions to operations. They increased security at big box stores and distributed educational material to business owners and management.

The Communications and Marketing Department engaged residents to post their favorite local restaurant on social media, and listed local restaurants offering take-out and delivery online. The team created email communication campaigns directed to businesses registered with Coral Springs, providing valuable updates about programming and funding opportunities.

The Development Services Department utilized the ability of online submittals for planning and zoning, as well as paint color applications. They allowed petitioners to email the Development Review Community submittals and plans.

The Building Department continued permit inspections for commercial business and coordinated with contractors to accept plans and blueprints on construction projects. The Building Department in coordination with the Information Technology Department took the lead to bring a wide variety of Building, Development Services and Engineering permits online. Due to this process improvement, the closures related to the COVID-19 pandemic did not impact Building Department revenues significantly.

The City Attorney's Office authored 25 emergency orders to date.

As we continue to navigate the impacts on our economy and sustainability of local business, the City of Coral Springs remains focused on recovery assistance and resources.

The Economic Development Office continues to partner with the CRA to increase downtown development efforts. The City works diligently on business retention, attracting new businesses, and developing a retail strategy to diversify the tax base and increase property values of our community. We welcomed Tap 42, Petco, Wawa, Bolay, VIO Med Spa, Advanced Equipment and Services, Urban Air Trampoline Park, Phat Boy Sushi and look forward to a Trader Joe's Grand Opening in late 2020.

Priorities and the Impact of Maintaining the Current Millage Rate in 2021

The City of Coral Springs is proposing a balanced budget for Fiscal Year 2021 using a millage rate of 5.8732. Due to the economic impacts of COVID-19, the General Fund is projecting a $1M reduction from the FY20 budget adopted less than one year ago.

Although this millage rate is the same millage rate for the past three fiscal years, it must be advertised as a tax increase because it is higher than the rolled-back rate of 5.6008 mills.

The FY 2021 budget focuses on adapting to rapidly changing conditions while ensuring our residents and businesses continue to receive the value and quality services they have trusted in their City. More than ever, our budget needs flexibility to address our community needs, and this flexibility is possible because of the City's dedicated and innovative staff that continue to adapt to changing priorities without sacrificing service levels.

Business initiatives include:

- Continuing implementing an Enterprise Resource Planning (ERP) project
- Maintaining Parks, Public Safety, and Public Works equipment and replacement plans
- Addressing IT Infrastructure Growth and Cybersecurity
- Completing University Drive and beginning Sample Road median maintenance and landscape improvements
- Addressing aging drainage infrastructure through a 2nd year of a Stormwater Assessment Program
- Supporting the non-monetary projects within the newly adopted Economic Development Strategic Plan
- Reducing structural imbalance of the Museum Fund with a combination of revenue enhancement and expense management.
- Continuing our commitment to attracting and retaining a well-qualified, highly regarded workforce while supporting the newly opened employee clinic to minimize the rising cost of health care.

Additional points from the FY 2021 budget to highlight include:

- Replenish reserves from Hurricane Irma, Hurricane Dorian, and COVID-19
- The Debt Service millage rate will slightly decrease from 0.2534 to 0.2412
- The residential Solid Waste Assessment will remain at $290.00
- The residential Stormwater Assessment will increase from $115.66 to $119.13
- The residential Fire Assessment will increase from $227.82 to $234.00
- The Commercial Fire Assessment will decrease from $26.99 to $25.07 per 100 sq. ft.

- The Industrial/Warehouse Fire Assessment will increase from $2.71 to $4.02 per 100 sq. ft.
- The Institutional Fire Assessment will increase from $54.51 to $49.53 per 100 sq. ft.
- The Water rates for the Coral Springs Improvement District will increase 3.5% per the 2013 Water and Wastewater Study, which equates to approximately $2.48 per month for the average single-family homeowner.

Throughout the current economic stress, Coral Springs continues to maintain a AAA bond rating from Standard and Poor's and Fitch and Moody's Aa1 bond rating, which signals to the market the City of Coral Springs is a low-risk investment, thus, lower interest rates on any borrowing and lower payments on general obligation bonds. The City also received another unqualified opinion from external auditors.

Excellent Customer Ratings

Customer satisfaction is a cornerstone of our Business Model. The City of Coral Springs continues to set the standard with regard to the overall quality of City services and customer satisfaction. In our most recent business survey conducted in January 2020, 96% of the businesses surveyed rated the City's customer services as "very good" or "good" and 94% of the residents surveyed in 2019 were satisfied with the service provided by City employees. Resident satisfaction level comparisons by operating area can be found under the Customer Requirements Analysis section of this document.

Financial Summary

Based on the priorities identified and discussed above, the FY 2021 adopted budget totals $273.5 million. Of the total, $253.7 million is for operations and $19.8 million is for capital projects. In prioritizing the long-term fiscal sustainability of the City, the Adopted Budget is structurally balanced, while maintaining a Stabilization Fund reserve of at least 17 percent toward a 17 – 25% target range for future contributions as well as an Open Line of Credit of $25 million for Hurricane related Incidents.

Fund	Fiscal Year 2021 Budget
General Fund	$ 132,651,937
Fire Fund	$ 26,430,539
Water and Sewer Fund	$ 25,441,970
Health and General Insurance Funds	$ 22,693,365
C.S. Charter School	$ 14,787,709
Public Art Fund	$ 228,200
Stormwater Fund	$ 4,539,222
Museum Fund	$ 784,941
Equipment Services Fund	$ 9,385,617
Solid Waste Fund	$ 5,742,998
Debt Service Fund	$ 10,992,146
Total Operating Budget	$253,678,644
Total Capital Improvement Program	$ 19,863,646
Total City Budget	$273,542,290

I encourage you to read further into the information describing the FY 2021 budget.

Acknowledgements

The development of this year's Adopted Budget has taken an extraordinary amount of time, energy, and hard work from Department Directors, their dedicated staff and specifically the Budget and Strategy Department. I would like to extend my sincere appreciation for the collaboration between the City, the Commission, our residents and businesses. As we move forward with the many great initiatives we have on the horizon, I appreciate the confidence and support the Mayor and Commission have shown me and our tremendous staff.

The City will continue to monitor the impacts of COVID-19 on revenues and expenditures, and potential additional modifications may be made as new information becomes available. Every day we are confronted by extraordinary challenges that require us to make decisions in a situation never experienced in our lifetime. In the face of these difficulties, I am incredibly proud to work alongside such dedicated public servants.

Respectfully Submitted,

Frank Babinec
City Manager

Strategic Goals

Serving with Excellence, Innovation, and Integrity.

Responsible City Government

Financially Sound City Providing Exceptional Services

City Investment in Today and Future

Upgraded City Infrastructure, Facilities and Parks

CORAL SPRINGS

EVERYTHING UNDER THE SUN

Premier Community in South Florida

The Place for Families to Live in Great Neighborhoods

Downtown Becoming Vibrant

Creating A Sense of Place and a Destination

Growing Local Economy

Increased Business Investment and Jobs

Key Initiatives:

- Records Scanning – Hardware and Software
- Partner with a Retail Economist
- 2021 Comprehensive Plan Amendments
- City Security Improvements
- City Hall at the Mall maintaining QLess system
- Museum Subsidy
- Fencing Replacement and Repair
- Irrigation Control System Upgrade
- Canopy Structures Replacement with NCP
- Additional Pickleball Courts at Cypress Park
- Public Safety Building 2nd Floor UPS Batteries
- Police Dispatch Redundant A/C
- Rock Island Bike Lane
- Turtle Creek Bike Lane
- Enhanced Downtown Events/ Entertainment
- Infrastructure Improvements in Downtown
- Commercial Retail Focus in Downtown
- Feasibility Study for the Center for the Arts
- Cornerstone – beginning of project phase A
- Q – Less for queueing in the One Stop Shop
- E – Plan Review – Blue Beam Licenses
- Coral Springs Regional Chamber Business
- Researching Local Procurement Options
- Neighborhoods with Integrity Program
- City Signage

Core Values

Teamwork

- Supportive: Provides encouragement and supports team members in a kind and trusting manner; listens and responds constructively to support other's ideas; manages conflict.
- Communication: Is clear and concise when communicating; is open-minded and respectful; uses a positive tone and body language.
- Collaborative: Partners with other departments and customers to obtain the best possible solution; builds and sustains cooperative relationships.

Respect

- Consideration: Exhibits concern and consideration for others.
- Tolerance: Ability and willingness to accept another's ideas and beliefs even if you they are different from your own.
- Gratitude: Shows appreciation early and often; expresses pleasure/thankfulness by what someone has done.
- Follows Through: Sees a task through to its completion; follows through on promises.
- Truthful: Tells facts that are true; can be trusted to be honest and sincere.

Accountability

- Takes Ownership: Takes responsibility and ownership for decisions, actions and results (this may include personal well-being and cost-effective decision-making); accountable for how and what is accomplished; takes pride in their work.
- Transparent: Communicates how and why something occurs; operates in a way that creates openness and honesty; no hidden agendas creating collaboration, cooperation and collective decision making.
- Ethical: Treats others with civility; demonstrates behaviors that are morally right.

Innovation

- Creative Thinker: Thinks "outside of the box"; fresh perspective; pushes for new ideas; focused on improvements.
- Forward Thinker: Interested in change and progress; thinks of new ways to do things; open to change; plans for the future not just the present; thinks of new and fun ways to engage employees and residents.
- Dealing with Change: Responds to change with understanding and using a "problem-solving" approach; rapidly learns and uses new information; flexible and adaptable.

Leadership

- Supportive and Caring: Supports risk taking and removes barriers to encourage innovative new ideas; encourages unity; responds with empathy; delegates responsibility to staff and encourages them; recognizes initiative; is fair and consistent in treatment of employees.
- Committed to Organization: Fully committed to the success of the organization; models the City's core values; ensures that employees understand how their work is important to the big picture.
- Change Management: Clearly communicates need for change; implements strategies for effecting and controlling change; prepares and supports employees in making organizational change and takes action to develop skills needed as a result of change.
- Develops Others: Creates a learning environment to ensure employees realize their highest potential; provides meaningful coaching and feedback, clear direction, and expectations.

Superior Service (Customer Centric)

- Professional: Possesses self-control; shows respect at all times; is courteous, conscientious, reliable and competent.
- Patient: Great listener, empathetic, and attentive.
- Communication: Active listener, clear and concise, positive tone and body language; possesses great phone etiquette (i.e., transfers calls only once, uses person's name).
- Knowledgeable: Resourceful, self-learner, confident without being condescending, accurate, share knowledge; provides the correct answer; trained/certified.
- Proactive: Anticipates customer needs by reading body language and responding professionally; offers alternatives to best meet customer needs; identifies real problem by asking appropriate questions.

Coral Springs at a Glance

Incorporated July 10, 1963
Commission - City Manager Form of Government
Five-member City Commission, nonpartisan, elected at large
City Manager appointed by the City Commission

Demographics

Population per U.S. Census Bureau

1980	37,349
1990	8,864
2000	117,549
2010	121,096
2011*	121,651
2012*	122,681
2013*	122,994
2014*	123,618
2015*	124,282
2016*	126,264
2017*	127,381
2018*	128,757
2019*	129,067
2020*	129,263

*As of April 1 Bureau of Economic and Business Research (BEBR)

Median age	37.3
Number of households	41,560
Median household income	$74,371

(2018 Florida-demographics.org)

Racial composition (may be more than one race)

White	42.9%
Black or African American	20.9%
Asian	5.2%
Some other race	0.7%
American Indian, Alaskan Native	0.2%
Pacific Islander	<0.1%
Two or more races	2.6%
Hispanic or Latino (of any race)	27.5%

Source: 2010 U.S. Bureau of the Census.

Education

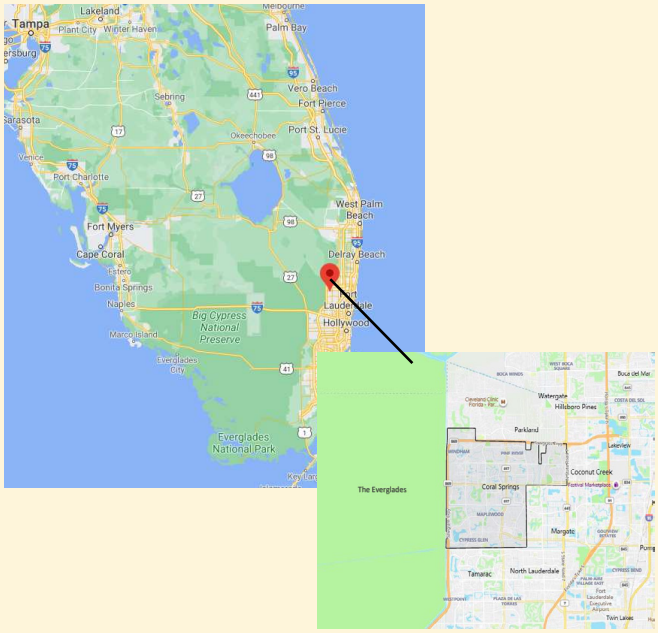
For School Year 2018-2019

Number of public/charter schools	26
Elementary	12
Middle	4
High school (including Douglas)	4
Charter (all grades)	6
Number of students	30,419

(Includes public schools, charter schools, and out-of-city limits Stoneman Douglas High School.)

Where is Coral Springs Located?

Coral Springs is a city in Broward County, Florida, United States, approximately 20 miles northwest of Fort Lauderdale.



Land Use

Land area	23.94 sq. miles

Climate in Fahrenheit (Average)

Average minimum temperature	67.6°
Average maximum temperature	84.6°
Average annual temperature	76.0°
Average monthly precipitation	4.76 inches
Average daylight hours	12.15

(Weather Atlas- weather-us.com)

Coral Springs at a Glance

Economics

Office space	3.9 million sq. feet
Retail space	8.1 million sq. feet
Industrial space	3.6 million sq. feet
Assessed Taxable Property Valuation (2020 Tax Year per DR-420)	$11,254,828,557

Principal Employers

Employer	Employees	% of Total City Employment
Broward County Schools	2,129	4.27%
Fiserv	1,300	2.60%
Broward Health Coral Springs	1,200	2.40%
Publix Supermarkets	1,188	2.38%
Walmart/Sam's Club	934	1.87%
City of Coral Springs	869	1.74%
Coral Springs Auto Mall	660	1.32%
ABB Optical	421	0.84%
Target	303	0.61%
Macy's	250	0.50%
Total	9,254	18.53%

Source: 2019 CAFR, Coral Springs Economic Development Foundation

Principal taxpayers:	% of Total Assessed Value
Coral-CS/LTD Associates	1.18%
Florida Power & Light	0.89%
Mid-America Apartments LP	0.80%
Knickerbocker Properties Inc.	0.63%
Spa the Grove LLC	0.63%
AMFP III Sherwood Forest LLC	0.61%
SCG Atlas Sabal Pointe LLC	0.60%
Morris Coral Springs Assoc. LLC	0.57%
Club Mira Lago Trust Cort	0.44%
CLP Harbor Inn Owner LLC	0.44%

Source: City of Coral Springs Fiscal Year 2019 CAFR.

Property tax millage rate (Fiscal Year 2021):	
General operating	$5.8732
Voter-approved debt	$0.2412
Total	$6.1144

Bond ratings:	
Moody's Investors Service	Aa1
Standard and Poor's	AAA
Fitch Ratings	AAA

Per capita debt (Fiscal Year 2021):	
General Obligation debt per capita	$129
Revenue Bond debt per capita	$464

Fiscal Year 2021 Net Adopted Budget:	$213,535,599
Fiscal Year 2021 Adopted Capital Budget:	$19,863,646

Fire Assessment (single-family residence)	$234.00
Solid Waste Assessment	$290.00

Service Statistics

Police (for FY2020)

Police officers	*220
Number of service calls	91,715
Number of 911 calls	60,356
Average emergency response time	4:56 min.

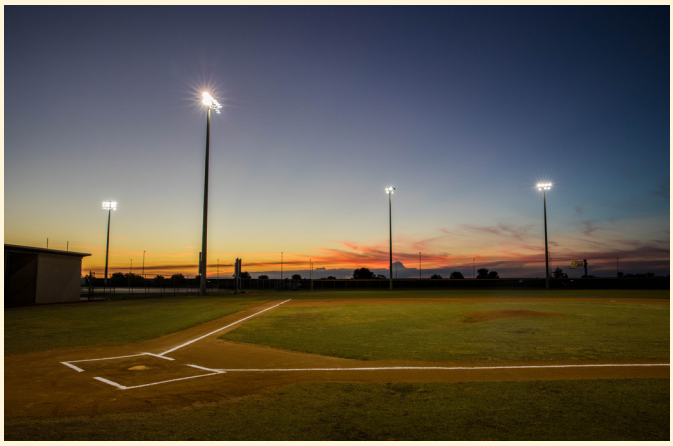
Fire/EMS (for FY2020)

Uniform strength (career and certified firefighters):	
Coral Springs (including Parkland)	*187
Number of fire stations:	
Coral Springs	5
Parkland	3
Number of service calls (for Coral Springs):	
Fire	138
EMS	8,912
Other	3,935
Average response times (for Coral Springs):	
Fire	4:58 min.
EMS	4:43 min.

*Budgeted positions for FY2021

Parks and Recreation

Number of parks	49
Number of acres	768
Number of park patrons	5,200,000
Number of sports teams	670
Number of tennis patrons	160,000
Number of Aquatic Complex visitors	600,000
Number of swim classes	460
Number of swim class participants	3,500



Coral Springs Charter School

Number of students (2020 School Year)	1,700
Number of classrooms	84
Number of teachers	99
Grades	6 - 12

Center For The Arts/Theater/Museum

Theater size	67,000 sq. ft.
Capacity	1,471 seats
Meetings hosted	32
Theater attendance	109,000
Museum size	13,500 sq. ft.
Museum attendance	300,278
Museum events	300
Museum classes	141

(Stats not updated for FY2020 due to COVID-19 related closures)

Public Works

Tons of waste recycled	8,655 tons
Streets / miles maintained	224 miles
City vehicles and equipment maintained	1,368
Bike path / sidewalks	167 miles

Utility District

Size	11.5 sq. miles
Population served	66,158
Customer accounts	13,282
Miles of water lines	163
Fire hydrants	1,167
Number of wells	18
Average daily water demand	6.018 mgd
Daily water treatment capacity	16 mgd
Permitted maximum day withdrawal	11.37 mgd
Sewer lines / force mains	125.1/31.4 miles
Average daily sewer treatment	7.67 mgd
Sewer reserve capacity	9.79 mgd

Total City Staff

Full-time (includes city of Parkland fire staff)	893
Temporary (excludes Summer Recreation)	303
Total	1,196

History of Coral Springs

2020

"One team - One Mission" City staff, residents and businesses unite to kicks off multiple initiatives in response to the COVID-19 pandemic.

2018

Ribbon cutting to New City Hall

2013

City Celebrates 50th /anniversary

2007

The City of Coral Springs becomes the first state or local government to receive the Baldrige Award

1995

The Strategic and Business planning system we use today—allocating resources strategically through data-driven decision making—was instituted

1990

30 year old City faces staggering growth rate- creating a huge demand for City services- Coral Springs City Center was renovated to add museum, Aquatic Complex was expanded, Sportsplex and Tennis Center created

1980

Growth continued to be the City's greatest concern. By 1985, the population surpassed 50,000 and schools were overcrowded. In 1983 total property value passed $1 billion mark

1974

O. Benjamin Geiger was elected Mayor and began the task of making Coral Springs independent-including establishingthe City's first ad valorem property tax- $4.0000 mills

1970

The census of 1970 set Coral Springs' population at 1,489/ Broward County School Board voted to build the City's first elementary school

1967

City holds first election: Mayor Lewie Mullins and Vice Mayor Robert Fuller elected

1966

Westinghouse Electric Corporation acquired Coral Ridge Properties

1965

City's First employee was hired- Police Chief Richard Vedilago

1964

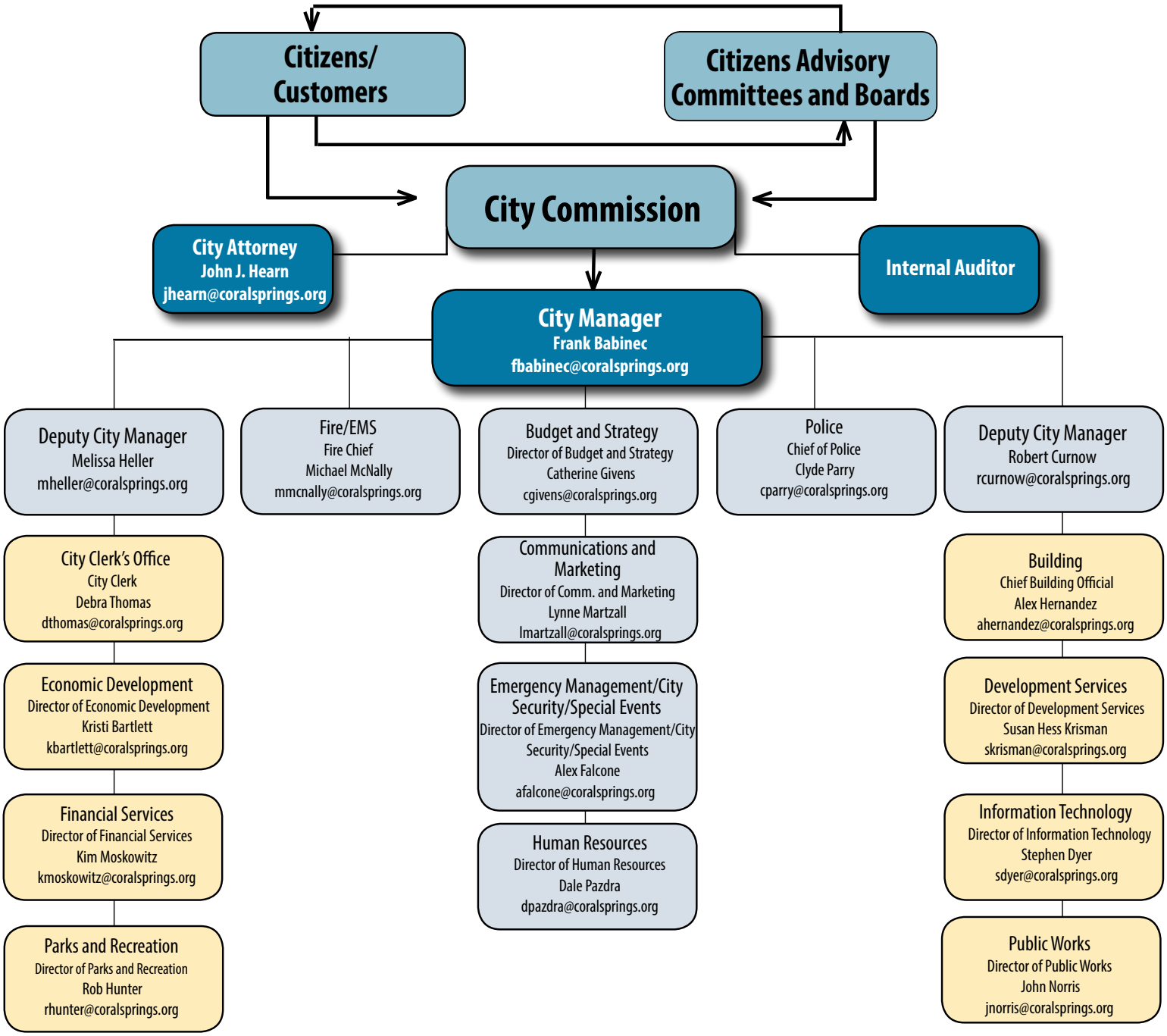
Master plan for 50,000 residents living in small neighborhoods was developed

1963

July 1963, Coral Springs was Incorporation as a city

CORAL SPRINGS
EVERYTHING UNDER THE SUN

City of Coral Springs Organization Chart



Response to COVID-19

What started out to be a year in which the City of Coral Springs would start to address affording what we own and setting up long term replacement plans, quickly turned into another year entirely. Along with the rest of the nation, the City battled the COVID-19 pandemic since the beginning of February of 2020. As such, the City was forced to take drastic measures to protect both the general public and City employees, while focusing on the maintenance of the City's positive financial position. These measures and actions are outlined below.

On March 1st, 2020 the State of Florida declared a Public Health Emergency. Two days later the City of Coral Springs held an initial COVID-19 meeting. On March 10th, Broward County Declared a Local State of Emergency. The State also passed an executive order restricting access to Assisted Living Facilities to employees and residents only. At the City level, daily situation reports began being distributed citywide, first daily and then later three times a week. This was done to provide City employees as well as City Commission with a snapshot of the City operational response to the constantly evolving incident. The City began running under an Incident Command Structure (ICS) structure with the Emergency Management Director and the City Manager as the Incident Commanders. Different teams were formed to assist with COVID-19 response including: Budget Strategy and Finance (Continuity of Business), Logistics, Security and Safety, Critical Infrastructure, Legal/City Clerk, Private Businesses, Communication and PIO, Incident Support Services, and Data and Planning.

On March 13th-21st, a Federal Disaster Declaration was issued by President Donald Trump, SBA loans became available, bars and nightclubs, restaurants and beaches were ordered to close, and all elective surgeries were canceled. Broward County Schools announced that they would be closed until April 15th, which was later extended to the rest of the school year. All County parks were ordered to be closed to large gatherings. The first drive-thru testing site opened in Broward County. Towards the end of this week the Governor ordered the closure of all non-essential businesses in Broward, Miami-Dade, and Palm Beach Counties. The City of Coral Springs declared a Local State of Emergency on March 13th and the Emergency Operations Center (EOC) went to Level 1 remote activation. All City events were canceled, parks were closed to the public, all Assisted Living Facilities and Nursing Homes were visited to ensure compliance. Fitness gyms and related businesses were ordered to close. All city meetings with the public went to a virtual platform, daily Commission briefings began, and the City Call Center and Business Hotline were activated. City staff was assigned to work from home if possible, and the City continued to operate under the ICS structure which allowed for an ease of operation.

On March 22nd - 28th, the County and City issued Safer at Home Orders urging citizens to stay home. City staff were then required to be temperature checked before reporting for their shifts, the One Stop Shop at City Hall limit their hours, building inspections started to be conducted virtually, and the Code Compliance Division started visiting businesses to educate them about the new orders. Th Florida Department of Health started to report the case numbers by County and City.

During the month of April, the State closed beaches in the tri-county area, and placed a moratorium on foreclosures and evictions. On the County level, appropriate social distancing in businesses was addressed, and an order regarding usage of a facemask when visiting businesses was passed. The month ended with the reopening of parks, boating ramps, golf courses, pools and beaches.

The City, during this time, hosted multiple food distributions to serve our community and the surrounding cities, closed the One Stop Shop to the public, and transitioned numerous City permits online through an ePermitting process. This transition allowed the City to continue offering this service to residents and businesses amidst the pandemic. The City started to work with businesses to help them function under the new restrictions which included: lifting signage restrictions, initiating the Give Where You Live fundraising campaign, allowing Pop up Stores, created a committee to connect local businesses to grant opportunities, and allowing curbside pickups. Internally, the City received the first shipment of antibody tests, administered them to employees, and received additional Personal Protective Equipment (PPE) supplies from the County.

During the month of May, Governor DeSantis allowed all counties excluding the quad county South East region in Florida to enter Phase 1 of re-opening at the beginning of the month. He also allowed for all organized youth activities to resume. Broward County was able to enter Phase 1 on May 14th to align with the rest of Florida. Coral Springs made the decision to align their restrictions with the County's to provide uniformity. Towards the end of the month, the City of Coral Springs partnered with the Department of Health to add a walk-up testing site at Mullins Park.

During the month of July, the State of Florida started to see a significant increase in positive cases. At the county level, masks requirements expanded to include all public areas, a curfew was implemented until August 1st, and social distancing was more urgently enforced. The City continued to help the business community by providing 250 businesses with a $1,000 Back in Business Grant to offset new expenses they had incurred due to the restrictions. The City continued to support two testing sites located within the City.

The Coronarvirus Aid, Relief, and Economic Security Act (CARES Act; P.L. 116-136), signed into law on March 27, 2020, created the Coronavirus Relief Fund, which provides $150 billion in direct assistance for domestic governments. Broward County has received $340,744,702 in funds to assist with this public health emergency for eligible expenses incurred from March 1, 2020 to December 31, 2020. On August 25, 2020, the Broward County Board of County Commissioners (BOCC) voted 8-0 to recognize and appropriate the $340,744,702. Through the concerted efforts of the Broward League of Cities (BLOC) and the Broward City/County Management Association (BCCMA), 31 cities and unincorporated areas collectively requested $102M from the County for qualifying expenditures related to the COVID-19 pandemic, where the City of Coral Springs received an allocation of $5,793,413.81.

As any start to formulating the budgeting process, the City relies on our clear mission from the City Commission during the strategic planning process to guide the years ahead. Given the City's long history of forecasting and planning, the Budget and Strategy staff partnered with each department of dedicated staff to use short-term tactics to keep a financially sustainable future to balance the 2021 budget.

Revenues

Between Fiscal Year 2020, through Fiscal Year 2022, it is estimated that the City could experience revenue loss of just under $12 million, when compared to our pre-pandemic Five-Year Forecast. Of this revenue loss, those revenues most impacted are the demand driven revenues, charges for services and state revenues. While we anticipate some level of normalcy returning in 2021, we do not believe there will be an immediate return to pre-pandemic levels.

To effectively prevent the spread of COVID-19, and to follow the CDC recommendations of social distancing, the 'Safer at Home' orders directed facilities to temporarily close or operate at limited capacity. As several City departments have an outward-facing service, as long as this event persists, revenues received as a result of those services are at risk. Parks and Recreation revenues, for example, are projected to decrease by -13% in the coming year.

However, the greatest decline by revenue group is State Intergovernmental revenues, which collectively equate to a -26% decline from the 2020 adopted budget. The largest declines in this group are for the Sales Tax (-29.95%) and Municipal Shared Revenues (-25.52%). The state revenues are forecasted through historical receipts, as well as estimates that are provided the Florida Department of Revenue's Office of Tax Research July 1 of each year (for the forthcoming fiscal year). In the uncertainty of this year, the July 1 data was released and a subsequent update on August 25, 2020, whereby many of the revenues saw an increase in favorability. While the second release of estimates saw some of the volatile revenues in a better position than the July figures, the City opted to keep its projections conservative and used the earlier data. Best case scenario this will create a situation of certain revenues outpacing their budgets and in a worst cast scenario the budget will be adequate to support the planned services.

Expenditures

The City was faced with a very serious task at the start of budget planning for the Fiscal Year 2021 budget. As this event began to take shape, City staff worked with a variety of tools to anticipate the current year and following year revenue shortfall. As it became apparent that this would be a significant loss of revenue, the Department of Budget and Strategy determined that reductions would be needed, while still maintaining the level of services that residents and businesses expect.

Each City department worked diligently in collaboration with the Budget and Strategy Department to create three budget scenarios. The first budget represented a net 0% increase with the Fiscal Year 2020 budget, allowing for natural contract escalations and other increases in the cost of business. Second, departments were asked to take their first scenario and go even further with a reduction of -2% and finally a reduction in -5%. Ultimately, the second scenario was adopted, with the roadmap of how to reduce further should the ongoing event warrant it.

Even with those reductions, other solutions were needed in order to balance the Fiscal Year 2021 budget. Some of those solutions included a one-time removal of the General Fund vehicle depreciation interfund transfer to the Equipment Services Fund, a comprehensive review and re-prioritization of all capital projects, and finally, if necessary, looking to the City's Fund Balance reserve. Currently, the last option is not needed.

Looking Ahead

While the duration of this event, as well as any lagging effects, is still widely unknown, the City is well situated to mitigate the crisis. Contingencies have been built into revenue and expenditure budgets and through restraint no reserves have been needed to balance Fiscal Year 2021, nor has service delivery been significantly impacted. While the total number of cases and positivity rates have risen at the time of printing of this document, the Governor has indicated that there will be no more closures which provides a degree of certainty related to the local economy. The proactive steps the City has taken throughout this pandemic have created a situation that minimizes the negative financial impact, thereby creating adequate options as we move through this event.

Budget and Strategy Department

We are pleased to present this nationally recognized planning and budgeting document as one of the many services we provide to the City of Coral Springs.

Budget and Strategy Department is responsible for managing and implementing several cross-functional processes within the City, including:

Strategic Plan	Grants
Business Plan	Program Analysis
Performance Management System	Financial Analysis
Annual Budget	Performance Benchmarking
Capital Improvement Program	Operational Auditing
Performance Improvement Projects	Technical Assistance for Departments

Our budgeting system meets all of the best practice recommendations of the National Advisory Council on State and Local Budgeting, as well as previous recommendations by the Government Finance Officers Association (GFOA).

We have had the good fortune to receive the Government Finance Officers Association Distinguished Budget Presentation Award for twenty-nine consecutive years. In past years, our Annual Budget has received "Special Performance Measure Recognition" and "Special Capital Recognition" from GFOA as well as "Outstanding as a Policy Document and Operations Guide."

In addition, our performance management and budgeting system has been cited as a "Best Practice" by the National Partnership for Reinventing Government. The Fitch Rating Agency uses our planning system as a model for cities interested in achieving the distinction of an 'AAA' bond rating.

Our performance management system was selected as a "Best Practice" by the American Quality and Productivity Center. We also received the 2020 Certificate of Excellence from the International City/County Managers Association Center for Performance Analytics, being one of only twenty-two local governments in the nation. For more informaiton on the status of City Initiatives, please visit the City of Coral Springs Community Dashboard, https://coralsprings.clearpointstrategy.com.

Our strategic planning, performance management, and budgeting efforts also contributed to the receipt of the 2007 Malcolm Baldrige National Quality Award. We are the first state or local government to receive the Baldrige Award. In addition, we also received the Florida Governor's Sterling Award for Organizational Performance Excellence in 1997 and again in 2003. We are the first organization to win the Governor's Sterling Award for the second time.

For more information, please visit our web site, www.coralsprings.org, to download copies of our ***Strategic Plan***, ***Business Plan***, ***Annual Budget***, and other related documents and presentations.

Thank You!

Thanks to the City Manager's Office, the department heads and their staff for helping us make this budget successful! We would also like to acknowledge the valuable assistance of Christine Parkinson for developing the cover design of this budget document.

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Budget Process Overview

How the Budget Was Created

The Strategic Plan began with the City's vision, mission, strategic goals, and core values stated for the following five years. Reviewed and updated annually, the action plan creates a shared vision for the future of the community.

Strategic Goals

In 1997, the City Commission began a process of strategic planning designed to identify the issues that must be addressed to achieve our mission and that will persist over the lifetime of the Strategic Plan. These long-range policy issues developed by the City Commission in Fiscal Year 2018, emphasize the values of our customers:

- Responsible City Government
- City Investment in Today and Future
- Premier Community in South Florida
- Growing Local Economy
- Downtown Becoming Vibrant

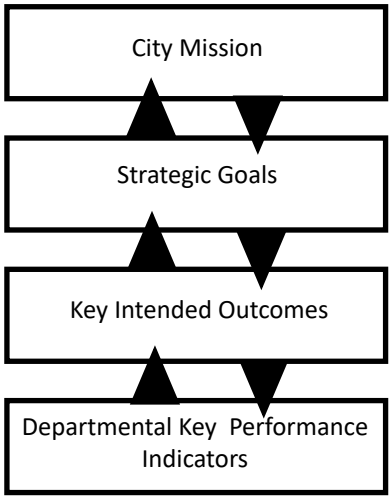
For each strategic goal, an action plan is developed for implementing policy, department operations, and performance indicators. Through this process, the Business Plan was developed:

- Commission goal: Identify the vital issues.
- Initiatives: Allocate activities, resources, personnel, investment and time planned for the year to achieve each key performance indicator.
- Key Intended Outcomes: Quantifiable performance measures used to evaluate customer satisfaction levels and the overall performance of the City.
- Departmental Key Performance Indicators: Quantifiable performance measures used to evaluate the operational performance of a department.

By setting a performance target for each KPI, we are able to determine the resources necessary to attain the desired outcome. The Business Plan section includes scorecards listing the KPIs and the departments that impact each.

Business Plan

Once the strategic goals are established, the operations of the City are reviewed and resources aligned to bring the strategic vision to life. Specific actions, programs, capital purchases, staffing requirements and funding levels are developed in response to the needs identified in the ***Strategic Plan***. The ***Business Plan*** is an outgrowth of the strategic goals, capturing the City's vision in a quantifiable form, improving decision-making and resource allocation. Initiatives in this year's plan focus on innovative projects that lead to greater safety for our residents, economic growth, additional City services, improvements to an aging infrastructure and higher levels of customer service.



A benefit of using a business plan is that we can establish a direct link between costs, activities, and key drivers. We use this model to monitor our performance by:

- Performing variance analysis using cost drivers.
- Mapping the process that links budget items to activities.
- Identifying value-added and non value-added activities.

In developing the annual operating budget, departments analyze both existing and potential services in light of the strategic goals. The ***Business Plan*** identifies added and removed services, which are then quantified in the line item budget. They reflect not only the strategic goals as set by the City Commission, but also incorporate feedback from customer surveys and environmental scans that contribute to the long-term financial health of the City.

Departments set targets to meet the needs identified by the strategic goals. To meet these targets, programs within the departments have specific objectives that are measured through process indicators. Staff's individual objectives and performance indicators are then linked to the program objectives. Each employee knows what the end result should be and how it contributes to the ***Strategic Plan***. In this way, the budget becomes a tool for monitoring, rather than controlling, operating performance.

The scorecards included with each department's summary is designed to show how the program objectives support the strategic goals. Each performance indicator is directly linked to the strategic goal it addresses. Our policy deployment model follows the illustrated path.

It is significant we view the process in this fashion, so we combine top-down and bottom-up input, tightly linking targets to the strategic plan.

Budget Methodology

The budget methodology for the City of Coral Springs is a performance-based budgeting system. This type of budgeting system identifies a particular level of service performance for each type of service (program) and the resources needed to operate it, as well as describes the structure of the departments and the programs into which they are divided. The department's budget is separated into the following components:

Mission Statement— identifies the specific purpose for the department and how it relates to the City's overall mission.

Core Processes and Outputs—a listing of the fundamental processes and the outputs for the department.

New Initiatives—new services or the removal of existing services as they relate to the strategic plan.

Objectives and Key Performance Indicators—the objectives focus on particular program accomplishments that will be attained within the current year. All objectives are measurable by the performance indicators supplied.

Each key performance indicator includes explicit links showing how program objectives are directly related to the strategic goals they support.

Organizational Charts—outline of program structure within the department.

Program/Expenditure Summary—the budget for the department, summarized by program, if applicable, and by major category of expenditure:

- Personal Services—salaries, overtime and other pay including vacation payment incentive, holiday pay, temporary wages.
- Benefits—FICA, retirement contributions, health and other benefits.
- Other Expenses—supplies, repairs, utilities, services and other costs.
- Operating Capital—departmental machinery and equipment under $5,000.

Approach To The Budget Review Process

Start-Up

We begin by reviewing all current services in light of the ***Strategic Plan.*** Are current services sufficient or necessary? What are our customers' needs and desires? Through resident and business surveys, SWOC (strengths, weaknesses, opportunities, challenges) analysis, Slice of the Springs meetings, our customers' input is a critical piece of the budget process. What new initiatives should be undertaken to meet constituent requirements or a changing market environment? Then we develop a list of recommended changes arising out of this analysis, forming the basis for the Business Plan.

Beginning with each department's mission statement, which is a driving force behind the department's budget and should set the direction of the department, we develop a projected budget based on the previous year's budget with any new initiatives appended, and any discontinued services removed.

From there, goals and objectives are developed that relate to each other and to the department's mission and the City's Key Performance Indicators as outlined in the Strategic Plan. Goals and objectives should be realistic, quantifiable, and include improvements to the efficiency and effectiveness of the department. Current goals and objectives may be used to establish a starting point for the future.

In the spring, the Budget and Strategy Department distributes to departments a target budget for the coming year, which is based on projections of current year expenditures, as well as the two prior years' actual expenditures. Included in this target budget are budgeted line items for salaries and benefits (for example, pension and health plan allocations). Also included are the current year's goals and objectives for the department. At the same time, Capital Replacement Program, Capital Improvement Program and physical inventory worksheets are distributed for department input.

Verification of all numbers and assumptions made in these categories is carried out by departmental staff. Personnel changes such as retirements, projected salary increases or changes in hours worked are submitted to the Budget and Strategy Department.

Methodology

Given the effects of the COVID-19 pandemic, the budget process proceeded in three scenarios. First, the Budget and Strategy Department asked departments to develop returning back to the prior year budgets while allowing for natural cost escalators. In addition, the departments were asked to provide a 2% and 5% reduction from the prior year budget level.

As a part of the budget process, the City Manager's Office asked departments to identify cost savings and/or revenue enhancements resulting from service refinements. The service refinement exercise was not necessarily about cutting service, but about finding a different way of providing that service. Investments were considered if they would lead to enhanced productivity or reduced expenditures.

While indiscriminate, across-the-board cuts are easy to implement and have the pretense of equity and fairness, these cuts do not consider customer (that is, residents' and business') needs and expectations. The City of Coral Springs' business model, by contrast, has customer-driven excellence as its foundation. Our customer-driven excellence philosophy enables the City to address potential challenges strategically. It involves awareness of current and emerging customer needs, expectations and trends, which, in turn, leads to increasing levels of customer trust, value, and satisfaction.

Operating Expenses

The target budget will also contain operating expenses based on projections of the current year's expenditures.

Actual users of the supplies and services review their practices and habits involving daily expenditures for possible efficiencies. Departments review line item account codes for descriptive accuracy to determine if they reflect the actual types of expenditures.

Lastly, Departments provide justification for any changes from the target budget based on information from current year expenditures or information obtained from other sources, such as trends in next year's contracts or service costs provided by the Purchasing Division.

Capital Expenses

Departments also evaluate all existing equipment, facilities, and other capital items, to determine if useful life has been exceeded, or will be exceeded, in the coming budget year.

They then identify all recommended capital expenditures from this evaluation of equipment. Vehicle life expectancy information is provided by the Public Works Department-Equipment Services Division. Other capital expenses, such as office equipment, are estimated with help from the Purchasing Division.

Each department maintains a six-year Capital Improvement Program plan for its equipment needs and submits same to the Budget and Strategy Department for review, summarization and presentation to the City Commission for approval.

Business Plan

Taking into account the market environment, customer expectations and emerging issues, the changes to service structure (discontinued services, new initiatives, etc...) are outlined and cross-referenced to the ***Strategic Plan***.

Citywide financial strategies are identified to address the long-term needs of the City in relation to emerging issues that have been identified through the strategic planning process.

Anticipated results are identified and linked to strategic goals for inclusion in the City's performance management system.

Based on the recommended projects and services, a preliminary budget is presented at the Business Plan workshop.

Budget Format

A municipal budget document should provide sufficient, meaningful and useful information to elected officials, City staff, and to the public. To that end, we have developed a budget document that serves six primary functions:

- Policy document
- Financial plan
- Operations guide
- Communication device
- Performance Management System
- Values document

Together, these budget elements define what the City of Coral Springs has done, what it plans to do, and how it will accomplish its objectives.

The budget is a program- and performance-based plan that links prescribed organizational goals and objectives with the financial resources necessary to achieve them. Each of the budget's programs represent a "product" of the City. Contained within each program are objectives and achievements. The program/performance budget is integrated with line item financial information to ensure optimal budget control.

This program/performance budget enables the City Commission and the public to analyze the budget based on program goals and performance objectives rather than line item costs. In addition, this format provides information so that the City Commission and the public will have a better understanding of the allocation of resources among programs and the measurable work that each department will accomplish.

The annual budget includes the following sections: ***Introduction, Budget Overview, Business Plan, Capital Improvement Plan, Department Budgets, Appendix, and Financial Policies.***

Approving The Budget

During the summer months, recommended operating and capital improvement program budget documents are prepared and presented to the City Manager and forwarded to the City Commission for review during public budget workshops. In accordance with State law, public hearings and final adoption of the budget occurs in September.

Monitoring The Budget

The Budget staff is authorized to transfer funds within individual departments. Revisions that alter the total expenditures of any department within a fund must be approved by the Director of Budget and Strategy. Actual expenditures and operating transfers out may not exceed budget appropriations at the individual fund level. Appropriations which are neither expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year.

Amending The Budget

If it becomes evident that a particular fund has circumstances requiring a budget to increase, a budget amendment may be done.

The Director of Budget and Strategy submits a request to amend the budget to the City Commission. The request contains a written explanation for the request.

City Commission approval is required for budget amendments which alter the total adopted budget amount of any fund.

Budget amendment must be posted on the City's website within 5 days after adoption in accordance with Florida Statute 166.241.

Basis of Budgeting

The General, Fire, Coral Springs Charter School, Public Art, Museum Fund and Debt Service fund budgets are prepared on a modified accrual basis of accounting except that encumbrances are treated as the equivalent of expenditures, as opposed to a reservation of fund balance. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period. Expenditures are recorded when a liability is incurred, as under accrual accounting. Debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due, using the current financial resources measurement focus of accounting. At year-end, open encumbrance balances lapse.

The budgets for the proprietary funds and internal service funds are prepared on the full accrual basis of accounting. These funds include Water and Sewer, Solid Waste, Stormwater, Health and General Insurance, Pension and Equipment Services. Under the full accrual basis, revenues are recorded when earned (for example, water user fees are recognized as revenue when the bills are prepared) and expenses are reported when a liability is incurred, regardless of the timing of related cash flows, using the economic resources measurement focus of accounting. The differences between the budget basis and the full accrual basis of accounting include: (1) budgeting the full amount of capital expenditures as expense rather than depreciating them, (2) not budgeting interest earnings on restricted funds and impact fees, and (3) presenting debt service expense net of restricted investment proceeds.

Guidelines

The Comprehensive Annual Financial Report (CAFR) presents the status of the City's finances on a basis consistent with Generally Accepted Accounting Principles (GAAP) (that is, the governmental funds use the modified accrual basis of accounting while the proprietary funds use the full accrual basis). In order to provide a meaningful comparison of actual results with the budget, the CAFR presents the City's operations on a GAAP basis and also shows fund expenditures and revenues on a budget basis for the General, Debt Service and proprietary funds.

- The City is required to prepare a balanced budget in which current revenues will be sufficient to support current expenditures.
- The budget process and format shall be performance-based and focused on goals, objectives, and performance indicators.
- The budget will provide adequate funding for maintenance and replacement of capital plant and equipment.
- The City Commission will be provided with interim budget reports comparing actual versus budgeted revenue and expense activity.
- The City shall establish and maintain a standard of accounting practices.

Planning

The City will annually prepare a Five-Year Forecast. The forecast will include estimated operating costs and revenues of future capital improvements, such as new parks and public works facilities, included in the capital budget.

FY 2021 Budget Calendar

Date	Description	Time	Location
February	Develop Budget Theme		
~~4/01/2020~~	~~CC Spring Retreat~~	~~10:00 a.m.~~	~~TBD*~~
4/08/2020	Budget Kickoff	2:00 p.m.	Microsoft Teams
4/10/2020	Budget Training Session I	10:00 a.m.	Microsoft Teams
4/13/2020	Budget Training Session II	2:00 p.m.	Microsoft Teams
5/1/2020	Budget Package (Operating & CIP) due to Budget	12:00 p.m.	N:\Budget Forms
5/11– 5/13	Departmental Budget Meetings	Individually scheduled	Microsoft Teams
6/11/2020	Budget Recommendation to Sr. Staff (Operating & CIP)	10:00am	Microsoft Teams
6/15/2020	Business Plan Appeal	Individually scheduled	Microsoft Teams
6/17/2020	Business Plan Decision		
6/24/2020	CC Business Plan Workshop I**	5:00 p.m.	Zoom - Broadcast
7/22/2020	CC Business Plan Workshop II** ▪ TRIM Notification prepared and submitted to CC ▪ Adopt Preliminary Assessment Resolutions	5:15 p.m.	Zoom - Broadcast
9/14/2020	First Public Budget Hearing**	5:15 p.m.	Zoom - Broadcast
9/21/2020	Second Public Budget Hearing** ▪ Adopt Operating Budget and Capital Improvement Program	6:30 p.m.	Zoom - Broadcast

Quarterly CC Retreat dates

- 01/27/2020
- ~~04/01/2020~~
- 07/29/2020
- 10/XX/2020

*Commission Budget Retreat was suspended due to COVID-19 Emergency
**All Commission meetings and workshops are open to the public

Abbreviations Used:
CC—City Commission
CMO—City Manager's Office
TRIM—Truth in Millage

Budget Highlights

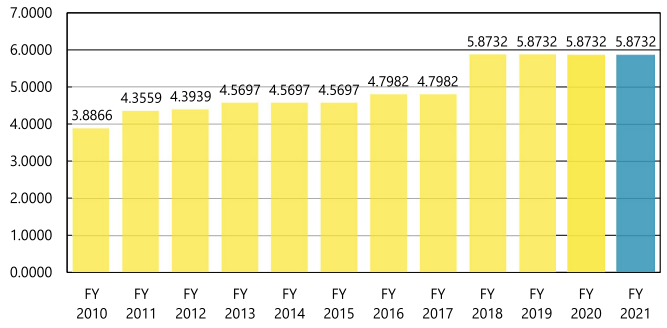
Tax Rate Fiscal Year 2021

General Operating Millage	5.8732
Debt Service Millage	0.2412
Combined City Millage Rate	6.1144

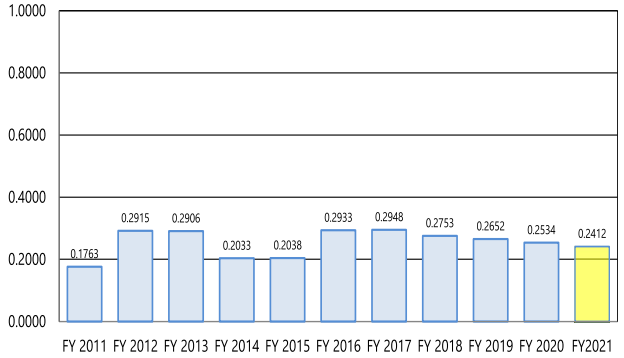
Introduction

The Fiscal Year 2021 Annual Budget, which was adopted on September 21, 2020, is a numerical reflection of the Fiscal Year 2021 Business Plan. By allocating resources in alignment with the City Commission's five strategic goals and performance indicators, we believe this budget will successfully meet the challenges before us and set the stage for continued success in the future.

Coral Springs operating millage rate



Voter-approved debt service millage rate



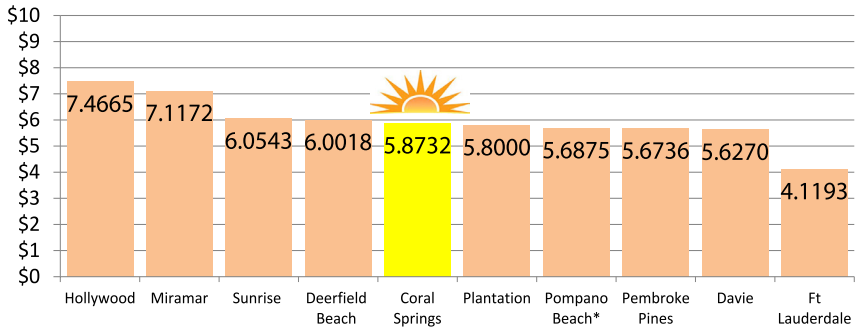
Budget in Brief

The adopted operating net budget for Fiscal Year 2021 for all funds totals $213,535,599. This represents an increase of $1,063,643 or 0.5% compared to the Fiscal Year 2020 net budget. The Fiscal Year 2021 budget reflects community needs as identified in the Fiscal Year 2018-2023-2033 Strategic Plan and 2021 Business Plan.

Highlights of the Fiscal Year 2021 budget include:

- Total taxable assessed value increased 4.6% in the City of Coral Springs to $11,254,828,557.
- Operating millage rate will remain at 5.8732. Combined with the increase in assessed values, the City will receive approximately $2.8 million in additional property tax revenue.
- The voter-approved debt service millage rate will decrease from 0.2534 to 0.2412, a decrease of 0.0122 or -4.8% mainly driven by the increase in assessed values.

Operating millage rate comparison with other municipalities



Comparing Coral Springs' Fiscal Year 2021 operating millage rate to other cities' final Fiscal Year 2020 operating millage rates.

** Pompano Beach includes a separate EMS millage of 0.5000*

- The combined general operating and debt service millage rate is 6.1144 per $1,000 of assessed value, a decrease of 0.0122 or -0.19%.
- The Fire Assessment for single-family homes will increase by $6.18, from $227.82 to $234.00. Multi-family assessment will increase by $6.18, from $227.82 to $234.00 per unit. Additionally, beginning in FY21, single-family and multi-family categorizations will be combined into one residential rate category. Fire for commercial properties will decrease by $1.92, from $26.99 to $25.07 per 100 square feet and industrial warehouse will increase by $1.31, from $2.71 to $4.02 per 100 square feet. Institutional properties will see a decrease of $4.98, from $54.51 to $49.53 per 100 square feet.
- Water and Sewer rates will increase by 3.5%, an increase of $2.48 per month for the average residential customer.
- The Residential Solid Waste Special Assessment will remain at $290.00 per single-family home.
- The Stormwater Assessment will increase by 3%, an increase of $3.47 per ERU.
- General Fund debt service for franchise and capital revenue bonds, as a percentage of total budget, will equal 5.8% in Fiscal Year 2021 as compared to 6.1% last year. The decrease of -0.03% or $292,077 versus Fiscal Year 2020 is due to the repayment of a 2014 Revenue Bond and 2013 Lease Purchase Financing, as well as the addition of a 2019 ERP Lease and expenses related to a 2021 Open Line of Credit. The debt levels are well within the General Fund debt service policy limitation of 12.5% of total General Fund expenditures.
- With a General Obligation bond indebtedness of 0.23% of total taxable assessed value, the City is well below its self-imposed debt policy limit of 5%.

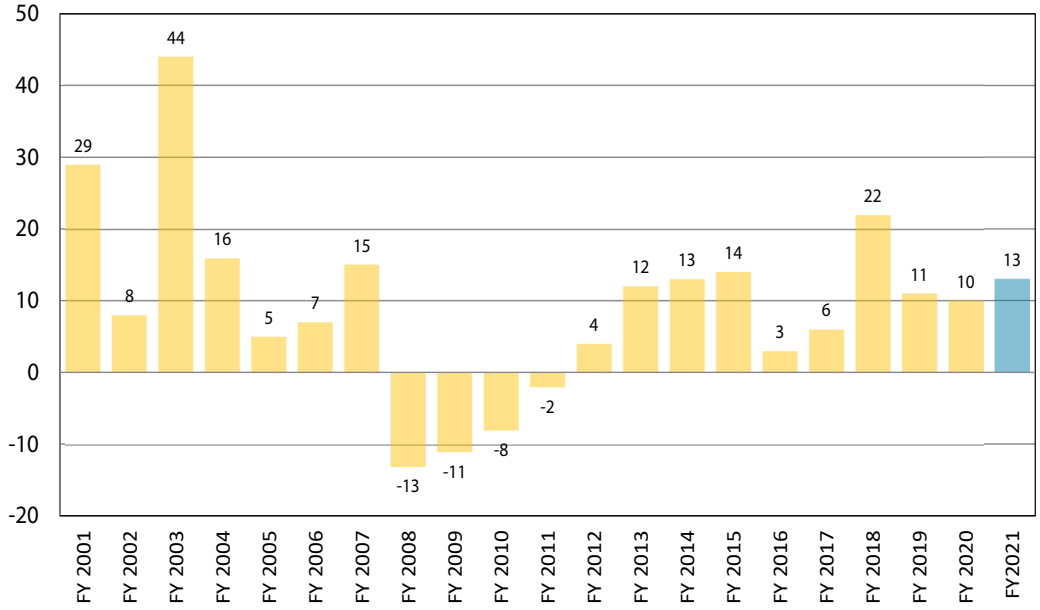
Capital Improvements

- In Fiscal Year 2021, the City will invest $19,863,646 in capital improvements and upkeep of City-owned facilities. For details of the projects planned for this year, refer to the Capital Improvement Program section included in this document.

Staffing

- Total full-time positions in Fiscal Year 2020 is 838 (excludes Fire/EMS services for Parkland, contractual staff and commission). This represents an addition of ten (10) full-time employees. Of this ten, five were added for the Museum Fund and two were added in relation to a contractual agreement with the City of Coconut Creek to provide Dispatch services, by budget amendments.

Net full-time position changes per fiscal year



Full-time staff changes during Fiscal Year 2020

During Fiscal Year 2020, the City brought the Coral Springs Museum of Art into the City (previously operated under an agreement with a private contractor). Additionally, in the last quarter of the year, the City of Coconut Creek entered into an agreement with the City of Coral Springs to receive Coral Springs dispatch communication services. The net impact was an increase of seven (7) FTEs.

Bringing the Museum operations under city purview created an additional five (5) positions to be added and the initial hiring for the contract with Coconut Creek resulted in an additional two (2) positions to the City Budget. The new FTE count at the end of Fiscal Year 2020 was 880 (excluding the five (5) commissioners) and was approved by the City Commission by two mid-year Budget Amendments. The 880 FTE's include regular and contractual resources: 837 regular, 43 contractual. The forty-three (43) contractual resources are: forty-four (41) for Parkland Contract and two (2) for the Coconut Creek Contract.

Changes in FTE's in Fiscal Year 2020

	FY2020 FTE Count (before changes)		873.0
Position Name	**Department**	**Fund**	**Incr/(Decr)**
Museum Education/Public Programs Coordinator	Museum	Museum Fund	1.0
Museum Business Development and Grants Coordinator	Museum	Museum Fund	1.0
Museum Operations Administrator	Museum	Museum Fund	1.0
Museum Education/Gallery Program Associate	Museum	Museum Fund	1.0
Museum Guest Services/Digital Assistant	Museum	Museum Fund	1.0
Programmer Analyst	Information Technology	General Fund	1.0
Human Resources Assistant	Human Resources	General Fund	1.0
	Adds to Staff FY2020		7.0
	Final FY2020 FTE Count		**880.0**

Full-time staff changes for Fiscal Year 2021

Fiscal Year 2021 will reflect a full- time staff net increase of thirteen (13) positions for a new total headcount of 893 (excluding five (5) commissioners)

On August 19, 2020 the City of Coral Spring City Commission approved a Dispatch Communications Service agreement with the City of Coconut Creek. Related to the implementation of this agreement, a total of twenty (20) positions will be added to the budget. As the rollout of these operations are a multi-year undertaking, the hiring has been spread out over three fiscal years. With an amended budget in Fiscal Year 2020, two (2) positions were added in Information Technology and Human Resources. In Fiscal Year 2021, a total of twelve (12) positions have been added. The breakdown for these positions is below. Finally, in Fiscal Year 2022, four (4) Public Safety Telecommunicators and two (2) Communications Shift Supervisors will be added. Once operations have been fully deployed, the total increase to position count will be twenty (20).

- - **(11) Public Safety Telecommunicator:** Eleven (11) Public Safety Telecommunicator positions will be added in Fiscal Year 2021 as we build out operations for the Coral Springs-Coconut Creek Dispatch Communications contract. Hiring will take place in February, May, and August. After discussions with staff, it was determined that utilizing a staggered hiring approach will ensure adequate time for onboarding, training, and setting up the new operations related to this contract.

- - **(1) Communications Shift Supervisor:** One (1) Shift Supervisor will be added to the 2021 budget to oversee the operations of the Dispatch Communications Service agreement.

- - **(1) Pension Systems Analyst:** Through the budget process a request was received to add a full-time Pension Analyst in Fiscal Year 2021. The addition of this position will serve as system administrator of a new pension administration solution , leading weekly audits/analyses, ensuring the accuracy and integrity of plan data, and providing end-user support for plan participants. This was brought to the Police and Fire pension boards (and approved) in July of 2020, with the request that the position be funded equally between the two boards. As such, the addition of this position has no impact to the City budget.

Fiscal Year 2021 changes to full-time staff

	FY2020 FTE Count		**880.0**
Position Name	**Department**	**Fund**	**Incr/(Decr)**
Public Safety Telecommunicator	Police	General Fund	11.0
Communications Shift Supervisor	Police	General Fund	1.0
Pension Systems Analyst	Human Resources	General Fund	1.0
	Adds to Staff FY2021		13.0
	Net change in Staffing Fiscal Year 2021		**13.0**
	Final FY2021 FTE Count		**893.0**

- In Fiscal Year 2021, the City will add an additional twelve (12) full-time employees for Coconut Creek Dispatch services, and one (1) full-time Pension Systems Analyst, to be funded equally between the Police and Fire pension boards.

Financial Condition

The City of Coral Springs, along with the rest of the world, has felt the significant immediate and long-term impacts of the COVID-19 pandemic. Leading up to the current budget cycle the city had been steadily increasing the Stabilization Reserve fund, with a Fiscal Year 2019 year-end balance of 18% of budgeted expenditures, however due to the pandemic estimates are showing a Fiscal Year 2020 year-end revenue shortfall of around $5-6 million. Due to proactive measures by City Staff, this impact will result in a $2-5 million deficit, lessening the amount of reserves needed to cover the shortfall. Despite these unforeseen events, our City's priority is to continue efforts in maintaining sound fiscal management and stability. The City's ability to positively respond to this crisis can be attributed to long-term financial planning that identifies emerging issues which may affect our ability to provide the level and type of service customers expect. For that commitment to our citizens, the City Commission is proposing to maintain the current millage of 5.8732 this fiscal year, FY 2021. As shown in the table below, our financial, political and natural environment is forcing management to make the hard but much needed decisions, to ensure the City continues to provide the exceptional level of services, control expenditure growth rate, and build up a healthy stabilization fund to prepare the City for future challenges.

Timeline of major events impacting the City's financial condition

Hurricane Wilma	Tax Reform (unfunded mandates)	Ad Valorem Revenues	Economic Recession	Taxable Value	Other Revenue	Hurricane Irma	COVID-19
2005 (FY2006)	2007-current	2007-2015	2007-2013	2008-2017	2007-2016	2017-2018	2020-2021
Used ~$30M reserves	Limited tax revenue a City could collect Additional $25,000 homestead exemption New homestead portability New property tax caps	Recently returned to pre-recession: $35M in 2007 $35M in 2015 Save Our Homes caps limit increase to 3%	Recession impacted all revenue sources ↑ Foreclosures ↑ Unemployment ↑ Commercial vacancies	Taxable value ↓ 29% from 2008 to 2012 Recovering: at $9.69B, still not up to $10.39B In 2008 Home values reset at lower values and are locked due to SOH	CST ↓ $1.8M (legislative driven) Interest Income ↓ $1.5M Licenses and Permits ↓ $1.3M	$12.7M in costs (estimated) ↑Sworn Pension due to Δ State of Florida Mortality Tables	Projected $2-$5M GF Deficit in FY2020 -23% In State Revenues for FY21 Delayed momentum for Capital and Reserves

Bond Ratings

The City is proud to have earned the highest bond rating available from Standard and Poor's (S&P) (AAA) and Fitch Ratings (AAA). As of August 2020, the City was reaffirmed from Fitch Ratings, receiving the (AAA) bond rating and as of August 2019, the City was reaffirmed from Moody's Investors Service receiving the (Aa1) rating. The City's goal is to maintain the AAA from S&P and Fitch while making the changes needed to earn the AAA bond rating from Moody's. Increasing fund balance is an important change the City can make to achieve this goal. Achieving AAA bond rating is important for our residents because it indicates to investors that the City is a low-risk investment which translates into lower interest rates and corresponding lower interest payments on general obligation bonds.

Revenues

The City's intergovernmental, franchise, and other demand-driven revenues have been seriously impacted by the COVID-19 pandemic. Most experts agree we are in a recession due to travel restrictions, stay at home orders, and business closures, although the long term impacts of this are not yet known. In the past three fiscal years, the City Commission maintained a millage rate as the property tax values increase was adequate to operate City services. Longer term, the City's revenue growth is anticipated to be constrained based on recent events (current estimates have this impact at 1-2 years); therefore, forecasts exhibit a growth rate under 3%. The City continues to suppress expenditure growth to keep within the revenue growth rate. However, as CPI and other cost drivers increase with inflation, the need for future periodic millage increases will need to be considered in future years.

Fund balances are remaining steady as a result of improved productivity, and prudent financial management policies. Those fund balances have been leveraged to avoid future debt service by equity financing high priority capital purchases.

Annual net operating budget and capital

	FY 2020 Budget	FY 2021 Budget	$ Change	% Change
Net Operating Budget	$212,471,956	$213,535,599	$1,063,643	0.5%
Capital Improvements (CIP)	40,920,710	19,863,646	(21,057,064)	-51.5%
Total Financial Program	**$253,392,666**	**$233,399,245**	**($19,993,421)**	**-7.9%**

Net Operating Budget	**FY 2020 Budget**	**FY 2021 Budget**	**$ Change**	**% Change**
General Fund	$89,678,203	$91,218,477	$1,540,274	1.7%
Special Revenue Funds				
Fire Fund	17,248,072	18,703,505	1,455,433	8.4%
C.S. Charter School Fund	13,066,806	13,367,709	300,903	2.3%
Public Art Fund	223,200	228,200	5,000	2.2%
Museum Fund	0	657,949	657,949	n/a
Enterprise Funds				
Water and Sewer Fund	20,564,075	19,928,835	(635,241)	-3.1%
Solid Waste Fund	5,675,317	5,693,447	18,130	0.3%
Stormwater Fund	3,374,944	4,086,132	711,188	n/a
Internal Service Funds				
Health and General Insurance Funds	23,335,093	22,616,217	(718,876)	-3.1%
Equipment Services Fund	12,104,454	9,031,585	(3,072,869)	-25.4%
Pension Fund	15,927,560	17,011,397	1,083,837	6.8%
Debt Service Fund	11,274,232	10,992,146	(282,086)	-2.5%
Total Net Operating Budget	**$212,471,956**	**$213,535,599**	**$1,063,643**	**0.5%**

Combined Budget Summary

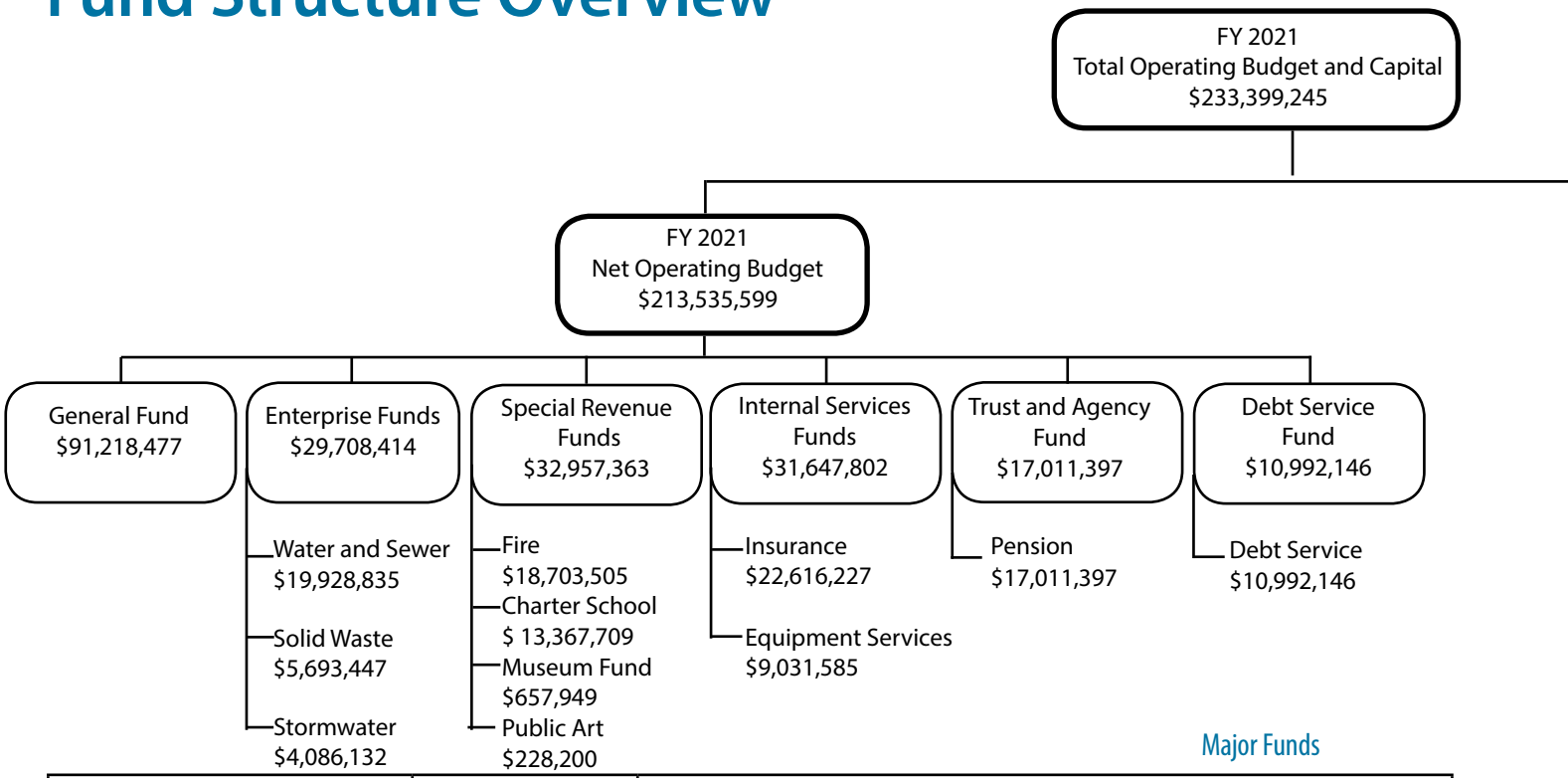
Appropriated Funds Budget - Fiscal Year 2021

		GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	PUBLIC ART FUND	SOLID WASTE FUND	WATER & SEWER FUND	MUSEUM FUND	FIRE FUND	STORM-WATER FUND	CHARTER SCHOOL FUND	TOTAL BUDGET
Cash Balance Brought Forward:		$0	$0	$0	$208,200	$0	$0		$0		$1,215,263	**$1,423,463**
ESTIMATED REVENUES												
Taxes:	**Millage Per $1,000**											
Ad Valorem Taxes	**5.8732**	62,796,766										**$62,796,766**
Ad Valorem Taxes	**0.2412 (Voted Debt)**		2,579,549									**$2,579,549**
Solid Waste Assessment		2,189,175				5,742,998						**$7,932,173**
Fire Fund Special Assessment									16,360,663			**$16,360,663**
Stormwater Assessment										3,896,182		**$3,896,182**
Sales and Use Taxes		6,292,952										**$6,292,952**
Franchise Fees		10,416,400										**$10,416,400**
Utility Service Taxes		11,703,656										**$11,703,656**
Licenses and Permits		4,462,021										**$4,462,021**
Intergovernmental Revenue		8,970,900							6,228,202		13,572,446	**$28,771,548**
Charges for Services		19,405,734					25,409,185	313,800	3,731,674			**$48,860,393**
Fines and Forfeitures		2,127,304							25,000			**$2,152,304**
Miscellaneous Revenues		4,147,028	11,399				32,785	471,141	55,000	643,040		**$5,360,393**
Other Financing Sources		140,000	8,401,198	2,377,500	20,000				30,000			**$10,968,698**
TOTAL REVENUES AND OTHER FUNDING SOURCES		$132,651,937	$10,992,146	$2,377,500	$20,000	$5,742,998	$25,441,970	$784,941	$26,430,539	$4,539,222	$13,572,446	**$222,553,699**
TOTAL ESTIMATED REVENUES AND BALANCES		**$132,651,937**	**$10,992,146**	**$2,377,500**	**$228,200**	**$5,742,998**	**$25,441,970**	**$784,941**	**$26,430,539**	**$4,539,222**	**$14,787,709**	**$223,977,162**
EXPENDITURES / EXPENSES												
General Governmental Services		16,854,270										**$16,854,270**
Education		587,853									14,787,709	**$15,375,562**
Public Safety		71,341,687							22,113,297			**$93,454,984**
Physical Environment		9,417,698				5,742,998	21,424,945			4,507,502		**$41,093,143**
Economic Environment		812,846					296,701					**$1,109,547**
Culture and Recreation		14,680,237			228,200			704,941				**$15,613,378**
Debt Service		7,801,786	10,992,146				2,221,624		207,320			**$21,222,876**
Capital Improvement Program Exclude Op. CIP				2,377,500								**$2,377,500**
Other Financing Sources (Uses)		10,955,560					1,498,700	80,000	4,109,922			**$16,644,182**
TOTAL EXPENDITURES/EXPENSES		$132,451,937	$10,992,146	$2,377,500	$228,200	$5,742,998	$25,441,970	$784,941	$26,430,539	$4,507,502	$14,787,709	**$223,745,442**
Reserves		$200,000	$0	$0	$0	$0	($0)	$0	$0	$31,720	$0	**$231,720**
TOTAL APPROPRIATED EXPENDITURES AND RESERVES		**$132,651,937**	**$10,992,146**	**$2,377,500**	**$228,200**	**$5,742,998**	**$25,441,970**	**$784,941**	**$26,430,539**	**$4,539,222**	**$14,787,709**	**$223,977,162**

Note: Revenues (sources) and Expenses (uses) for Equipment Services, Health, and General Insurance funds are incorporated within all other appropriated funds included in this summary and thus, not listed separately.

Note: In accordance with standard budgeting practice, the main difference between the "Summary of Net Budgeted Revenues/Expenditures" on pages 40 and 41 and the "Fiscal Year 2021 Combined Budget Summary" on this page is that the latter does not include internal service funds to avoid double-counting interfund transfers (movement of money from one fund to another).

Fund Structure Overview

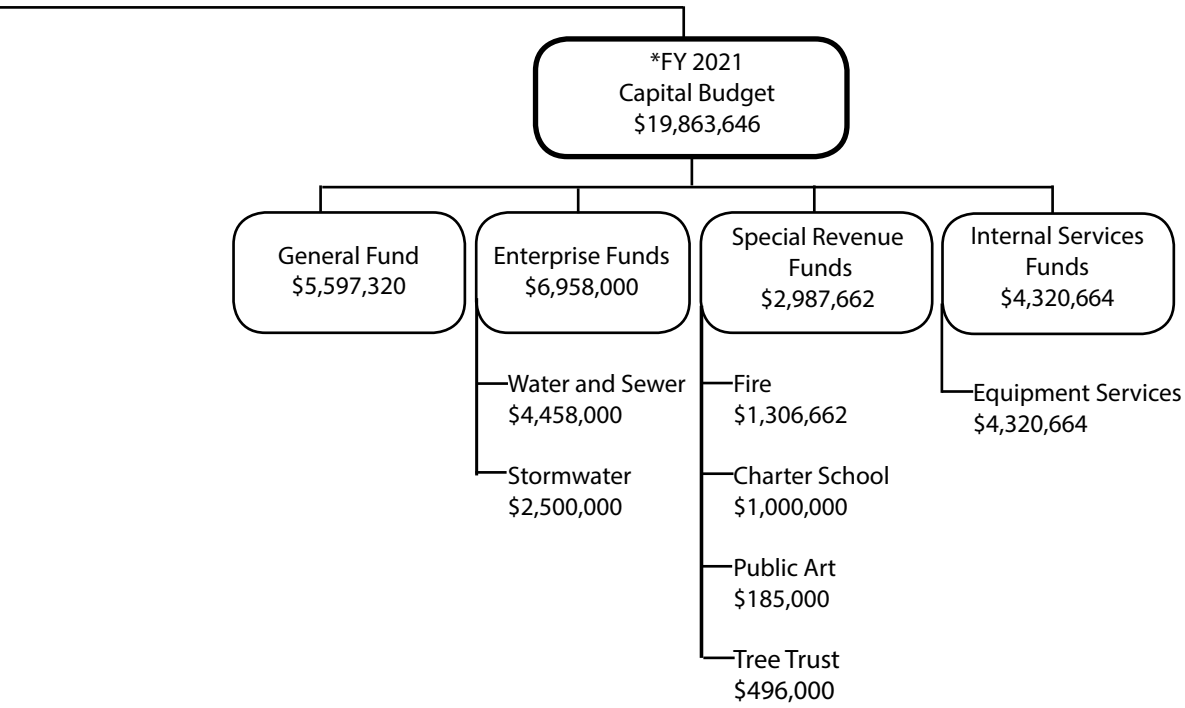


Major Funds

Fund Name	Fund Type	Fund Description
General Fund*	City Operating Fund	Accounts for police, code, parks and recreation, public works, building, emergency medical services, and administration services
Fire Fund*	Special Revenue Fund	Covers the fire department and subsequent divisions, including administration, suppression, inspection, training, and communications
Water and Sewer Fund*	Enterprise Fund	Provides water and wastewater services to approximately 51% of Coral Springs residents
Solid Waste Fund*	Enterprise Fund	Includes the non-franchise portion of the City's residential solid waste special assessment to cover cost of hauler and disposal fees
Museum Fund**	Special Revenue Fund	Manages and operates the Coral Springs Museum of Art
Stormwater Fund*	Enterprise Fund	Provides for a Stormwater Collection Program to fund the operation, maintenance, planning, design, and construction of stormwater infrastructure to ensure effective drainage and water quality management.
Health and General Insurance Funds*	Internal Service Funds	Contribute to the City's insured general liability, property, workers' compensation, life, and employee medical benefits
Coral Springs Charter School Fund*	Special Revenue Fund	Includes the revenues and expenses incurred in the operation of the Coral Springs Charter School
Equipment Services Fund*	Internal Service Fund	Accounts for the costs of maintaining the City's fleet
Public Art Fund*	Special Revenue Fund	Includes the Public Art fees collected during the permitting process for new construction and renovations of existing structures
Pension Fund	Trust and Agency Fund	Accounts for the accumulation of resources to be used for retirement benefit payments to the City's employees
Debt Service Fund*	Debt Service Fund	Covers the revenues and payment of voter approved long-term general obligation debt and revenue bond debt

*Indicates appropriated funds in accordance with the Budget Ordinance. **New in Fiscal Year 2021

Fund Structure Overview (continued)



Fund Balance Overview

What is Fund Balance?

Fund balance is the difference between assets and liabilities reported in a governmental fund at the end of the fiscal year. Fund balance tables for all major funds are presented on the following pages.

How are Fund Balances Used?

City staff reviews fund balances yearly to identify available surpluses. The surpluses become part of the City's financial strategy to equity fund capital projects, supplement the funding of depreciation, and to pay down outstanding debt.

Coral Springs is proud to be among an elite group of cities that are currently rated 'AAA' by Standard and Poor's and Fitch and Aa1 by Moddy's Investors Service. The City's strong financial performance is due, in part, to the City's long-term perspective and aggressive debt management.

Prior to build-out, the City—through its growth management, strategic planning, and cost containment measures—had been able to generate reserves that were reinvested back into the community. The goal of the City has been to use surplus reserves in ways that positively affect the financial Five-Year Forecast by reducing long-term obligations, while avoiding property tax increases.

We have used surpluses to retire expensive debt, provide adequate funding for pension funds, enhance the education resources of the City, and provide "pay-as-you-go" financing structures for its equipment and technology upgrades. (See the ***Capital Improvement Program*** in the ***Budget Overview*** section for detailed information on replacement programs.)

Prior to tax reform, it was evident surpluses would be decreasing at an increasing rate because the City had reached residential build-out and building/developmental-related revenues were expected to decline. To capitalize on these declining resources, surpluses were earmarked to provide a funding source for future capital expenditures.

The allocation of reserves is intended to support operating expenditures required to maintain the quality of service our residents have come to expect.

For more information on Fund balances refer to the Financial Policies section at the end of these book.

General Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**$27,215,029**	**$27,469,676**	**$29,001,605**	**$29,001,605**
Use of Reserves	-	-	-	-
REVISED BEGINNING BALANCE	**$27,215,029**	**$27,469,676**	**$29,001,605**	**$29,001,605**
REVENUE/SOURCES				
Ad Valorem Taxes	54,358,346	57,817,358	62,200,389	64,985,941
Franchise Fees	12,546,995	12,726,761	10,415,000	10,416,400
Utility Taxes	11,655,950	11,706,237	11,608,966	11,703,656
Intergovernmental Revenues	22,892,603	24,123,907	19,736,074	15,205,113
License and Permits	4,488,379	4,690,439	4,409,005	4,462,021
Charges for Services	15,235,478	16,161,634	17,626,216	19,464,473
Fines and Forfeitures	3,404,890	2,631,353	2,548,735	2,127,304
Interest/Other	4,502,989	4,429,911	4,194,979	4,147,028
SUB TOTAL REVENUES	129,085,629	134,287,600	132,739,364	132,511,937
Transfer from Grants Fund for CDBG			137,913	140,000
Appropriations from fund balance	-	-	717,726	-
TOTAL REVENUE/SOURCES	129,085,629	134,287,600	133,595,003	132,651,937
EXPENDITURES/USES				
General Government	24,541,474	19,611,881	36,920,241	38,519,561
Public Safety	63,746,128	68,382,712	66,782,201	67,147,495
Parks and Recreation	14,264,562	14,381,080	15,580,598	13,899,384
Public Works	7,555,055	8,308,322	6,608,263	6,098,767
Building	-	-	-	3,036,858
Development Services	6,325,021	6,410,522	7,144,124	3,928,060
Educational Programs	927,919	992,614	-	-
Capital Outlay	-	-	559,576	21,812
TOTAL EXPENDITURES/USES	117,360,159	118,087,131	133,595,003	132,651,937
SURPLUS (DEFICIT) OF REVENUES OVER EXPENDITURES	11,725,470	16,200,469		
Other Financing Sources (Uses)				
Transfers In	-			
Transfers Out	(11,470,823)	(14,668,540)		
Total Other Financing Sources (Uses)	(11,470,823)	(14,668,540)		
NET CHANGE IN FUND BALANCE	254,647	1,531,929		
FUND BALANCE END OF YEAR	**$27,469,676**	**$29,001,605**	**$29,001,605**	**$29,001,605**
Total Assets	**$ 38,457,805**	**$ 42,992,529**		
Liabilities	8,115,025	9,589,890		
Deferred Inflows of resources	2,873,104	4,401,034		
Subtotal Fund balance	$ 27,469,676	$ 29,001,605		
Nonspendable				
Inventory	912,912	981,821		
Long-term note receivable	-	-		
Prepaid Items	-	-		
Advances to other funds	-	-		
Restricted				
Landfill	25,132	-		
Parks	-	-		
Committed				
Stabilization Fund	21,857,275	23,430,136		
Assigned				
Computer Replacement Program	1,943,906	2,357,401		
Facilities Replacement	673,848	326,121		
Parks replacement	364,621	725,454		
Subsequent years' expenditures	-	-		
Capital Projects	1,691,982	1,180,672		
ENDING BALANCE	**$27,469,676**	**$29,001,605**	**$29,001,605**	**$29,001,605**

General Fund Balance (continued)

Discussion of changes in Fund Balance or Net Position:

The Committed (Stabilization Fund) Fund Balance shown for each year complies with the City's adopted financial policy of maintaining unreserved general fund balances of 17-25% of the current year's budgeted expenditures, less capital.

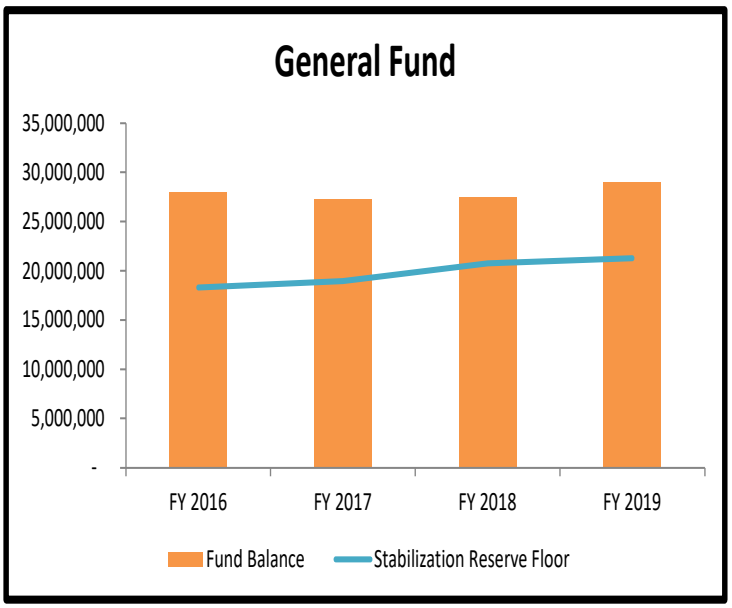
For more information, please see the Financial Polices tab of this document, section 6.1.3

At the end of FY 2018, fund balance for the General Fund was $27,469,676 or 23% of total General Fund Expenditures. Of this balance, $25,132 is restricted by specific legal requirements, $21,857,275 has been committed to the City's stabilization fund, $1,943,906 has been assigned to the computer replacement program, $673,848 has been assigned to facilities replacements, $364,621 has been assigned to parks replacements, $1,691,982 has been assigned to fund future capital projects, and $912,912 is classified as nonspendable. The General Fund balance increased by $254,647, primarily due to an increase in the ad valorem millage rate resulting in an increase in property taxes of $12.6 million.

At the end of FY 2019, the General Fund added $1,531,929 to Fund Balance, bringing the Stabilization Fund from 17.45% to 18.00% of budgeted expenditures, less capital and total fund balance to $29,001,605. Of the remaining balance, $981,821 was classified as nonspendable, $2,357,401 has been assigned to the computer replacement program, $326,121 to facilities replacement, $725,454 to parks replacements and $1,180,672 to capital projects.

In FY 2020, there were no funds budgeted to be allocated from fund balance. The operating millage remained the same while property values increased slightly driving the revenue increase from FY2019 to FY2020. This also assumes that the city revenues and expenditures will be at 100% of budget at the end of 2020. Hurricane Irma reimbursements are scheduled to offset reduction in revenues due to the COVID-19 pandemic, with any balances to go toward fund balance in FY2020.

In FY 2021, there were no funds budgeted to be allocated from fund balance. The operating millage remained the same while property values increased slightly driving the revenue increase from FY2020 to FY2021. This also assumes that the city revenues and expenditures will be at 100% of budget at the end of 2020.



Fire Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**$545,469**	**$633,404**	**$1,820,979**	**$1,820,979**
Use of Reserves	-		-	-
REVISED BEGINNING BALANCE	**$545,469**	**$633,404**	**$1,820,979**	**$1,820,979**
REVENUE/SOURCES				
Intergovernmental	156,189	484,625	25,000	25,000
Non-Ad Valorem Special Assessment	11,228,209	12,580,780	16,505,688	16,390,663
Charges for Services	9,306,498	9,752,977	10,069,071	9,959,876
Interest and Other Income	54,081	125,137	55,000	55,000
SUB TOTAL REVENUES	20,744,978	22,943,520	26,654,759	26,430,539
Appropriations from fund balance				
TOTAL REVENUE/SOURCES	20,744,978	22,943,520	26,654,759	26,430,539
EXPENDITURES/USES				
Public Safety	21,282,057	22,356,342	26,654,759	26,430,539
Capital Outlay	561,337	352,372	-	
TOTAL EXPENDITURES/USES	21,843,394	22,708,714	26,654,759	26,430,539
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(1,098,416.00)	234,806.00		
Other Financing Sources (Uses)				
Transfers In	1,516,799	1,830,971		
Transfers Out	(330,448)	(878,202)		
Total Other Financing Sources (Uses)	1,186,351	952,769		
NET CHANGE IN FUND BALANCE	87,935	1,187,575		
FUND BALANCE END OF YEAR	**$633,404**	**$1,820,979**	**$1,820,979**	**$1,820,979**
Nonspendable/Restricted	633,404	1,820,979	1,820,979	1,820,979
Contingency Account	-			
ENDING BALANCE	**$633,404**	**$1,820,979**	**$1,820,979**	**$1,820,979**

Discussion of changes in Fund Balance or Net Position:

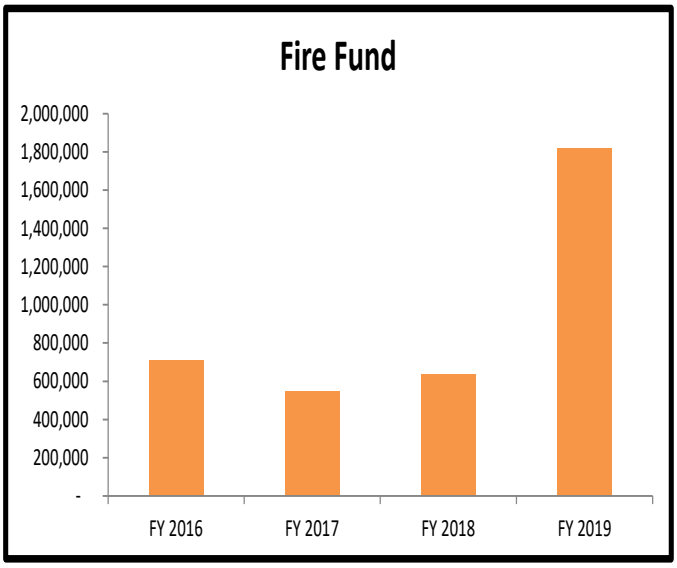
The City's adopted financial policy states that the City shall maintain a working capital reserve in the Fire Fund greater than or equal to 17% of the Fire Fund operating budgeted expenditures less Training Division, non-departmental, chargebacks, debt service, interfund transfers, and capital.

At the end of FY 2018, there was an increase of approximately $88,000 in fund balance, due primarily to an increase in non-ad valorem special assessments and fire training tuition revenue, offset by an increase in salary and benefit expenditures.

At the end of FY 2019, there was an increase of approximately $1.2 million in fund balance, due primarily to an increase in non-ad valorem special assessments, community risk reduction division revenues, miscellaneous revenues and FEMA funds related to Hurricane Irma. This was strategic to increase the fund balance to the 17% target level of the Fire Fund.

In FY 2020 it was not necessary to allocate any portion of fund balance to cover expenses.

In FY 2021 it was not necessary to allocate any portion of fund balance to cover expenses.



Water and Sewer Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**51,816,161**	**54,809,193**	**57,018,476**	**$55,643,028**
Use of Reserves	-	-	**(1,375,448)**	-
Adjustment- GASB Statement 65	-	-	-	-
REVISED BEGINNING BALANCE	**$51,816,161**	**$54,809,193**	**$55,643,028**	**$55,643,028**
REVENUE/SOURCES				
Charges for Services	23,433,321	24,058,025	24,582,687	25,441,970
Appropriations from fund balance	-	-	1,375,448	-
TOTAL REVENUE/SOURCES	23,433,321	24,058,025	25,958,135	25,441,970
EXPENSES/USES				
Operating Expenses:				
Operating and Program Costs	11,235,630	12,257,048	12,768,823	13,141,115
Administration	4,027,373	4,197,394	1,300,248	1,357,701
Non-Departmental	894,163	941,698	11,889,064	10,943,154
Depreciation	4,336,005	4,445,970	-	-
TOTAL OPERATING EXPENSES/USES	20,493,171	21,842,110	25,958,135	25,441,970
Non Operating Revenues (Expenses)				
Investment Income	170,121	426,745	-	-
Interest Expense	(577,885)	(545,582)	-	-
Other Revenue	14,367	64,620	-	-
Other (Trustee fees/disposal of capital assets)	695	(1,175)	-	-
TOTAL NON OPERATING REV (EXP)	(392,702)	(55,392)	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	2,547,448	2,160,523	-	-
Other Financing Sources (Uses)				
Contributions from private source	35,655	179,248	-	-
Capital Contributions	1,821,579	-	-	-
Transfers Out	(63,720)	(130,488)	-	-
Total Other Financing Sources (Uses)	1,793,514	48,760	-	-
CHANGE IN NET POSITION	4,340,962	2,209,283	-	-
FUND BALANCE END OF YEAR	**$54,335,544**	**$57,018,476**	**$55,643,028**	**$55,643,028**
NET ASSETS/POSITION				
Net investment in capital assets	41,228,921	42,181,365	-	-
Restricted (Renewal & Replacement)	-	-	-	-
Restricted (Impact Fees)	882,773	795,369	-	-
Unrestricted	12,697,499	14,041,742	-	-
NET POSITION END OF YEAR	**54,809,193**	**57,018,476**	**$55,643,028**	**$55,643,028**

Discussion of changes in Fund Balance or Net Position:

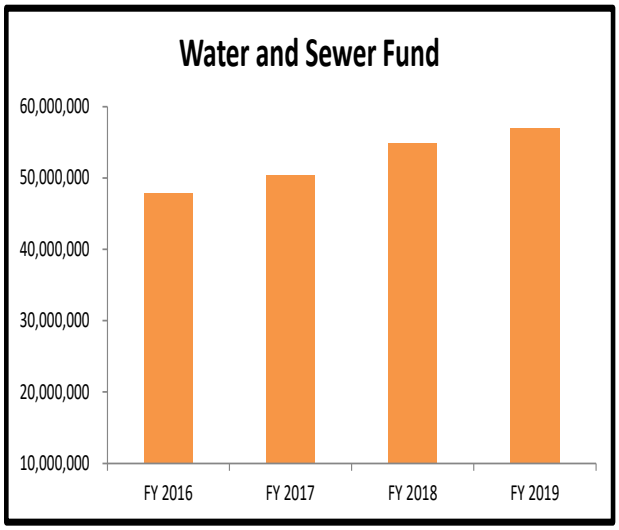
The fund balance/net position shown for each year complies with the City's financial policy of maintaining unrestricted reserves equal to two months of budgeted operating expenditures, less chargebacks, debt service, interfund transfers and capital costs.

At the end of FY 2018, the fund balance increase is mainly due to budgeted appropriations to equity finance capital projects in which no portion was used as well as lower than budgeted departmental expenditures with a slight increase in recorded revenue.

At the end of FY 2019, the fund balance increased by $2.209,283, primarily due to lower than budgeted expenditures and budgeted appropriations to equity fund capital projects which no portion was used..

In FY 2020, $1,375,448 was budgeted from fund balance to equity finance capital projects.

In FY 2021, due to a lowered need of CIP funding, no fund balance was needed.



Health Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE/NET POSITION	**$4,376,790**	**$4,433,880**	**5,047,697**	**$5,047,697**
REVENUE/SOURCES				
Operating Revenue				
Charges for Services				
General Fund	10,164,611	10,078,008	9,847,184	9,931,146
Water and Sewer Fund	596,901	581,791	593,559	592,982
Equipment Services Fund	221,041	218,128	217,156	216,411
Solid Waste Fund	40,524	39,991	39,812	39,675
Property/Casualty Insurance Fund	36,840	36,354	36,193	36,069
Fire Fund	1,697,731	1,722,683	1,806,155	1,794,790
Stormwater Fund	-	-	138,256	146,438
Museum Fund	-	-	-	79,351
Other Revenue	400,185	471,789	673,182	765,000
Total Operating Revenue	13,157,833	13,148,744	13,351,497	13,601,862
Non Operating Revenue				
Premium/Retirees	883,303	999,684	914,450	759,864
Terminated/Cobra	28,805	5,689	20,000	20,000
Employee W/Dependent	782,128	1,374,190	1,570,430	2,047,838
Wellness	100,000	100,000	150,000	150,000
Interest Income	47,431	121,383	30,000	49,999
Appropriated Fund Balance			737,950	500,000
Total Non Operating Revenue	1,841,667	2,600,946	3,422,830	3,527,701
TOTAL REVENUE/SOURCES	14,999,500	15,749,690	16,774,327	17,129,563
EXPENSES/USES				
Health Plan	14,631,019	14,815,701	16,424,271	16,789,623
Contingency	-		17,557	18,110
Life Ins/ Long Term Disability	311,391	320,172	332,500	321,830
TOTAL EXPENSES/USES	14,942,410	15,135,873	16,774,328	17,129,563
TRANSFERS - OTHERS	-		-	-
CHANGE IN NET POSITION	57,090	613,817	-	-
FUND BALANCE END OF YEAR	**$4,433,880**	**$5,047,697**	**$5,047,697**	**$5,047,697**
NET ASSETS/POSITION				
Designated/Reserved	-		-	-
Undesignated/Unreserved	4,433,880	5,047,697	5,047,697	5,047,697
NET POSITION END OF YEAR	**$4,433,880**	**5,047,697**	**$5,047,697**	**$5,047,697**
Total Assets	**$5,251,088**	**$5,898,225**	-	-
Net position end of year includes:				
Accounts payable & accrued Liabilities	25,335	57,447	-	-
Compensated absences	22,725	15,005	-	-
Accrued liabilities for estimated claims	769,147	778,075	-	-
Total Liabilities	817,207	850,527	-	-

Discussion of changes in Fund Balance or Net Position:

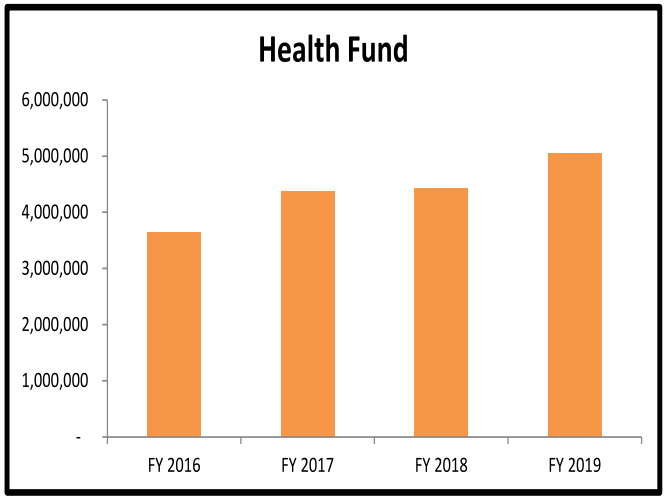
The fund balance/net position shown for each year complies with the City's financial policy of maintaining unreserved retained earnings balance in the Health Fund of an amount equal to or greater than 25% of total budgeted health claims.

At the end of FY 2018, fund balance grew by $57,090, due to increased revenues.

At the end of FY 2019, the fund balance growth of $613,817 is attributable to higher than expected interest revenues and increased premiums due to a shift in the employer/ employee cost share.

In FY 2020, $737,950 has been appropriated from fund balance for the creation of an Employee Health Clinic.

In FY 2021, $500,000 has been appropriated from fund balance to sustain the newly opened Employee Health Clinic.



General Insurance Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**$2,407,402**	**$2,785,461**	**$3,918,774**	**$3,918,774**
REVENUE/ SOURCES				
Operating Revenue				
Charges for Services				
General Fund	2,907,469	3,164,772	3,392,049	3,399,954
Water and Sewer Fund	838,761	915,657	1,022,638	1,042,664
Equipment Services Fund	31,067	33,513	34,790	33,563
Health Fund	4,660	5,027	5,219	5,035
Solid Waste	5,696	6,144	6,378	6,153
Stormwater Fund		-	22,150	22,711
Museum Fund		-	-	12,307
Fire Fund	495,117	545,402	604,560	601,415
Total Operating Revenue	4,282,770	4,670,515	5,087,784	5,123,802
Non Operating Revenue				
Motor Vehicle	137,396	120,130	50,000	100,000
Workers' Compensation	19,750	335,173	50,000	60,000
Other	92,492	269,610	40,000	50,000
Interest Income	67,940	194,432	30,000	30,000
Appropriated Fund Balance	-	-	1,375,352	200,000
Total Non Operating revenue	317,578	919,345	1,545,352	440,000
TOTAL REVENUE/SOURCES	4,600,348	5,589,860	6,633,136	5,563,802
EXPENSES/USES				
Workers' Compensation	1,778,868	1,834,523	2,092,563	2,261,843
Property	2,109,194	2,446,274	3,181,743	3,003,190
Casualty	334,227	175,750	296,478	298,769
Transfer to Capital Fund			1,062,352	
TOTAL EXPENSES/USES	4,222,289	4,456,547	6,633,136	5,563,802
CHANGE IN NET POSITION	378,059	1,133,313	-	0
FUND BALANCE END OF YEAR	**$2,785,461**	**$3,918,774**	**$3,918,774**	**$3,918,774**
NET ASSETS/POSITION				
Designated/Reserved	-		-	-
Undesignated/Unrestricted	2,785,461	3,918,774	3,918,774	3,918,774
NET POSITION END OF YEAR	**$2,785,461**	**$3,918,774**	**$3,918,774**	**$3,918,774**
Total Assets	6,580,095	8,164,528	-	-
Accounts payable and accrued liabilities	21,602	96,238	-	-
Compensated absences	1,033	1,515	-	-
Accrued liability for estimated claims	3,772,000	4,148,000	-	-
	3,794,635	**4,245,753**	**$ -**	**$ -**

Discussion of changes in Fund Balance or Net Position:

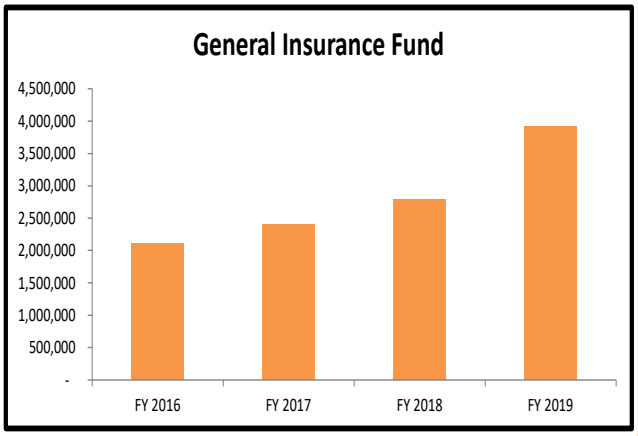
The unrestricted fund balance listed above for the General Insurance Fund is undesignated after setting aside reserves for the minimum of 125% of each year's projected claims (for Property, Casualty, and Worker's Compensation) or the amount as determined by the biannual actuarial report., per Financial Policy.

At the end of FY 2018, the fund balance increased by $378,056, as a result of lower operational costs and increased recovery revenues.

At the end of FY 2019, the fund balance increased by $378,056, as a result of lower operational costs and increased recovery revenues.

In FY 2020, $1,375,352 has been appropriated from fund balance to cover one-time capital projects.

In FY 2021, $200,000 has been appropriated from fund balance.



Equipment Services Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE/NET POSITION	**$20,261,620**	**$21,309,837**	**$22,410,005**	**$22,410,005**
Adjustment - GASB Statement 75	-	-	-	-
REVISED BEGINNING BALANCE	**$20,261,620**	**$21,309,837**	**$22,410,005**	**$22,410,005**
OPERATING REVENUE/SOURCES				
Charges for Services	6,829,323	7,414,284	7,802,233	4,882,953
Other	52,042	50,117	200,000	200,000
SUB TOTAL REVENUES	6,881,365	7,464,401	8,002,233	5,082,953
Non Operating Revenues				
Investment Income	82,538	233,320	50,000	50,000
Other Income	-	29,654	-	-
Appropriation from fund balance	-	-	4,380,240	4,252,664
Gain on disposal of capital assets	130,342	49,382	-	-
Total Non Operating Revenues	212,880	312,356	4,430,240	4,302,664
TOTAL REVENUE/SOURCES	7,094,245	7,776,757	12,432,473	9,385,617
EXPENDITURES/USES				
Operating/Administration	3,103,840	3,267,210	8,126,135	8,102,194
Depreciation Expense	3,188,122	3,270,903	4,306,338	1,283,423
TOTAL OPERATING EXPENSES/USES	6,291,962	6,538,113	12,432,473	9,385,617
INCOME (LOSS) BEFORE CONTRIBUTIONS AND TRANSFERS	802,283	1,238,644	-	-
EXCESS/DEFICIENCY OF REVENUES OVER EXPENSES	1,604,566	2,477,288	-	-
Other Financing Sources/Uses				
Capital Contributions	674,444	198,470	-	-
Transfers In	13,720	101,894	-	-
Transfers Out	(442,230)	(438,840)	-	-
Total Other Financing Sources/Uses	245,934	(138,476)	-	-
CHANGE IN NET POSITION	1,048,217	1,100,168	-	-
FUND BALANCE END OF YEAR	**$21,309,837**	**$22,410,005**	**$22,410,005**	**$22,410,005**
NET ASSETS/POSITION				
Net investment in capital assets	13,645,993	13,259,539	-	-
Unrestricted	7,663,884	9,150,466	-	-
NET POSITION END OF YEAR	**$21,309,837**	**$22,410,005**	**$22,410,005**	**$22,410,005**

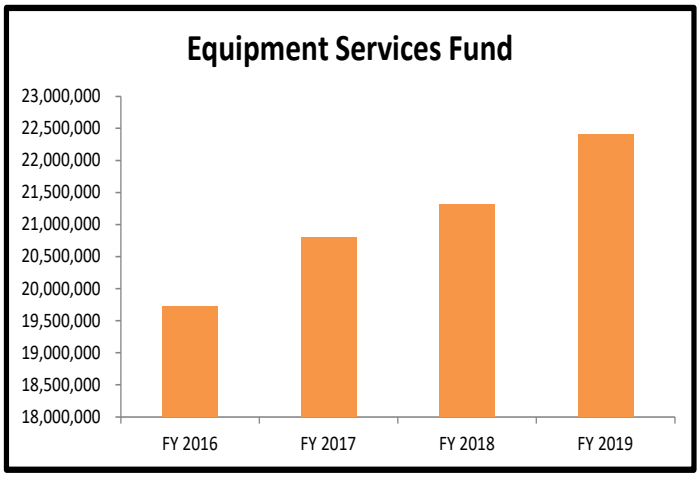
Discussion of changes in Fund Balance or Net Position:

At the end of FY 2018, the fund balance increased by $1,048,217, primarily due to lower departmental costs.

At the end of FY 2019, the fund balance increased by $1,100,168, primarily due to lower than expected operating costs.

In FY 2020, $4,380,240 has been appropriated from fund balance.

In FY 2021, $4,252,664 has been appropriated from fund balance.



Debt Service Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**467,666**	**496,462**	**1,066,144**	**1,066,144**
Budgeted Reserves	-	-	-	-
Use of Reserves	-	-	-	-
REVISED BEGINNING BALANCE	**$467,666**	**$496,462**	**$1,066,144**	**$1,066,144**
REVENUE/SOURCES				
Ad Valorem Taxes	2,548,718	2,611,108	2,589,259	2,579,549
Intergovernmental	93,306	87,584	-	-
Interest and Other	29,360	48,535	11,566	11,398
SUB TOTAL REVENUES	2,671,384	2,747,227	2,600,825	2,590,947
Other Financing Sources				
Interest Rebate	-	-	80,560	74,205
Appropriations from fund balance	-	-	-	21,711
Inter-fund transfers for Debt Service				
From General Fund	-	-	8,093,862	7,801,786
From Fire Fund	-	-	448,985	207,320
From Water and Sewer Fund	-	-	50,000	87,176
From Equipment Services Fund	-	-	-	27,827
From Forfeiture Fund	-	-	-	181,174
Subtotal Other Financing Sources	-	-	8,673,407	8,401,199
TOTAL REVENUE SOURCES	2,671,384	2,747,227	11,274,232	10,992,146
EXPENDITURES/USES				
General Government	750	-	11,400	41,400
Principal	7,449,362	7,604,967	8,677,573	8,394,893
Interest	2,539,360	2,764,864	2,585,258	2,555,853
TOTAL EXPENDITURES/USES	9,989,472	10,369,831	11,274,232	10,992,147
SURPLUS (DEFICIT) OF REVENUES OVER EXPENDITURES	(7,318,088)	(7,622,604)		
Other Financing Sources (Uses)				
Debt Proceeds				
Refunding Bonds Issued	-	-	-	-
Payment to Refunded Bond Escrow Agent	-	-	-	-
Transfers In	7,346,884	8,192,286	-	-
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	7,346,884	8,192,286	-	-
NET CHANGE IN FUND BALANCE	28,796	569,682	-	-
FUND BALANCE END OF YEAR	**$496,462**	**$1,066,144**	**$1,066,144**	**$1,066,144**
Restricted for Bond Reserves	-		-	-
Assigned to Debt Service	496,462	1,066,144	1,066,144	1,066,144
Undesignated	-		-	-
ENDING BALANCE	**$496,462**	**$1,066,144**	**$1,066,144**	**$1,066,144**

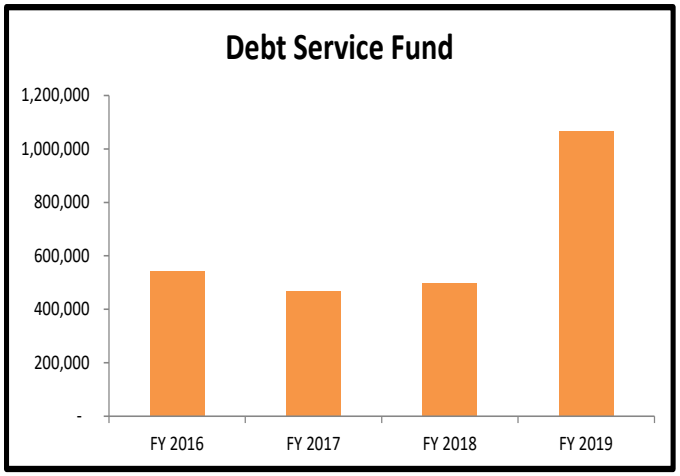
Discussion of changes in Fund Balance or Net Position:

At the end of FY 2018: The fund balance increased slightly by $28,796.

At the end of FY 2019: The Debt Service Fund Balance increased by $569,682. The increase is mostly attributable to the funds that were budgeted in Fiscal Year 2019 for the City's Enterprise Resource Planning project that began in Fiscal Year 2020. Additionally, as with other funds, interest income came in significantly higher than expected.

In FY 2020: No fund balance was needed for appropriations.

In FY 2021: $21,711 was appropriated from fund balance to cover the Defibrillator lease payments.



Solid Waste Fund Balance

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
BEGINNING BALANCE	**67,679**	**245,249**	**398,094**	**$398,094**
Use of Reserves	-	-	-	-
Adjustment- GASB Statement 65	-	-	-	-
REVISED BEGINNING BALANCE	**67,679**	**245,249**	**$398,094**	**$398,094**
REVENUE/SOURCES				
Charges for Services	4,619,530	4,936,075	5,729,635	5,742,998
Appropriations from fund balance	-	-	-	-
TOTAL REVENUE/SOURCES	4,619,530	4,936,075	5,729,635	5,742,998
EXPENSES/USES				
Operating Expenses:				
Operating and Program Costs	4,346,830	4,664,840	5,168,194	5,267,780
Administration	115,937	143,091	175,414	172,706
Non-Departmental	-	265	386,027	302,512
Depreciation	-	-	-	-
TOTAL OPERATING EXPENSES/USES	4,462,767	4,808,196	5,729,635	5,742,998
Non Operating Revenues (Expenses)				
Investment Income	20,807	44,543	-	-
Interest Expense	-	-	-	-
Other Revenue	-	1,829	-	-
Other (Trustee fees/disposal of capital assets)	-	-	-	-
TOTAL NON OPERATING REV (EXP)	20,807	46,372	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	177,570	174,251	-	-
Other Financing Sources (Uses)				
Contributions from private source	-	-	-	-
Capital Contributions	-	-	-	-
Transfers Out	-	(21,406)	-	-
Total Other Financing Sources (Uses)	-	(21,406)	-	-
CHANGE IN NET POSITION	177,570	152,845	-	-
FUND BALANCE END OF YEAR	**$245,249**	**$398,094**	**$398,094**	**$398,094**
NET ASSETS/POSITION				
Net investment in capital assets	-	-	-	-
Restricted (Renewal & Replacement)	-	-	-	-
Restricted (Impact Fees)	-	-	-	-
Unrestricted	245,249	398,094	-	-
NET POSITION END OF YEAR	**245,249**	**398,094**	**$398,094**	**$398,094**

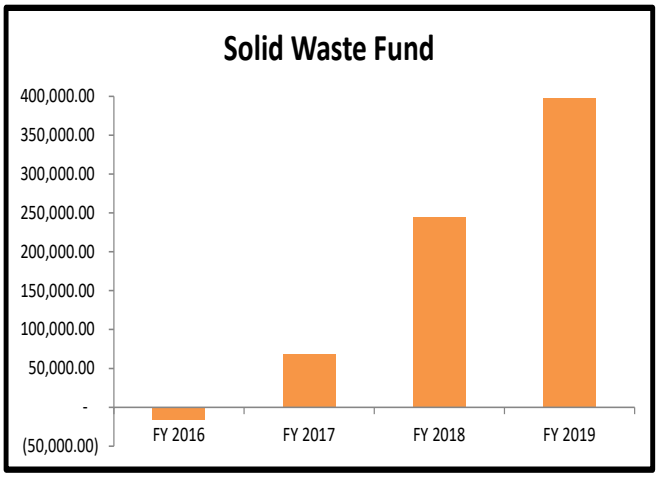
Discussion of changes in Fund Balance or Net Position:

At the end of FY 2018: The fund balance increased by $177,570 as a result of lower operational expenses. and higher than expected revenues.

At the end of FY 2019: The fund balance increased by $152,845, due to lower than expected operating and administrative expenditures.

In FY 2020: No appropriations from fund balance were needed.

In FY 2021: No appropriations from fund balance were needed.

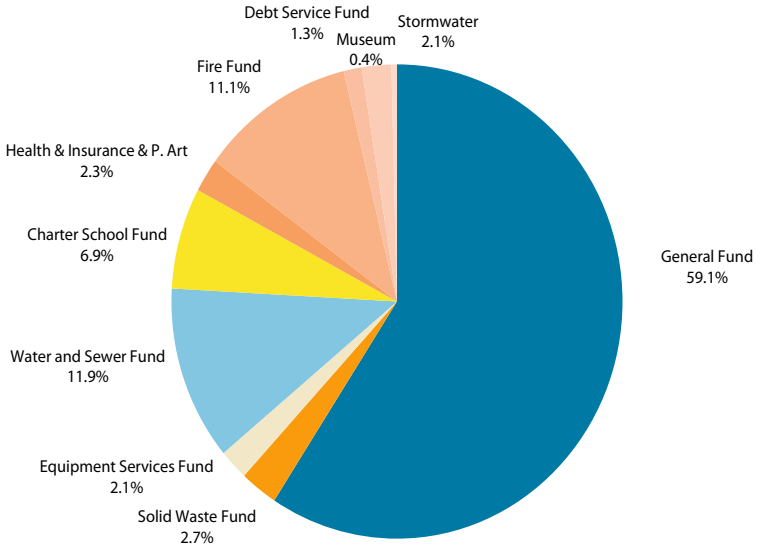


Summary of net budgeted revenues — Fiscal Year 2021

	FY 2020 Adopted Net Budget	Percent of Total	FY 2021 Adopted Net Budget	Percent of Total	Dollar Change	Percent Change
General Fund	$125,635,009	59.1%	$126,231,367	59.1%	$596,358	0.5%
Fire Fund	23,662,948	11.1%	23,635,289	11.1%	(27,659)	-0.1%
Water and Sewer Fund	25,958,135	12.2%	25,441,970	11.9%	(516,165)	-2.0%
Health and General Insurance Funds	5,641,364	2.7%	4,732,702	2.2%	(908,662)	-16.1%
C. S. Charter School Fund	14,486,806	6.8%	14,787,709	6.9%	300,903	2.1%
Public Art Fund	223,200	0.1%	228,200	0.1%	5,000	2.2%
Equipment Services Fund	4,670,740	2.2%	4,543,164	2.1%	(127,576)	-2.7%
Solid Waste Fund	5,729,635	2.7%	5,742,998	2.7%	13,363	0.2%
Debt Service Fund	2,681,384	1.3%	2,868,037	1.3%	186,653	7.0%
Stormwater Fund	3,782,735	1.8%	4,539,222	2.1%	756,487	20.0%
Museum Fund	0	0.0%	784,941	0.4%	784,941	n/a
Total	**$212,471,956**	**100.0%**	**$213,535,599**	**100.0%**	**$1,063,643**	**0.5%**

Note: The total net budgeted revenues and expenditures/expenses are equal. However, the total by fund for revenue and expenditure/expenses are different due to inter-fund transfers.

Fiscal Year 2021 Net Budget - All Funds - Revenues
$213,535,599

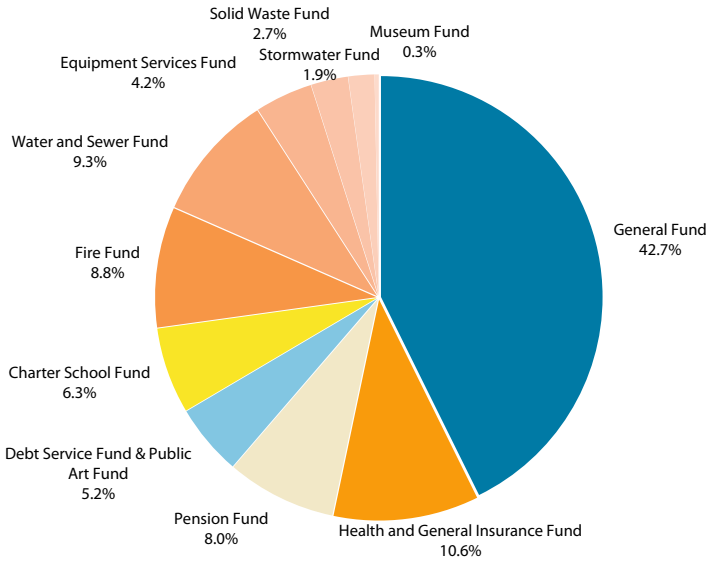


Summary of net budgeted expenditures —Fiscal Year 2021

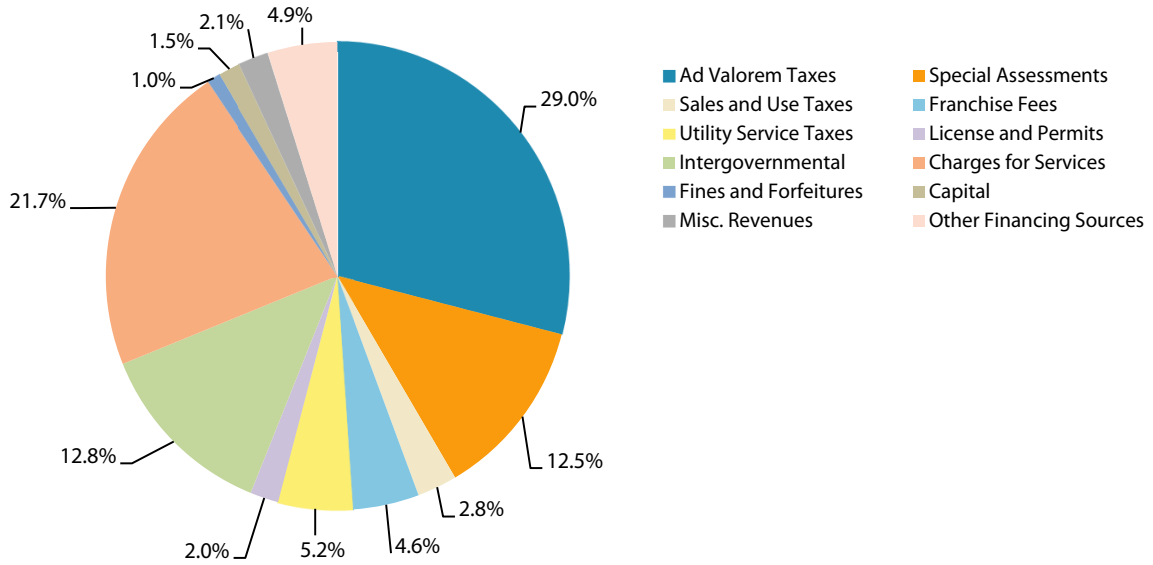
	FY 2020 Adopted Net Budget	Percent of Total	FY 2021 Adopted Net Budget	Percent of Total	Dollar Change	Percent Change
General Fund	$89,678,203	42.2%	$91,218,477	42.7%	$1,540,274	1.7%
Fire Fund	17,248,072	8.1%	18,703,505	8.8%	1,455,433	8.4%
Water and Sewer Fund	20,564,075	9.7%	19,928,835	9.3%	(635,241)	-3.1%
Health and General Insurance Funds	23,335,093	11.0%	22,616,217	10.6%	(718,876)	-3.1%
C.S. Charter School Fund	13,066,806	6.1%	13,367,709	6.3%	300,903	2.3%
Public Art Fund	223,200	0.1%	228,200	0.1%	5,000	2.2%
Equipment Services Fund	12,104,454	5.7%	9,031,585	4.2%	(3,072,869)	-25.4%
Pension Fund	15,927,560	7.5%	17,011,397	8.0%	1,083,837	6.8%
Solid Waste Fund	5,675,317	2.7%	5,693,447	2.7%	18,130	0.3%
Debt Service Fund	11,274,232	5.3%	10,992,146	5.1%	(282,086)	-2.5%
Stormwater Fund	3,374,944	1.6%	4,086,132	1.9%	711,188	21.1%
Museum Fund	0	0.0%	657,949	0.3%	657,949	n/a
Total	**$212,471,956**	**100.0%**	**$213,535,599**	**100.0%**	**$1,063,643**	**0.5%**

Note: The total net budgeted revenues and expenditures/expenses are equal. However, the total by fund for revenue and expenditure/expenses are different because of interfund transfers.

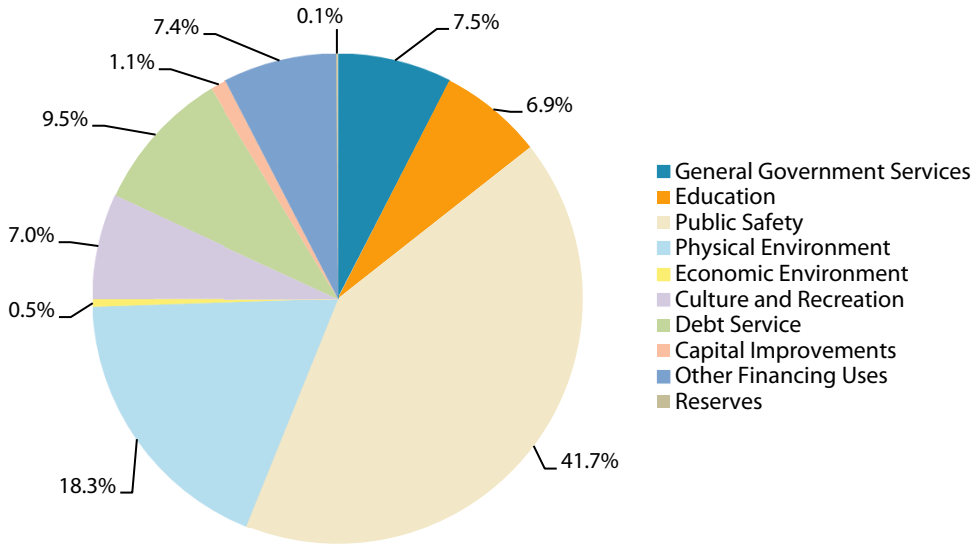
Fiscal Year 2021 Net Budget - All Funds - Expenditures
$213,535,599



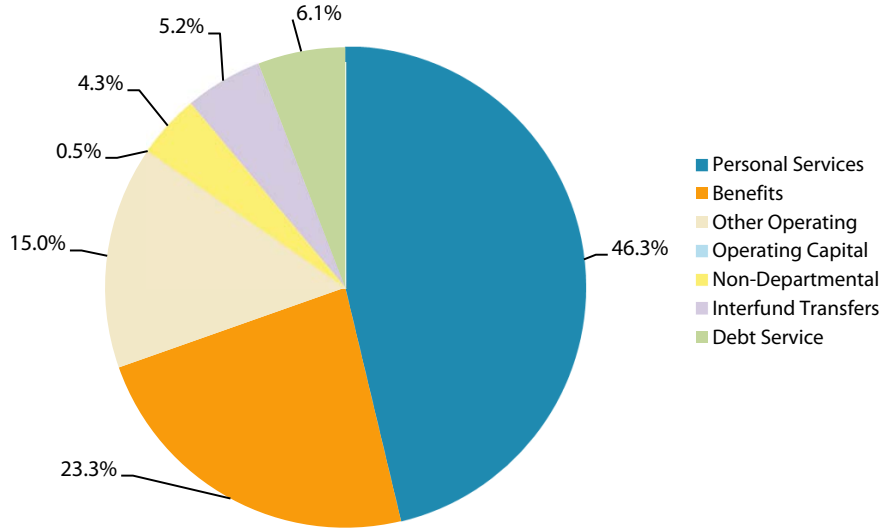
Where the money comes from by source (all funds)



Where the money goes by type of program (all funds)



Where the money goes by category (General Fund only)



GENERAL FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
General Operating						
Ad Valorem Taxes	$54,358,346	$57,817,358	$60,011,214	**$62,796,766**	$ 2,785,552	4.64%
Solid Waste Assessment-FF	2,180,670	2,184,925	2,189,175	**2,189,175**	-	0.00%
Franchise Fees						
Electricity	6,933,541	7,109,364	7,000,000	**7,000,000**	-	0.00%
Solid Waste	3,288,947	3,297,103	3,275,000	**3,275,000**	-	0.00%
Towing/Other	143,838	135,371	140,000	**141,400**	1,400	1.00%
Subtotal - Franchise Fees	10,366,326	10,541,838	10,415,000	**10,416,400**	1,400	0.01%
Utility Service Taxes						
Electricity	9,489,135	9,477,467	9,400,000	**9,494,000**	94,000	1.00%
Water	2,038,092	2,084,934	2,068,967	**2,089,656**	20,690	1.00%
Propane/Natural Gas	128,722	143,836	140,000	**120,000**	(20,000)	-14.29%
Subtotal - Utility Taxes	11,655,949	11,706,237	11,608,966	**11,703,656**	94,690	0.82%
State Intergovernmental Revenues:						
Communications Services Tax	3,529,670	3,185,862	3,200,000	**2,650,000**	(550,000)	-17.19%
Shared Revenues	4,525,113	4,718,957	4,800,000	**3,575,000**	(1,225,000)	-25.52%
Alcoholic Beverages/Casino	265,758	260,932	50,000	**52,000**	2,000	4.00%
Sales Tax	8,759,771	8,691,107	8,900,000	**6,234,213**	(2,665,787)	-29.95%
Other Revenue/Municipal Rebate	56,876	56,964	53,453	**56,000**	2,547	4.76%
Subtotal State Intergovernmental	17,137,188	16,913,822	17,003,453	**12,567,213**	(4,436,240)	-26.09%
Other Intergovernmental Revenues						
Miscellaneous	40,000	40,000	40,000	**40,000**	-	0.00%
Community Bus Program Revenues	123,836	124,770	125,002	**335,000**	209,998	168.00%
First Local Option Fuel Tax	1,349,045	1,363,885	1,340,000	**1,190,480**	(149,520)	-11.16%
Second Local Option Fuel Tax	958,476	969,964	984,900	**827,274**	(157,626)	-16.00%
Public Safety E911	225,233	265,002	242,719	**245,146**	2,427	1.00%
Recycling Material Revenue	131,296	9,693	-	**-**	-	0.00%
Subtotal Other Intergovernmental	2,827,886	2,773,314	2,732,621	**2,637,900**	(94,721)	-3.47%
Subtotal Intergovernmental	19,965,074	19,687,136	19,736,074	**15,205,113**	(4,530,961)	-22.96%
Permits and Business Tax						
Building Permits	3,084,027	3,173,076	2,850,000	**2,957,500**	107,500	3.77%
Not Related State Surcharge	209,760	198,696	150,000	**157,500**	7,500	5.00%
Rebillable Overtime	85,398	65,450	96,210	**77,021**	(19,189)	-19.94%
Other Permits (Waste Hauling)	15,000	28,500	15,000	**50,000**	35,000	233.33%
Subtotal Permits	3,394,185	3,465,722	3,111,210	**3,242,021**	130,811	4.20%
Business Tax	1,175,659	1,283,249	1,297,795	**1,220,000**	(77,795)	-5.99%
Subtotal Permits and Business Tax	4,569,844	4,748,971	4,409,005	**4,462,021**	53,016	1.20%
Charges For Services						
Parks and Recreation						
Cypress Park	106,778	141,316	230,447	**118,261**	(112,186)	-48.68%
Mullins Park	304,533	236,324	315,027	**258,008**	(57,019)	-18.10%
North Community Park	33,399	62,681	148,426	**73,178**	(75,248)	-50.70%
Neighborhood Parks	109,100	110,460	118,716	**109,567**	(9,149)	-7.71%
Activity Center	61,451	49,659	46,943	**47,884**	941	2.00%
Recreation Services	19,031	22,886	19,325	**19,712**	387	2.00%
Summer Recreation	416,791	363,722	520,200	**380,000**	(140,200)	-26.95%
Transportation	24,956	22,024	28,792	**1,500**	(27,292)	-94.79%
Gymnasium	462,735	343,089	484,767	**428,018**	(56,749)	-11.71%
Aquatics—Cypress Pool	84,308	90,510	134,610	**103,528**	(31,082)	-23.09%
Aquatics—Mullins Pool	52,678	46,243	70,735	**53,579**	(17,156)	-24.25%
Aquatic Complex	1,487,396	1,410,256	1,588,577	**1,500,236**	(88,341)	-5.56%
Sportsplex	480,192	360,640	347,500	**347,951**	451	0.13%
Tennis Center	292,584	362,849	356,802	**367,951**	11,149	3.12%
Cypress Tennis	106,887	124,085	131,771	**135,122**	3,351	2.54%
Subtotal Parks and Recreation	4,042,819	3,746,744	4,542,638	**3,944,495**	(598,143)	-13.17%

General Fund Budget Summary (continued)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Charges for Services to other funds						
W&S Fund—Admin Services	2,373,409	2,487,616	2,575,154	**2,615,871**	40,717	1.58%
W&S Fund—Economic Development	283,247	296,701	296,701	**296,701**	-	0.00%
Fire Fund—Admin Services	1,878,891	1,968,139	3,668,139	**2,087,998**	(1,580,141)	-43.08%
Subtotal - Charges for Services - Other Funds	4,535,547	4,752,456	6,539,994	**5,000,570**	(1,539,424)	-23.54%
Charges for Services—Other						
General Government	1,096,260	1,118,653	781,307	**880,282**	98,975	12.67%
City Hall in the Mall	1,068,727	1,230,654	1,143,022	**1,143,021**	(1)	0.00%
Public Safety	1,876,816	2,321,437	1,776,095	**2,257,427**	481,332	27.10%
EMS Transport Fees	2,568,708	2,688,610	2,649,160	**2,728,635**	79,475	3.00%
Dispatch Contract - Coconut Creek	-	-	-	**1,015,473**	1,015,473	0.00%
EMS Interfacility Transportation	15,883	21,049	19,000	**19,570**	570	3.00%
Public Emergency Medical Transportation	174,360	172,224	175,000	**475,000**	300,000	171.43%
EMS Contract	1,751	-	-	**2,000,000**	2,000,000	0.00%
Subtotal - Charges for Services - Other	6,802,505	7,552,627	6,543,584	**10,519,408**	3,975,824	60.76%
Subtotal - Charges For Services	15,380,871	16,051,827	17,626,216	**19,464,473**	1,838,257	10.43%
Fines and Forfeitures						
Court Fines	1,206,205	1,130,727	927,000	**954,810**	27,810	3.00%
Other Police Fines	160,063	154,945	184,035	**172,794**	(11,241)	-6.11%
Adult Deferred Prosecution	93,180	65,188	90,000	**90,000**	-	0.00%
Misdemeanor Diversion Prog-Admin fee	26,598	17,504	30,000	**30,000**	-	0.00%
Code Compliance Citations and Liens	1,935,753	1,278,840	658,000	**605,000**	(53,000)	-8.05%
Other Miscellaneous	638,993	485,884	659,700	**274,700**	(385,000)	-58.36%
Subtotal Fines and Forfeitures	4,060,792	3,133,088	2,548,735	**2,127,304**	(421,431)	-16.53%
Other Income:						
Interest	436,366	1,004,883	360,507	**367,717**	7,210	2.00%
Rents & Royalties/Cell Tower Lease Sale	1,262,160	1,352,851	1,484,404	**1,427,388**	(57,016)	-3.84%
CRA Contribution	70,614	50,000	155,000	**158,150**	3,150	2.03%
Charter School Lease	1,420,000	1,420,000	1,420,000	**1,420,000**	-	0.00%
Auction	23,832	3,222	20,592	**21,004**	412	2.00%
Adjustments for Hurricanes	261,933	-	-	**-**	-	0.00%
SW Disposal Rebate	22,580	4,200	2,400	**2,400**	-	0.00%
Solid Waste Disposal Agreement	425,286	368,034	422,506	**426,731**	4,225	1.00%
Facility Rental	158,457	165,464	150,638	**150,638**	-	0.00%
Other Miscellaneous	366,065	174,174	178,932	**173,000**	(5,932)	-3.32%
Subtotal Other Income	4,447,294	4,542,831	4,194,979	**4,147,028**	(47,951)	-1.14%
Total General Operating	126,985,166	130,414,211	132,739,364	**132,511,937**	(227,427)	-0.17%
Other						
Transfer from Grants Fund for CDBG	-	-	137,913	**140,000**	2,087	1.51%
Appropriation of fund balance for CIP	-	1,931,126	717,726	**-**	(717,726)	-100.00%
Total Other	-	1,931,126	855,639	**140,000**	(715,639)	-83.64%
Total Revenues	$126,985,166	$132,345,337	$133,595,003	**$132,651,937**	$ (943,066)	-0.71%

General Fund Budget Summary (continued)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Expenditures:						
Departmental*						
City Commission	$343,834	$342,152	$381,247	**$409,156**	27,909	7.32%
City Manager's Office	4,134,715	4,742,138	5,562,868	**1,540,685**	(4,022,183)	-72.30%
Economic Development Office	-	-	-	**662,846**	662,846	0.00%
Emergency Management	-	-	-	**564,956**	564,956	0.00%
Communications and Marketing	-	-	-	**1,502,677**	1,502,677	0.00%
Budget and Strategy	-	-	-	**1,010,619**	1,010,619	0.00%
City Clerk	-	-	-	**840,181**	840,181	0.00%
Human Resources	2,139,311	2,538,673	2,472,245	**2,359,921**	(112,324)	-4.54%
Financial Services	2,734,040	2,708,556	2,989,796	**2,949,415**	(40,381)	-1.35%
Information Technology	3,925,979	4,189,770	4,666,238	**5,297,619**	631,381	13.53%
City Attorney	1,044,383	1,127,778	1,219,261	**1,198,235**	(21,026)	-1.72%
Building	-	-	-	**3,036,858**	3,036,858	0.00%
Development Services	6,364,793	6,451,878	7,144,124	**3,928,060**	(3,216,064)	-45.02%
Police	50,864,273	54,756,034	54,939,564	**55,335,466**	395,902	0.72%
Emergency Medical Services	10,442,114	10,983,295	11,842,637	**11,812,029**	(30,608)	-0.26%
Public Works	7,205,703	7,756,460	6,608,263	**6,098,767**	(509,496)	-7.71%
Parks and Recreation	14,349,497	14,549,055	15,580,598	**13,899,384**	(1,681,214)	-10.79%
Total Departmental	103,548,642	110,145,789	113,406,841	**112,446,874**	(959,967)	-0.85%
*For Fiscal Year 2021 Equipment Vehicle Chargebacks, totaling, $3,235,965 have been removed from the General Fund Departmental Budgets						
Non-Departmental						
Operating Capital	459,770	495,950	559,576	**21,812**	(537,764)	-96.10%
Non-Departmental Operating	1,046,090	1,142,019	1,116,649	**986,835**	(129,814)	-11.63%
Contingency	327,356	20,000	669,031	**702,482**	33,452	5.00%
Rebuild Stabilization Fund Contingency	-	-	12,242	**200,000**	187,758	1533.72%
Economic Development Incentive	25,935	5,763	150,000	**150,000**	-	0.00%
Market Adjustments	2,326	4,916	75,000	**75,000**	-	0.00%
Other Post Employment Benefits	116,206	116,206	168,000	**167,500**	(500)	-0.30%
Inventory/Over/shortage	(25,052)	(26,607)	-	**-**	-	0.00%
Microsoft Licensing	201,273	278,736	220,000	**220,000**	-	0.00%
CRA Special Assessment	312,574	352,665	354,315	**372,030**	17,715	5.00%
Tuition Reimbursement	45,625	37,689	80,000	**80,000**	-	0.00%
Charter School (Lease Expense)	504,740	576,781	580,250	**587,853**	7,603	1.31%
Center for the Arts	413,673	412,923	425,000	**55,000**	(370,000)	-87.06%
Miscellaneous Events	-	33,512	-	**-**	-	0.00%
City Hall at the Walk Lease	123,985	-	-	**-**	-	0.00%
Library/Grounds Parking lot Maint	9,505	2,910	10,000	**10,000**	-	0.00%
Subtotal - Non-Departmental	3,564,007	3,453,465	4,420,063	**3,628,512**	(791,551)	-17.91%
Interfund Transfers						
Property/Casualty	1,476,668	1,616,359	1,814,425	**1,859,726**	45,301	2.50%
Fire Fund (Nonprofit Subsidy Churches/Schools)	1,297,046	1,513,746	2,497,510	**2,351,426**	(146,084)	-5.85%
Fire Fund Govt. Assessment	219,753	317,225	494,301	**443,824**	(50,477)	-10.21%
To Museum Fund	-	-	-	**424,864**	424,864	0.00%
To Capital Fund	2,940,000	5,100,134	2,868,000	**3,694,925**	826,925	28.83%
Subtotal - Interfund Transfers	5,933,467	8,547,464	7,674,236	**8,774,765**	1,100,529	14.34%
Revenue Bond						
2014 Rev Bonds - (Refunding 2004)	1,534,445	1,537,352	1,536,039	**-**	(1,536,039)	-100.00%
2015 Rev Bonds - (Refunding 2008)	1,517,553	1,521,145	1,521,213	**1,516,808**	(4,405)	-0.29%
2010 Recovery Zone Bond ($5.9M/20yr/2.79%)	412,822	412,348	411,861	**411,361**	(500)	-0.12%
2013 Capital Revenue Note ($4.7M/10yr/1.95%)	519,600	519,600	519,600	**519,600**	-	0.00%
2013 Lease Purchase Financing (Phone)	373,756	400,000	400,000	**-**	(400,000)	-100.00%
2019 ERP Lease ($4.8M/10yrs/2.070%)				**384,718**	384,718	0.00%
2014 Municipal Cmplx Loan Ph.1 ($10M / 2.47%)	248,062	248,062	248,062	**1,299,062**	1,051,000	423.68%
2017 Capital Revenue Note ($10M/15yr/2.5%)	-	691,286	941,375	**298,180**	(643,195)	-68.33%
2015 Municipal Complex Bond Ph. 2 ($27.3M)	1,002,190	1,002,190	1,002,190	**1,002,190**	-	0.00%
2015 Capital Revenue Note ($12M / 10yr / 2.32%)	1,405,596	1,405,452	1,405,682	**1,405,262**	(420)	-0.03%
2019 Turf Field Lease	-	-	107,841	**682,851**	575,010	533.20%
2019 Body Camera/ Tasers Lease	-	-	-	**183,806**	183,806	0.00%
2019 Monitor Defibrillators Lease	-	-	-	**76,378**	76,378	0.00%
2021 Line of Credit Fee				**21,569**	21,569	0.00%
Subtotal - Debt Service	7,014,024	7,737,435	8,093,863	**7,801,785**	(292,078)	-3.61%
Miscellaneous Expenditures:						
Hurricane	6,137,631	-	-	**-**	-	0.00%
Subtotal Miscellaneous Expenditures	6,137,631	-	-	**-**	-	0.00%
Total Non-Departmental	22,649,129	19,738,366	20,188,162	**20,205,062**	16,900	0.08%
Total Expenditures	$126,197,771	$129,884,155	$133,595,003	**132,651,937**	$ (943,066)	-0.71%
Revenues in Excess of Expenditures	**$787,395**	**$2,461,182**	**$0**	**$0**	**$ (0)**	**0.00%**

General Fund Description

The General Fund, as the main operating fund for the City of Coral Springs, provides for a broad spectrum of premier services including public safety, beautiful parks and recreational facilities, code compliance, athletic programs, an attractive aquatic complex, public works, building plan review and inspections, emergency medical services, and more. The majority of resources are provided by taxes.

The General Fund budget is $132,651,937 for Fiscal Year 2021. This represents a decrease of $943,066 or 0.71% from the Fiscal Year 2020 budget. This budget is adequate to finance the General Fund expenses and a portion of the Coral Springs Center for the Arts, Insurance, Debt Service, Equipment Services, Museum and pension expenses relative to the General Fund.

Revenues

A summary of the Fiscal Year 2021 General Fund revenue by source is provided in the chart to the right.

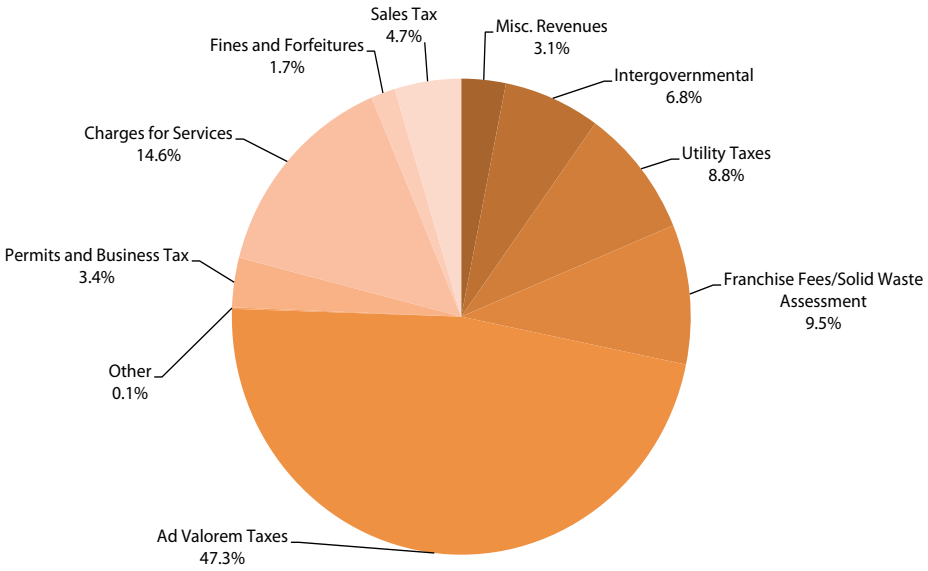
Major revenue sources for the General Fund Fiscal Year 2021 budget include:

Ad valorem taxes: $62,796,766 (47.3% of total revenues)

Ad valorem taxes represent a levy on the assessed value of real and personal property. In Fiscal Year 2021 ad valorem taxes will account for 47.3% of total General Fund revenues.

The general operating tax millage rate is 5.8732, same as Fiscal Year 2020. This rate is still below the state-imposed ten mill cap. The ad valorem revenue generated by the Fiscal Year 2021 tax millage rate is based on the July 1, 2020 assessed value provided by the Broward County Property Appraiser's Office.

General Fund total revenues—$132,651,937*



* %'s may not add 100% due to rounding

Tax year 2020 gross taxable property value increased by 4.6% to 11,254,828,557 at July 1. New additions, annexations, and construction added 73,591,470 or 0.65% to the tax roll.

The voter-approved debt service millage rate will decrease from 0.2534 to 0.2412 in Fiscal Year 2021. This represents a decrease of 0.0122 or -4.81% due to the increase in assessed values.

There is no legal debt millage limit established by the State of Florida for its municipalities, counties, or independent taxing districts. City policy does, however, limit annual General Fund debt service expense to 12.5% of the total General Fund budget. At 5.91%, the City is well within its General Fund debt service limitation policy.

Millage rates, combined, historical

	Adopted FY 2018	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	Percent Change
General Operating	4.7982	5.8732	5.8732	5.8732	0.00%
Voter-Approved	0.2753	0.2652	0.2534	0.2412	-4.81%
Total Millage	6.1485	6.1384	6.1266	6.1144	-0.20%

Franchise fees: $10,416,400
(7.8% of total revenues)

Franchise fees are charges to service providers for the right to operate within the municipal boundaries of the City. The "Franchise Fees" table presented on the right, includes current franchise fee rates, projected Fiscal Year 2021 revenues, and percent change from the adopted Fiscal Year 2020 budget. For more details, see Financial Strategy in Business Plan section of the document.

Franchise fees

Type (% of Gross)	FY 2019 Budgeted Receipts	FY 2020 Budgeted Receipts	FY 2021 Budgeted Receipts	Percent Change
Electricity (6%)	$7,050,000	$7,000,000	$7,000,000	0.0%
Solid Waste	3,131,000	3,275,000	3,275,000	0.0%
Towing/Other	120,000	140,000	141,400	1.0%
Total	$10,301,000	$10,415,000	$10,416,400	0.01%

Utility service taxes: $11,703,656
(8.8% of total revenues)

The City charges a 10% utility service tax on all utility payments made in the City. As shown in the "Utilities service taxes" chart to the right, Fiscal Year 2021 utility service tax revenues are projected to increase by 0.82% or $94,690 from Fiscal Year 2020 budgeted revenue.

Utility service taxes

Type (% of Gross)	FY 2019 Budgeted Receipts	FY 2020 Budgeted Receipts	FY 2021 Budgeted Receipts	Percent Change
Electricity (10%)	$9,650,000	$9,400,000	$9,494,000	1.00%
Water (10%)	2,075,763	2,068,967	2,089,656	1.00%
Propane (10%)	161,019	140,000	120,000	-14.29%
Total	$11,886,782	$11,608,966	$11,703,656	0.82%

Solid Waste Assessment: $2,189,175
(1.7% of total revenues)

The City assesses residences for solid waste services. Waste Pro is the exclusive provider of residential solid waste service since January 2014.

Intergovernmental revenue sharing: $8,595,900
(6.5% of total revenues)

Intergovernmental revenue sharing is provided to local municipalities by the state using a predetermined allocation methodology based, in part, on population. Anticipated revenues to be received in Fiscal Year 2021 are as follows:

Communications Services tax	$2,650,000
State shared revenue	$3,575,000
First local option fuel tax	$1,190,480
Second local option fuel tax	$827,274
Public safety E911	$245,146
Alcoholic beverage license	$52,000
Municipal rebate	$56,000

The Communications Service Tax revenue is projected to decrease by $550,000 or -17.19% driven by the decline in the usage of land lines. The State shared revenue is estimated to decrease by $1,225,000 or -25.52% mostly driven by the economic impact of the COVID-19 pandemic. The First and Second local option fuel taxes are projected to decrease by 13.21% or $307,146 in Fiscal Year 2021 also impacted by the pandemic. Public safety E911 revenues are expected to increase by 1.0% in 2021. The Alcoholic beverage license revenue will increase by 2% and the Municipal rebate by 4.76%.

Sales tax: $6,234,212
(4.7% of total revenues)

Also considered an intergovernmental revenue, half-cent sales tax may be used for municipal-wide programs, municipal-wide property tax or utility tax relief, or principal and interest payments on capital projects only. Sales tax revenue is expected to decrease -29.95% or $2,665,787 for Fiscal Year 2021 budget driven by the COVID-19 pandemic. More information can be found on the Financial Strategy section of this book.

Permits and business tax: $4,462,021
(3.4% of total revenues)

Building permit revenues are budgeted at $2,957,500, an increase of $107,500 or 3.77% from Fiscal Year 2020. This includes charges for permit and inspection services related to any construction, alteration, repair, or other activity required by the City Code and South Florida Building Code. After the steep decline in the number of building permit applications during Fiscal Years 2008 through 2013, the economy has significantly improved since then with the majority of current permits being issued for homeowner renovations. We are projecting a moderate increase based on the economic recovery that is bringing additional commercial and residential projects to our city. Building permits are 2.2% of total General Fund revenues.

Business tax revenues are expected at $1,220,000 a decrease of $77,795 or 5.99% over Fiscal Year 2020 budget driven by the impact of COVID-19 pandemic in the local economy. Formerly known as an "occupational license," local governments are authorized to charge an annual "business tax" to businesses, professionals, and other for-profit enterprises for the privilege of operating a business within the City boundaries. Business tax revenues represent 0.9% of total revenues.

Revenues received from rebillable overtime for building services and waste hauling permits are also included in this revenue category and account for another 0.1% of total revenues.

Charges for services—Parks & Recreation: $3,944,495
(3.0% of total revenues)

Parks and Recreation revenues are generated from user fees at the City's parks, pools, and athletic facilities. Fiscal Year 2021 revenues are projected to decrease by -13.17% or $598,143 because of the closing or reduced capacity in the facilities driven by the COVID-19 pandemic.

Charges for services—other funds: $5,000,570
(3.8% of total revenues)

The transfer from the Water and Sewer Fund to the General Fund for administrative services is increasing by $40,717 or 1.58%. The transfer from the Fire Fund to the General Fund for indirect cost is decreasing by $1,580,141, or 43.08% in Fiscal Year 2021 (This revenue transfer budget is related to the Parkland contract for Fire/EMS services and was moved to the EMS departmental revenue). These inter-fund transfers will fully reimburse the General Fund for the cost of administrative services related to Fire and the Utilities fund. In addition, a transfer in the amount of $296,701, same level as 2020, is budgeted from the Water and Sewer Fund to the General Fund to support the Economic Development Division.

Charges for services—other: $10,519,408
(7.9% of total revenues)

Charges for services rendered represent a fair method of recovering the cost of providing a service to an individual or group, not the community at large. These user fees are primarily related to planning, EMS, and general governmental services. Fiscal Year 2021 revenues are projected to increase 60.76% or $3,975,824 from the Fiscal Year 2020 budget. The revenue transfer from the Fire fund related to the Parkland contract in now reflected is this category. EMS transport fees revenues are expected to increase by 3.0% or $79,475 over Fiscal Year 2020. This category also includes the new revenue stream of $1,015,473 from the Dispatch services contract with the City of Coconut Creek. The City Hall at the Mall, that includes passport fees revenues, is expected to remain flat. Public Safety revenues to increase by $481,332 mainly driven by an increase in the School Board reimbursement for resource officers (SRO's). General Government revenues are expected to increase by $98,975 or 12.67% from Fiscal Year 2020 budget mainly driven by a new agreement with the Police and Fire Pension Boards for the reimbursment of the costs of the new Pension Analyst position.

Fines and forfeitures: $2,127,304
(1.6% of total revenues)

Fines and forfeitures are revenues generated by enforcement and prosecution of municipal ordinances and state statutes. Fiscal Year 2021 revenues are projected to decrease $421,431 or -16.53% from Fiscal Year 2021 mainly driven by Code related revenues.

Miscellaneous revenues: $4,147,028
(3.1% of total revenues)

The majority of the miscellaneous revenues include the Coral Springs Charter School lease, rents and royalties, interest earnings, and the Solid Waste Disposal agreement.

The Coral Springs Charter School lease revenue will remain the same, $1,420,000. This represents 1.1% of total General Fund revenues. Rents and royalties include telecommunication tower leases and facility rentals. Fiscal Year 2021 revenues are expected to decrease by $57,016 or -3.84% for Fiscal Year 2021. Interest earnings are expected to be $367,717, an increase of $7,210. This line of revenue is generated by investment earnings on the portion of cash reserve investments attributable to the General Fund. Interest earnings represent 0.3% of total General Fund revenues.

Other financing sources: $140,000
(0.1% of total revenues)

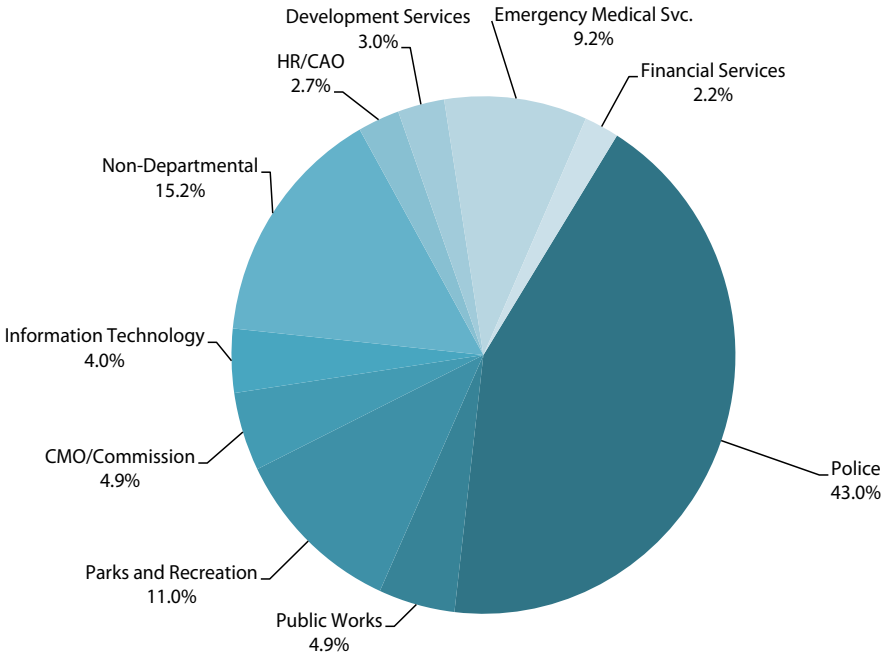
This revenue contains a Community Development Block Grant (CDBG) for $137,913 that is budgeted to be received in Fiscal Year 2021.

Expenditures

The Fiscal Year 2021 General Fund budgeted expenditures total $132,651,937. This adopted budget represents a decrease of $943,066 or -0.71% from the Fiscal Year 2020 budget of $133,595,003.

A recap of departmental expenditures in the General Fund Budget includes:

General Fund total expenditures—$132,651,937



%'s may not add 100% due to rounding

City Commission: $409,156
(0.3% of total expenditures)

The City Commission's budget increased by 7.32% over Fiscal Year 2020. The increase of $27,909 was driven by the reclassification of the Executive Assistant position to Admin. Manager.

City Manager: $6,131,230
(4.6% of total expenditures)

The City Manager's Office (CMO) includes Administration, Economic Development, Budget and Strategy, Communications and Marketing, City Clerk, Emergency Management and the CRA (Community Redevelopment Agency). The overall department increased by $568,362 or 10.22% in Fiscal Year 2020. The majority of the increase is attributed to a 3.0% in salaries increase, additional performance Incentives, and the impact of position reclassifications.

Human Resources: $2,359,929
(1.8% of total expenditures)

Human Resources' budget decreased $112,324 or -4.54%. The department reduced salaries due to retirements within Fiscal Year 2020, and operating expenses as part of the cost reduction effort to offset the COVID-19 impact on the City revenues. The decrease was partially offset by the 3% salary increase and the new initiative for the City Hall in the Mall QLess system.

Financial Services: $2,965,981
(2.2% of total expenditures)

Financial Services' budget decreased by $23,905 or -0.80% from Fiscal Year 2020 driven by operational reductions to meet their expense control goals.

Information Technology (IT): $5,297,619
(4.0% of total expenditures)

IT's budget increased by $631,381 or 13.53%. This is mainly due to adds to staff in order to support the new dispatch services contract with the City of Coconut Creek. The department also received a position transfer to increase their support for the City's current IT initiatives.

City Attorney: $1,198,235
(0.9% of total expenditures)

The City Attorney's budget decreased by $21,026 or -1.72% driven by operational reductions to meet their expense control targets.

Development Services—Administration, Code, and Community Development: $3,974,683
(3.0% of total expenditures)

Development Services includes: Administration, Code Compliance and Community Development. The budget for this department decreased by $3,169,441 or -44.36% mainly driven by the transfer of the Building division to become a separate department. In addition, the Development Services was able to reduce their overall expenses to exceed their the cost reduction goals.

Building: $3,073,046
(2.3% of total expenditures)

The Building Department expenses increased by $151,036 or 5.2% driven mainly by the transfer of one position from Development services and the annual merit increases for the department personnel.

Police: $57,102,652
(43.0% of total expenditures)

The Police Department's budget increased by $2,163,088 or 3.94%, mainly driven by the salaries and benefits for the additional personnel (12) for the new Dispatch services contract with the City of Coconut Creek. Other impacts related to Pension and contractual salary increases were partially offset by the department's operational reductions to meet expense control goals.

Emergency Medical Services (EMS): $12,174,329
(9.2% of total expenditures)

The EMS budget increased $331,692 or 2.8% primarily due to increased wages and temporary staffing. This was partially offset by the department's operational reductions to meet expense control goals.

General Fund revenue and expenditure summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Ad Valorem Taxes	$54,358,346	$57,817,358	$60,011,214	$62,796,766	$2,785,552	4.6%
Solid Waste Assessment	2,180,670	2,184,925	2,189,175	2,189,175	$0	0.0%
Sales and Use Taxes	8,759,771	8,691,107	8,900,000	6,234,213	($2,665,787)	-30.0%
Franchise Fees	10,366,326	10,541,838	10,415,000	10,416,400	$1,400	0.0%
Utility Service Taxes	11,655,949	11,706,237	11,608,966	11,703,656	$94,690	0.8%
Licenses and Permits	4,569,844	4,748,971	4,409,005	4,462,021	$53,016	1.2%
Intergovernmental	11,827,813	10,996,029	10,836,074	8,970,900	($1,865,174)	-17.2%
Charges for Services	15,380,871	16,051,827	17,626,216	19,464,473	$1,838,257	10.4%
Fines and Forfeitures	4,060,792	3,133,088	2,548,735	2,127,304	($421,431)	-16.5%
Miscellaneous Revenues	3,824,784	4,542,831	4,194,978	4,147,027	($47,951)	-1.1%
Other Financing Sources	0	-	137,913	140,000	$2,087	1.5%
Appropriated Fund Balance	0	1,931,126	717,726	0	($717,726)	n/a
Total Revenues	**$126,985,167**	**$132,345,337**	**$133,595,003**	**$132,651,937**	**($943,065)**	**-0.7%**
Uses						
Expenditures:						
Personal Services	53,197,913	57,415,810	58,663,214	61,374,526	2,711,312	4.6%
Benefits	30,952,339	32,820,063	29,810,799	30,946,770	$1,135,971	3.8%
Other Operating	19,398,390	19,909,918	26,933,655	19,917,092	($7,016,563)	-26.1%
Operating Capital	459,770	495,950	559,576	21,812	($537,764)	-96.1%
Non-Departmental	10,718,535	4,573,872	3,674,085	5,674,912	$2,000,827	54.5%
Interfund Transfers	4,456,799	6,931,105	5,859,811	6,915,039	$1,055,229	18.0%
Debt Service	7,014,024	7,737,435	8,093,863	7,801,786	($292,077)	-3.6%
Total Expenditures	**126,197,771**	**129,884,153**	**133,595,003**	**132,651,937**	**(943,065)**	**-0.7%**
Rev. in Excess of Exp.	**$6,147,566**	**$2,461,184**	**($0)**	**($0)**	**$0**	**n/a**
Total full-time FTE's	**680.8**	**680.8**	**675.19**	**689.35**	**14.16**	**2.1%**

Public Works: $6,380,840

(4.8% of total expenditures)

The Public Works budget decreased by $227,423 or -3.44%, mainly due to the transfer of the Engineering division to the Water & Sewer Fund and the City Security expenses to the Emergency Management division. Other decreases are related to operational efforts to meet expenses reduction target.

Parks and Recreation—includes Aquatics, Tennis, and Sportsplex: $14,615,237

(11.0% of total expenditures)

Parks and Recreation's budget decreased by $965,361 or -6.2%. This decrease is mainly driven by operational reductions to meet expense control targets and the transfer of one position to Communications and Marketing.

Non-departmental: $3,628,512

(2.7% of total expenditures)

The non-departmental budget net decrease of $791,551 or -17.9% was mainly driven by the reduction of operating capital and to the settlement of the contract with the current administration vendor of the Center of the Arts (other contractual expenses). The innovatives ideas budget was eliminated and the events funding was re-organized for Fiscal Year 2021.

Interfund transfers: $8,774,765

(6.6% of total expenditures)

The interfund transfers budget increased by $1,100,529 or 14.34%. This increase is driven by a higher transfer to the Capital Fund to cover the costs of infrastructure projects and start-up costs related to the Coconut Creek agreement for Dispatch Services, as well as the allocation of funds to the recently created Museum fund.

Debt service: $7,801,785

(5.9% of total expenditures)

Debt service consists of capital and franchise revenue bonds, including an Economic Recovery Zone Bond issued in December 2010. General Fund Debt Service will decrease $292,077 or -3.61% over the Fiscal Year 2020 budget driven by the payoff of the 2014 Revenue bond, . The amounts in 2021 reflect both, principal and interest payments estimated for the fiscal year.

General Fund non-departmental operating expenses

	Item	Adopted FY 2020 Budget	Adopted FY 2021 Budget	$ Change	% Change
Financial	Internal Auditor	25,000	25,000	-	0.00%
	Tuition Reimbursement	80,000	80,000	-	0.00%
	Credit Card Charges	90,000	115,000	25,000	27.78%
Quality Program	Resident/Business Survey	25,000	25,000	-	0.00%
	Benchmarking	15,000	15,000	-	0.00%
Cross Departmental	Innovate Downtown	20,000	-	(20,000)	-100.00%
	Election Expense	44,000	44,000	-	0.00%
	Unemployment	14,000	20,000	6,000	42.86%
	State Lobbyist	40,000	40,000	-	0.00%
	Federal Lobbyist	70,000	70,000	-	0.00%
	Other Contractual Services	184,718	184,718	-	0.00%
	Hurricane Preparedness (Safety)	6,500	6,500	-	0.00%
	Special Event Banner Printing	40,000	40,000	-	0.00%
	Census	65,000	-	(65,000)	-100.00%
	Innovative Ideas Incentive	100,000	-	(100,000)	-100.00%
Special Projects	CRA Assessment	354,315	372,030	17,715	5.00%
	Economic Dev Incentive	150,000	150,000	-	0.00%
Boards & Advisory Committees	Boards and Commission Expense	25,000	25,000	-	0.00%
	Accessibility Issues (Disability)	2,500	-	(2,500)	-100.00%
	Historical Advisory Committee	10,000	10,000	-	0.00%
	Sports Commission	3,000	-	(3,000)	-100.00%
Grants	Sports Event Grants	35,000	35,000	-	0.00%
	Coral Springs Community Chest	52,500	52,500	-	0.00%
Special Events - Citywide	Festival of the Arts	20,000	8,000	(12,000)	-60.00%
	State of the City	8,700	-	(8,700)	-100.00%
	Juneteenth / Was Art Walk Events	71,000	10,000	(61,000)	-85.92%
	Downtown in December	-	30,000	30,000	n/a
	Bites-N-Sips	-	50,000	50,000	n/a
	Contingency		5,750		n/a
	Unplugged	-	20,000	20,000	n/a
	World-Fest	-	15,165	15,165	n/a
	International Dance	-	12,000	12,000	n/a
	New Park Events	-	9,702	9,702	n/a
	911 Day of Remberance	-	4,000	4,000	n/a
	Community Outreach Pop Up	10,000	10,000	-	0.00%
	July 4th/New Years Eve	40,000	40,000	-	0.00%
	Holiday Parade	22,000	22,000	-	0.00%
	Teen Political Forum	7,500	7,500	-	0.00%
	Kreul Classic Tournament	15,000	15,000	-	0.00%
	Multi-Cultural Events	35,231	-	(35,231)	-100.00%
	Martin Luther King, Jr. Day Celebration	20,000	20,000	-	0.00%
Total		**1,700,964**	**1,588,865**	**(117,849)**	**-9.64%**

FIRE FUND BUDGET SUMMARY

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	**FY2021 Adopted Budget**	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Non Ad Valorem Special Assessment Fees						
Non-Ad Valorem Special Assessment Fee	$11,119,952	$12,497,605	$13,442,982	**$13,565,413**	$122,431	0.91%
Government Assessment	219,753	317,225	494,301	**443,824**	(50,477)	-10.21%
Nonprofit Subsidy (Churches & Schools)	1,297,046	1,513,746	2,497,510	**2,351,426**	(146,084)	-5.85%
Sub-Total Non Ad Valorem Special Assessment Fees	12,636,751	14,328,576	16,434,793	**16,360,663**	(74,130)	-0.45%
Partial Year Assessment	108,257	83,176	70,895	**30,000**	(40,895)	-57.68%
Intergovernmental						
Base Contract (Parkland)	6,074,761	6,557,881	6,213,615	**6,228,202**	14,587	0.23%
Base Contract (Broward County)	12,124	-	-	**-**	-	n/a
Sub-Total Intergovernmental	6,086,885	6,557,881	6,213,615	**6,228,202**	14,587	0.23%
Charges for Services:						
Fire Inspection Services	813,126	992,930	900,000	**950,000**	50,000	5.56%
Fire Re-Inspection Fees	2,811	13,719	10,000	**15,000**	5,000	50.00%
Plan Review Fees	159,533	213,642	175,000	**200,000**	25,000	14.29%
Training Tuition Fees	1,669,889	1,526,805	2,090,492	**2,011,048**	(79,444)	-3.80%
Training Miscellaneous Fees	453,826	403,257	599,964	**475,626**	(124,338)	-20.72%
State Education Incentive Fund	69,420	72,990	50,000	**50,000**	-	0.00%
Off Duty Fire Rescue Service	94,534	27,142	30,000	**30,000**	-	0.00%
Sub-Total Charges for Services	3,263,139	3,250,485	3,855,456	**3,731,674**	(123,782)	-3.21%
Fines and Forfeitures:						
Fire Inspection Fines	21,344	2,500	10,000	**10,000**	-	0.00%
False Alarm Recovery	4,550	15,100	15,000	**15,000**	-	0.00%
Sub-Total Fines and Forfeitures	25,894	17,600	25,000	**25,000**	-	0.00%
Other:						
Interest Income	49,099	117,587	50,000	**50,000**	-	0.00%
Miscellaneous Revenue	4,983	4,501	5,000	**5,000**	-	0.00%
Sub-Total Other	54,082	122,088	55,000	**55,000**	-	0.00%
Grants:						
Matthew	47,548	-	-	**-**	-	n/a
Irma	-	411,636	-	**-**	-	n/a
Maria	39,221	-	-	**-**	-	n/a
Sub-Total Grants	86,769	411,636	-	**-**	-	n/a
Grand Total - Revenues	22,261,777	24,771,442	26,654,759	**$26,430,539**	($224,220)	-0.84%
Expenditures:						
Departmental						
Administration	$749,895	$919,407	$908,685	**$1,116,032**	$207,347	22.82%
Communication Service	131,211	138,416	165,416	**163,623**	(1,793)	-1.08%
Suppression	14,366,676	15,162,882	16,190,913	**16,573,143**	382,230	2.36%
Training	2,145,857	2,074,522	2,685,426	**2,473,328**	(212,098)	-7.90%
Community Risk Reduction	1,552,432	1,670,467	1,752,325	**1,787,171**	34,846	1.99%
Total Departmental	18,946,071	19,965,694	21,702,765	**22,113,297**	410,532	1.89%
Non-Departmental						
C.I.P.	531,585	333,888	479,784	**129,000**	(350,784)	-73.11%
OPEB	64,114	64,114	27,300	**30,600**	3,300	12.09%
Rate Consultant	-	25,000	-	**-**	-	n/a
Contingency	126,448	-	150,000	**150,000**	-	0.00%
Other Contractual Services	19,636	43,622	21,000	**21,000**	-	0.00%
Microsoft Licensing	15,962	17,182	17,182	**17,697**	515	3.00%
Indirect Costs	1,878,891	1,968,139	2,027,183	**2,087,998**	60,815	3.00%
Economic Conditions	-	-	105,571	**105,569**	(2)	0.00%
Financial Strategy	-	-	806,196	**431,000**	(375,196)	-46.54%
Computer Replacement	4,173	7,248	38,100	**33,250**	(4,850)	-12.73%
Sub-Total - Non-Departmental	2,640,809	2,459,193	3,672,316	**3,006,114**	(666,202)	-18.14%
Interfund Transfers:						
Capital	47,588	473,350	415,500	**680,745**	265,245	63.84%
Transfer to Equip Replacement Fund	100,000	100,000	100,000	**100,000**	-	0.00%
Property Casualty Transfer	256,520	280,786	315,193	**323,063**	7,870	2.50%
Sub-Total - Interfund Transfers	404,108	854,136	830,693	**1,103,808**	273,115	32.88%
Bond Debt Service:						
Revenue Bond-'04 (Refunding)	132,860	132,860	132,860	**-**	(132,860)	-100.00%
Revenue Bond-'08	100,000	100,000	100,000	**100,000**	-	0.00%
Revenue Bond-'17	-	121,992	166,125	**52,620**	(113,505)	-68.33%
Debt Service allocation	50,000	50,000	50,000	**54,700**	4,700	9.40%
Sub-Total - Debt Service	282,860	404,852	448,985	**207,320**	(241,665)	-53.82%
Total Non-Departmental	3,327,777	3,718,181	4,951,994	**4,317,242**	(634,752)	-12.82%
Grand Total - Expenditures	$22,273,848	$23,683,875	$26,654,759	**$26,430,539**	($224,220)	-0.84%
Revenues in Excess of Expenditures	($12,071)	$1,087,567	$0	**$0**	$0	

Fire Fund Description

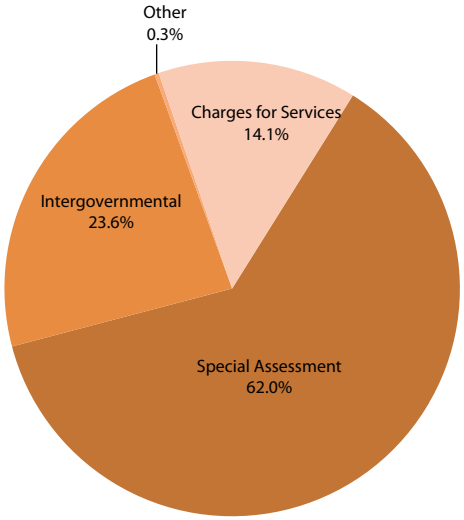
The Fire Fund is a special revenue fund to provide fire protective services to the citizens of Coral Springs. The City of Coral Springs also has a contractual agreement with the City of Parkland, Florida, to provide fire/rescue services. The Fire Department is funded by a special assessment. The Emergency Medical Services (EMS) portion of the Fire Department is funded in the General Fund (refer to the General Fund revenues and expenditures for information on the EMS budget).

The Fire Fund budget is $26,430,539 in Fiscal Year 2021. This represents a decrease of $224,220 or -0.8% over the Fiscal Year 2020 adopted budget.

Revenues

Major revenue sources for the Fire Fund for Fiscal Year 2021 budget include:

Fire Fund total revenues—$26,430,539



Special Assessment: $16,390,633
(62.0% of total revenues)

The primary revenue source for the Fire Fund is a non-ad valorem special assessment which makes up 62.0% of total revenues. The assessment decreased $115,025 or 0.7% from Fiscal Year 2020. A portion of this fire assessment fee is subsidized by the General Fund for churches and schools that are exempt from this assessment. The General Fund also covers the fire assessment fee for government properties. The table below shows fire assessment fees are based on the type of property, not the value of that property.

Intergovernmental: $6,228,202
(23.6% of total revenues)

Intergovernmental revenues increased by $14,587 or 0.2% due to the allocation of revenue from the contract with the City of Parkland for the delivery of Community Risk Reduction, Emergency Medical and Fire Protection Services. This partnership began in March 2004. The five-year contract was renewed beginning October 1, 2020.

Charges for services: $3,731,674
(14.1% of total revenues)

Charges for services, also known as user fees, are fees charged for a city service that are provided to an individual or group, not the community at large, such as training, inspections, and plan reviews. Charges for services revenue remained relatively flat. The training tuition and miscellaneous fees are tied directly to the training division expenditures. Other revenue sources for charges for services saw an increase in fire inspection services and plan review fees, offset by a decrease in off duty fire rescue services as well as fire re-inspection fees.

Other: $80,000
(0.3% of total revenues)

Other revenue includes interest income, fines, forfeiture, and false alarm recovery.

Fire Assessment rate schedule

Property Use:	Adopted FY 2018	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	$ Change	% Change
Residential (per unit)						
Single-Family	$180.00	$200.00	$227.82	$234.00	$6.18	2.7%
Multi-Family	$195.25	$215.00	$227.82	NA	NA	NA
Commercial (per 100 sq. ft., up to 400,000 sq. ft.)	$23.00	$26.10	$26.99	$25.07	-$1.92	-7.1%
Warehouse/Industrial (per 100 sq. ft., up to 400,000 sq. ft.)	$2.98	$3.64	$2.71	$4.02	$1.31	48.3%
Institutional/Governmental (per 100 sq. ft., up to 400,000 sq. ft.)	$27.00	$31.87	$54.51	$49.53	-$4.98	-9.1%

Expenditures

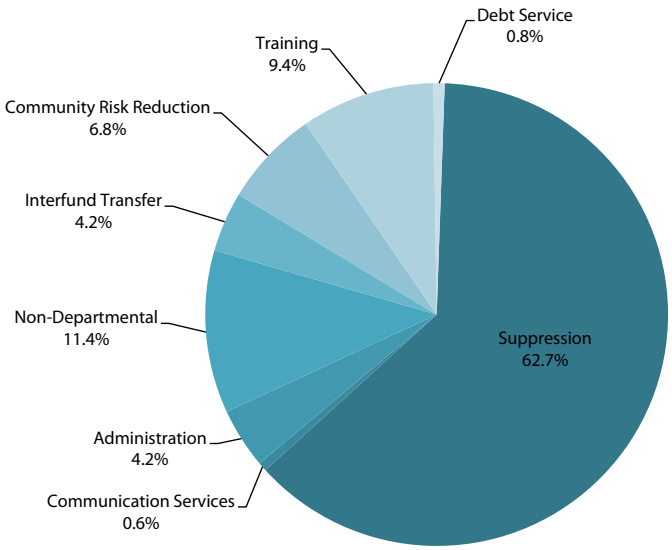
The Fire Fund expenditures decreased by $224,220 or -0.8% over the Fiscal Year 2020 adopted budget. The increase is primarily attributable to operating expenditures and capital.

Major expenditures for the Fire Fund budget include:

Suppression: $16,573,143
(62.7% of total expenditures)

The Fire Suppression Division responds to all fire calls and other emergency situations. The Suppression Division is comprised of Assistant Fire Chiefs, Battalion Chiefs, Captains, Rescue Lieutenants, and Firefighter/Paramedics. These units not only provide fire service for the City of Coral Springs, but also for the neighboring City of Parkland. This partnership has improved emergency response times and has benefitted both cities. The overall Suppression budget has increased $382,230 or 2.4% from Fiscal Year 2020. This increase is primarily due to the new collective bargaining agreement.

Fire Fund total expenditures—$26,430,539*



* %'s may not add 100% due to rounding

Training: $2,473,328
(9.4% of total expenditures)

The Fire Training Division is responsible for the certification of fire and emergency rescue personnel. The Training Division budget decreased by $212,098 or -7.9% from Fiscal Year 2020. The Academy is self-sustaining, meaning revenues offset operational expenditures.

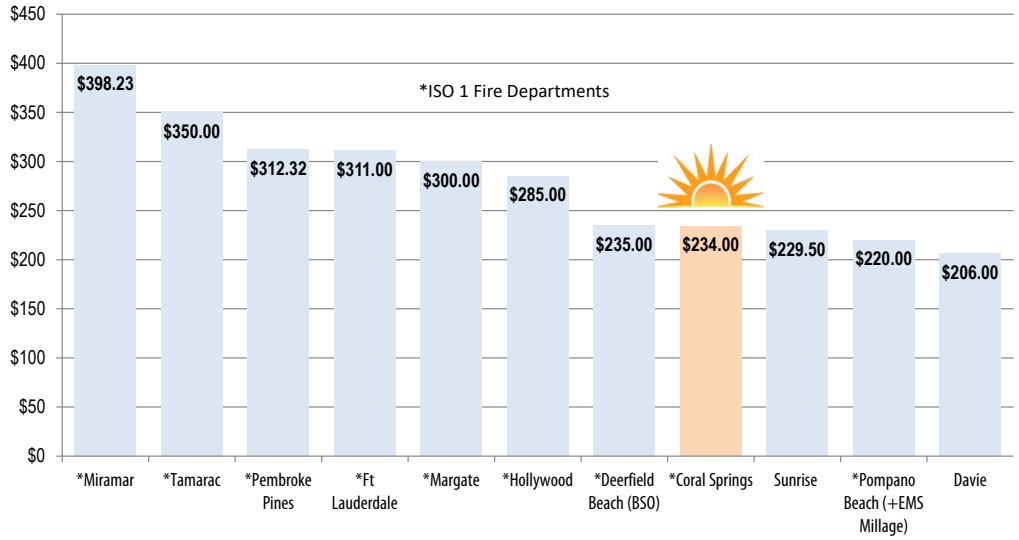
Community Risk Reduction (formerly known as the Inspection Division): $1,787,171
(6.8% of total expenditures)

This division recently changed its name to Community Risk Reduction (CRR) to better reflect the mission to prevent a fire incident or personal injury before it occurs. CRR staff provides fire inspection, plan review, public life-safety education, and fire related investigation services for the citizens of Coral Springs. The CRR budget increased $34,846 or 2.0% from Fiscal Year 2020. This is primarily due to an increase in personnel costs.

Administration: $1,116,032
(4.2% of total expenditures)

Fire's Administration budget increased by $207,347 or 22.82%. This increase is from personnel and benefits, applying the proper division splits to employees, along with an increase in temporary salaries.

Fire Assessment rate comparison Fiscal Year 2021



Fire Fund (continued)

Communication Services: $163,623
(0.6% of total expenditures)

The Communication Services Division consists of telecommunicators and emergency call takers. Expenses in this area decreased $1,793 or -1.1% from Fiscal Year 2020. The cost of this division is split between the Fire Fund and EMS in the General Fund.

Non-departmental: $3,006,114
(11.4% of total expenditures)

Non-departmental expenses decreased by $666,202 or -18.1%. The budgeted capital outlay and indirect costs make up 73.7% of the non-departmental expenses. Starting in fiscal year 2020, a recurring plan has been developed for capital items that are not a one-time purchase. These items have been removed from non-departmental expenses into interfund transfers.

The major Fiscal Year 2021 Fire non-departmental expenditures include the following:

- $2,087,998 to cover indirect costs associated with various City departments
- $809,745 for capital outlay, a portion of this is budgeted in interfund transfers
- $431,000 for financial strategy, $150,000 dedicated to financial policy contingency and $105,571 to economic conditions
- $30,600 for contributions to Other Post Employment Benefits (OPEB) and $17,697 for Microsoft licensing costs
- $21,000 for other contractual services and $33,250 for computer replacement

Interfund transfer: $1,103,808
(4.2% of total expenditures)

The cost of property/casualty insurance premiums increased $7,870 or 2.5% from Fiscal Year 2020. An interfund transfer in the amount of $100,000 will be used to repay the Equipment Services Fund. One million dollars was borrowed from the Equipment Services Fund in 2016 to help fund an unexpectedly high bid to construct Fire Stations 43 and 95. The entire amount will be repaid within 10 years. New in fiscal year 2020 was the interfund transfers for capital. This includes capital projects that will take longer than the current fiscal year. This line increased $265,245 or 63.8% over the adopted fiscal year 2020 amount.

Debt service: $207,320
(0.8% of total expenditures)

For Fiscal Year 2021, the Debt Service expenditure for the Revenue Bond Note 2017 has decreased by $113,505. This funding is for the Public Safety/ Public Works Campus. There is $54,700 budgeted for the new Enterprise Resource Planning system as well as funding for an open line of credit, in the event of a Hurricane.

Fire Fund revenue and expense summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Fire Fund Special Assessment	$12,636,751	$14,328,576	$16,434,793	$16,360,663	($74,130)	-0.5%
Intergovernmental Revenue	6,086,885	6,557,881	6,213,615	6,228,202	$ 14,587	0.2%
Charges for Services	3,263,139	3,250,485	3,855,456	3,731,674	$ (123,782)	-3.2%
Misc. Revenue/Interest Income	140,851	533,724	55,000	55,000	$ -	0.0%
Fines and Forfeitures	25,894	17,600	25,000	25,000	$ -	0.0%
Partial Year Assessment	108,257	83,176	70,895	30,000	$ (40,895)	-57.7%
Total Revenues	**$22,261,777**	**$24,771,442**	**$26,654,759**	**$26,430,539**	**($224,220)**	**-0.8%**
Uses						
Expenditures:						
Personal Services	$10,728,497	$11,412,049	$12,546,700	12,909,498	$362,798	2.9%
Benefits	4,492,403	4,728,290	4,824,572	5,006,666	$182,094	3.8%
Other Operating	1,579,314	1,750,833	1,646,067	1,723,805	$77,738	4.7%
Operating Capital	531,585	333,888	479,784	129,000	($350,784)	-73.1%
Training Division	2,145,857	2,074,522	2,685,426	2,473,328	($212,098)	-7.9%
Non-Departmental	2,109,224	2,125,305	3,192,532	2,877,114	($315,418)	-9.9%
Interfund Transfers	404,108	854,136	830,693	1,103,808	$273,115	32.9%
Debt Service	282,860	404,852	448,985	207,320	($241,665)	-53.8%
Total Expenditures	**$22,273,848**	**$23,683,875**	**$26,654,759**	**26,430,539**	**($224,220)**	**-0.8%**
Rev. in Excess of Exp.	**($12,071)**	**$1,087,567**	**$0**	**$0**	**$0**	**n/a**
Total full-time FTE's	**111.34**	**115.20**	**120.92**	**124.64**	**3.72**	**3.08%**

WATER AND SEWER FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	FY 2021 Adopted Budget	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Operating Revenues						
Water	$9,318,618	$9,695,501	$9,707,045	$10,046,791	$339,746	3.5%
Wastewater	13,652,366	13,955,578	14,550,889	15,060,170	$509,281	3.5%
Private Fire Line Fee	28,097	34,968	27,986	28,825	$839	3.0%
Meter Sales	36,955	42,015	10,927	11,255	$328	3.0%
Backflow Recertification Adm. Fee	38,750	24,576	19,871	20,467	$596	3.0%
Miscellaneous Income	5,314	(7,615)	10,300	10,609	$309	3.0%
Charges for Service	318,081	313,001	224,037	231,068	$7,031	3.1%
Total Operating Revenue	**23,398,181**	24,058,025	**24,551,055**	**25,409,185**	**858,130**	**3.5%**
		-				
Non-Operating Revenues						
Interest Income - Operating	77,481	175,874	31,632	32,785	$1,153	3.6%
Interest Earnings-Revenue Bond Series 2012		-	-	-	$0	0.0%
Doubtful Accounts		-	-	-	$0	0.0%
Capitalization from Prior Year CIP		-	-	-	$0	0.0%
Appropriated Fund Balance	1,383,256	-	1,375,448	-	($1,375,448)	-100.0%
Total Non-Operating Revenue	**1,460,737**	**175,874**	**1,407,080**	**32,785**	($1,374,295)	**-97.7%**
Grand - Total Revenues	**$ 24,858,918**	**$ 24,233,899**	**$ 25,958,135**	**$ 25,441,970**	**($516,165)**	**-1.99%**
Expenses						
Departmental						
Administration	$1,038,984	$1,119,332	$1,300,251	$1,357,704	$57,453	4.42%
Water Distribution	1,007,687	1,147,559	1,172,993	1,273,004	$100,011	8.53%
Wastewater Collection	1,222,129	1,109,978	1,347,067	1,411,249	$64,182	4.76%
Water Treatment	2,672,466	2,842,055	3,243,445	3,241,385	-$2,060	-0.06%
Total Departmental	**5,941,266**	**6,218,924**	**7,063,756**	**7,283,342**	$219,586	**3.11%**
Non-Operating						
Wastewater Treatment	6,025,105	6,598,843	7,005,318	7,215,477	$210,159	3.00%
Capital	368,748	118,220	335,000	548,000	$213,000	63.58%
Administrative Services	1,750,950	1,834,120	1,925,826	1,983,601	$57,775	3.00%
Revenue and Collection	622,459	653,496	649,328	632,270	-$17,058	-2.63%
Non-Departmental	290,100	297,597	362,784	382,158	$19,374	5.34%
Transfer To Renewal and Replacement	6,599,000	4,541,750	5,160,000	3,910,000	-$1,250,000	-24.22%
Business Development	283,247	296,701	296,701	296,701	$0	0.00%
Property/Casualty	754,879	826,290	927,543	950,700	$23,157	2.50%
Computer Replacement	9,752	-	19,500	18,100	-$1,400	-7.18%
Debt Service						
LOC		-	-	4,135	$4,135	100.00%
ERP Debt Service	50,000	50,000	50,000	83,041	$33,041	66.08%
Revenue Bond-Series 2010		-	-	-	$0	0.00%
Revenue Bond-Series 2012 ($8.7M/2.29%/20 years)	582,056	618,660	607,689	577,897	-$29,792	-4.90%
Revenue Bond-Series 2015 ($4.7M/2.002%/10 years)	563,683	573,389	564,213	563,983	-$230	-0.04%
SRF Loans			-	-	$0	
Water Plant Imp DW0603010 ($5.4M/2.57%/20 years)	361,943	365,738	361,943	361,943	$0	0.00%
Wells & wellheads DW0603020 ($1.8M/2.79%/20 years)	121,225	122,528	121,225	121,225	$0	0.00%
Transm. Dist, Interconnect DW0603030 ($3M/2.79%/20 ye	203,318	205,415	203,318	203,318	$0	0.00%
Source & Treatment DW061620 ($1.1M/3.06%/20 years)	75,902	77,380	75,902	75,902	$0	0.00%
Lift Stations Rehab WW822020	34,926	35,552	34,926	34,926	$0	0.00%
Sewer Rehab WW06160	68,528	69,187	68,528	68,528	$0	0.00%
Forest Hills Wellfield DW061630	151,830	126,252	124,638	126,726	$2,088	1.68%
Subtotal Debt Service	2,213,411	2,244,101	2,212,382	2,221,624	5,107	0.23%
Total Non-Operating	**18,917,652**	**17,411,118**	**18,894,382**	**18,158,631**	**(735,750)**	**-3.89%**
Grand Total - Expenses	**$24,858,918**	**$23,630,041**	**$25,958,135**	**$25,441,970**	**($516,164)**	**-1.99%**
Revenues in Excess of Expenses	**$0**	**$603,857**	**$0**	**$0**	**-$1**	**0.00%**

Water and Sewer Fund Description

The Water and Sewer Fund, as an enterprise fund, must be self-supporting through user fees charged for services. The purpose of the Water and Sewer Fund is to provide clean water and to safely dispose of wastewater for customers living in the Coral Springs water district, which is the area between Wiles Road and Royal Palm Boulevard.

The Fiscal Year 2021 Water and Sewer budget totals $25,441,970. This amount represents a decrease of $516,164 or 1.99% from Fiscal Year 2020. This decrease is primarily due to lower Capital funding of $1,037,000 offset by higher departmental cost of $219,586, and higher wastewater treatment costs of $210,159.

Water bill for average single-family residence

	2020 Average Bill	2021 Average Bill	$ Increase (Decrease)	% Increase (Decrease)
Water	$25.98	$26.88	$0.90	3.5%
Wastewater	$44.98	$46.56	$1.58	3.5%
Total Monthly Bill	$70.96	$73.44	$2.48	3.5%

Note: Rates are calculated using an average consumption of 5,000 gallons for a single family residence (including 10% utility tax on water). Rate increase will be in effect October 1, 2020.

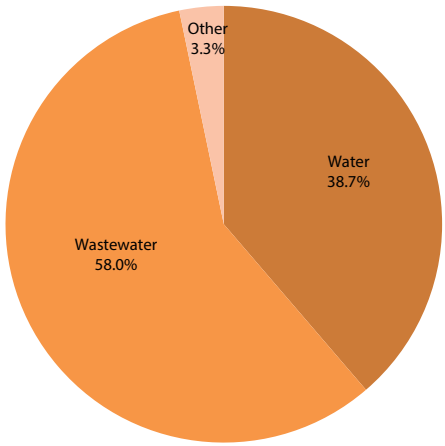
Revenues

The City will continue with the 3.5% annual rate adjustment recommended by the 2013 Water and Wastewater Study for Fiscal Years 2014-2023. One of the principal objectives of the study was to develop a multi-year plan of water and wastewater rate revenue increases that will satisfy annual operating, debt service, and capital cost requirements as well as maintain adequate operating reserves. The City Commission has approved the recommended 3.5% rate adjustment for FY 2021.

As illustrated in the table above, a typical single family residence in Coral Springs (consumption of 5,000 gallons per month) will notice an increase of $2.48 on the total monthly water bill.

Major revenues for the Water and Sewer Fund include:

Water and Sewer Fund Total Revenues—$25,441,970



Water: $10,046,791
(39.5% of total revenue)

Revenue from the sale of water is estimated to increase by $339,746, or 3.5% compared to Fiscal Year 2020 budget. This increase is due to the recommended 3.5% annual rate adjustment.

Wastewater: $15,060,170
(59.19% of total revenue)

The wastewater revenue consists of a base charge to the customer for sewage disposal and a volume-based charge based on the monthly water consumption. For Fiscal Year 2021, the rate to calculate the volumetric charge will be $4.54 per 1,000 gallons of water use. This represents a 3.5% annual rate adjustment.

Appropriated fund balance: $0
(0% of total revenues)

The allocation of surplus or fund balance will decrease by $1,375,448 or 100% compared to FY 2020. This decrease is due to the required FY2020 funding of specific capital projects in order to maintain the City's water and sewer infrastructure.

Other: $335,009
(1.31% of total revenue)

Other miscellaneous revenues include meter sales, private fire line fee, administrative fee for backflow certification, and interest income from fund balance.

Expenses

The City has an aggressive plan to mitigate wastewater system inflow and infiltration problems, has acquired additional wastewater treatment reserve capacity, and has implemented measures to reduce operational costs. In Fiscal Year 2021 we will continue our efforts to control expenses and improve services to our customers.

Major expenses in the Water and Sewer Fund include:

Administration: $1,325,072
(5.34% of total expenses)

Administration costs increased by $57,453 or 3.11% from the previous year's budget.

Water Distribution: $1,273,004
(5.0% of total expenses)

The overall Water Distribution division is projected to increase by $100,011 or 8.53%

Wastewater Collection: $1,411,249
(5.55% of total expenses)

The budget in this division increased $64,182 or 4.76%.

Water Treatment: $3,241,385
(12.74% of total expenses)

Water treatment expenses decreased by $2,060 or -.06%.

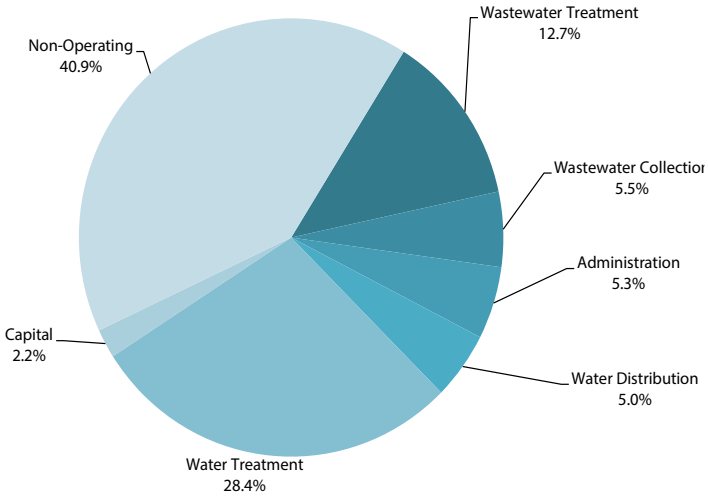
Wastewater Treatment: $7,215,477
(28.36% of total expenses)

Wastewater treatment costs are expected to increase $210,159 or 3%.

Capital: $548,000
(2.15% of total expenses)

Operating capital funds will be used to continue inspection, repair, and maintenance of water and wastewater valves, ongoing replacement of fire hydrants and the purchase of portable emergency generators at lift stations within the City.

Water and Sewer Fund Total Expenditures - $25,441,970



Water and Sewer Fund revenue and expense summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Water	9,318,618.00	9,695,500.88	9,707,045.00	10,046,791.00	$339,746	3.5%
Wastewater	13,652,366	13,955,578	14,550,889	15,060,170	$509,281	3.5%
Charges for Services	390,242	364,931	282,194	290,969	$8,775	3.1%
Meter Sales	36,955	42,015	10,927	11,255	$328	3.0%
Interest Income	77,481	175,874	31,632	32,785	$1,153	3.6%
Appropriated Fund Balance	1,383,256	0	1,375,448	0	($1,375,448)	-100.0%
Total Revenues	**$24,858,918**	**$24,233,899**	**$25,958,135**	**$25,441,970**	**($516,165)**	**-1.99%**
Uses						
Expenses:						
Personal Services	$2,396,425	$2,598,712	$2,743,293	$2,867,436	$124,143	4.5%
Benefits	1,108,322	1,067,873	1,123,689	1,130,642	$6,953	0.6%
Other Operating	2,436,519	2,552,339	3,196,771	3,285,261	$88,490	2.8%
Operating Capital	368,748	118,220	335,000	548,000	$213,000	63.6%
Debt Service	2,213,411	2,244,101	2,212,382	2,221,624	$9,242	0.4%
Renewal and Replacement	6,599,000	4,541,750	5,160,000	3,910,000	($1,250,000)	-24.2%
Insurance	754,879	826,290	927,543	950,700	$23,157	2.5%
Other Non-Operating	8,981,613	9,680,757	10,259,457	10,528,307	$268,850	2.6%
Total Expenses	**$24,858,918**	**$23,630,041**	**$25,958,135**	**$25,441,970**	**($516,164)**	**-2.0%**
Rev. in Excess of Exp.	**$0**	**$603,857**	**$0**	**($0)**	**($1)**	**n/a**
Total full-time FTE's	**40.5**	**40.5**	**40.5**	**41**	**0.50**	**1.2%**

STORMWATER FUND BUDGET SUMMARY

	FY 2020 Adopted Budget	FY 2021 Adopted Budget	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues				
Stormwater Assessment Fee	$ 3,782,735	$ 3,896,182	$ 113,447	3%
Appropriated Fund Balance		643,040	643,040	100%
Total Revenues	$ 3,782,735	$ 4,539,222	$ 756,487	20%
Expenses				
Personal Services	$ 708,332	$ 802,946	$ 94,614	13%
Benefits	247,254	279,150	31,896	13%
Operating expenses	863,929	925,406	61,477	7%
Capital	1,032,031	2,500,000	1,467,969	142%
Reserve/Fund Balance	931,189	31,720	(899,469)	-97%
Total Expenditures	$ 3,782,735	$ 4,539,222	$ 756,487	20%
Revenues in Excess of Expenditures	-	0	0	(0)

Stormwater Fund Description

The Stormwater Fund is an enterprise fund established in Fiscal Year 2020. This fund provides for a Stormwater Collection Program to fund the operation, maintenance, design, and construction of stormwater infrastructure to ensure effective drainage and water quality management.

Revenues

Stormwater Special Assessment: $3,896,182
(86% of total revenues)

The Stormwater Special Assessment is collected as part of the City's non-ad valorem special assessment upon residential and non-residential properties. The City has determined to assess and levy the assessment based upon the ERU rate in order to fund the costs of operating a Stormwater Collection Utility and Stormwater Collection Program.

Appropriated Fund Balance: $643,040
(14% of total revenues)

This allocation of fund balance will increase by $643,040 or 100% compared to FY 2021. This increase is due to the funding of capital projects in order to maintain the City's water and sewer infrastructure.

Expenses

Operating Expenses: $925,406
(20.4% of total expenses)

This represents the cost for contractual services, supplies such as chemicals, materials, patching and concrete, as well as vehicle chargebacks and fuel and maintenance allocations all related to program administration.

Personal Services: $1,082,096
(23.8% of total expenses)

This represents the cost for salaries/benefits related to the Stormwater Collection Program.

Capital: $2,500,000
(55.1% of total expenses)

This represents costs related to the planning, design, engineering and construction of capital improvement projects.

Fund Balance: $31,720
(.7% of total expenses)

This represents funds set aside for future appropriations and required fund balance in accordance with financial policies.

Stormwater Fund revenue and expense summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Water	$0	$0	$3,782,735	$3,896,182	$113,447	3.0%
Interest Income	0	0	0	0	$0	0.0%
Appropriated Fund Balance	0	0	0	643,040	643,040	0.0%
Total Revenues	**$0**	**$0**	**$3,782,735**	**$4,539,222**	**$756,487**	**20.0%**
Uses						
Category						
Expenses:						
Personal Services	0	0	708,332	$802,946	$94,614	13.4%
Benefits	0	0	247,254	279,150	$31,896	12.9%
Other Operating	0	0	863,929	925,406	$61,477	7.1%
Capital	0	0	1,032,031	2,500,000	$1,467,969	142.2%
Reserve Fund Balance	0	0	931,189	31,720	($899,469)	-96.6%
Total Expenses	**$0**	**$0**	**$3,782,735**	**$4,539,222**	**$756,487**	**20.0%**
Rev. in Excess of Exp.	**$0**	**$0**	**$0**	**$0**	**$0**	
Total full-time FTE's	**0**	**0**	**9.55**	**9.55**	**0.00**	

HEALTH FUND BUDGET SUMMARY

	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Transfers:						
General Fund	$10,164,610	$10,078,008	$9,847,184	**$ 9,931,146**	$83,962	0.85%
Water and Sewer Fund	596,901	581,791	593,559	**592,982**	(577)	-0.10%
Fire Fund	1,697,731	1,722,683	1,806,155	**1,794,790**	(11,365)	-0.63%
Solid Waste Fund	40,524	39,991	39,812	**39,675**	(137)	-0.34%
General Insurance Fund	36,840	36,354	36,193	**36,069**	(124)	-0.34%
Equipment Services	221,041	218,128	217,156	**216,411**	(745)	-0.34%
Stormwater Fund	-	-	138,256	**146,438**	8,182	5.92%
Museum Fund	-	-	-	**79,351**	79,351	n/a
Subtotal Transfers	12,757,647	12,676,955	12,678,315	**12,836,862**	158,547	1.25%
Appropriated Fund Balance	-	-	737,950	**500,000**	(237,950)	-32.24%
Interest Income	47,430	121,383	30,000	**49,999**	19,999	66.66%
						n/a
Recoveries:						
Premium/Retirees	883,303	999,684	914,450	**759,864**	(154,586)	-16.90%
Terminated/Cobra	28,805	5,689	20,000	**20,000**	-	0.00%
Employees W/Dependent	782,128	1,374,190	1,570,430	**2,047,838**	477,408	30.40%
Wellness	100,000	100,000	150,000	**150,000**	-	0.00%
Other/Pharmacy Rebate	400,185	471,789	673,182	**765,000**	91,818	13.64%
Subtotal Recoveries	2,194,421	2,951,352	3,328,062	**3,742,702**	414,640	12.46%
Total Revenues	$ 14,999,498	$ 15,749,690	$ 16,774,328	**$ 17,129,563**	$ 355,235	2.12%
Expenses						
Health-Dental	$ 14,631,019	$ 14,815,701	$ 16,424,271	**$ 16,789,623**	$ 365,352	2.22%
Contingency	-	-	17,557	**$ 18,110**	553	3.15%
Long Term Disability	194,305	205,933	215,000	**$ 206,000**	(9,000)	-4.19%
Life Insurance	117,086	114,239	117,500	**$ 115,830**	(1,670)	-1.42%
Total Expenses	$ 14,942,410	$ 15,135,873	$ 16,774,328	**$ 17,129,563**	$ 355,235	2.12%
Revenues in Excess of Expenses	**$57,088**	**$ 613,817**	**$0**	**$ 0**	**$0**	**0.00%**

Health Fund Description

The City provides insurance to employees in the areas of long-term disability, life insurance, and medical/dental insurance. The General, Water and Sewer, Fire, Solid Waste, General Insurance, Equipment Services and Stormwater funds are billed to cover premiums and claims, and to maintain an adequate reserve balance.

Given the diversity of the Health Fund, the fund is categorized as health/dental, long-term disability, and life insurance to enhance accountability and budget control. The Fiscal Year 2021 Health Fund budget is $17,129,564. This represents an increase of $355,236 or 2.12 % from the Fiscal Year 2020 adopted budget.

Revenues

Interfund transfers: $12,836,862
(74.93% of total revenues)

Interfund transfers from the General Fund, Water and Sewer, Fire, Solid Waste, General Insurance, Equipment Services, Stormwater and Museum funds increased by $158,547 or 1.25%. This revenue consists of recovering administrative cost for services regarding health, dental, life, and long-term disability insurance. This fee is calculated annually based on the number of full-time employees assigned to each department and fund.

Recoveries: $3,742,702
(21.84% of total revenues)

Recoveries are premiums and other charges to employees, terminated employees, and retirees for the service of health insurance. Recoveries revenue increased by $414,640 or 12.46%. This increase is mainly due to increased projections in employee and retirees' contributions.

Other income: $550,000
(3.21% of total revenues)

This income includes an appropriation from Fund Balance of $500,000 to sustain the Employee Clinic in its first full year of operation. Also, this accounts for interest income, which is an estimate of the interest earnings that will be generated by the fund balance during the fiscal year. Interest income for Fiscal Year 2021 is projected to increase $20,000 from Fiscal Year 2020 budgeted income.

Expenses

Group health/dental program: $16,789,624
(98.01% of total expenses)

This represents health and dental insurance costs for the City, which is self-insured. This expense increased $365,353 or 2.22% from Fiscal Year 2020.

Long-term disability: $206,000
(1.20% of total expenses)

This represents the cost to cover long-term disability for full-time employees. This program has enabled the City to cap sick leave accruals at 480 hours per employee, while providing employees long-term disability coverage. This expense is projected to decrease $9,000 in Fiscal Year 2021.

Life insurance: $115,830
(0.67% of total expenses)

The cost of life insurance decreased $1,670 or 1.42% from Fiscal Year 2020.

Contingency: $18,110
(0.10% of total expenses)

A contingency of $18,111 was budgeted to cover for differences in estimates versus actual payments. This expense increased $553 or 3.2% from Fiscal Year 2020.

Health Fund revenue and expense summary

Health Fund

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Interfund Transfers	$12,757,647	$12,676,955	$12,678,315	$12,836,862	$158,547	1.3%
Recoveries	2,194,421	2,951,352	3,328,062	3,742,702	$414,640	12.5%
Interest Income	47,430	121,383	30,000	50,000	$20,000	66.7%
Appropriated Retained Earnings	0	0	737,950	500,000	($237,950)	-32.2%
Total Revenues	**$14,999,498**	**$15,749,690**	**$16,774,328**	**$17,129,564**	**$355,236**	**2.1%**
Uses						
Expenses:						
Health-Dental	$14,631,019	$14,815,701	$16,424,271	$16,789,624	$365,353	2.2%
Long-Term Disability	194,305	205,933	215,000	206,000	($9,000)	-4.2%
Life Insurance	117,086	114,239	117,500	115,830	($1,670)	-1.4%
Contingency	0	0	17,557	18,110	$553	3.2%
Total Expenses	**$14,942,410**	**$15,135,873**	**$16,774,328**	**$17,129,564**	**$355,236**	**2.1%**
Rev. in Excess of Exp.	**$57,088**	**$613,817**	**$0**	**$0**	**$0**	**0.0%**
Total full-time FTE's	**2.25**	**2.25**	**2.25**	**2.25**	**0.00**	**0.0%**

GENERAL INSURANCE FUND BUDGET SUMMARY

		FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues							
Transfers:							
	General Fund	$2,907,469	$3,164,772	$3,392,049	**$ 3,399,954**	$7,905	0.23%
	Water and Sewer Fund	838,761	$915,657	1,022,638	**1,042,664**	20,026	1.96%
	Fire Fund	495,117	545,402	604,560	**601,415**	(3,145)	-0.52%
	Health Fund	4,660	5,027	5,219	**5,035**	(184)	-3.53%
	Equipment Services	31,067	33,513	34,790	**33,563**	(1,227)	-3.53%
	Solid Waste fund	5,696	6,144	6,378	**6,153**	(225)	-3.52%
	Stormwater Fund	-	-	22,150	**22,711**	561	2.53%
	Museum Fund	-	-	-	**12,307**	12,307	
Subtotal Transfers		4,282,770	4,670,515	5,087,784	**5,123,802**	36,018	0.71%
	Appropriation Fund Balance	-	-	1,375,352	**200,000**	(1,175,352)	-85.46%
	Interest Income/Other	67,940	194,432	30,000	**30,000**	-	0.00%
Recoveries:							
	Motor Vehicle	137,396	120,130	50,000	**100,000**	50,000	100.00%
	Property Damage	92,492	269,610	40,000	**50,000**	10,000	25.00%
	Workers' Comp	19,750	335,173	50,000	**60,000**	10,000	20.00%
Subtotal Recoveries		249,638	724,913	140,000	**210,000**	70,000	50.00%
Total Revenues		$ 4,600,348	$ 5,589,860	$ 6,633,136	**$ 5,563,802**	$ (1,069,334)	-16.12%
Expenses							
	Workers' Compensation	$ 1,778,868	$ 1,834,523	$ 2,092,563	**$ 2,261,843**	$ 169,280	8.09%
	Property/Motor Vehicle Liability	2,109,194	2,446,274	3,181,743	**3,003,190**	(178,553)	-5.61%
	Casualty/General Claims	334,227	175,750	296,478	**298,769**	2,291	0.77%
	Transfer to Capital Fund	-	-	1,062,352	**-**	(1,062,352)	-100.00%
Total Expenses		$ 4,222,289	$ 4,456,547	$ 6,633,136	**$ 5,563,802**	$ (1,069,335)	-16.12%
Revenues in Excess of Expenses		**$378,059**	**$ 1,133,313**	**$0**	**$ 0**	**$0**	**0.00%**

General Insurance Fund Description

The City is insured in the areas of general liability, property and auto liability, and workers' compensation. The General, Water and Sewer, Health, Fire, Health, Equipment Services, Solid Waste, Stormwater and Museum funds are billed to cover premiums, claims, and to maintain an adequate reserve balance in the General Insurance Fund.

Given the diversity of the General Insurance Fund, the fund is categorized as workers' compensation, property/motor vehicle liability, and casualty/general claims to enhance accountability and budget control. The Fiscal Year 2021 General Insurance Fund budget totals $5,563,802. This represents an decrease of -$1,069,335 or -16.12% from the Fiscal Year 2020 adopted budget.

Revenues

Interfund Transfers: $5,123,802
(92.09% of total revenues)

Interfund transfer revenue consists of administrative fees charged to other funds for services related to workers' compensation and property/casualty insurance. The fee for workers' compensation is calculated proportionally using the number of full-time employees per fund. The annual cost of property/casualty is allocated among the General Fund, Fire Fund, and Water and Sewer Fund. The increase is primarily attributable to higher insurance premium costs in Fiscal Year 2021.

Recoveries: $210,000
(3.77% of total revenues)

Recoveries revenue consist of motor vehicle, property, and workers' compensation recoveries.

Other Income: $230,000
(41.33% of total revenues)

Includes an appropriation from Fund balance of $200,000 for Workers Compensation settlements in FY21. This also includes Interest earnings from fund balance which are projected to remain flat in FY2021.

Expenses

Workers' compensation: $2,261,843
(40.65% of total expenses)

Workers' compensation claims are estimated to increase by $169,280 or 8.09%.

Property/motor vehicle liability: $3,003,190
(53.97% of total expenses)

This represents a -$178,553 or -5.61% decrease for property/motor vehicle liability due mainly to the removal of one time initiative funding from FY2020.

Casualty/general claims: $298,769
(5.36% of total expenses)

Casualty/general claims are expected to increase by .77% from Fiscal Year 2020 budget.

Transfer to Capital Fund: $0
(0.00% of total expenses)

A transfer to the Capital Fund, used in FY20 for initiatives, has been removed in FY21.

General Insurance Fund revenue and expense summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Interfund Transfers	$4,282,770	$4,670,515	$5,087,784	$5,123,802	$36,018	0.7%
Recoveries	249,638	724,913	140,000	210,000	$70,000	50.0%
Interest Income	67,940	194,432	30,000	30,000	$0	0.0%
Appropriation from Fund Balance	-	-	1,375,352.00	200,000	-$1,175,352	n/a
Total Revenues	**$4,600,348**	**$5,589,860**	**$6,633,136**	**$5,563,802**	**($1,069,334)**	**-16.1%**
Uses						
Expenses:						
Workers' Compensation	$1,778,868	$1,834,523	$2,092,563	$2,261,843	$169,280	8.1%
Property/Motor Veh. Liability	2,109,194	2,446,274	3,181,743	3,003,190	-$178,553	-5.6%
Casualty/General Claims	334,227	175,750	296,478	298,769	$2,291	0.8%
Transfer to Capital Fund	-	-	1,062,352.00	0	-$1,062,352	n/a
Total Expenses	**$4,222,289**	**$4,456,547**	**$6,633,136**	**$5,563,802**	**($1,069,335)**	**-16.1%**
Rev. in Excess of Exp.	**$378,059**	**$1,133,313**	**$0**	**$0**	**$0**	**n/a**
Total full-time FTE's	**2.5**	**2.5**	**2.5**	**2.5**	**0.0**	**0.0%**

CS CHARTER SCHOOL FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Intergovernmental	$13,347,504	$13,502,402	$13,175,932	**$13,572,446**	$396,514	3.01%
Other Revenue/ Miscellaneous	70,891	202,810	60,874	**0**	($60,874)	-100.00%
Appropriation of Fund Balance	-	-	1,250,000	**1,215,263**	($34,737)	-2.78%
Total Revenues	$13,418,395	$13,705,212	$14,486,806	**$14,787,709**	$300,903	2.08%
Expenditures						
Operating Expenses (CSUSA)	$11,304,276	$12,395,873	$11,773,216	**$12,367,709**	$594,493	5.05%
Transfer to General Fund-Lease	1,420,000	1,420,000	1,420,000	**1,420,000**	-	0.00%
Capital	265,887	798,072	1,293,590	**1,000,000**	(293,590)	-22.70%
Total Expenditures	$12,990,163	$14,613,945	$14,486,806	**$14,787,709**	$300,903	2.08%
Revenues in Excess of Expenditures	**$428,232**	**($908,733)**	**$0**	**$0**	**$0**	

Coral Springs Charter School Fund Description

Charter Schools USA (CSUSA), a professional education management company, operates the school on the City's behalf. The Fiscal Year 2021 Charter School Fund budget is $14,787,709. This represents an increase of $300,903, or 2.08% from the Fiscal Year 2020 adopted budget.

Revenues

Intergovernmental: $13,572,446
(91.8% of total revenues)

This revenue represents funds received from Broward County for students attending the Coral Springs Charter School. It is based on the updated calculation by the state for the new school year.

Appropriation of fund balance: $1,215,263
(8.2% of total revenues)

Fund balance will be used to pay for building capital improvements such as air conditioner replacement.

Expenditures

Operating expenditures CSUSA: $12,367,709
(83.6% of total expenditures)

This represents the funds needed to operate the Coral Springs Charter School. Total operating expenses increased $594,493 or 5%.

Transfer to General Fund: $1,420,000
(9.6% of total expenditures)

This is a lease expense to repay the General Fund for all school-related expenses necessary to operate the Charter School including telephone, electricity, cable/satellite, water and sewer, waste disposal, pest control, building repairs and maintenance. There is no change from the current year.

Capital: $1,000,000
(6.8% of total expenditures)

Capital expenditures will be used for air conditioning replacement and science lab remodeling.

PUBLIC ART FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Public Art Fees	$234,574	$272,463	$15,000	**$15,000**	$ -	0.00%
Realized/Unrealized Gain/Loss	-		-	**-**	-	n/a
Interest	7,780	24,030	5,000	**5,000**	-	0.00%
Rents and Royalties	-		-	**-**	-	0.00%
Appropriated Fund Balance	-		203,200	**208,200**	5,000	n/a
Total Revenues	$242,354	$296,493	$223,200	**$228,200**	$ 5,000	2.24%
Expenditures						
Operating Expenses	$57,542	$36,557	$113,200	**$43,200**	($70,000)	-61.84%
Capital	92,553	41,800	110,000	**185,000**	$75,000	81.03%
Total Expenditures	$150,095	$78,357	$223,200	**$228,200**	$5,000	2.32%
Revenues in Excess of Expenditure	**$92,259**	**$218,136**	**$0**	**$0**	**$0**	**n/a**

Public Art Fund Description

The Public Art Fund is a special revenue fund utilized to account for the collection of Public Art fees, as well as operating expenditures to maintain all sculptures. No public tax money is used by this fund. Instead, Public Art Fees are fees charged to developers which are then used to purchase and maintain public art.

The Fiscal Year 2021 budget for the Public Art Fund totals $228,200, a increase of $5,000 or 2.32% from Fiscal Year 2020.

Revenues

The only source of revenue for this fund is the Public Art fee receipts collected during the permitting process for new construction and renovations of existing structures. The fee only applies to structures in excess of 12,500 square feet, except residences on less than one acre.

Revenues are collected only from those developers who choose not to purchase and maintain public art on their own property.

Expenditures

The cost of selecting, purchasing, and maintaining public art are the main expenditures of the fund, along with consultants, materials, and supplies needed to support the Public Art Committee.

EQUIPMENT SERVICES FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Operating Revenues						
Fuel and Maintenance Transfers						
General Fund	$2,521,932	$ 2,648,012	$ 2,698,432	**$2,779,364**	80,932	3.00%
Water and Sewer Fund	232,842	244,195	256,403	**264,093**	7,690	3.00%
Fire Fund	379,687	398,669	418,600	**431,155**	12,555	3.00%
Stormwater Fund	-	-	81,960	**84,418**	2,458	3.00%
Vehicle Charge Back Transfers						
General Fund	2,682,499	3,047,932	3,073,979	**-**	(3,073,979)	-100.00%
Water and Sewer Fund	324,789	351,555	367,763	**386,151**	18,388	5.00%
Fire Fund	687,574	723,921	738,247	**749,702**	11,455	1.55%
Stormwater Fund	-	-	126,349	**147,570**	21,221	16.80%
Miscellaneous Revenues					-	
Interest Income	82,539	233,320	50,000	**50,000**	-	0.00%
Auction	160,548	105,254	200,000	**200,000**	-	0.00%
Charges for Fleet Services					-	
City of Parkland	44,039	45,490	35,000	**35,000**	-	0.00%
City of Margate	8,002	4,627	5,500	**5,500**	-	0%
Total Operating Revenue	7,124,451	7,802,975	8,052,233	**5,132,953**	(2,919,280)	-37.91%
Non-Operating Revenues						
Appropriations from Fund Balance						
Financial Strategy	-	-	-	**-**	-	0.00%
Equipment Purchases	3,746,892	2,363,442	4,380,240	**4,252,664**	(127,576)	-3%
Total Non-Operating Revenue	3,746,892	2,363,442	4,380,240	**4,252,664**	(127,576)	-2.51%
Grand Total Revenues	$ 10,871,343	$ 10,166,417	$ 12,432,473	**$ 9,385,617**	(3,046,856)	-24.51%
Expenses						
Operating Expenses						
Personal	$ 874,495	$ 896,209	$ 974,988	**$ 982,546**	7,558	0.78%
Benefits	385,240	384,049	401,210	**397,892**	(3,318)	-0.83%
Other Expenses	1,794,973	1,850,614	2,131,697	**2,401,092**	269,395	12.64%
Charge Back Expense	3,694,862	4,123,408	4,306,338	**1,283,423**	(3,022,915)	-70.20%
Total Operating Expenses	6,749,570	7,254,280	7,814,233	**5,064,953**	(2,749,280)	-35.18%
Non-Operating Expenses						
Transfer to Capital Fund	442,230	438,840	238,000	**68,000**	(170,000)	-71.43%
Equipment Purchases	3,746,892	2,363,442	4,380,240	**4,252,664**	(127,576)	-2.91%
Total Non-Operating Expenses	4,189,122	2,802,282	4,618,240	**4,320,664**	(297,576)	-5.62%
Grand Total Expenses	10,938,692	10,056,562	$12,432,473	**$ 9,385,617**	($3,046,856)	-24.51%
Revenues in Excess of Expenses	-$67,349	$109,855	$0	$0	$ (0)	n/a

Equipment Services Fund Description

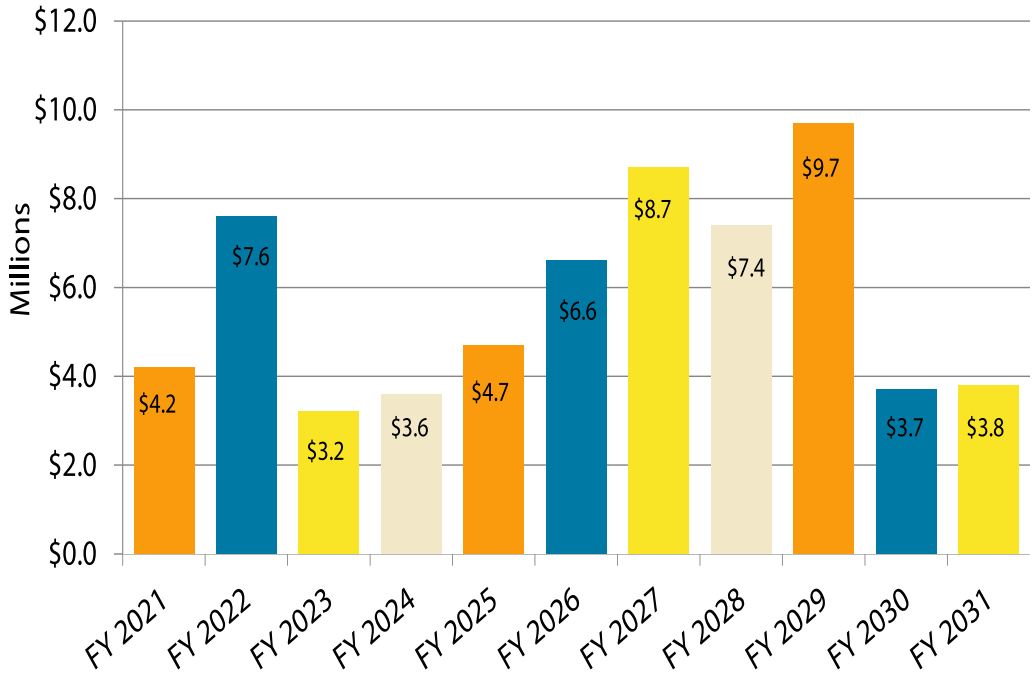
The Equipment Services Fund is an internal service fund used to account for the purchase, operation, and maintenance costs of the City's vehicles and other major equipment; such as mowers and emergency generators. The City's fleet inventory includes emergency vehicles (patrol units, rescues, fire trucks), buses for recreation, trucks for Building, Code Compliance, and fire inspections, as well as vehicles for maintenance of streets and parks, and generators. In addition, other small equipment such as workmans, mowers, ballpros, tillers, paint machines, pressure cleaners, trailers, etc. are essential to maintain tennis and basketball courts, city buildings and sport fields in optimal condition.

The Fiscal Year 2021 Equipment Services Fund budget totals $9,385,617. This represents an decrease of $3,046,856 or -24.51% from Fiscal Year 2020.

As a self-sustaining fund, the Equipment Services Fund provides maintenance services to all applicable departments in the City on a cost reimbursement basis. Cost recovery is performed for depreciation, also known as chargeback, fuel, maintenance, and operating expenses. These expenses are budgeted and paid for by the Equipment Services Fund; therefore, monthly interfund transfers are processed to reimburse this fund. For example, depreciation or chargeback, is an operating expense to gradually pay for the use of all equipment assigned to each department. The amount of annual chargeback is calculated for each piece of equipment using a simple formula that takes the cost of the item divided by the expected life (i.e., straight-line depreciation). The result is the amount to allocate to the user department annually for the number of years the item will be in service (refer to interfund transfers for allocation by fund). Budgeting depreciation for capital assets allows the City to "pay-as-you-go" finance its vehicles; therefore, avoiding debt.

As illustrated on the "Ten-year fleet replacement cost" table, the average annual vehicle replacement cost for Fiscal Year 2021 through Fiscal Year 2031 is estimated to be $4.2 million.

Ten-year fleet replacement cost



Revenues

Major revenues in the Equipment Services Fund include:

Interfund transfers: $4,842,453
(51.6% of total revenues)

Departments are charged an annual administrative fee plus a proportional fuel, maintenance and replacement cost of their assigned vehicles and their share to operate the fleet division.

For Fiscal Year 2021, interfund transfers into the Equipment Services Fund are allocated as follows:

- Chargeback: General Fund: $0; Fire $749,702; Water and Sewer Fund $386,151; Stormwater Fund $147,570. Due to the significant impact on revenues caused by the COVID-19 pandemic, the City has decided to defer funding of General Fund vehicle depreciation chargebacks for one year.
- Fuel and maintenance transfers: General Fund $2,779,364; Fire $431,155; Water and Sewer Fund $264,093; Stormwater Fund $84,418

Appropriated Fund Balance: $4,252,664
(45.3% of total revenues)

This revenue appropriation represents replacement of vehicles and equipment.

Miscellaneous Income: $290,500
(2.3% of total revenues)

This source of revenue includes:

- Return on investment or interest earnings on fund balance during the fiscal year. The projected interest for Fiscal Year 2021 is budgeted at $50,000, remaining at the same FY 2020 budgeted levels.
- Auction of vehicles is estimated at $200,000, remaining at the same FY 2020 budgeted level.
- Charges for Fleet Services is estimated at $40,500, remaining at the FY 2020 budgeted level.

Equipment Service Fund revenue and expense summary

Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Interfund Transfers	$6,829,323	$7,414,284	$7,761,733	$4,842,453	($2,919,280)	-37.6%
Parkland Maintenance Fee	44,039	45,490	35,000	35,000	$0	0.0%
Margate Maintenance Fee	8,002	4,627	5,500	5,500	$0	0.0%
Interest	82,539	233,320	50,000	50,000	$0	0.0%
Other	160,548	105,254	200,000	200,000	$0	0.0%
Approp Fund Balance (Fin. Strategy)	0	0	0	0	$0	0.0%
Approp Fund Balance (Equip. Purchase	3,746,892	2,363,442	4,380,240	4,252,664	($127,576)	-2.9%
Total Revenues	**$10,871,343**	**$10,166,417**	**$12,432,473**	**$9,385,617**	**($3,046,856)**	**-24.5%**
Uses						
Expenses:						
Personal Services	$874,495	$896,209	$974,988	$982,546	$7,558	0.8%
Benefits	398,293	379,237	405,410	401,592	($3,818)	-0.9%
Other Operating	1,781,920	1,855,426	2,127,497	2,397,391	$269,894	12.7%
Vehicle Chargeback	3,694,862	4,123,408	4,306,338	1,283,423	($3,022,915)	-70.2%
Interfund Transfers	442,230	438,840	238,000	68,000	($170,000)	-71.4%
Equipment Purchases	3,746,892	2,363,442	4,380,240	4,252,664	($127,576)	-2.9%
Total Expenses	**$10,938,692**	**$10,056,562**	**$12,432,473**	**$9,385,617**	**($3,046,856)**	**-24.5%**
Rev. in Excess of Exp.	**($67,349)**	**$109,855**	**$0**	**$0**	**$0**	
Total full-time FTE's	**15**	**15**	**15**	**15**	**0.0**	**0.0%**

PENSION FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues						
Transfers:						
General Fund	$ 12,762,775	$ 14,077,934	$ 13,819,482	**$ 14,725,960**	$ 906,478	6.56%
Fire Fund	1,739,885	1,876,259	1,722,001	**$ 1,854,654**	132,653	7.70%
Museum Fund	-	-	-	**35,334**	35,334	n/a
Water and Sewer Fund	245,301	209,511	231,841	**227,497**	(4,344)	-1.87%
Solid Waste Fund	3,571	4,153	8,128	**3,723**	(4,405)	-54.20%
Stormwater Fund	-	-	39,076	**51,953**	12,877	n/a
General Insurance Fund	10,004	11,686	7,674	**14,513**	6,839	89.12%
Health Fund	22,563	25,611	23,285	**21,532**	(1,753)	-7.53%
Equipment Services	79,784	61,185	76,073	**76,231**	158	0.21%
Total Revenues	$ 14,863,883	$ 16,266,339	$ 15,927,560	**$ 17,011,397**	$ 1,083,837	6.80%
Expenses						
Police Pension Sworn	$ 9,168,553	$ 10,254,797	$ 9,924,259	**$ 10,490,455**	$ 566,196	5.71%
EMS/Fire Pension Certified	2,604,882	2,820,586	2,642,152	**2,844,901**	202,749	7.67%
ICMA(401)a - General Employees	1,591,822	1,653,303	1,789,613	**1,833,008**	43,395	2.42%
ICMA(401)a - Management	652,184	740,643	756,054	**873,350**	117,296	15.51%
OPEB	254,054	191,528	210,000	**214,200**	4,200	2.00%
General Employees Pension	587,157	600,000	600,000	**750,001**	150,001	25.00%
City Commission Pension	5,231	5,482	5,482	**5,482**	-	0.00%
Total Expenses	$ 14,863,883	$ 16,266,339	$ 15,927,560	**$ 17,011,397**	$ 1,083,837	6.80%
Revenues in Excess of Expenses	-	-	-	-	-	-

Pension Fund Description

The Pension Fund accounts for the accumulation of resources to be used for benefit payments to retired City employees.

The Fiscal Year 2021 Pension Fund allocation is $17,011,397. This represents a increase of $1,083,837 or 6.80% increase from the Fiscal Year 2020 budget, primarily due to a 25% increase of the General Employees Pension.

Revenues

The $17,011,397 Pension budget has been allocated as follows:

- $14,725,960 transfer from General Fund
- $1,854,654 transfer from Fire Fund
- $35,334 transfer from the Museum Fund (new in FY2021)
- $227,497 transfer from Water and Sewer Fund
- $76,231 transfer from Equipment Services Fund
- $21,532 transfer from Health Fund
- $14,513 transfer from General Insurance Fund
- $3,723 transfer from Solid Waste Fund
- $51,953 transfer from Stormwater Fund

Expenses

Police pension expense: $10,490,455
(61.67% of total expenses)

This represents a $566,196, or 5.71%, increase from Fiscal Year 2020 budget. Since this is a defined benefit plan, it is necessary to maintain the appropriate funding levels for the pension's obligation as determined by an actuary.

EMS/Fire pension expense: $2,844,901
(16.72% of total expenses)

This defined benefit plan was established in 2005 for firefighters and paramedics. This represents a increase of $202,749 or 7.67%. As a defined benefit plan, it is required to maintain the appropriate funding level for the pension's obligation as determined by an actuary.

Employee (ICMA) expense: $1,833,008
(10.78% of total expenses)

This represents a $43,395 or 2.42% increase from Fiscal Year 2020. This is a defined contribution plan available to full-time general employees.

Management (ICMA) expense: $873,350
(5.13% of total expenses)

This is a defined contribution plan, based on salary, available to managers and supervisors.

General employee pension expense: $750,001
(4.41% of total expenses)

This is a single-employer defined benefit plan that was established in 1973 and was closed to new participants in 1988. This expense will increase by $150,000 due to an increase in the investment earnings assumption rate. and a trueup for Fiscal Year 2020's actuarial valuation.

OPEB: $214,200
(1.26% of total expenses)

This represents the City's contribution to Other Post Employment Benefits (OPEB) provided to the City's retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability and/or other services.

City Commission pension expense: $5,482
(0.03% of total expenses)

There is no change from Fiscal Year 2020. This is a former Commission closed pension plan with only one remaining participant.

SOLID WASTE FUND BUDGET SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted Budget	**FY 2021 Adopted Budget**	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues:						
Solid Waste Non Franchise	$4,640,339	$4,982,447	$5,729,635	**$5,742,998**	$13,363	0.23%
Interfund Transfer (from General Fund)			-	**0**	-	n/a
	$4,640,339	$4,982,447	$5,729,635	**$5,742,998**	13,363	0.23%
Expenditures:						
Operating Expenses	$4,346,830	$4,664,840	$5,168,194	**$ 5,267,780**	$99,586	1.93%
Personal Services	61,686	86,326	111,221	**114,403**	3,182	2.86%
Benefits	54,251	56,764	64,193	**58,303**	(5,890)	-9.18%
Reserve	-	-	386,027	**302,512**	(83,515)	-21.63%
Interfund Transfer (to Capital)	0	21,671	0	**0**	$0	n/a
	$4,462,767	$4,829,601	$5,729,635	**$5,742,998**	$13,363	0.23%
Revenues in Excess of Expenditu	**$177,572**	**$152,846**	**$0**	**$0**	**$0**	**n/a**

Solid Waste Fund Description

The Solid Waste Fund was established as an enterprise fund in Fiscal Year 2014. This fund includes the non-franchise portion of the City's residential solid waste special assessment which covers the cost of hauler and disposal fees. For Fiscal Year 2021, payments to the hauler and disposal providers will increase by the level of inflation and franchise fees were adjusted to keep commercial rates at the current Fiscal Year 2020 levels.

The Fiscal Year 2021 Solid Waste Fund budget totals $5,742,998 which is an increase of $13,363 or .23% from Fiscal Year 2020.

Revenues

Solid Waste Non-Franchise: $5,742,998
(100% of total)

The solid waste non-franchise revenue is collected as part of the City's residential non-ad valorem special assessment on residents' tax bill and distributed to the Solid Waste Fund to cover the cost of collection and disposal of solid waste.

Expenses

Operating Expenses: $5,267,780
(94.7% of total)

This represents the cost for the waste hauler contract with Waste Pro and the cost of waste disposal paid to Wheelabrator and Waste Pro.

Personal Services/Benefits: $172,706
(3.0% of total)

This represents the cost for the litter crew staff and a portion of the Streets Assistant Superintendent and Public Works Analyst salaries/benefits.

Reserve: $302,512
(5.3% of total)

This represents funds set aside as contingency for anticipated increase in waste hauler contract.

Solid Waste Assessment

2015	2016	2017	2018	2019	2020	2021
$225.84	$234.75	$239.75	$248.00	$260.00	$290.00	$290.00

The residential solid waste assessment is included on the property tax bill issued each November. The assessment period is the upcoming calendar year.

MUSEUM FUND BUDGET SUMMARY

	9 Month FY 2020 Adopted Budget	FY 2021 Adopted Budget	$ Change From FY20 Budget	% Change From FY20 Budget
Revenues				
Museum	$ 338,275	$ 313,800	(24,475)	-7.2%
Grants	55,640	46,277	(9,363)	-16.8%
Transfer from General Fund	89,063	344,864	255,801	287.2%
Transfer from GF- PFM Settlement	-	80,000	80,000	100.0%
Total Revenues	$ 482,978	$ 784,941	301,963	62.5%
Expenses				
Personal Services	$ 296,297	$ 468,107	171,810	58.0%
Benefits	113,966	163,049	49,083	43.1%
Operating expenses	72,715	73,785	1,070	1.5%
PFM Settlement	-	80,000	80,000	100.0%
Total Expenditures	482,978	784,941	301,963	62.5%
Revenues in Excess of Expenditures	-	-	-	

Museum Fund Description

The Museum Fund was established as an special revenue fund in Fiscal Year 2020. On October 30, 2019, the Board of Directors of the Coral Springs Museum of Art, Inc. (CSMA) voted unanimously to amend the bylaws of the CSMA to appoint the City Commission of the City of Coral Springs as the Board of Directors for the CSMA. On November 13, 2019, the City Commission approved and accepted its appointment as the Board of Directors of the CSMA.

For Fiscal Year 2021, the Museum Fund budget totals $784,941 which is an increase of $301,963 or 63% from Fiscal Year 2020 which represented a nine month budget.

Revenues

Museum: $ 313,800
(40% of total)

The museum revenue represents funds received through the operation of the Coral Springs Museum of Art including but not limited to admissions, classes, camps, art sales and facility rentals.

Grants: $46,277
(5.7% of total)

This revenue represents grants received by the Museum through individuals or corporations.

Transfer From General Fund: $344,864
(43.9% of total)

This revenue represents temporary funding from the General Fund to support operations of the Museum.

Transfer From General Fund- PFM Settlement: $80,000
(10.2% of total)

This revenue represents funding from the General Fund for settlement payments due in FY2021.

Expenses

Personal Services/Benefits: $631,156
(80.4% of total)

This represents the cost for Museum staff salaries/benefits.

Operating expenses: $73,785
(9.4% of total)

This represents the costs associated with operations of the Museum.

PFM Settlement: $80,000
(10.2% of total)

This represents payment made to PFM through a settlement agreement with the City.

DEBT SERVICE FUND BUDGET SUMMARY

The Debt Service Fund accounts for the repayment of voter-approved long-term General Obligation debt, as well as other long-term financing utilized by the City. Ad valorem taxes are used to pay debt service on general obligation bonds. Debt service on all other financing is allocated among the various funds of the City.

The City is not subject to a legally-imposed debt limit but makes careful use of debt to finance major capital projects, such as new buildings, renovations, infrastructure improvements, and major equipment purchases, per self-imposed policies (see Financial Policies in the Appendix for details.)

The Fiscal Year 2021 Debt Service Fund budget is $10,992,146. This represents a decrease of $282,086 or 3% from the Fiscal Year 2020 budget primarily due to debt being paid off and no interfund transfer to capital which was utilized in Fiscal Year 2020 for the ERP Project.

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	**FY 2021 Adopted Budget**	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues						
Ad Valorem Taxes	$2,545,525	$2,606,442	$2,589,259	**$ 2,579,549**	$ (9,710)	0%
Transfer from General Fund	7,014,024	7,737,435	8,093,862	**$ 7,801,786**	(292,076)	-4%
Transfer from Fire Fund	282,860	404,852	448,985	**$ 207,320**	(241,665)	-54%
Transfer from Water & Sewer Fund	50,000	50,000	50,000	**$ 87,176**	37,176	74%
Transfer from Equipment Service Fund	-	-	-	**$ 27,827**	27,827	0%
Transfer from Forfeiture Fund	-	-	-	**$ 181,174**	181,174	0%
Appropriated Fund Balance	-	-	-	**$ 21,711**	21,711	0%
Interest Rebate-Revenue Bond Series 2010	93,306	87,584	80,560	**$ 74,205**	(6,355)	-8%
Other	4,434	11,653	-	**$ -**	-	0%
Interest Income	28,119	41,545	11,566	**$ 11,398**	(168)	-1%
Total Revenues	$ 10,018,269	$ 10,939,511	$ 11,274,232	**$ 10,992,146**	$ (282,086)	-3%
Expenditures						
General Obligation Bond-2005B (Refunding)	528,750	534,844	-	**-**	-	0%
General Obligation Bond-2013 - (Refunding) Public Safety	1,013,766	1,049,506	1,583,193	**1,573,543**	(9,650)	-1%
General Obligation Bond-2015 Public Safety	1,006,567	1,006,452	1,006,232	**1,006,006**	(226)	0%
General Obligation Bond-Other	750	-	750	**750**	-	0%
Total General Obligation Bond	$ 2,549,833	$ 2,590,802	$ 2,590,175	**$ 2,580,299**	$ (9,876)	0%
Franchise Revenue Bond-2014 (Refunded 2004)	1,667,305	1,670,212	1,668,899	**-**	(1,668,899)	-100%
Capital Revenue Bond-2015 (Refunded 2008)	1,617,553	1,621,145	1,621,213	**1,616,808**	(4,405)	0%
Capital Revenue (RZED) Bond Series 2010	505,578	499,090	492,421	**485,566**	(6,855)	-1%
Capital Revenue Note 2013	519,600	519,600	519,600	**519,600**	0	0%
Lease Purchase Financing - ended FY2018	473,756	-	74,724	**-**	(74,724)	-100%
Capital Revenue Bond 2015B	1,405,596	1,405,452	1,405,682	**1,405,262**	(420)	0%
Municipal Complex-Phase 1 Loan 2014	248,062	248,062	248,062	**1,299,062**	1,051,000	424%
Municipal Complex-Phase 2 Series 2016A	923,000	923,000	923,000	**923,000**	-	0%
Municipal Complex-Phase 2 Series 2016B	79,190	79,190	79,190	**79,190**	-	0%
Capital Revenue Note 2017	-	813,278	1,107,500	**350,800**	(756,700)	-68%
ERP Debt Service	-	-	425,276	**545,991**	120,715	28%
TURF Field Lease	-	-	107,841	**682,851**	575,010	533%
Defibrillator Lease	-	-	-	**98,089**	98,089	0%
Body Camera Lease	-	-	-	**364,980**	364,980	0%
Other - Trustee Fees	-	-	650	**650**	-	0%
Total Revenue Bonds	$ 7,439,639	$ 7,779,029	$ 8,674,057	**$ 8,371,848**	$ (302,209)	-3%
Other						
Line of Credit Financing	-	-	-	**30,000**	30,000	0%
Issuance Costs	-	-	10,000	**10,000**	-	0%
Total Other	$ -	$ -	$ 10,000	**$ 40,000**	$ 30,000	300%
Total Expenditures	$9,989,472	$10,369,831	$11,274,232	**$ 10,992,146**	$ (282,086)	-3%
Revenues in Excess of Expenditures	**$ 28,796**	**$ 569,680**	**$ -**	**$ -**	**$ -**	**0%**

Debt Service Fund Description

Debt Issuance and Refunding

Capital improvements, equipment purchases, and facility projects are classified into "pay-as-you-go" and "debt financing" classifications. Pay-as-you-go capital items are $5,000 or less with short lives (less than four years) or involve the replacement of existing equipment where depreciation has been paid to a sinking fund. It is generally not prudent to spend operating cash on assets that have useful lives greater than five years because capital assets are paid for gradually over their useful lives by an annual depreciation charge to the current accounting period.

Debt financing is used for major, non-recurring items with a minimum four years of useful life. When the City finances capital projects by issuing debt, it is amortized over a term not to exceed the average useful life of the project(s) financed. Current relatively low interest rates make debt financing economical and wise compared to cash financing.

The City's goal is to keep the average maturity of General Obligation bonds at or below 12 years. The City reviews its outstanding debt regularly to determine if the financial marketplace will afford the opportunity to refund an issue and lessen debt service costs. To consider the possibility of refunding an issue, a present value savings of three percent over the life of the respective issue, at a minimum, must be attainable.

Revenues

Revenue sources for the Debt Service Fund Fiscal Year 2021 budget include:

Ad valorem taxes: $2,579,549
(23% of total revenues)

Ad valorem taxes represent a levy of 0.2412 per $1,000 of taxable assessed value on real and personal property. This debt service millage rate is calculated separately from the operating millage rate and covers the debt service on the City's general obligation bonds (voted debt) only. There is no legal debt millage limit established by the state of Florida for municipalities, counties, or independent taxing districts.

Transfers from Other Funds: $8,326,994
(76% of total revenues)

Transfers in from other funds are the debt service payments for which each fund bears responsibility for the non-voted outstanding debt, including franchise and capital revenue bonds, a recovery zone bond, and lease purchase financing.

Allocation of Non-Voted Debt Service for Fiscal Year 2021

	Municipal Complex Loan Ph. I 2014 & Ph. 2 2016	Capital Revenue Bonds (RZED) 2010*	Capital Revenue Bond 2015B	Capital Revenue Note 2013	Capital Revenue Bond 2015	Capital Revenue Note 2017	ERP Debt, Series 2019	Turf Field Lease 2019	Defibrillator, BWC and Taser Lease	Open Line of Credit	**Allocations by Fund**
General Fund	$2,301,252	$411,361	$1,405,262	$519,600	$1,516,808	$298,180	$384,718	$682,851	$260,184	$21,570	**$7,801,786**
Fire Fund					$100,000	$52,620	$50,405			$4,295	**$207,320**
Water & Sewer Fund							$83,041			$4,135	**$87,176**
Equipment Service Fund							$27,827				**$27,827**
Debt Service Fund									**$21,711**		**$21,711**
Forfeiture Fund									**$181,174**		**$181,174**
Allocations by Issuance	**$2,301,252**	**$411,361**	**$1,405,262**	**$519,600**	**$1,616,808**	**$350,800**	**$545,991**	**$682,851**	**$463,069**	**$30,000**	**$8,326,994***

* RZED debt service shown net of interest rebate. Only the net expected RZED debt service ($485,566-$74,205) is allocated to the General Fund.

The City limits its debt service expense allocated to the General Fund to no more than 12.5% of the General Fund budgeted expenditures. The General Fund expenditures for Fiscal Year 2021 are budgeted at $132,651,937. The debt service allocated to the General is $7,801,786, or 5.9%, well below the self-imposed limit of 12.5%.

Annual General Fund debt service expense is limited to 12.5% of the total General Fund budget: current = 5.9%

Debt Service Fund Description - cont.

Expenditures

Expenditures in the Debt Service Fund are the principal and interest payments on most of the City's outstanding debt. There are two categories of debt: voted General Obligation (GO) bonds, and non-voted debt, which consists of a variety of instruments including bonds, notes, bank loans and lease purchase financing.

General Obligation Bond Debt Service: $2,580,299 23% of total expenditures

General Obligation (GO) bonds allow municipalities to borrow money to pay for capital improvements and projects that benefit the entire community. Repayment of GO bonds is guaranteed by the "full faith and credit" of the City and the ability to raise taxes to pay the debt service via a separate voter-approved debt levy.

The City has two voter-approved GO bonds outstanding, funded by ad valorem taxes. The current dedicated debt millage rate is 0.2412 per $1,000 of taxable assessed value. The City limits its total outstanding General Obligation debt to no more than 5% of the City's total taxable assessed value. For Fiscal Year 2021 the General Obligation debt outstanding is $16.7 million which is 0.15% of the total taxable assessed value.

General obligation debt outstanding shall not exceed 5% of the City's taxable assessed value: current = 0.15%

General Obligation Bonds Outstanding

Series	Purpose	Outstanding
2013	Mullins Master Plan, Public Safety add'n	$8,599,728
2015	PS Comm., 2 Fire Stations, Safety Town...	$8,133,701
TOTAL		**$16,733,429**

Ad Valorem Millage Rate Charged for General Obligation Bonds

FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
0.2933	0.2948	0.2753	0.2652	0.2534	0.2412

Rating Agency	GO Bond Rating
Moody's Investor Service	Aa1
Standard and Poor's	AAA
Fitch	AAA

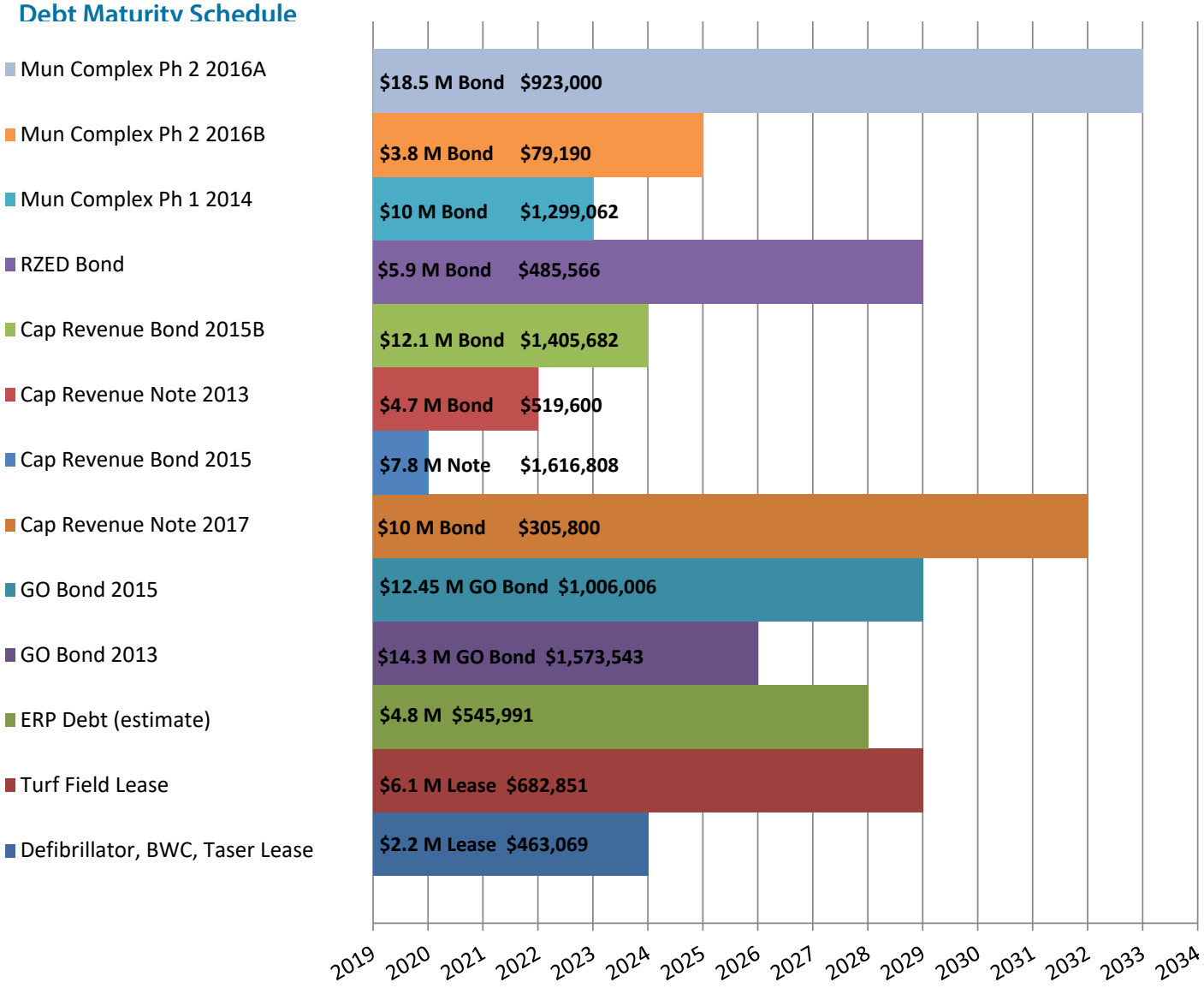
Much like an individual's credit rating, a bond rating is a measure of an organization's credit worthiness. The higher the bond rating, the more favorable the interest rates that can be obtained. Coral Springs has the highest bond rating (triple A) from two of the three rating agencies.

GO Refunding Bond Series 2013
This bond, issued April 25, 2013, matures October 1, 2026. Debt service totals $1,573,543 leaving a balance of $8,599,728. Refunded at a 2.18% interest rate, replacing the original 4.2% rate, this bond was originally issued in 2006 to fund the Mullins Master Plan project, including additional Public Safety Building space, a new fire station, and parking and access improvements to Mullins Park.

GO Bond Series 2015 Public Safety
Approved by voters in November 2014, this $12.45 million bond was issued in January 2015 at a rate of 2.40% to fund Public Safety projects: Upgrade Public Safety communications, construct two new fire stations, construct a new Safety Town, and renovate the CSI building. This bond has a maturity date of October 1, 2029. Debt service will be $1,006,006 leaving a year-end balance of $8,133,701.

Debt Service Fund Description - cont.

Debt Maturity Schedule



	Par Value	Matures	Debt Service	Outstanding
Mun Cmplx Bond Phase 2 2016A	$18,460,000	FY2034	$923,000	$18,460,000
Mun Cmplx Bond Phase 2 2016B	$3,770,000	FY2026	$79,190	$3,770,000
Mun Cmplx Bond Phase 1 2014	$10,043,000	FY2024	$1,299,062	$8,992,000
Capital Revenue (RZED) Bond 2010	$5,913,000	FY2030	$485,566 ($411,361 net)	$3,187,133
Capital Revenue Bond 2015B	$12,089,000	FY2025	$1,405,682	$6,563,000
Capital Revenue Note 2013	$4,679,582	FY2023	$519,600	$1,009,574
Capital Revenue Bond 2015	$7,780,000	FY2021	$1,616,808	$0
Capital Revenue Note 2017	$10,000,000	FY2033	$305,800	$8,524,000
ERP Debt 2019	$4,800,000	FY2029	$545,991	$3,990,000
Turf Field Lease 2019	$6,104,000	FY2030	$682,851	$5,555,000
Defibrillator, BWC, Taser Lease 2020	$2,176,696	FY2024	$463,069	$1,244,369

Debt Service Fund Description - cont.

Revenue Bond (non-voted) Debt Service: $8,371,848 76% of total expenditures

Municipal Complex Bond (Phase 2) 2016A and 2016B

The bulk of the funding for the new City Hall was issued in September 2016 and split into two parts. Series 2016A are tax-exempt bonds and Series 2016B, reflective of the cost of the public parking portion of the Complex, are taxable bonds. This was done to preserve the City's flexibility in future economic development. No principal payments are planned until Fiscal Year 2025.

Municipal Complex Bond (Phase I) 2014

Funding enough to meet early cash flow needs of the new City Hall was obtained September 2014. Interest-only debt service is planned until Fiscal Year 2021.

Capital Revenue (RZED) Bond 2010

As part of the 2009 Federal stimulus (American Recovery and Reinvestment Act), the City issued taxable Recovery Zone Economic Development (RZED) bonds, with a rebate of 45% of the taxable interest paid. Issued December 2010 the proceeds funded downtown improvements.

Capital Revenue Bond 2015B

For Fiscal Year 2016 the operating millage rate was increased by 5% in order to fund debt service on $12 million of capital projects including the Aquatic Complex renovations (repairing the 50 meter pool), artificial turf in Cypress Park, Gymnasium renovation, security cameras in the parks, energy efficient field lighting, Center for the Arts roof repairs, interior improvements at the Center for the Arts, roadway resurfacing, pedestrian lighting on Forest Hills Boulevard, improvements at the Wiles Road and 441 intersection, forensic analysis equipment, and other police safety and investigative equipment.

Capital Revenue Note 2013

This low interest rate debt (1.95%) funded projects in Fiscal Year 2013 Capital Improvement Plan, including Aquatics upgrades, Royal Palm Entryway, technology security, various parks renovations, and police surveillance equipment.

Capital Revenue Bond 2015

Originally issued August 2008 to refund two capital revenue bonds from the Florida Intergovernmental Financing Commission (FIFC 2001A and FIFC 2002B.) This debt was refunded in October 2015 at a 1.75% interest rate.

Capital Revenue Note 2017

The City looks to expand by financing the purchase of property near Westside Complex and south of the City's Fire Academy. This note is a $10 million revenue bond with a 15 year term, has a rate of 2.5%, and prepayment at no additional cost after October 1, 2019.

Turf Field Lease Financing 2019

The City is upgrading 7 grass fields into turf fields at various parks. The lease is a $6.1 million lease finance with a maturity date of October 1, 2029. The interest rate is 2.2961% and the lease is a ten year term.

ERP Debt Financing 2019

The City is upgrading the current business software by implementing an enterprise resource planning software. A Special Obligation Note, Series 2019, was issued for $4.8 million with an interest rate of 2.070% for a 10 year term.

Defibrillator, Body Worn Camera and Taser Lease 2020

The City is upgrading and enhancing the Public Safety equipment with the leasing of Body Worn Cameras, Tasers and Defibrillators. The lease is $2,176,696 over a 5 year period with an interest rate of 2.070%. The lease will be funded through forfeiture funds, grant funds and operating funds.

Other

The City has an open line of credit of $25 million funded by the General Fund, Fire Fund and Water and Sewer Fund. The open line of credit will serve as a safety measure in the event of a hurricane to provide financial assistance if needed. The City has also set funding aside for costs of issuance, if needed.

Debt Management

Water and Sewer Fund Debt

Much of the water utility improvements identified in the City's Water and Wastewater System Master Plan (August 2006) were funded by low-interest loans from the Florida Department of Environmental Protection (DEP) State Revolving Fund (SRF). The City has seven outstanding SRF loans, each with a term of 20 years. The annual interest rate has varied from 2.50% to 3.06%.

Capital Improvement Program (CIP) budgets adopted in Fiscal Years 2012 and 2013 included an additional $8.7 million in water and sewer system improvements, specifically a $6.7 million Phase 3 water plant improvement and a $2 million booster station rehabilitation. In December 2012, the City executed a 20 year bank loan of $8,745,000 at an interest rate of 2.29% to fund these improvements.

In May 2015, the City issued $4,772,000 in new Water and Sewer Fund debt at a rate of 2.002% for additional capital projects including rehabilitation, replacement and improvement to the City's water and sewer infrastructure.

The estimated pledged revenue coverage ratio of the Water and Sewer Fund for Fiscal Year 2021 is 3.01.

Gross Revenue	Less: Operating Expenses	Net Available Revenue	Debt Service Total	Coverage
$25,441,970	$18,762,349	$6,679,621	$2,221,624	3.01

Water and Sewer Debt	Par Value	Matures	Debt Service	Outstanding
SRF Loan: Lift Station 20A/20B Rehab	$536,159	FY2029	$34,926	$249,580
SRF Loan: Sewer Rehab Phase II	$1,046,756	FY2033	$68,527	$704,172
SRF Loan: Water Treatment Plant Improvements, Phase 1 and 2	$5,431,530	FY2032	$361,943	$3,406,141
SRF Loan: Raw Water Supply Wells	$1,846,683	FY2031	$121,224	$1,051,481
SRF Loan: Transmission, Distribution, Interconnects	$3,052,141	FY2033	$203,318	$1,988,414
SRF Loan: Source and Treatment	$1,119,826	FY2032	$75,902	$704,411
SRF Loan: Forest Hills Wellfield	$2,378,188	FY2033	$124,638	$1,604,825
SRF Loans Total	**$15,411,283**		**$990,478**	**$9,709,024**
2012 Bank Loan	$8,745,000	FY2031	$605,443	$5,135,000
2015 Bank Loan	$4,772,000	FY2024	$563,893	$1,626,000
Water/Sewer Total Debt	**$28,928,283**		**$2,159,904**	**$16,470,024**

Debt Management - cont.

Debt Ratios

The City's Total Taxable Value for the Fiscal Year 2021 budget is $11,254,828,557 and the population estimate as of July 2020 is 129,263.

Fund	Debt	Principal Outstanding October 1	Principal Payments	Principal Outstanding September 30	% of Taxable Value	Per Capita
Debt Service	GO Bonds	$18,862,708	$2,129,279	$16,733,429	0.15%	$129
Debt Service	Revenue Bonds	$66,307,690	$6,256,614	$60,042,076	0.53%	$464
Water & Sewer	SRF Loans	$10,425,916	$716,893	$9,709,024	0.09%	$75
Water & Sewer	Revenue Bonds	$7,732,000	$971,000	$6,761,000	0.06%	$52
TOTALS		$103,328,314		$93,245,529	0.83%	$721

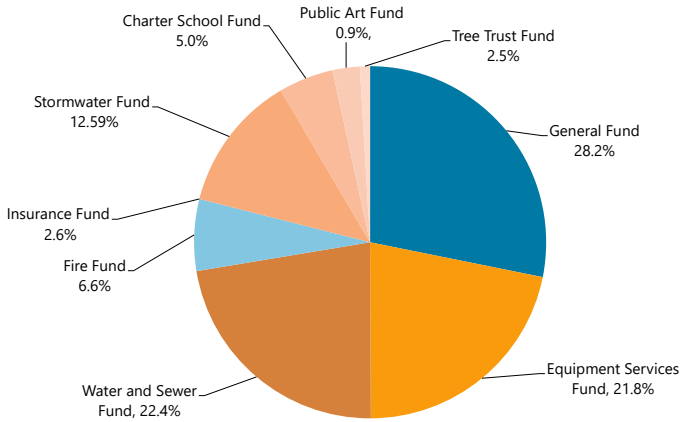
CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is an economical and responsible financial plan to ensure quality public services today and in the future. The CIP is a separate budgeting process within the annual operating budget. Collectively, the CIP and the Five-Year Forecast serve as a road map to intelligently plan for the City's future.

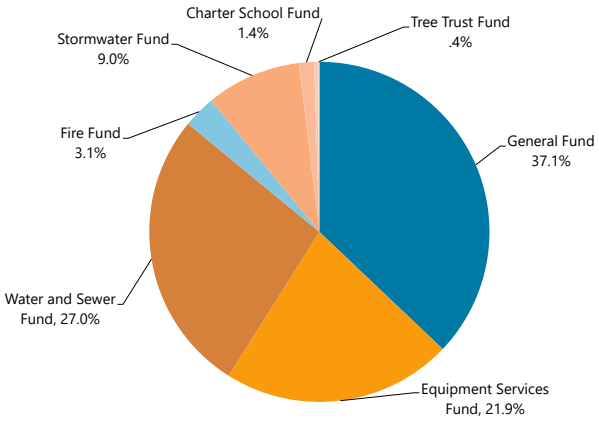
The capital expenditures for Fiscal Year 2021 is programmed at $19,863,646.

General Fund	$5,597,320
Water and Sewer Fund	$4,458,000
Equipment Service Fund	$4,320,664
Stormwater Fund	$2,500,000
Fire Fund	$1,306,662
Charter School Fund	$1,000,000
Tree Trust Fund	$496,000
Public Art Fund	$185,000

Capital expenditure Fiscal Year 2021



Capital expenditure Fiscal Years 2021-2026



The CIP procedure is used to plan, budget, and finance the purchase and/or construction of large capital infrastructure, facilities, equipment, and other fixed assets. The City uses this process to ensure these expensive, long-lived projects are aligned with its strategic direction and that the money is prudently spent. The capital item to be undertaken or purchased, the year in which it will be started, the anticipated capital outlay each year, the estimated impact on the operating budget, and the method of financing the project are all listed in the CIP summaries.

The six-year Capital Improvement Program includes Fiscal Year 2021 budget and expenditure projections for the next five years. The total capital plan for Fiscal Years 2021 through 2026 is $138,454,760.

The Capital Improvement Program provides detailed information for all CIP projects with capital outlays greater than $5,000 that the City plans to construct, improve, or purchase during Fiscal Years 2021 through 2026.

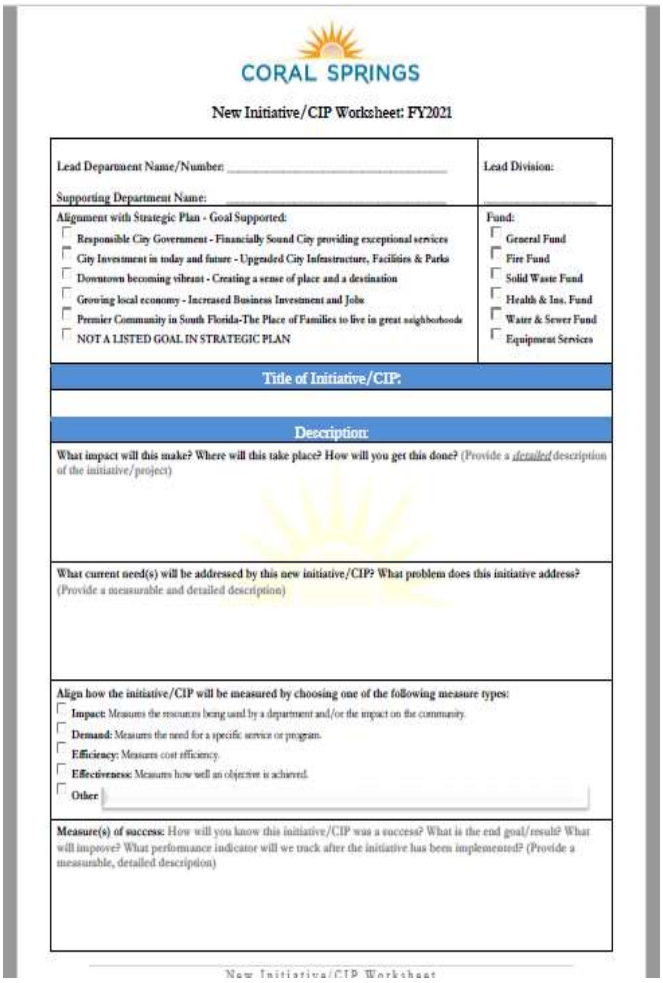
The following policy guidelines are used to define a capital expenditure and steer the management of the process:

- A capital expenditure is defined as a major construction, expansion, purchase, or major repair/replacement of buildings, utility systems, streets, or other physical structures or property which has an estimated total cost of $5,000 or more and generally has an expected life of at least five years.
- Capital items under $5,000 are generally included in the various Fiscal Year 2021 funds' operating budgets.
- Capital improvements are programmed and scheduled based on the City's projected financial ability to purchase and maintain the capital project. All projects are prioritized and ranked based on criteria including the strength of the linkage between the capital expenditure and the City's strategic goals.
- General Fund debt service expenditures will not exceed 12.5% of the total annual General Fund budget.
- Voter-approved general obligation debt outstanding will not exceed 5.0% of the City's total taxable assessed valuation.

CIP Selection Process

The CIP is updated annually to make adjustments for changing capital needs, changes in availability and cost of funds, and to add a year of programming to replace the year just completed. The CIP process begins in early January with an evaluation of the capital budgeting process to determine if there are any changes that will make the process more user-friendly, efficient, or effective. Next, departments conduct a fixed assets inventory including an inventory of vehicles, computers, and printers.

Each department submitting a capital acquisition request must complete a Project Description Form . The request includes the following information: project title, department/division, linkage to strategic goal or initiatives, expected life of equipment (when applicable), additional operating cost/savings, additional revenue or income, contingencies, project description, project update, alternatives, impact on other departments, and a justification.



CORAL SPRINGS

New Initiative/CIP Worksheet: FY2021

Lead Department Name/Number: _____

Supporting Department Name: _____

Lead Division: _____

Alignment with Strategic Plan - Goal Supported:

- ☐ Responsible City Government - Financially Sound City providing exceptional services
- ☐ City Investment in today and future - Upgraded City Infrastructure, Facilities & Parks
- ☐ Downtown becoming vibrant - Creating a sense of place and a destination
- ☐ Growing local economy - Increased Business Investment and Jobs
- ☐ Premier Community in South Florida-The Place of Families to live in great neighborhoods
- ☐ NOT A LISTED GOAL IN STRATEGIC PLAN

Fund:

- ☐ General Fund
- ☐ Fire Fund
- ☐ Solid Waste Fund
- ☐ Health & Ins. Fund
- ☐ Water & Sewer Fund
- ☐ Equipment Services

Title of Initiative/CIP:

Description:

What impact will this make? Where will this take place? How will you get this done? (Provide a *detailed* description of the initiative/project)

What current need(s) will be addressed by this new initiative/CIP? What problem does this initiative address? (Provide a measurable and detailed description)

Align how the initiative/CIP will be measured by choosing one of the following measure types:

- ☐ **Impact:** Measures the resources being used by a department and/or the impact on the community.
- ☐ **Demand:** Measures the need for a specific service or program.
- ☐ **Efficiency:** Measures cost efficiency.
- ☐ **Effectiveness:** Measures how well an objective is achieved.
- ☐ **Other:** _____

Measure(s) of success: How will you know this initiative/CIP was a success? What is the end goal/result? What will improve? What performance indicator will we track after the initiative has been implemented? (Provide a measurable, detailed description)

New Initiative/CIP Worksheet

One of the key components in the CIP process has been the linkage of the Capital Improvement Program to the Strategic Plan. In the spring, capital requirements flowing from the adopted Strategic Plan and Business Plan are identified. Each project recommended for inclusion in the Fiscal Year 2021 capital budget is linked to the Strategic Plan as it relates to the City Commission's five goals. The CIP also takes into consideration department needs, the Comprehensive Plan Capital Improvement element, and the Water and Wastewater Master Plan.

Prior to being included in the six-year Capital Improvement Program, each potential project is analyzed to determine its financial impact on operations, operating expenditures, and revenues. The total cost of each recommended project is identified as part of the capital budgeting process and associated operating expenses are included in the operating budget. In the CIP, the Project Description Form for each project identifies expected debt service costs, including interest rate and life expectancy assumptions, and operating and maintenance costs for new equipment. Fleet requests are accompanied by a Fleet Replacement Form identifying the vehicle type, quantity, replacement cost, vehicle identification numbers, model type, and specialty items necessary to put the vehicle in service. In addition, current status and condition of each vehicle is required as part of the justification submitted for review (e.g. mileage, life-to-date repair cost, etc).

During the Fiscal Year 2020 budget process, to ensure continuous funding for recurring CIP projects, the Budget office met with each department prior to budget kickoff to review and discuss all capital projects listed on their CIP plan. Those projects found to be non-recurring or critical were move to an unfunded capital list (see pp. 295-296). This list totaling over $33M is an appendix to the CIP plan and is referenced annually during the budget process. A strategy for funding 100% of the identified recurring capital has been built into the City's five-year forecast.

During the Fiscal Year 2021 budget process, due to the COVID-19 pandemic, open capital projects over two years old were reviewed, re-prioritized and repurposed when possible, generating over $4.5M in savings as future options/tactics if necessary. Any new projects recommended for inclusion in the Fiscal Year 2021 capital budget was evaluated through a CIP project prioritization funding exercise. The goal of this exercise is to reduce subjectivity when comparing projects and ensure that projects are prioritized on a citywide perspective- balancing needs and budget with strategic goals.

The CIP Review Committee— made up of the City Manager, Deputy City Managers, the department requesting the capital, and staff from the Budget and Strategy Department—discusses all capital requests with further justification, research, and analysis during the budget meetings. If the need proves to be valid and the capital is part of the City's overall strategic plan, the project is recommended for approval. The Senior Management Team reviews the entire list of proposed capital projects along with the funding sources and restraints. A final list of projects is recommended to the City Commission by this team for inclusion in the capital budget.

CIP Project Categories

Capital projects are divided into one of three primary categories:

1. Capital improvement projects: The purchase, replacement, maintenance, and repair of infrastructure and fixed assets is budgeted and accomplished through the Capital Improvement Program.

2. Fleet replacement: The entire inventory of vehicles and equipment is evaluated annually in order to prioritize replacement and repairs needed in the upcoming year, based on age, condition, maintenance cost, and expected life of each equipment.

The Equipment Services Fund provides for the purchase, replacement, and maintenance of the City's fleet and other large equipment (such as generators or tillers). This is an internal service fund in which departments are charged for the usage or depreciation of the equipment.

This recurring source of money makes the fund self-sufficient. Existing assets are replaced on a life cycle replacement schedule. New equipment can be added through a new initiative if it can be shown to support the Strategic Plan.

Computer Replacement Program

Fiscal Year	Planned Expenditures	Contributed Depreciation	Year-end Balance
2021	$771,400	477,949	2,080,376
2022	$921,000	501,846	1,661,221
2023	$313,370	526,938	1,874,790
2024	$462,250	553,285	1,965,825
2025	$925,050	580,949	1,621,724
2026	$408,500	609,997	1,823,221
2027	$782,170	640,497	1,681,548
2028	$302,750	672,522	2,051,319
2029	$986,200	706,148	1,771,267
2030	$537,500	741,455	1,975,222
2031	$339,120	778,528	2,414,630

The table below shows the estimated replacement cost of the City's fleet inventory for the next ten years with corresponding annual contributions required from department users of vehicles, in order to make "pay-as-you-go" fleet purchases. This annual contribution eliminates borrowing money to finance a vehicle's replacement. In Fiscal Year 2021, the City will invest nearly $4.3M to replace vehicles and equipment that otherwise would be more costly to maintain.

3. Computer replacement: The Computer Replacement Program is used to purchase and maintain computer hardware (including scanners, laptops, and desktops) and software. This is also a self-sufficient, internal service fund. Existing computer technologies are replaced on a standardized replacement schedule that considers legacy as well as usage. The table above shows the annual investment cost to replace the existing inventory of computers.

Fleet Replacement Program

Fiscal Year	Expenses	Contributed Depreciation	Intra Fund Transfer	Estimated Interest	Year-End Balance
2021	4,252,664	1,283,423	100,000	70,350	$ 4,236,113
2022	7,627,757	4,532,506	100,000	42,361	$ 1,283,223
2023	3,278,332	4,781,793	100,000	12,832	$ 2,899,516
2024	3,638,089	5,044,792	100,000	28,995	$ 4,435,214
2025	4,709,403	5,322,256	100,000	44,352	$ 5,192,419
2026	6,683,186	5,614,980	100,000	51,924	$ 4,276,137
2027	8,769,583	5,923,803	-	42,761	$ 1,473,119
2028	7,420,700	6,249,613	-	14,731	$ 316,762
2029	9,799,698	6,593,341	-	3,168	$ (2,886,427)
2030	3,781,183	6,952,678	-	-	$ 285,069
2031	3,813,754	7,335,076	-	2,851	$ 3,809,241

Capital Projects Funding

Funding for capital projects can be obtained from any of the following sources:

General Fund, Fire Fund, and Water and Sewer Fund operating revenues—appropriated revenues will generally be used to purchase modest, routine operating capital items.

Franchise revenue bonds and capital revenue bonds—consists of debt that is secured through the pledge of City General Fund franchise revenues and other non-ad valorem revenues.

Water and Sewer revenue bonds—the Water and Sewer Fund is an enterprise fund supported by fees for service rather than by taxes. Revenue bonds are repaid with revenues generated from this fund, not by contributions from the General Fund. Revenue bonds are obtained to increase plant capacity and modernize the Utility system.

General obligation bonds—requires voter approval and is used to finance major capital projects with an expected life of 15 to 30 years. Debt retirement is achieved through a special ad valorem debt millage separate from the General Fund ad valorem operating millage.

Variable-rate debt bonds and loans—used to purchase capital items through a financial institution with a contractual obligation specifying payment terms, including principal and interest to be paid over a period of time.

Equity Financing—generally known as "pay-as-you-go" financing and involves dedicating budget surpluses that are generated in previous years to fund capital purchases. When the City equity finances some of its CIP, it reduces the amount of debt that needs to be issued.

CIP funding sources- Fiscal Year 2021

Funding Source	Budget
Operating	
General Fund	$21,812
Fire Fund	$129,000
Water and Sewer Fund	$548,000
Equipment Service Fund	$4,252,664
Equity Financing	
General Fund	$3,694,925
Fire Fund	$680,745
Equipment Service Fund	$68,000
Renewal & Replacement	$3,910,000
Grants	
CDBG	$635,799
HOME Grant	$262,265
SHIP Grant	$583,033
Stormwater Fund	$2,500,000
Tree Trust Fund	$496,000
Public Art Fund	$185,000
Charter School Fund	$1,000,000
Broward County Surtax	$896,403
Total Fiscal Year 2021 CIP	**$19,863,646**

Florida Department of Environmental Protection (DEP) loan—program provides low-interest loans for planning, designing, and constructing drinking water and wastewater projects. This program is also known as a State Revolving Fund (SRF) Loan.

Grants—refers to giving of funds for a specific purpose. Funds may be granted from federal, state, or local sources, such as Community Development Block Grant (CDBG), Urban Area Security Initiative (UASI), Federal Emergency Management Administration (FEMA), Florida Department of Transportation, Florida Department of Environmental Protection, Justice Assistance Grant (JAG), Resource Recovery Board, Florida Department of Health, etc.

Tax Incremental Financing (TIF)—captures the future taxes of real estate improvements in a designated area to pay the present cost of these improvements.

Broward County Surtax—refers to the one percent discretionary sales surtax for transportation approved in November of 2018 by Broward County voters.

In summary, the six-year CIP provides the necessary components of a sound Capital Improvement Program. The table above lists the sources of financing for the capital budget in Fiscal Year 2021.

Impact of CIP on the Operating Budget

Operating Capital

Operating capital is a funding source for capital requests, vehicles, and equipment that are relatively modest in cost, have a short life expectancy and/or are purchased annually or fairly regularly. Each fund allocated money to make appropriate purchases or enhancements, financed through recurring revenues. Projects funded through operating capital in Fiscal Year 2021 totals $4,951,476. Please see CIP Operating Capital- Fiscal Year 2021 table for individual project costs.

General Fund

The General Fund operating capital totaling $21,812 will be used for the purchase of record scanning equipment as well as equipment related to Q-less system both used in the Building Department.

Fire Fund

The Fire Fund's operating capital for Fiscal Year 2021 totals $129,000. This allocation will be used for the purchase of 2 clean cab vehicles, a Lockdown System at the Academy and to fund a residential Fire Sprinkler Feasabity study.

Water and Sewer Fund

The Water and Sewer Fund's operating capital of $548,000 will be used for ongoing replacement of fire hydrants, continuation of force and water main valve repair and replacement program and the purchase of portable generators for lift stations and dead end water main automatic flushers.

Equipment Services Fund

In Fiscal Year 2021, the City is projecting a $4,252,664 in operating capital expense in the Equipment Service Fund to replace vehicles and equipment that have exceeded their useful life (refer to Fleet Assets for more information).

CIP Operating Capital- Fiscal Year 2021

Fund	Budget
General Fund	
Q-less System	$7,812
Record Scanning Equipment	$14,000
Total General Fund Operating CIP	**$21,812**
Water & Sewer Fund	
Fire Hydrant Replacement Prog.	$100,000
Force Main Valve Repair/Repl Prog.	$100,000
Water Main Valve Repair/Repl Prog.	$100,000
Dead End Water Main Auto. Flusher	$50,000
Portable EmergGen. for lift stat.	$95,000
Security Improvements	$53,000
Camera Equipment	$50,000
Total Water & Sewer Operating CIP	**$548,000**

Fund	Budget
Equipment Service Fund	
Vehicle & Equip. Replacement	$4,252,664
Total Equipment Serv Operating CIP	**$4,252,664**
Fire Fund	
Resid. Fire Sprinkler Feasibility Study	$10,000
2 Vehicles	$94,000
Lockdown System-Academy	$25,000
Total Fire Operating CIP	**$129,000**
Total FY 2021 Operating Capital	**$4,951,476**

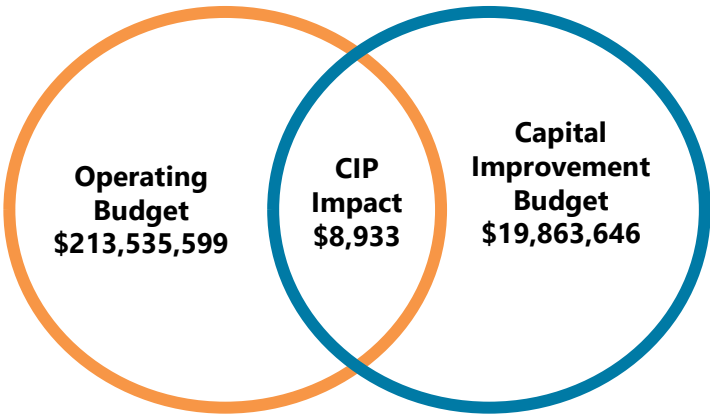
Impact of CIP on the City's Operating Budget (cont.)

Operating Expenses

CIP projects can affect the City's operating budget by increasing expenditures and offset by anticipated savings or new revenues generated by the project. The operating impact of a project is given careful consideration when analyzing new capital requests so that any impact can be accounted for in the budget as well as the five -year forecast.

Major capital projects requested for Fiscal Year 2021 are comprised mainly of rehabilitation and improvements to the water and sewer facilities, road resurfacing and air conditioning/roof replacements in the Public Works departments, replacement of playground equipment, canopies and fencing in Parks and Recreation and equipment replacement in Fire Department. These projects improve but do not expand the level of service the City provides. The operating impact, therefore, is either negligible or indeterminable at this time due to the early stage of the projects.

CIP impact on the operating budget FY 2021



The operating impacts of other CIP projects are measurable and have been included in the operating budget. For example, the addition of 2 vehicles in the Fire Department will result in an impact on the City's operating budget by increasing gasoline/ maintenance and depreciation costs. The additional fuel and maintenance cost for this new fleet is estimated at $2,572 and the annual depreciation charge for the use of this equipment is projected at $13,361.

Some capital projects are associated with the reduction of operating expenses. For example, the Parks' light fixture replacement program will result in approximately $7,000 in cost savings by replacing existing fixtures with new energy efficient lighting systems.

Debt Service

Debt service refers to the amount of interest and principal the City will pay on its outstanding debt during a fiscal year. In Fiscal Year 2021, the City will continue repayment of a $4.7 million loan to finance capital improvements in the General Fund. The total principal and interest payment for this loan in Fiscal Year 2021 is $519,600. In FY 2016, the City borrowed $12M to finance vital capital improvements for the General Fund. The total principal and interest payment for this loan in Fiscal Year 2021 is $1,405,682.

The City will also continue to budget debt service related to the Municipal Complex in FY 2021. Debt service totaling $1,299,062 is budgeted for the repayment of a $10M loan for the first phase of the Municipal Complex. An additional $23M was borrowed in FY 2016 to finance the construction phase of the Municipal Complex and debt service of $1,002,190 is budgeted in FY 2021 for this 20 year borrowing.

In Fiscal Year 2021, the City will continue repayment of a $10M loan related to a new Westside facility. The total budgeted principal and interest payments for this loan in Fiscal Year 2021 is $350,800 for this 15 year borrowing. Additionally in Fiscal Year 2021, the City will begin payment on a $6.1M loan to finance 7 turf fields within the city. Debt service of $682,851 is budgeted in FY 2021 for this 10 year borrowing. Also in FY2021, the City will continue repayment of a $4.8M loan related to the City's new ERP system as well as debt service related to the replacement of Body Cameras, Tasers and Defribrilators totaling $ 545,991 and $463,069 respectively.

The City has secured long term financing from the Florida Department of Environmental Protection State Revolving Fund (SRF) loan program for the improvements at the Water Treatment Plant as well as throughout the entire water and sewer system. The interest rate for this financing is 60% of the market rate, resulting in low-cost financing for these improvements over a term of 20 years. Approximately $15 million in SRF financing has been obtained and the projects have been completed (i.e. replacement of existing wells, construction of new raw water supply, and improvements at lift stations). In Fiscal Year 2021, debt service totaling $990,478 is allocated in the Water and Sewer fund for the repayment of existing SRF loans.

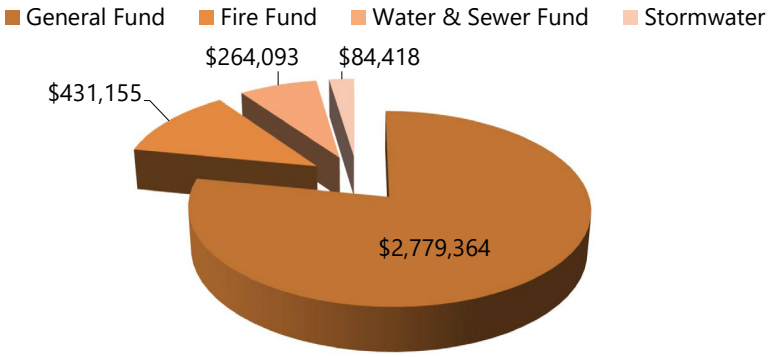
Impact of CIP on the City's Operating Budget (cont.)

The City will also continue repayment of an $8.7 million bank loan secured in Fiscal Year 2013 for the rehabilitation of booster stations and improvements on the water and sewer system. The interest rate for this loan is 2.29%. Principal and interest repayment for Fiscal Year 2021 is programmed at $577,897. In 2015, the City borrowed an additional $4.7 million to continue rehabilitation of booster stations and perform other necessary improvements to the water and sewer system. In FY 2021, $563,983 is allocated for the repayment of this 2.002% 10 year loan.

Fleet Assets

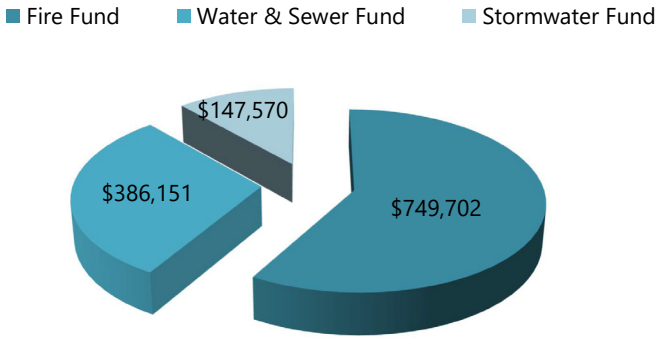
Replacement of vehicles and fleet equipment is funded in the Equipment Services Fund. This internal service fund provides for the operating and maintenance costs of the City's vehicles and major equipment. Fuel, maintenance and depreciation expenses are determined on a full-recovery basis for each fleet asset type. The allocated amount for each department in the City is budgeted taking into account the expected life of the vehicle/equipment, the type of equipment, fuel and maintenance cost, purchase price, and inflation.

Vehicle Maintenance & Gas



The City's entire inventory of vehicles is inspected annually followed by a complete analysis of each fleet item, including mileage, life-to-date repair and maintenance cost, operational condition and life expectancy. This evaluation helps prioritize replacements and repairs for inclusion in the upcoming budget year. As a result, some vehicles originally scheduled for replacement are found to be in good condition. Therefore, replacement is not necessary. Instead, funding is placed in the budget to fund repairs, thereby extending their useful life. This strategy has resulted in annual cost savings to the General Fund, Fire Fund, Water and Sewer Fund and Stormwater Fund operating budgets by reducing the "chargeback" or annual allocation transfer to the Equipment Service Fund.

Vehicle Chargeback



Chargeback is a term used to describe the method to reimburse the Equipment Service Fund for the usage of an asset over its expected useful life (also known as funded depreciation) rather than borrowing money to buy the asset at the beginning of its useful life. Depreciation fees collected from a department are held in the fleet replacement fund until the money is needed to purchase fleet items. Due to the significant impact on revenues caused by the COVID-19 pandemic, the City has decided to defer funding of General Fund vehicle depreciation chargebacks for one year. The Five-Year forecast includes plans to recuperate these funds by increasing the depreciation charge over future years. The total chargeback allocation for Fiscal Year 2021 is $1,283,423 of which $749,702 is charged to the Fire Fund, $386,151 is allocated to the Water and Sewer Fund, and $147,570 is allocated to the Stormwater Fund.

Vehicle maintenance expenses and gasoline costs are also funded by the Equipment Replacement Fund. This expense is also collected from all applicable departments via interfund transfers. The fuel and maintenance budget for Fiscal Year 2021 totals $3,559,030. The impact to the City's general operating fund is $2,779,364. The Fire Fund allocation for Fiscal Year 2021 is $431,155, Water and Sewer Fund's portion $264,093 and the Stormwater Fund allocation is $84,418.

Impact of CIP on the City's Operating Budget (cont.)

Grants

The City of Coral Springs is continually seeking grant opportunities to help finance projects that support its five strategic goals and link to Business Plan initiatives. Grants from Federal, Local, and State sources are researched and applied for with the ultimate goal of funding specific projects that meet our customers' needs while lowering departmental operating costs.

For Fiscal Year 2021, the City projects $1,481,097 in grants to assist with funding of necessary capital projects, as described in the table below. The City of Coral Springs is an entitlement recipient of federal funds and receives an annual allocation from the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. The City is projected to receive an approximate allocation of $635,799. The purpose of these funds is to provide decent housing, a suitable living environment and better economic opportunities for low-to-moderate-income residents. The CDBG budget identifies the proposed projects for FY 2021 federal funding. This year's total grant funds impact the City's operating budget by supplementing 7.5% of the total capital expenditure for Fiscal Year 2021.

FY2021 Capital Projects Financed Via Grants

Source of Grant	Project	Allocation
CDBG	Housing Rehabilitation	$152,252
	Neighborhood Partnership	$15,000
	Sample Road ADA Compliant Project	$ 102,335
	NW 35th Street Sidewalk Project	$65,000
	NW 85th Street Sidewalk Project	$70,000
	NW 91st Street Sidewalk Project	$112,000
	Youth scholarships	$50,000
	Senior recreational activities & Therapeutical Activity	$69,212
HOME Grant	Housing Rehabilitation	$262,265
SHIP Grant	Housing Rehabilitation	$583,033

Capital Improvement Summary by Fund

Fund Name	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026.
Fire Fund	$1,306,662	$615,149	$583,149	$708,149	$528,696	$528,696	$4,270,501
General Fund	$5,597,320	$26,266,055	$4,322,577	$6,562,125	$4,366,701	$4,246,306	$51,361,084
Public Art Fund	$185,000	$0	$0	$0	$0	$0	$185,000
Tree Trust Fund	$496,000	$0	$0	$0	$0	$0	$496,000
Water and Sewer Fund	$4,458,000	$8,605,000	$7,505,000	$5,605,000	$5,605,000	$5,605,000	$37,383,000
Equipment Services Fun	$4,320,664	$7,627,757	$3,278,332	$3,638,089	$4,709,403	$6,683,186	$30,257,430
Charter School Fund	$1,000,000	$515,653	$486,092	$0	$0	$0	$2,001,745
Insurance fund	$0	$0	$0	$0	$0	$0	$0
Stormwater Fund	$2,500,000	$2,000,000	$2,000,000	$3,750,000	$2,250,000	$0	$12,500,000
Total	**$19,863,646**	**$45,629,614**	**$18,175,150**	**$20,263,363**	**$17,459,800**	**$17,063,188**	**$138,454,760**

CIP Budget by Funding Source - All Funds

Funding Source	FY 2020 Budget	FY 2021 Adopoted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Operating								
General Fund	$559,576	$21,812	$0	$18,000	$0	$61,000	$0	100,812
Fire Fund	479,784	129,000	32,000	0	125,000	0	0	286,000
W&S Fund	335,000	548,000	445,000	1,045,000	445,000	445,000	445,000	3,373,000
Equipment Services Fund	4,380,240	4,252,664	7,627,757	3,278,332	3,638,089	4,709,403	6,683,186	30,189,430
Total Operating	**5,754,600**	**4,951,476**	**8,104,757**	**4,341,332**	**4,208,089**	**5,215,403**	**7,128,186**	**33,949,242**
Equity Financing								
General Fund	2,868,000	3,694,925	3,434,473	3,229,995	3,575,543	3,231,119	3,231,724	20,397,779
Fire Fund	415,500	680,745	583,149	583,149	583,149	528,696	528,696	3,487,584
Insurance Fund	1,062,352	0	0	0	0	0	0	0
Equipment Services Fund	238,000	68,000	0	0	0	0	0	68,000
Total Equity Financing	4,583,852	4,443,670	4,017,622	3,813,144	4,158,692	3,759,815	3,760,420	23,953,363
Grants								
CDBG Grant	609,284	635,799	169,284	229,284	169,284	229,284	169,284	1,602,219
FDOT	0	0	0	0	1,972,000	0	0	1,972,000
SHIP Grant	167,139	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
Dept of Transportation	4,433,949	0	21,817,000	0	0	0	0	21,817,000
HOME Grant	262,265	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
Total Grants	5,472,637	1,481,097	22,831,582	1,074,582	2,986,582	1,074,582	1,014,582	30,463,007
Renewal and Replacement								
Renewal and Replacement	5,160,000	3,910,000	8,160,000	6,460,000	5,160,000	5,160,000	5,160,000	34,010,000
Total R&R Fund	5,160,000	3,910,000	8,160,000	6,460,000	5,160,000	5,160,000	5,160,000	34,010,000
Debt Service								
Loan (General Fund)	6,104,000	0	0	0	0	0	0	0
Loan (Fire Fund)	11,200,000	0	0	0	0	0	0	0
Total Debt Service	17,304,000	0	0	0	0	0	0	0
Other Funds								
Stormwater Fund	1,032,031	2,500,000	2,000,000	2,000,000	3,750,000	2,250,000	0	12,500,000
Charter School Fund	1,293,590	1,000,000	515,653	486,092	0	0	0	2,001,745
Total Other Funds	2,325,621	3,500,000	2,515,653	2,486,092	3,750,000	2,250,000	0	14,501,745
Tree Trust Fund								
Tree Trust Fund	210,000	496,000	0	0	0	0	0	496,000
Total Tree Trust Fund	210,000	496,000	0	0	0	0	0	496,000
Public Art Fund								
Public Art Fund	110,000	185,000	0					185,000
Total Public Art Fund	110,000	185,000	0	0	0	0	0	185,000
Broward County Surtax								
Broward County Surtax	0	896,403	0	0	0	0	0	896,403
Total Broward County Surtax	0	896,403	0	0	0	0	0	896,403
Total CIP	$40,920,710	$19,863,646	$45,629,614	$18,175,150	$20,263,363	$17,459,800	$17,063,188	$138,454,760

General Fund CIP Summary by Funding Source

Funding Source	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Operating—General Fund								
Emergency Medical Services	24,776	0	0	18,000	0	61,000	0	79,000
Information Services	0	0	0	0	0	0	0	0
Parks and Recreation	0	0	0	0	0	0	0	0
Police	459,800	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	0	0
Transportation	75,000	0	0	0	0	0	0	0
City Manager	0	0	0	0	0	0	0	0
Building	0	14,000	0	0	0	0	0	14,000
Human Resources	0	7,812	0	0	0	0	0	7,812
Operating—General Fund Total	**559,576**	**21,812**	**0**	**18,000**	**0**	**61,000**	**0**	**100,812**
Equity Financing								
Aquatic Complex	76,600	80,000	100,000	100,000	100,000	100,000	100,000	580,000
Development Services	45,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Emergency Medical Services	107,300	69,300	69,300	69,300	69,300	139,300	139,300	555,800
Information Services	480,000	480,000	480,000	480,000	480,000	480,000	480,000	2,880,000
Parks and Recreation	823,100	914,000	705,000	705,000	705,000	705,000	705,000	4,439,000
Police	62,000	578,025	318,173	318,695	319,243	319,819	320,424	2,174,379
Public Works	320,000	383,600	467,000	467,000	467,000	467,000	467,000	2,718,600
Transportation	832,000	984,000	1,160,000	955,000	1,300,000	955,000	955,000	6,309,000
City Manager	37,000	176,000	105,000	105,000	105,000	35,000	35,000	561,000
Sportsplex	85,000	0	0	0	0	0	0	0
Equity Financing Total	**2,868,000**	**3,694,925**	**3,434,473**	**3,229,995**	**3,575,543**	**3,231,119**	**3,231,724**	**20,397,779**
CDBG Grant								
Aquatics- Cypress Pool	40,000	43,000	40,000	40,000	40,000	40,000	40,000	243,000
Development Services	40,043	167,252	55,043	115,043	55,043	115,043	55,043	562,468
Parks and Recreation	259,241	76,212	74,241	74,241	74,241	74,241	74,241	447,416
Transportation	270,000	349,335	0	0	0	0	0	349,335
CDBG Grant Total	**609,284**	**635,799**	**169,284**	**229,284**	**169,284**	**229,284**	**169,284**	**1,602,219**
Loan								
Information Services	0	0	0	0	0	0	0	0
Parks and Recreation	5,232,000	0	0	0	0	0	0	0
Public Works	0	0	0	0	0	0	0	0
Sportsplex	872,000	0	0	0	0	0	0	0
Loan Total	**6,104,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
HOME Grant								
Development Services	262,265	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
HOME Grant Total	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**1,573,590**
SHIP Grant								
Development Services	167,139	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
SHIP Grant Total	**167,139**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**3,498,198**
Department of Transportation								
Transportation	4,433,949	0	21,817,000	0	0	0	0	21,817,000
Department of Transportation Tota	**4,433,949**	**0**	**21,817,000**	**0**	**0**	**0**	**0**	**21,817,000**
FDOT								
Transportation	0	0	0	0	1,972,000	0	0	1,972,000
FDOT Total	**0**	**0**	**0**	**0**	**1,972,000**	**0**	**0**	**1,972,000**
Broward County Surtax								
Transportation	0	399,486	0	0	0	0	0	399,486
Broward County Surtax Total	**0**	**399,486**	**0**	**0**	**0**	**0**	**0**	**399,486**
Total General Fund CIP	**$15,004,213**	**$5,597,320**	**$26,266,055**	**$4,322,577**	**$6,562,125**	**$4,366,701**	**4,246,306**	**51,361,084**

Major Capital Projects by Department

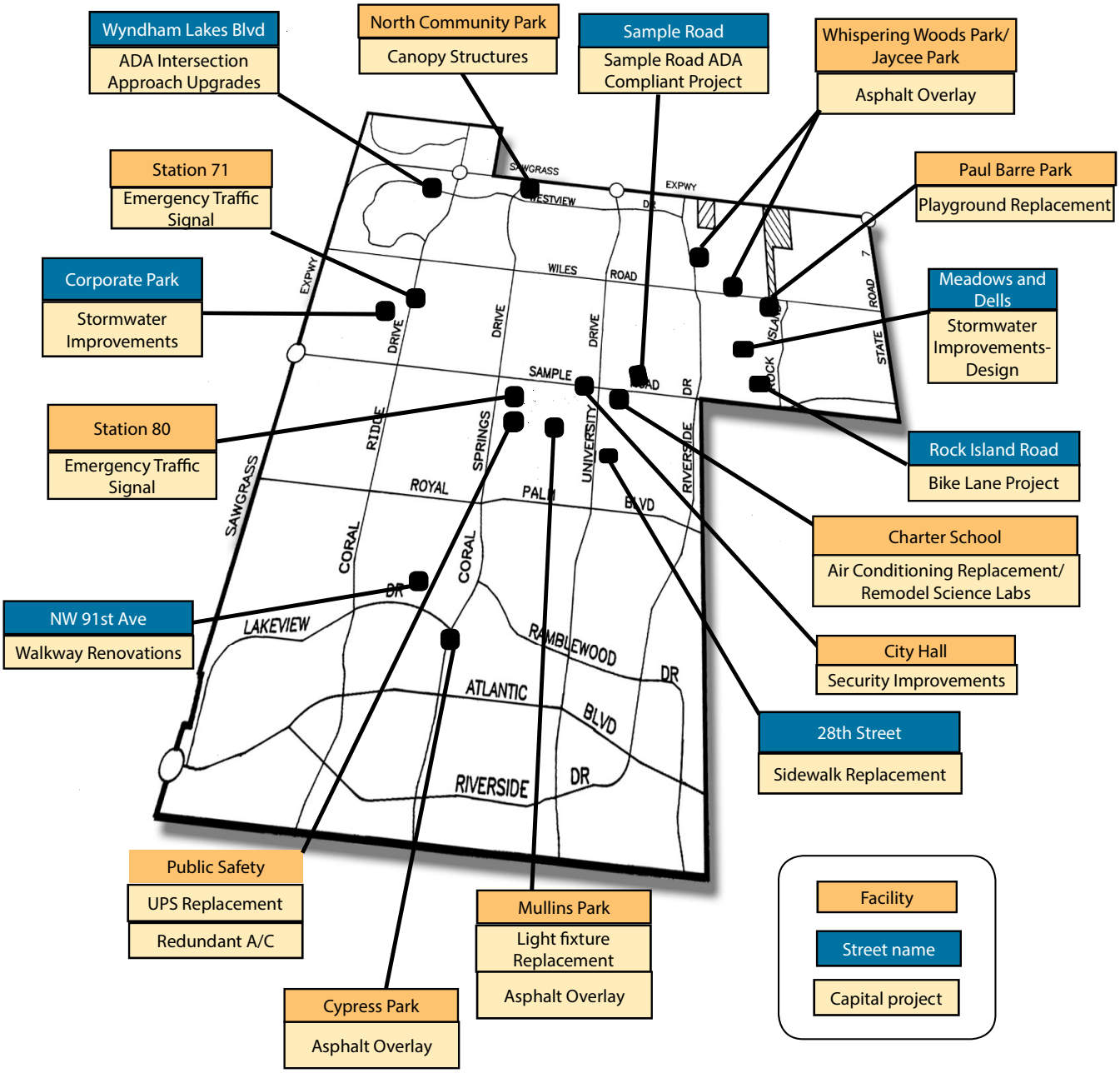
Department/Fund	Capital Project	FY 2021 Budget	Funding Source
City Manager Office	City Security Improvements- Stair Enclosure	$150,000	Equity Financing
Development Services	Housing Rehabilitation	$262,265	HOME Grant
	Housing Rehabilitation	$152,252	CDBG Grant
	Housing Rehabilitation	$583,033	SHIP Grant
Public Works	Air Conditioning Repairs and Improvements	$150,000	Equity
	Roof Repair & Replacement	$177,000	Equity
Transportation	Milling Paving & Resurfacing Alleyways	$399,486	Broward County Surtax
	Sample Road ADA Compliant Project	$102,335	CDBG Grant
	NW 91st Avenue Sidewalk Replacement	$112,000	CDBG Grant
	Existing Walkways Renovation	$100,000	Equity
	Rock Island Bike Lane Project	$135,000	Equity
	Intersection approach upgrade to ADA	$100,000	Equity
	Road Resurfacing Program	$500,000	Equity
Parks & Recreation	Asphalt pathway overlay	$100,000	Equity
	Canopy Shade Structures	$100,000	Equity
	15-year Playground Replacement	$114,000	Equity
	Light Fixture Replacement Program	$300,000	Equity
	Fencing replacement and repair - Parks and Tennis Cente	$150,000	Equity
	Irrigation Equipment	$100,000	Equity
Police	Public Safety Building 2nd floor UPS Replacement	$144,750	Equity
	Redundant A/C	$160,000	Equity
Information Services	Network/Internet Infrastructure	$250,000	Equity
	Virtual Infrastructure Growth	$150,000	Equity
Equipment Services	Vehicle and Equipment Replacement	$4,196,664	Equipment Fund Operating
Water and Sewer Fund	Infiltration/Inflow Correction Program	$1,000,000	Renewal and Replacement
	Water Wells Rehabilitation Services	$250,000	Renewal and Replacement
	Force Main Valve Repair/Repl Program	$100,000	Operating-W&S Fund
	Water and Wastewater Pumps	$150,000	Renewal and Replacement
	Force Main System Improvements	$750,000	Renewal and Replacement
	Force Main Integrity Evaluation	$100,000	Renewal and Replacement
	Galvanized Water Service Replacement Program	$450,000	Renewal and Replacement
	Cast Iron Water Main Replacement	$1,000,000	Renewal and Replacement
	Lift Station Rehab Program	$150,000	Renewal and Replacement
	Water Main Valve Repair/Repl. Program	$100,000	Operating-W&S Fund
	Fire Hydrant Replacement Program	$100,000	Operating-W&S Fund
Fire Fund	Emergency Traffic Signal- Stations 71 & 80	$496,917	Broward County Surtax
	Fire Stations Painting & Improvements	$103,021	Fire Fund Equity
	Personal Protective Equipment (PPE)	$426,793	Fire Fund Equity
	Self Contained Breathing Apparatus & bottles	$125,431	Fire Fund Equity
Charter School Fund	Remodel Science Labs	$250,000	Charter School Fund
	Air Conditioning Replacement	$750,000	Charter School Fund
Stormwater Fund	Meadows and Dells Stormwater Improvements	$500,000	Stormwater Fund
	Corporate Park Stormwater Improvements	$2,000,000	Stormwater Fund
Tree Trust Fund	Median Improvements	$496,000	Tree Trust Fund
Public Art Fund	Artwalk Sculpture	$100,000	Public Art Fund

*Major capital projects listed are those $ 100,000 and greater

Major Capital Projects by Location

Capital Projects Citywide

Infiltration/inflow correction program	Housing Rehabilitation	Median Improvements
Lift Station Rehab Program	Air Conditioning Repairs and Improv.	Roof Repairs & Replacement
Water Main Valve Repair/Repl. Program	Water and Wastewater Pumps	City Security Improvements
Galvanized Water Service Replacement Program	Vehicle and Equipment Replacement	Artwalk Sculptures
Water Well Rehabilitation Services	Road Resurfacing Program	Force Main System Improvements
Cast Iron Water Main Replacement	Fire Station Painting and Improvements	Force Main Integrity Evaluation
Fire Hydrant Replacment Program	Network/Internet Infrastructure	Personal Protective Equipment
Virtual Infrastructure Growth	Force Main Valve Repair/Repl Programs	Self Contained Breathing Apparatus & Bottles



CORAL SPRINGS

EVERYTHING UNDER THE SUN

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Introduction

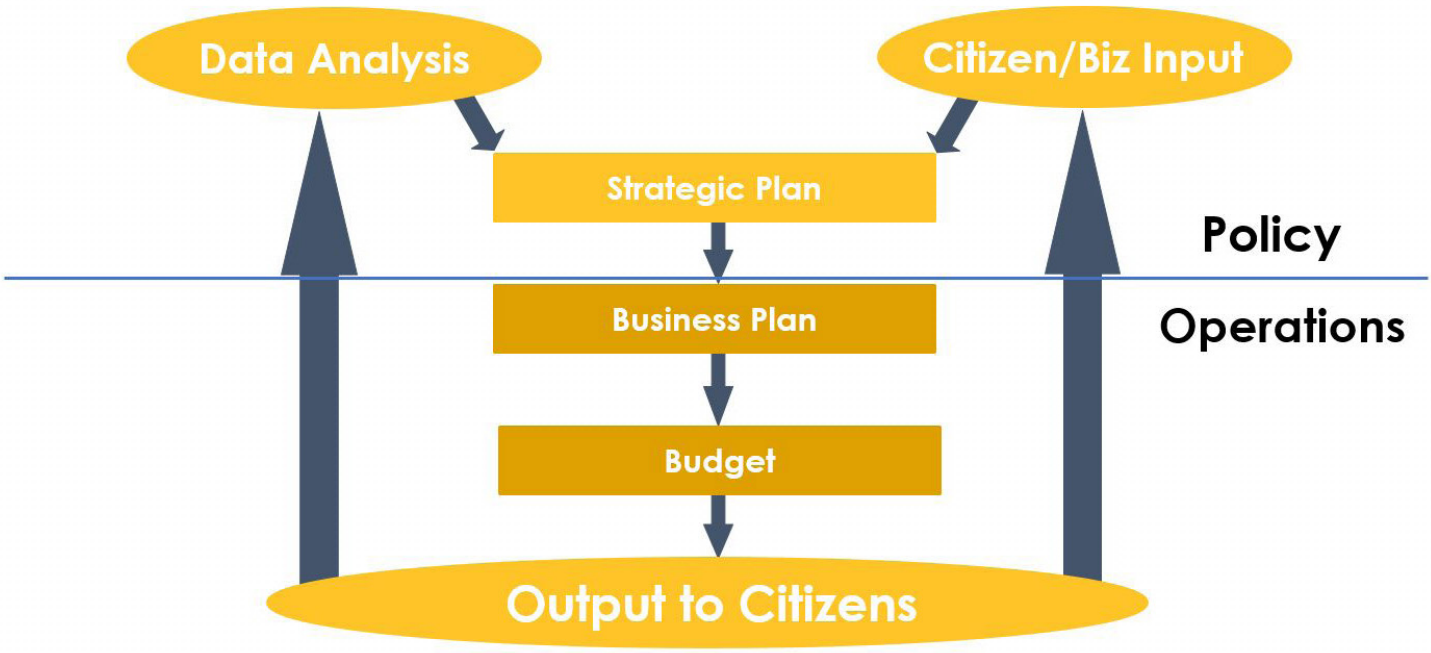
The Strategy Behind the Plan

The Business Plan outlines how City resources will be applied within our five Strategic Goal areas to achieve the strategic goals determined by the Strategic Plan. Our strategic planning delivers a mission and a set of strategic goals 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 operations with the mission that we aspire to achieve. We often say the Business Plan gives "feet" to our strategic goals and establishes a structure for resource allocation.

With the strategic goals set, appropriate outcomes identified, the operational performance of the City is analyzed by looking at key performance indicators which help optimize processes and 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 goals, capturing the City's vision in a specific, directed, and quantifiable form.

The **Market Environment** section is the result of an environmental scan performed prior to the business planning process. It is presented in its complete form in the **Strategic Planning Workbook**, and then updated and summarized here in the Business Plan. We look at local demographic and economic 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 and Operations Strategy** is organized by strategic goals to document the steps we are taking to achieve key results for each of the strategic goals. Key Performance Indicators, set by the Commission, are the measurable results we intend to achieve.



Market Environment

Overview

Initial estimates leading into the Fiscal Year 2021 budget cycle showed sustained growth in the local and state economies and unemployment rates below the national average. However, the City of Coral Springs, along with the rest of the world, experienced significant impacts of the COVID-19 pandemic. Below is a brief timeline of state and local actions as a result of this event.

- On March 1, 2020, the Governor issued an Executive Order directing the Surgeon General of the State of Florida to issue a public health emergency.
- In response to the COVID-19 pandemic, the Governor declared a State of Emergency on March 9, 2020.
- Shortly thereafter, the City Manager declared a State of Emergency in the City of Coral Springs on March 13, 2020.
- Subsequently, both the County and the City issued various Emergency Orders temporarily closing specified public and private establishments and issuing *Safer at Home* orders for our residents.

These actions greatly limited local economic activity within the city and programming that the city offers (which in turn negatively impacts our Charges for Services revenues). In Fiscal Year 2020, departments will pull back their operating expenditures by three percent to assist in closing the gap from the revenue shortfall.

Looking forward to Fiscal Year 2021, the Budget and Strategy department worked closely with all departments to assemble three separate budget scenarios to combat any volatility in Fiscal Year 2021 revenues. Through this scenario budgeting model, the City will be able to effectively navigate the current economic crisis.

Even amidst all this uncertainty for the current and near future, the City's financial status remains positive as seen through the high investment grade "AAA" bond rating with Fitch and Standard & Poor's, and Aa1 rating with Moody's rating agency.

In the United States, the GDP has decreased by 5 percent for the first quarter this year. This information is followed by a fourth quarter when the real GDP increased by 2.1 percent. The decline in the GDP was a response to the government issued Stay at Home Order in March. This led to a rapid change in demand, as businesses and schools moved to remote work or cancelled operations and consumers canceled, restricted, or redirected their spending. The COVID-19 pandemic has had an impact on Florida's economy during what would have been the major tourism season. The unemployment rate for Florida is 14.5% which equates to a loss of 850,400 jobs (9.5%) since May 2019.

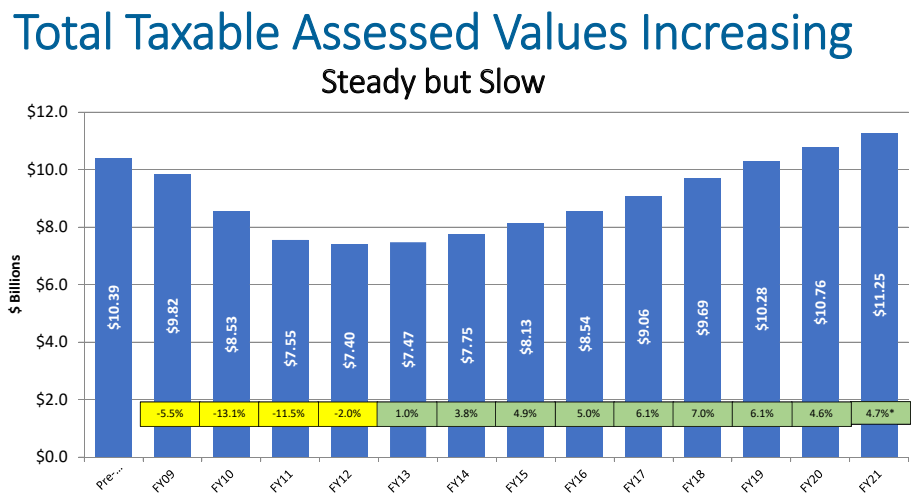
Sellers of single-family homes and condos in Coral Springs continue to enjoy a strong market where the single-family homes market value increased 7% and condos increased 6.5%. Additionally, many early predictors of the pandemic indicate a strong demand as New York and other Northeastern states heavily hit by the virus consider relocation to Florida. This trend could slow with the recent uptick of new cases in Florida, although the proactive measures that are being taken by municipalities could lessen the impact. The Economic Development Office (EDO) highly impacts the growth of the City's local economic goal and focuses on the efforts of business expansion, retention, redevelopment, workforce development as well as improving the local business climate. In December 2019, the City adopted its Economic Development Strategic Plan developing a road map of establishing a sustainable local economy and attracting a diverse commercial tax base. Additionally, as a response to the city closures, the "Connecting Local Businesses to Grants and Loans" Program launched and supported by the Budget and Strategy Department, assisted 87 local businesses applying for Federal and State grant funding totalling $1,426,049. An output of the Economic Recovery Taskforce was the "Coral Springs Back in Business" grant program. Combined, these two initiatives have brought local businesses approximately $1.75M in financial assistance to date.

The City of Coral Springs and the Coral Springs Community Redevelopment Agency (CRA) work together on establishing a vibrant and sustainable downtown in which residents, businesses and visitors can work, live, shop and entertain. Through its commercial enhancement program, the CRA encourages existing tenants and building owners to improve the building's aesthetics and safety throughout the building. Finally, the beginning of Fiscal Year 2021 will see the demolition and beginning of Phase A of the highly anticipated Cornerstone Development project in the City's downtown.

The City faces both new and old challenges and issues that influence our capacity to give the citizens the level of service we strive to provide. With concentration on controlling expenses to ensure a sustainable future, the City will continue to focus on areas such as volatile state revenues, the impact of state, county and local closures on charges for services, the increasing cost of technology, attracting and retaining the City's workforce, employee wellbeing programs and mental health support. The City continues to rely on our planning process to determine the most efficient available resources, identify priorities, and then allocate our resources accordingly. The City's revamped Strategic Plan for years 2018-2023-2033 provide for where we are today, where we will be in 5 years, and a vision for what to look for in 15 years.

Real Estate Trends

Ad valorem property taxes, which are based on assessed values, make up over 47% of the City's total revenues. Growth in this singularly important revenue mainly comes from value increases in the commercial, retail and industrial sectors, new development, and millage rate increases. A majority of the City's residential properties are protected by the Save Our Homes (SOH) cap, a Florida law that limits the increase on homesteaded property values to the lesser of the rate of inflation or 3%. The 2020 SOH rate is 2.3%.



Percentage Change in Taxable Value compares July 1 TTAV (FY21 Budget) to last year's July 1 TTAV

Housing Market

Single-family home sellers enjoy a strong market. Data for 2019 shows the average sales price for the year in Coral Springs remains very high at $425,642 which is 99% of the listing price, and a median 37 days on the market (Miami Association of Realtors, February 2020).

Broward County has seen a 3.6% increase in active listings of single-family homes from January 2019 to January 2020; the inventory for condos increased by 4.9% (Miami Association of Realtors, February 2020).

Median sales prices in Coral Springs in January 2020 were $435,000 for single-family homes and $139,900 for condos, an increase of 9% for single family and a decrease of 3.5% for condos when compared to a year ago (Miami Association of Realtors, February 2020). In Broward County, median sales prices of single-family homes reached $370,000 in January 2020, an increase of 5.7% from the previous year. The median sales price of condos in Broward County was $170,000, an increase of 5.6% from the previous year (Miami Association of, February 2020).

There has been a 91% decrease in foreclosures since 2010; roughly 400 in January 2020 down from a peak of 4,500 in May 2010 (CoreLogic, February 2020). The number of cases in all phases of foreclosure (lis pendens, final judgments, and REOs) is declining, however, this will be analyzed closely due to COVID-19.

Local Economy Energized

Coral Springs is home to over 6,000 active businesses ranging from the self-employed to major corporate headquarters. The City has a strong industry base in the financial and professional services sector, especially in fintech and insurtech. Logistics, distribution and healthcare/life sciences are strong sectors as well.

Major retailers and businesses have begun investing in Coral Springs, including Wawa, Bolay, Tap 42 and First Watch. Royal Eagle Plaza underwent a renovation to accommodate new tenants such as Petco. Other centers with plans to renovate include Ramblewood Square and Riverside Square.

Developers and businesses are also investing within the 442-acre Commerce Park of Coral Springs. Exeter Group Property is continuing its multi-million-dollar renovation and development, attracting Aldora Aluminum and Glass and Emser Tile. The Park also welcomed Decimal Engineering and Grace Roofing while Exclusive Trim and Advanced Equipment and Services broke ground on new buildings adding hundreds of new jobs to the City.

Numerous local businesses expanded in FY19. Comfort Medical, D'Agostino Roofing, KB Electronics and Fiserv all added jobs in the Commerce Park. BFS Capital and Cruise Planners expanded in Downtown Coral Springs, employing close to 300 people between the two companies.

Business development continues to grow with 869 new business tax receipt applications during FY2019 and 493 Y-T-D thru June 30 FY2020.

Economic Development

The Economic Development Office (EDO) directly impacts the City's Growing Local Economy Strategic Goal. The City embarked on an economic development strategic planning process in April 2019 to create a road map for the creation of sustainable economic opportunities. The EDO continues to focus its efforts on business retention and expansion, redevelopment, workforce development and enhancing the local business climate.

Business Retention, Expansion and Attraction (BRE)

The Economic Development Office created a robust BRE program to reach out to local companies to discuss business climate and resources. The EDO made 113 retention/expansion visits in FY 19 and 82 YTD in 2020. Retention visits were put on hold due to the impact of COVID-19.

We sponsored the Coral Springs Coconut Creek Regional Chamber of Commerce Biz Academy from October 2019 to April 2020 providing seminars to the local business community on topics including public speaking, work-based learning and medical marijuana in the workplace.

We launched the City's inaugural "Savor the Springs" restaurant week in October 2019. Over thirty establishments participated and the strong social media campaign featured each business.

The Business Assistance Hotline was activated on March 20, 2020 to provide businesses with information and resources about Emergency Orders related to COVID-19 as well as reopening and safety protocols. The EDO spoke with hundreds of businesses and sent out over 30 informational emails regarding the pandemic.

The EDO partnered with Broward Health and the Coral Springs Coconut Creek Chamber of Commerce to distribute 12,000 cloth masks along with important safety information and hand sanitizer to local businesses for their employees, ensuring that they are safe and compliant with CDC guidelines before reopening.

The EDO also provides support and assistance to developers, contractors and business owners and serves as a liaison to City departments and County and State agencies.

Social Media, Marketing and Branding

The EDO used Facebook, Twitter and Instagram to document BRE activities on social media, tagging appropriate businesses and partner organizations and engaging the community, leading to increased posts and followers. In FY19, the EDO increased its Facebook, Twitter and Instagram followers from 260 to 971 (147%). There were a total of 106 social media posts in FY19. FY20 started out strong with 1,623 total followers YTD.

The EDO website has been improved with new photos, data and content. The data utilizes infographics and GIS to provide visitors with real-time information.

Economic Development Strategic Plan

In 2019, the EDO and the City embarked on an economic strategic planning process. The nine-month effort engaged residents and businesses and used the latest economic data to capitalize on the City's human capital, physical assets and market potential. The purpose of the strategic plan is to improve the business climate and promote business from within; establish a vision and define a value proposition for the Corporate Park; capitalize on regional strengths and infrastructure; align marketing and communications tactics with market opportunities for Coral Springs; and define specific geographical development priorities around the City. The activities and initiatives within the plan have been put into four categories (Business Climate, Municipal Functions and Leadership, Physical Environment and Placemaking, Marketing and Communications) and defined as low, medium and high priorities and short, mid and long-term efforts.

Downtown Coral Springs

The City of Coral Springs and the Coral Springs Community Redevelopment Agency (CRA) are creating a vibrant and sustainable downtown in which residents, businesses, and visitors can live, work, shop and entertain. Efforts include redevelopment opportunities and programs to enhance the downtown.

Events

When faced with the COVID-19 pandemic, the City decided not to cancel events, but to reimagine how they are delivered utilizing hybrid programs. This includes the return of many of our traditional programs and activities while safely incorporating new guidelines and limitations related to the pandemic. Traditionally, events are hosted regularly to promote family friendly fun and economic vitality. The City of Coral Springs loves to entertain you, inspire you and show you innovative new experiences. A reflection of a diverse community can be felt by attending Signature events such as Unplugged which features up and coming musicians and artists, Bites and Sips a culinary street food event and Downtown in December a celebration of the season and holidays. Special Events team members continue to work diligently to bring new and exciting events to Downtown Coral Springs to create an exciting atmosphere that can only be found in Downtown Coral Springs!

Improvements to the Downtown/CRA District

CRA Commercial Enhancement Matching Grant Program: The purpose of the CRA Commercial Enhancement Grant Program is to encourage existing building owners or tenants located within the CRA to improve the aesthetics of commercial buildings and to enhance safety in the rear of the buildings. For approved projects, the program will pay for 50% of the documented hard costs for the improvements; the applicant is responsible to the remaining 50% of the hard costs as well as 100% of associated costs such an engineering and permits. The CRA Board expanded the program to increase the total grant amount to $25,000 and to include the entire CRA in FY20. Improvements include signs, paint, awnings/canopies, exterior windows/doors/storefronts, lighting, landscaping and enclosures. The CRA Board has the discretion to approve other improvements on a per project basis. Several business participated in the program in FY20.

The CRA invested in infrastructure upgrades including new, native landscaping from Coral Hills Drive to 99th Street. The CRA also installed decorative signposts on the newly named Walter Skip Campbell Jr. Drive. Light posts on Sample Road are scheduled to be replaced with new, LED lights to improve visibility and safety along the corridor.

Exciting redevelopment projects are scheduled to begin construction in 2020. Cornerstone, located on the Southwest corner of Sample Road and University Drive, includes Class-A office/medical space, 350 residential units, a hotel, entertainment, retail and restaurants. The Northwest corner of the intersection is slated for mixed-use development as well. Both of these projects are guided by the Downtown Mixed-Use (DT-MU) Zoning District that was approved in 2018 and the Design Guidelines adopted in 2019. Each of these allows for the creation of places with an identity to transform the Downtown making it economically competitive and attractive to a diverse demographic.

Technology

The City of Coral Springs information technology strategic plan is a comprehensive blueprint that defines how technology will be envisioned, architected, and delivered to all City departments. The strategic plan will enable Information Technology (IT) to meet its mission by defining a strategy that adheres to best practices, governance, and supports the initiatives and vision of the City's strategic plan. Defining this fundamental IT best practice favorably positions the City to take full advantage of future solutions and technologies we pursue.

Cybersecurity and Resiliency

Coral Springs IT is responsible for protecting technology infrastructure from cyber attacks and data breaches. In addition the City is relocating its disaster recovery (DR) site and updating its DR strategies.

Enterprise Resource Planning (ERP)

The City has started the implementation of Enterprise Resource Planning (ERP). This system is designed to integrate all core functions of the City; including financials, procurement, HR, payroll, revenues, time and attendance, asset management and Community Development. In an effort to integrate the numerous workflow processes that are now being done by multiple disparate platforms, or in many cases shadow systems, an ERP project will be necessary to create uniformity and up-to-date functionality. The ERP solution will also allow the City to take advantage of electronic document delivery, as well as drastically minimize many of the manual processes that are done today.

Public Safety Access Point (PSAP) Interoperability

Public Safety is paramount to the safety and security of the residents of Coral Springs. Data interoperability is emerging as a key public safety requirement, especially after the MSD tragedy. The City is in the final stages of procuring CAD-to-CAD interface solution. This solution known as EDC HUB will provide closest available unit dispatch, decrease call transfer times and accurately share incident information across jurisdictions thereby reducing response time for incidents.

Geographic Information System (GIS)

The City of Coral Springs has a desire to grow its GIS and provide geospatial information tools and data analytics throughout the city. We are currently in the early stages of developing public safety applications and datasets for fire, law enforcement and emergency management. GIS is reviewing the master data strategy and database governance structure for efficient workflows for mobile users and executive stakeholders.

Network Infrastructure

The City's network infrastructure was designed to provide data and voice redundancy shared across multiple data centers in the City. This foundation provides stability, bandwidth, and survivability to the critical systems that are necessary to run critical City operations. In an effort to ensure the availability of data, an enterprise class virtualized server and storage network was implemented. This technology provides a robust application layer, which is capable of handling the latest in software applications, as well as allowing for future platform growth.

Legislative Issues

The City is concerned about legislation that will weaken its home rule authority or impose mandates without a corresponding funding source. The following issues reflect legislative challenges that require attention and clear direction to staff through the Strategic and Business Plans.

State Appropriations

With an initial surplus expected in the State 2020-2021 budget, a host of special local funding requests were submitted to State legislators and the City of Coral Springs was no exception, submitting over $4.2 million in appropriations requests for special projects. The final budget totaled approximately $92.2 billion. Two of the seven special projects submitted by the City of Coral Springs made it to the pre-veto budget but ended up being vetoed in the final session.

Coronavirus (COVID-19)

As the novel coronavirus, known as COVID-19, began spreading in Florida, it dominated the end of the legislative session. Budget negotiators scrambled to factor in the potential economic effects of the highly contagious virus, putting an additional $300 million in reserves and scaling back a proposed tax-cut package.

The CARES Act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress with overwhelming, bipartisan support and signed into law by President Trump on March 27th, 2020. This over $2 trillion economic relief package provides fast and direct economic assistance for American workers and families, small businesses, and preserves jobs for American industries.

The CARES Act Fund is a $150 billion federal aid program that's distributed to each state according to its overall population. States are guaranteed to receive $1.25 billion regardless of their population size and the funds can be spent from now until Dec. 31. Broward County accepted $340,744,702 from the CARES Act Fund to spend on areas that have been negatively affected by the pandemic. $102.3M of these funds are in discussion to be distributed to Broward County cities.

Economic Stimulus

In March 2020, as the economic impact of COVID-19 was taking hold, the CARES Act was signed into law. As part of the financial aid package, households were issued money to help tide them over the weeks and months ahead as more and more business were closed, and unprecedented numbers of jobs lost. Stimulus checks totaling the value of $270 billion were issued to more than 160 million Americans.

The White House is looking at another stimulus package in part because the COVID-19 pandemic is expected to be a long-term drag on the U.S. economy. The Federal Reserve and Congressional Budget Office have both projected that unemployment could remain as high as 10 percent for the rest of the year. Many economists say the $1,200 checks and the increase in unemployment benefits helped shield low-income Americans, with one study finding poverty dropped in April, despite the economic contraction, because of the massive infusion of government cash.

Workforce Analysis

The following issues will be the focus of the City's Human Resource Department in Fiscal Year 2021.

Attracting and Retaining the City's Workforce

Our City has benefited from high levels of employee engagement and very low turnover for several decades. During the last year, twenty-five (25) of our long-term employees elected to retire which has prompted a competitive recruitment process to support selection of new talent in multiple city departments. During the next five (5) years, it is anticipated that additional long-term employees will make the decision to retire. In preparation for the ongoing organizational change, Human Resources will continue to provide a competitive compensation and talent management strategy to attract our future workforce and support internal promotion/transfer opportunities. Voluntary turnover can result in new opportunities for others to advance within the organization and our Leadership Development Program is pro-actively preparing employees for future professional/leadership positions. The Human Resources department continues to recommend and implement innovative workplace policies to support flexible work arrangements and family friendly programs to retain top talent in the organization.

Delivering Impactful Health & Wellness Programs including Mental Health Support

The City recognizes the significant role that mental well-being plays in the overall health of its employees and continues to make strides in providing access to care. Most recently, the clinician response team that previously supported the Fire Department has taken on an expanded role to serve all City employees. Additionally, the City's first Employee Health and Wellness Center opened in June at the Broward Health Coral Springs campus. The new center will provide personalized professional care for employees and dependents covered by the City's health plan along with local retirees. Those who utilize the health and wellness center will receive preventive and urgent care services for free. Through our partnership with Care Here and the staff at the Health and Wellness Center, we plan to improve the treatment of chronic conditions and deliver a higher level of health advocacy for our employees. Throughout the recent pandemic, a majority of the City's wellness programs have been transitioned to online delivery instead of in person instruction. The HR department will continue to leverage the input of our employees to develop meaningful programs to support a healthy workforce.

Maximizing Workforce Productivity and Embracing Innovation

In 2019, the City introduced INNOVATION as one of our new core values. Since that time the City has made a significant investment in a new Enterprise Resource Platform (ERP) that will dramatically improve internal operations and enable greater workforce productivity. This new solution that is currently being developed and will change the way work is performed citywide. The ERP will also improve the HR service delivery model by providing employees and managers with more self-service options. In response to the recent pandemic, the City successfully transitioned more than 150 administrative and professional employees to a full-time tele-working arrangement. To sustain productivity levels and keep employees connected throughout the pandemic, new technology platforms such as Microsoft Teams were used to increase collaboration. Our employees have shown they are agile and able to quickly adapt to changing methods for contributing through the use of contemporary tools and technology.

Emerging Issues

The following issues may affect our ability to provide the level and type of service our customers expect.

Need for local assistance funding in response to pandemic

In response to the COVID-19 pandemic, there is a need for fiscal assistance from the federal government to local governments in order to counter the budgetary effects of the COVID-19 crisis. This aid must be provided directly and with flexibility so that local governments can use it to make up for revenue shortfalls arising from the pandemic.

Currently, there is too much uncertainty about how severe and how long the pandemic will last, or how deep or lengthy the economic decline will be. Therefore, it is difficult to know how much and for how long this direct federal aid to localities is required. Local governments need this aid to avoid the need to furlough or lay off the workers most needed to respond to the public health crisis.

Challenges in recycling and solid waste

The Florida Legislature, through the Energy, Climate Change and Economic Security Act of 2008, established a statewide weight-based recycling goal of 75% by 2020. Florida did not meet the 2016 interim goal of 60% and the recycling rate has continued to decline since that time. With recycling markets continuing to worsen, many cities have closed their recycling programs.

Challenges in recycling and solid waste (cont)

When China stopped taking United States plastic and paper recyclables, it caused a crisis in communities in South Florida and nationwide. Excessive contamination of paper including newspapers, mail, pamphlets and catalogs has led to the most recent announcement by Waste Management to wean off mixed-paper recycling as well. When Cities used to get a rebate, now they must pay as a cost service which in turn is passed on to the residents.

Election Security and Reform

The 2016 election revealed just how vulnerable U.S. elections are to foreign interference. However, little has been done to secure American voting equipment despite Intelligence officials' warnings that adversaries may strike again in 2020. Several bills to compel states to improve election systems, increase funding for new equipment, or punish those who attempt to undermine U.S. Elections have not gained enough support to pass.

Redistricting, which follows the census, is the redrawing of congressional and other legislative district lines to accommodate population shifts and keep districts as equal as possible in population. Since the passage of the Reapportionment Act of 1929, Congress has provided for reapportionment every ten years. Lawmakers and stakeholders around the country are working on reforms that could change how redistricting is done in 2021.

Police Reform

The George Floyd Justice in Policing Act of 2020 is a civil rights and police reform bill drafted by Democrats in the United States Congress, including members of the Congressional Black Caucus. In response to widespread protests over police brutality, this legislation was introduced in the U.S. House of Representatives on June 8, 2020 and aims to combat police misconduct, excessive force, and racial bias in policing. The bill targets 4 issues: police accountability, transparency, training, and justice for victims of lynching.

Community mental health assistance due to the pandemic

People of various backgrounds may face a disproportionate mental health impact during COVID-19. Systemic biases, discrimination, financial barriers and other obstacles such as language affect certain communities more than others — predominantly because they have reduced access to mental health services and other healthcare resources. Both researchers, and members of the public have been outlining some viable ways to address this issue.

Recession Fears and the Housing Market

On June 8, 2020, the National Bureau of Economic Research declared that the economic activity in the US had peaked in February 2020, formally marking the start of a recession. In a traditional recession, the housing market is temporarily affected by increased unemployment, with home prices decreasing slightly and the number of foreclosures increasing nationwide. However, legislative measures such as the CARES Act and lender accommodations are helping stop a widespread foreclosure problem while unemployment is so high due to the COVID-19 pandemic. Even though the housing market is showing signs of rebounding from economic shutdowns, no one knows how persistent the COVID-19 pandemic will be or how long the economy will remain locked down. While many real estate experts do not predict steep price declines in the next 12 months, many economists believe much will depend on the economy's ability to bounce back from the pandemic.

CORAL SPRINGS

EVERYTHING UNDER THE SUN

Environmental Scan

Demographic Trends

Decennial Census and American Community Survey

The U.S. Census Bureau's Decennial Census provides actual counts of population and housing units every ten years. Census 2020 is currently underway. The Decennial Census still remains the best source for reporting basic demographic data, such as population counts, age and race/ethnicity, along with housing unit counts, occupancy and tenure. While the Decennial Census Survey provided an array of other socioeconomic data in the past, that practice was discontinued after the 2000 Census and replaced in 2005 by an annual survey called the American Community Survey (ACS). While the ACS does provide more timely data, it has a reduced sample size and greater sampling error. The ACS collects annual survey information continuously nearly every day of the year through a questionnaire mailed to a sample of households, and then aggregates the results over a specific time period. The ACS data is provided as 1-year, 3-year and 5-year estimates. The 5-year estimate is considered the most reliable socio-economic/demographic dataset.

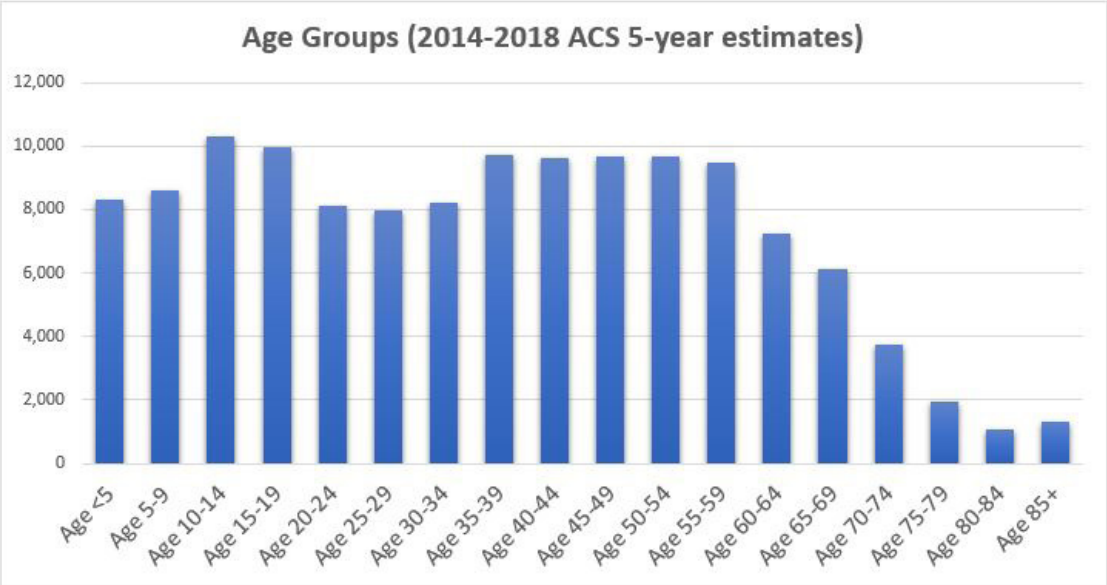
The analysis below uses the best available data for each category. Where appropriate, trending was done using the Census data for 1990, 2000 and 2010, along with the 2014-2018 ACS 5-year estimates (most recent estimates available from the ACS).

A number of trends are worth monitoring as they may indicate the need for a new mix of services. Some trends include the increase in the proportion of residents over the age of 50, the decrease in proportion of school age residents, and the growing number of multi-lingual residents. Coral Springs has had a majority minority population since the 2011-2015 ACS report came out.

Census 2020 kicked off Wednesday, April 1st, 2020, and is the first time residents are able to submit their information electronically. In preparation for Census 2020, City staff worked on verifying addresses for the Census Bureau and participated in the Broward County Complete Count Committee. It is important that all Coral Springs residents participate in the 2020 Census, as more than $675 billion in Federal funds and grants are based on population totals and breakdowns by sex, age, race and other factors.

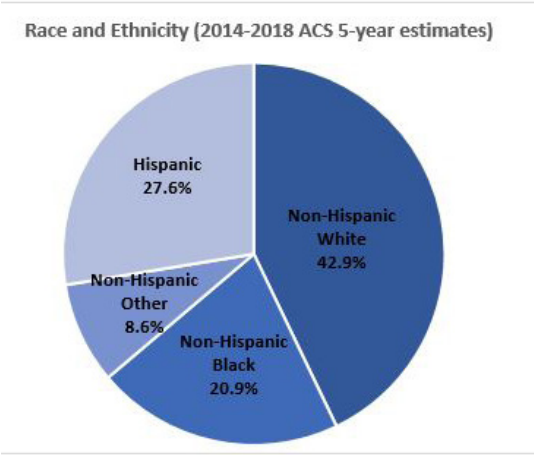
Population age

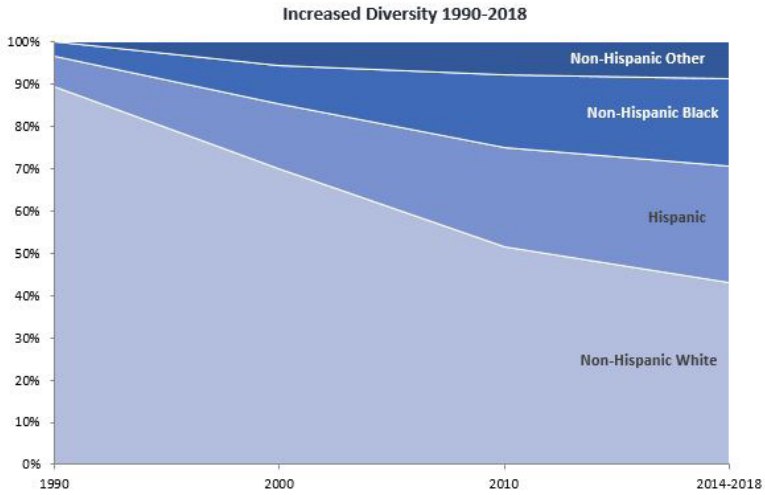
- Coral Springs is a "young" community with 26 % of its population under 18 years of age. The largest 5-year segment is 10 – 14 years of age.
- Median age has continued to trend up and is now 37.3 years old.
- Persons 65 and older also increased and this trend will continue through 2030 as Baby Boomers age.



Growing Hispanic Population

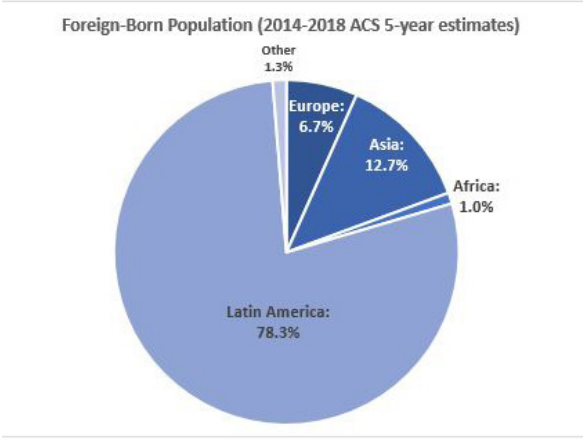
- Coral Springs has a Majority Minority population that first emerged in 2011-2015 ACS data. The racial make-up of the City has held steady in the past year. However, the Hispanic population continues to grow steadily.
- Hispanic population growth is a trend across South Florida and will continue to increase in the coming years.





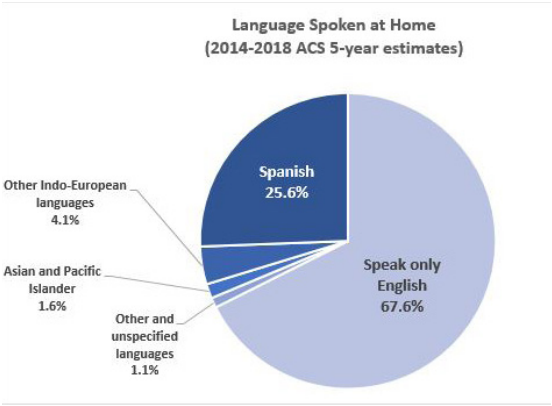
Place of birth

- Foreign-born population in the City has increased its share of the population from 11% in 1990 to 29% in 2014-2018.
- The overwhelming majority of the Foreign-born population were born in a Latin American country.



Language spoken at home

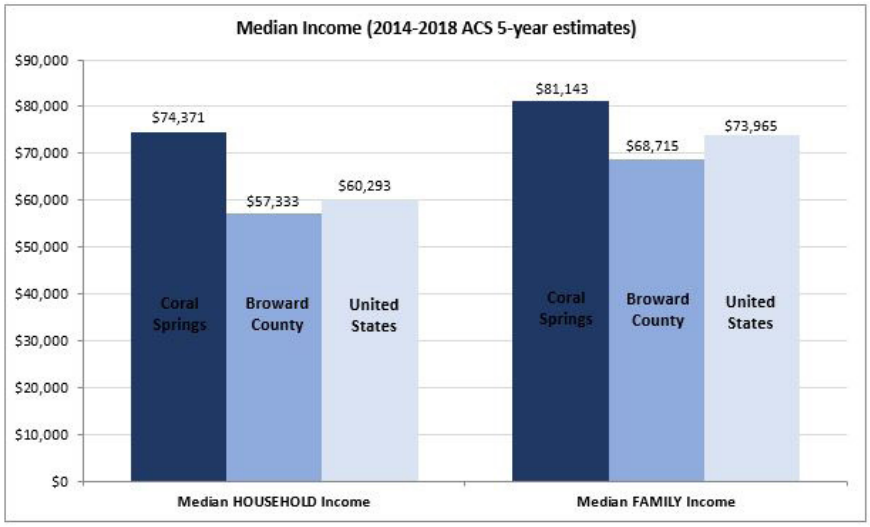
- Over one-third of the households in Coral Springs speak another language at home.
- Young adults and children are often relied upon to translate for the head of household.



As the foreign born population increases from areas other than English speaking countries, there will be a future need to provide pertinent City information in other languages, and provide information in social media and other outlets to get information to the younger age groups.

Median Household Income

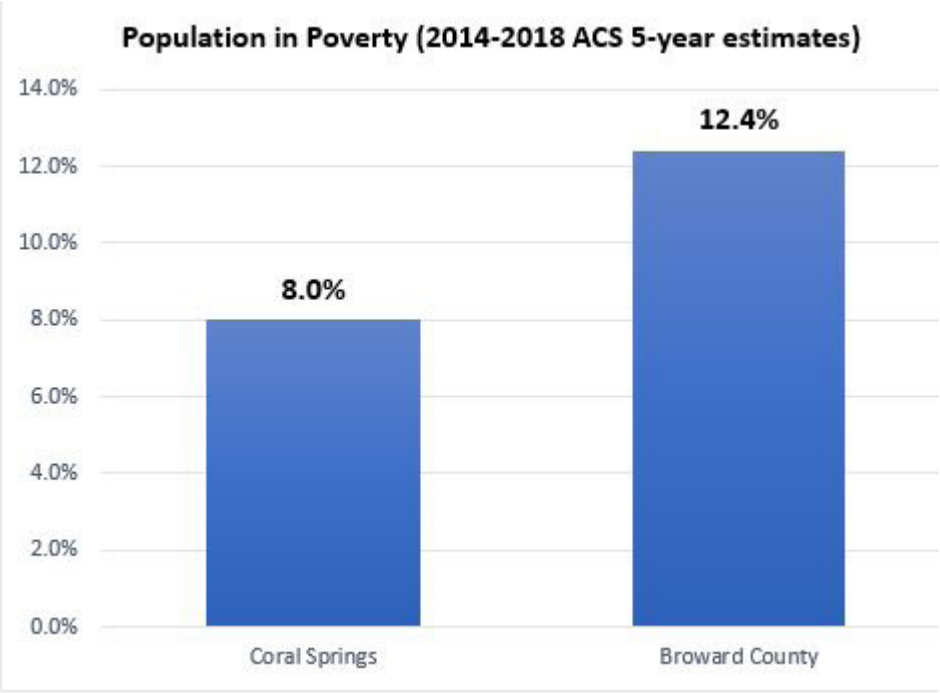
- Residents in Coral Springs have a higher Median Household Income than the County average and the U.S. Average.
- The average Median Household Income has increased in the City, County and U.S.

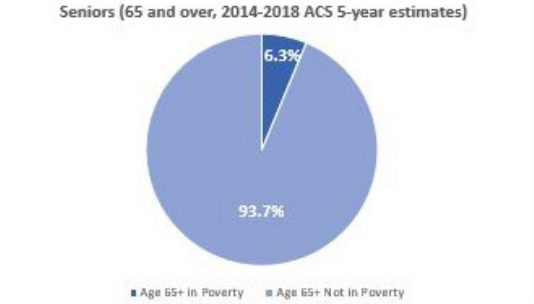


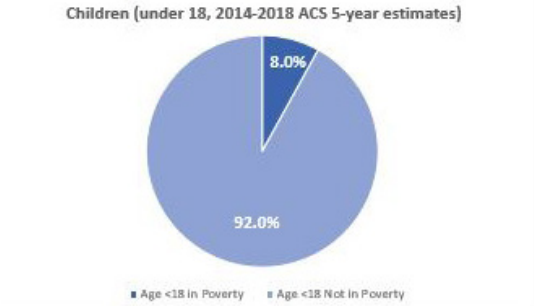
A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together. Median family income is typically higher than median household income because of the composition of households.

Population below poverty level

- Poverty levels in Coral Springs are lower than the County.
- Poverty levels are of concern in vulnerable populations.







CORAL SPRINGS

EVERYTHING UNDER THE SUN

Service and Operations Strategy

The purpose of the Business Plan is to set out detailed actions the City intends to undertake in the coming fiscal year to help achieve our Strategic Goals. The five goals identified by the City Commission set the agenda for this Business Plan, namely:

- Responsible City Government
- City Investment in Today and Future
- Premier Community in South Florida
- Downtown Becoming Vibrant
- Growing Local Economy

While the Strategic Plan sets out the vision, the Business Plan outlines tangible plans for making the vision a reality. In each of the goal areas, department directors have developed initiatives that will direct the way the City operates in order to address our five strategic goals and achieve the vision expressed in the Strategic Plan.

A Word About Existing Services and Ongoing Initiatives

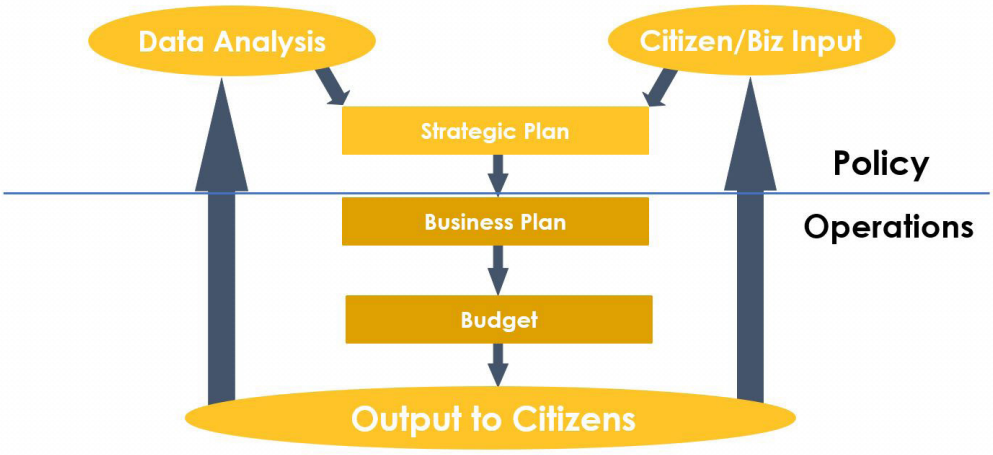
In some sections, we have highlighted initiatives that were in previous Business Plans that are still being implemented in Fiscal Year 2021. Generally, if an initiative is fully operational and integrated into our service package, it will not be mentioned. The emphasis is on multiyear implementation and the evolution of existing initiatives.

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

Our New Initiatives

Initiatives assists us in achieving our Mission and Vision. We include those we feel are significant contributors to supporting our strategic goals or put additional demands on our resources. In this way, we identify the most significant actions we plan to take next year.

Wherever applicable in this document, operating expenditures have been identified for the first year only. Capital expenditures also reflect only the first year of the project, and do not include capital carrying costs. The ongoing expenditures are captured in the five year forecast.



Financially Sound city providing exceptional services

New Initiatives

Partner with a Retail Economist

Lead Department: Budget/Economic Development Office *Operating Expenses: Existing Funds*

The Adopted Economic Development Strategic Plan includes providing the Commission with an Annual Economic Update about the business climate and economic indicators. Staff proposes to consult a retail economist to provide national, state and local trends and economic information. The projections will likely be shared during the strategic planning sessions with the Commission.

Records Scanning – Hardware and Software Purchases

Lead Department: Building *Operating Expenses: $1,800* *Capital Expenses: $14,000*

The Building Department creates a large amount of paper records each day through building permit applications, open permit requests and contractor registrations. These records are stored in several locations in a multi-row filing system. The Building Department periodically purges the filing system and sends closed permit records to the City Clerk office for storage and imaging.

The development of a comprehensive electronic records system will reduce the creation and flow of record paper in the Building Department. Converting existing and future records to an electronic format will enable the City to gain greater efficiencies in researching information requests as well as reducing the real estate footprint for records at the City Clerk's office, Central Storage and off-site storage facilities.

Museum Subsidy

Lead Department: Non-Departmental *Operating Expenses: $424,864*

The Museum has struggled for years to be financially sustainable. In the interest of continuing to have the Museum as a cultural amenity and an important source of art therapy programming, the City Commission became the Museum Board in 2019. This change allowed the Museum to retain its 501(c)3 status and 20+ year operating history, both of which provide continued access to critical operating grant funds from the County and State. This change also provides the Museum with access to additional in-kind services (including Finance, Human Resources, Communications and Marketing, and Budget and Strategy) to support the most effective use of available resources. During FY21, the new Museum Director will work to reduce the structural imbalance with a combination of revenue enhancement and expense management strategies. The COVID-19 pandemic caused the cancellation of summer camp and other revenue-generating opportunities during FY20, and social distancing and other public health requirements are expected to continue into FY21, increasing the Museum's need for outside support in the upcoming fiscal year.

2021 Comprehensive Plan Amendments based on Evaluation and Appraisal Report (EAR)

Lead Department: Development Services *Operating Expenses: $16,500*

By August 1, 2020, the City is required to submit an Evaluation and Appraisal Report (EAR) Notification Letter to the Florida Department of Economic Opportunity (DEO). The EAR will outline amendments that are necessary to bring the Coral Springs Comprehensive Plan into compliance with regulatory changes at the county, regional and state level. In addition, it will provide an opportunity to outline new policy changes at the local level. The City will be required to address the outlined amendments after review, input, and approval from the DEO within one year of our EAR Notification Letter. Amendment will be drafted mostly in house by existing staff. However, some sections of the Comprehensive Plan require specialized knowledge outside of Department's existing skill set, such as potable water and traffic calculations. The initiative specifically addresses funding for outside consultants to supplement existing workforce efforts in revising the Comprehensive Plan.

QLess: At City Hall at the Mall

Lead Department: Human Resources
Operating Expenses: $15,000

To provide a higher level of customer service to passport customers, the City Hall at the Mall location purchased the QLess customer management solution in fiscal year 2020. This platform enables customers to enter the customer que at home online through our website, by phone with assistance of a passport representative, or in-person as a walk-in at our mall location. Additionally, customers can schedule appointments on select days of the week for passport and fingerprint services and will have more freedom to go shopping or attend to other needs while waiting for their turn to receive passport services via text message alerts. This initiative represents the cost for maintaining the system in subsequent years, not included in the Human Resource department operational budget.

Ongoing Initiatives

CIP Financing Plan (2020-2021)

Lead Department: Budget & Strategy *Operating Expenses: Existing Funds*

In Fiscal Year 2020, to ensure continuous funding for recurring CIP projects, the Budget and Strategy staff met with each department to review and discuss all capital projects listed on their CIP plan. During the budget process the question of "Can we afford to own what we own?" was asked. Additional facilities and radio replacement plans were identified. Approximately $5 million dollars in recurring CIP was identified and less than half of the funding was built into the City's five-year forecast. Those projects that were found to be non-recurring or not fiscally able to support were moved to an unfunded capital list as an appendix to the CIP plan which is referenced during the budget process and throughout the year as funding becomes available for additional projects. As a result of COVID-19, staff did not want to burden residents and businesses in a year where scaling back was universally understood. However, this will be addressed with the City Commission in FY2022.

Website Refresh (2020-2021)

Lead Department: Communication & Marketing *Operating Expenses: Existing Funds*

A website design, and the backend platform that runs it, has a limited lifespan of several years at the most. With changing technology and design styles, it is important to keep the City's website fresh, user friendly, stable and secure. The last Coral Springs official website update was completed in Fiscal Year 2014. In the first quarter of FY2020, the selection team put out the request for proposals, and then selected OpenCities as the new website vendor. The City's website consists of dozens of sections, hundreds of pages, and thousands of images and documents, and the inventory and design process will continue through the end of this year. Testing is planned for Fall 2020 with the site launching in January 2021. This new website will lead to many improvements in user interface design, providing a modern look and features. It will be a more responsive and mobile-friendly site, and also allow for greater ADA compliance.

American with Disabilities Act (ADA) Compliance Support Strategy (2020-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

The Americans with Disabilities Act (ADA) Standards for Accessible Design require that all electronic and information technology must be accessible to people with disabilities. The ADA standards apply to commercial and public entities that have "places of public accommodation" including resources provided via the internet. As technology continuously evolves, our methods for communicating and delivering information to the public have changed. Today our most popular methods for delivering electronic information are the City's website and social media channels. To increase transparency and access for individuals with disabilities, the City will work with subject matter experts to identify opportunities for improvement and develop a new compliance plan that will be implemented during the next 1-3 years.

Enterprise Resource Planning (ERP) Implementation (2020-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

In Fiscal Year 2013, the City began the planning process to replace the software application used to support internal services departments. The goal was to streamline the financial, budgeting, human resources, asset management, and licensing processes throughout the City. A consulting firm to assist the City in preparing a formal RFP (request for proposals) that included short and long term objectives for a new Enterprise Resource Planning (ERP) platform was engaged. This phase of the process has been completed and a firm chosen to assist in the needs analysis review, the development of the RFP, and vendor selection. The strategy was to select the software provider that best matches the requirements of the City. Implementation of the new ERP platform will be a phased process involving Finance, Budget & Strategy, Human Resources, Information Technology, and other departments that will be impacted. Considerable time and effort is needed to ensure the preservation of existing data and the uninterrupted functionality of these key internal services. The ERP project has moved to the second phase of business planning and review with the HR Department. Implementation planning for the Finance\Budget & Strategy Departments has been completed on time and within scope.

Expand Dispatch Communications (2020-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing & Contracting Funds*

In Fiscal Year 2020, the City drafted and completed the creation of a contract Interlocal Agreement to send to both Coconut Creek and Margate. Additional work addressing the language was accomplished after hearing back from Coconut Creek. The ILA contract has been provided to the City of Coconut Creek for dispatch services and is signed by their commission. The Information Technology Department has been making preparations on interoperability to Broward County Regional Dispatch with the procurement and implementation of the EDC Hub. City Staff has created a presentation to share with the Coral Springs Commission at a workshop. A contract has been signed by the City of Coconut Creek and approved by the City of Coral Springs Commission in August of 2020. The project team has been asked to provide a cost estimate to the City of Margate.

Census 2020 Outreach (2020-2021)

Lead Department: Development Services/ Comm. & Marketing
Operating Expenses: Existing Funds

2020 marks another decennial census nationwide. An accurate count in the 2020 Census is vitally important to the future of Coral Springs as census data is used to determine how nearly $675 billion of Federal funds are distributed annually to states, counties, and communities to support resources such as schools, hospitals, and fire departments. Census 2020 marks the first year where residents were asked to complete their questions online. Staff created a Complete Count Committee to help coordinate outreach efforts to residents. After collection activities are complete, Census Bureau experts will run programs to un-duplicate responses, populate any missing housing unit or demographic data, and ensure privacy/confidentiality. The statutory deadline to provide apportionment counts and redistricting data are December 31, 2020 and March 31, 2021, respectively

City Security Improvements (2020-2021)

Lead Department: Emergency Management/City Security/Special Events *Operating Expenses: $175,208*

This initiative will build upon the measured progress and success of our Security Infrastructure initiative. The City's current disparate security systems do not integrate to one another. The City Security Improvements will enhance our central viewing and management of our security system. The City Security Improvements will also provide operational lockdown features at City Hall, the Fire Academy, and other public sites. It is costly for us to hire contractors to work on our access system, and we do not currently have one vendor to work on these systems. This project will allow our city to bring existing systems into working order under the management of a new city-wide security contractor. This will also bring our existing systems online, provides improvement for our analog camera systems, and purchases servers for installment at key infrastructure. This combined approach ensures that our security will operate effectively while providing a platform for future sustainment.

Writing Expansion – Hiring of Grant Consultant (2020-2021)

Lead Department: Budget & Strategy *Operating Expenses: $10,000*

Grant funding has made a significant impact on various departments throughout the City of Coral Springs over the last five years with our Grant Coordinator. As the City continues to research additional grant opportunities, the hiring of a grant consultant with specific subject matter knowledge will be beneficial to develop additional competitive grant proposals, increasing the opportunity to bring in more grant funding to the City.

Health and Wellness Center (2020-2021)

Lead Department: Human Resources *Operating Expenses: Existing Funds*

The Human Resources Department is continually seeking process improvements to employee health care benefits and cost reduction strategy. An onsite or near-site employee health center has been a proven model in many cities to reduce health plan costs by offering plan participants with affordable, accessible and high-quality primary and preventative care in combination with targeted disease management and health improvement programs.

The City launched its Employee Health and Wellness Center in late May 2020 in partnership with CareHere a medical services management company. The Center serves as a medical home for employees and their dependents that includes but is not limited to preventive care, urgent care, referral management, on-site pharmaceuticals, well visits and health improvement programs. The Center maintains an interface with the City's health insurance carrier to provide a comprehensive view of each participant to better treat and guide patients along the health care continuum. Returns from the Center will be measured in direct medical and pharmacy claims savings from utilization and indirectly in areas including but not limited to referral management, health risk reduction, absenteeism, and workers compensation costs.

The City will continue to evolve the scope of services delivered by the Center to migrate existing outsourced services including pre-employment physicals and drug screens. This will not only provide cost savings but will further enhance the provider/employee relationship building opportunities.

Online Performance Management System (2020-2021)

Lead Department: Human Resources *Operating Expenses: Existing Funds*

During FY20 the Human Resources department implemented a pilot program for an online performance management solution (Tenzinga). The scope of participants included the City's senior management team and their direct reports in management roles. The new process supports the mission of delivering meaningful feedback and clarifying performance expectations. During FY21, Human Resources will lead efforts to leverage additional functionality provided by Tenzinga. Tenzinga offers resources to help effectively manage setting and tracking of citywide goals, department priorities and individual objectives. Other tools include online coaching and visibility related to career succession. Once the pilot program concludes management will re-evaluate the timeline and funding requirements to support implementing Tenzinga for all employees.

Linkedin Learning Subscriptions (2019-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

Linkedin Learning is an online platform that provides a multitude of online courses which would be available to all City employees. Training will be readily available to staff, no longer requiring users to register online or travel off-site. Training can be completed from the user's desk at their most convenient time. Offering online courses to city employees will meet the City's goal to "hire, develop and retain a top quality City workforce". This initiative is an "ongoing" initiative. The operating budget listed is for one year. The budget for subsequent years will be approved by the City Commission during the budget process.

Virtual Slice of the Springs Meeting (2017-2021)

Lead Departments: Development Services, Communications and Marketing *Capital Expenses: Existing Funds*

Since 1995, the City of Coral Springs has held a series of "Slice of the Springs" neighborhood meetings, conducted in different sections or slices of the City – Southeast/Southwest, Town Center/Center West and Northside/Northeast. At each Slice meeting, City staff provides an annual update to the community and discusses relevant issues or concerns with the residents. The meetings are a chance for the residents to interact directly with staff members from all departments of the City, including Police, Fire, Community Development, Code Compliance, Building, Public Works and Parks and Recreation. After a decrease in attendance in 2014-2015, the three-meeting series held in 2015-2016 saw a significant increase in attendance. The attendance was boosted by the advertising efforts of the City's Communications and Marketing Department through the City's social media platforms.

In 2017, Communications and Marketing and the Development Services departments produced a "virtual" option, allowing people to attend "live" via their computer or mobile device. This first Virtual Slice was a great success with over 250 questions or comments submitted and over 2,000 views during the 45-minute broadcast—and over 15,000 views to date. The goal of this ongoing initiative is to increase community engagement by increasing the number of participants in Slice meetings and including residents who would like to attend the meeting in person but are unable to do so.

Upgrades to city infrastructure, facilities and parks

New Initiatives

Fencing replacement and repair throughout Parks

Lead Department: Parks & Recreation *Capital Expenses: $150,000*

The Parks and Recreation Department, including the Tennis Center and Sportsplex, has an abundant amount of PVC and Galvanized fencing within the City. Much of this fencing is over 20 years old and has begun to deteriorate and corrode. Over the years, Park staff have attempted to preserve the life of this fencing through repairs. However, replacement in some areas is needed to ensure safety to our patrons, provide proper functionality and to maintain an aesthetically pleasing environment in our Parks. This will be an ongoing repair and replacement plan.

Additional Pickleball Courts at Cypress Park

Lead Department: Parks & Recreation
Capital Expenses: $50,000

Through the offering of free pickleball clinics, the City has identified a growing number of residents who seek additional pickleball courts within our parks system. The City currently only has 2 pickleball courts causing some residents to utilize courts located in other cities. Currently Cypress basketball courts are not being fully utilized on a square footage scale. On the north end of the basketball courts the City has previously removed the basketball posts due to complaints from park patrons regarding language and other inappropriate behavior. Repurposing these basketball courts by removing the basketball posts, installing pickleball nets, and resurfacing the courts to fit 8 pickleball courts will meet the demand of residents seeking to play pickleball within the city in which they reside.

Replace/continue irrigation control system upgrade

Lead Department: Parks & Recreation *Capital Expenses: $100,000*

The centrally controlled irrigation system automatically checks conditions to identify areas of unusual water flow, measuring rainwater and automatically shutting down the system, and identifying if a valve does not turn on. From a central location, the system can be programmed for each area, setting when to turn on, how long to run, and when to shut down. It even measures how much water is used by zone. The City's current system is no longer serviced by the manufacturer; parts to repair the system are no longer available, and the computer program is outdated and can no longer be updated. The purchase of a new system (in a three phased approach) will enable the City's irrigation to be maintained remotely, preserving landscaping throughout the City while saving staff time and operation expenses. This Phase 2 funding will ensure we can continue system upgrades and not risk losing irrigation systems causing unsightly landscaping.

Canopy (shade) structures replacement within North Community Park

Lead Department: Parks & Recreation *Capital Expenses: $100,000*

The Parks and Recreation Department has over 30 canopy structures at our major parks that are utilized for patron shading and provide some safety around baseball/softball wheel fields. Many of these canopy structures are over 20 years old and have begun to deteriorate and corrode due to use, sustaining damage due to weather and sun exposure, abuse from park patrons, and the integrity of the metal and wood are being compromised. Parks staff recently had the canopy structures inspected by the City's Engineering Department at North Community Park and it was concluded that 6 of the 8 structures will need to be taken down for safety reasons. Replacement of these canopy structures will ensure proper functionality and safety for city patron enjoyment.

Public Safety Building 2nd floor UPS Replacement

Lead Department: Police *Capital Expense: $144,750*

This project is for the replacement of the existing Uninterruptible Power Supply (UPS) system located on the second floor of the Public Safety Building that has reached its end of life. The UPS system provides an uninterruptible power source for the City's Public Safety Answering Point. Uninterrupted power to these systems is critical to maintain daily operations for all public safety related matters including 911 call for service.

Police Dispatch Redundant A/C

Lead Department: Police *Capital Expenses: $473,386*

In order to maintain the Communication Centers daily operations, the replacement and new configuration for A/C units located in the data server room in the Communications Unit will be required. The current configuration of these air conditioning units was not designed with potential for future growth and expansion when built in the early 2000's. In 2018 there was a system failure which caused damage to the county phone system. Since then, both air conditioning units run simultaneously for the server room to maintain the adequate temperature required for essential equipment to run. Due to this, what was once a redundancy, no longer exist. By replacing the existing air conditioning units, new units with the proper capacity can be acquired that will allow for the required temperature to be maintained, allowing for adequate redundancy.

Rock Island Bike Lanes

Lead Department: Public Works *Capital Expenses: $135,000*

The Rock Island Road Bike Lane Project is a multimodal project along the corridor of Rock Island Road from Wiles Road to Sample Road to be constructed by Department of Transportation (FDOT) with funds from the Broward Metropolitan Planning Organization (MPO). The project includes adding buffered bike lanes to both sides of the roadway and upgrading ADA sidewalk connections with concrete at various intersections. Once improvements are completed, the roadway would be resurfaced and restriped. Unforeseen costs will be the responsibility of the City due to the inability of FDOT to spend State funds on non-State roadways. Federal funds being utilized for this project do not cover ongoing maintenance of the City-owned roadway during construction such as mowing and litter removal. Unforeseen expenses encountered during construction that result in change orders may also be the responsibility of the City if they are determined to be ineligible under Federal guidelines. As directed by FDOT, the City will include a contingency budget of $135,000 and provide this to FDOT under a Local Funding Agreement to offset any of these unforeseen expenses.

Turtle Creek Bike Lanes

Lead Department: Public Works *Capital Expenses: $85,000*

The Turtle Creek Drive Project is a multimodal project along the perimeter roads surrounding the Sample Road and SR 7 (US 441) intersection including Turtle Creek Drive, NW 62nd Avenue, NW 31st Street, NW 54th Avenue, and Cullum Road to be constructed by Department of Transportation (FDOT) with funds from the Broward Metropolitan Planning Organization (MPO). The project includes adding bike lanes to both sides of the roadway and upgrading ADA sidewalk connections at various intersections. Once the roadway is expanded to accommodate the bike lanes and the roadway will be resurfaced and restripped. Unforeseen costs will be the responsibility of the City due to the inability of FDOT to spend State funds on non-State roadways. Federal funds being utilized for

this project do not cover ongoing maintenance of the City-owned roadway during construction such as mowing and litter removal. Unforeseen expenses encountered during construction that result in change orders may also be the responsibility of the City if they are determined to be ineligible under Federal guidelines. As directed by FDOT, the City will include a contingency budget of $85,000 and provide this to FDOT under a Local Funding Agreement to offset any unforeseen expenses.

Medium/Heavy Duty Truck Lift Replacement

Lead Department: Equipment Services
Capital Expenses: $68,000

Fleet Service technicians require the use of in ground lifts to safety lift medium/heavy duty trucks to perform scheduled maintenance and repairs. The current in-ground lift at the City garage is obsolete and broken leaving technicians to perform mechanical repairs using hydraulic floor jacks with stands. The replacement of this lift will enable technicians to perform repairs safely and more efficiently.

Vehicles & Equipment Replacement Projects

Lead Department: Equipment Services *Capital Expenses: $250,000*

As part of the Equipment Service fund financial strategy, older vehicle and equipment replacement projects were closed out and funds returned to fund balance. Circumstances surrounding the delays in purchasing these items have been resolved and replacement is needed in order to support the divisions ability to perform their routine services in and around the city.

Inflow & Infiltration (I&I) Projects: Lining Project 10,000 (main line/lateral line)

Lead Department: Public Works-Utilities *Capital Expenses: $1,000,000*

Repairs of vitrified clay sanitary sewer lines, including, but not limited to joint testing/grouting, relining of defective/cracked main line and structural defective segments/laterals is a process that is critical to the prevention of inflow and infiltration of ground water into sewer lines. These lines ultimately travel to a Broward County wastewater treatment facility where charges are incurred for treating ground water.

Water Service Line Replacement - Section 20

Lead Department: Public Works-Utilities *Capital Expenses: $450,000*

Galvanized water service lines account for most customer complaints received by the Utilities Division. Leaks and breaks due to corrosion increase the City's operating costs and decrease revenue caused by water loss. It is also possible that lines could be completely blocked and cease the flow of water due to the constriction of the galvanized water lines. An ongoing program to replace the existing galvanized water pipes throughout the City's utility service area ensures proper flow of water and effective operation of these galvanized water lines.

Ongoing Initiatives

Public Safety/Public Works Campus Phase 2 (2020-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

This project will retrofit an existing building to house Public Safety and Public Works departments (known as Westside Municipal Complex). This retrofitted building will house several City departments such as Fire Administration, Public Works, Fire Academy, City Clerk storage, Human Resources storage and Central Stores. In the event of a hurricane threat, the retrofitted building will be staffed and available to provide emergency services throughout the City of Coral Springs; such as the deployment of equipment to clear the roads from debris, repair vehicles for first responders and critical equipment, fuel emergency vehicles and equipment as well as issue critical supplies to all divisions.

The retrofitted building of this project will replace the current building that only houses Public Works and Central Stores. Central Stores is essential to operations as it stores all City supplies necessary in case of emergencies and natural disasters. All City Fleet are maintained and repaired in the Equipment Services Division. The retrofitted building is also an expansion of the Fire Academy facility which will support the additional classroom space needed as the student population and classes continue to increase year after year. The facility will hold Fire Academy graduations onsite, host large seminars, retreats and classroom rentals that can equate to additional revenue along with marketing exposure for the City.

Part of this project includes drainage improvements that will mitigate the flooding risk. Other risks that will be mitigated is the availability of critical services the City provides to residents. The hardened and retrofitted building will ensure the City's ability to maintain critical service operations during and after a major storm event or other disruptions to the City and residents. The Facilities Management department will ensure that the retrofitted building at the Westside Municipal Complex Public Safety and Public Works campus facility is properly maintained after it is hardened.

City-Owned Property Master Plan (2020-2021)

Lead Department: Development Services *Operating Expenses: Existing Funds*

Staff has completed a detailed inventory and mapping of city-owned properties for the entire city. The city has hired a realtor to assist with the sale of a former group home in Glenwood that was acquired in 2018. Additional residential lots along Riverside Drive will be analyzed to be re-purposed or sold with recommendations forthcoming this next fiscal year.

Sawgrass/10th Street Plan: Advocacy (2020-2021)

Lead Department: Development Services *Operating Expenses: Existing Funds*

City staff will continue to monitor the planning and development stages of the project to connect Interstate 95 to Sawgrass Expressway also known as the SW 10 St. Corridor Study. The connection of the two highways would provide a significant boost to the Corporate Park of Coral Springs. The scope of the project does not include any work in the City of Coral Springs. This year, Staff will continue to monitor the pending design plans at public input sessions with various agencies and cities. These regional meetings involve FDOT, MPO members and municipal officials, along with interest shown from the Coral Springs Regional Chamber and member(s) of the Corporate Park Property Association.

Disaster Recovery Site (2020-2021)

Lead Department: Information Technology *Operating Expenses: Existing Funds*

A disaster recovery site assures the ability to restore essential hardware, applications, vital data and recovery-time objectives to meet the time-sensitive business needs and functions of the city's dependency on IT resources. A disaster recovery site will protect the city's business data, systems and their backups providing restorative service to the critical business systems resulting in shorter recovery time. Policy driven directives ensure a controlled and staged return to operations by simplifying the process of action for granular management facing today's emerging threats. All City departments will benefit from a disaster recovery site through its dedicated continuity of the City polices on uptime, disaster prevention, and restoration using structures and strategic approach to threats from internal and external means.

Parks Master Plan Implementation Early Phase (2020-2021)

Lead Department: Parks and Recreation *Operating Expenses: Existing Funds*

Fiscal Year 2021 implementation for the Parks and Recreation's master plan will include staff development of departmental policies and procedures; the creation of social media and a techonology processes, which will include the hiring of new staff, along with the purchase of new hardware and software platforms. Updates to job descriptions, asset and materials inventory and the on-going creation of individual park files will be implemented throughout the fiscal year. Opportunities to advance these processes may be added by the implementation of additional master plan contractor items.

Splash Pad (2020-2021)

Lead Department: Parks and Recreation *Capital Expense: Existing Funds*

As one of the ways to continue to provide for the residents, the City has decided to move forward with the project to construct a splash pad at a desired location within the City. The Splash Pad would include fountains and other spray equipment that would be open to the public free of charge. From the community engagement of Virtual Slice Meetings, Visioning Summits and City Surveys, the City was informed that this was a project residents would like to see in the community.

Landscape Improvements in Arterial and Collector Roads - Sample Road (2019-2021)

Lead Department: Public Works *Capital Expenses: $300,000*

Landscaping improvements along arterial and collector roads have positive impacts on safety and appearance of roads throughout the City. Planting new street trees where there are opportunities increases the percentage of canopy coverage which is aligned with the conservation element of the City's Comprehensive Plan. Roads with large canopy trees increase property values and has a positive impact in stormwater management and the heat island effect. This initiative will bring arterial roads up to current FDOT Landscape Design Standards, and to restock collector roads to at least 90% capacity.

CDBG Action Plan (2018-2021)

Lead Department: Development Services *FY 2021 CDBG Allocation: $794,750*

Each year, the City is required to complete an Action Plan as a part of the Community Development Block Grant (CDBG) program, provided through the Department of Housing and Urban Development. The plan describes specific projects and activities the City will undertake in the coming year to address priority needs identified in the Five-Year Consolidated Plan. These priorities include providing a suitable living environment, providing decent and affordable housing, and expanding economic opportunities. The City's five-year Consolidated Plan has the framework for the City's annual Action Plan to identify housing, homelessness, community and economic development needs and resources, and then tailor a strategic plan to meet those needs.

The program allows the City to utilize grant funds for capital improvement projects in the City's low-to-moderate income areas which otherwise would have to be paid through the City's Capital Improvement Program and allows 15% of the funding for public services (senior and youth programs). The following projects are listed in the Fiscal Year 2020/2021 Action Plan:

- NW 85th Avenue Sidewalk Replacement: $70,000
- NW 91st Avenue Sidewalk Replacement: $112,000
- NW 35th Court Sidewalk Replacement: $65,000
- Home Repair: $152,252.50
- Youth Scholarship Program: $50,000
- Senior Recreation and Functional Training: $43,000
- Senior Recreation and Therapeutic Program: $26,212.50
- Neighborhood Partnership Program: $15,000
- Sample Road ADA Compliant Project: $102,335
- Planning and Administration: $158,950

Traffic Management (2010-2021)

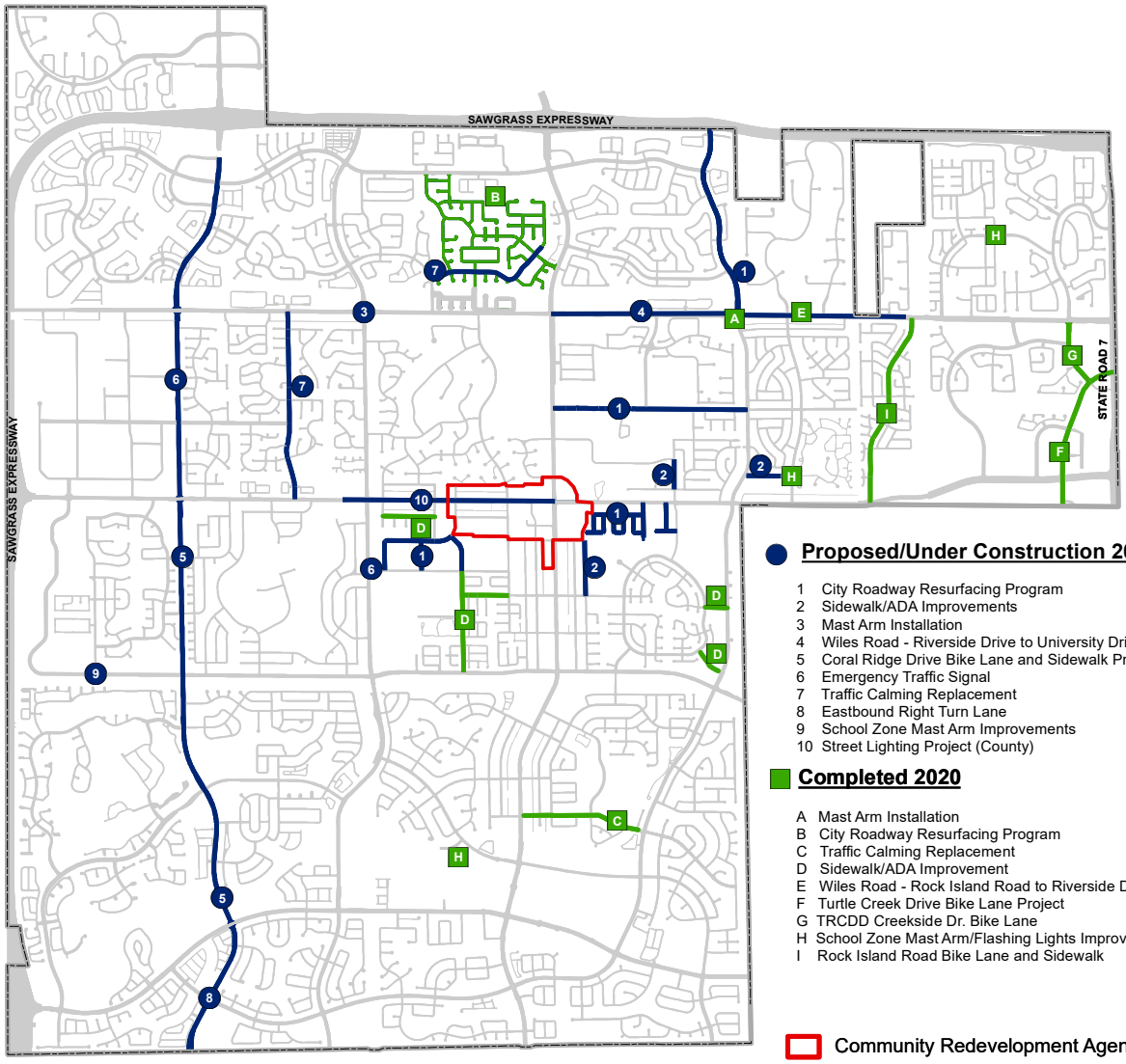
Lead Department: Development Services, Public Works *Capital Outlay: $30,000*

The Transportation Improvement Plan for Fiscal Year 2021 shows the efforts planned or underway to ensure acceptable levels of service and safe driving conditions are maintained in the City. The City's Traffic Management Team meets monthly to address issues pertaining to the safe and efficient use of the roadway network. Projects include traffic calming, road resurfacing, turn lanes at intersections, as well as pedestrian and bicycle infrastructure improvements. The TMT will investigate a means to regulate micro-mobility devices within the city limits and determine whether or not a pilot program should be established to allow dockless scooters to operate within the City.

The City will continue working with Broward County to increase pedestrian signal improvements to enhance mobility and connectivity, including the installation of audible pedestrian countdown installations at intersections with high levels of pedestrian activity as well as transit signal priority along premium transit corridors. Broward County is planning several improvements including updated traffic signal synchronization, the installation of new mast arms with pedestrian countdown signals, and the installation of transit signal priority along Sample Road and University Drive. To encourage the safe utilization of bicycles, Broward County will be constructing a new bike lane along Coral Ridge Drive as a mobility enhancement for City residents.

Also in Fiscal Year 2021, $30,000 is being requested to be used with existing funds to replace one temporary rubber speed cushions with concrete on Shadow Wood Boulevard and replacement of temporary cushions for projects at NW 39th Court, NW 21st Street and NW 48th Street until these cushions can be replaced with permanent cushions in subsequent years. Additional funding is requested for the repair of speed cushions and maintaining the thermoplastic pavement markings and signage to improve the safety and visibility of all traffic calming locations throughout the City. Operating costs include labor for the installation and repair of the speed cushions.

2020-2022 Short Range Transportation Improvement Plan



Proposed/Under Construction 2021-2022

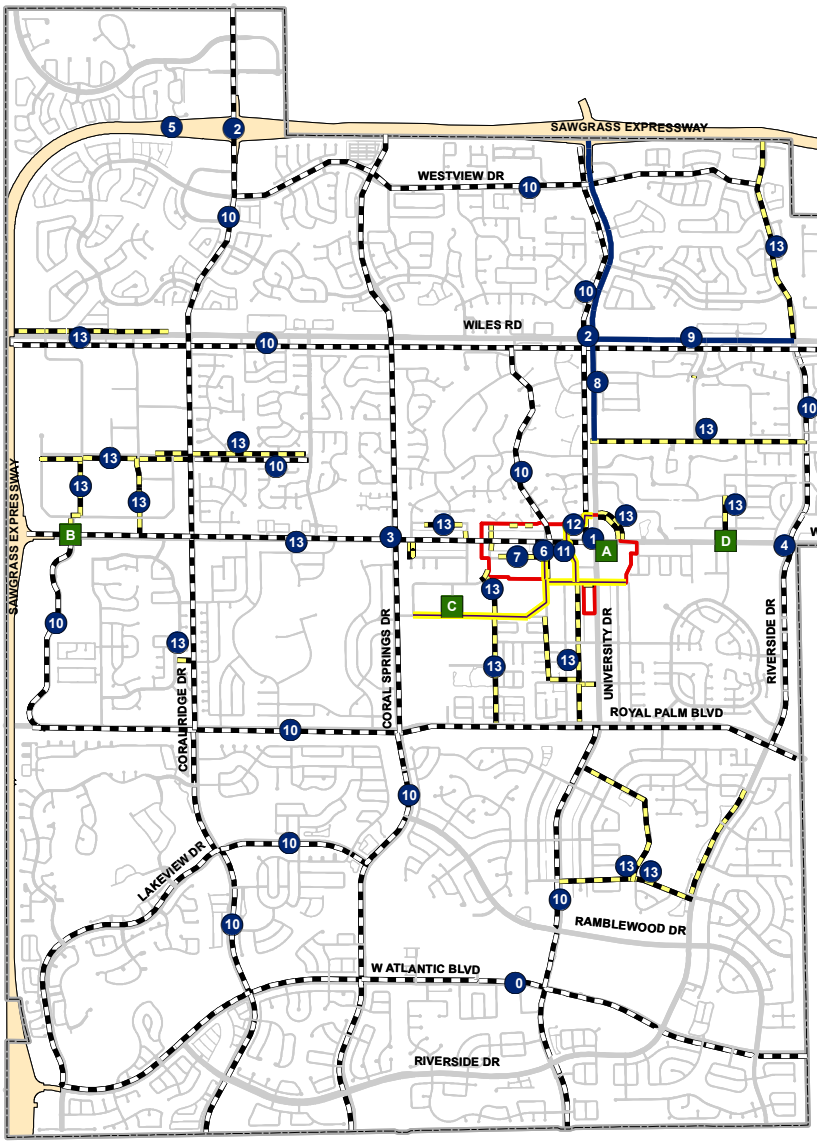
1 City Roadway Resurfacing Program
2 Sidewalk/ADA Improvements
3 Mast Arm Installation
4 Wiles Road - Riverside Drive to University Drive - Widen 4-6 lanes
5 Coral Ridge Drive Bike Lane and Sidewalk Project
6 Emergency Traffic Signal
7 Traffic Calming Replacement
8 Eastbound Right Turn Lane
9 School Zone Mast Arm Improvements
10 Street Lighting Project (County)

Completed 2020

A Mast Arm Installation
B City Roadway Resurfacing Program
C Traffic Calming Replacement
D Sidewalk/ADA Improvement
E Wiles Road - Rock Island Road to Riverside Drive - Widen 4-6 lanes
F Turtle Creek Drive Bike Lane Project
G TRCDD Creekside Dr. Bike Lane
H School Zone Mast Arm/Flashing Lights Improvements
I Rock Island Road Bike Lane and Sidewalk

Community Redevelopment Agency (CRA) Area

2040 Long Range Development of Regional Impact Transportation Improvement Plan



Future

1. University Drive/Sample Road - Add SB, EB and WB right turn lanes
2. University Drive/Wiles Road - Add NB, SB, EB, and WB left turn lanes - Add NB and SB through lanes
3. Sample Road/Coral Springs Drive - Add EB and WB right turn lanes
4. Sample Road/Riverside Drive - Add EB right turn lanes - Add NB and SB left turn lanes
5. Sawgrass Expressway 6 lanes to 10 lanes
6. Coral Hills Drive - Sample Road to NW 29th Street Widen to provide a 3-lane cross section
7. NW 33rd Street - Coral Hills Drive to NW 99th Way Widen to provide a 3-lane cross section
8. University Drive - NW 40th Street to Sawgrass - Widen from 4 to 6 lanes
9. Wiles Road - University Drive to Riverside Drive - Widen from 4 to 6 lanes
10. Multi-Modal Improvements (2040 LRTP, Comp Plan)
11. Proposed Transit Center in Downtown DRI
12. Proposed Diverging Diamond Interchange
13. Future Sidewalks

Completed

A. University Drive/ Sample Road - Add NB and EB right turn lanes, Bus Bay and Sidewalk Improvements (Completed 2007)
B. Sample Road/Sportsplex Drive, install traffic signal (Completed 2006)
C. Downtown Pathway (Completed 2016)
D. NW 85 Avenue Northbound/Southbound turn lanes

Community Redevelopment Agency (CRA) Area

Creating a Sense of place and a destination

New Initiatives

Feasibility Study for the Center for the Arts

Lead Department: City Manager's Office *Operating Expenses: $75,000*

The goal of this initiative is to provide information and recommendations that will enable the City Commission to make decisions about the future of the Center for the Arts facility. The study will determine if there are financially viable options for continued use of this facility as a cultural amenity, identify possible alternative uses for this facility as well as likely revenues/expenses, and recommend capital improvements or modifications to the building that will better enable it to cover its costs while continuing to provide some level of service to the community.

Commercial Retail Focus in Downtown

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The EDO and CRA will work with a consultant, Retail Strategies, to assist with retail business recruitment and attraction to reduce retail leakage in the City. This includes conducting a retail analysis and attraction strategy. Village Square and Cornerstone are large scale mixed-use projects in the downtown and they will both have retail and restaurants as a part of the mix.

Cornerstone Project - beginning of Phase A

Lead Department: CRA, Economic Development *CRA Expenses: Existing Funds*

In 2018, a private developer acquired the Financial Plaza building and parking lot on the corner of University Drive and Sample Road and is working on developing a large mixed-use project called Cornerstone. The project, a component of the City's vision for a walkable downtown, will serve as a catalyst for additional redevelopment in the CRA. The CRA negotiated a tax increment incentive and memorialized the final terms of the project components, requirements and aesthetics as well as compliance regarding the tax incentive in a developer agreement between the City, CRA and developer.

Ongoing Initiatives

Enhanced Downtown Events/Entertainment (2020-2021)

Lead Department: Economic Development
Operating Expenses: Existing Funds

The Community Redevelopment Agency is supporting community activities to create a sense of place in Downtown Coral Springs. Working with Communications & Marketing, the CRA will participate in events to bring people Downtown for entertainment and community engagement. The EDO and CRA increased their sponsorships of downtown events in order to bring larger acts to the City and to enhance the holiday lighting and décor.

Infrastructure Improvements in Downtown (2020-2021)

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The CRA is working with the county to install new LED lights within the Downtown for enhanced visibility and safety. The Commercial Enhancement Matching Grant program expanded to include the entire CRA and the funding allowance increased to $25,000 to allow for more businesses to make improvements to their property. The CRA is also installing new landscaping between 99th and Coral Hills Drive.

Charter School Location (2020-2021)

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

During Fiscal Year 2020, City Staff worked to develop a concept to keep the Charter Schools located in downtown and planned to present this information to the City Commission through agenda briefings during the month of March 2020. This project is currently pending the outcome of a meeting to discuss potential relocation efforts with an outside consultant. The work for this initiative has been disrupted by COVID-19 and is currently on hold, when the appropriate time comes, the project will pick back up.

Amphitheater Development (2020-2021)

Lead Department: City Manager's Office *CRA Expenses: Existing Funds*

This project is on hold due to the financial timing of the Cornerstone project. A concept will be discussed with the City Commission during the March workshop. Additional efforts have been made to identify an architect to help develop specifications for this development, to later assist in the CCNA RFP process for design.

Village Square Plan with Developer (2020-2021)

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The Economic Development Office (EDO) is working with the Community Redevelopment Agency (CRA), Development Services and the developer of Village Square to ensure that the project fits the Downtown Mixed-Use Zoning approved in January 2018. The development will include retail, restaurants and office space on the northwest corner of University Drive and Sample Road.

Increased business investment and jobs

New Initiatives

QLess: Queuing System - Replacing QTRAC for One Stop Shop

Lead Department: Building *Capital Expenses: $7,812 Operating: $7,200*

The City currently utilizes QTRAC for the queuing needs in the One Stop Shop. Unfortunately, since implementation of this system, the City has had numerous issues with the system's reliability which has affected the quality of service provided to our customers. The implementation of this new system will provide improved service to our customers by eliminating long lines and boosting staff productivity and operational efficiency in the One Stop Shop.

E-plan Review: Bluebeam Licenses

Lead Department: Building *Capital Expenses: $13,000*

Electronic permitting and plan review software programs offer customers the ability to submit their plans electronically enabling the permitting process to become better, faster and cheaper for customers. This system also provides City staff of all divisions and disciplines the ability to review plans concurrently greatly reducing plan review times and allowing plan examiners the ability to electronically stamp and sign plans once approved. The implementation of this program will also reduce the amount of paper produced during the permitting process, freeing up much needed storage space throughout the office.

Local Procurement Policy

Lead Department: Finance *Operating Expenses: Existing Funds*

The Purchasing Division is tasked with the fiduciary duty to ensure that proper procurement rules and procedures are in place and are being followed by all city employees. The Purchasing Division will implement additional practices to encourage city staff to purchase goods and services for city operations from businesses located in Coral Springs. The Purchasing Division will also launch a campaign to educate and inform businesses in Coral Springs on methods to be notified and connected to business opportunities. Current purchasing code requirements will be researched and modified where legally and reasonably possible in order to increase procurement relationships between the city and its valued local businesses.

Ongoing Initiatives

Coral Springs Regional Chamber Business Academy (2017-2021)

Lead Department: Economic Development Office (EDO) *Operating Expenses: $8,500*

Now in the fifth year, the Coral Springs Regional Chamber Business Academy continues to grow. Sponsored by the City of Coral Springs and FPL and led by experts focused on a specific topic or discipline, local small business owners seeking to grow their businesses have the opportunity to improve communication skills, gain expert knowledge, network with other businesses and expand resources to help their business succeed. The series of six classes begins in November and ends in April. A nominal fee will be charged to attend.

Co-Work Space Development (2020-2021)

Lead Department: Economic Development Office (EDO) *Operating Expenses: Existing Funds*

With the exit of Broward College from the Downtown, the City has wanted to pursue another use that will encourage the development of new businesses and innovation. Staff is working to find a venture lab or co-working space opportunity that would be attractive to small businesses, home based businesses, and entrepreneurial businesses. The City and CRA staff are also working to align with a higher education institution that would provide training and support.

Develop/Implement Retail Strategy (2020-2021)

Lead Department: Economic Development
Operating Expenses: $35,000

The City has a significant amount of retail leakage. To alleviate this issue, the EDO is developing a retail recruitment strategy. Staff is working with Retail Strategies to identify retail gaps and potential opportunities to fill those gaps. Finding the right retail mix and density is essential for a community seeking to create a sense of place for residents, businesses and visitors.

Renaming Corporate Park to Commerce Park (2020-2021)

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The City and Corporate Park Association will work together to rename Coral Springs Corporate Park as the Coral Springs Commerce Park in order to accurately reflect the mix of industries in the Park. This initiative will also include the coordination of updating marketing materials and new signage.

Increasing Business Retention and Expansion Visits (2020-2021)

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The Economic Development Office visits with local businesses for retention and expansion purposes. This allows the EDO to learn about local challenges facing businesses in order to make programmatic and policy recommendations to improve the business climate. It also provides the business community with a direct conduit to the City.

Entertainment Destination Strategy (2020-2021)

Lead Department: Communications & Marketing/Economic Development *Operating Expenses: Existing Funds*

While the global COVID-19 pandemic has delayed our Entertainment Destination Strategy, the goal is to provide events that appeal to the younger generation; these include live entertainment, art, food trucks, health, wellness and social interaction. While events are paused or re-imagined due to COVID-19, planning continues on ways to improve upon the variety, quality and safety of gatherings in Coral Springs – so that when it is safe to resume in-person events, staff will be prepared. The Cornerstone project, Amphitheater and event planning all have a role in shaping the strategic plan to have people visit, live and work in Coral Springs.

University Presence Strategy (2020-2021)

Lead Department: Economic Development Office (EDO) *Operating Expenses: Existing Funds*

Broward College closed its Coral Springs campus several years ago due to low enrollment. The City has since wanted to bring in another higher education provider to the Downtown. The EDO will work with local partners to try to encourage a university presence in the City.

Corporate Park Drainage and infrastructure Upgrade (2020-2021)

Lead Department: Public Works *Operating Expenses: Existing Funds*

Stormwater improvements within the Corporate Park are needed to reduce existing flooding issues within the public right of way areas in the southern portion of the Corporate Park south of NW 39th Street. There is limited existing drainage infrastructure located within right-of-way areas throughout the Corporate Park that independently discharge into either roadway swale areas or drainage ditches instead of directly into the secondary canal system. The stormwater improvements will divert stormwater runoff from the right-of-way areas, which are currently routed to the substandard drainage ditches on private property, directly toward the secondary canal system within the Corporate Park. These improvements will also reduce the flow within the substandard drainage ditches by diverting stormwater runoff from the right-of-way areas directly to canal system, which would reduce the flooding issue within the public right of way areas in the southern portion of the Corporate Park south of NW 39th Street. Partial funding of this project was made through the U.S Department of Commerce Economic Development Administration.

The Place for Families to Live in Great Neighborhoods

New Initiatives

Revitalize Code Ranger Program

Lead Department: Development Services *Operating Expenses: Existing Funds*

The Code Ranger Program, which was created in 2010, made the most of volunteers by allowing code officers to spend more time on complicated cases. These Code Rangers are trained by Code Supervisors and Field Training Officers to inspect properties for simple violations, such as discolored roofs or walls, trash can hours, or parking on grass. They leave door hangers on property and re-inspect for compliance. Over the past years the number of volunteers has dwindled due to health issues, relocations, and the aging of the volunteer pool. This initiative will revitalize the Code Ranger Program by keeping a fresh rotation of volunteers who will assist Code Rangers and ultimately result in a higher rate of compliance for code cases.

Neighborhoods with Integrity Program

Lead Department: Development Services *Operating Expenses: $21,000*

This initiative is for the development of a pilot program to establish the parameters of the Neighborhoods with Integrity Program. This will be a multi-departmental effort, working together to establish program direction as well as garner community connections. Neighborhoods with Integrity will build relationships within our neighborhoods in order to address community needs in a proactive and positive manner. Those relationships will develop knowledgeable and confident leaders to serve their associations and better their neighborhood. During the first year, staff will use this time to establish a team, collect input, research common neighborhood issues, build contacts, enhance existing programs, develop new strategies, and evaluate results. Additionally, staff will become involved with the Neighborhoods USA (NUSA) organization in order to foster successful ideas for our neighborhoods.

City Signage

Lead Department: City Manager's Office *Operating Expenses: Existing Funds*

This initiative addresses the City's need to update and brand all City signs for uniformity and also redefine the City's sign process. This consist of city staff conducting research, contacting other municipalities, and exploring options for enhancing the process. This project is in the process of evaluating the opportunity of a pilot program for digital signs in the Corporate Park. Staff will plan, organize, and evaluate all City signage and the ordinances and codes surrounding them. In addition, the team will identify a common sign theme for the City, as well as identify areas in which signs (permanent and temporary) can be allowed where restrictions may have otherwise prevented. This program will be an evolution of the City's existing sign regulations and will identify the need for businesses, residential neighborhoods, and the City to develop consistent and allowable signage city-wide.

Ongoing Initiatives

Public Schools Partnership Strategy (2020-2021)

Lead Department: Budget and Strategy *Operating Expenses: Existing Funds*

Schools are one of the most important aspects of life in the City of Coral Springs. We have a unique opportunity with several of our Commissioners also employed by the Broward County School Board. Staff will perform the following: 1) revisit City programs to assist Coral Springs schools, principals and parents 2) seek opportunities within the business community to partner 3) research additional programming for our elementary, middle, and high youth 4) partner with school board representatives for our Coral Springs schools. 5. Create guide for each Coral Springs Public School for residents and potential residents with the Broward County Public School Staff.

Everglades Strategy (2020-2021)

Lead Department: City Manager's Office
Operating Expenses: Existing Funds

The 1.5 million acres wetland preserve, known as the Everglades National Park, is visited by nearly one million visitors each year. This national park borders the City of Coral Springs to the west, from south of Atlantic Boulevard to North of Wiles Road and has long been a destination for residents and visitors alike to catch iconic sunsets from the Atlantic Avenue viewing area as well as host site to numerous public events. Additionally, the Sawgrass Nature Center and Wildlife Hospital sits on 5 acres of land within the Sportsplex Park (adjacent to the Everglades).

Given the commission direction to create a sense of place and take advantage of the Everglades, the City plans to research options and develop a long-range strategy to provide our residents and visitors multiple points of interest. In the coming year, staff will assess options for connectivity and identify key stakeholders for this development. A central part of this will be to leverage the Nature Center's assets in the area to promote the diversity of nature in our backyard.

Summer Breakspot Program (2017-2021)

Lead Department: Police *Operating Expenses: Existing Funds*

During the summer of 2017 the Community Services division of the Police Department coordinated the facilitation of a "Summer Breakspot" juvenile feeding and outreach program in conjunction with Florida Impact. This 6 week program not only provided nourishment to at-risk children (ages 6-14) within our community, but also provided enrichment through daily safety presentations, reading and mentoring, arts and crafts, and sports activities. Coral Springs Police personnel staffed and operated the program, coordinating volunteers, providing educational and recreational components, sports activities, and food distribution. High school students and community volunteers were also recruited to assist with the daily operations.

Drowning Prevention/Water Safety (2007-2021)

Lead Departments: Fire/EMS, Communications and Marketing *Operating Expenses: Existing Funds*

Drowning is a leading cause of death among all children, and in Florida it is the number one cause of death in children under age four, with Broward County leading in this tragic statistic. Due to our close proximity to all forms of water and our high population of children, the City has made it a priority to heighten community awareness and focus on prevention efforts.

One of the most significant prevention strategies we employ is our partnerships with local agencies and schools to bring swimming lessons to children and families in the community, offering free swimming lesson vouchers for children under four years of age, and recently began partnering to offer adult swim lesson vouchers.

The Coral Springs Fire Department, together with our local partners, administers a program called "Watch Your Kid, You'll Be Glad You Did". This local community drowning prevention effort has become an action model for other cities in Broward County. The community team of agencies provides regular drowning prevention information and presents educational sessions to a wide range of community groups to raise awareness and provide pool safety instruction. The Police Department and Aquatics staff work together to support the message as part of their community outreach efforts.

As part our overall Life Safety education initiative, CPR training mannequins are brought to most community events to educate the public on CPR training techniques, which also supports our Pulse Point initiative in improving both the response to drowning as well as cardiac emergencies. Many other programs, such as Sleep Safe and Car Seat Safety Installations, are utilized to further drowning prevention efforts. These efforts have resulted in a major shift in survivability for local children who do have a drowning event, with seven out of nine making full recoveries.

Summary of Fiscal Year 2021 Initiatives

Responsible City Government	
Partner with a Retail Economist	Budget & Strategy/EDO
Records Scanning - Hardware and Software Purchases	Building
Museum Subsidy	City Manager's Office
2021 Comprehensive Plan Amendments	Development Services
QLess: Improving Customer Service City Hall in the Mall	Human Resources
CIP Financing Plan (Ongoing)	Budget & Strategy
Website Refresh (Ongoing)	Communication & Marketing
American with Disabilities Act (ADA) Compliance Support Strategy (Ongoing)	City Manager's Office
Enterprise Resource Planning (ERP) Implementation(Ongoing)	City Manager's Office
Expand Dispatch Communications (Ongoing)	City Manager's Office
Census 2020 (Ongoing)	Development Services
City Security Improvements (Ongoing)	EM/City Security/Special Events
Writing Expansion - Hiring of Grant Consultant (Ongoing)	Budget & Strategy
Health and Wellness Center (Ongoing)	Human Resources
Online Performance Management System (Ongoing)	Human Resources
Linkedin Learning Subscriptions (Ongoing)	City Manager's Office
Virtual Slice of the Springs Meeting (Ongoing)	Development Services/Comm&Mktg
City Investment in Today and Future	
Fencing replacement and repair - Parks and Tennis Center	Parks and Recreation
Additional Pickleball Courts at Cypress Park	Parks and Recreation
Replace/continue irrigation control system upgrade phase 2	Parks and Recreation
Canopy (shade) structure replacement within North Community Park	Parks and Recreation
Public Safety Building 2nd floor UPS Replacement	Police Department
Police Dispatch Redundant A/C	Police Department/Public Works
Rock Island Bike Lane	Public Works
Turtle Creek Bike Lane	Public Works
Medium/Heavy Duty Truck Lift Replacement	Equipment Services
Vehicles & Equipment Replacement Projects	Equipment Services
I&I Projects: Lining Project 10,000 (main line/lateral line)	Public Works/Utilities
Water Service Line Replacement	Public Works/Utilities
Public Safety/Public Works Campus Phase 2 (Ongoing)	City Manager's Office
City-Owned Property Master Plan (Ongoing)	Development Services
Sawgrass/10th Street Plan: Advocacy (Ongoing)	Development Services
Disaster Recovery Site (Ongoing)	Information Technology

Summary of Fiscal Year 2021 Initiatives

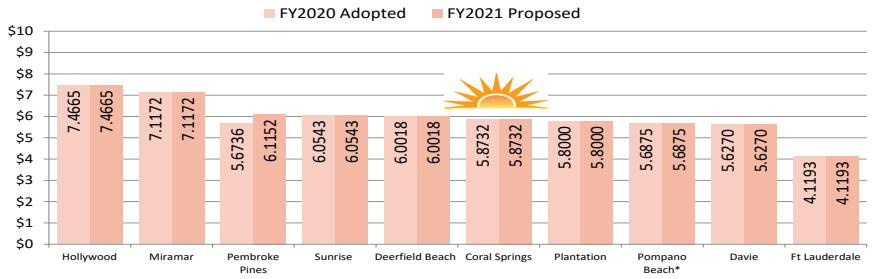
Parks Master Plan Implementation Early Phase (Ongoing)	Parks and Recreation
Splash Pad (Ongoing)	Parks and Recreation
Landscape Improvements In Arterial and Collector Roads - Sample (Ongoing)	Public Works
CDBG Action Plan (Ongoing)	Development Services
Traffic Calming Program: Implementation (Ongoing)	Development Services
Downtown Becoming Vibrant	
Feasibility Study for the Center for the Arts	City Manager's Office
Commercial Retail Focus in Downtown	Economic Development
Cornerstone - beginning of project phase A	Economic Development
Enhanced Downtown Events/Entertainment (Ongoing)	Economic Development
Infrastructure Improvements in Downtown (Ongoing)	Economic Development
Charter School Location (Ongoing)	City Manager's Office
Amphitheater Development (Ongoing)	City Manager's Office
Village Square Development (Ongoing)	Economic Development
Growing Local Economy	
QLess: Queuing System - replace QTRAC for One Stop Shop	Building
E-Plan Review - Bluebeam Licenses	Building
Local Procurement Policy	Finance
Coral Springs Regional Chamber Business (Ongoing)	Economic Development
Co-Work Space Development (Ongoing)	Economic Development
Develop/Implement Retail Strategy (Ongoing)	Economic Development
Renaming Corporate Park to Commerce Park (Ongoing)	Economic Development
Increasing Business Retention and Expansion Visits (Ongoing)	Economic Development
Entertainment Destination Strategy (Ongoing)	Economic Development
University Presence Strategy (Ongoing)	Economic Development
Corporate Park Drainage and Infrastructure Upgrade (Ongoing)	Public Works
Premier Community in South Florida	
Revitalize Code Ranger Program	Development Services
Neighborhoods with Integrity Program	Development Services
City Signage	City Manager's Office
Public Schools Partnership Strategy (Ongoing)	Budget & Strategy
Everglades Strategy (Ongoing)	City Manager's Office
Summer Breakspot Program (Ongoing)	Police
Drowning Prevention/Water Safety (Ongoing)	Fire/EMS, C&M

Financial Strategy

Introduction

The City's healthy financial position can be attributed to our long-term financial planning that identifies emerging issues which may affect our ability to provide the level and type of service our customers expect. It is this history of planning and analysis that has helped us to mitigate the current COVID-19 crisis and achieve a balanced budget amidst volatile revenues (State Revenues and Charges for Services). We were able to achieve a structural balance between expenditures and revenues for Fiscal Year 2021 by relying on sound financial practices, keeping tuned in to the constantly evolving financial climate (locally and nationally) and working with staff to prioritize projects and operations. Appropriations have been utilized for one-time capital projects when fund balance requirements are surpassed, and a cost benefit exists to mitigate further exponential costs.

Operating Millage Rate Comparison



** Pompano Beach includes a separate EMS millage of 0.5000*

Structural balance has been achieved through:

Maintaining operating millage rate of 5.8732 in Fiscal Year 2021;

Decreasing the Debt Service millage rate from 0.2534 to 0.2412;

Reducing departmental expenditures by a target budget of -2% from the FY2020 Adopted Budget;

Maintaining Merit Pool at 3% of Budgeted Salaries, while engaging long-term workforce planning city-wide;

Increasing Water and Sewer rates 3.5%, in accordance with the 2013 Water and Wastewater Rate Study;

Maintaining the residential Solid Waste Special Assessment at $290.00 per single-family household;

Increasing the Fire Special Assessment Fee from $227.82 to $234.00 per single-family household;

Increasing the the Stormwater Assessment Fee from $115.66 to $119.13 per ERU.

Through the establishment of an Employee Health Clinic, and the re-purposing of fund balance appropriations, in FY2021 the General Fund's charges to the Health and General Insurance Funds was kept at just under a 2.0% increase from FY2020.

Use of Surpluses

One important component of our long-term planning is utilizing all identified surpluses in all funds to pay for the following years needed capital items. Each year we carefully analyze all our funds to determine if any surpluses exist. Instead of leaving those funds idle or spending them on on-going operating expenses which should be budgeted for, we invest them in needed capital improvements. As surpluses are declining it is more important than ever that future surpluses, beyond satisfying the appropriate financial reserve policy, be earmarked to provide a funding source for future capital expenditures, foregoing the need to borrow or issue additional debt, thereby avoiding future interest expense. Due to an estimated -$5 million decline in General Fund revenues for the current Fiscal Year, most of the revenue received from FEMA within the current fiscal year from Hurricane Irma will be used to cover the shortfall until COVID reimbursement has been received. Minimal surplus is expected for Fiscal Year 2020.

Depreciation

Funding depreciation of vehicles, computers, and parks is another vital component of our financial strategy. The "pay-as-you-go" approach allows the City to avoid debt service for vehicle replacement and for computer replacement. In 2017, the City set up a parks replacement plan for larger parks capital items such as the turf fields and 50-meter aquatic pool. The City will continue to fund vehicle, computer, and parks depreciation plans on an annual basis to ensure we can replace our vehicles, technology, and large park items when necessary, thereby avoiding the issuance of additional debt. Due to healthy reserves and available capital dollars, and a need to minimize General Fund expenditures, the City has credited the vehicle depreciation expenditures from the General Fund for the upcoming Fiscal Year. This solution achieved just over $3 million in operational 'savings' for 2021.

Fostering Commercial Development

A key component to building a stronger, more vibrant future for the City of Coral Springs is the expansion of our commercial tax base. Over 47% of the City's revenue comes from property taxes which are the City's single largest revenue source. Property taxes are determined by the assessed value of real property within the City limits. In other words, increasing assessed values is vital to increasing revenue. As shown in the table on the following page, the City has recovered to the pre-recession level from 2008. After several years of declining property values, the City's Total Taxable Assessed Values, after Value Board adjustments, have reached a new height. While we did see a 4.6% increase with the 2020 tax roll, should there be an impact of COVID-19 on the housing market, we will likely see this in Fiscal Year 2022. Staff will continue to monitor the market and adjust our forecasting as necessary.

The tax base continues to grow due to new commercial entities as well as key residential development projects currently underway. Within the commercial sector, we welcomed Tap 42, Petco, Wawa, Bolay, VIO Med Spa, Advanced Equipment and Services, Urban Air Trampoline Park, Phat Boy Sushi & Kitchen, and look forward to Trader Joe's Grand Opening in late 2020. With a healthy housing market, new residential development is underway, and an energized commercial sector, developing growing and further diversifying the economic base will provide a more solid foundation to withstand future economic downturns.

The City's commitment to the redevelopment of Downtown Coral Springs continues with the old Financial Plaza scheduled to be demolished and the Cornerstone project to begin phase A in the first quarter of Fiscal Year 2021.

Just as we leaned on these methods to exit the great recession on sound financial footing, we will rely on our Core Values and solid principles of financial management to guide our journey toward long-term financial sustainability. Moreover, this strategy will allow the City to continue to provide the same quality of services our customers have come to expect and preserve our community's quality of life.

The Impact of Hurricane Dorian, Irma and COVID-19

Hurricane Dorian was an extremely powerful Category 5 hurricane, with winds peaking at 185 MPH, reaching towards Florida's coast in September of 2019. Realizing the threat, the City of Coral Springs took prudent and responsible action to prepare for a potential landfall on the southeast coast of Florida. While predictions forecasted an east coast landfall, ultimately the storm tracked to the west, saving the City from the most dangerous winds. Thankfully, damage to residences and buildings was limited with vegetative debris representing the greatest impact from the storm. The total cost from Hurricane Dorian sat around $650,000, with projected reimbursements of $587,000. As a result, the City's took a conservative approach in FY2019 and used surplus/reserves to fund the storm. The City's stabilization fund maintained its reserve target of 17%, even exceeding it by reaching 18%, without having to issue debt.

Currently, the City has received $6.9 million of the approximately $9.8 million allocated funds awarded by FEMA for Hurricane Irma. The remaining balance has been obligated by the State; however, the funds have not been received. It should be noted that these numbers are subject to change until all costs are verified, paid and reimbursement is received from FEMA, the State and the City's insurance carrier.

The City's response to the COVID-19 pandemic has been immediate and proactive, including cooperating with the county and the state for a unified response to prevent the spread. In early February the City started to acquire additional PPE supplies in anticipation of the pending spread of the virus within our community. In March, the City of Coral Springs declared a local state of emergency which included actions such as prohibiting city events, closures of City-Owned facilities and parks, and the regulation of local businesses through the Code Compliance Division, in partnership with the Economic Development Office. As of August 2020, the city has expended over $760,000 in COVID-19 response for equipment, supplies and technology. A cross-functional financial team was established to review and monitor all COVID-19 related expenses and gather the necessary documentation to submit for reimbursement, when available.

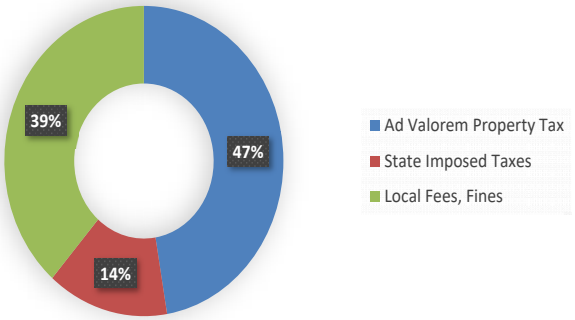
In the meantime, another hurricane season is upon us. The City has secured an open line of credit of $25M to last through this year's hurricane season, COVID-19 impacts, and any other unforeseen circumstances that occur.

General Fund Revenue Outlook

The primary source of revenue for the City is ad valorem property taxes, which comprise 47% of total budgeted revenues for the General Fund. The City receives another 14% of its General Fund revenues from other State-imposed taxes and utility fees. The remaining 39% comes from a wide variety of smaller intergovernmental and other demand-driven sources. The Fiscal Year 2021 Budget includes a increase of 4.60% in the ad valorem revenue driven by the increase in property values.

As part of the Five-Year Forecast, we have made several assumptions about future revenue growth that have a major impact on the resources that we can plan to use. The following is an explanation of some of these assumptions.

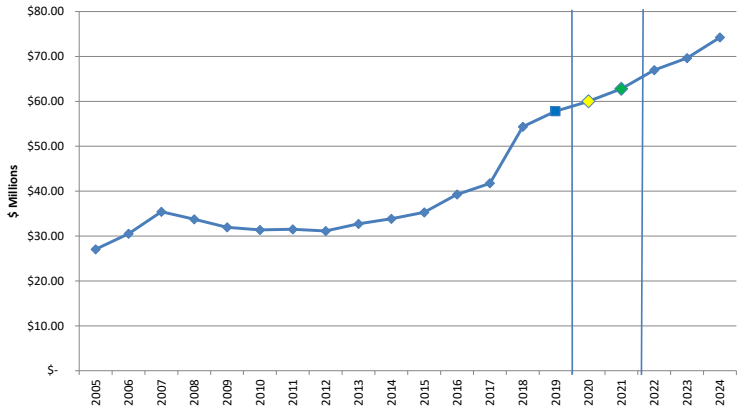
General Fund Revenues



Ad Valorem (Property Tax) Revenue

The primary source of revenue for the City is ad valorem property taxes levied against the taxable value of real and personal property. The City sets the rate ("millage") for this tax each year prior to October 1, which is applied to each property's taxable assessed value as determined by the Broward County Property Appraiser. In Fiscal Year 2015, ad valorem property tax revenue made up about 34% of the City's General Fund revenues. In Fiscal Year 2018 the City approved a millage rate increase of 22% changing this proportion to 45%. This increase in the millage rate, from 4.7982 to 5.8732, enabled the ad valorem property tax revenue to fund nearly half of the City's daily operations. It is projected that an additional millage increase will be needed in Fiscal Year 2022, from 5.8732 to 6.0232, or +0.15.

Forecast of Ad Valorem (Property Tax) Revenues



Homesteaded properties are protected by the Save Our Homes legislation and will only see an assessed value increase of 2.3% over last year. Overall the total taxable values for the City grew 4.64% for Fiscal Year 2021. Forecasts are for a conservative 4% property value growth each year. Since property values were set January 2020, any COVID-19 related impacts will be realized in the 2022 budget.

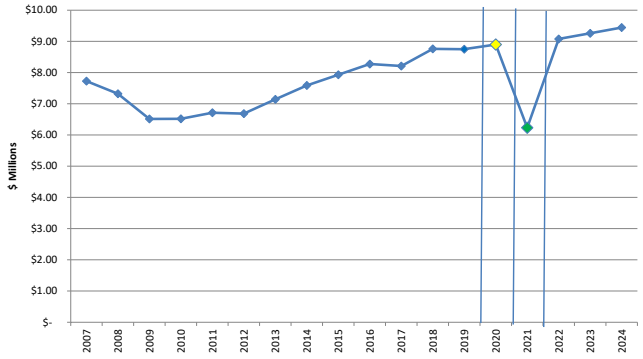
State-Imposed Taxes, Utility Taxes and Fees

Two of the City's major State revenues, Half-cent Sales Tax, State Shared Revenues, are distributed based upon each city's share of the County population. Coral Springs is a built-out city, with little room for new development, however other cities within Broward County continue to grow. As these other cities grow, Coral Springs' proportionate share of these revenues decreases.

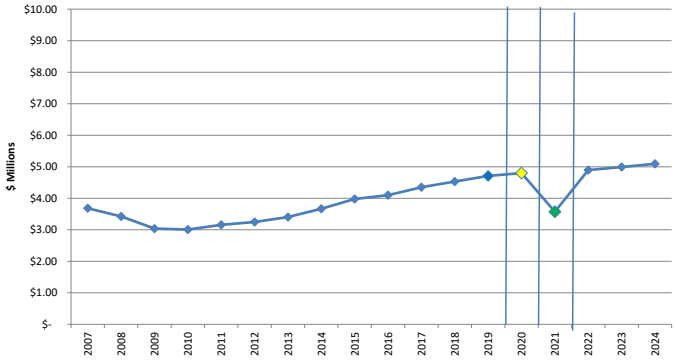
Utility taxes, franchise fees, and demand-driven revenues fluctuate with the economy or are based upon sources that are declining due to cultural shifts or advancements in technology. With little to no growth in these revenues, the City must increase its reliance on Ad Valorem (Property Tax) revenue, while also diversifying its revenue sources.

Major General Fund Revenues	Fiscal Year 2020 Budget	Fiscal Year 2021 Budget	% Change
Electric Utility Service Tax	$9.4 million	$9.49 million	1.0%
Half-cent Sales Tax	$8.9 million	$6.23 million	-29.0%
Electric Franchise Fee	$7.00 million	$7.00 million	0.0%
Solid Waste Franchise Fee	$5.46 million	$5.46 million	0.0%
State Shared Revenues	$4.80 million	$3.57 million	-25.5%
Communication Service Tax	$3.2 million	$2.65 million	-17.2%
Total General Fund Revenues	**$133.59 million**	**$132.65 million**	**-0.71%**

Forecast of Half-Cent Sales Tax Revenues



Forecast of State Shared Revenues



The Half-Cent Sales Tax generates the largest amount of revenue for local governments among the state-shared revenues currently authorized. With the economic recovery this revenue grew 6% in Fiscal Years 2013 and 2014, but has since started a downward slide, missing State forecast estimates the past two years. As a direct result of the current pandemic, the state forecasts released in July 2020 anticipate a -15.93% drop to this revenue in Fiscal Year 2021. Given the variability of consumer confidence, and a look back of historical actuals to state estimates, we are budgeting for a -30.0% drop to this revenue in Fiscal Year 2021. Assuming a quick recovery beginning in Fiscal Year 2022, we anticipate a standard 2% growth to this revenue at that point.

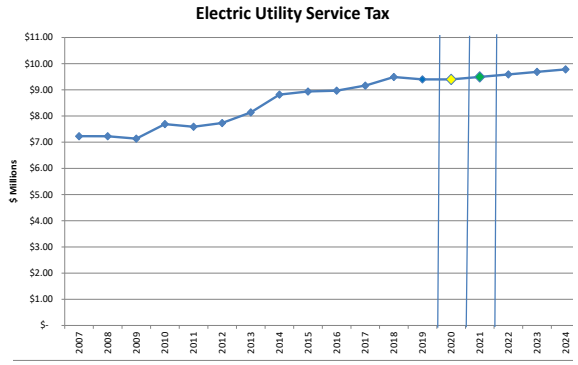
State shared revenues are comprised of revenues from the state sales tax and the municipal fuel tax. As the economy continues to expand, the City predicts this revenue source will grow however Coral Springs' share, same as for the Half-Cent Sales Tax, will shrink. A conservative 2% is forecast due to the drag of lower gas prices and the shrinking share of this blended revenue. July estimates projected a -20.79% drop to this revenue, whereas our adopted budget assumes a -25% drop. The Budget and Strategy department is prepared to monitor these revenues throughout the year and adjust if necessary.

Communications Services Tax (CST) has a State and local component; this data reflects only the local tax rate of 5.22% on retail sales of communications services. Going forward, the State is estimating negative growth rates for wireless service and a decline in landlines, which we reflect with an annual -2% decline in this revenue. Based on state estimates, and historical actuals, our adopted budget assumes a -17% decline to this revenue in 2021 (from the 2020 adopted budget).

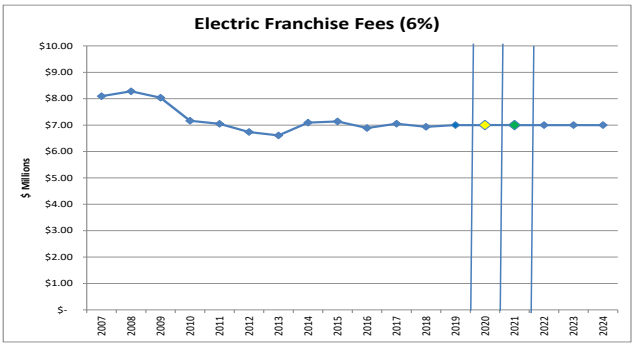
The City levies a 10% utility service tax on all electricity payments made within the City, through FPL. Electricity charges are made up of a base rate and a fuel rate. The City receives no tax on fuel rate increases, only on the base rate. Because this tax is based on the consumption of electricity, the City expects low growth as complete build-out and full occupancy is reached. This revenue is conservatively forecast to increase 1% annually

The City authorizes FPL to provide electrical service in exchange for a franchise fee for use of rights-of-way and other public services. FPL bills each customer a portion of their total electric usage. As FPL rates increase and consumption of electricity grows, this revenue will increase. FPL increased base rates as of January 2017. With continuing low fuel prices, this revenue forecast for a slow increase (1%) in the growth of this revenue over the next five years, although the adopted 2021 budget reflects a 0% increase from 2020.

Forecast of Electric Utility Service Tax Revenues



Forecast of Electric Franchise Fee Revenues



Local Fees, Fines

The City exercises its sovereign function to impose fees and fines, capturing revenue from licenses, permits, fines, and direct charges to use a service. These revenues are meant to recoup the cost to provide the service. Due to City facility and business closures, and phased in re-openings, the ability to receive these local revenues have been, and continue to be, affected.

Any person who engages in any business, occupation or profession that is included in Section 10 of the Coral Springs Land Development Code, is assessed a business tax. This tax assists in funding various City Services that are provided to the businesses. The adopted budget estimates a -6% decline in this revenue due to COVID-19 impacts.

Parks revenues, which includes Parks, Aquatics and Tennis Centers, is projected to decline by -13% in the upcoming fiscal year. These revenues continue to be directly impacted by the COVID-19 event. Summer Recreation, for instance, received 0% of budgeted revenues in the 2020 Fiscal Year. While we have had some re-openings of facilities and related programs, any future closures will directly impact the City's ability to provide, and fund, these programs.

General Fund Five-Year Forecast

The General Fund Five-Year Forecast is an integral part of planning the City's future fiscal position. It is an important tool used to determine a longer-range picture of the City's financial horizon for financial stability. This tool is used to evaluate the level of risk the City could face over time if operational costs and expenditure decisions are higher than revenue growth.

This model is the framework to peer into the near future to identify the deficits that might await us if we were to take no action. It helps City staff to conservatively quantify our financial outlook so we can adequately plan and be prepared to meet these challenges. As we forecast our financial and operating strategies, we use the model to determine the potential impact of decisions, focusing on long-term solutions rather than short-term "fixes," which could lead to negative financial impacts in future years. This financial outlook provides an opportunity to both avoid future budget problems and maintain financial stability. The forecast integrates projections of the major drivers of the City's annual budget, new programs, and the anticipated revenues over the forecast period.

Preparing the FY2021 Budget, the City utilized the existing five-year forecast process for the General Operating Fund and incorporated a consultant to broaden the time horizon to 10-years, incorporating capital and the stabilization fund to test multiple permutations of future recommendations in a dynamic sustainability model for decision making.

Actions and Recommendations:

For FY2021 we are proposing to maintain the FY2020 millage rate of 5.8732. Although national and state economies prior to COVID-19 were improving at a slow but steady pace, local governments still experienced slowly recovering revenues, which was making it difficult to provide both essential services to the community and the much needed infrastructure improvements. The current pandemic has now compounded those harsh realities with no certain end in sight in which things return back to normal.

Given these uncertainties, the five-year forecast includes implementing the following recommendations:

Proactive responses to the Pandemic

- FY2021: Due to capital dollars available, for one-year only, the vehicle chargeback that is charged from the Equipment Service Fund to the General Fund will be credited
- FY2021: A target departmental budget of -2% from FY2020 Adopted
- FY2021: Due to the uncertainty of the pandemic, all travel has been removed from department budgets; some funding has been reserved within the City Manager's Office, should conditions change mid-year

Diversify Revenue Options

- FY2021: In addition to the standard Public Emergency Medical Transportation revenue received from the State, staff applied for and received supplemental funding through the newly established PEMT MCO program. While this must be applied for each year, it helps to offset any losses within ambulance billing.
- FY2022: Begin a series of millage increases to keep up with inflation in future years

If recommendations are implemented and no unfunded mandated or sudden change in forecasting, the General Fund will continue to operate with stable operations providing exceptional level of service to our community .

Our success to date has been largely dependent upon planning ahead for the financial realities we project in coming years.

General Fund Five-Year Forecast Summary

	Adopted Fiscal Year 2020	Adopted Fiscal Year 2021	% Δ	Projected Fiscal Year 2022	% Δ	Projected Fiscal Year 2023	% Δ	Projected Fiscal Year 2024	% Δ	Projected Fiscal Year 2025	% Δ	Projected Fiscal Year 2026	% Δ
Revenues/Financing Sources													
Ad Valorem Taxes	$60,011,214	$62,796,766	4.64%	$66,976,602	6.7%	$69,655,666	4.0%	$74,245,965	6.6%	$77,215,803	4.0%	$80,304,435	4.0%
Solid Waste Special Assessment	2,189,175	$2,189,175	0.00%	2,189,175	0.0%	2,189,175	0.0%	2,189,175	0.0%	2,189,175	0.0%	2,189,175	0.0%
Utility Franchise Fees	10,415,000	$10,416,400	0.01%	10,449,150	0.3%	10,482,228	0.3%	10,515,636	0.3%	10,549,378	0.3%	10,583,458	0.3%
Utility Service Taxes	11,608,966	$11,703,656	0.82%	11,820,693	1.0%	11,938,900	1.0%	12,058,289	1.0%	12,178,872	1.0%	12,300,660	1.0%
Intergovernmental Revenues	19,736,074	$15,205,112	-22.96%	19,641,362	29.2%	19,886,398	1.2%	20,138,245	1.3%	20,396,999	1.3%	20,662,756	1.3%
Licenses and Permits	4,409,005	$4,462,021	1.20%	4,712,395	5.6%	4,879,976	3.6%	5,055,936	3.6%	5,240,694	3.7%	5,434,690	3.7%
Charges for Services	17,969,349	$19,464,474	8.32%	21,098,554	8.4%	21,867,703	3.6%	22,562,582	3.2%	23,233,220	3.0%	23,969,208	3.2%
Fines and Forfeitures	2,205,601	$2,127,304	-3.55%	2,282,079	7.3%	2,332,408	2.2%	2,384,456	2.2%	2,438,280	2.3%	2,489,639	2.1%
Miscellaneous	4,194,979	$4,147,028	-1.14%	4,196,025	1.2%	4,278,767	2.0%	4,365,083	2.0%	4,381,300	0.4%	4,397,832	0.4%
Interfund Transfers	855,639	$140,000	-83.64%	142,800	2.0%	145,656	2.0%	148,577	2.0%	151,549	2.0%	154,579	2.0%
Total Revenues	**$133,595,003**	**$132,651,937**	**-0.7%**	**$143,508,836**	**8.2%**	**$147,656,877**	**2.9%**	**$153,663,943**	**4.1%**	**$157,975,271**	**2.8%**	**$162,486,435**	**2.9%**
Expenditures/Financing Uses													
City Commission	$381,247	$409,156	7.3%	$441,077	7.8%	$456,546	3.5%	$469,782	2.9%	$483,500	2.9%	$497,649	2.9%
City Manager's Office	1,293,684	$1,549,951	19.8%	1,536,683	-0.9%	1,584,759	3.1%	1,632,035	3.0%	1,680,804	3.0%	1,731,055	3.0%
Budget and Strategy	955,258	$1,010,619	5.8%	1,053,483	4.2%	1,087,322	3.2%	1,118,789	2.9%	1,151,288	2.9%	1,184,765	2.9%
Communications and Marketing	1,505,182	$1,502,677	-0.2%	1,673,861	11.4%	1,728,186	3.2%	1,781,046	3.1%	1,835,643	3.1%	1,891,953	3.1%
City Clerk	899,203	$840,181	-6.6%	882,888	5.1%	911,820	3.3%	939,393	3.0%	967,885	3.0%	997,269	3.0%
Economic Development Office	677,658	$662,846	-2.2%	713,708	7.7%	737,226	3.3%	759,672	3.0%	782,871	3.1%	806,799	3.1%
Emergency Management	231,883	$564,956	143.6%	596,523	5.6%	616,113	3.3%	634,498	3.0%	653,499	3.0%	673,088	3.0%
Human Resources	2,472,245	$2,359,921	-4.5%	2,510,334	6.4%	2,591,785	3.2%	2,667,919	2.9%	2,746,572	2.9%	2,827,628	3.0%
Financial Services	2,989,796	$2,965,891	-0.8%	3,165,443	6.7%	3,269,158	3.3%	3,364,150	2.9%	3,462,327	2.9%	3,563,490	2.9%
Information Technology	4,666,238	$5,297,619	13.5%	5,488,504	3.6%	5,669,521	3.3%	5,846,126	3.1%	6,039,002	3.3%	6,238,337	3.3%
City Attorney's Office	1,219,261	$1,198,235	-1.7%	1,303,652	8.8%	1,345,165	3.2%	1,385,349	3.0%	1,426,829	3.0%	1,469,580	3.0%
Police Department	54,939,564	$57,102,652	3.9%	61,011,394	6.8%	62,709,729	2.8%	64,447,668	2.8%	65,975,773	2.4%	67,561,609	2.4%
Emergency Medical Services	11,842,637	$12,174,329	2.8%	12,928,343	6.2%	13,524,094	4.6%	14,112,300	4.3%	14,704,202	4.2%	15,322,800	4.2%
Development Services	4,222,114	$3,974,683	-5.9%	4,189,417	5.4%	4,327,103	3.3%	4,452,246	2.9%	4,581,623	2.9%	4,714,946	2.9%
Building	2,922,010	$3,073,046	5.2%	3,190,483	3.8%	3,294,703	3.3%	3,389,858	2.9%	3,488,195	2.9%	3,589,503	2.9%
Public Works	6,608,263	6,380,840	-3.4%	6,702,772	5.0%	6,928,059	3.4%	7,149,152	3.2%	7,377,764	3.2%	7,613,853	3.2%
Parks and Recreation	15,580,598	$14,615,237	-6.2%	15,986,270	9.4%	16,502,224	3.2%	16,991,947	3.0%	17,498,335	3.0%	18,020,854	3.0%
Non-Departmental	3,860,487	$3,606,700	-6.6%	4,143,069	14.9%	3,847,656	-7.1%	3,956,355	2.8%	4,069,351	2.9%	4,186,836	2.9%
Interfund Transfers	4,806,236	$4,654,976	-3.1%	5,111,885	9.8%	5,324,079	4.2%	5,548,764	4.2%	5,786,808	4.3%	6,039,142	4.4%
Capital Financing	11,521,439	$11,943,387	3.7%	10,755,425	-9.9%	10,854,808	0.9%	10,869,024	0.1%	10,703,063	-1.5%	8,419,736	-21.3%
Equipment Service Fund Chargeback Credit		***($3,235,965)***											
Total Expenditures	**$133,595,003**	**$132,651,937**	**-0.7%**	**$143,385,216**	**8.1%**	**$147,310,056**	**2.7%**	**$151,516,071**	**2.9%**	**$155,415,334**	**2.6%**	**$157,350,894**	**1.2%**
Surplus/(Deficit)	**$0**	**$0**		**$123,620**		**$346,820**		**$2,147,873**		**$2,559,937**		**$5,135,541**	

Fiscal Year 2021 Capital Improvement Program

The Capital Improvement Program (CIP) is a long-range plan for the timely replacement and maintenance of the City's equipment and facilities. Financing options for capital needs are examined to determine the best source for each project including operating fund balances, capital reserves, grants, outstanding debt, and rating agency criteria for borrowing.

In Fiscal Year 2020, Budget staff worked with each department prior to budget kickoff to review their capital plan and determine which projects were essential or recurring and which projects were considered non-critical or one-time requests. The goal of this exercise was to determine how much capital funding was required on an annual basis for the upkeep and replacement of the assests we currently own, building these funds into the five year forecast. Those projects that were found to be nonessential were placed on an appendix of unfunded projects to the capital plan and referenced during the budget process.

During the Fiscal Year 2021 budget process, due to the COVID-19 pandemic, open capital projects over two years old were reviewed, re-prioritized and repurposed when possible, generating over $4.5M in savings as future options/tactics if necessary. Decisions about which requests to fund in the upcoming year's capital budget were made based on a project prioritization funding exercise conducted by senior management. The highest priority projects are proposed for funding in the capital budget. Those are projects that satisfy a regulatory requirement, are tied to a new initiative, achieve the City's strategic goals and objectives, contribute to the enhancement of aesthetic value, or maintenance programs that protect the City's infrastructure.

This evaluation resulted in proposed capital expenditures for Fiscal Year 2021 of $19.8 million, of which approximately $5.5 million is for projects in the General Fund.

The Water and Sewer Fund is budgeting $4.4 million in improvements to the water and wastewater infrastructure, the Fire Fund is budgeting $1.3 million in capital improvements, the Equipment Service Fund is budgeting $4.3 million for the replacement of vehicles in Fiscal Year 2021 and the Stormwater Fund is budgeting $2.5M in stormwater improvements within the City.

The City has applied for various federal, state and local grants such as CDBG (Community Development Block Grants), Department of Transportation grants, and HOME/SHIP grants. These funds supplement $1.4 million of the total capital investment for the upcoming year. Other financing sources include operating capital supported by revenues, and equity. In Fiscal Year 2021, operating capital is estimated at $21,812 for the General Fund, $129,000 for the Fire Fund, $4,252,664 for the Equipment Services Fund and $548,000 for the Utilities Fund. Public Art Fund projects total $185,000, Charter School Fund projects total $1,000,000, Stormwater Fund projects total $2,500,000 and Tree Trust Fund projects total $496,000. Equity from the General Fund ($3,694,925), Fire fund ($680,745) and Equipment Service Fund ($68,000) and will be used for improvement and construction projects.

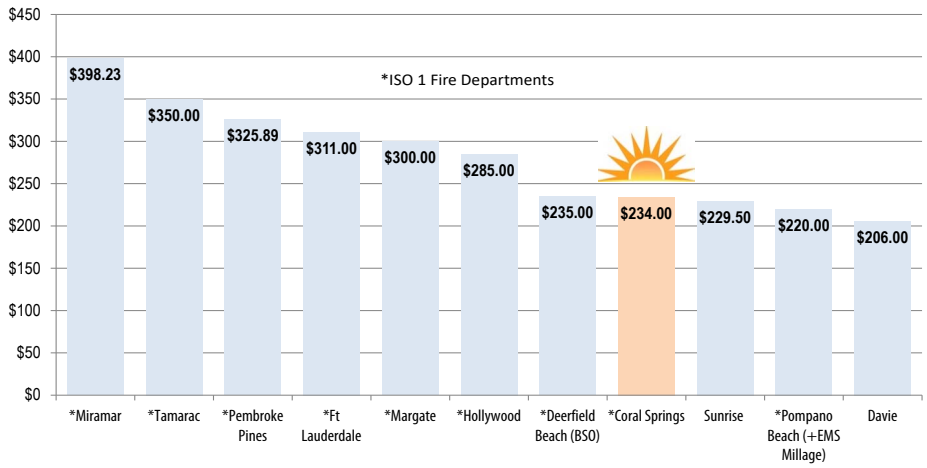
Fire Fund

The Coral Springs-Parkland Fire Department is rated an "ISO Class 1" fire department by the Insurance Services Office. It is the highest rating a fire department can attain for fire protection services in the United States. The Coral Springs Fire Department is replacing their Personal Protective Equipment regulated by the National Fire Protection Agency. The replacement of the bunker gear will allow the Fire Department to continue fire fighting and rescue operations in compliance with the Federal standard.

Fire Stations 43 and 95 were recently rebuilt, funded by the 2015 General Obligation Bonds, to meet the recommended safety requirements for the staff who live in the stations.

Coral Springs has one of the lowest fire assessment rates for a single-family home in the area.

Fire Assessment rate comparison Fiscal Year 2021



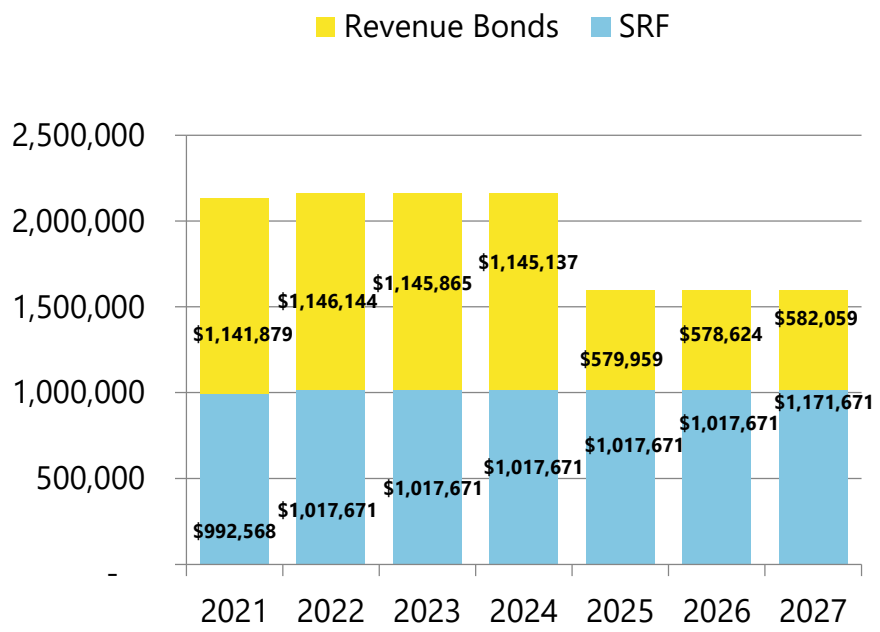
Water and Sewer Fund

The City's water and sewer infrastructure requires ongoing repair and maintenance to ensure the safe, efficient operation of the utility. To meet these capital requirements, the City secured long-term financing from the Florida Department of Environmental Protection State Revolving Fund (SRF) for improvements at the Water Treatment Plant as well as throughout the entire system. The interest rate for this financing is 60% of the market rate, resulting in low-cost financing for a term of 20 years. Over $15 million in financing has been obtained for the replacement of existing wells, construction of new raw water supply wells, installation of wellheads and transmission lines, and improvements at lift stations. In Fiscal Year 2021, debt service totaling $992,568 is allocated in the Water and Sewer Fund for repayment of SRF loans.

In Fiscal Year 2014, the City began repayment of an $8.7 million bank loan secured during 2012 to continue rehabilitation of booster stations and complete Phase III of water treatment plant improvements. The interest rate for this loan is 2.29% with a debt service of $577,897 for Fiscal Year 2021. In Fiscal Year 2015, the City secured a $4.7 million low interest bank loan to finance the continued rehabilitation of the East and West booster stations as well as other system improvements. The interest rate for this loan is 2.002% with a debt service of $563,983 which has been budgeted in Fiscal Year 2021.

Operating capital funds will be used for ongoing inspection, repair, and maintenance of water and force main valves ensuring all components of the sanitary system will perform as needed during times of emergencies, ongoing replacement of fire hydrants, and installation of automatic flushing systems at dead end streets to ensure water quality. The City will also continue to replace portable generators for lift stations in FY 2021.

Water and Sewer Fund forecasted debt service



Solid Waste Fund

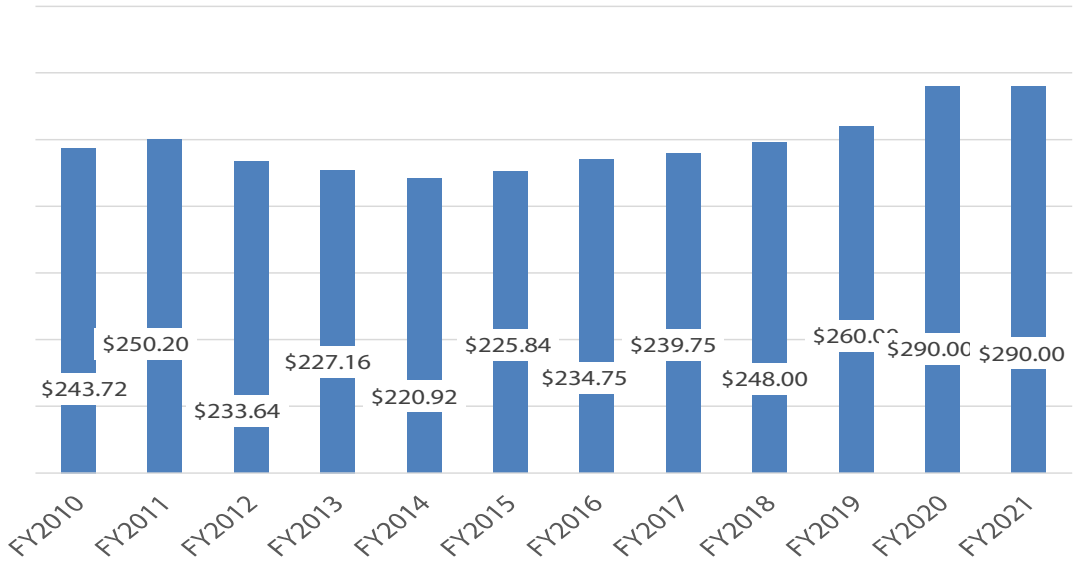
Solid Waste enterprise fund was established in Fiscal Year 2014 to collect the residential solid waste assessment and directly pay collection and disposal costs for residential waste and recycling. This process provides the City a clear picture of the costs involved in providing garbage service to residents.

As of January 1, 2014 the City engaged Waste Pro as the City's exclusive hauler of residential solid waste and recyclables, as well as commercial garbage hauler, ending a 15 year relationship with Waste Management. With this overhaul, residents continue to receive a low solid waste assessment, less than $25 per month, at $290.00 for FY 2021.

Litter Control

Litter continues to be an environmental concern among City residents. In February 2008 the Streets division of Public Works implemented a litter control program which currently consists of six part-time crew members and one part-time Lead Neighborhood Service Worker, which oversees the crew. The crew operates from John Deer Gators, a golf cart type vehicle, to quickly traverse public right of ways to pick up litter. This crew can de-litter about 159 miles of public land in 5 working days. Thanks to this program, resident complaints about litter are down.

Residential Solid Waste Assessment Rate



Performance Management

Performance Review

Overview

The City has developed a performance management system to align department services and programs with the City Commission's five strategic goals. The system enables departments to systematically measure results against targets and make timely adjustments when results fall short of expected performance levels. Three components make up the system: a performance reporting program, composite indicators 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.

Departmental Key Performance Indicators Analysis

A total of 160 key performance indicators have been established to measure results achieved through services and programs provided by the City's operating and support departments. Eleven results are based on ratings from the resident and business surveys. Three performance indicators are blank because they are new for Fiscal Year 2021. Thirty-Five indicators do not have information at this time.

Of the available 122 results, 98 (61.30%) key performance indicators met or exceeded their targets for Fiscal Year 2020, 9 (5.60%) were within 5% of their target and 15 (9.40%) did not achieve the target.

Key Intended Outcomes Analysis

Twenty six Key Intended Outcomes (formerly called Key Results Performance Indicators) have been established, all of which support at least one of the five strategic goals. Performance targets for each KIO were developed as part of the City Commission's Fiscal Years 2018-2023 Strategic Plan. As of the end of Fiscal Year 2020, 12 of those targets have been met, 3 fell within five percent of their goal and 3 did not achieve the target.

Three KIOs did not meet their target for the year:

- Satisfaction ratings with City communications (Res. & Biz Surveys)
- Athletic league participation
- Net New Taxable Value as % of Total Taxable Assessed Value (BCPA) (Goal is to exceed 5 Yr Avg)
- Non-residential tax base growth (Goal is to exceed 5 Yr Avg)

Initiative Analysis

The Fiscal Year 2020 Business Plan included 325 new and ongoing initiatives. Departments completed 178 initiatives, 79 initiatives are still "in progress" and 23 have been repositioned to use funding in more impactful ways. 6 have had no milestone to report in the year.

Supplier and Partner Performance Data

The City's most important suppliers, partners, collaborators, and distributors are those that provide direct service to customers. A waste hauler picks up and processes trash and recycling. Professional Facilities Management operates the Coral Springs Center for the Arts. Charter Schools U.S.A. manages and staffs the City's charter middle and high school. Blue Stream provides the infrastructure for television programming. Median mowing is accomplished through a group of contractors. Service standards are part of the contracts with these organizations; the standards spell out customer requirements and are discussed through periodic regularly scheduled meetings. For instance, City management meets quarterly with the principals of schools in the City to assess our partnership with them regarding athletic field use, after school programs, leadership development, etc.

Performance Management Summary

Key Intended Outcomes Scorecard Report

As of Q4

Goals	Measure Type	KIO	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Responsible City Government	• Effectiveness	Satisfaction ratings with City communications (Res. & Biz Surveys)	81%	81%	95%	90%	81%	96%	95%
Responsible City Government	• Effectiveness	Employee satisfaction rating (Employee Survey)	92%	95%	92%	91%	92%	92%	92%
Responsible City Government	• Impact	Maintain AAA bond ratings (S&P)	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Responsible City Government	• Impact	Maintain AAA bond ratings (Fitch)	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Responsible City Government	• Impact	Maintain AAA bond ratings (Moody's)	AAA	Aa1	AAA	Aa1	AAA	Aa1	AAA
Responsible City Government	• Effectiveness	Ratings of value for tax dollars and fees (Res. & Biz Surveys)	65%	70%	75%	78%	65%	68%	75%
Responsible City Government	• Effectiveness	Ratings of customer service (Res. & Biz Surveys)	95%	95%	95%	94%	95%	96%	95%
City Investment in Today and Future	• Effectiveness	Resident rating of appearance of Parks and Rec. facilities (Res. Survey)	-	-	95%	95%	-	-	95%
City Investment in Today and Future	• Demand	Rating of quantity of recreation programs for Youth (Revised 2019) (Res. Survey)	-	-	90%	95%	-	-	90%
City Investment in Today and Future	• Demand	Rating of quantity of recreation programs for Adults (Revised 2019) (Res. Survey)	-	-	85%	87%	-	-	85%
City Investment in Today and Future	• Demand	Rating of quantity of recreation programs for Seniors (Revised 2019) (Res. Survey)	-	-	85%	86%	-	-	85%
City Investment in Today and Future	• Demand	Athletic league participation	8,100	7,539	8,100	4,203	8,100	6,857	8,100
City Investment in Today and Future	• Effectiveness	Rating of condition/appearance of medians (Res. Survey)	-	-	90%	91%	-	-	90%
Premier Community in South Florida	• Effectiveness	Crime Rate/100,000 resident (Calendar Year)	2,500	1,736.60	2,500	1,940.08	2,500	-	2,500
Premier Community in South Florida	• Effectiveness	Resident rating of City efforts to prevent crime (Res. Survey)	-	-	92%	93%	-	-	90%
Premier Community in South Florida	• Effectiveness	City Government respects religious & ethnic diversity (Res. Survey)	-	-	92%	98%	-	-	95%
Premier Community in South Florida	• Effectiveness	Ratings of Quality of Life (Res. & Biz Surveys)	96%	98%	96%	94%	96%	98%	95%
Premier Community in South Florida	• Effectiveness	Coral Springs Charter School graduation rate	95%	99%	95%	100%	95%	99%	95%
Premier Community in South Florida	• Effectiveness	Maintain zero-growth in roadway crashes (Goal: avgr over the previous 3 FYs) (New for FY2019)			0%	-18.69%	0%	-29.63%	0%
Premier Community in South Florida	• Effectiveness	Ratings of City efforts at maintaining quality of neighborhoods (Res. & Biz Surveys)	85%	94%	85%	82%	90%	92%	85%
Downtown Becoming Vibrant	• Demand	Attendance at Downtown Events (New for 2019)			12,000	17,500	12,000	35,000	12,000
Downtown Becoming Vibrant	• Effectiveness	Increase in CRA Tax Revenue (New for 2019)	4%	5.95%	4%	0.15%	4%	4.95%	2%
Growing Local Economy	• Effectiveness	Business rating of the image of the City (Biz Survey)	97%	98%	-	-	97%	96%	-
Growing Local Economy	• Effectiveness	Net New Taxable Value as % of Total Taxable Assessed Value (BCPA) (Comp Avg)	1.31%	0.82%	1.44%	0.63%	1.16%	0.65%	-
Growing Local Economy	• Effectiveness	Non-residential tax base growth (Comparable Avg)	6.80%	3.60%	4.60%	3.40%	4.60%	3.90%	2.25%
Growing Local Economy	• Effectiveness	Coral Springs' June unemployment rate (Goal is to be below State)	3.80%	3.60%	3.50%	3.10%	10.40%	10.90%	Below State

Reference Key

On target/Above target	
Within 5% of target/At risk of not meeting target	
Did not meet Goal/At Risk of not meeting Goal	
No update available at this time	
No Data Available	-

Departmental Scorecard Report

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
City Attorney	Responsible City Government	• Effectiveness	Preparation of Legislation within 10 workdays of request accompanied by backup material	99%	100%	99%	100%	99%	100%	99%
	Responsible City Government	• Effectiveness	Number of days lost from on the job injuries (Per 100 employees)	49	14.00	49	37.00	49	76.00	49
	Responsible City Government	• Effectiveness	Percentage of subrogation eligible dollars recovered	47%	64.00%	47%	85.00%	47%	76.00%	47%
City Manager's Office	Responsible City Government	• Demand	LinkedIn Learning: Number of users (New beginning FY2020)			200	398	250	253	300
Budget & Strategy	Responsible City Government	• Effectiveness	Internal customer satisfaction rating	95%	97%	98%	99%	98%	98%	99%
	Responsible City Government	• Effectiveness	Facilitate or support cross-functional process improvement teams # per year	2.00	5.00	2.00	4.00	2.00	7.00	3.00
	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Grant Applications Submitted	20.00	32.00	21.00	36.00	24.00	56.00	30.00
	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Grants Awarded	11.00	12.00	11.00	14.00	9.00	34.00	15.00
	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Active Grants worked during FY	40.00	53	40.00	47	30.00	77	50.00
	Responsible City Government	• Effectiveness	Receive the GFOA Distinguished Budget Presentation award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Responsible City Government	• Efficiency	Payroll regular salaries adopted budget versus actual, net of policy changes	2%	2.00%	2%	-0.09%	2%	0.17%	2%
	Responsible City Government	• Efficiency	Produce monthly financial statements within seven business days of period close	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Building	Growing Local Economy	• Effectiveness	Requested inspections completed within one day	95%	100%	95%	100%	95%	100%	90%
	Growing Local Economy	• Effectiveness	Percent of plan reviews completed within 15 working days	90%	89%	90%	95%	90%	93%	90%
	Growing Local Economy	• Effectiveness	QTRAC Data (10 Minute wait Times) (New beginning FY2019)			30.00	9.46	12.00	3.52	10.00
	Growing Local Economy	• Effectiveness	"Building" Records Requests within 10 business days (New beginning FY2019)			90%	95%	90%	94%	90%
	Growing Local Economy	• Effectiveness	Percent of ePermit plan reviews within 3 working days, 95% of the time (New beginning FY2021)							95%
Communications & Marketing	Responsible City Government	• Effectiveness	Customer satisfaction with communications (Internal Survey)	95%	98%	95%	100%	95%	98%	95%
	Responsible City Government	• Effectiveness	Awareness of Coral Springs magazine by new residents (Res. Survey)	85%		80%	84%			85%
	Responsible City Government	• Effectiveness	New promotional/informational campaigns produced (Social media and City TV)	60	89.00	60	90.00	60	80.00	60
City Clerk's Office	Responsible City Government	• Efficiency	Timely disposal of eligible paper records			320	689	210	288	500
	Responsible City Government	• Effectiveness	Provide Public Records Management Training on a Yearly Basis (New beginning FY2020)					1	1	2

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Development Services	Responsible City Government	• Effectiveness	Department customer satisfaction rating	95%	96%	95%	100%	95%	100%	95%
	Growing Local Economy	• Effectiveness	Cycle time for small permits by the Zoning Division (Building Plan Review) (Days)	2	2.00	2	1.82	2	1.36	2
	Growing Local Economy	• Effectiveness	Cycle time for sign permits by the Zoning Division (Building Plan Review) (Days)	2.00	1.00	2.00	1.39	2.00	2.50	2.00
	Growing Local Economy	• Effectiveness	Cycle time for plan reviews (new and major/minor) by the Zoning Division (Development Review Committee) (Days)	8.00	8.00	8.00	8.25	8.00	8.75	8.00
	Growing Local Economy	• Effectiveness	Avg. number of days from the receipt of the resident's application for rehabilitation assistance to approval	45.00	30.00	45.00	39.25	45.00	42.25	45.00
	Premier Community in South Florida	• Efficiency	Timeliness ratio of CDBG spending: annual CDBG allocation available by July 31	1.50	1.38	1.50	1.48	1.50	1.53	1.50
	Premier Community in South Florida	• Effectiveness	Number of trees planted within the City	1,000	2,365	1,000	3,170	1,000	2,923	1,000
	Premier Community in South Florida	• Effectiveness	Number of formal and informal neighborhood partnerships each year	10	6	10	11	10	10	10
	Growing Local Economy	• Effectiveness	Process business tax applications within 7 business days (New beginning FY2020)					85%	83%	85%
	Growing Local Economy	• Effectiveness	Percent of code cases brought into voluntary compliance prior to administrative/judicial process	75%	81%	75%	79%	75%	69%	75%
	Premier Community in South Florida	• Effectiveness	Percent of respondents satisfied with City efforts at maintaining the quality of their neighborhoods (Res. Survey)			85%	82%			85%
	Premier Community in South Florida	• Effectiveness	Percent of survey respondents satisfied with the City's efforts to support quality neighborhoods (Biz Survey)	87%	94%			87%	92%	
Economic Development	Growing Local Economy	• Effectiveness	Retain businesses who received a retention visit (New for 2019)			70%	98.23%	70%	96.08%	70%
	Growing Local Economy	• Effectiveness	Increase in traffic to the Economic Development website (New for 2019)			20%	57.29%	20%	129.63%	20%
	Growing Local Economy	• Effectiveness	Increase social media followers for EDO (New for 2019)			20%	147%	20%	51%	20%
Emergency Management	Responsible City Government	• Effectiveness	Community Outreach Events (New beginning FY2020)					10	12	12
	Responsible City Government	• Effectiveness	Enrollment in "Alert Coral Springs" (New beginning FY2020)					2,000	72,522	60,000
	Responsible City Government	• Effectiveness	Emergency Operations Center (EOC) Usage (New beginning FY2020)					20	2	0
	Responsible City Government	• Effectiveness	Business Continuity Outreach Programs (New Beginning FY2021)							3.00
	Responsible City Government	• Effectiveness	Number of Special Events produced throughout the city to include virtual/hybrid and live events							13.00

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Financial Services	Responsible City Government	• Effectiveness	Internal customer satisfaction rating (Financial Services Internal Survey)	94%	98%	94%	98%	94%	98%	95%
	Responsible City Government	• Effectiveness	Percentage of purchase requisitions under $10,000 processed within 24 hours	88%	85%	88%	81%	85%	75%	0
	Responsible City Government	• Effectiveness	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Responsible City Government	• Effectiveness	Water billings past due more than 180 days as percentage of outstanding bills	3%	1.00%	3%	0.98%	3%	2.77%	5%
	Responsible City Government	• Effectiveness	Number of repeat items in management letters prepared by the City's external auditors	0	0	0	0	0	0	0
	Responsible City Government	• Effectiveness	Percentage of invoices paid within 30 days	90%	94%	95%	94%	95%	93%	90%
	Responsible City Government	• Efficiency	Out of stock level of the total inventory at Central Stores	2.50%	1.00%	2.50%	0.80%	2.50%	0.71%	2.50%
	Responsible City Government	• Effectiveness	Percentage of purchase requisitions under $5,000 processed within 3 business days (New beginning FY2021)							80%
Fire/EMS	Premier Community in South Florida	• Effectiveness	Response time in less than 8 mins, 90% of time (Emergency Fire/EMS calls)	90%	97%	90%	97%	90%	97%	90%
	Premier Community in South Florida	• Effectiveness	14 firefighters on scene within 10 mins 90% of time (Structural fires)	90%	100%	90%	100%	90%	100%	90%
	Responsible City Government	• Effectiveness	Provide inspection report to customer within 12 days (Revised FY17)	90%	100%	90%	95%	90%	100%	90%
	Responsible City Government	• Effectiveness	Perform annual fire inspections (comm. prop. & applicable multi-family res. units)	6,400	6,596	6,400	6,611	6,600	5,431	6,600
	Responsible City Government	• Effectiveness	Provide public education programs to residents ages 5-11	4,000	9,865	4,000	10,007	4,000	5,867	4,000
	Responsible City Government	• Effectiveness	Provide a minimum number of FL Firefighter Minimum Standards classes	7	10	7	7	7	6	6
	Responsible City Government	• Effectiveness	Provide a minimum number of EMT classes	7	7	6	9	6	6	7
	Responsible City Government	• Effectiveness	Provide a minimum number of Specialty classes	50	77	70	153	70	242	60
	Responsible City Government	• Effectiveness	Provide a minimum number of Paramedic classes	4	5	6	8	5	3	5
	Responsible City Government	• Effectiveness	Satisfaction rating with the quality of the Fire Department (Res. Survey)			95%	99%			95%
	Responsible City Government	• Effectiveness	Satisfaction rating with the quality of the Emergency Paramedics (Biz. Survey)	90%	100%			95%	100%	
	Responsible City Government	• Effectiveness	Maintain Community Emergency Response Team (CERT) force	60	75	60	50	60	50	45
	Responsible City Government	• Impact	Maintain Fire Explorers program participation	40	20	25	28	25	25	30

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees who would recommend working for the City to a friend	90%	95%	90%	90%	92%	92%	90%
	Responsible City Government	• Effectiveness	Employee engagement index	90%	91%	85%	87%	85%	85%	85%
	Responsible City Government	• Effectiveness	Percentage of employees that are satisfied with wellness activities	90%	91%	90%	92%	90%	97%	90%
	Responsible City Government	• Effectiveness	Percentage of employees that value Employee Benefits Package	90%	88%	90%	90%	90%	94%	90%
	Responsible City Government	• Effectiveness	Percentage of employees satisfied with Volunteer Services (New beginning FY2019)			85%	99%	90%	100%	90%
	Responsible City Government	• Effectiveness	Percentage of employees satisfied with the Onboarding process with the City (New beginning FY2019)			85%	85%	85%	100%	85%
	Responsible City Government	• Effectiveness	Employees satisfied with the Culture of Inclusiveness/Belonging (New beginning FY2019)			85%	94%	85%	93%	85%
	Responsible City Government	• Effectiveness	Acknowledge to customer requests within 2 days (Revised FY2019)	95%	89%	95%	91%	85%	90%	85%
	Responsible City Government	• Effectiveness	Employee satisfaction with the City culture of learning (New beginning FY2020)					90%	88.00%	90%
	Responsible City Government	• Effectiveness	Employee satisfaction with the City culture of innovation (New beginning FY2020)					90%	83.00%	95%
Information Technology	Responsible City Government	• Effectiveness	IT Development Projects implemented (In accordance with City's Business Plan and IT Work Program)	9.00	35.00	8.00	30.00	8.00	17.00	2.00
	Responsible City Government	• Effectiveness	Customer satisfaction rating from survey of Information Technology	95%	100%	95%	100%	95%	100%	95%
	Responsible City Government	• Effectiveness	Meet service level agreement regarding network availability	99.50%	99.90%	99.50%	99.55%	99.50%	99.47%	99.50%
	Responsible City Government	• Effectiveness	Meet service level agreement regarding application availability	98%	99.90%	99%	99.88%	99%	99.80%	99%
	Responsible City Government	• Effectiveness	Meet service level agreement regarding server availability	99%	99.90%	99%	99.96%	99%	99.95%	99%

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Parks & Recreation	City Investment in Today and Future	• Impact	Customer service rating of summer recreation program	95%	100%	95%	100%	95%		95%
	City Investment in Today and Future	• Impact	Number of Senior Classes (New beginning FY2019)			1,250	1,236	939	391	1,500
	City Investment in Today and Future	• Demand	Increase members and reduce member turnover: Aquatic Complex membership	4,000	4,169	4,000	3,990	4,000	2,340	4,000
	City Investment in Today and Future	• Demand	Increase members and reduce member turnover: Aquatic Complex membership turnover	50%	37%	50%	35%	50%	36%	40%
	City Investment in Today and Future	• Effectiveness	Maintain customer service ratings at the Tennis Center	90%	94%	95%	100%	90%	100%	95%
	City Investment in Today and Future	• Demand	Membership turnover at the Tennis Center	30%	20%	30%	15%	30%	13%	20%
	City Investment in Today and Future	• Effectiveness	Customer service rating for court maintenance at the Tennis Center	90%	87%	90%	92%	90%	93%	90%
	City Investment in Today and Future	• Impact	Number of tennis special events	30	62	35	58	9	68	45
	Growing Local Economy	• Demand	Sports Commission: Number of room nights	3,600	4,909	3,000	3,200	3,600	1,356	3,000
	Responsible City Government	• Effectiveness	Maintenance & appearance of City parks (Revised 2019) (Res. Survey)	-	-	95%	95%	-	-	95%
	Responsible City Government	• Impact	Customer service rating for parks and recreation staff (Res. Survey)	-	-	95%	95%	-	-	95%
	Responsible City Government	• Effectiveness	Safety rating of City parks (Res. Survey)	-	-	90%	92%	-	-	90%
	Responsible City Government	• Impact	Cost recovery ratio for the Recreation Division	60%	59%	60%	54%	60%	40%	40%
	Responsible City Government	• Impact	The combined cost recovery for the Aquatic Complex Division	65%	76.00%	65%	76.43%	65%	69.41%	70%
Police	Premier Community in South Florida	• Effectiveness	Police Department's overall quality rating (Res. Survey)	-	-	95%	96%	-	-	95%
	Premier Community in South Florida	• Effectiveness	Residents who feel that Coral Springs has remained or become a safer place to live (Res. Survey)	-	-	75%	78%	-	-	75%
	Premier Community in South Florida	• Effectiveness	Average Police response time (from time of call to arrival) - (Previous year)	5:00	4:42	5:00	4:43	5:00	4:52	5:00
	Premier Community in South Florida	• Effectiveness	Stabilize the residential burglary rate at a 0% increase adjusted for population (Uniform Crime Report) (Previous year)	0%	-32.00%	0%	-16.00%	0%	0%	0%
	Premier Community in South Florida	• Effectiveness	Maintain 0% increase in crime rate as adjusted for population (Uniform Crime Report) (Previous year)	0%	-14.00%	0%	0.90%	0%	-	0%
	Premier Community in South Florida	• Effectiveness	Clearance rate for crimes (Uniform Crime Report) (Previous year)	30	33	30	28	30	0	30
	Premier Community in South Florida	• Effectiveness	Reduce or maintain percent change in number of robberies (Uniform Crime Report) (Previous year)	0%	-13.00%	0%	0%	0%	-	0%
	Premier Community in South Florida	• Effectiveness	Traffic crashes per 1,000 citizens (Previous year)	31		31	22.72	31	17.16	31
	Premier Community in South Florida	• Impact	Number of high school students that are awarded safe driving certificates at graduation	200	334	200	314	250	334	250
	Downtown Becoming Vibrant	• Effectiveness	Police Department's Satisfaction rating by businesses (Biz Survey)	92%	96%	-	-	93%	99%	-
	Downtown Becoming Vibrant	• Effectiveness	Safety rating by businesses (Biz Survey)	97%	96%	-	-	94%	96%	-

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Public Works	Responsible City Government	• Effectiveness	Public Works & Utilities Satisfaction Rating (Revised 2019) (Res. Survey)	-	-	90%	93%	-	-	90%
	City Investment in Today and Future	• Effectiveness	Ratings of litter collection from major streets (Revised 2019) (Res. & Biz Surveys)	87.00%	97%	87.00%	90%	87.00%	96%	85.00%
	Responsible City Government	• Effectiveness	City Hall internal customer satisfaction rating for janitorial services	90%	100%	90%	99%	90%	-	90%
	Responsible City Government	• Effectiveness	Availability rate of all vehicles/equipment for all departments	93%	97%	99%	95%	96%	92%	95%
	Responsible City Government	• Effectiveness	Facilities routine work orders completed within 15 working days	90%	99%	90%	92%	90%	96%	90%
	Premier Community in South Florida	• Effectiveness	Pot hole repair response time (Days)	2	1	2	1	2	1	2
	Premier Community in South Florida	• Effectiveness	Complete litter removal of 159 miles of road rights-of-way in ten working days (Days)	10	5.93	5	6.42	10	8.63	10
	Premier Community in South Florida	• Effectiveness	Fire hydrants serviced (Revised for FY 2018)	1,155	1,167	1,155	1,160	1,155	1,157	1,155
	Premier Community in South Florida	• Effectiveness	Miles of street sweeping per year to meet NPDES standards	1,000	989	1,000	1,173	914	1,173	1,000
	City Investment in Today and Future	• Effectiveness	Length of sanitary sewer pipe liner rehabilitated (Linear Feet) (New beginning FY2018)	8,000	11,541	8,000	12,198	8,000	9,484	8,000
	City Investment in Today and Future	• Effectiveness	Number of serviced valves per year	1,000	1,392	1,000	1,097	1,000	1,379	1,000
	City Investment in Today and Future	• Effectiveness	Percent of "unaccounted for" water	10%	10.00%	10%	9.55%	10%	9.40%	10%
	Premier Community in South Florida	• Effectiveness	Catch basins vactored per year (New beginning FY2020)					129	190	140

Reference Key

On target/Above target	↑	
Within 5% of target/At risk of not meeting target		
Did not meet Goal/At Risk of not meeting Goal	↓	
No update available at this time	–	
No Data Available		-

NOTE: Several Performance Indicators were impacted by Covid-19.

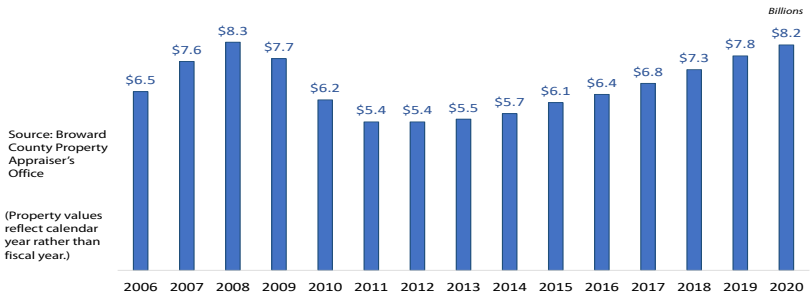
CORAL SPRINGS

EVERYTHING UNDER THE SUN

Composite Indicator Summary

The following indicators were carefully chosen to give an overall representative snapshot of our financial and operating results. These measures correspond with the City's mission and longtime focus areas: property values, safety, educational opportunity, customer satisfaction, recreation participation, community involvement, and employee productivity. Although we began tracking these results in 1994 as part of the Composite Index, for brevity we only show the post-2006 results.

Residential Property Value



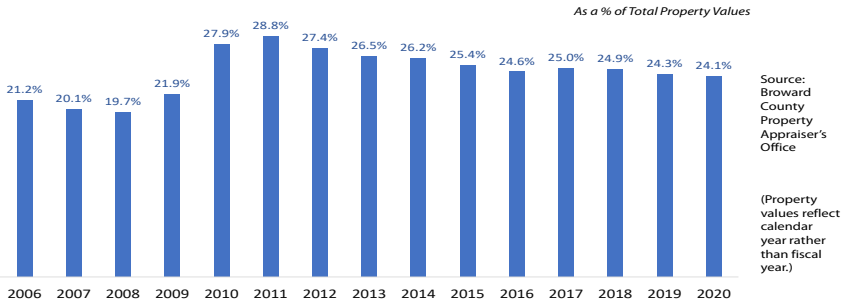
Residential property values continue to increase, surpassing where they were 10 years ago.

Residential taxable assessed property values decreased drastically in Fiscal Years 2010 and 2011 due to property tax legislation passed in January 2008. The national recession which began in 2008 also contributed to depressed values.

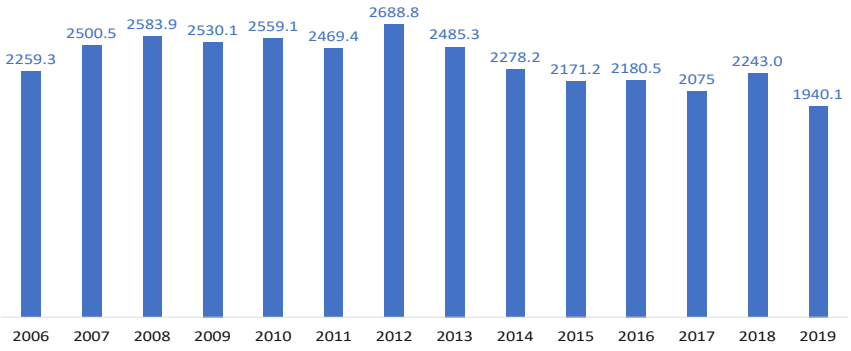
Non-residential includes commercial/industrial sites, as well as agricultural, institutional, government and miscellaneous real estate.

Non-residential values increased at a greater rate than residential for 2017. New commercial construction contributed to this increase. New commercial construction has decreased slightly in 2018, 2019 and 2020.

Non-residential Property Percentage



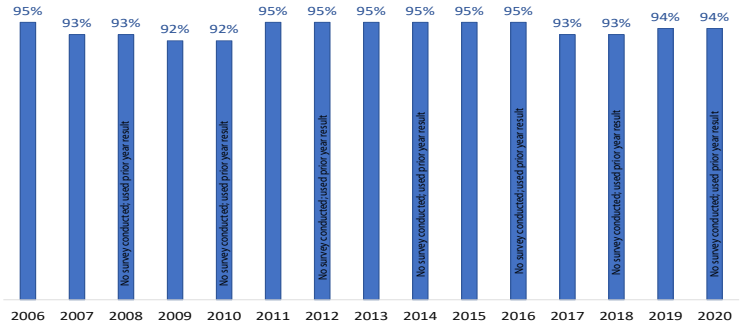
Crime Rate Index



The incidents of major crimes per 100,000 population hit an all-time low in 2019.

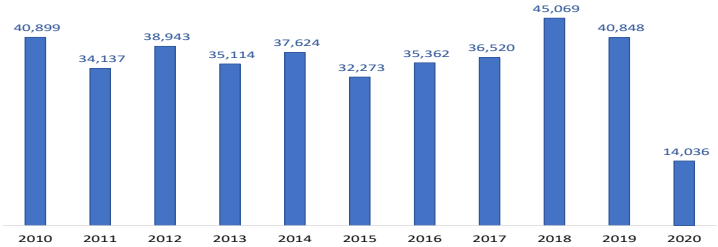
Customer Satisfaction Survey

The City has consistently received high ratings in customer satisfaction from our residents. The Residential Survey is conducted every other year.



Source: 2019 Resident Survey conducted by ETC Institute.

Number of Volunteered Hours

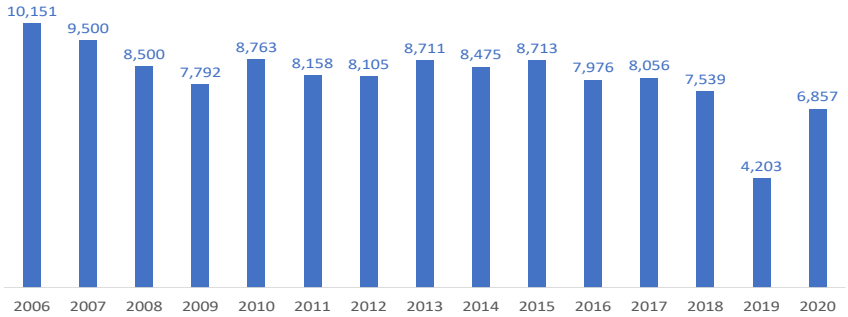


Source: City of Coral Springs Human Resources Department

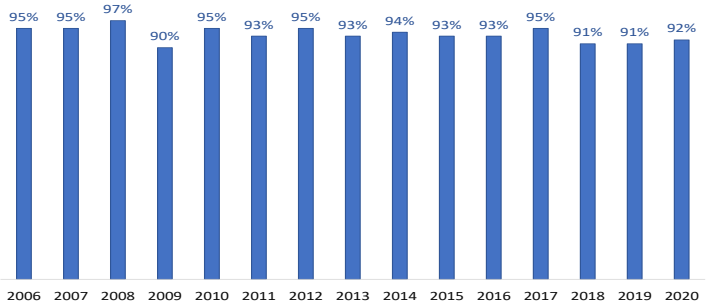
The number of volunteer hours decreased to 14,086 for Fiscal Year 2020. This is due to COVID-19.

Athletic League Participation

Some of the activities offered by the Parks and Recreation Department are basketball, soccer, football, baseball, lacrosse, and cheerleading. Independent teams and programs, though not counted in this measure, also utilize City facilities. The decline is due primarily to the number of participants moving from recreational leagues to more competitive travel leagues, whose participants are not included in this measure.



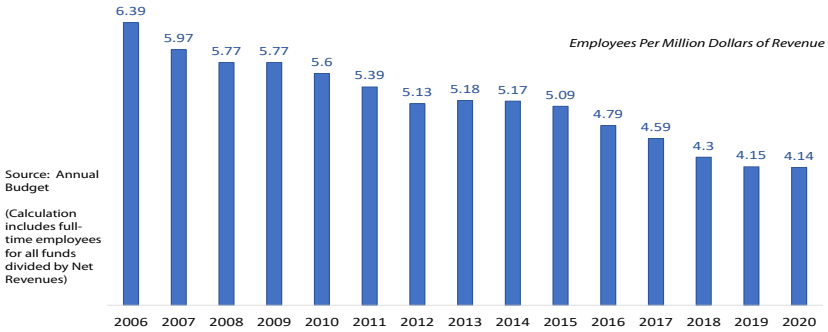
Employee Satisfaction



Source: City of Coral Springs Human Resources Department Employee Survey

All employees are surveyed annually by the Human Resources Department to determine overall job satisfaction. Employees' ratings of satisfaction are consistently high.

Employee Productivity



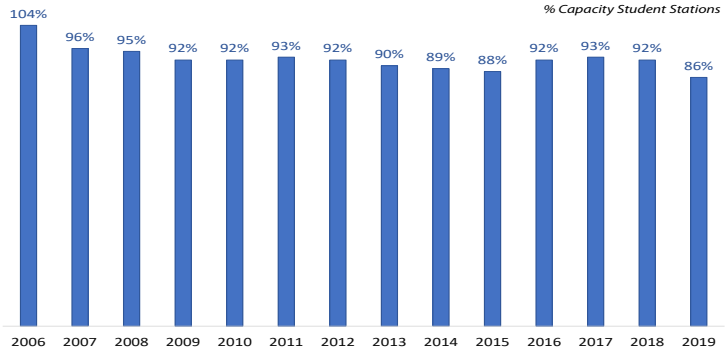
Source: Annual Budget

(Calculation includes full-time employees for all funds divided by Net Revenues)

It will take fewer than five full-time employees to generate one million dollars of revenue.

School Overcrowding

Overcrowding has continued to decrease for Coral Springs public schools. Enrollment and capacity numbers are provided by the Broward County School District. Information was not made available for 2020 due to COVID-19.



Source: Broward County School Board

(Percentages reflect academic year rather than fiscal year.)

Business Plan Initiative Analysis Report

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.01	Safety and Health Battalion	Fire/EMS	This initiative is completed.	↑	↑	100%
Responsible City Government	1.02	Neogov: Implementation	Human Resources	The NeoGov "On-boarding" software has been purchased and implemented. It is being used during the new hire onboarding process.	↑	↑	100%
Responsible City Government	1.03	Commission Connection Program: Implementation	Human Resources	During Q1 the Community Relations team established a new education program for middle and high school students. The purpose of the program is to provide students with a greater understanding of local government operations and offer them the opportunity to meet one of the City's elected officials for a Q&A session. Additionally, students are encouraged to pursue volunteer opportunities to help them become more actively involved in our community.	↑	↑	100%
Responsible City Government	1.04	Advanced Life Support Suppression Unit 95: Replacement	Fire/EMS	The Advanced Life Support Suppression Unit has been replaced. This initiative is complete.	↑	↑	100%
Responsible City Government	1.06	Web Benefits Design: Rollout and Implementation	Human Resources	The Web Benefits Design software has been purchased and implemented. It is being used for the benefits enrollment process.	↑	↑	100%
Responsible City Government	1.07	Mobile Command Vehicle: Operational	Police	This initiative is complete.	↑	↑	100%
Responsible City Government	1.08	Insurance: Renewal Agreements (Commission)	Human Resources	In August of 2019 the City conducted an RFP for health, dental, vision, pharmacy insurance and EAP services. The City's Benefits Consultant and the Director of Human Resources supported the RFP selection committee in an advisory capacity. Multiple major insurance carriers were interviewed as well as pharmacy service providers. The RFP team recommended awarding the health, dental, flex spending account administration, EAP services and stop loss coverage to CIGNA. The vision plan was recommended to remain with Humana. As a result of the competitive RFP, more than $800,000 in savings were generated for the City's health fund. Contracts were presented to the City Commission for approval in December 2019 and were approved for the plan year which begins on 01-01-20.	↑	↑	100%
Responsible City Government	1.09	Employee Health Clinic: Agreements (Commission)	Human Resources	RFP approved by City Commission on January 15, 2020 to CareHere LLC. The first-year expenditure is estimated at $725,000.	↑	↑	100%
Responsible City Government	1.10	Hurricane Dorian After Action Report and Improvement Plan	Emergency Management	An action report and improvement plan have been created and presented to CMO. This initiative is complete.	↑	↑	100%
Responsible City Government	1.11	Adopt Work Plan	Budget & Strategy	The work plan was adopted January 15th, 2020. Staff has begun working on completing all work plan initiatives.	↑	↑	100%
Responsible City Government	1.12	Professional Certifications	Human Resources	Policy redesign is complete. Forms for requesting assistance have been developed. Final approval of policy change needed. Once the final policy has been approved by City Manager, new program will be announced to all employees.	↑	↑	100%
Responsible City Government	1.13	Civil Engineer	Public Works	Civil Engineer was hired January 27, 2020.	↑	↑	100%
Responsible City Government	1.14	Pension Administration Software (PAS): Implementation	Human Resources	The PAS went live and has been implemented as of the May 2020	↑	↑	100%
Responsible City Government	1.15	Fellowship/ Summer Interns	Human Resources	Due to covid-19, the summer program has been cancelled and all applicants have been notified.	■	–	0%
Responsible City Government	1.16	Q-Less (City Hall in the Mall)	Human Resources	Q-Less went live on 5/20/20 at City Hall in the Mall.	↑	↑	100%

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.17	Building Inspectors: Hire	Building	The Building Department has successfully filled the two vacant building inspectors positions. The initiative is complete.	↑	↑	100%
Responsible City Government	1.18	GIS Automate Bi Weekly BCPA Parcel Polygon and Tax Roll Data Process	Information Technology	All deliverables have been received and reviewed by City staff. The six (6) outstanding issues were resolved during the final close out phone call and screen share session at the end of March. Final training and demos on the software were provided by the consultant on maintenance of the script. Attempting to purchase an additional license of the FME software with the remaining balance of funds. Working to put script into production environment.	↑	↑	100%
Responsible City Government	1.19	City Drone Team: Training	Communications & Marketing	Training program development is underway to expand the number of pilots operating within Police and Fire departments. Once employees finish the training, they take an FAA certified test at a testing center. Training for current drone pilots continues on a bi-weekly basis, although some training has been hampered by the COVID-19 pandemic. While regular group training for new pilots is on hold due to COVID-19, training has continued and this initiative is complete for FY20.	↑	↑	100%
Responsible City Government	1.20	Fleet Replacement: Annual	Budget & Strategy	Annually Budget and Public Works-Fleet partner to meet with each department prior to the budget process on the fleet replacement process. These meetings have taken place and Laurie and Steve continue to work with departments on their initiative requests for the FY2021 Budget.	↑	↑	100%
Responsible City Government	1.21	Emergency Management Function in Fire Department: Tracking and Damage Assessment	Emergency Management	Program is complete and being utilized for COVID-19 tracking.	↑	↑	100%
Responsible City Government	1.22	Advanced Life Support Transport Vehicles (2)	Fire/EMS	These vehicles have been ordered. We do not have a definitive arrival date. The delivery of the vehicle was delayed due to Covid-19. Expected completion is February 2021.	■	↑	75%
Responsible City Government	1.23	Taser Replacement	Police	During the month of May we completed 40 four hour training sessions, and completed 98% of the Taser rollout. There are approximately 10 people that did not complete the transition due to LD, military leave, or doctor restrictions due to Covid. We will be outfitting those able to return in the next week and collecting the rest of their old Tasers for return per the contract. Anyone unable to take the class due to their work status we will still collect their equipment and then certify them when they are cleared. Project complete for FY2020.	↑	↑	100%
Premier Community in South Florida	1.24	Body Worn Cameras Program Implementation and In-Car LPR	Police	When the police department decided to move forward with the implementation of body worn cameras, there was also the opportunity to combine license place reader technology (LPR) in officer's vehicles if available by the vendor. The vendor that was selected as a result of the RFP process is in the testing of LPR software to accompany their body worn cameras. It is something we will continue to evaluate but is not an option at this time. The original initiative for body-worn cameras has been completed. A secondary consideration was to provide SROs with body cameras, however, that has not been decided on at this time.	↑	↑	100%
Responsible City Government	1.25	ISO Class 1	Fire/EMS	Completed. Achieved Class 1 rating!!	↑	↑	100%
Responsible City Government	1.26	FEMA: a. Dorian: Submit	Emergency Management | Budget & Strategy | Financial Services	Required documents have been collected. The costs have been submitted to FEMA for review.	↑	↑	100%

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.27	Long Term Financial Plan: Annual Update	Budget & Strategy	The General Fund Five-Year Forecast is an integral part of planning the City's future fiscal position. It is an important tool used to determine a longer-range picture of the City's financial horizon for financial stability. This tool is used to evaluate the level of risk the City could face over time if operational costs and expenditure decisions are higher than revenue growth. The FY2021 baseline budget has been created and will continue to be refined as more data/forecasts become available. This presentation took place at the June Business Plan Workshop.			100%
Responsible City Government	1.28	Community Public Facing Dashboard	Budget & Strategy	The public facing dashboard design phase is complete. The Budget & Strategy team is currently working cleaning and verifying the data being reported on the dashboard.			100%
Responsible City Government	1.29	RecTrac 3.1 Migration	Information Technology	RecTrac is fully operational and in use. Staff was under the assumption we own the pavilion module. Staff is currently waiting for the vendor to provide a quote for training.			100%
Responsible City Government	1.30	ADA Review/Report: Retain Consultant	City Manager's Office	On Hold due to resources being redirected to support COVID-19.			0%
Responsible City Government	1.31	Command Pickup Trucks (2)	Fire/EMS	The vehicles have arrived and are being outfitted with equipment. The vehicles should be in-service in two weeks. Expected completion date is September 2020.			95%
Responsible City Government	1.32	Online Performance Management System	Human Resources	Set-up of the Tenzinga platform continues to be developed including adding the organization structure and the knowledge, skills and measures for each Senior Management position. The next steps are to complete this task of developing knowledge, skills and measures for all higher management in the program and scheduling the training for all Senior Management. Senior Management and Management Staff have been training on implementing logs for feedback based on the KSM's. Login instructions for activating account were sent on 05/18/2020 to staff participating in the pilot. The Tenzinga Pilot rollout has been completed. We have implemented "Tenzinga Tuesdays" for Senior Staff to input feedback for their direct reports.			100%
Responsible City Government	1.33	Emergency Operations Center Upgrades	Emergency Management	The installation is complete for the hardware and software at the EOC. The project is complete.			100%
Responsible City Government	1.34	Virtual Slice of the Springs Meeting (Ongoing)	Development Services | Communications & Marketing	Staff originally planned on hosting two Slice of the Springs. The first Virtual Slice event was planned and scheduled for late March. The event was cancelled due to Covid-19 concerns. Virtual Slice of the Springs was held on August 31, 2020 at 6:30 pm.			100%
Responsible City Government	1.35	Power of Art Project: Last Art Project	Development Services | Communications & Marketing	All 5 projects have been completed. Evaluation plan is required by Bloomberg as well as "Healing with Art" therapy program will continue through December of 2020.			99%
Responsible City Government	1.36	Software Management Solution Option 1, Inventory System	Information Technology	This project is temporarily on hold due to Coronavirus. Not proceeding currently. Department will resubmit once time is available.			0%
Responsible City Government	1.37	Emergency Operations Plan: Update	Fire/EMS	This initiative is complete.			100%
Responsible City Government	1.38	City Studies: Indirect	Budget & Strategy	The City worked with the vendor to gather data needed to perform the study. A draft report was delivered to the City in April 2020. Staff is currently reviewing the draft report and will be discussing next steps.			90%
Responsible City Government	1.39	Cell Phones: Completion	Budget & Strategy	The Budget & Strategy Department has completed the implementation of the cell phone stipends. Budget staff will continue to support each department as we continue to work on optimizing the budgeting process for this departmental expense. Departments are reviewing the cell phone stipend allowances during the current budget process.			100%

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.40	Budget Video/"Did you know?" Series	Budget & Strategy | Communications & Marketing	This initiative has been rethought to give smaller, more consumable budget information through social media through a "Did You Know" series. This will begin the first week of August and will run through the Budget Hearings in mid September.			100%
Responsible City Government	1.41	Security Related Policy: Development	Emergency Management	This project is temporarily on hold due to Coronavirus.			0%
Responsible City Government	1.42	Shelter Capacity Expansion	Emergency Management	Shelter capacity has been expanded. This initiative is complete.			100%
Responsible City Government	1.43	Fire Policy/Procedural Manual: Development	Fire/EMS	Due to COVID-19 this project was delayed. Staff is currently working on developing the Fire Department's Policy/Procedural manual.			75%
Responsible City Government	1.44	User Fee Study Schedule	Budget & Strategy | City Attorney	The City Attorney's Office has researched the feasibility to increase all user fees by CPI each year. Budget and Strategy and the City Attorney's Office continues to partner together and is scheduled to be presented to the Commission in mid August 2020.			100%
Responsible City Government	1.45	Employee Health Center	Human Resources	Staff for the Health and Wellness Center have been selected and employment offers have been accepted. A communication plan is underway and announcements are being made weekly up until the grand opening of the center. Build-out of the lease space is complete and all furnishing and supplies have been ordered. Project is on track for an opening the first week of June 2020. The Health & Wellness Center is complete and opened on May 27, 2020.			100%
Responsible City Government	1.46	Event Vendor Policy: Adoption	Communications & Marketing	City Attorney's Office produced a draft policy which was finalized after discussions with the special events staff and communication & marketing team. The policy was approved by the City Manager for implementation in August and will be used for event vendors at future city events.			100%
Responsible City Government	1.47	Threat Assessment for Cultural Infrastructure	Police	This is an ongoing initiative for non-government entities on demand.			100%
Responsible City Government	1.48	Grant Enhancements: Writing Expansion - Hiring of Grant Consultant (2019 - 2020)	Budget & Strategy	The Budget & Strategy Department is currently working with a the Grant Consultant (Whitlock Writings) to research grant funding opportunities.			100%
Responsible City Government	1.49	ADA Review/Report: Report	City Manager's Office	Licenses and users are being added as needed.			70%
Responsible City Government	1.50	Service Catalog: Completion	Budget & Strategy	Staff completed cataloging the programs and services the City provides through each Department. Staff continues work on the last few pending Departments: Communications & Marketing, Parks & Recreation, Public Works and City Clerk. The service catalog is scheduled to be completed by September 2020.			85%
Responsible City Government	1.51	Power of Art Project: Completion/Grant	Budget & Strategy | Communications & Marketing |Development Services	All 5 Bloomberg Power of Art projects have either been completed or are currently installed thru May. Evaluation plan is required by Bloomberg. And project close out will begin in June 2020.			80%
Responsible City Government	1.52	Lawn Cameras – Security at City Events	Emergency Management	The cameras have been purchased and are available for deployment.			100%
Responsible City Government	1.53	Fire Apparatus Inventory Tracking and Management Program	Fire/EMS	This project is nearing completion. The software is on premises and the database is being built. Expected completion date is September 30th, 2020.			100%
Responsible City Government	1.54	Police Policies and Procedures: Reformat	Police	There were discrepancies in the language of some revised policies. We are continuing to revise until they can be agreed upon by the union and command staff.			65%
Responsible City Government	1.55	Fire Contract with City of Parkland	City Manager's Office	In negotiations in Parkland and Coral Springs, City Attorney's Offices and City Managers.			100%
Responsible City Government	1.56	Community Risk Reduction Billing Module	Fire/EMS	This initiative is complete. We are now billing from the Fireworks Software.			100%

Business Plan Initiative Analysis Report

As of Q4

Goals		Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.57	GIS Consulting Services	Information Technology	The funding for this initiative is being used to address other areas in greater need as a result of the current COVID-19 health crisis. This project has been stopped due to current year budget cuts. The IT Department will submit a budget request for FY2022 to fund this initiative.			0%
Responsible City Government	1.58	OneDrive Next Cloud	Information Technology	Server deployment - complete. Server updates for Security vulnerabilities – complete. Develop user training material – complete. User training and policies – complete. Develop a communication plan – complete.			100%
Responsible City Government	1.59	Well Being Strategy	Human Resources	Due to Covid-19, online well being initiatives have been deployed by our onsite Health Coach and workshops on evolving topics have been offered to all employees. The launch of the City's Employee Health and Wellness center has been well received and utilization continues to rise each week. Efforts are underway to engage health plan participants to pre-register for future services at the Health and Wellness Center. The annual LifeScan process has been initiated onsite for all employee groups and will concluded within the next two months. Additional communications will be delivered each month focusing on the long term benefits of partnering with the Health & Wellness center staff to support the needs of our employees. Our onsite health coach will soon be co-located with the medical team at our health center. More emphasis is being placed on rewarding employees for pursuing health coaching sessions. Our (virtual) wellness programs continues to gain in popularity and more team challenges will be introduced to keep engagement in wellness activities high during the pandemic.			100%
Responsible City Government	1.61	Records Management and Computer Application Purchases (Ongoing)	City Clerk	City staff continues to inventory and analyze all agency records in preparation for the implementation of the new Enterprise Resource Planning (ERP) system.			92%
Responsible City Government	1.62	Employee Spotlight Marketing Campaign (Ongoing)	Communications & Marketing	Social media posts in September featured employees from several departments with Hispanic backgrounds for Hispanic Heritage Month. The Conversations with a Commissioner video series continued, which features a Commissioner discussing societal issues with a city staff member.			100%
Responsible City Government	1.63	Alert Coral Springs Engagement (Ongoing)	Emergency Management	City staff continues to promote the Alert Coral Springs program. To date we have a total of 72,113 sign ups, far exceeding the annual target of 2,000 enrollments			100%
Responsible City Government	1.64	EOC Position Training and Job Aid Revision (Ongoing)	Emergency Management	Job aids have been reviewed and revised for the 2020 Hurricane Season			100%
Responsible City Government	1.65	Innovation Incentive Recognition Program (Ongoing)	City Manager's Office	The innovation incentive program has had funds redirected from the panel members to the city-wide employee recognition program. The innovation program going forward may be on hold due to budget constraints due to COVID-19.			50%
Responsible City Government	1.66	IT Specialized Technical Training (Ongoing)	Information Technology	Staff have been attending specialized training such as Cisco, SANS (SysAdmin, Audit, Network, Security) Cybersecurity, VMware, Microsoft , Python, Utility Networks, Web App Development, Field Workflows, ArcGIS Pro, ArcGIS Enterprise, Administration Workflows, and OnBase Document Management. Staff have taken associated certification exams where applicable.			100%
Responsible City Government	1.67	User Awareness Training (Ongoing)	Information Technology	User awareness training is an ongoing project. The framework to provide user training has been developed and the training is in place. The City continues to provide user training. Staff is working on a communication plan to roll out a refresher session.			100%
Responsible City Government	1.68	Patch Management (Ongoing)	Information Technology	A software management solution has been procured, installed, configured and it is working as expected. This initiative is complete.			100%
Responsible City Government	1.70	Radio Frequency Identification (RFID) Track and Inventory City Assets	Information Technology	This project was delayed due to Coronavirus. Staff has resumed researching and demoing.			10%

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.71	Disaster Recovery Site	Information Technology	• Identify systems to be deployed at the DR site – completeSign contract with NWRDC - completed • Design network / data circuit topology – near completion • Order circuits – completed (pending activation) • Design fail-over / recovery architecture – near completion • Pre-requisite: Core Switch & Data Center Switch Upgrade • Switches have been delivered • Engaged professional services to vet the configuration • Completed first of three phases of the core switch replacement			45%
Responsible City Government	1.72	Clean Cabs Program: Implementation	Fire/EMS	All frontline vehicles have been completed. A few reserve trucks are in line to be done. This project is delayed due to COVID-19. Completion date is scheduled for September 2020.			90%
Responsible City Government	1.73	Emergency Action Plans: a. Major Businesses, b. Elementary School	Police | Fire/EMS	This initiative was completed in March.			100%
Responsible City Government	1.74	FEMA: b. Irma: Reimbursement	Emergency Management | Budget & Strategy | Financial Services	To date the City has received just over 9 million of the projected 10 million for reimbursement. City staff continues to work through State review of projects to assist with reimbursement. Reimbursement requests have been submitted for additional funds.			90%
Responsible City Government	1.75	FEMA: c. Wilma: Closeout	Emergency Management | Budget & Strategy | Financial Services	We are waiting on FEMA to obligate a final project version for Hurricane Wilma. Once this final product version is obligated we will be able to close out Hurricane Wilma.			90%
Responsible City Government	1.76	In House Records Management Microfilm Conversion Project: Phase 2	City Clerk	This project is temporarily on hold due to Coronavirus.			0%
Responsible City Government	1.77	Linkedin Learning Subscriptions (Ongoing)	City Manager's Office	Currently evaluating the enrollment to the program to determine its longevity in the organization. The product is rolled out and available to all city employees. Due to possible budget constraints, it is possible that funding for this project may be redirected to more critical areas due to COVID-19.			50%
Responsible City Government	1.78	Health and Wellness Equipment	Fire/EMS	All equipment is on site and in use.			100%
Responsible City Government	1.79	ESRI Enterprise Advantage Program (EEAP)	Information Technology	The GIS Team met with our certified Enterprise Professional on Monday, 9-28-20 to discuss the considerations on expanding ArcGIS Enterprise for 3rd party application integration. The GIS team is meeting with our Technical Advisor and Esri Team on Wednesday, 9-30-20 to review possible activities to engage on with the remaining credits for the program. Potential new activities include building the development environment, upgrading the current ArcGIS Enterprise environment, and installing and configuring ArcGIS Monitor. We are awaiting the approval of an extension to the program on account of the COVID-19 pandemic. 71 credits remain with 42.25 unallocated to a specific activity.			44%
Responsible City Government	1.80	Emergency Services Leadership Institute	Fire/EMS	The classes that were offered have been completed. The remaining classes have been postponed indefinitely, past this FY for certain.			100%
Responsible City Government	1.81	Public Education Enhancement	Fire/EMS	This item has been purchased and delivered.			100%
Responsible City Government	1.82	Fire Department 50th Anniversary	Fire/EMS	As the year comes to a close, so does our celebrations for our 50th Anniversary. Although the 50th wasn't as expected due to COVID social distancing restrictions, the department has reimaged a way to involve the community scheduled for October 9 & 10th.			95%
City Investment in Today and Future	2.01	Aquatics: ADA Lift Aquatic Complex	Parks & Recreation	The ADA compliant aquatic lift has been installed and is not operational. This project is complete.			100%
City Investment in Today and Future	2.02	Sportsplex: Resurface the Track	Parks & Recreation	The track has been resurfaced. This initiative is complete.			100%
City Investment in Today and Future	2.03	ADA Ramps on 66th Terrace	Public Works	ADA compliant ramps have been installed. This initiative is complete.			100%
City Investment in Today and Future	2.04	25 Meter Pool Linear Upgrade	Parks & Recreation	The pool liner has been upgraded. This project is complete.			100%
City Investment in Today and Future	2.05	Meadows Playground at Betti Stradling Park	Communications & Marketing | Parks & Recreation	The installation of the playground at the Betti Stradling Park is complete. This project is closed out.			100%
City Investment in Today and Future	2.06	Wiles Road LED Street Lighting Phase I - 441 to Rock Island	Public Works	LED lights have been installed. This initiative is complete.			100%
City Investment in Today and Future	2.07	Mullins Gym Lower re-roof	Public Works	The lower roof on the Mullins Gym lower roof has been replaced. This initiative is complete.			100%
City Investment in Today and Future	2.08	Sawgrass Room A/C Improvements: Design	Public Works | Communications & Marketing	This project is complete.			100%
City Investment in Today and Future	2.09	Water Service Lines Replacement Section 20	Public Works	The replacement of section 20 water service lines is completed.			100%
City Investment in Today and Future	2.10	Artificial Turf Fields: Installation (5)	Parks & Recreation	Two fields in Mullins Park completed March 9, 2020.			100%

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Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
City Investment in Today and Future	2.11	Park Signs: Installation	Parks & Recreation	Signs have been installed. This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.12	Demming Field LED Lighting	Parks & Recreation	LED lights have been installed at the Demming Field. This project is complete.	↑	↑	100%
City Investment in Today and Future	2.13	Campbell Street Decorative Signs	Public Works | Communications & Marketing	Decorative signs were installed. This project is complete.	↑	↑	100%
City Investment in Today and Future	2.14	Mullins Park American League Building Renovation	Parks & Recreation	Painting is scheduled to be completed in August.	↑	↑	100%
City Investment in Today and Future	2.15	Landscape Improvement of Arterial Roads (Ongoing)	Public Works	Contract approved by Commission on June 17th. Purchasing is processing the execution of the Agreement with the vendor. University project is scheduled to start in January 2021.	■	↑	25%
City Investment in Today and Future	2.16	Park Summit Left Turn Lane- EMS	Fire/EMS	This project is complete.	↑	↑	100%
City Investment in Today and Future	2.17	Sportsplex: Replace light poles on tennis courts	Parks & Recreation	The light poles have been installed. This project is complete. Over budget by $ 1,475.	↑	↓	100%
City Investment in Today and Future	2.18	Parks: Concrete pads for amenities	Parks & Recreation	The pads have been installed at the Mullins Park. This project is complete.	↑	↑	100%
City Investment in Today and Future	2.19	Parks: New soccer goals	Parks & Recreation	Received. Goals being built and placed in parks.	↑	↑	100%
City Investment in Today and Future	2.20	Parks: Blumper blocks	Parks & Recreation	Blumper blocks have been installed. This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.21	Parks: New parks sign at Richard D. Petrillo Park	Parks & Recreation	A new park sign has been installed at the Richard D. Petrillo Park. This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.22	Aquatics: Renovate lifeguard area at Mullins Park	Parks & Recreation	Renovations are done. This initiative is complete.	↑	↑	100%
City Investment in Today and Future	2.23	Aquatics: Replace fitness room flooring	Parks & Recreation	The floor in the fitness room has been replaced. This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.24	Aquatics: Paint Aquatics Complex	Parks & Recreation	This project has been completed.	↑	↑	100%
City Investment in Today and Future	2.25	Aquatics: Apply cool deck on Mullins Pool Deck	Parks & Recreation	Project deferred until a later date.	—	—	0%
City Investment in Today and Future	2.26	Aquatics: Canopy Replacement	Parks & Recreation	This project has been completed.	↑	↑	100%
City Investment in Today and Future	2.27	Sportsplex: Court resurfacing at Tennis Complex	Parks & Recreation	Project completed. Over budget by $1,236.	↑	↓	100%
City Investment in Today and Future	2.28	Parks: Replace Netting	Parks & Recreation	Netting has been replaced. This initiative is complete.	↑	↑	100%
City Investment in Today and Future	2.29	Parks: New Dugout Roofs (Mullins)	Parks & Recreation	This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.30	Parks: Court Resurfacing	Parks & Recreation	Court resurfacing projects have been completed.	↑	↑	100%
City Investment in Today and Future	2.31	Parks: Fertilization	Parks & Recreation	Park common grounds fertilized twice.	↑	↑	100%
City Investment in Today and Future	2.32	Parks: Renovate Cypress Wheel Field Restrooms	Parks & Recreation	Project is in progress. Construction is ongoing and expected to be be substantially completed by the end of November.	■	↑	80%
City Investment in Today and Future	2.33	Parks: Canopy Replacements	Parks & Recreation	Canopies have been replaced. This project is complete.	↑	↑	100%
City Investment in Today and Future	2.34	Parks: Renovate 2nd floor room interior (NCP)	Parks & Recreation	This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.35	Parks: Replace artificial turf in batting cages (NCP)	Parks & Recreation	This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.36	Parks: Planters at Cypress wheel fields	Parks & Recreation	Project is expected to be completed in early November 2020.	↑	↑	100%
City Investment in Today and Future	2.37	Parks: Replace artificial turf in batting cages (Cypress)	Parks & Recreation	Artificial Turf has been replaced. This initiative is complete.	↑	↑	100%
City Investment in Today and Future	2.38	Parks: Renovate entrance to Cypress Office	Parks & Recreation	This initiative is completed.	↑	↑	100%
City Investment in Today and Future	2.39	Parks: Curb volleyball court (Fern Glen Park)	Parks & Recreation	This project has been completed.	↑	↑	100%
City Investment in Today and Future	2.40	Parks: Curb and put down fibar around swings (Paul Britton Park)	Parks & Recreation	Curbing completed. Awaiting installation of engineered wood fiver (Fibar).	↑	↑	100%
City Investment in Today and Future	2.41	Parks: New door on dugout storage rooms (Betti Stradling Park)	Parks & Recreation	Project completed.	↑	↑	100%
City Investment in Today and Future	2.42	Parks: Renovate the locker rooms (Cypress Hammock Park)	Parks & Recreation	Staff and contractor addressing Building Dept. concerns.	■	↑	50%
City Investment in Today and Future	2.43	Pickleball Courts (4)	Parks & Recreation	Pickleball court construction completed in October 2020.	↑	↑	100%
City Investment in Today and Future	2.44	Gymnasium LED Lighting	Parks & Recreation	LED light fixtures installed.	↑	↑	100%
City Investment in Today and Future	2.45	Castlewood Park Playground (CDBG)	Parks & Recreation	Plans submitted to Building Dept. for review on May 28th.	■	↑	75%
City Investment in Today and Future	2.46	Lions Park LED Lighting (CDBG)	Parks & Recreation	Project completed.	↑	↑	100%
City Investment in Today and Future	2.47	Police Dispatch Redundant A/C: Design	Police	Police Department initiative for FY21.	—	—	0%

Business Plan Initiative Analysis Report

As of Q4

Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
City Investment in Today and Future	2.48	Old Chamber Building	Public Works	Recommended to be demolished. Received bid for demolition. Staff is current waiting for a Purchase Order (P.O). Building is scheduled to be brought down by September 15th. Vendor pulling permits. Demolition delayed one month due to Asbestos Survey Report that showed minor asbestos in restrooms. Building was demolished. Vendor working on Restoration phase.			75%
City Investment in Today and Future	2.49	Roadway Resurfacing (Ongoing)	Public Works	North Springs Subdivision is completed. A change order was approved to complete North Springs Court. Completed			100%
City Investment in Today and Future	2.50	Splash Pad at Betti Stradling Park	Parks & Recreation	Splash pad project is deferred until a later date. Plans to install a new splash pad at Betti Stradling Park are being developed. A location in the park has been recommended.			0%
City Investment in Today and Future	2.51	Landscape Operation Enhancement	Public Works	Consultant continues performing landscape inspection services twice per week. Working well.			100%
City Investment in Today and Future	2.52	Water and Sewer Mains on University Drive (40th Street and Sample Road)	Public Works	Construction continues on target. Completed			100%
City Investment in Today and Future	2.53	Bus Shelter Solar Powered Fans	Public Works	Vendor received parts from manufacturer. Incorrect parts received and exchanged for correct parts. Scheduling installation of solar fans for the third week of October			90%
City Investment in Today and Future	2.54	Sample Road Curbing: Design	Public Works	Engineering completed the design phase			100%
City Investment in Today and Future	2.55	Landscaping Irrigation System	Public Works	Vendor continues providing irrigation services. Working well.			100%
City Investment in Today and Future	2.56	New Shop Equipment (Ongoing)	Public Works	Procurement continues on hold pending build out of the 4150 building. Staff will work with existing budget when building is ready for furnishing. This initiative will be rolled into the larger Westside Campus project.			0%
City Investment in Today and Future	2.57	Fire Station 64: Site Plan, Design, Construction	Fire/EMS	The site plan is being produced for the station. A vendor has been selected. Staff will be bringing this before the Commission for approval in August 2020.			25%
City Investment in Today and Future	2.58	Lift Station Improvement Projects (5)	Public Works	Contractor mobilized to first lift station. Setting up by-pass pumps. FY2020 was the design of the 5 lift stations.			17%
City Investment in Today and Future	2.59	Wiles Road LED Street Lighting Phase II Rock Island to Riverside	Public Works	This is a Broward County Project. Installation of LED street lighting by FPL will start on October 2020. Installation of LED lights has been postpone one month.			90%
City Investment in Today and Future	2.60	Wiles Road LED Street Lighting Phase III Riverside to University	Public Works	This is a Broward County Project. Installation of LED Street Lighting by FPL will start on July 2022. No changes			0%
City Investment in Today and Future	2.61	Fleet Software (ERP)	Information Technology	Phase 3 of the Tyler ERP implementation scheduled for 2022.			0%
City Investment in Today and Future	2.62	Traffic Management (2010-2020) (Ongoing)	Development Services/Public Works	The TMT discussed issues including: NW 110 Avenue voting for re-installing traffic calming, Transportation Surtax project status, "Do Not Block Intersection" markings at Riverside Dr. and NW 24th, Westview/NW 96 Lane turn lane, intersection design at Sample Rd and Terrapin Ln, vacant land at Sample and Rock Island, review of FDOT improvements on University Drive (NW 28th - Sample Rd), proposed improvements to Tortoise Way by Turtle Run Development District, and Micro Transit and Micro Mobility. Seven traffic studies, five Ask the City requests, and 17 Public Stuff requests were completed.			100%
City Investment in Today and Future	2.63	Water Service Lines Replacement Section 14	Public Works	The replacement of section 14 water service lines is completed.			100%
Premier Community in South Florida	3.01	Medical Marijuana Conditional Use: Implementation	Development Services	The City Commission adopted Ordinance 2019-104 on April 3, 2019, which permitted medical marijuana dispensing facilities within the City. The ordinance also included regulations for these facilities, including permitted zoning districts, distance separations, security measures, etc. To date, only one medical marijuana dispensing facility has been approved since the Ordinance adoption.			100%
Premier Community in South Florida	3.03	Additional (3) Firefighter/ Paramedics	Fire/EMS	The additional firefighter/paramedics have been hired. This initiative is completed.			100%
Premier Community in South Florida	3.04	Community Involvement Coordinator Part-time to Full-time	Police	The Community Involvement Coordinator position has been converted to full time. This initiative is complete.			100%
Premier Community in South Florida	3.05	Night/Weekend Code Enforcement Report	Development Services	Officers conducted evening field observations for lack of parking lot lighting, signs not lit properly, improper storage of vehicles, etc. and provide friendly notice(s) to property owner/tenants. Any cases left to be processed have been delayed due to COVID19. Weekend coverage continues with 2-3 officers on Saturday & Sundays for routine inspections to accommodate customers. Illegal temporary signs are confiscated and illegal recreational vehicles on Sunday are addressed as well.			100%

Business Plan Initiative Analysis Report

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Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Premier Community in South Florida	3.07	Educational Guides for Residents	Development Services	The resident guide is completed. Distribution of the guide which includes home-based business will be distributed by the end of the calendar year. The guide is available on the City's website.			95%
Premier Community in South Florida	3.08	Stryker Powerload Stretcher Restraint and Lifting Systems	Fire/EMS	12 vehicles have been completed. This initiative is complete.			100%
Premier Community in South Florida	3.09	Rapid Intervention Team Bags	Fire/EMS	The last few bags are on the way to us. The delivery of the bags was delayed due to covid-19. Expected completion date is September 30th, 2020.			100%
Premier Community in South Florida	3.10	Summer Breakspot Program (2017-2020) (Ongoing)	Police	The Summer Breakspot program has been canceled due to COVID. The intent will be to continue this program in the summer.			25%
Premier Community in South Florida	3.11	CDBG Action Plan (2019-2020) (Ongoing)	Development Services	Home Repair applicants have been income verified and construction is currently taking place. Projects are within budget and 62% of the total Annual Action Plan funds have been expended.			62%
Responsible City Government	3.12	Senior Programming (Enhancement)	Parks & Recreation	Staff has added the following classes and programs in the first quarter for the seniors:- Table Games- Zumba Gold Classes- Line Dancing Classes- Lecture Series on Mysteries of History City staff continues to assess existing programs/classes and look for new opportunities to offer to Seniors.			100%
Premier Community in South Florida	3.13	Civil Unrest Team Equipment and Training (CUTS)	Police	Equipment was purchased; however, due to recent events (COVID and protests), we have been unable to conduct training and outfit 100 officers with the field force equipment. CUTS was deployed to several riots where they experienced practical training in real time.			80%
Premier Community in South Florida	3.14	Traffic Signal Intersection: Coral Ridge Drive and NW 41st Street (2019-2020) (Ongoing)	Fire	This project is on hold as we await word on funding and cost sharing from the county via a grant.			50%
Premier Community in South Florida	3.15	Fire Training Academy Expansion	Fire/EMS	This expansion is reliant on the 4150 project.			10%
Premier Community in South Florida	3.16	Drowning Prevention/Water Safety (2007-2020) (Ongoing)	Fire/EMS | Communications & Marketing	This is an ongoing project. This may be delayed, as it is a public gathering, due to the COVID-19 virus.			100%
Premier Community in South Florida	3.17	Community Paramedic Program (2015-2020) (Ongoing)	Fire/EMS	This project that is 100% complete and functioning at 100% efficiency.			100%
Premier Community in South Florida	3.18	Historic Preservation (2019-2020) (Ongoing)	Development Services	In light of the COVID-19 pandemic, this initiative has been placed on hold. Staff will continue to monitor any changes at the County level, with plans to revive this initiative within the next year.			10%
Premier Community in South Florida	3.19	Police Hire Incentive (2019-2020) (Ongoing)	Police	We will not be hiring anyone under this incentive for the remainder of this fiscal year. This initiative can be considered complete.			100%
Premier Community in South Florida	3.20	Adding Radio Authentication to All Public Safety Radios	Police	On May 13th we submitted a purchase request to purchase the master code plug and template development for Law. This is necessary to complete this project. Fire has already purchased those. We then will have Motorola come in and help with this. We are waiting for them to clear their techs to come to the PSAP. Due to COVID-19, they have been very strict on allowing techs into any PSAP for their health and safety. Once the code plug and template are built, then we will have to touch all public safety radios again to download before county goes live. We are still waiting on exact date. Update on go live date of September 21st for the 1st phase. There will be a total of 3 phases that will take one week each.			85%
Downtown Becoming Vibrant	4.01	Innovate Downtown (2018-2020) (Ongoing)	Communications & Marketing/CRA	The Innovate Downtown event took place in February 2020. This initiative is complete.			100%
Downtown Becoming Vibrant	4.02	Enhanced Downtown Events/Entertainment	Economic Development	The EDO and CRA supported C&M in expanding Downtown events and sponsored Bites n Sips, Savor the Notes and the holiday lighting as well as Unplugged.			100%
Downtown Becoming Vibrant	4.03	Downtown Wayfinding Signs, Lighting and Landscaping	Economic Development	The installation of downtown wayfinding signs, lights and landscaping is being addressed by the "Infrastructure Improvements in Downtown" initiative.			100%
Downtown Becoming Vibrant	4.04	Downtown Grocery Store Attraction	Economic Development	A letter of understanding between the City and Amera Downtown Development Company LLC was signed on 9.30.2020. This allows for the Village Square project to move forward and it includes an organic grocer.			50%
Downtown Becoming Vibrant	4.05	Infrastructure Improvements in Downtown	Economic Development/CRA	The CRA Board approved the 2021 Work Plan and it included postponing the wayfinding signs indefinitely. They plan to bring it to the Commission to terminate the program. There is a significant carryover amount from FY20 to FY21 and those funds must be used for capital projects in the CRA. Staff is exploring options and will discuss with City Management and the CRA Board.			85%

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Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Downtown Becoming Vibrant	4.06	Design Guidelines for Downtown (2019-2020) (Ongoing)	Economic Development | CRA | Development Services	The Design Guidelines have been adopted. The EDO and CRA will continue to work with businesses within the downtown to incorporate these guidelines into new and existing buildings. Existing buildings can utilize the Commercial Enhancement Matching Grant program to receive 50% back of hard costs. Funding this program will continue as the CRA receives applications on a regular basis.			100%
Downtown Becoming Vibrant	4.07	Downtown LED Street Lights	Public Works | CRA	FPL has started with the switch of the existing luminaires to LED along the north side of Sample Road. Most of the lights have been switch. The next phase will be the installation of the new poles. No changes FPL mobilized concrete poles to start installation first week of November.			50%
Growing Local Economy	5.01	Savor the Springs Restaurant Week	Economic Development | Communications & Marketing	Savor the Springs Restaurant Week was held October 11-20. 31 different restaurants participated and the social media campaign was very successful. Staff plans on making this an annual event.			100%
Growing Local Economy	5.02	Business Excellence Awards	Economic Development | Communications & Marketing	All has been completed with project except the formal presentation of award from City to business at a Commission meeting and reception for award winners. EDO staff distributed the awards to the winners.			100%
Growing Local Economy	5.03	Coral Springs Regional Chamber Business Academy (2017-2020) (Ongoing)	Economic Development	Due to the COVID-19 crisis, the final Biz Academy class was held using Zoom. The class was supposed to be on preparing for a disaster, but we focused on the coronavirus and the different assistance programs. We will begin planning for the next FY and may use Zoom in order to reach a wider audience. Overall, the 2020 programs were good topics and the initiative is now closed.			100%
Growing Local Economy	5.04	Plan for Business Incentives	Economic Development	The CRA is adding incentives to its redevelopment plan as it goes out for RFP to update it. The state didn't renew the QTI program, so the state is now extremely limited in what it can offer an expanding or relocating business. The EDO is researching incentives that are related to infrastructure and redevelopment to enhance the tax base and encourage property owners to rebuild and demo obsolete structures in the CIty.			50%
Growing Local Economy	5.05	Guide to Doing Business in the City: Update	Economic Development | Communications & Marketing	This is going to be changed to a page on the EDO website and will be finalized in December.			25%
Growing Local Economy	5.06	Merchants Directory: Update (CRA)	Economic Development	There is an online form for business to fill out and submit to be added to the online directory. We are going to start visiting every business in the CRA to notify them of the online directory and the grant program. The directory is updated when we learn of a new business or one that closed. This is an ongoing initiative and is closed as on March 2020.			100%
Growing Local Economy	5.07	City Signage guidelines and process	City Manager's Office	As operations move into the reopening phases of COVID-19, a regroup of staff from various disciplines will be set to plan, organize, and evaluate all City signage and the ordinances and codes surrounding them. In addition, the team will identify a common sign theme for the City, as well as identify areas in which signs (permanent and temporary) can be allowed where restrictions may have otherwise prevented. This program will be an evolution of our existing sign regulations and will identify the need for businesses, residential neighborhoods, and the City to develop consistent and allowable signage city-wide.			10%
Growing Local Economy	5.08	Marketing to Site Selectors	Economic Development	This project is temporarily on hold due to Coronavirus. Most site selector events have been affected by COVID by in person events. There are other options with direct mailings which are temporary until in person events commence.			10%
Growing Local Economy	5.10	Business Tax Receipt: Outreach	Economic Development | Development Services	Due to Covid-19 this initiative has been delayed. Economic recovery has become a top priority. This was an internal process improvement which has been completed.			100%

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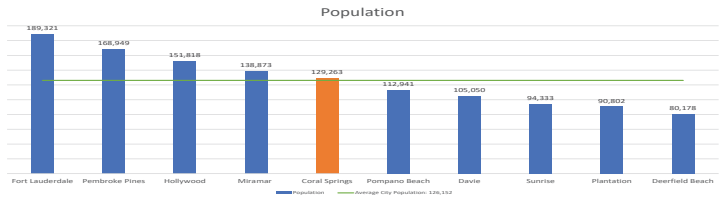
Goals	Initiatives		Department	Analysis	Time Status	Budget Status	Percent Complete
Growing Local Economy	5.11	Implementation of Economic Development Customer Relationship Management (CRM) System	Economic Development	All data has been added to the CRM system and we will continue to do so. This is an ongoing initiative and is closed as of March 2020.	↑	↑	100%
Growing Local Economy	5.12	Develop Retail Strategy	Economic Development	The Mall, Village Square and Cornerstone were moving along until the COVID-19 crisis hit. Businesses have begun to reopen, but the capacity is impacting them. Retail and restaurants are closing all around the City. Our strategy is going to need to be reevaluated. The retail vacancy rate in September 2020 was only 4.0%, so that is a positive. Kristi spoke with Sarah Beth Thornton at Retail Strategies and received a proposal for the company to due retail recruitment starting on October 1, 2020. The proposed amount is $35K and we can utilize existing funding. It is included in the 2021 Business Plan.		↑	33%
Growing Local Economy	5.13	Retention of Marketing Firm (2019-2020) (Ongoing)	Economic Development	The initiative will be absorbed into the Economic Development Marketing and Branding initiative.	↑	↑	100%
Growing Local Economy	5.14	Residential Realtor's Event	Economic Development	The Residential Realtor's event will not take place in 2020 as it is not the most effective way to engage realtors or the best use of funds. The office for Economic Development will focus on implementing more impactful EDO Strategic Plan initiatives.			0%
Growing Local Economy	5.15	Continue City Outreach on Business Retention, Expansion and Attraction	Economic Development	Once the COVID-19 crisis began to unfold, retention visits moved to a Zoom or Teams platform. As essential and nonessential businesses began to be impacted by Executive Orders, the EDO activated the Business Assistance Hotline and has fielded hundreds of calls. There were over 80 in person retention visits made in FY2020. The EDO received inquiries from two different business interested in relocating to the Commerce Park. The two relocations could result in 265 new jobs to the City.		↑	100%
Growing Local Economy	5.16	Economic Development Marketing and Branding (2016-2020) (Ongoing)	Economic Development	EDO Marketing of the City has been temporarily placed on hold due to Coronavirus. However, the EDO website has been placed in emergency mode and is updated to reflect relevant information. We are also emailing local businesses and have sent out over 30 emails with the first one going out on March 13. The Business Assistance Hotline was activated on March 20. We are working on marketing to the local community about new and existing businesses. 20 restaurants have signed up for Savor the Springs and the website is active. We have made changes to the EDO website and are adding an online guide to doing business in the City.		↑	100%

Benchmarking Summary Report

The Benchmarking Summary Report is a tool designed to help understand how the City of Coral Springs performs relative to the top nine most populated cities in Broward County, giving greater insight into the overall performance of the City.

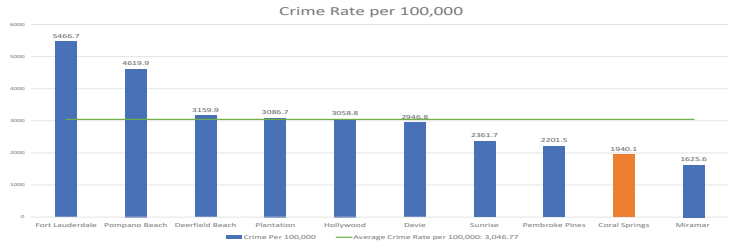
The following factors have been chosen for the purposes of this benchmarking summary report: Population, Crime Rate, Single Family Fire Assessment Rate, Solid Waste Assessment, Stormwater Assessment, City Taxable Value, Millage Rates, Taxable Values for Single Family Homes, Median Household Income, Number of Households, Median Age, Median Value of Owner-Occupied Units and School Grades.

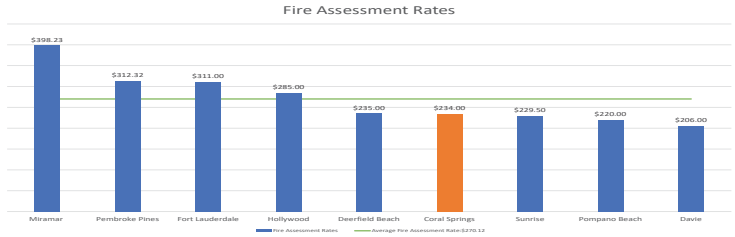
The following cities were selected based on population size: Fort Lauderdale, Pembroke Pines, Hollywood, Miramar, Coral Springs, Pompano Beach, Davie, Sunrise, Plantation, and Deerfield Beach



This chart compares population sizes for the ten most populated cities in Broward County. Coral Springs has the 5th largest population in Broward County with Fort Lauderdale being the largest and Deerfield Beach being the smallest in population size.
Source: Bureau of Economic & Business Research (BEBR)

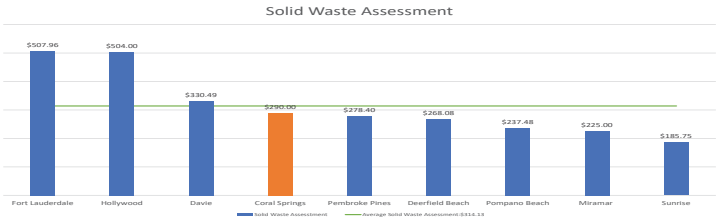
This chart compares crime rate for the ten most populated cities in Broward County. Coral Springs has the second lowest crime rate when compared to the most populated cities in Broward County.
Source: Florida Department of Law Enforcement



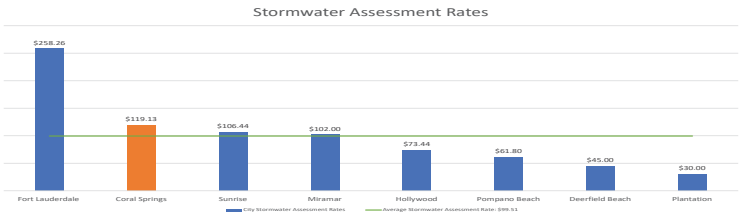


This chart compares the fire assessment for the most populated cities in Broward County who assess a fire assessment fee. Coral Springs has the fourth lowest single family assessment fee relative to the most populated cities in Broward County.
Source: Broward County Property Appraiser/City websites

This chart compares the solid waste assessment fee for the most populated cities in Broward County who assess a solid waste fee. Coral Springs falls in the middle when comparing the lowest rate (Sunrise) and the highest rate (Fort Lauderdale). All cities compared on this chart provide "cart" service. Cities who are not part of this comparison use a "pay as you throw" or "blue bag" rate system.
Source: Municode/City websites

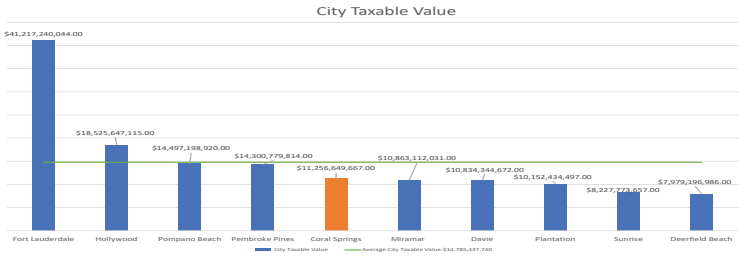


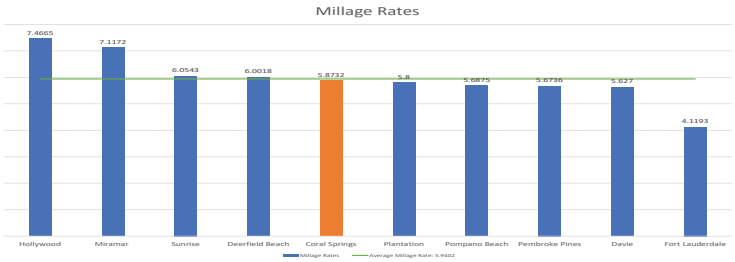
Benchmarking Summary Report - continued



This chart compares the stormwater assessment for the most populated cities in Broward County who assess a stormwater fee.
Source: Broward County Property Appraiser/City websites

This chart illustrates the taxable value by City for the ten most populated Cities in Broward County. Coral Springs has the 5th largest taxable value among the ten cities in Broward County. The taxable value being compared is as of November 3, 2020.
Source: Broward County Property Appraisers

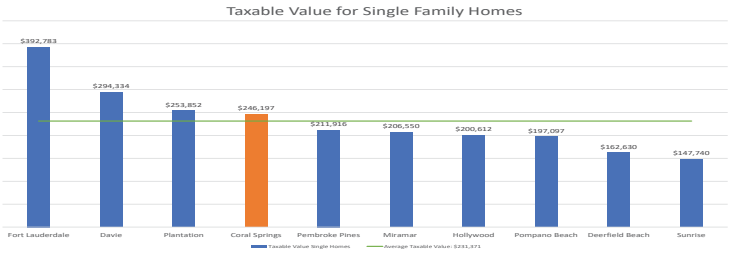




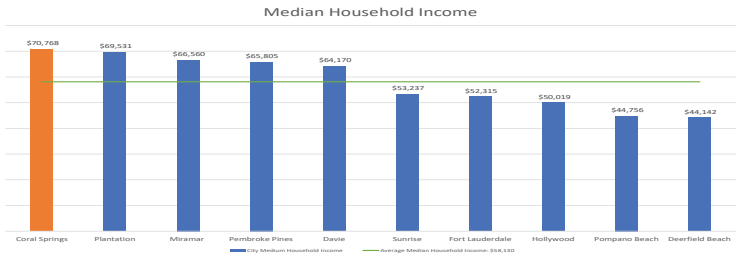
This chart illustrates the millage rate by city for the ten most populated cities in Broward County.
Source: Broward County Property Appraisers

** Includes Fire/EMS millage*

This chart illustrates the average taxable value for single family homes for the ten most populated cities in Broward County. Coral Springs has the 4th largest average taxable value for single family homes in Broward County.
Source: Broward County Property Appraisers

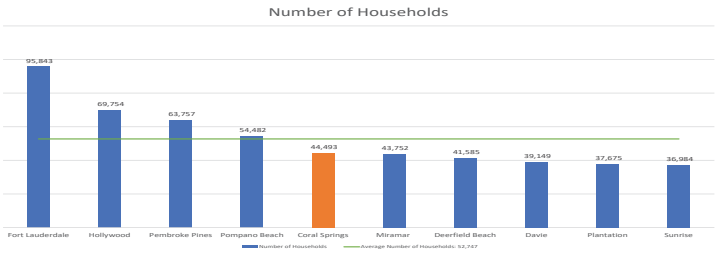


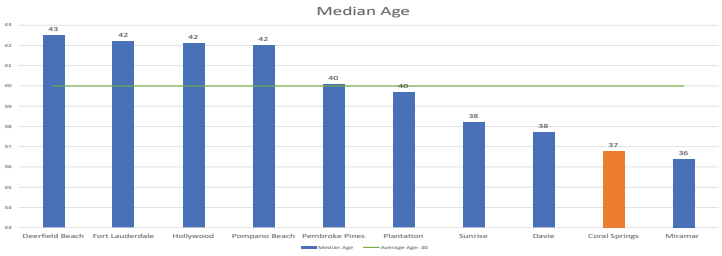
Benchmarking Summary Report - continued



This chart compares the median household income for the ten most populated cities in Broward County. Coral Springs has the highest median household income when compared to the ten most populated cities in Broward County.
Source: U.S. Census Bureau

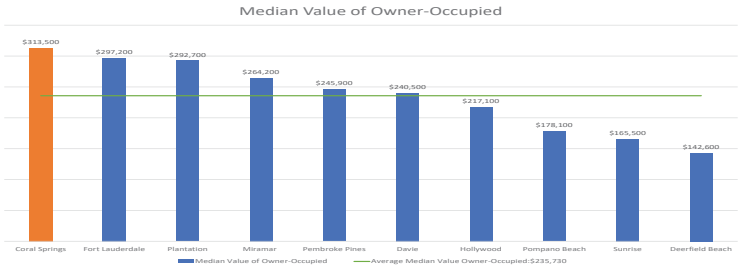
This chart illustrates the total number of households by city for the ten most populated cities in Broward County. Coral Springs has the 5th largest number of Households out of the ten most populated cities in Broward County.
Source: Broward County Planning & Development Management Division





This chart compares the median age of residents for the ten most populated cities in Broward County. Coral Springs residents fall under the median average age of 40 years old, making it one of the most populated cities within Broward County with a younger median age population.
Source: Broward County Planning & Development Management Division

This chart illustrates the median value of owner-occupied houses by city for the top ten most populated cities in Broward County. Coral Springs has the highest median value of owner-occupied housing units of the ten largest cities in Broward County.
Source: United States Census Bureau

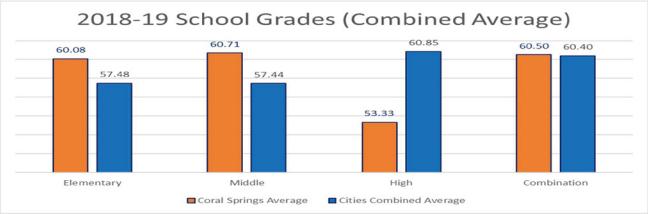


Benchmarking Summary Report - continued

The following information was retrieved from the Florida Department of Education. The school grading scale being used to evaluate the performance of schools within the City of Coral Springs is the same grading scale being used by the Florida Department of Education. Due to COVID, school grades were not calculated because of the school's inability to administer testing. Therefore, we are using last year's numbers to benchmark school performance.

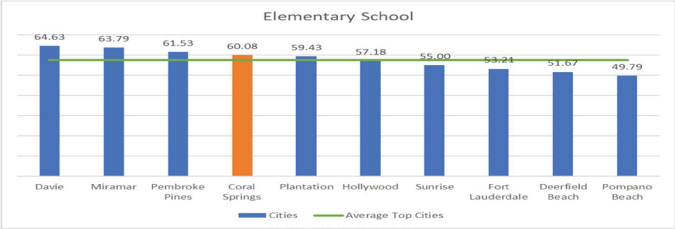
The school grading scale is as follows:

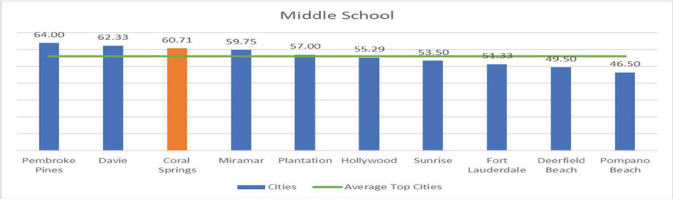
Grade	Rati g Scale
A	62 - 100
B	54 - 61
C	41 - 53
D	32 - 40
F	0 - 31



This chart illustrates Coral Springs' average rating by school level (Elementary, Middle, High Schools and combination schools) and compares it to the combined average rating for the nine most populated cities in Broward County. The following cities were selected for this benchmarking comparison: Fort Lauderdale, Pembroke Pines, Hollywood, Miramar, Coral Springs, Pompano Beach, Davie, Sunrise, Plantation, and Deerfield Beach.
Source: Florida Department of Education

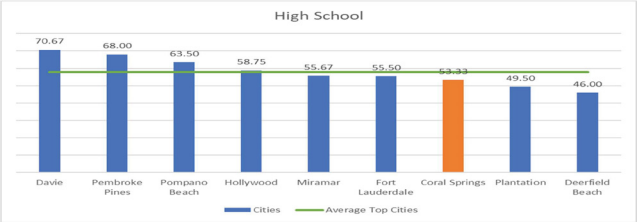
This chart illustrates the rating for Coral Springs' elementary schools relative to the rating for elementary schools for the ten most populated cities in Broward County.
Source: Florida Department of Education





This chart illustrates the rating for Coral Springs' middle schools relative to the rating for middle schools for the ten most populated cities in Broward County.
Source: Florida Department of Education

Benchmarking Summary Report - continued



This chart illustrates the rating for Coral Springs' high schools relative to the rating for high schools for the ten most populated cities in Broward County.
Source: Florida Department of Education

"Combination" schools are schools that containing more than one grade level within the school (e.g. Charter schools with an elementary, middle and high school). This chart illustrates the rating for Coral Springs' combination schools relative to the rating for combination schools for the ten most populated cities in Broward County.
Source: Florida Department of Education

Customer Requirements Analysis

Overview

In an effort to closely align the City's limited resources with the needs and expectations of our residents, we use a number of "listening devices" to gather credible and useful data. This customer input is a critical piece of the Strategic Planning process. Our business model demands that we know our customers' needs and expectations. Through citizen and business surveys, SWOC analyses, Slice of the Springs meetings and good, old-fashioned customer contact, we gain an understanding of our customers views.

Business Survey Summary

Purpose and Methodology

During January and February of 2020, ETC Institute administered a survey to businesses in the City of Coral Springs. The purpose of the survey was to gather feedback from Coral Springs business owners and senior managers to identify ways improve the quality of City services. The survey was administered by mail and Internet to a random sample of 318 businesses in the City of Coral Springs. The overall results of the survey have a precision of at least +/-5.5% at the 95% level of confidence.

Major Findings

Overall Satisfaction with City Services: Forty-one percent (41%) of the businesses surveyed felt the quality of City services was higher than their expectations; more than half (52%) of the businesses surveyed felt the quality of City services was meeting their expectations, and only 7% felt the quality of City services was below their expectations.

Notable changes from 2018 to 2020

- Satisfaction with the Police Department (+3%)
- Satisfaction with Business Tax/Property Registration (+3%)
- Satisfaction with Building Inspections (-1%)
- Satisfaction with Trash Collection Services (-2%)

Satisfaction with City Customer Service: Most (96%) of the businesses surveyed rated the City's customer service as "very good" or "good;" only 4% of businesses rated the City's customer service as "poor."

Satisfaction with Specific City Services, Departments, or Programs: Eighty-two percent (82%) or more of the businesses surveyed were "satisfied" or "neutral" with all 16 of the City services, departments or programs assessed on the survey. The City services, departments, or programs that businesses were most satisfied with, based upon the combined percent of businesses who were "very satisfied," satisfied" or "neutral" were:

- Emergency Paramedics (100%)
- Police Department (99%)
- Fire Inspection (97%)
- Business Tax/Property Registration (94%)
- Building Department Call Center (93%)

Satisfaction with City Efforts to Improve Coral Springs: Businesses were asked how satisfied they were with the City's efforts to improve various aspects of the City of Coral Springs. The items that businesses were most satisfied with, based upon a combination of "very satisfied," "satisfied" or "neutral" responses were:

- Clean City streets and public areas (97%)
- Litter collection on city streets (96%)
- Retain existing businesses in Coral Springs (94%)
- Attracting new businesses to Coral Springs (93%)
- Events bringing residents from surrounding towns (92%)

Satisfaction with City Codes and Regulations : The City codes and regulations that businesses were most satisfied with, based upon a combination of "very satisfied," "satisfied" or "neutral" responses, were:

- Requirements for proper business appearance maintenance (94%)
- Trash disposal regulations (93%)
- Paint color regulations (93%)
- Business parking regulations (93%)

Importance of City Services: The three City services, departments, or programs that businesses felt were most important to their organization were:

- Police Department (25%)
- Fire Inspection (22%)
- Business Tax/Property Registration (18%)

Overall Perceptions of the City: Businesses were asked to indicate how satisfied they were with various items that may influence their perceptions of the City. The items that businesses were most satisfied with, based upon a combination of "very satisfied," "satisfied" or neutral" responses, were:

- Overall quality of life (98%)
- Overall image of the City (96%)
- Overall feeling of safety (96%)

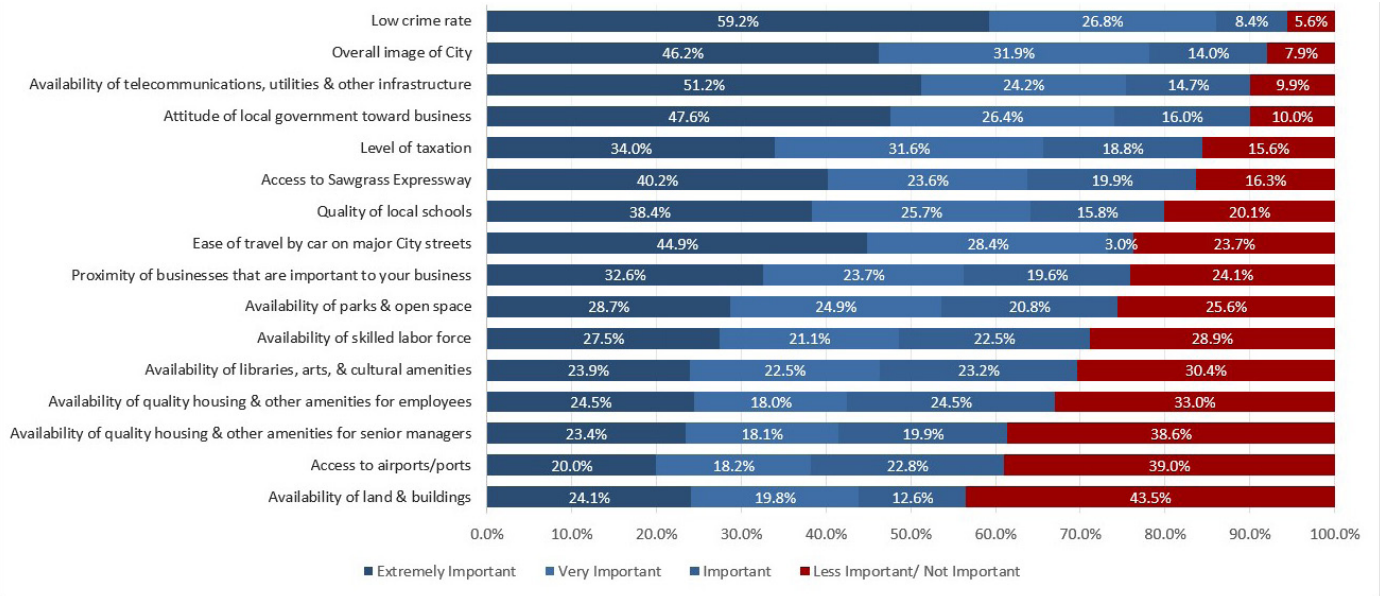
Ratings of the Physical Appearance of the City: Eighty-three percent (83%) of the businesses surveyed rated the physical appearance of the area where their business is located as "excellent" or "good;" 13% rated it as "average," and only 4% rated it as "poor."

Growing the Local Economy: Increased Business Investment and Jobs

The top reasons businesses indicated that they would stay in Coral Springs for the next 5 years were:

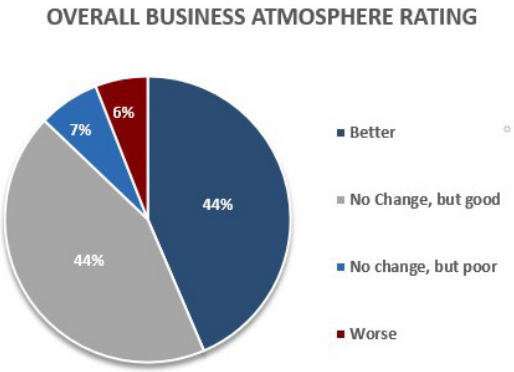
- Low crime rate (35%)
- Overall image of the City (32%)
- Level of taxation (25%)

Reasons for Moving to Coral Springs: When asked to indicate which issues they felt were most important in their decision to locate their business in Coral Springs, the items that businesses identified as most important, based upon the combined percentage of "extremely important," "very important" and "important" responses, were:



Likelihood of Recommending the City as a Business Location: Most (94%) of the businesses surveyed were "very likely," "likely" or "somewhat likely" to recommend Coral Springs as a business location to friends, family and coworkers; only 6% were "not likely" or "not likely at all" to recommend Coral Springs as a business location.

Ratings of the City's Business Atmosphere Compared to Two Years Ago: Forty four percent (44%) of the businesses surveyed felt the City's business atmosphere was "better" compared to two years ago; 44% of the businesses surveyed felt the City's business atmosphere was the same compared to two years ago but felt it was "good," 7% felt it was the same compared to two years ago but that it was "poor" and 6% felt it was "worse" compared to two years ago (does not equal 100% due to rounding).



Ratings of the Labor Pool in Coral Springs: When asked to rate the labor pool in Coral Springs, the items that showed the highest positive ratings, based upon a combined percentage of "excellent," "good" or "average" responses, were:

- Stability of the City's labor force (92%)
- Productivity of the workforce (92%)
- Attitude of employees (90%)

Communication

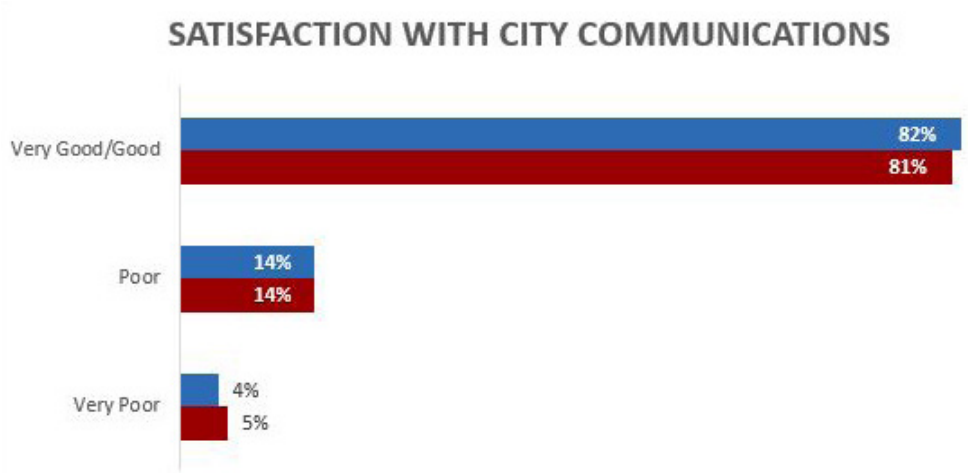
Use of the City's Website: Fifty-six percent (56%) of the businesses surveyed indicated their organization had used the City's website, and 44% of businesses had not used the City's website.

Satisfaction with Various Communication Services: The communication related services that businesses were most satisfied with, based upon a combination of "very satisfied," "satisfied" or "neutral" responses, were:

- City's website: www.CoralSprings.org (95%)
- Economic Development website: www.CoralSpringsEDO.com (95%)
- Under the Sun magazine (95%)

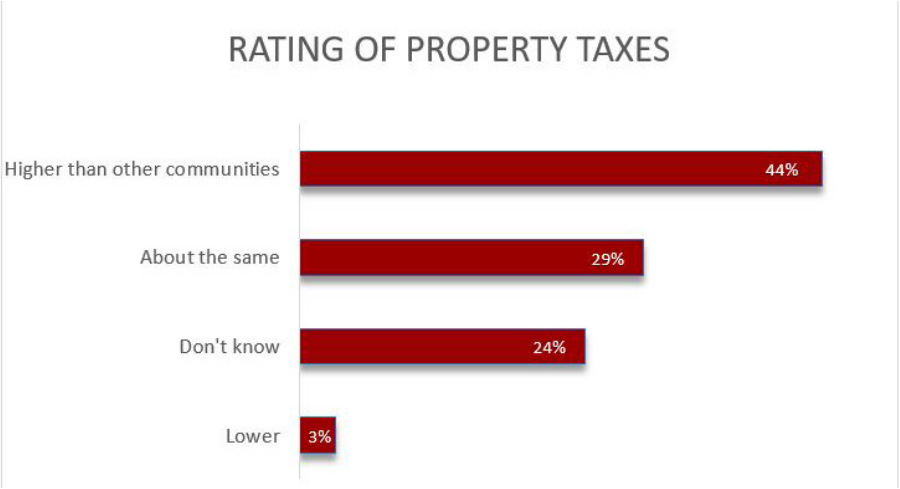
Best Ways to Communicate With Businesses: The top three ways that respondents felt it would best for the City to communicate with businesses were: emails (60%), direct mail (58%), and the City website (23%).

Overall Ratings of City Communication: Eighty-two percent (82%) of the businesses surveyed rated the City's communication with businesses owners and managers as "very good" or "good;" 14% rated the City's communication with business owners and managers as "poor" and 4% rated it as "very poor."



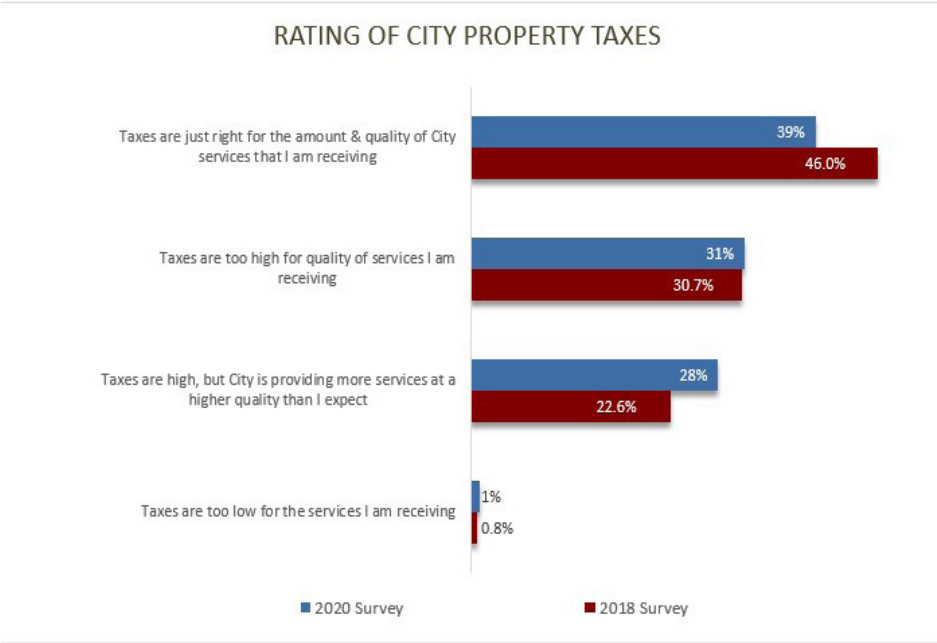
Property Taxes

How Property Taxes Compare to Surrounding Communities: Twenty-nine percent (29%) of businesses felt the City's property taxes were "about the same" compared to surrounding communities; 44% felt property taxes were higher compared to surrounding communities, 3% felt they were lower and 24% did not know.



Amount of Property Taxes: Businesses were asked to indicate their agreement with various statements regarding the amount of property taxes they were paying in relation to the quality of City services they were receiving. The results are provided below:

- 39% felt property taxes were just right for the amount and quality of City services they were receiving.
- 31% of businesses felt property taxes were too high for the quality of City services they were receiving.
- 28% of businesses felt property taxes were high but felt the City was providing more services at a higher quality than expected.
- 1% of businesses felt property taxes were too low for the amount and quality of City services they were receiving.



Other Findings

The City services, departments or programs that businesses used *most often* were:

- Fire Inspection (61%)
- Business Tax/Property Registration (52%)
- Trash Collection Services (29%)
- Water Billing (27%)
- Building Permits (27%)

The City services, departments or programs that businesses used *least often* were:

- Planning (6%)
- Police Traffic Enforcement (8%)
- Community Development (8%)
- Building Department Call Center (9%)

More than half (58%) of the businesses surveyed reported that they would know who to call or where to go if they had a complaint or comment about City services, 26% did not know who to call and 16% were not sure.

Forty-seven percent (47%) of the businesses surveyed indicated they presently have a recycling program; 43% do not have a recycling program, and 10% were not sure.

Most (86%) of the businesses surveyed did not feel that they had workforce training needs that were not being met; only 2% did have workforce training needs that were not being met and 12% were not sure.

Neighborhood Meetings

Residents expressed their appreciation to City staff for maintaining high quality of life in the city, while also expressing their specific concerns

The City completed its twenty-third year of the "Slice of the Springs" Town Hall Meetings during Fiscal Year 2018. Two meetings were held and 103 residents attended, which was a decrease in attendance from previous years.

In 2017, the City began a new initiative called "Virtual Slice of the Springs" which allowed residents to attend and participate in Town Hall meetings through online platforms such as Facebook. The Virtual Slice of the Springs was a success during its first year, reaching just over 1,500 residents and gathering 293 comments. In 2018, the Virtual Slice of the Springs reached over 1,700 residents. A decrease in attendance to physical town hall meetings is expected as virtual Town Hall meetings begin to gain traction and become more popular.

City staff from various departments presented on a number of important topics including: Storm drains maintenance, public rights-of-way maintenance, speeding/traffic calming and code related issues throughout communities among other topics. 99% of the residents that do attend rate the meeting as productive and 100% would recommend it to a neighbor.

Residents expressed their appreciation to City staff for maintaining high quality of life in the city, while also expressing their specific concerns.

Slice and Virtual Slice meetings continue to provide an opportunity for residents to interact directly with City staff from multiple departments, to raise their concerns and suggest programs and activities for their neighborhoods.

The Slice meetings are taped and replayed on City TV 25, 25.2 or 725 on Advanced Cable Communications, via Channel 99 on AT&T U-Verse, you may also participate online by visiting CoralSprings.org/live and through Facebook live.

Residential Survey Summary

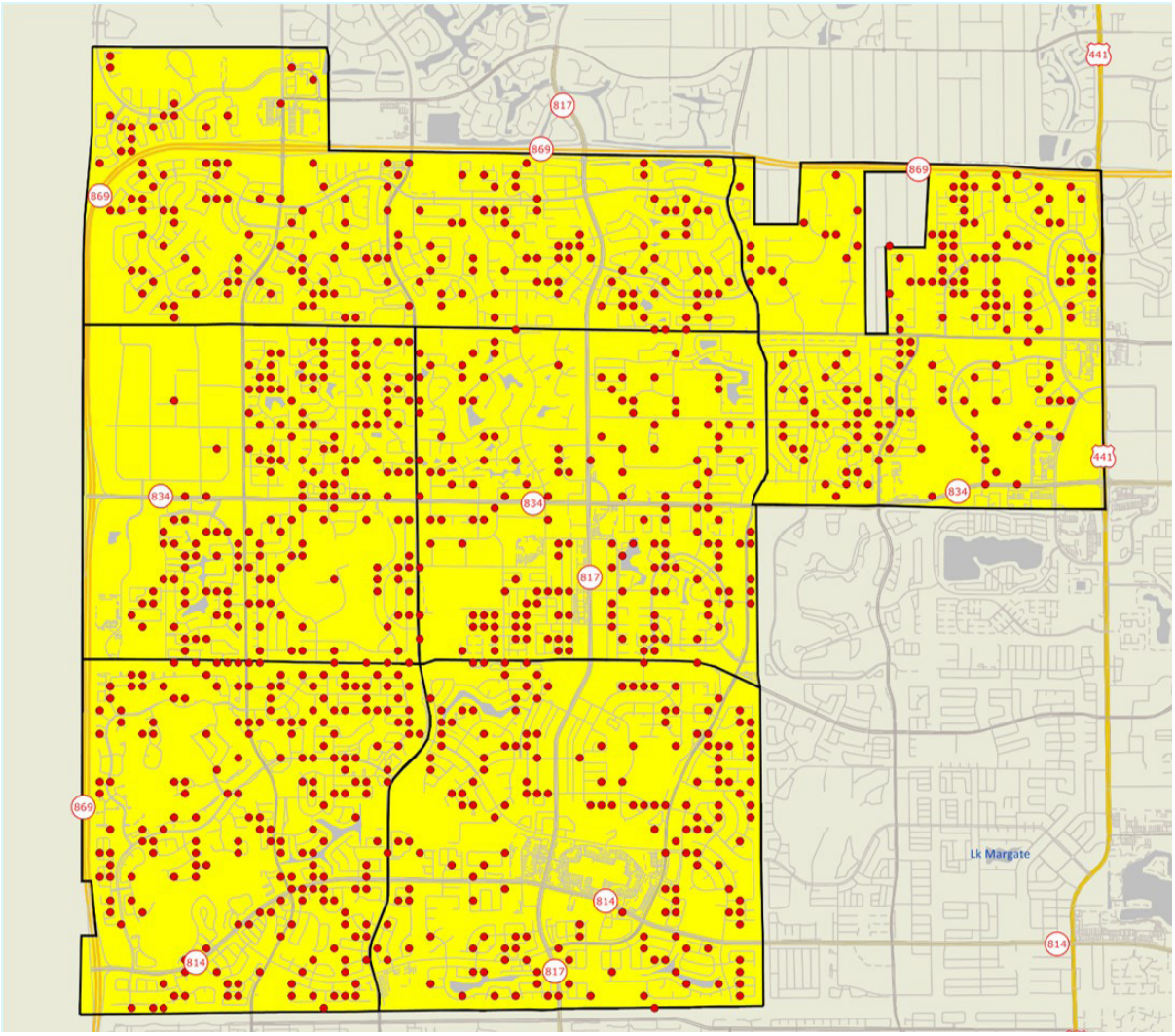
Purpose and Methodology

ETC Institute administered surveys to residents in the City of Coral Springs during February and March of 2019. The purpose of the surveys was to assess satisfaction with the quality of City services and to gather input about priorities for the community.

A seven-page survey was mailed to a random sample of households in the City of Coral Springs. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone or over the Internet (www.CoralSpringsSurvey.org). A total of 1,246 completed surveys. The results for the random sample of 1,246 households have a precision of at least +/-2.8% at the 95% level of confidence. There were no statistically significant differences in the results of the survey based on the method of administration (mail vs. online vs. phone).

In order to understand how well services are being delivered in different areas of the City, ETC Institute geocoded the home address of respondents to the survey. A minimum of 200 surveys were completed in each of six areas of the City. The results for each area have a precision of at least +/- 6.9% at the 95% level of confidence.

Survey respondents by general location



Source: ETC Institute Coral Springs Resident Satisfaction Survey

Major Findings

The major City services that were rated best include: the quality of fire services (90%), the quality of emergency medical services (89%), the quality of police services (86%), and the quality of City parks and recreation programs (81%). Residents were least satisfied with Code Compliance Division (53%).

Areas in need of greater emphasis over the next two years

The major City services that residents thought should be emphasized most over the next two years were: (1) maintaining the quality of neighborhoods in the City, (2) police services, (3) parks and recreation programs, and (4) the code compliance division.

Major Findings - Continued

Public Safety

The public safety services that were rated best included: how quickly EMS personnel respond to emergencies (85%), how quickly fire personnel respond to emergencies (81%), and how quickly police respond to emergencies (81%). Residents were least satisfied with police social media outreach (54%). The public safety services that residents thought were most important to emphasize over the next two years were: (1) the City's efforts to prevent crimes and (2) patrolling in the city.

Overall Satisfaction

"The City of Coral Springs in once again setting the standard with regard to the overall quality of City services."

72% of residents surveyed are satisfied with the overall quality of services compared to a national average of 50% and a Florida average of 49%.

Parks and Recreation Services

The areas of parks and recreation that were rated best included: the maintenance and appearance of City parks (85%), outdoor athletic facilities/fields (84%), and Coral Springs aquatic/pool facilities (77%). Residents were least satisfied with the City senior center (47%). The parks and recreation services that residents thought were most important to emphasize over the next two years were: (1) the maintenance and appearance of City parks, (2) availability of information about recreation programs, and (3) the quality of recreation programs for youth.

Public Works/Utilities

The areas of infrastructure/maintenance that were rated best included: bulk trash pick-up (79%), curbside recycling services (78%), residential trash collection services (76%), yard waste collection services (75%), and condition of major streets (74%). Residents were least satisfied with bike lane availability on major streets (48%). The areas of maintenance that reside nts thought were most important to emphasize over the next two years were: (1) the condition of major City streets, (2) the adequacy of City street lighting on major streets, and (3) the condition of neighborhood

City Communications

Seventy-four percent (74%) of the residents surveyed who had an opinion were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of the Coral Springs News Magazine; 68% were satisfied with the City's website (CoralSprings.org), and 65% were satisfied with the availability of information about City services.

Customer Service

At least two-thirds of residents were satisfied with all five areas of customer service that were rated. The areas that were rated the best included: the courteousness of City staff (80%), the accuracy of the information received from staff (73%), and how easy the City was to contact (72%).

How Coral Springs Compares to Other Communities

The City of Coral Springs is once again setting the standard with regard to the overall quality of City services. Seventy-two percent (72%) of the residents surveyed in the City of Coral Springs were satisfied (ratings of 4 or 5 on a 5-point scale) with the overall quality of City services, compared to a national average of just 50% and a Florida average of 49%.

Satisfaction with Specific Areas

Coral Springs rates above the U.S. Average in 45 of the 53 areas that were assessed on the survey. Coral Springs is setting the standard for service delivery in 22 areas (rating 15% or more above the national average). Listed below are the comparisons for all 53 areas:

Service	Coral Springs	U.S . Average	Variance
Coral Springs Aquatic/Pool Facilities	76%	35%	41%
Public Works	74%	41%	33%
Condition of major City streets	75%	48%	27%
Customer service by City employees	72%	45%	27%
Bulk trash pickup service	79%	53%	26%
Quality of services provided by the City	73%	50%	23%
Condition on of neighborhood streets	70%	48%	22%
Condition/appearance of medians	74%	52%	22%
Availability of information about City services	64%	45%	19%
City efforts to prevent crimes	74%	54%	20%
Parks & recreation	82%	63%	19%
How quickly police responds to emergencies	81%	64%	17%
As a place to live	87%	70%	17%
Outdoor athletic facilities/fields	83%	68%	15%
Police services	86%	70%	16%
How well your issues are handled	68%	51%	17%
City communication with residents	64%	48%	16%
How easy they were to contact	72%	58%	14%
Maintenance & appearance of City parks	84%	70%	14%
City efforts to keep you informed on local issues	60%	45%	15%
Enforcement of exterior maintenance of residential prop.	58%	42%	16%
Sidewalk maintenance in your neighborhood	56%	41%	15%
Adequacy of City street lighting of major streets	70%	56%	14%
As a City that is moving in the right direction	67%	51%	16%
As a place to raise children	84%	70%	14%
How well the City is planning for the future	60%	47%	13%
Litter collection on City streets	75%	61%	14%
Quality of recreation programs for youth	72%	61%	11%
As a place to work	65%	53%	12%
Courteousness of City staff	78%	69%	9%
How quickly they responded to your request	70%	60%	10%
Yardwaste collection services	76%	67%	9%
Emergency Medical Services (EMS)	89%	81%	8%
Curbside recycling services	79%	70%	9%
City's website: CoralSprings.org	68%	60%	8%
Enforcement of exterior maintenance of commercial prop.	60%	51%	9%
Accuracy of the information you received	74%	65%	9%
Fire services	91%	83%	8%
Frequency that Police officers patrol your neighborhood	66%	59%	7%
Value for City taxes and fees	45%	38%	7%

Satisfaction with Specific Areas - Continued

Service	Coral Springs	U.S . Average	Variance
How quickly EMS personnel respond to emergencies	85%	79%	6%
Overall aesthetics of the City	68%	63%	5%
Enforcement of local traffic laws	68%	64%	4%
Hazardous waste drop-off	68%	64%	4%
Residential trash collection services	77%	75%	2%
Quality of recreation programs for adults	55%	54%	1%
Quality of life	76%	75%	1%
How quickly fire personnel respond to emergencies	82%	82%	0%
Code Compliance	53%	54%	-1%
Walking and biking paths in the City	58%	59%	-1%
City's social media outreach	52%	55%	-3%
Fire prevention/education programs provided by the City	60%	65%	-5%
As a place to retire	53%	58%	-5%

Other Findings

- Eighty-six percent (86%) of residents feel Coral Springs is an "excellent" or "good" place to live; only 4% gave a rating of "below average" or "poor". Eighty-three percent (83%) feel Coral Springs is an "excellent" or "good" place to raise children; only 6% gave a rating of "below average" or "poor".
- Ninety-two percent (92%) of residents feel safe walking alone in their neighborhood during the day; 89% feel safe in business areas during the day, and 82% feel safe walking alone in their neighborhood in general.
- Sixty-nine percent (69%) of residents were "very satisfied" or "satisfied" with the quality of downtown events; only 7% were "dissatisfied" or "very dissatisfied".
- The most frequently mentioned ways that residents get information about the City were: the City website (50%), Coral Springs Forum Newspaper (45%), and social media generated by the City (37%).
- Eighty percent (80%) of residents reported they read the Coral Springs' magazine "all the time" or "sometimes"; 17% reported they read the magazine "seldom" or "never" and 3% did not know.
- The City services or facilities that were used most often were: MyCoralSprings on website, CoralSprings.org (46%), the Coral Springs Center for the Performing Arts (40%), Police services (32%), and City Hall in the Mall (29%).
- The top four reasons residents indicated they originally made the decision to move to Coral Springs were: the nice neighborhoods (65%), housing (53%), the quality education system (51%) and the location (51%).
- Fifty-one percent (51%) of residents, who had an opinion, were "very satisfied" or "satisfied" with the overall effectiveness of the City's efforts to address public school issues; 28% were "neutral" and 21% were "dissatisfied" or "very dissatisfied".
- Nearly half (43%) of residents felt they had a good understanding of the important issues facing the City of Coral Springs; 30% did not, and 27% did not know.
- Sixty-six percent (64%) of residents think the City of Coral Springs is continually improving as a place to live; 20% disagreed, and 16% did not know.

Opportunities for Improvement

In order to help the City identify opportunities for improvement, ETC Institute conducted a Importance-Satisfaction (I-S) Priorities Analysis. This analysis examined the importance that residents placed on each City service and the level of satisfaction with each service. By identifying services of big importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize improvements in services with the highest Importance Satisfaction (I-S) ratings. Based on the results of the Importance-Satisfaction (I-S) Priorities Analysis, ETC Institute recommends the following:

- Efforts to maintain quality neighborhoods
- Code Compliance Division

The second level of analysis reviewed the importance of, and satisfaction of services within departments and specific service areas. This analysis was conducted to help departmental managers set priorities for their department. Based on the results of this analysis, the services that are recommended as the top priorities within each department over the next two years are listed below:

- Public Safety: City efforts to prevent crimes and patrolling in the City
- Parks and Recreation: quality of recreation programs for seniors and the availability of information about recreation programs
- Maintenance: drainage maintenance in neighborhoods and condition of major City streets

Trends: Significant Increases and Decrease from last Survey in 2017

The significant increases and decreases among all of the items that were assessed from 2017 to 2019 on the survey are listed below (ratings of 3, 4 or 5 on a 5-point scale); changes of 3% or more were considered significant.

Service Area	2019	2017	Difference
Frequency that police officers patrol neighborhood	87%	75%	12%
Police Department Records Request	92%	87%	5%
Emergency Medical Services	99%	94%	5%
Public Works and Utilities	93%	89%	4%
Hazardous waste drop-off	93%	90%	3%
Bulk trash pick up	91%	88%	3%
Fire services	100%	97%	3%
City Hall Reception/Information Desk	96%	93%	3%
Value for City taxes & fees	76%	84%	-8%
Walking and biking paths in the City	82%	87%	-5%
Community bus service	89%	93%	-4%
City senior center	87%	91%	-4%
How well City is planning for future	88%	91%	-3%
City communication with residents	89%	92%	-3%
Senior bus service	85%	88%	-3%
Enforcement of exterior maintenance of commercial prop.	82%	85%	-3%
Overall aesthetics of the City	86%	89%	-3%
City Clerk's Records Request	91%	94%	-3%
As a place to retire	78%	81%	-3%
City efforts maintaining quality of neighborhoods	81%	84%	-3%

Process Improvement Teams

When the annual Environmental Scan indicates that customer requirements have significantly changed or when performance measures show that a service or delivery system needs improvement, a process improvement team is convened. If the issues are significant, the team will be a Cross-Functional Process Improvement Team with representatives from Financial Services, Information Services, Human Resources, the department that owns the process, and stakeholder departments.

All City teams follow a six-step process improvement methodology. They refine the problem statement based on initial research and data gathering. The problem is analyzed through flow charting and reviewing more detailed data on the process. Additional data are collected as needed. Often data are stratified to gain insight. For instance, cycle time data might be put in subsets by time of day, day of week, and time of year. The team uses the data to form a hypothesis on what component(s) of a process is under-performing and how customers (often in a focus group) react to the hypothesis. More data are gathered to explore the best ideas. When the team is clear on "what is broken," solutions are generated, in part by benchmarking. The best solutions are tested, refined and then implemented through an action plan. Stakeholders and customers are consulted in all phases. The team develops measures to monitor results and uses the results to develop further refinements.

Cross-functional teams and departmental teams do research to improve performance. These team efforts may be part of a routine cycle of review, in reaction to stakeholder or customer input (complaint data), or because performance data suggests an improvement is needed.

Cross-Functional Teams

The City has benefited from the work of many cross-functional teams over the years.

- Garage Team
- Employee Health Benefits Team
- Customer Service Standards Team
- Police Vehicle Team
- Complaint Tracking Team
- Water Billing Team
- Time=Life Team
- Tennis Center Team
- Code Enforcement Team
- Strategic Planning/Budgeting Process Team
- Recreation Summer Hires Team
- Compensation and Classification Team
- Police False Alarm Team I & II
- Fire Inspection Team
- Fire Response Time Team
- Aquatics Fitness Center Team
- Internal Review against Sterling Criteria
- Fleet Preventive Maintenance Team
- Building Division Plans Review Team
- Construction Project Management Team
- Student Leaders in Government Team
- Business Intelligence Team
- Online Requests and Complaints Team
- Visioning Team
- Citation System Improvement Team
- Boardwalk Replacement Team
- Police Report Writing Team
- Administrative Citation Team
- Payroll Revision Team
- Baldrige Application Writing Team
- iVantage HR System Implementation Team
- Utility Billing Team
- Neighborhood Stabilization Program Team
- Emergency Management Team (on-going)
- Events Team
- Fire Department Strategic Planning Team
- Business Tax Team
- Shark Tank Team
- COVID-19 Historical Project Team

Awards and Special Recognitions

The City of Coral Springs is the first state or local government in the nation to receive the coveted Malcolm Baldrige National Quality Award, a Presidential honor that recognizes U.S. companies for organizational performance excellence. The City claimed the award in 2007, the very first year it was available to non-profit organizations. Of 84 total applicants, Coral Springs was one of 13 non-profits to apply and one of only four to receive a site visit in its category. All of the applicants were evaluated rigorously by an independent board of examiners in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis and knowledge management; workforce focus; process management; and results. The award was presented at a ceremony in Washington, D.C. in April 2008.

Twice in past years, a governor's panel has said Coral Springs is run better than most businesses. And twice those efforts have earned Coral Springs the Governor's Sterling Award (1997, 2003), which recognizes leadership and management. The Governor's Sterling Award is given to organizations and businesses in Florida that have successfully achieved performance excellence within their management and operations. Each winner undergoes a series of in-depth assessments and evaluations by Sterling examiners that analyze productivity and organizational performance. Coral Springs was the first municipality to be awarded this state sanctioned, Baldrige-based quality award.

Striving to become an outstanding provider of services to the Coral Springs community, the Public Works Department has achieved national accreditation. Awarded by the American Public Works Association (APWA), the accreditation examiners reviewed 347 policies, procedures and practices to determine if the Department met the high standards for Accreditation. The Keep Coral Springs Beautiful litter collection program was also named a "Model Practice."The City of Coral Springs Public Works Department is the first Accredited Agency in Broward County, the 11th in the State, and 121st organization in the nation. The award is granted for four years with a mandatory update every two years demonstrating continuous service improvement.

The City is proud to have earned the highest bond rating available from Standard and Poor's (S&P) (AAA) and Fitch Ratings (AAA). As of August 2020, the City was reaffirmed from Fitch Ratings, receiving the (AAA) bond rating and as of August 2019, the City was reaffirmed from Moody's Investors Service receiving the (Aa1) rating. The City's goal is to maintain the AAA from S&P and Fitch while making the changes needed to earn the AAA bond rating from Moody's. Increasing fund balance is an important change the City can make to achieve this goal. Achieving AAA bond rating is important for our residents because it indicates to investors that the City is a low-risk investment which translates into lower interest rates and corresponding lower interest payments on general obligation bonds.

IIn 2020, Coral Springs is proud to announce that once again the Coral Springs Police Department received Law Enforcement and Communications reaccreditation from the Commission on Accreditation for Law Enforcement Agencies, Inc (CALEA). This was the tenth Accreditation Award for Law Enforcement and the fifth Accreditation Award for our Communications Division. CALEA accreditation is a voluntary process that requires accredited agencies to submit annual reports showing compliance with the program's standards. The purpose and importance of these programs is to improve the delivery of public safety services by maintaining standards which strengthen crime prevention, increase community support, establish non-discriminatory personnel practices and formalize management procedures.

Awards and Special Recognitions - cont

Tree City USA is a renowned national program administered locally by state foresters using four standards to evaluate a community's commitment to their urban forest resource. The National Arbor Day Foundation, in cooperation with the U.S. Forest Service and the National Association of State Foresters, annually recognizes communities that effectively manage their public tree resources. Coral Springs has earned the Tree City USA recognition each year since 1985. In 2006 the City of Coral Springs earned the distinction of Sterling Tree City USA for earning the Tree City USA Growth Award more than 10 years in a row.

In 2020, the Coral Springs Fire Department was awarded a Class 1 Fire Protection rating by the insurance industry advisory company ISO. The classification by Insurance Service Office, Inc. (ISO), known as the Public Protection Classification (PPC) program, assesses the fire-protection efforts in a particular community. Coral Springs Fire is now among only 348 that are rated as ISO CLASS 1. ISO collects information on municipal fire-protection efforts in communities throughout the United States. Class 1 represents superior property fire protection. The program provides an objective, countrywide standard that helps fire departments in planning and budgeting for facilities, equipment, and training.

The International City/County Management Association honored the City with its Certificate of Excellence from the ICMA Center for Performance Analytics™. Only 25 jurisdictions in North America received this award, which is the highest level of recognition given by ICMA's Center for Performance Measurement. Criteria for the Certificate of Excellence include: Data collection and verification, training and support, public reporting, accountability and process improvement, networking, and planning.

The Coral Springs- Parkland Fire Department was named "EMS Provider of the Year" for 2017 by the Florida Health Department. Over the past six years, the department has focused on exceeding the standards set by the state department's EMS strategic plan in training, public education and innovative initiatives. Many other fire departments from around the nation reach out to Coral Springs on a daily basis to benchmark and copy their models. The department has been focused on meeting and exceeding the standards set by the state department's EMS strategic plan in training, public education and innovative initiatives.

Coral Springs Regional Institute of Public Safety, previously known as Coral Springs Fire Academy, is a four-time winner of this celebrated award for its ability to bring about realistic, innovative and cost effective training programs to Florida and abroad. The Fire Service Awards are coordinated through the Bureau of Fire Standards and Training (BFST) by State Fire Marshal's Office annually and are sponsored by the Fire Training Director's Association among other Fire Service related organizations. The Institute mission is to achieve student success by creating and sustaining a dynamic teaching and learning environment. As a public fire academy accredited to offer certificate programs, the entire curriculum is developed and presented in compliance with all local, state and federal standards.

Capital Improvement Program

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General Fund- City Manager's Office

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity Financing								
Stair Enclosure	0	150,000	0	0	0	0	0	150,000
Panic Replacement-CH/CH in Mall	0	26,000	0	0	0	0	0	26,000
Recurring Replacment Funding	37,000	0	105,000	105,000	105,000	35,000	35,000	385,000
Equity Financing Total	37,000	176,000	105,000	105,000	105,000	35,000	35,000	561,000
Operating General Fund								
EOC Upgrades	35,000	0	0	0	0	0	0	0
City Security Improvements	547,352	0	0	0	0	0	0	0
Equity Financing Insurance Total	582,352	0	0	0	0	0	0	0
Total City Manager's Office	**$619,352**	**$176,000**	**$105,000**	**$105,000**	**$105,000**	**$35,000**	**$35,000**	**$561,000**

City Manager's Office projects- FY2021

PROJECT NAME	Stair Enclosure	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	150,000	-	-	-	-	-	150,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Emergency Manangment	Total Project Cost	150,000	-	-	-	-	-	150,000
DESCRIPTION	This project is to improve the security of the City Hall lobby. It provides for an enclosed guard desk, stair enclosure and limits unrestricted access to the elevators.								

PROJECT NAME	Panic Replacment -CH/CH in Mall	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	26,000	-	-	-	-	-	26,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Human Resource	Total Project Cost	26,000	-	-	-	-	-	26,000
DESCRIPTION	This project is an upgrade and improvement to the existing panic buttons that are deployed at City Hall and City Hall at the Mall.								

City Manager's Future capital projects

PROJECT NAME	Recurring CIP Funding	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	105,000	105,000	105,000	35,000	35,000	385,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	City Mananger	Total Project Cost	-	105,000	105,000	105,000	35,000	35,000	385,000
DESCRIPTION	This project reflects a placeholder for funding related to citywide recurring CIP projects to be allocated in future years.								

General Fund- Information Technology

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity Financing								
Network/Internet Infrastructure	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Virtual Infrastructure Growth	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Data Center Infrastructure	80,000	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Equity Financing Total	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**	**2,880,000**
Equity Financing Insurance								
Virtual Infratructure Growth	340,000	0	0	0	0	0	0	0
Implement a DNS, DHCP and IP (D	140,000	0	0	0	0	0	0	0
Equity Financing Insurance Total	**480,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Information Services Total	**$960,000**	**$480,000**	**$480,000**	**$480,000**	**$480,000**	**$480,000**	**$480,000**	**$2,880,000**

Information Technology projects- FY2021

PROJECT NAME	Data Center Infrastructure	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	80,000	80,000	80,000	80,000	80,000	80,000	480,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	80,000	80,000	80,000	80,000	80,000	80,000	480,000
DESCRIPTION	Based on application changes and growth in data access requirements by City departments, Information Technology will have to stay ahead of user demands. To accomplish this task, additional data center infrastructure and server hardware replacement will be needed. This project will address that need.								

PROJECT NAME	Network/Internet Infrastructure	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
FUNDING SOURCE	General Fund Loan/ Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
DESCRIPTION	This project will keep the City's network infrastructure up to date to ensure that the City's data systems are fast, secure, and reliable.								

PROJECT NAME	Virtual Infrastructure Growth	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
FUNDING SOURCE	Equity- General fund/Insurance Fund	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
DESCRIPTION	This project is to grow the data storage infrastructure with based on increased departmental requirements.								

General Fund- Development Services

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
CDBG Grant								
Neighborhood Partnership	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$90,000
Housing Rehabilitation- CDBG	40,043	152,252	40,043	40,043	40,043	40,043	40,043	352,468
Commercial Façade	0	0	0	60,000	0	60,000	0	120,000
CDBG Grant	**40,043**	**167,252**	**55,043**	**115,043**	**55,043**	**115,043**	**55,043**	**562,468**
Equity Financing								
Traffic Management	45,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Equity Financing	45,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
HOME Grant								
Housing Rehabilitation-HOME	262,265	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
HOME Grant	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**262,265**	**1,573,590**
SHIP Grant								
Housing Rehabilitation-SHIP	167,139	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
SHIP Grant	**167,139**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**3,498,198**
Total Development Services	**$514,447**	**$1,042,550**	**$930,341**	**$990,341**	**$930,341**	**$990,341**	**$930,341**	**$5,814,256**

Development Services projects- FY2021

PROJECT NAME	Traffic Management	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
DESCRIPTION	This project is for the ongoing replacement of rubber speed cushions on City streets with concrete.								

PROJECT NAME	Housing Rehabilitation	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	152,252	40,043	40,043	40,043	40,043	40,043	352,467
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	152,252	40,043	40,043	40,043	40,043	40,043	352,467
DESCRIPTION	This rehabilitation program provides home repair assistance to homeowners who are experiencing conditions in and around their home that pose a threat to their health, safety, and welfare.								

PROJECT NAME	Housing Rehabilitation	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
FUNDING SOURCE	Home Grant	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
DESCRIPTION	This rehabilitation program provides home repair assistance to homeowners who are experiencing conditions in and around their home that pose a threat to their health, safety, and welfare.								

PROJECT NAME	Housing Rehabilitation	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
FUNDING SOURCE	SHIP Grant	Operating Impact	-		-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
DESCRIPTION	This rehabilitation program provides home repair assistance to homeowners who are experiencing conditions in and around their home that pose a threat to their health, safety, and welfare.								

PROJECT NAME	Neighborhood Partnership	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	15,000	15,000	15,000	15,000	15,000	15,000	90,000
FUNDING SOURCE	CDBG	Operating Impact	-		-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	15,000	15,000	15,000	15,000	15,000	15,000	90,000
DESCRIPTION	Neighborhood Partnership Program (NPP) funds assist with providing outreach programs to neighborhoods within the Community Development Block Grant (CDBG) Target Area and provide the 50% matching funds required for the NPP. These funds can also be used to further the neighborhood involvement within the same qualified areas.								

Development Services Future capital projects

PROJECT NAME	Commercial Façade	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	-	-	60,000	-	60,000	-	120,000
FUNDING SOURCE	CDBG	Operating Impact	-		-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	-	-	60,000	-	60,000	-	120,000
DESCRIPTION	This program is for commercial façade projects located within the program target area. The selected projects will be awarded matching grant assistance up to $40,000 and will focus on redesigning storefronts including features such as signage and lighting.								

General Fund- Police

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2025 Plan	Total Cost FY 2021-2026
Equity Financing								
Ballistic Helmets	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$30,000
Ballistic Shields and Breaching Toc	0	2,400	2,400	2,400	2,400	2,400	2,400	14,400
Communications Chair Repl	0	3,700	3,700	3,700	3,700	3,700	3,700	22,200
Handgun Replacement	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Livescan	6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000
Morphotrak Latent Station	7,500	7,500	7,500	7,500	7,500	7,500	7,500	45,000
Radar Gun Replacement	0	8,000	8,000	8,000	8,000	8,000	8,000	48,000
Surveillance Equipment	32,500	32,500	32,500	32,500	32,500	32,500	32,500	195,000
Tactical (SRT) Vests	0	37,000	37,000	37,000	37,000	37,000	37,000	222,000
Total Station Replacement	0	3,000	3,000	3,000	3,000	3,000	3,000	18,000
K-9 Tactical Vests	0	0	1,400	1,400	1,400	1,400	1,400	7,000
Rapid ID Devices	11,000	11,000	11,000	11,000	11,000	11,000	11,000	66,000
SWAT Weapons	0	0	8,000	8,000	8,000	8,000	8,000	40,000
Combat Gauze	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
SET- Ballistic Vests	0	0	3,000	3,000	3,000	3,000	3,000	15,000
Bear Tactical Vests	0	0	7,500	7,500	7,500	7,500	7,500	37,500
SWAT Sniper replacement	0	0	6,000	6,000	6,000	6,000	6,000	30,000
CUTS Equipment	0	0	13,500	13,500	13,500	13,500	13,500	67,500
Public Safety Building 2nd floor UP	0	144,750	0	0	0	0	0	144,750
Redundant A/C	0	160,000	0	0	0	0	0	160,000
CAD	0	43,727	43,727	43,727	43,727	43,727	43,727	262,362
Radio System	0	66,649	66,649	66,649	66,649	66,649	66,649	399,894
Radio Consoles and Consolettes (	0	31,851	31,851	31,851	31,851	31,851	31,851	191,106
OSPS Central Square API	0	9,948	10,446	10,968	11,516	12,092	12,697	67,667
Equity Financing Total	**62,000**	**578,025**	**318,173**	**318,695**	**319,243**	**319,819**	**320,424**	**2,174,379**
Operating General Fund								
Ballistic Helmets	30,000	0	0	0	0	0	0	0
Computer/Hi-Tech Forensic Analys	25,000	0	0	0	0	0	0	0
Intelligence Software Upgrades	20,000	0	0	0	0	0	0	0
License Plate Reader	64,000	0	0	0	0	0	0	0
Painting Public Safety Facilities	27,500	0	0	0	0	0	0	0
Video Forensics System	19,500	0	0	0	0	0	0	0
Carpet Replacement Public Safet	20,000	0	0	0	0	0	0	0
Ballistic Shields and Breaching Toc	14,400	0	0	0	0	0	0	0
Tactical (SWAT) Vests	220,000	0	0	0	0	0	0	0
CUTS Team equipment	19,400	0	0	0	0	0	0	0
Operating General Fund Total	**459,800**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Police Total	**$521,800**	**$578,025**	**$318,173**	**$318,695**	**$319,243**	**$319,819**	**$320,424**	**$2,174,379**

Police projects- FY2021

PROJECT NAME	CAD	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	43,727	43,727	43,727	43,727	43,727	43,727	262,362
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Police	Total Project Cost	43,727	43,727	43,727	43,727	43,727	43,727	262,362
DESCRIPTION	This project represents funds set aside for annual depreciation of Computer Aided Disatch Software.								

PROJECT NAME	Redundant A/C	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	160,000	-	-	-	-	-	160,000
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Police	Total Project Cost	160,000	-	-	-	-	-	160,000
DESCRIPTION	This project provides funding for the replacment and new configuration for air conditioning units located in the data server room in the Communications Unit required to maintain the Communications Center daily operations.								

PROJECT NAME	Radio System	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	66,649	66,649	66,649	66,649	66,649	66,649	399,894
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	66,649	66,649	66,649	66,649	66,649	66,649	399,894
DESCRIPTION	This project represents funds set aside for annual depreciation of the Motorola P25 Digital 800 MHz City Radio System that supports Police, Fire and City Govt.								

PROJECT NAME	Ballistic Helmets	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	5,000	5,000	5,000	5,000	5,000	5,000	30,000
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Police	Total Project Cost	5,000	5,000	5,000	5,000	5,000	5,000	30,000
DESCRIPTION	This project represents funding for the replacements of ballistic helmets for all S.W.A.T. team members.								

PROJECT NAME	Ballistic Shields and Breaching Tools	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	2,400	2,400	2,400	2,400	2,400	2,400	14,400
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	2,400	2,400	2,400	2,400	2,400	2,400	14,400
DESCRIPTION	This project represents funding for the purchase of ballistic shields and breaching tools for tactical response to emergency and disaster operations.								

PROJECT NAME	Radio Consoles and Consolettes	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	31,851	31,851	31,851	31,851	31,851	31,851	191,106
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	31,851	31,851	31,851	31,851	31,851	31,851	191,106
DESCRIPTION	This project sets aside funding for the MC7500 radio console system support for the Motorola 925 Digital 800 MHz Radio System that is used by the Public Safety Telecommunicators in the Emergency Communications Center. Each console enable the dispatcher to speak to all users on the system and provide interoperability with all county agencies via radio. The consolettes are a redundancy in case there was a failure with the radio console, the consolettes could be used until primary has been reestablished.								

PROJECT NAME	OSPS Central Square API	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	9,948	10,446	10,968	11,516	12,092	12,697	67,667
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	9,948	10,446	10,968	11,516	12,092	12,697	67,667
DESCRIPTION	This project represents funds set aside for one third of the annual maintenance costs to maintain the application point interface written to connect the city's OSPS CAD to the EDC Hub.								

PROJECT NAME	Rapid ID Devices	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Premier Community in South Florida	Project Cost	11,000	11,000	11,000	11,000	11,000	11,000	66,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	11,000	11,000	11,000	11,000	11,000	11,000	66,000
DESCRIPTION	This project is for the purchase of a handheld wireless supported fingerprint scanning device that communicates via the Mobile Data Browser (MDB) to the Florida Department of Law Enforcement Rapid ID system known as FALCON.								

PROJECT NAME	Surveillance Equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	32,500	32,500	32,500	32,500	32,500	32,500	195,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	32,500	32,500	32,500	32,500	32,500	32,500	195,000
DESCRIPTION	This project is for the replacement of technical support vehicles.								

Police projects- FY2021 (continued)

PROJECT NAME	Livescans	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Premier Community in South Florida	Project Cost	6,000	6,000	6,000	6,000	6,000	6,000	36,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	6,000	6,000	6,000	6,000	6,000	6,000	36,000
DESCRIPTION	This project is for the purchase of Livescans. Livescan is used by officers to capture fingerprints and palm prints electronically, without the use of ink. The LiveScan system captures all rolled fingers, flats, upper, lower, and writer's palms during the booking process in a fast and reliable manner.								

PROJECT NAME	Combat Gauze	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	5,000	5,000	5,000	5,000	5,000	5,000	30,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	5,000	5,000	5,000	5,000	5,000	5,000	30,000
DESCRIPTION	This project is for the replacement of combat gauze.								

PROJECT NAME	Morphotrak Latent Station	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Premier Community in South Florida	Project Cost	7,500	7,500	7,500	7,500	7,500	7,500	45,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	7,500	7,500	7,500	7,500	7,500	7,500	45,000
DESCRIPTION	This project is for the upgrade to the Printrak Latent Station for the latent examiners to ensure they have the tools and critical information to solve cases efficiently and accurately.								

PROJECT NAME	Public Safety Building-2nd floor UPS	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	144,750						144,750
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	144,750	-	-	-	-	-	144,750
DESCRIPTION	This project is for the replacement of the existing Uninterruptible Power Supply (UPS) system located on the second floor of the Public Safety Building which is critical to maintain daily operations for all public safety related matters including 911 call for service.								

Police projects- FY2021 (continued)

PROJECT NAME	Tactical (SWAT) Vests	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	37,000	37,000	37,000	37,000	37,000	37,000	222,000
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	37,000	37,000	37,000	37,000	37,000	37,000	222,000
DESCRIPTION	This is for the replacement of tactical vests used by the SWAT team.								

PROJECT NAME	Total Station Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	3,000	3,000	3,000	3,000	3,000	3,000	18,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	3,000	3,000	3,000	3,000	3,000	3,000	18,000
DESCRIPTION	This project is for the purchase of a replacement total station. This equipment is used by Traffic Homicide investigators to map traffic homicide crime scenes.								

PROJECT NAME	Radar Gun Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	8,000	8,000	8,000	8,000	8,000	8,000	48,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	8,000	8,000	8,000	8,000	8,000	8,000	48,000
DESCRIPTION	This project will facilitate the purchase of replacement radar units for motorcycle officers.								

PROJECT NAME	Communications Chair Repl	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	3,700	3,700	3,700	3,700	3,700	3,700	22,200
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	3,700	3,700	3,700	3,700	3,700	3,700	22,200
DESCRIPTION	This project is for the purchase of communication chairs in the Communication Center.								

Police future capital projects

PROJECT NAME	Bear Tactical Vests	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		7,500	7,500	7,500	7,500	7,500	37,500
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	7,500	7,500	7,500	7,500	7,500	37,500
DESCRIPTION	This project will replace tactical vests with Prima Vista International tactical vests used by the Burglary Enforcement and Reduction Team.								

PROJECT NAME	SWAT Sniper replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		6,000	6,000	6,000	6,000	6,000	30,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	6,000	6,000	6,000	6,000	6,000	30,000
DESCRIPTION	This project is for the replacement of current SWAT Sniper rifles with newer rifles which are lighter, smaller and more maneuverable.								

PROJECT NAME	SWAT Weapons	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		8,000	8,000	8,000	8,000	8,000	40,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	8,000	8,000	8,000	8,000	8,000	40,000
DESCRIPTION	This project is for the replacement of MP5 guns for team members used by Special Weapons and Tactical Team.								

PROJECT NAME	CUTS Team equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Premier Community in South Florida	Project Cost	-	13,500	13,500	13,500	13,500	13,500	67,500
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	13,500	13,500	13,500	13,500	13,500	67,500
DESCRIPTION	This project represents the purchase of equipment for the Civil Unrest Team (CUTS).								

PROJECT NAME	SET- Ballistic Vests	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		3,000	3,000	3,000	3,000	3,000	15,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	3,000	3,000	3,000	3,000	3,000	15,000
DESCRIPTION	This project will facilitate the purchase of replacement ballistic vests for Strategic Enforcement Team (SET) Detectives.								

PROJECT NAME	K-9 Tactical Vests	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		1,400	1,400	1,400	1,400	1,400	7,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	1,400	1,400	1,400	1,400	1,400	7,000
DESCRIPTION	This project is for the replacement of K-9 vests with GatorHawk K-9 tactical vests used by the K-9 unit.								

PROJECT NAME	Handgun Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		5,000	5,000	5,000	5,000	5,000	25,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	5,000	5,000	5,000	5,000	5,000	25,000
DESCRIPTION	This project is for the replacement of handguns for officers in the Police department.								

General Fund- Emergency Medical Services

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity Financing								
Dive Rescue Equipment	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$120,000
Stair Chairs	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Auto Ventilation Units	2,600	2,600	2,600	2,600	2,600	2,600	2,600	15,600
Suction Units	3,500	3,500	3,500	3,500	3,500	3,500	3,500	21,000
Handtevi Bags	1,100	1,100	1,100	1,100	1,100	1,100	1,100	6,600
Lucas Devises	16,800	16,800	16,800	16,800	16,800	16,800	16,800	100,800
Nitrous Kits	6,500	6,500	6,500	6,500	6,500	6,500	6,500	39,000
Park Summit Left Turn Lane	38,000	0	0	0	0	0	0	0
Monitor/Defibrillator	0	0	0	0	0	70,000	70,000	140,000
Handheld Subscriber radios	15,800	15,800	15,800	15,800	15,800	15,800	15,800	94,800
Equity Financing Total	**107,300**	**69,300**	**69,300**	**69,300**	**69,300**	**139,300**	**139,300**	**555,800**
Operating General Fund								
Health and Wellness Equipment	4,560	0	0	0	0	0	0	0
Hurricane Equipment	20,216	0	0	0	0	0	0	0
Stair Chairs- one time	0	0	0	18,000	0	0	0	18,000
Handheld Subscriber radios	0	0	0	0	0	61,000	0	61,000
Operating General Fund Total	**24,776**	**0**	**0**	**18,000**	**0**	**61,000**	**0**	**79,000**
EMS Total	**$132,076**	**$69,300**	**$69,300**	**$87,300**	**$69,300**	**$200,300**	**$139,300**	**$634,800**

Emergency Medical Services projects- FY2021

PROJECT NAME	Auto Ventilation Units	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	2,600	2,600	2,600	2,600	2,600	2,600	15,600
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Emergency Medical Services	Total Project Cost	2,600	2,600	2,600	2,600	2,600	2,600	15,600
DESCRIPTION	This project is for the replacement of Autovents which are used to automatically provide respirations to a patient who is not breathing on their own. This equipment is used in conjunction with CPR and Advanced Life Support measures to care for a patient. We currently carry one autovent on each of our ALS rescues. This equipment has a life cycle of 7-years.								

PROJECT NAME	Dive Rescue Equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	20,000	20,000	20,000	20,000	20,000	20,000	120,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	20,000	20,000	20,000	20,000	20,000	20,000	120,000
DESCRIPTION	This project is for the replacement of diving equipment which enable the Fire department to be prepared to respond to a host of water related emergencies.								

PROJECT NAME	Stair Chairs	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Premier Community in South Florida	Project Cost	3,000	3,000	21,000	3,000	3,000	3,000	36,000
FUNDING SOURCE	General Fund Equity/Operating	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	3,000	3,000	21,000	3,000	3,000	3,000	36,000
DESCRIPTION	This project is for the purchase of stair chairs which are used to facilitate the movement of patients from upper floors by means of the stairway.								

PROJECT NAME	Handheld Subscribers (radios)	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	15,800	15,800	15,800	15,800	76,800	15,800	155,800
FUNDING SOURCE	General Fund Equity/ Operating	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	15,800	15,800	15,800	15,800	76,800	15,800	155,800
DESCRIPTION	This project is for the replacement of portable Motorola radios required for each riding position on apparatus in order to receive emergency and non-emergency calls for service. This device is the crucial link between the unit in the field and dispatch.								

PROJECT NAME	Handtevi Bags	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	1,100	1,100	1,100	1,100	1,100	1,100	6,600
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	1,100	1,100	1,100	1,100	1,100	1,100	6,600
DESCRIPTION	This project is for the replacement of Handtevi bags which carry pediatric management equipment and supplies necessary to care for pediatric patients while following the Handtevy Pediatric Management System.								

PROJECT NAME	Lucas Devises	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	16,800	16,800	16,800	16,800	16,800	16,800	100,800
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	16,800	16,800	16,800	16,800	16,800	16,800	100,800
DESCRIPTION	This project represents the replacement of battery powered cardiac compression machines that are utilized when providing CPR to patients in cardiac arrest.								

PROJECT NAME	Nitrous Kits	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	6,500	6,500	6,500	6,500	6,500	6,500	39,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	6,500	6,500	6,500	6,500	6,500	6,500	39,000
DESCRIPTION	This project represents the replacement of nitrous kits used for the administration of pain relief medication in the form of a gas to patients.								

PROJECT NAME	Suction Units	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	3,500	3,500	3,500	3,500	3,500	3,500	21,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	3,500	3,500	3,500	3,500	3,500	3,500	21,000
DESCRIPTION	This project is for the purchase of replacement equipment used in the care of ALS patients. This equipment extracts foreign material such as vomit or other bodily fluids out of a patients mouth.								

Emergency Medical Services future capital projects

PROJECT NAME	Monitor/ Defibrillator	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	-	-	-	70,000	70,000	140,000
FUNDING SOURCE	General Fund Operating	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	-	-	-	-	70,000	70,000	140,000
DESCRIPTION	This project provides funding for the replacement of this specialized piece of equipment which allow paramedics to view the electrical activity of the heart remotely, permitting diagnosis of cardiac-related emergencies in the field. The device also allows EMS personnel to monitor carbon dioxide levels, carbon monoxide levels, blood pressure, pulse, and make pulse oxygenation assessments. It can also transmit essential information to the receiving hospital prior to the patient's arrival.								

General Fund- Public Works

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity Financing								
Air Conditioning Maint/Rplcmnt	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$900,000
Speed Hump Repair and Restripe	0	0	35,000	35,000	35,000	35,000	35,000	175,000
Street Light Upgrades	0	6,600	30,000	30,000	30,000	30,000	30,000	156,600
Drainage and Swale Improvemen	0	0	25,000	25,000	25,000	25,000	25,000	125,000
Roof Repair & Replacement	170,000	177,000	177,000	177,000	177,000	177,000	177,000	1,062,000
Charter School Facility Rpr/Rplcm	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Equity Financing Total	**320,000**	**383,600**	**467,000**	**467,000**	**467,000**	**467,000**	**467,000**	**2,718,600**
Public Works Total	**$320,000**	**$383,600**	**$467,000**	**$467,000**	**$467,000**	**$467,000**	**$467,000**	**$2,718,600**

Public Works projects- FY2021

PROJECT NAME	Air Conditioning Repairs and Repla	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
DESCRIPTION	This project is a comprehensive program to ensure that all air conditioner systems throughout the city are working efficiently and effectively.								

PROJECT NAME	Roof Repair & Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	177,000	177,000	177,000	177,000	177,000	177,000	1,062,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	177,000	177,000	177,000	177,000	177,000	177,000	1,062,000
DESCRIPTION	This project is for the major repair and replacement of roofs in 35 locations throughout the city.								

PROJECT NAME	Street Light Upgrades	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	6,600	30,000	30,000	30,000	30,000	30,000	156,600
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	6,600	30,000	30,000	30,000	30,000	30,000	156,600
DESCRIPTION	This project will implement the requests received from customers throughout the year to upgrade or add new street lighting.								

PROJECT NAME	Charter School Facility Rpr & Rplcm	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
DESCRIPTION	This project represent funds set aside for repairs and replacments related to the Charter School Facility.								

Public Works future capital projects

PROJECT NAME	Drainage and Swale Improvements	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		25,000	25,000	25,000	25,000	25,000	125,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	-	25,000	25,000	25,000	25,000	25,000	125,000
DESCRIPTION	This project will alleviate drainage deficiencies city wide, eliminating flooding hazards.								

PROJECT NAME	Speed Hump Repair and Restripe	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		35,000	35,000	35,000	35,000	35,000	175,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	-	35,000	35,000	35,000	35,000	35,000	175,000
DESCRIPTION	The funds requested for this project will be utilized for replacement of existing speed humps and for repair parts and striping of existing speed humps.								

General Fund- Transportation

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
CDBG Grant								
Ramblewood ADA sidewalk Study	$20,000	$0	$0	$0	$0	$0	$0	$0
NW 24th Street Sidewalk Rplcmnt	60,000	0	0	0	0	0	0	0
NW 28th Street Sidewalk Rplcmnt	120,000	0	0	0	0	0	0	0
NW 27th Street Sidewalk Rplcmnt	70,000	0	0	0	0	0	0	0
Sample Road ADA Compliant Prjct	0	102,335	0	0	0	0	0	102,335
NW 85th Avenue Sidewalk Rplcmnt	0	70,000	0	0	0	0	0	70,000
NW 91st Avenue Sidewalk Rplcmnt	0	112,000	0	0	0	0	0	112,000
NW 35th Court Sidewalk Rplcmnt	0	65,000	0	0	0	0	0	65,000
CDBG Grant Total	**270,000**	**349,335**	**0**	**0**	**0**	**0**	**0**	**349,335**
Equity Financing								
Bridge Repairs	5,000	0	10,000	10,000	10,000	10,000	10,000	50,000
Existing Walkways Renovation	51,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Guardrail Maintenance and Repair	15,000	0	30,000	30,000	30,000	30,000	30,000	150,000
Resurface & Restripe Parking Lots	51,000	64,000	100,000	100,000	100,000	100,000	100,000	564,000
Road Resurfacing Program	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Bus Shelters Repairs & Replacement	13,000	0	25,000	25,000	25,000	25,000	25,000	125,000
University Drive Interconnectivity Prjct	0	0	55,000	0	0	0		55,000
Intersection approach upgrade to ADA	51,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Master Parking Lot Refurbishing- ADA Ci	26,000	0	50,000	50,000	50,000	50,000	50,000	250,000
NW 39th Street Sidewalk & Drainage	0	0	0	0	345,000	0	0	345,000
Curb/Culdesac replacement	20,000	0	40,000	40,000	40,000	40,000	40,000	200,000
Rock Island Bike Lane Project	0	135,000	0	0	0	0	0	135,000
Turtle Creek bike lanes	0	85,000	0	0	0	0	0	85,000
University Drive Widening Project	0	0	150,000	0	0	0	0	150,000
Curbing on Sample	100,000	0	0	0	0	0	0	0
Equity Financing Total	**832,000**	**984,000**	**1,160,000**	**955,000**	**1,300,000**	**955,000**	**955,000**	**6,309,000**
Operating General Fund								
Canal Bank Clearing	50,000	0	0	0	0	0	0	0
Bus Shelter add solar power fan	25,000	0	0	0	0	0	0	0
Operating General Fund Total	**75,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Department of Transportation								
University Drive Interconnectivity Prjct	0	0	1,100,000	0	0	0	0	1,100,000
Rock Island Bike Lane Project	2,717,000	0	0	0	0	0	0	0
Turtle Creek bike lanes	1,716,949	0	0	0	0	0	0	0
University Drive Widening Project	0	0	20,717,000	0	0	0	0	20,717,000
Department of Transportation Total	**4,433,949**	**0**	**21,817,000**	**0**	**0**	**0**	**0**	**21,817,000**
FDOT								
NW 39th Street Sidewalk & Drainage	0	0	0	0	1,972,000	0	0	1,972,000
FDOT Total	0	0	0	0	1,972,000	0	0	1,972,000
Broward County Surtax								
Milling Paving & Resurfacing Alleyways	0	399,486	0	0	0	0	0	399,486
Broward County Surtax Total	**0**	**399,486**	**0**	**0**	**0**	**0**	**0**	**399,486**
Transportation Total	**$5,610,949**	**$1,732,821**	**$22,977,000**	**$955,000**	**$3,272,000**	**$955,000**	**$955,000**	**$30,846,821**

Transportation projects- FY2021

PROJECT NAME	Sample Road ADA Compliant Project	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	102,335						102,335
FUNDING SOURCE	General Fund Operating	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	102,335	-	-	-	-	-	102,335
DESCRIPTION	Funds will be used to remove existing asphalt and replace with concrete that is in compliance with current ADA standards and detectable warnings of parking lots along the north and South side of Sample Road.								

PROJECT NAME	NW 85th Street Sidewalk Rplcmnt.	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	70,000						70,000
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	70,000	-	-	-	-	-	70,000
DESCRIPTION	Funds will be used to remove exisiting asphalt and replace with concrete sidewalk that is in compliance with current ADA standards and detectable warnings.								

PROJECT NAME	NW 91st Street Sidewalk Rplcmnt.	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	112,000						112,000
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	112,000	-	-	-	-	-	112,000
DESCRIPTION	Funds will be used to remove exisiting asphalt and replace with concrete sidewalk that is in compliance with current ADA standards and detectable warnings in between NW 28th Street and NW 31st Court.								

PROJECT NAME	NW 27th Street Sidewalk Rplcmnt.	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	65,000	-	-	-	-	-	65,000
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	65,000	-	-	-	-	-	65,000
DESCRIPTION	This project is for the replacement of existing asphalt sidewalk with concrete that is in compliance with current ADA standards and detectable warnings between Riverside Drive and Woodside Drive.								

PROJECT NAME	Existing Walkways Renovation	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	This project is for the replacement of existing asphalt pedestrian walkways with concrete sidewalks.								

PROJECT NAME	Resurface and Restripe Parking Lots	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	64,000	100,000	100,000	100,000	100,000	100,000	564,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	64,000	100,000	100,000	100,000	100,000	100,000	564,000
DESCRIPTION	This project represents a maintenance program to resurface or reseal City parking lots.								

PROJECT NAME	Road Resurfacing Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
DESCRIPTION	This is a ongoing project to resurface City roads. Effective road resurfacing management calls for streets to be resurfaced approximately every 25 years.								

PROJECT NAME	Intersection approach ADA upgrade	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	This project is for the upgrade of asphalt ramps at intersections to concrete that meet proper slopes and pitch on city roads.								

Transportation projects- FY2021 (continued)

PROJECT NAME	Rock Island Bike Lane Project	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	135,000	-	-	-	-	-	135,000
FUNDING SOURCE	Dept. of Transportation/ Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works- Transportation	Total Project Cost	135,000	-	-	-	-	-	135,000
DESCRIPTION	This project will add 5-foot bike lanes to Rock Island, replace asphalt sidewalks with concrete, make ADA upgrades throughout the corridor, and add landscaping where appropriate. The road will also be milled and resurfaced and restriped.								

PROJECT NAME	Turtle Creek Bike Lanes	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	85,000	-	-	-	-	-	85,000
FUNDING SOURCE	Department of Transportation	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	85,000	-	-	-	-	-	85,000
DESCRIPTION	This project will add 4.5-foot bike lanes to Turtle Creek Dr., make ADA upgrades throughout the corridor, replace the median curb. The road will also be milled and resurfaced and restriped.								

PROJECT NAME	Milling Paving & Resurfacing Alleyways	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	399,486						399,486
FUNDING SOURCE	Broward County Surtax	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	399,486	-	-	-	-	-	399,486
DESCRIPTION	This project provides funding for the resurfacing and drainage improvements in alleyways located on Sample Road, University Drive and Wiles Road.								

Transportation future capital projects

PROJECT NAME	Bridge Repair	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		10,000	10,000	10,000	10,000	10,000	50,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	10,000	10,000	10,000	10,000	10,000	50,000
DESCRIPTION	This project represents funds used to perform repairs identified in the Florida Department of Transportation inspection report of bridges over City-owned roadways.								

PROJECT NAME	Guardrail Maintenance and Repair	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		30,000	30,000	30,000	30,000	30,000	150,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	30,000	30,000	30,000	30,000	30,000	150,000
DESCRIPTION	This project represents a systematic maintenance and repair program for guardrails throughout the City to extend their useful life.								

PROJECT NAME	Bus Shelter Repairs and Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		25,000	25,000	25,000	25,000	25,000	125,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	25,000	25,000	25,000	25,000	25,000	125,000
DESCRIPTION	This project is for the installation of bus shelters at locations that meet the Broward County Transit shelter criteria of 25 boarding per day, or necessary to meet the needs of our community as well as provides funds for shelter maintenance and improvements.								

PROJECT NAME	University Drive Interconnectivity	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		1,155,000	-	-	-	-	1,155,000
FUNDING SOURCE	Dept. of Transportation/ Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	1,155,000	-	-	-	-	1,155,000
DESCRIPTION	This project involves improvements to University Drive between Sample Road and Cardinal Road-reducing two travel lanes in each direction to 11-feet and widening the outside lane to 14-feet, thereby providing a shared travel lane with bicyclists.								

PROJECT NAME	Master Parking Lot Refurbishing-ADA Compliance	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		50,000	50,000	50,000	50,000	50,000	250,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	50,000	50,000	50,000	50,000	50,000	250,000
DESCRIPTION	This project will remove existing asphalt sidewalk and replace with concrete sidewalk that is in compliance with current ADA standards.								

PROJECT NAME	Curb/Cul-de-sac replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		40,000	40,000	40,000	40,000	40,000	200,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	40,000	40,000	40,000	40,000	40,000	200,000
DESCRIPTION	This project is for the replacement of curbs and cul-de-sacs throughout the City.								

PROJECT NAME	University Drive Widening Project	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		20,867,000	-	-	-	-	20,867,000
FUNDING SOURCE	Dept. of Transportation/ Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	20,867,000	-	-	-	-	20,867,000
DESCRIPTION	The University Drive Widening Project is being designed and constructed by the Florida Department of Transportation (FDOT). The project is funded by a Federal Highway Administration Grant awarded to the City by the Broward Metropolitan Planning Organization. The project will widen University Drive from NW 40th Street to the Sawgrass Expressway to a 6-lane facility . In addition, bike lanes and new sidewalks will be built and additional landscaping will be planted along the corridor.								

PROJECT NAME	NW 39th Street Sidewalk and Drainag	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost		-		2,317,000	-	-	2,317,000
FUNDING SOURCE	Department of Transportation/ Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	-	-	-	2,317,000	-	-	2,317,000
DESCRIPTION	This project consists of enhancements to NW 39th street including improved drainage and sidewalks from Coral Ridge to NW 110th Ave in a partnership with DOT.								

General Fund- Parks & Recreation

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
CDBG Grant								
Youth Recreation Scholarship	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Sr. Recreational and Therapeuticc	24,241	26,212	24,241	24,241	24,241	24,241	24,241	147,416
Lions Park Lighting Project	100,000	0	0	0	0	0	0	0
Castlewood Park Replacement	85,000	0	0	0	0	0	0	0
CDBG Grant Total	**259,241**	**76,212**	**74,241**	**74,241**	**74,241**	**74,241**	**74,241**	**447,416**
Equity Financing								
15-year Playground Replacement	205,000	114,000	205,000	205,000	205,000	205,000	205,000	1,139,000
Light Fixture Replacement Prograr	268,100	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Irrigation Equipment	0	100,000	0	0	0	0	0	100,000
Athletic Field Renovations	50,000	50,000	100,000	100,000	100,000	100,000	100,000	550,000
Asphalt pathway overlay	0	100,000	100,000	100,000	100,000	100,000	100,000	600,000
American League upgrades	50,000	0	0	0	0	0	0	0
Splash Pad	250,000	0	0	0	0	0	0	0
Fencing replacement and repair -	0	150,000	0	0	0	0	0	150,000
Canopy Shade Structures	0	100,000	0	0	0	0	0	100,000
Equity Financing Total	**823,100**	**914,000**	**705,000**	**705,000**	**705,000**	**705,000**	**705,000**	**4,439,000**
Loan								
Turf Fields	5,232,000	0	0	0	0	0	0	0
Loan Total	**5,232,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Parks Total	**$6,314,341**	**$990,212**	**$779,241**	**$779,241**	**$779,241**	**$779,241**	**$779,241**	**$4,886,416**

Parks & Recreation projects- FY2021

PROJECT NAME	Youth Recreation Scholarship	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
DESCRIPTION	The City offers many recreation programs to youth living in the City. The purpose of this program is to assist families who are unable to utilize these services due to the cost. Scholarships will be offered to low- to moderate-income households to participate in the programs.								

PROJECT NAME	Sr. Recreational and Therapeutical Activity	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	26,212	24,241	24,241	24,241	24,241	24,241	147,417
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	26,212	24,241	24,241	24,241	24,241	24,241	147,417
DESCRIPTION	The City offers opportunities for senior citizens to interact with each other during recreational activities. This program serves over 800 seniors each month through therapeutic and recreational programming. This funding provides daily activities at Sartory Senior Center.								

PROJECT NAME	15-year Playground Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	114,000	205,000	205,000	205,000	205,000	205,000	1,139,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	114,000	205,000	205,000	205,000	205,000	205,000	1,139,000
DESCRIPTION	This project is to replace the City's Park's playgrounds on a 15- year cycle.								

PROJECT NAME	Light Fixture Replacement Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
FUNDING SOURCE	General Fund Equity	Operating Impact	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(42,000)
DEPARTMENT	Parks and Recreation	Total Project Cost	293,000	293,000	293,000	293,000	293,000	293,000	1,758,000
DESCRIPTION	The funds requested are part of our 10 year Master Plan to improve the City Parks. This covers the installation of the newer energy efficient, hurricane resistant light fixtures like those at North Community and Cypress Park. They have proven their value by reducing energy costs at both parks and they are better for surrounding residents because there is very little back lighting.								

PROJECT NAME	Irrigation Equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	100,000						100,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	100,000	-	-	-	-	-	100,000
DESCRIPTION	This project provides funding for the replacment of the parks irrigation control system upgrade.								

PROJECT NAME	Athletic Field Renovations	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	50,000	100,000	100,000	100,000	100,000	100,000	550,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	50,000	100,000	100,000	100,000	100,000	100,000	550,000
DESCRIPTION	This project provides funding for the removal of exisiting grass, lazer grading of fields and installation of new grass on athletic fileds throughout the City. This work will ensure fields stay safe, dain better and play better.								

PROJECT NAME	Asphalt pathway overlay	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	This project is for the replacement of pathway overlay at various parks throughout the city.								

PROJECT NAME	Fencing Replacement & Repair	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	150,000						150,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	150,000	-	-	-	-	-	150,000
DESCRIPTION	This project provides funding for the repair and replacment of fencing at the tennis center.								

PROJECT NAME	Canopy Shade Structure	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	100,000						100,000
FUNDING SOURCE	City Investment in Today and Future	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	100,000	-	-	-	-	-	100,000
DESCRIPTION	This project provides funding for the replacement of canopy pole structures and shades within the baseball wheel at North Community Park.								

General Fund- Sportsplex

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity Financing								
Pickleball	$85,000	$0	$0	$0	$0	$0	$0	$0
Equity Financing Total	**85,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Loan								
Turf Fields	872,000	0	0	0	0	0	0	0
Loan Total	**872,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Sportsplex Total	**$957,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

General Fund- Aquatics

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
CDBG Grant								
Sr. Rec and Therapeutical Acti	$40,000	$43,000	$40,000	$40,000	$40,000	$40,000	$40,000	$243,000
CDBG Grant Total	**40,000**	**43,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**243,000**
Equity Financing								
Chemical Feeder Repl for 3 Po	5,000	5,000	10,000	10,000	10,000	10,000	10,000	55,000
Fitness Equipment Replacemei	40,000	35,000	40,000	40,000	40,000	40,000	40,000	235,000
Motor Pump Repl— 3 pool sites	11,600	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Pool Heater Replacement	20,000	25,000	35,000	35,000	35,000	35,000	35,000	200,000
Equity Financing Total	**76,600**	**80,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**580,000**
Aquatics Total	**$116,600**	**$123,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$823,000**

Aquatics projects FY2021

PROJECT NAME	Senior Fitness Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	43,000	40,000	40,000	40,000	40,000	40,000	243,000
FUNDING SOURCE	CDBG funds	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	43,000	40,000	40,000	40,000	40,000	40,000	243,000
DESCRIPTION	This projects represents a Senior Fitness Program run through the Aquatic Complex and Sartory Hall.								

PROJECT NAME	Chemical Feeder Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	5,000	10,000	10,000	10,000	10,000	10,000	55,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	5,000	10,000	10,000	10,000	10,000	10,000	55,000
DESCRIPTION	This project is for the replacement of chemical feeders at the Aquatics Complex, Cypress Park, and Mullins Park pools.								

PROJECT NAME	Fitness Equipment Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	35,000	40,000	40,000	40,000	40,000	40,000	235,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	35,000	40,000	40,000	40,000	40,000	40,000	235,000
DESCRIPTION	This project is for the ongoing replacement of the cardio- Fitness Equipment at the Aquatics Complex.								

PROJECT NAME	Motor Pump Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	15,000	15,000	15,000	15,000	15,000	15,000	90,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	15,000	15,000	15,000	15,000	15,000	15,000	90,000
DESCRIPTION	This project is to continue replacement of pumps, motors, and compressors for Aquatics Complex, Cypress Park, and Mullins Park pools.								

PROJECT NAME	Pool Heater Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	25,000	35,000	35,000	35,000	35,000	35,000	200,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Aquatics	Total Project Cost	25,000	35,000	35,000	35,000	35,000	35,000	200,000
DESCRIPTION	This project is for the six-year replacement program of Geo-Thermal heat pumps at the Aquatics Complex- 1 to 2 units each year.								

CIP by funding source/total project cost

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Operating-Fire Fund								
Tactical Rescue Training Equipment	$65,000	$0	$0	$0	$0	$0	$0	$0
Structure Burn Replacement	17,000	0	0	0	0	0	0	0
Flashover Replacement	10,000	0	0	0	0	0	0	0
Extrication Unit	0	0	32,000	0	0	0	0	32,000
Health and Wellness Equipment	7,440	0	0	0	0	0	0	0
Tower Upgrades CSRIPS & 71	25,000	0	0	0	0	0	0	0
Rapid Intervention Team (RIT) Bags	186,000	0	0	0	0	0	0	0
Add to Fleet- 5 Pickup Trucks	136,360	0	0	0	0	0	0	0
Hurricane Equipment	32,984	0	0	0	0	0	0	0
Residential Fire Sprinkler Feasibility Stu	0	10,000	0	0	0	0	0	10,000
Add to Fleet- 2 vehicles	0	94,000	0	0	0	0	0	94,000
Self Contained Breathing Apparatus/bo	0	0	0	0	125,000	0	0	125,000
Lockdown System- Academy	0	25,000	0	0	0	0	0	25,000
Operating-Fire Fund Total	**479,784**	**129,000**	**32,000**	**0**	**125,000**	**0**	**0**	**286,000**
Loan Fire Fund								
Station 64	4,200,000	0	0	0	0	0	0	0
Academy Expansion	7,000,000	0	0	0	0	0	0	0
Loan Fire Fund Total	**11,200,000**	0	0	0	0	0	0	0
Equity- Fire Fund								
Dive Rescue Equipment	12,500	0	0	0	0	0	0	0
Tactical Rescue Training Equipment	0	0	32,500	32,500	32,500	32,500	32,500	162,500
Traffic Pre-Emption	25,000	14,000	25,000	25,000	25,000	25,000	25,000	139,000
Portable Radio Replacement	0	0	94,487	94,487	94,487	46,020	46,020	375,501
Thermal Imagers	25,000	0	25,000	25,000	25,000	25,000	25,000	125,000
Gas Meters	7,000	2,500	2,500	2,500	2,500	2,500	2,500	15,000
Fire Stations Painting & Improvements	130,000	103,021	130,000	130,000	130,000	130,000	130,000	753,021
Personal Protective Equipment (PPE)	60,000	426,793	95,000	95,000	95,000	95,000	95,000	901,793
Fireworks	18,000	0	0	0	0	0	0	0
Park Summit Left Turn Lane	62,000	0	0	0	0	0	0	0
LDH	9,000	9,000	9,000	9,000	9,000	9,000	9,000	54,000
Self Contained Breathing Apparatus/bo	67,000	125,431	169,662	169,662	169,662	163,676	163,676	961,769
Equity- Fire Fund Total	**415,500**	**680,745**	**583,149**	**583,149**	**583,149**	**528,696**	**528,696**	**3,487,584**
Broward County Surtax								
Emergency Traffic Signal- Stations 71 & 8	0	496,917	0	0	0	0	0	496,917
Broward County Surtax Total	0	496,917	0	0	0	0	0	496,917
Fire Total	**$12,095,284**	**$1,306,662**	**$615,149**	**$583,149**	**$708,149**	**$528,696**	**$528,696**	**$4,270,501**

Fire Department projects FY2021

PROJECT NAME	Residential fire Sprinkler Feasibility	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	10,000						10,000
FUNDING SOURCE	Fire Fund Operating	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	10,000						10,000
DESCRIPTION	This project is for the purchase of two-way radios which are the primary communication tool to respond to firefighting operations.								

PROJECT NAME	Add to Fleet- Clean Cab Vehicles (2	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	94,000						94,000
FUNDING SOURCE	Fire Fund Operating	Operating Impact	15,933	15,933	15,933	15,933	15,933	15,933	95,598
DEPARTMENT	Fire	Total Project Cost	109,933	15,933	15,933	15,933	15,933	15,933	189,598
DESCRIPTION	This project will allow for front line operations emergency response vehicles to be converted to clean cab. The purchase of five pickup trucks will provide the inspector/investigator with a clean cab environment and a separate area for all equipment that was utilized in any immediately dangerous to life and health (IDLH) environment.								

PROJECT NAME	Lockdown System- Academy	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	25,000						25,000
FUNDING SOURCE	Fire Fund Operating	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	25,000						25,000
DESCRIPTION	This project enhances the security at the Fire Academy through the installation of a lockdown system. This system provides a capability for instant alerting during an emergency situation.								

PROJECT NAME	Traffic Pre-Emption	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	14,000	25,000	25,000	25,000	25,000	25,000	139,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	14,000	25,000	25,000	25,000	25,000	25,000	139,000
DESCRIPTION	This project is for the installation of Opticom traffic light controllers at four major intersections within the City of Coral Springs. The Opticom unit receives a radio signal from approaching emergency vehicles, stops other vehicle traffic from all other directions, and allows the emergency unit to safely proceed through the intersection with minimum delay. This minimizes the time it takes for emergency vehicles to reach an emergency scene and assists the fire department in achieving response goals.								

Fire Department projects FY2021 (continued)

PROJECT NAME	Gas Meters	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	2,500	2,500	2,500	2,500	2,500	2,500	15,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	2,500	2,500	2,500	2,500	2,500	2,500	15,000
DESCRIPTION	This project is for the replacement of gas meters used in a variety of emergency situations.								

PROJECT NAME	Fire Stations Painting and Improver	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	103,021	130,000	130,000	130,000	130,000	130,000	753,021
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	103,021	130,000	130,000	130,000	130,000	130,000	753,021
DESCRIPTION	This project is for the routine, on-going repairs and maintenance of the fire stations.								

PROJECT NAME	Personal Protective Equipment (PP	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	426,793	95,000	95,000	95,000	95,000	95,000	901,793
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	426,793	95,000	95,000	95,000	95,000	95,000	901,793
DESCRIPTION	This project is for the purchase of a second set of firefighting personal equipment for each firefighter and a primary set to each fire academy instructor that conducts live fire training.								

PROJECT NAME	LDH	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	9,000	9,000	9,000	9,000	9,000	9,000	54,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	9,000	9,000	9,000	9,000	9,000	9,000	54,000
DESCRIPTION	This project is for the replacement of large-dismeter hoses which have the ability to move large volumes of water.								

PROJECT NAME	Self Contained Breathing Apparatus & Bottles	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	125,431	169,662	169,662	294,662	163,676	163,676	1,086,769
FUNDING SOURCE	Fire Fund Equity/Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	125,431	169,662	169,662	294,662	163,676	163,676	1,086,769
DESCRIPTION	This project is for the purchase of self-contained breathing apparatus worn by firefighters to provide breathable air in an immediately dangerous to life or health atmosphere.								

PROJECT NAME	Emergency Traffic Signal- Stations 7	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	496,917	-	-	-	-	-	496,917
FUNDING SOURCE	Broward County Surtax	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	496,917	-	-	-	-	-	496,917
DESCRIPTION	This project is for the installation of Emergency Traffic Signals at stationd 71 & 80.								

Fire Department future projects

PROJECT NAME	Extrication Unit	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		32,000	-	-	-	-	32,000
FUNDING SOURCE	Fire Fund Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	-	32,000	-	-	-	-	32,000
DESCRIPTION	This project is for funding of a specialized unit using the "Jaws of Life" to assist in vehicle extrications during crashes, as well as other confined spaces.								

PROJECT NAME	Portable Radio Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost		94,487	94,487	94,487	46,020	46,020	375,501
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	-	94,487	94,487	94,487	46,020	46,020	375,501
DESCRIPTION	This project is for the purchase of two-way radios which are the primary communication tool to respond to firefighting operations.								

PROJECT NAME	Thermal Imagers	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	25,000	25,000	25,000	25,000	25,000	125,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	-	25,000	25,000	25,000	25,000	25,000	125,000
DESCRIPTION	This project is to replace three thermal imaging cameras used in rescue units for search and rescue operations. These units can detect propane and natural gas leaks, and have an increased thermal range that help firefighters when searching for fire victims or people in wooded areas.								

PROJECT NAME	Tactical Rescue Training Equipmen	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	32,500	32,500	32,500	32,500	32,500	162,500
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	-	32,500	32,500	32,500	32,500	32,500	162,500
DESCRIPTION	This project is for the purchase of specialized equipment for training in tactical rescue operations for both existing fire personnel and its area mutual aid departments.								

Water & Sewer Fund

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Renewal and Replacement								
Infiltration/Inflow Correction Program	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,000,000
Water Meter Replacement Program	60,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Lift Station Rehab Program	1,400,000	150,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,150,000
Galvanized Water Service Replacemer	450,000	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
Force Main System Improvements	750,000	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
Cast Iron Water Main Replacement	1,000,000	1,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000
Water Storage Tanks & Clearwell Clear	0	0	0	300,000	0	0	0	300,000
Force Main Integrity Evaluation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Additional Downtown Improvements	0	0	1,000,000	1,000,000	0	0	0	2,000,000
Water and Wastewater Pumps	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Wiles Rd. Utilities Relocation Phase 2	0	0	0	0	0	0	0	0
Water Wells Rehabilitation Services	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
Renewal and Replacement Total	**5,160,000**	**3,910,000**	**8,160,000**	**6,460,000**	**5,160,000**	**5,160,000**	**5,160,000**	**34,010,000**
Operating-W&S Fund								
Fire Hydrant Replacement Program	60,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Security Improvements	0	53,000	0	0	0	0	0	53,000
Force Main Valve Repair/Repl. Progran	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Water Main Valve Repair/Repl. Prograr	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Painting WTP	0	0	0	600,000	0	0	0	600,000
Dead End Water Main Automatic Flush	25,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Portable Emergency Generators for Lift	50,000	95,000	95,000	95,000	95,000	95,000	95,000	570,000
Camera Equipment	0	50,000	0	0	0	0	0	50,000
Operating-W&S Fund Total	335,000	548,000	445,000	1,045,000	445,000	445,000	445,000	3,373,000
Total	**$5,495,000**	**$4,458,000**	**$8,605,000**	**$7,505,000**	**$5,605,000**	**$5,605,000**	**$5,605,000**	**$37,383,000**

Water & Sewer Fund projects FY2021

PROJECT NAME	Infiltration/ Inflow Correction Prog	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
DESCRIPTION	This project is to prevent the inflow and infiltration of ground water into the sewer lines, which ultimately travels to a Broward County wastewater treatment facility where charges are incurred for treating ground water.								

PROJECT NAME	Water Meter Replacement Progran	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	60,000	60,000	60,000	60,000	60,000	60,000	360,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							
DEPARTMENT	Utilities	Total Project Cost	60,000	60,000	60,000	60,000	60,000	60,000	360,000
DESCRIPTION	This project is an ongoing replacement of one to six inch water meters based on periodic testing. Meters that do not test at 99% efficiency are placed in the replacement schedule.								

PROJECT NAME	Lift Station Rehab Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	150,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,150,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	150,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,150,000
DESCRIPTION	This project is an ongoing annual rehabilitation of existing City sanitary lift stations. This rehabilitation prevents sewer overflows and provides a reliable wastewater collection system.								

PROJECT NAME	Galvanized Water Service Replacement Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							
DEPARTMENT	Utilities	Total Project Cost	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
DESCRIPTION	This project is part of an ongoing program to replace the existing galvanized water pipes throughout the City's utility service area.								

PROJECT NAME	Force Main System Improvements	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
DESCRIPTION	This project is intended to implement the recommendations generated by a study of the existing condition of the sewer force mains in an effort to sustain a planned repair and replacement program.								

PROJECT NAME	Cast Iron Water Main Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	1,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	1,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000
DESCRIPTION	This project represents removal/replacement of all cast iron water mains with ductile iron or polyvinyl chloride pipe.								

PROJECT NAME	Force Main Valve Repair/Repl. Prog	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	Water & Sewer Operating	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	The Florida Department of Environmental Protection requires Utilities to have a valve exercise program. This project is for the ongoing identification of valves in the system, incorporation into the GIS system and documentation of this exercise program. Valves that have reached their useful life and/or no longer functional will be replaced.								

Water & Sewer Fund projects FY2021 (continued)

PROJECT NAME	Water and Wastewater Pumps	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							
DEPARTMENT	Utilities	Total Project Cost	150,000	150,000	150,000	150,000	150,000	150,000	900,000
DESCRIPTION	This project is for the purchase of pumps for water plant and wastewater lift stations as well as other critical assets to reduce the risk of system failure when pumps are out for repairs. This project will also replace pumps that have reached their life and are in need of major repairs to restore their capacity.								

PROJECT NAME	Water Wells Rehabilitation Services	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
DESCRIPTION	This project is for the rehabilitation of existing water wells, required to restore them to their original design capacity and production.								

PROJECT NAME	Fire Hydrant Replacement Program	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	Water & Sewer Operating	Operating Impact							
DEPARTMENT	Utilities	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	This project will replace fire hydrants that are no longer serviceable or for which OEM parts are no longer available.								

PROJECT NAME	Security Improvement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	53,000	-	-	-	-	-	53,000
FUNDING SOURCE	Operating - Water and Sewer	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	53,000	-	-	-	-	-	53,000
DESCRIPTION	The project seeks to improve the capabilities and coverage of the existing video surveillance camera system located at the City's Water Plant.								

PROJECT NAME	Force Main Integrity Evaluation	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	This project is intended to study the existing condition of the existing sewer force mains and develop a planned repair and replacement program.								

PROJECT NAME	Water Main Valve Repair/ Repl Pro	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
FUNDING SOURCE	Water & Sewer- Operating	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	100,000	100,000	100,000	100,000	100,000	100,000	600,000
DESCRIPTION	The Florida Department of Environmental Protection requires utilities to have a valve exercise program. This project is the on going identification of valves in the system to incorporate into the GIS system and document the exercise program. Valves that have reached their useful life and/or no longer functional will be replaced.								

PROJECT NAME	Dead End Water Main Automatic F	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUNDING SOURCE	Water & Sewer- Operating	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
DESCRIPTION	This project is intended to continue the installation of automatic flushing systems at dead-end streets to ensure water quality.								

Water & Sewer Fund projects FY2021 (continued)

PROJECT NAME	Portable Emergency Generators fo	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	95,000	95,000	95,000	95,000	95,000	95,000	570,000
FUNDING SOURCE	Water & Sewer- Operating	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	95,000	95,000	95,000	95,000	95,000	95,000	570,000
DESCRIPTION	This project is intended to fund the purchase of two emergency generators for lift stations on an annual basis. Project shall add portable emergency power generators to the fleet inventory for the 50 existing lift stations.								

PROJECT NAME	Camera Equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	50,000	-	-	-	-	-	50,000
FUNDING SOURCE	Operating - Water and Sewer	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project is for the purchase of a camera system used in the I & I program to inspect main lines.								

Water & Sewer fund future projects

PROJECT NAME	Additional Downtown Improvemer	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	1,000,000	1,000,000	-	-	-	2,000,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	1,000,000	1,000,000	-	-	-	2,000,000
DESCRIPTION	This project is for the installation of underground utility infrastructure in the new downtown area.								

PROJECT NAME	Painting WTP	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	-	600,000	-	-	-	600,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	-	600,000	-	-	-	600,000
DESCRIPTION	This project is for the painting of buildings inside the perimeter of the Water Treatment Plant.								

PROJECT NAME	Water Storage Tanks and Clearwell	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	-	-	300,000	-	-	-	300,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	-	300,000	-	-	-	300,000
DESCRIPTION	This project will implement a master plan for the timely cleaning of water storage tanks.								

Equipment Service Fund

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Operating-Equipment Services Fund								
Contingency for Equip Purchases	$53,000	$56,000	$60,000	$60,000	$60,000	$60,000	$60,000	$356,000
Vehicles and Equipment Replacem	4,327,240	4,196,664	7,567,757	3,218,332	3,578,089	4,649,403	6,623,186	29,833,430
Operating-Equipment Services Fund Total	**4,380,240**	**4,252,664**	**7,627,757**	**3,278,332**	**3,638,089**	**4,709,403**	**6,683,186**	**30,189,430**
Equity Financing Equipment Fund								
Shop Equipment 4150 Bldg	200,000	0	0	0	0	0	0	0
Fleet Vehicle	38,000	0	0	0	0	0	0	0
Medium/Heavy Duty Truck Lift Rplcn	0	68,000	0	0	0	0	0	68,000
Equity Financing Equipment Fund Total	**238,000**	**68,000**	**0**	**0**	**0**	**0**	**0**	**68,000**
Total	**$4,618,240**	**$4,320,664**	**$7,627,757**	**$3,278,332**	**$3,638,089**	**$4,709,403**	**$6,683,186**	**$30,257,430**

Equipment Service Fund projects FY2021

PROJECT NAME	Medium/Heavy Duty Truck Lift Rplcmnt	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Responsible City Government	Project Cost	68,000	-	-	-	-	-	68,000
FUNDING SOURCE	Equipment Service Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fleet	Total Project Cost	68,000	-	-	-	-	-	68,000
DESCRIPTION	This project is for the replacement of a truck lift which provides the ability to safetly lift up medium/heavy duty trucks in the City Garage at Westside.								

PROJECT NAME	Replacement of Vehicles and Equipment	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	4,252,664	7,627,757	3,278,332	3,638,089	4,709,403	6,683,186	30,189,430
FUNDING SOURCE	Equipment Service Fund Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fleet	Total Project Cost	4,252,664	7,627,757	3,278,332	3,638,089	4,709,403	6,683,186	30,189,430
DESCRIPTION	This project represents the vehicles and equipment scheduled for replacement in Fiscal Year 2021.								

Charter School Fund

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Charter School Fund								
Roof Replacement	$0	$0	$445,653	$386,092	$0	$0	$0	$831,745
Air Conditioning Repair and Repl.	1,293,590	750,000	0	0	0	0	0	750,000
Repair of Exterior Stucco Cracking	0	0	70,000	100,000	0	0	0	170,000
Remodel Science Labs	0	250,000	0	0	0	0	0	250,000
Charter School Fund Total	**$1,293,590**	**$1,000,000**	**$515,653**	**$486,092**	**$0**	**$0**	**$0**	**2,001,745**

Charter School Fund projects FY2021

PROJECT NAME	Air Conditioning Repair and Repl.	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	750,000	-	-	-	-	-	750,000
FUNDING SOURCE	Charter School Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Charter School	Total Project Cost	750,000	-	-	-	-	-	750,000
DESCRIPTION	This project is for the repair and replacement of air conditioning units in the Charter School.								

PROJECT NAME	Remodel Science Labs	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	250,000	-	-	-	-	-	250,000
FUNDING SOURCE	Charter School Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Charter School	Total Project Cost	250,000	-	-	-	-	-	250,000
DESCRIPTION	This project is for the remodeling of three science labs to make them more modern and efficient.								

Charter School Fund future capital projects

PROJECT NAME	Roof Replacement	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	-	445,653	386,092	-	-	-	831,745
FUNDING SOURCE	Charter School Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Charter School	Total Project Cost	-	445,653	386,092	-	-	-	831,745
DESCRIPTION	This project is for the replacement of the Charter School facility roof.								

PROJECT NAME	Repair of Exterior Stucco Cracking	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Future	Project Cost	-	70,000	100,000	-	-	-	170,000
FUNDING SOURCE	Charter School Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Charter School	Total Project Cost	-	70,000	100,000	-	-	-	170,000
DESCRIPTION	This project is for the repair of exterior stucco cracking with sections of the building repainted.								

Stormwater Fund

Funding Source Project Name	FY 2020 Budget	FY 2021 Adopted	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Equity- Stormwater								
Corporate Park Drainage	$250,000	$2,000,000	$0	$0	$0	$0	$0	$2,000,000
Meadows and Dells Drainage	432,031	500,000	500,000	1,000,000	0	0	0	2,000,000
Master Plan	350,000	0	1,000,000	0	2,250,000	2,250,000	0	5,500,000
Westchester Drainage	$0	0	500,000	1,000,000	1,500,000	0	0	3,000,000
Equity- Stormwater Total	**1,032,031**	2,500,000	2,000,000	2,000,000	3,750,000	2,250,000	0	12,500,000
Stormwater Fund Total	**$1,032,031**	**$2,500,000**	**$2,000,000**	**$2,000,000**	**$3,750,000**	**$2,250,000**	**$0**	**$12,500,000**

Stormwater Fund projects FY2021

PROJECT NAME	Corporate Park Drainage	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	2,000,000						2,000,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	2,000,000	-	-	-	-	-	2,000,000
DESCRIPTION	This project will make improvements to the Corporate Park area's drainage infrastructure.								

PROJECT NAME	Meadows and Dells Drainage	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	500,000	500,000	1,000,000				2,000,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	500,000	500,000	1,000,000	-	-	-	2,000,000
DESCRIPTION	This project will make improvements to the Meadow and Dells area's drainage infrastructure.								

Stormwater Fund future capital projects

PROJECT NAME	Master Plan	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	-	1,000,000		2,250,000	2,250,000		5,500,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	-	1,000,000	-	2,250,000	2,250,000	-	5,500,000
DESCRIPTION	This plan will evaluate drainage conditions in all neighborhoods and prioritize improvements throughout the city.								

PROJECT NAME	Westchester Drainage	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	City Investment in Today and Futur	Project Cost	-	500,000	1,000,000	1,500,000	-		3,000,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	-	500,000	1,000,000	1,500,000	-	-	3,000,000
DESCRIPTION	This project will make improvements to the Westchester area's drainage infrastructure.								

Public Art Fund

Funding Source Project Name	FY 2020 Adopted	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total Cost FY 2021-2026
Public Art Fund								
Artwalk Sculpture	$110,000	$100,000	$0	$0	$0	$0	$0	$100,000
Artwalk Opportunity projects	0	10,000	0	0	0	0	0	10,000
Artwalk Artwall		75,000	0	0	0	0	0	75,000
Public Art Fund Total	**$110,000**	**$185,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$185,000**

Public Art Fund projects FY2021

PROJECT NAME	Artwalk Sculpture	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Downtown Becoming Vibrant	Project Cost	100,000	-	-	-	-	-	100,000
FUNDING SOURCE	Public Art Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Development Services	Total Project Cost	100,000	-	-	-	-	-	100,000
DESCRIPTION	This project represents funding for an interactive sculpture for the Artwalk. The sculputure will be significan in size with interactive aspects that involve the spectator.								

PROJECT NAME	Artwalk Artwall	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Downtown Becoming Vibrant	Project Cost	75,000	-	-	-	-	-	75,000
FUNDING SOURCE	Public Art Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Development Services	Total Project Cost	75,000	-	-	-	-	-	75,000
DESCRIPTION	This project is for the funding of the design, fabrication and installation of an artistic wall of any medium seperating the Artwalk and the Post Office.								

PROJECT NAME	Opportunity Projects	Budget	FY 2021 Budget	FY 2022 Plan	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	Total
STRATEGIC GOAL	Downtown Becoming Vibrant	Project Cost	10,000	-	-	-	-	-	10,000
FUNDING SOURCE	Public Art Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Development Services	Total Project Cost	10,000	-	-	-	-	-	10,000
DESCRIPTION	This project represents funding for unknown opportunity projects throughout the year.These funds can also be used as a small contingency for unknown expenses associated with other projects, grants or to work with non-profit agencies such as Coral Springs Museum of Art.								

FLEET REPLACEMENT PROGRAM

Department/Fund	Division/Program Name	Div #	Vehicle/Equipment Type	Year	Item ID	Budget FY 2021
Financial Services	Water Billing	1602	Full Size Cargo Van with stnd. Roof	2015	5511	31,650
	Patrol	4201	Patrol Vehicle, FS, Tahoe	2014	9365	51,956
			Patrol Vehicle, FS, Tahoe	2015	9388	51,956
			Patrol Vehicle, FS, Explorer, Hybrid	2015	9421	52,469
			Patrol Vehicle, FS, Tahoe	2013	9348	51,956
			Patrol Vehicle, FS, Tahoe	2014	9370	51,956
			Patrol Vehicle, FS, Tahoe	2014	9372	51,956
			Patrol Vehicle, FS, Tahoe	2014	9373	51,956
			Patrol Vehicle, FS, Tahoe	2014	9374	51,956
			Patrol Vehicle, FS, Tahoe	2014	9375	51,956
			Patrol Vehicle, FS, Tahoe	2014	9377	51,956
			Patrol Vehicle, FS, Tahoe	2014	9379	51,956
			Patrol Vehicle, FS, Tahoe	2014	9380	51,956
			Patrol Vehicle, FS, Tahoe	2013	9362	51,956
			Patrol Vehicle, FS, Tahoe	2014	9382	51,956
			Patrol Vehicle, FS, Tahoe	2015	9396	51,956
			Patrol Vehicle, FS, Tahoe	2014	9383	51,956
			Patrol Vehicle, FS, Tahoe	2014	9385	51,956
			Patrol Vehicle, FS, Tahoe	2015	9400	51,956
			Patrol Vehicle, FS, Tahoe	2015	9401	51,956
			Patrol Vehicle, FS, Tahoe	2015	9402	51,956
			Patrol Vehicle, FS, Tahoe	2015	9405	51,956
			Patrol Vehicle, FS, Tahoe	2015	9407	51,956
			Patrol Vehicle, FS, Tahoe	2015	9410	51,956
			Patrol Vehicle, FS, Explorer, Hybrid	2015	9418	52,469
			Patrol Vehicle, FS, Explorer, Hybrid	2015	9420	52,469
			Patrol Vehicle, FS, Explorer, Hybrid	2015	9425	52,469
			Patrol Vehicle, FS, Tahoe	2015	9417	51,956
			Patrol Vehicle, FS, Tahoe	2012	9343	51,956
			Patrol Vehicle, FS, Tahoe	2012	9344	51,956
	Traffic Unit	4202	Motorcycle	2018	8454	20,573
			Motorcycle	2018	8453	20,573
			Motorcycle	2018	8456	20,573
			Motorcycle	2018	8455	20,573
			Motorcycle	2018	8457	20,573
	BEAR Unit	4212	Full Size SUV / Tahoe PPV 4X2	2014	9974	42,377
	General Investigations	4301	Admin Specialty Vehicle-Jeep	2013	8084	30,170
			Admin Specialty Vehicle-Jeep	2013	8085	30,170
			Admin Specialty Vehicle	2014	8092	51,956
			Admin Specialty Vehicle	2014	8098	51,956
			Admin Vehicle—Pathfinder	2015	8105	31,495
Fire/EMS	Emergency Medical Services	4702	Rescue Transport Vehicle	2015	7734	333,925
			Rescue Transport Vehicle	2015	7735	333,925
	Suppression	4801	3/4 Ton 4X4 Pickup / Gasoline	2015	7719	63,672
	Community Risk Reduction	4901	Tahoe SSV 4X4	2017	7710	44,025
	Administration	4601	3/4 Ton 4X4 Pickup / Gasoline	2014	7019	63,672
Parks & Recreation	Sportsplex/Tennis	8409	Court Pac Roller 24"	2013	1176	8,900
			Mid-Size 4X2 Extended Cab Pickup	2014	2238	26,715
			5 Gang Reel Mower Toro	2013	1244	69,000
			Workman w/dump bed	2013	1288	23,065
			Workman w/sprayer	2015	1282	44,512
			Workman w/dump bed	2013	1795	23,065
			John Deere Gator w/dump bed, HPX615E	2013	1286	11,846
			Workman w/dump bed	2014	1287	23,065
	Neighborhood Parks	8116	BallPro	2009	1759	22,917
			Toro Sandpro	2014	1748	22,917
			Workman w/dump bed	2016	1798	23,065
			Toro Sandpro	2014	2810	22,918
	Beautification/ Landscape	8118	3/4 Ton 4X2 Pickup	2014	2023	33,128
	Irrigation	8119	1 Ton Cab/Chassis with 9' Service Body	2014	2230	47,900
	Cypress Park	8101	Grounds Master 4500D / 30885	2014	1347	69,903
			Paint machine, linelazer	2015	1390	4,012
			Mid-Size Extended Cab 4X2 Pickup	2014	2015	26,715
			Workman w/dump bed	2013	1344	23,065
			Workman w/dump bed	2013	1345	23,065
			John Deere Gator w/dump bed	2014	1343	11,845

FLEET REPLACEMENT PROGRAM (CONTINUED)

Department/Fund	Division/Program Name	Div #	Vehicle/Equipment Type	Year	Item ID	Budget FY 2021
Public Works	Streets	5601	1 Ton Cab/Chassis with Dump Body	2015	4422	51,991
			Truck, Sewer Vacuum	2011	4480	426,764
			3/4 Ton Extended Cab Pickup w/8' Bed	2014	4008	36,532
			Gator TX Utility Cart with dump bed	2006	1495	11,200
			1/2 Ton Extended Cab 4X2 Pickup	2015	4403	37,730
			1/2 Ton Extended Cab 4X2 Pickup	2015	4404	37,730
			Gator TX Utility Cart with dump bed	2014	140	11,200
			Gator TX Utility Cart with dump bed	2014	141	11,200
			Gator TX Utility Cart with dump bed	2014	142	11,200
			Gator TX Utility Cart with dump bed	2014	143	11,200
			Gator TX Utility Cart with dump bed	2014	144	11,200
Equipment Services	Equipment Maintenance	5701	1/2 Ton Extended Cab 4X2 Pickup	2014	5703	30,487
			Contingency			56,000
Utilities	Administration	6001	1/2 Ton Crew cab 4X2 Pickup	2012	3300	33,442
	Water Distribution	6002	3/4 Ton Extended 4X2 Cab Pickup	2012	3308	35,724
	Water Treatment	6003	Truck, 1 T, DRW CC w/Utility Body	2014	3005	60,818
			1/2 Ton Crew cab 4X2 Pickup	2013	3307	33,442
	Wastewater Collection	6005	Vacuum Pump	2008	3324	62,550
Total Fleet Budget—FY 2021						4,252,664

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Financial Services																
1602	Pickup Truck, 1/2 Ton Ext Cab	2019	5007	**7**	$0	$0	$0	$0	$0	$32,140	$0	$0	$0	$0	$0	**$32,140**
1602	Van, 7 Passenger Mini	2012	5005	**8**	$0	$0	$0	$0	$0	$0	$0	$34,330	$0	$0	$0	**$34,330**
1602	1/2 Ton Mini	2017	5006	**7**	$0	$0	$0	$25,080	$0	$0	$0	$0	$0	$0	$30,840	**$55,920**
1702	Mini Van, Cargo	2015	5511	**7**	**$31,650**	$0	$0	$0	$0	$0	$0	$38,930	$0	$0	$0	**$70,580**
1702	Forklift	2015	5512	**15**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$44,650	$0	**$44,650**
	Financial Services Total				**$31,650**	**$0**	**$0**	**$25,080**	**$0**	**$32,140**	**$0**	**$73,260**	**$0**	**$44,650**	**$30,840**	**$237,620**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
City Managers Office																
4301	Pickup, crewcab	2018	8123	**7**	$0	$0	$0	$0	$42,530	$0	$0	$0	$0	$0	$0	**$42,530**
	City Manager's Office				**$0**	**$0**	**$0**	**$0**	**$42,530**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$42,530**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Communication and Marketing																
0604	Full Size Cargo Van	2016	5200	**10**	$0	$0	$0	$0	$0	$32,832	$0	$0	$0	$0	$0	**$32,832**
0605	Chevy Tahoe	2018	5201	**7**	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0	**$58,470**
	Communications and Maketing				**$0**	**$0**	**$0**	**$0**	**$58,470**	**$32,832**	**$0**	**$0**	**$0**	**$0**	**$0**	**$91,302**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031
Police															
4107	Armored Truck/Bear CAT for SWAT	2009	9905	**10**	$0	$345,693	$0	$0	$0	$0	$0	$0	$0	$0	$0
4107	Mobile Command Center	2019	9757	**15**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4107	Trailer	2017	8517	**10**	$0	$0	$0	$0	$0	$0	$17,917	$0	$0	$0	$0
4107	Van, Cargo DRW EXTL/HR	2019	9917	**7**	$0	$0	$0	$0	$0	$50,790	$0	$0	$0	$0	$0
4107	Van, mini transit	2016	9994	**7**	$0	$0	$51,310	$0	$0	$0	$0	$0	$0	$61,260	$0
4107	Dive Trailer	2018	8518	**10**	$0	$0	$0	$0	$0	$0	$0	$8,063	$0	$0	$0
4201	Patrol Vehicle, Full Size	2014	9364	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9365	**7**	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2014	9366	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9388	**7**	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Unmarked Pursuit Interceptor to Charg	2013	8313	**7**	$0	$0	$0	$0	$0	$0	$35,670	$0	$0	$0	$0
4201	Unmarked Pursuit Interceptor to Charg	2013	8314	**7**	$0	$0	$0	$0	$0	$0	$35,670	$0	$0	$0	$0
4201	Unmarked Taurus	2017	9459	**7**	$0	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697
4201	Unmarked Taurus	2017	9460	**7**	$0	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697
4201	Unmarked Taurus	2017	9461	**7**	$0	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697
4201	Patrol Vehicle, SUV	2015	9416	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Admin Interceptor Vehicle to Charger	2013	8081	**7**	$0	$0	$0	$0	$0	$0	$35,670	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9625	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV replc w Tahoe	2015	9421	**7**	**$52,469**	$0	$0	$0	$0	$0	$0	$64,520	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9626	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9627	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9389	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2013	9346	**7**	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2014	9367	**7**	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9628	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9629	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2013	9353	**7**	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9630	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2013	9348	**7**	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2014	9368	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2013	9355	**7**	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9631	**7**	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2014	9369	**7**	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9370	**7**	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031
4201	Patrol Vehicle, SUV Tahoe	2013	9357	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2014	9371	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9372	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9632	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9390	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9373	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9391	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9374	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9375	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9392	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2014	9376	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9393	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9377	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2014	9378	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9379	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9633	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9380	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2020	9634	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2013	9362	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9454	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2016	9429	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, SUV Explorer	2016	9430	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, SUV Explorer	2016	9431	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, Full Size	2015	9394	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2014	9381	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9382	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9395	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9396	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9383	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2014	9384	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9385	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2013	9360	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Grand Cherokee	2020	8142	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9397	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2015	9398	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2015	9399	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2016	9432	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, SUV Explorer	2016	9433	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, SUV Explorer	2016	9434	7	$0	$0	$55,120	$0	$0	$0	$0	$0	$0	$67,780	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9400	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9401	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9402	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9403	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031
4201	Patrol Vehicle, Full Size	2015	9404	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9405	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9406	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9407	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9408	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2015	9409	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer rplc w Tal	2015	9410	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9411	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2017	9435	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2017	9436	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer rplc w Tal	2015	9418	7	**$52,469**	$0	$0	$0	$0	$0	$0	$64,520	$0	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9419	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2017	9437	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2015	9420	7	**$52,469**	$0	$0	$0	$0	$0	$0	$64,520	$0	$0	$0
4201	Patrol Vehicle, SUV Explorer	2017	9438	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2017	9439	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2015	9422	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9423	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2017	9440	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2015	9425	7	**$52,469**	$0	$0	$0	$0	$0	$0	$64,520	$0	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9426	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9427	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9428	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9489	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9490	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2018	9466	7	$0	$0	$0	$0	$35,460	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9491	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2010	9264	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9467	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9473	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9600	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size to be rplcd w S	2017	9441	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Tahoe	2020	9601	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size to be rplcd w S	2017	9442	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9443	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Chev Tahoe	2018	9474	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9444	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9445	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9446	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9447	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9448	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Tahoe	2020	9602	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2010	9279	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031
4201	Patrol Vehicle, Full Size	2017	9449	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9450	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9451	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Full Size	2017	9452	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Tahoe	2020	9603	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9475	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9492	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9604	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9476	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9605	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9477	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Explorer	2015	9417	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2018	9465	7	$0	$0	$0	$0	$35,460	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9493	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9478	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9455	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Explorer	2015	9424	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$53,510	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9479	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9480	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9456	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Chev Tahoe	2018	9481	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9606	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2018	9464	7	$0	$0	$0	$0	$35,460	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9607	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2019	9494	7	$0	$0	$0	$0	$0	$36,520	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size TIA Escape	2018	9463	7	$0	$0	$0	$0	$35,460	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9608	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9458	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, Chev Tahoe	2018	9482	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9457	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Tahoe	2020	9609	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2018	9462	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9610	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9483	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9484	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9315	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9611	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9612	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9318	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9613	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2017	9453	7	$0	$0	$0	$56,770	$0	$0	$0	$0	$0	$0	$69,810
4201	Patrol Vehicle, SUV Tahoe	2020	9614	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9322	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0

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4201	Patrol Vehicle, SUV Tahoe	2020	9615	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9468	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9616	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9617	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9469	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9618	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9470	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9330	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9471	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9332	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9619	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9334	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9620	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9621	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9472	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9622	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9623	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9485	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2012	9341	7	$0	$0	$0	$0	$0	$0	$62,030	$0	$0	$0	$0
4201	Patrol Vehicle, SUV Tahoe	2020	9624	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Full Size	2015	9413	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2015	9414	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, Full Size	2015	9415	7	$0	$53,510	$0	$0	$0	$0	$0	$0	$65,810	$0	$0
4201	Patrol Vehicle, SUV Explorer	2012	9343	7	**$ 51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, SUV Explorer	2012	9344	7	**$ 51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9486	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9487	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2018	9488	7	$0	$0	$0	$0	$58,470	$0	$0	$0	$0	$0	$0
4201	Admin. Traverse	2017	8112	10	$0	$0	$0	$0	$0	$0	$37,230	$0	$0	$0	$0
4201	Mini Van	2019	9916	7	$0	$0	$0	$0	$0	$32,360	$0	$0	$0	$0	$0
4201	Van, 12 passenger	2016	9982	7	$0	$0	$60,020	$0	$0	$0	$0	$0	$0	$73,820	$0
4201	Impala	2018	8122	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2020	9635	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2020	9636	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2020	9637	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4201	Patrol Vehicle, Chev Tahoe	2020	9638	7	$0	$0	$0	$0	$0	$60,220	$0	$0	$0	$0	$0
4202	Motorcycle	2019	8458	3	$0	$21,290	$0	$0	$23,610	$0	$0	$26,190	$0	$0	$29,040
4202	Motorcycle	2019	8459	3	$0	$21,290	$0	$0	$23,610	$0	$0	$26,190	$0	$0	$29,040
4202	Motorcycle	2019	8460	3	$0	$21,290	$0	$0	$23,610	$0	$0	$26,190	$0	$0	$29,040
4202	Motorcycle	2018	8454	3	**$20,573**	$0	$0	$22,810	$0	$0	$25,300	$0	$0	$28,060	$0
4202	Motorcycle	2019	8461	3	$0	$21,290	$0	$0	$23,610	$0	$0	$26,190	$0	$0	$29,040
4202	Motorcycle	2018	8453	3	**$20,573**	$0	$0	$22,810	$0	$0	$25,300	$0	$0	$28,060	$0
4202	Motorcycle	2018	8456	3	**$20,573**	$0	$0	$22,810	$0	$0	$25,300	$0	$0	$28,060	$0

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4202	Motorcycle	2018	8455	3	**$20,573**	$0	$0	$22,810	$0	$0	$25,300	$0	$0	$28,060	$0
4202	Motorcycle	2013	8452	3	$0	$21,290	$0	$0	$23,610	$0	$0	$26,190	$0	$0	$29,040
4202	Motorcycle	2018	8457	3	**$20,573**	$0	$0	$22,810	$0	$0	$25,300	$0	$0	$28,060	$0
4202	Ford Fusion	2014	9387	10	$0	$0	$0	$30,000	$0	$0	$0	$0	$0	$0	$0
4202	Trailer, Speed Command	2009	8500	10	$0	$0	$0	$0	$0	$0	$0	$0	$21,100	$0	$0
4202	Message Board Trailer	2018	8520	10	$0	$0	$0	$0	$0	$0	$0	$19,760	$0	$0	$0
4202	Message Board	2018	8519	10	$0	$0	$0	$0	$0	$0	$0	$19,760	$0	$0	$0
4202	Message Board	2012	8507	10	$0	$16,540	$0	$0	$0	$0	$0	$0	$0	$0	$0
4202	Message Board	2012	8508	10	$0	$16,540	$0	$0	$0	$0	$0	$0	$0	$0	$0
4202	Trailer, Motorcycle (2)	2012	8509	12	$0	$0	$0	$14,970	$0	$0	$0	$0	$0	$0	$0
4202	Trailer (6)	2012	8510	12	$0	$0	$0	$16,396	$0	$0	$0	$0	$0	$0	$0
4202	Pickup, Crew Cab	2014	9996	7	$0	$48,750	$0	$0	$0	$0	$0	$0	$63,375	$0	$0
4202	Patrol Vehicle-Tarus to Charger	2013	8315	7	$0	$0	$0	$0	$0	$0	$35,670	$0	$0	$0	$0
4203	Chevy Tahoe, SUV—K9	2018	8618	5	$0	$0	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0
4203	Patrol Vehicle, SUV—K9	2020	8622	5	$0	$0	$0	$55,190	$0	$0	$0	$0	$63,990	$0	$0
4203	Chevy Tahoe, SUV—K9	2018	8619	5	$0	$0	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0
4203	Chevy Tahoe, SUV—K9	2018	8620	5	$0	$0	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0
4203	Patrol Vehicle, SUV—K9	2020	8623	5	$0	$0	$0	$55,190	$0	$0	$0	$0	$63,990	$0	$0
4203	Chevy Tahoe, SUV—K9	2018	8621	5	$0	$0	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0
4204	Admin Vehicle—SUV Traverse	2020	8126	7	$0	$0	$0	$0	$0	$36,150	$0	$0	$0	$0	$0
4204	Admin -SUV (GMC Arcadia)	2017	8110	7	$0	$0	$0	$36,896	$0	$0	$0	$0	$0	$0	$45,378
4204	Admin -SUV	2018	8116	7	$0	$0	$0	$0	$35,090	$0	$0	$0	$0	$0	$0
4204	SUV- Pathfinder	2018	8124	7	$0	$0	$0	$0	$34,680	$0	$0	$0	$0	$0	$0
4205	Truck, PU 3/4 Ton	2013	9911	7	$0	$37,680	$0	$0	$0	$0	$0	$0	$46,340	$0	$0
4205	Truck, PU 3/4 Ton	2015	9913	7	$0	$46,730	$0	$0	$0	$0	$0	$0	$46,730	$0	$0
4205	Truck, PU 3/4 Ton	2012	9912	7	$0	$37,680	$0	$0	$0	$0	$0	$0	$46,340	$0	$0
4207	Explorer Interceptor	2016	9972	7	$0	$0	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0
4207	Safety Trailer-REMOVE FROM FLEET	2007	9991	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4210	Explorer PI	2016	9973	7	$0	$0	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0
4210	Gator	2018	8906	10	$0	$0	$0	$0	$0	$0	$15,005	$0	$0	$0	$0
4212	SUV, Chevy Tahoe PPV	2014	9974	7	**$42,377**	$0	$0	$0	$0	$0	$0	$52,118	$0	$0	$0
4301	Admin SUV (Chevy Traverse)	2017	8111	7	$0	$0	$0	$42,460	$0	$0	$0	$0	$0	$0	$52,210
4301	SUV, Expedition, 4 door	2014	9971	7	$0	$45,370	$0	$0	$0	$0	$0	$0	$55,800	$0	$0
4301	Admin Specialty Vehicle-Durango	2020	8136	7	$0	$0	$0	$0	$0	$0	$35,840	$0	$0	$0	$0
4301	Admin Interceptor Vehicle	2013	8082	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Specialty Vehicle- F-150	2020	8135	7	$0	$0	$0	$0	$0	$0	$38,820	$0	$0	$0	$0
4301	Admin Specialty Vehicle rplc w Jeep	2013	8084	7	**$30,170**	$0	$0	$0	$0	$0	$0	$37,110	$0	$0	$0
4301	Admin Vehicle—Taurus	2014	8093	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Vehicle—Impala	2015	8099	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Specialty Vehicle rplc w Jeep	2013	8085	7	**$30,170**	$0	$0	$0	$0	$0	$0	$37,110	$0	$0	$0
4301	Admin. Toyota Prius/Hybrid	2015	8100	7	$0	$33,440	$0	$0	$0	$0	$0	$0	$41,120	$0	$0
4301	Admin Specialty Vehicle	2013	8086	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031
4301	Admin Specialty Vehicle Rpl w Patrc	2014	8092	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4301	Admin Vehicle—Taurus	2014	8094	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Specialty Vehicle	2014	8095	7	$0	$37,460	$0	$0	$0	$0	$0	$0	$46,060	$0	$0
4301	Admin Vehicle—Impala	2015	8101	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Vehicle—Impala	2015	8102	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	AdminSUV Grand Cherokee	2019	8127	7	$0	$0	$0	$0	$0	$34,800	$0	$0	$0	$0	$0
4301	Admin Pickup Truck	2013	8091	7	$0	$0	$0	$0	$0	$0	$38,820	$0	$0	$0	$0
4301	Admin Specialty Vehicle Grand Chero	2020	8137	7	$0	$0	$0	$0	$0	$0	$36,030	$0	$0	$0	$0
4301	Admin Vehicle—Impala	2015	8103	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Vehicle—Impala	2017	8106	7	$0	$0	$0	$34,990	$0	$0	$0	$0	$0	$0	$43,030
4301	Admin Specialty Vehicle Grand Chero	2020	8139	7	$0	$0	$0	$0	$0	$0	$36,030	$0	$0	$0	$0
4301	Admin Specialty Vehicle Rpl w Patrc	2014	8098	7	**$51,956**	$0	$0	$0	$0	$0	$0	$63,890	$0	$0	$0
4301	SUV, Expedition, 4 door	2015	9979	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$40,560	$0	$0
4301	Admin Specialty Vehicle	2014	8096	7	$0	$37,460	$0	$0	$0	$0	$0	$0	$46,060	$0	$0
4301	Admin Vehicle—Impala	2018	8120	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4301	Admin Vehicle—Charger	2017	8107	7	$0	$0	$0	$35,670	$0	$0	$0	$0	$0	$0	$43,870
4301	Admin Vehicle—Camry	2017	8108	7	$0	$0	$0	$38,740	$0	$0	$0	$0	$0	$0	$47,650
4301	Admin Vehicle—Impala	2017	8109	7	$0	$0	$0	$34,990	$0	$0	$0	$0	$0	$0	$43,030
4301	Admin Vehicle—Impala	2015	8104	7	$0	$32,980	$0	$0	$0	$0	$0	$0	$32,980	$0	$0
4301	Admin Vehicle—Nissan Pathfinder	2018	8117	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4301	Admin Vehicle—to Pathfinder	2015	8105	7	**$31,495**	$0	$0	$0	$0	$0	$0	$38,730	$0	$0	$0
4301	Admin Vehicle—Impala	2018	8118	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4301	Nissan Pathfinder	2018	8119	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4301	Admin Vehicle—Impala to Traverse	2011	8071	7	$0	$0	$0	$0	$0	$0	$36,010	$0	$0	$0	$0
4301	Admin Vehicle—Impala to Explorer XL	2011	8072	7	$0	$0	$0	$0	$0	$0	$41,240	$0	$0	$0	$0
4301	Admin Vehicle—SUV Traverse	2020	8125	7	$0	$0	$0	$0	$0	$36,150	$0	$0	$0	$0	$0
4301	Admin Specialty Vehicle to PU	2011	8074	7	$0	$0	$0	$0	$0	$0	$38,820	$0	$0	$0	$0
4301	Admin Specialty Vehicle	2018	8121	7	$0	$0	$0	$0	$36,040	$0	$0	$0	$0	$0	$0
4301	Admin Vehicle—Durango	2020	8131	7	$0	$0	$0	$0	$0	$0	$35,840	$0	$0	$0	$0
4301	Admin Vehicle—Traverse	2020	8132	7	$0	$0	$0	$0	$0	$0	$36,010	$0	$0	$0	$0
4301	Admin Vehicle—Taurus	2017	8316	7	$0	$0	$0	$34,990	$0	$0	$0	$0	$0	$0	$43,030
4301	Admin Vehicle—SUV Traverse	2017	8114	7	$0	$0	$0	$34,080	$0	$0	$0	$0	$0	$0	$41,910
4301	Admin Vehicle—Maxima	2017	8115	7	$0	$0	$0	$34,190	$0	$0	$0	$0	$0	$0	$42,050
4303	Admin Vehicle- Traverse	2020	8133	7	$0	$0	$0	$0	$0	$0	$36,010	$0	$0	$0	$0
4303	Van, 8 Passenger	2008	9997	7	$0	$0	$0	$0	$0	$0	$35,730	$0	$0	$0	$0
4305	Full Size Cargo Van	2014	9980	7	$0	$37,500	$0	$0	$0	$0	$0	$0	$45,375	$0	$0
4305	Full Size Cargo Van	2014	9981	7	$0	$37,500	$0	$0	$0	$0	$0	$0	$45,375	$0	$0
4305	Van, Astro mini to Cargo	2011	9975	7	$0	$0	$0	$0	$0	$0	$45,310	$0	$0	$0	$0
4305	SUV- Full Size	2018	8113	7	$0	$0	$0	$34,080	$0	$0	$0	$0	$0	$0	$41,910
4305	Van, Cargo	2018	9914	7	$0	$0	$0	$0	$35,630	$0	$0	$0	$0	$0	$0
4305	Van, Cargo ID	2018	9915	7	$0	$0	$0	$0	$35,630	$0	$0	$0	$0	$0	$0
4305	Van, Transit	2016	9995	7	$0	$0	$33,580	$0	$0	$0	$0	$0	$0	$41,300	$0
4503	Gator	2018	8905	10	$0	$0	$0	$0	$0	$0	$0	$15,455	$0	$0	$0

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4503	Van, Ford Transit	2018	9998	**7**	$0	$0	$0	$0	$32,590	$0	$0	$0	$0	$0	$0
4503	Generator, 300 Kw-Public Safety	2013	Gen- 81	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4503	Generator, 500 Kw-Public Safety	2014	Gen- 82	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Police Total				**$1,849,765**	**$2,980,423**	**$755,330**	**$2,140,345**	**$1,994,560**	**$2,757,950**	**$2,008,412**	**$2,590,687**	**$3,189,105**	**$803,760**	**$2,425,798**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Fire/EMS																
	Front Line Rescues															
4702	Rescue Transport Vehicle	2014	7732	**6**	$0	$0	$0	$0	$0	$426,180	$0	$0	$0	$0	$0	**$426,180**
4702	Rescue Transport Vehicle	2014	7731	**6**	$0	$0	$0	$0	$0	$426,180	$0	$0	$0	$0	$0	**$426,180**
4702	Rescue Transport Vehicle	2015	7734	**6**	**$333,925**	$0	$0	$0	$0	$0	$447,490	$0	$0	$0	$0	**$781,415**
4702	Rescue Transport Vehicle	2015	7735	**6**	**$333,925**	$0	$0	$0	$0	$0	$447,490	$0	$0	$0	$0	**$781,415**
4702	Rescue Transport Vehicle	2016	7762	**6**	$0	$350,620	$0	$0	$0	$0	$0	$469,860	$0	$0	$0	**$820,480**
4702	Rescue Transport Vehicle	2016	7761	**6**	$0	$350,620	$0	$0	$0	$0	$0	$469,860	$0	$0	$0	**$820,480**
4702	Rescue Transport Vehicle	2010	7754	**6**	$0	$0	$368,150	$0	$0	$0	$0	$0	$493,350	$0	$0	**$861,500**
	Reserve Rescues															
4702	Rescue Transport Vehicle	2007	7749		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4702	Rescue Transport Vehicle	2001	7739		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4702	Rescue Transport Vehicle	2009	7751		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4703	Rescue Transport Vehicle	2009	7753		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4702	Mobile Intergrated Healthcare Vehicle	2006	7743													
	Front Line Pumper Trucks															
4801	Truck, Pumper	2017	7748	**10**	$0	$0	$0	$0	$0	$953,570	$0	$0	$0	$0	$0	**$953,570**
4801	Truck, Pumper	2018	7765	**10**	$0	$0	$0	$0	$0	$0	$986,940	$0	$0	$0	$0	**$986,940**
4801	Truck, Pumper	2019	7768	**10**	$0	$0	$0	$0	$0	$0	$0	$1,021,480	$0	$0	$0	**$1,021,480**
4801	Truck, Pumper	2019	7769	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$1,057,230	$0	$0	**$1,057,230**
4801	Quint 80 Firetruck/Ladder	2015	7733	**10**	$0	$0	$0	$0	$1,340,050	$0	$0	$0	$0	$0	$0	**$1,340,050**
4801	Pierce 100' Plattform	2016	7760	**10**	$0	$0	$0	$0	$0	0	$1,263,238	$0	$0	$0	$0	**$1,263,238**
	Reserve Apparatus															
4801	Truck, Pumper	2007	7726	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Truck, Pumper	2007	7727	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Truck, Pumper	1994	O734	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Quint 80 Firetruck/Ladder	2015	T7730	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Academy Engines & Rescues															
4801	Truck, Pumper	1994	TO733	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4805	Truck, Pumper Pierce	1993	7712	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4805	Truck, Pumper	1999	T7721	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4702	Rescue Transport Vehicle	2008	7750	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4805	Truck Ariel	1994	T7014M	**5**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	SUV's/Chief Vehicles															

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4801	3/4 Ton Pickup 4x4	2012	7755	**7**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4801	3/4 Ton Pickup 4x4	2012	7756	**7**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
	Extrication Tools/Jaws of Life															
4801	Extrication Tool	2008	1532	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2008	1533	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2008	1534	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2008	1535	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2008	1536	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2009	1537	**5**	$0	$0	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	**$61,110**
4801	Extrication Tool	2015	1592*	**5**	$0	$0	$0	$0	$29,150	$0	$0	$0	$0	$33,790	$0	**$62,940**
	Generators															
4801	Generator, 180 kw (Station 95)	2016	Gen-01	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Generator, 45 Kw (Cagle)	2013	Gen-20	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	60kw Generator/was 45 Kw (Ramblewc	2014	Gen-83	**20**	$0	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	$0	**$4,000**
4801	Generator, 180 Kw (Station 43)	2016	Gen-11	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Generator, 200 kw (station 80)	2009	Gen-77	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$236,723	$0	$0	**$236,723**
4805	Generator, 600 Kw (Academy)	2009	Gen-74	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$308,371	$0	$0	**$308,371**
4601	Generator	2014	Gen-21	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Fire Inspections															
4901	3/4 Ton Pickup 4x4	2017	7013	**7**	$0	$0	$0	$50,890	$0	$0	$0	$0	$0	$0	$64,740	**$115,630**
4901	Safety Trailer	2015	7757	**10**	$0	$0	$0	$0	$0	$108,340	$0	$0	$0	$0	$0	**$108,340**
4901	Ford Escape	2017	7012	**7**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	**$72,680**
4901	Chevy Tahoe	2016	7724	**7**	$0	$0	$41,220	$0	$0	$0	$0	$0	$0	$50,690	$0	**$91,910**
4901	Ford Escape	2017	7718	**7**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	**$72,680**
4901	Ford Escape	2017	7738	**7**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	**$72,680**
4901	Ford Escape	2017	7758	**7**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	**$72,680**
4901	Ford Escape	2015	7002	**7**	$0	$31,640	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	**$70,560**
4901	Ford Escape	2016	7759	**7**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	**$72,680**
4901	Chevy Tahoe	2014	7710	**7**	**$44,025**	$0	$0	$0	$0	$0	$0	$54,150	$0	$0	$0	**$98,175**
4901	Full Size PU- Double Cab	2020	7022	**7**	$0	$0	$0	$0	$0	$0	$33,540	$0	$0	$0	$0	**$33,540**
4901	Full Size PU- Double Cab	2020	7021	**7**	$0	$0	$0	$0	$0	$0	$33,540	$0	$0	$0	$0	**$33,540**
4901	Ford Escape	2016	7011	**7**	$0	$31,640	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	**$70,560**
4901	Pickup Silverado	2018	7766	**7**	$0	$0	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	**$43,661**
4901	Full Size PU- Double Cab	2020	7015	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7016	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7017	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7018	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7019	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	2020	**7**	$0	$0	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	**$44,175**
	Other															
4601	EMS cart (diesel) with Trailer	2015	7742	**7**	$0	$63,530	$0	$0	$0	$0	$0	$0	$80,820	$0	$0	**$144,350**
4801	Mobile Air Compressor truck/Air Van	1996	7709	**10**	$0	$236,250	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$236,250**
4801	Fire Academy Trailer	2014	7008	**15**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$16,023	**$16,023**
4901	Cargo Van- high roof	2016	7747	**7**	$0	$0	$51,660	$0	$0	$0	$0	$0	$0	$63,530	$0	**$115,190**
4901	Ford Escape	2017	7746	**7**	$0	$0	$0	$33,568	$0	$0	$0	$0	$0	$0	$41,293	**$74,860**

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
4801	Dive Boat Sta 80	2012	7005	10	$0	$0	$35,100	$0	$0	$0	$0	$0	$0	$0	$0	**$35,100**
4801	Dive Boat Trailer Sta 80 (together in co	2012	7006	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Dive Team Trailer	2007	7707	10	$0	$0	$0	$0	$0	$15,070	$0	$0	$0	$0	$0	**$15,070**
4801	Forklift/Lull	2016	T7763	15	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4805	Truck, Pumper Pierce	1989	T726	5	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Fire/EMS Total				**$839,220**	**$1,170,600**	**$771,604**	**$254,258**	**$1,454,652**	**$2,076,560**	**$3,528,796**	**$2,171,970**	**$2,662,324**	**$399,075**	**$122,055**	**$15,451,114**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Development Services																
3001	Truck, Pickup Frontier	2015	6621	10	$0	$0	$0	$0	$30,080	$0	$0	$0	$0	$0	$0	**$30,080**
3001	SUV Small	2013	6102	7	$0	$32,470	$0	$0	$0	$0	$0	$0	$41,120	$0	$0	**$73,590**
3001	Admin Vehicle, Hybrid	2007	6103	7	$0	$0	$34,440	$0	$0	$0	$0	$0	$0	$42,350	$0	**$76,790**
	Code Compliance															
5403	Full Size PU-D cab	2020	6649	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$33,280	$0	**$33,280**
5403	Full Size PU-D cab	2020	6648	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$33,280	$0	**$33,280**
5403	Ford Escape	2013	7623	10	$0	$0	$36,352	$0	$0	$0	$0	$0	$0	$0	$0	**$36,352**
5403	Full Size PU-D cab	2020	6650	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$33,280	$0	**$33,280**
5403	Ford Escape Hybrid	2010	7643	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$30,080	$0	**$30,080**
5403	Ford Escape	2018	6647	10	$0	$0	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	**$32,870**
5403	Ford Escape	2012	7621	10	$0	$27,520	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$27,520**
5403	Ford Escape	2013	7624	10	$0	$0	$36,352	$0	$0	$0	$0	$0	$0	$0	$0	**$36,352**
5403	Truck, Pickup 1/2 Ton Mini	2012	6001	10	$0	$27,520	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$27,520**
5403	Ford Escape Hybrid	2010	6600	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$30,080	$0	**$30,080**
5403	Ford Escape Reg	2014	6603	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2014	6604	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2014	6605	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2017	6606	10	$0	$3,500	$0	$0	$0	$0	$29,380	$0	$0	$0	$0	**$32,880**
5403	Ford Escape	2017	6607	10	$0	$3,500	$0	$0	$0	$0	$31,910	$0	$0	$0	$0	**$35,410**
	Building															
5301	Truck, Pickup 1/2 Ton Mini	2012	6013	10	$0	$27,520	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$27,520**
5301	Truck, Pickup 1/2 Ton Mini-EC- rpl w E:	2018	6024	10	$0	$0	$0	$0	$0	$0	$0	$30,260	$0	$0	$0	**$30,260**
5301	Toyota/Prius Hybrid- rplc w Escape	2018	6025	7	$0	$0	$0	$0	$27,690	$0	$0	$0	$0	$0	$0	**$27,690**
5301	Truck, Pickup 1/2 Ton Mini-EC	2013	6007	10	$0	$0	$28,350	$0	$0	$0	$0	$0	$0	$0	$0	**$28,350**
5301	SUV-small- replace w escape	2009	6011	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$34,660	$0	**$34,660**
5301	Ford Escape Reg	2014	6017	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5302	Truck, Pickup 1/2 Ton Mini-EC	2015	6008	10	$0	$3,000	$0	$0	$30,080	$0	$0	$0	$0	$0	$0	**$33,080**
5302	Truck, Pickup 1/2 Ton Mini-EC	2017	6022	10	$0	$0	$0	$3,000	$0	$0	$31,910	$0	$0	$0	$0	**$34,910**
5302	Truck, Pickup 1/2 Ton Mini- rplc w esca	2008	6020	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$34,660	$0	**$34,660**
5302	Truck, Pickup (Prop) 1/2 Ton- rplc w es	2008	6021	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$34,660	$0	**$34,660**
5302	Truck, Pickup 1/2 Ton Mini-EC	2016	6012	10	$0	$0	$3,300	$0	$0	$28,520	$0	$0	$0	$0	$0	**$31,820**
5303	Ford Escape Reg	2014	6015	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5303	Ford Escape Reg	2014	6016	10	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5304	SUV-small Escape	2009	6010	10	$0	$0	$0	$0	$0	$0	$0	$0	$33,600	$0	$0	**$33,600**
5304	Truck, Pickup 1/2 Ton Mini-EC	2012	6002	10	$0	$27,520	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$27,520**
	Development Services Total				**$0**	**$152,550**	**$138,795**	**$204,420**	**$87,850**	**$28,520**	**$93,200**	**$63,130**	**$74,720**	**$306,330**	**$0**	**$1,149,515**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Public Works--Streets																
5601	Concrete Mixer	2017	1493	**6**	$0	$0	$6,490	$0	$0	$0	$0	$0	$7,658	$0	$0	**$14,148**
5601	Truck, Pickup 3/4 Ton	2016	4426	**7**	$0	$0	$49,820	$0	$0	$0	$0	$0	$0	$61,260	$0	**$111,080**
5601	1 Ton Dump Truck, Cab-Chassis	2015	4422	**7**	**$51,991**	$0	$0	$0	$0	$0	$0	$63,940	$0	$0	$0	**$115,931**
5601	Directional Arrows	2015	4450	**8**	$0	$0	$4,721	$0	$0	$0	$0	$0	$0	$0	$0	**$4,721**
5601	Cab-Chassis w/Dump body	2019	4455	**8**	$0	$0	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	**$62,080**
5601	Cab-Chassis w/Dump body	2019	4454	**8**	$0	$0	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	**$62,080**
5601	Cab-Chassis w/Dump body-Diesel	2015	4441	**8**	$0	$0	$63,010	$0	$0	$0	$0	$0	$0	$0	$79,840	**$142,850**
5601	Cab-Chassis w/Dump body	2016	4442	**8**	$0	$0	$0	$56,810	$0	$0	$0	$0	$0	$0	$0	**$56,810**
5601	Mobile Air Compressor		4473	**10**	$0	$23,540	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$23,540**
5601	Truck, Sewer Vacuum	2011	4480	**10**	**$426,764**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$573,550	**$1,000,314**
5601	Backhoe	2010	4459	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$134,390	$0	**$134,390**
5601	Track Paver Box	2019	4444	**TBD**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5601	Cab-Chassis w/Dump body	2019	4453	**8**	$0	$0	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	**$62,080**
5601	3/4 Ton Cab-Chassis w utility body	2015	4423	**7**	$0	$56,860	$0	$0	$0	$0	$0	$0	$69,940	$0	$0	**$126,800**
5601	Truck, Pickup 1/2 Ton crew cab hybrid	2018	4427	**7**	$0	$0	$0	$0	$41,170	$0	$0	$0	$0	$0	$0	**$41,170**
5601	Truck, Pickup 3/4 Ton rep w 1/2 ton	2013	4410	**7**	$0	$0	$0	$0	$0	$0	$40,190	$0	$0	$0	$0	**$40,190**
5601	Truck, Pickup 1/2 ton	2014	4413	**7**	$0	$34,120	$0	$0	$0	$0	$0	$0	$41,960	$0	$0	**$76,080**
5601	Truck, Pickup 3/4 Ton rep w 1/2 ton	2013	4421	**7**	$0	$0	$0	$0	$0	$0	$40,190	$0	$0	$0	$0	**$40,190**
5601	Pickup Truck, 1/2 Ton crew cab	2016	4425	**7**	$0	$0	$35,480	$0	$0	$0	$0	$0	$0	$43,630	$0	**$79,110**
5601	Pickup Truck, 1/2 crew cab hybrid	2018	4428	**7**	$0	$0	$0	$0	$41,170	$0	$0	$0	$0	$0	$0	**$41,170**
5601	Truck, Pickup 1/2 Ton	2015	4440	**7**	$0	$37,080	$0	$0	$0	$0	$0	$0	$45,610	$0	$0	**$82,690**
5601	Cab-Chassis w/Dump body	2016	4420	**8**	$0	$0	$0	$56,810	$0	$0	$0	$0	$0	$0	$0	**$56,810**
5601	Cab-Chassis W/Dump body	2014	4412	**7**	$0	$0	$0	$0	$0	$0	$79,750	$0	$0	$0	$0	**$79,750**
5601	Skid Steer Loader w/Tracks	2011	4472	**8**	$0	$0	$0	$0	$0	$0	$108,300	$0	$0	$0	$0	**$108,300**
5601	Pickup, 1/2 T, 8' bed, EC gas	2012	4002	**7**	$0	$0	$0	$0	$0	$31,970	$0	$0	$0	$0	$0	**$31,970**
5601	Truck, Pickup 1/2 Ton EC	2014	4008	**7**	**$36,532**	$0	$0	$0	$0	$0	$0	$44,930	$0	$0	$0	**$81,462**
5601	Backhoe Caterpillar	2017	4460	**10**	$0	$0	$0	$0	$0	$0	$143,000	$0	$0	$0	$0	**$143,000**
5601	Cab-Chassis w/Dump body (FY 2015 Ir	2020	4431	**7**	$0	$0	$0	$0	$0	$0	$194,730	$0	$0	$0	$0	**$194,730**
5601	Truck, Dump 16 Yard	2006	4449	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$179,830	$0	**$179,830**
5601	Loader	2017	4463	**10**	$0	$0	$0	$0	$0	$0	$294,700	$0	$0	$0	$0	**$294,700**
5601	Mule, Litter Cart 4X4/was Workman	2006	1495	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$16,560	$0	$0	$0	**$27,760**
5601	Gator	2015	0146	**7**	$0	$13,750	$0	$0	$0	$0	$0	$0	$16,900	$0	$0	**$30,650**
5601	Workman, with Trailer	2009	0139/0151	**7**	$0	$0	$14,160	$0	$0	$0	$0	$0	$0	$0	$0	**$14,160**
5601	Roller, 3 Ton	2006	4477	**7**	$0	$0	$0	$0	$0	$0	$90,890	$0	$0	$0	$0	**$90,890**
5601	Truck, Dump 2 1/2 Ton	2017	4438	**10**	$0	$0	$0	$0	$0	$0	$117,050	$0	$0	$0	$0	**$117,050**
5601	F250 Super Duty 385 HP	2015	4403	**7**	**$37,730**	$0	$0	$0	$0	$0	$0	$46,400	$0	$0	$0	**$84,130**
5601	F250 Super Duty 385 HP	2015	4404	**7**	**$37,730**	$0	$0	$0	$0	$0	$0	$46,400	$0	$0	$0	**$84,130**
5601	F250 Super Duty 385 HP	2015	4405	**7**	$0	$28,502	$0	$0	$0	$0	$0	$0	$35,054	$0	$0	**$63,557**
5601	Gator w trailer (147)	2014	140	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	**$26,970**
5601	Gator w trailer (148)	2014	141	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	**$26,970**
5601	Gator w trailer (149)	2014	142	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	**$26,970**
5601	Gator	2014	143	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	**$26,970**
5601	Gator	2014	144	**7**	**$11,200**	$0	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	**$26,970**
5601	Gator	2018	138	**7**	$0	$0	$0	$0	$13,620	$0	$0	$0	$0	$0	$0	**$13,620**
5601	Gator	2014	145	**7**	$0	$11,760	$0	$0	$0	$0	$0	$0	$16,560	$0	$0	**$28,320**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
5601	Cab & Chasis, 1 Ton Dump body	2015	4424	7	$0	$61,170	$0	$0	$0	$0	$0	$0	$75,250	$0	$0	**$136,420**
5601	Generator, Westside, 350 KW	1998	Gen-57	20	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5601	Pickup Truck, 3/4 Ton-EC	2015	4007	7	$0	$34,120	$0	$0	$0	$0	$0	$0	$41,960	$0	$0	**$76,080**
5601	Pickup Truck, 3/4 Ton EC	2015	4009	7	$0	$34,120	$0	$0	$0	$0	$0	$0	$41,960	$0	$0	**$76,080**
5601	Pickup, 3/4 Ton,EC 8' bed, gas	2019	4011	7	$0	$0	$0	$0	$0	$42,350	$0	$0	$0	$0	$0	**$42,350**
5601	Pickup Truck, 3/4 Ton	2013	4010	10	$0	$0	$35,140	$0	$0	$0	$0	$0	$0	$0	$0	**$35,140**
5601	Pressure Cleaner with Tank	2014	0162	10	$0	$0	$0	$14,685	$0	$0	$0	$0	$0	$0	$0	**$14,685**
5601	Pressure Cleaner & Trailer	2005	0160	10	$0	$0	$0	$0	$0	$0	$11,050	$0	$0	$0	$0	**$11,050**
5601	Pressure Cleaner & Trailer	2005	0161	10	$0	$0	$0	$0	$0	$0	$11,050	$0	$0	$0	$0	**$11,050**
5601	Pressure Cleaner & Trailer	2011	1812	10	$0	**$13,842**	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$13,842**
5601	Pressure Cleaner & Trailer	2011	1813	10	$0	**$13,842**	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$13,842**
5601	Pressure Cleaner & Trailer	2011	1811	10	$0	**$13,842**	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$13,842**
5601	Track Paver	2019	4444	TBD	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Solid Waste															
5502	Dodge Ram	2019	5507	7	$0	$0	$0	$0	$26,269	$0	$0	$0	$0	$0	$0	**$26,269**
	Facilities															
5801	Pick up Truck 1/2 Ton -Hybrid	2020	4017	7	$0	$0	$0	$0	$0	$0	$43,680	$0	$0	$0	$0	**$43,680**
5801	Van, Transit	2018	4482	7	$0	$0	$0	$0	$37,400	$0	$0	$0	$0	$0	$0	**$37,400**
5801	Van, Utility	2018	4429	7	$0	$28,910	$0	$0	$0	$0	$0	$0	$35,570	$0	$0	**$64,480**
5801	Van, Cargo	2014	4418	7	$0	$0	$0	$0	$0	$0	$44,420	$0	$0	$0	$0	**$44,420**
5801	Transit Van	2018	4434	7	$0	$0	$0	$0	$33,790	$0	$0	$0	$0	$0	$0	**$33,790**
5801	Generator, City Hall	2017	Gen-102	20	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5801	Generator, City Hall	2017	Gen-103	20	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Public Works Total				**$657,947**	**$405,459**	**$208,821**	**$128,305**	**$193,419**	**$74,320**	**$1,405,240**	**$297,080**	**$428,422**	**$419,110**	**$653,390**	**$4,871,514**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Equipment Services																
5501	Admin. Ford Escape replcd w PU truck	2014	5703	7	**$30,487**	$0	$0	$0	$0	$0	$0	$37,490	$0	$0	$0	**$67,977**
5701	Truck, Silverado, Pickup EC	2006	SPW9	7	$0	$0	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	**$43,661**
5701	Truck, Pickup 3/4 Ton	2013	5705	7	$0	$47,360	$0	$0	$0	$0	$0	$0	$57,306	$0	$0	**$104,666**
5701	Truck, SUV	2015	5737	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
5701	Van, Freestar, 7 Passenger	2016	5739	7	$0	$0	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0	**$72,890**
5701	Van, Mini Passenger	2016	5717	7	$0	$0	$0	$30,500	$0	$0	$0	$0	$0	$0	$37,510	**$68,010**
5701	Van, Mini Passenger	2016	5716	7	$0	$0	$0	$30,500	$0	$0	$0	$0	$0	$0	$37,510	**$68,010**
5701	Van, Mini Passenger	2009	5709	7	$0	$0	$0	$0	$0	$32,360	$0	$0	$0	$0	$0	**$32,360**
5701	Van, Mini Passenger	2009	5710	7	$0	$0	$0	$0	$0	$32,360	$0	$0	$0	$0	$0	**$32,360**
5701	Message Board	2012	5735	7	$0	$0	$0	$0	$0	$0	$16,110	$0	$0	$0	$0	**$16,110**
5701	Message Board	2018	5748	7	$0	$0	$0	$17,550	$0	$0	$0	$0	$0	$0	$21,590	**$39,140**
5701	Ford Escape Hybrid	2010	5720	7	$0	$0	$0	$0	$0	$0	$31,720	$0	$0	$0	$0	**$31,720**
5701	Light Tower (4,000 WATT)	2002	5721	20	$0	$18,375	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$18,375**
5701	Light Tower (4,000 WATT)	2002	5722	20	$0	$18,375	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$18,375**
5701	Light Tower	2003	5723	20	$0	$0	$0	$10,910	$0	$0	$0	$0	$0	$0	$0	**$10,910**
5701	Light Tower	2003	5724	20	$0	$0	$0	$10,910	$0	$0	$0	$0	$0	$0	$0	**$10,910**
5701	Light Tower	2005	5725	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5726	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5727	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5728	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5729	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5730	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5731	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5732	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5733	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5734	20	$0	$0	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Generator, Fleet, 150 KW	2005	Gen-07	20	$0	$0	$0	$0	$60,140	$0	$0	$0	$0	$0	$0	**$60,140**
5701	Generator, Fleet Pool, 150 KW	2005	Gen-08	20	$0	$0	$0	$0	$60,140	$0	$0	$0	$0	$0	$0	**$60,140**
5701	Gen, Fleet Pool, 65 KW	2006	Gen-17	20	$0	$0	$0	$0	$0	$42,197	$0	$0	$0	$0	$0	**$42,197**
5701	Gen, Fleet Pool, 65 KW	2007	Gen-76	20	$0	$0	$0	$0	$0	$0	$39,192	$0	$0	$0	$0	**$39,192**

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Water and Sewer																
6001	Pickup truck, 3/4 T	2012	3300	**8**	**$33,442**	$0	$0	$0	$0	$0	$0	$0	$42,360	$0	$0	**$75,802**
6001	Small SUV	2016	3010	**10**	$0	$0	$0	$0	$0	$35,620	$0	$0	$0	$0	$0	**$35,620**
6002	SUV, Small Hybrid	2011	3001	**8**	$0	$0	$0	$0	$0	$0	$0	$32,670	$0	$0	$0	**$32,670**
6002	1 1/2 Ton Dump Truck	2011	3337	**8**	$0	$0	$0	$0	$0	$0	$0	$82,140	$0	$0	$0	**$82,140**
6002	Air Compressor	2011	3326	**10**	$0	$23,540	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$23,540**
6002	Cab & Chassis EC	2018	3347	**10**	$0	$0	$0	$0	$0	$0	$0	$61,820	$0	$0	$0	**$61,820**
6002	Directional Arrows, DOT	2008	3340	**7**	$0	$0	$0	$0	$5,010	$0	$0	$0	$0	$0	$0	**$5,010**
6002	Backhoe w/ Extended Boom	2014	3343	**10**	$0	$0	$0	$122,130	$0	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Backhoe w/ Extended Boom	2014	3342	**10**	$0	$0	$0	$122,130	$0	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Truck, 1 Ton Utility, Cab-Chassis	2014	3003	**7**	$0	$0	$0	$0	$0	$0	$64,620	$0	$0	$0	$0	**$64,620**
6002	Trac Hoe, Small	2008	3320	**10**	$0	$66,394	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$66,394**
6002	Trailer	2008	3321	**10**	$0	$15,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$15,000**
6002	1 Ton Cab & Chassis w/utility body & cı	2015	3322	**8**	$0	$80,560	$0	$0	$0	$0	$0	$0	$0	$102,050	$0	**$182,610**
6002	Truck, 3/4 Ton PU	2016	3334	**7**	$0	$0	$49,190	$0	$0	$0	$0	$0	$0	$60,500	$0	**$109,690**
6002	1 Ton Cab & Chassis w/utility body	2011	3316	**7**	$0	$0	$0	$0	$0	$0	$63,380	$0	$0	$0	$0	**$63,380**
6002	Generator 150KW, PW lot	2013	Gen-79	**20**	$0	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	$0	**$4,000**
6002	Generator, Utilities, 125 KW	2002	Gen-67	**20**	$0	$74,284	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$74,284**
6002	Pickup Truck, 3/4 Ton	2012	3308	**7**	**$35,724**	$0	$0	$0	$0	$0	$0	$43,940	$0	$0	$0	**$79,664**
6002	Generator, Utilities, 60 KW	2017	Gen--25	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6002	F350 Cab & Chasis	2015	3006	**7**	$0	$38,720	$0	$0	$0	$0	$0	$0	$46,851	$0	$0	**$85,571**
6002	Forklift	2005	3341	**15**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$34,800	$0	**$34,800**
6005	Cab & Chassis- heavy duty truck	2015	3323	**7**	$0	$80,560	$0	$0	$0	$0	$0	$0	$99,080	$0	$0	**$179,640**
6005	Sewer Jet Cleaner	2011	3336	**8**	$0	$0	$0	$0	$0	$0	$0	$214,880	$0	$0	$0	**$214,880**
6005	Pickup Truck, 3/4 Ton	2014	3007	**7**	$0	$38,140	$0	$0	$0	$0	$0	$0	$46,910	$0	$0	**$85,050**
6005	Truck, Sewer TV Equipment/Grout	2007	3009	**10**	$0	$0	$0	$0	$0	$0	$0	$97,500	$0	$0	$0	**$97,500**
6005	Pickup, Ford F-350 Super Duty	2019	3348	**7**	$0	$0	$0	$0	$63,063	$0	$0	$0	$0	$0	$0	**$63,063**
6005	Van, Transit	2020	3349	**7**	$0	$0	$0	$0	$0	$0	$47,040	$0	$0	$0	$0	**$47,040**
6005	Pickup Truck, 3/4 Ton	2019	3338	**7**	$0	$0	$0	$0	$0	$41,970	$0	$0	$0	$0	$0	**$41,970**
6005	Vacuum Pump	2008	3324	**10**	**$62,550**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$84,070	**$146,620**
6005	Freightliner Vactor truck	2018	3012	**10**	$0	$0	$0	$0	$0	$0	$538,840	$0	$0	$0	$0	**$538,840**
6005	F350 Utility Body w/crane	2015	3317	**8**	$0	$80,560	$0	$0	$0	$0	$0	$0	$0	$102,050	$0	**$182,610**
6005	Van, Transit Cargo	2016	3309	**10**	$0	$0	$0	$0	$0	$37,630	$0	$0	$0	$0	$0	**$37,630**
6005	Cab-Chassis for Vacuum Equip.EQ 17!	2005	3328	**10**	$0	$0	$67,195	$0	$0	$0	$0	$0	$0	$0	$0	**$67,195**
6005	Generator, Utilities, 65 KW	2006	Gen-14	**20**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-15	**20**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-16	**20**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	**$37,384**
6005	Generator TS175T	2013	Gen-80	**20**	$0	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	$0	**$4,000**
6005	Generator, 300 KW, Westside	1994	Gen-35	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, 65 KW-Portable	2009	Gen-45	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$37,384	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2007	Gen-75	**20**	$0	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 60 KW	2016	Gen-93	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, Utilities, 60 KW	2016	Gen-94	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, Utilities, 60 KW	2016	Gen-95	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, Utilities, 60 KW	2016	Gen-96	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, Utilities, 60 KW	2017	Gen-12	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2020	Plan FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Total Cost FY20-30
Water and Sewer																
6001	Pickup truck, 3/4 T	2012	3300	**8**	**$0**	$34,140	$0	$0	$0	$0	$0	$0	$0	$43,240	$0	**$77,380**
6001	Small SUV	2016	3010	**10**	**$0**	$0	$0	$0	$0	$0	$35,620	$0	$0	$0	$0	**$35,620**
6002	SUV, Small Hybrid	2011	3001	**8**	**$25,786**	$0	$0	$0	$0	$0	$0	$0	$32,670	$0	$0	**$58,456**
6002	1 1/2 Ton Dump Truck	2011	3337	**8**	**$64,840**	$0	$0	$0	$0	$0	$0	$0	$82,140	$0	$0	**$146,980**
6002	Air Compressor	2011	3326	**10**	**$0**	$22,850	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$22,850**
6002	*Cab & Chassis EC*	*2008*	*3311*	***10***	**$0**	$0	$0	$0	$0	$0	$0	$0	$61,820	$0	$0	**$61,820**
6002	*Directional Arrows, DOT*	*2008*	*3340*	***7***	**$0**	$0	$0	$0	$0	$5,010	$0	$0	$0	$0	$0	**$5,010**
6002	Backhoe w/ Extended Boom	2014	3330	**10**	**$0**	$0	$0	$0	$122,130	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Backhoe w/ Extended Boom	2014	3342	**10**	**$0**	$0	$0	$0	$122,130	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Truck, 1 Ton Utility, Cab-Chassis	2014	3003	**7**	**$52,550**	$0	$0	$0	$0	$0	$0	$64,620	$0	$0	$0	**$117,170**
6002	Trac Hoe, Small	2008	3320	**10**	**$0**	$42,741	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$42,741**
6002	Trailer	2008	3321	**10**	**$0**	$14,576	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$14,576**
6002	1 Ton Cab & Chassis w/utility body & cran	2015	3322	**8**	**$0**	$0	$80,560	$0	$0	$0	$0	$0	$0	$0	$102,050	**$182,610**
6002	Truck, 3/4 Ton PU	2016	3334	**7**	**$0**	$0	$0	$49,190	$0	$0	$0	$0	$0	$0	$0	**$49,190**
6002	1 Ton Cab & Chassis w/utility body	2011	3316	**7**	**$51,530**	$0	$0	$0	$0	$0	$0	$63,380	$0	$0	$0	**$114,910**
6002	Generator 150KW, PW lot	2013	Gen-79	**20**	**$0**	$0	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	**$4,000**
6002	Generator, Utilities, 125 KW	2002	Gen-67	**20**	**$0**	$0	$74,284	$0	$0	$0	$0	$0	$0	$0	$0	**$74,284**
6002	Pickup Truck, 3/4 Ton-lift gate	2012	3308	**7**	**$0**	$34,140	$0	$0	$0	$0	$0	$0	$41,980	$0	$0	**$76,120**
6005	Cab & Chassis- heavy duty truck	2015	3323	**7**	**$0**	$0	$80,560	$0	$0	$0	$0	$0	$0	$99,080	$0	**$179,640**
6005	Sewer Jet Cleaner	2011	3336	**8**	**$169,625**	$0	$0	$0	$0	$0	$0	$0	$214,880	$0	$0	**$384,505**
6005	Pickup Truck, 3/4 Ton	2014	3007	**7**	**$0**	$0	$38,140	$0	$0	$0	$0	$0	$0	$46,910	$0	**$85,050**
6005	*Truck, Sewer TV Equipment/Grout*	*2007*	*3009*	***10***	**$0**	$0	$0	$0	$0	$0	$0	$0	$97,500	$0	$0	**$97,500**
6005	Van, Cargo 1/2 ton	2008	3302	**7**	**$38,252**	$0	$0	$0	$0	$0	$0	$47,040	$0	$0	$0	**$85,292**
6005	Pickup Truck, 3/4 Ton	2012	3319	**7**	**$0**	$0	$0	$0	$0	$0	$41,970	$0	$0	$0	$0	**$41,970**
6005	Vacuum Pump	2008	3324	**10**	**$0**	$56,845	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$56,845**
6005	Freightliner Vactor truck	2018	3012	**10**	**$0**	$0	$0	$0	$0	$0	$0	$538,840	$0	$0	$0	**$538,840**
6005	F350 Utility Body w/crane	2015	3317	**8**	**$0**	$0	$80,560	$0	$0	$0	$0	$0	$0	$0	$102,050	**$182,610**
6005	Van, Transit Cargo	2016	3309	**10**	**$0**	$0	$0	$0	$0	$0	$37,630	$0	$0	$0	$0	**$37,630**
6005	Cab-Chassis for Vacuum Equip.EQ 1790	2005	3328	**10**	**$0**	$0	$0	$67,195	$0	$0	$0	$0	$0	$0	$0	**$67,195**
6005	Generator, Utilities, 65 KW	2006	Gen-14	**20**	**$0**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-15	**20**	**$0**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-16	**20**	**$0**	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	$0	**$37,384**
6005	Generator TS175T	2013	Gen-80	**20**	**$0**	$0	$0	$4,000	$0	$0	$0	$0	$0	$0	$0	**$4,000**
6005	Generator, 300 KW, Westside	1994	Gen-35	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, 65 KW-Portable	2009	Gen-45	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Generator, Utilities, 65 KW	2007	Gen-75	**20**	**$0**	$0	$0	$0	$0	$0	$0	$37,384	$0	$0	$0	**$37,384**
6005	*Truck, Pickup, 3500- replaced w boom*	*2006*	*3310*	***7***	**$0**	$0	$0	$0	$0	$249,590	$0	$0	$0	$0	$0	**$249,590**
6003	Gator	2016	1692	**7**	**$0**	$0	$11,550	$0	$0	$0	$0	$0	$0	$16,260	$0	**$27,810**
6003	Workman	2009	1690	**7**	**$0**	$0	$0	$0	$0	$13,380	$0	$0	$0	$0	$0	**$13,380**
6003	Truck, 3/4 Ton Utility Body	2014	3005	**7**	**$0**	$56,575	$0	$0	$0	$0	$0	$0	$73,548	$0	$0	**$130,123**
6003	SUV-Mid Size- replcd w PU 1/2 Ton	2011	3306	**7**	**$0**	$0	$0	$0	$0	$0	$38,140	$0	$0	$0	$0	**$38,140**
6003	Loader w/ 3 Cubic Yard Bucket	2017	3315	**10**	**$0**	$0	$0	$0	$0	$0	$400,710	$0	$0	$0	$0	**$400,710**
6003	Truck, 1/2 Ton Nissan	2013	3307	**7**	**$0**	$26,660	$0	$0	$0	$0	$0	$0	$32,780	$0	$0	**$59,440**
6003	*Truck, Cab & Chassis W/Dump*	*2007*	*3304*	***7***	**$0**	$0	$0	$164,630	$0	$0	$0	$0	$0	$0	$231,660	**$396,290**

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Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
6005	Generator, Utilities, 100 KW	2016	Gen-04	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6005	Truck, Pickup, 3500- replaced w boom	2006	3310	**7**	$0	$0	$0	$0	$249,590	$0	$0	$0	$0	$0	$0	**$249,590**
6003	Gator	2016	1692	**7**	$0	$11,550	$0	$0	$0	$0	$0	$0	$16,260	$0	$0	**$27,810**
6003	Workman	2018	1693	**7**	$0	$0	$0	$0	$13,380	$0	$0	$0	$0	$0	$0	**$13,380**
6003	Truck, 3/4 Ton Utility Body	2014	3005	**7**	**$60,818**	$0	$0	$0	$0	$0	$0	$74,800	$0	$0	$0	**$135,618**
6003	SUV-Mid Size- replcd w PU 1/2 Ton	2019	3332	**7**	$0	$0	$0	$0	$0	$38,140	$0	$0	$0	$0	$0	**$38,140**
6003	Loader w/ 3 Cubic Yard Bucket	2017	3315	**10**	$0	$0	$0	$0	$0	$400,710	$0	$0	$0	$0	$0	**$400,710**
6003	Truck, 1/2 Ton Nissan	2013	3307	**7**	**$33,442**	$0	$0	$0	$0	$0	$0	$41,130	$0	$0	$0	**$74,572**
6003	Truck, Cab & Chassis W/Dump	2007	3304	**7**	$0	$0	$164,630	$0	$0	$0	$0	$0	$0	$231,660	$0	**$396,290**
6003	Ford, Escape	2014	3004	**10**	$0	$0	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	**$33,570**
6003	Ford, Escape	2019	3013	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	**$38,920**
6003	Ford, Escape	2019	3011	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	**$38,920**
6003	Ford, Escape	2019	3008	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	**$38,920**
6003	Generator, 350 KW-Forest Hills Park	2008	Gen-09	**20**	$0	$0	$0	$0	$0	$0	$0	$389,200	$0	$0	$0	**$389,200**
6003	Generator, 125 KW-Riverside & Wiles	1995	Gen-46	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6003	Generator, 280 KW-East Pump Station	1999	Gen-62	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6003	Generator, 1250 KW-Eastside Water P	2007	Gen-05	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6003	Generator, 300 KW (Mullins Park)	2009	Gen-78	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$429,280	$0	$0	**$429,280**
6003	Generator, Utilities, 150 KW	2004	Gen-72	**20**	$0	$0	$0	$55,195	$0	$0	$0	$0	$0	$0	$0	**$55,195**
6003	Dump Truck- Utilites	2015	Add to Fleet	**8**	$0	$0	$184,070	$0	$0	$0	$0	$0	$0	$0	$0	**$184,070**
6003	Generator, 60Kw (lift station #13A)	2013	Gen-84	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6003	Generator 100KW, lift station #13B	2013	Gen-85	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
6003	Generator 125KW, lift station #17E	2010	Gen-03	**20**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$96,000	$0	**$96,000**
	SUV-Midsize (Durango)		T7724	**7**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Water and Sewer Total				**$225,976**	**$509,308**	**$473,085**	**$333,024**	**$331,043**	**$666,222**	**$751,264**	**$1,038,080**	**$834,885**	**$627,060**	**$84,070**	**$5,874,017**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Aquatics																
8301	Pickup Truck, 3/4 Ton	2010	2240	**7**	$0	$0	$0	$0	$0	$31,370	$0	$0	$0	$0	$0	**$31,370**
	Aquatics Total				**$0**	**$0**	**$0**	**$0**	**$0**	**$31,370**	**$0**	**$0**	**$0**	**$0**	**$0**	**$31,370**
Sportsplex/Tennis																
8409	Gator w dumpbed	2018	1167	**7**	$0	$0	$0	$26,700	$0	$0	$0	$0	$0	$0	$37,570	**$64,270**
8409	Pickup Truck, 3/4 Ton EC Tennis	2012	2020	**7**	$0	$0	$0	$0	$0	$38,400	$0	$0	$0	$0	$0	**$38,400**
8409	Workman	2019	1149	**7**	$0	$0	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	**$30,910**
8409	Trailer	2014	1110	**10**	$0	$0	$0	$10,751	$0	$0	$0	$0	$0	$0	$0	**$10,751**
8409	Workman	2015	1166	**7**	$0	$24,220	$0	$0	$0	$0	$0	$0	$34,080	$0	$0	**$58,300**
8409	Power Roller	2013	1176	**4**	**$8,900**	$0	$0	$0	$10,020	$0	$0	$0	$11,280	$0	$0	**$30,200**
8409	Pickup Truck, 1/2 Ton-EC	2014	2006	**7**	$0	$27,520	$0	$0	$0	$0	$0	$0	$33,860	$0	$0	**$61,380**
8409	Pickup Truck 1/2 Ton	2016	2016	**7**	$0	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	**$63,050**
8409	Golf Cart/Service	2018	1180	**5**	$0	$0	$18,890	$0	$0	$0	$0	$21,900	$0	$0	$0	**$40,790**
7812	Mower, Zero Turn	2019	1145	**6**	$0	$0	$0	$0	$25,790	$0	$0	$0	$0	$0	$34,560	**$60,350**
7812	Skid Loader	2004	1895	**7**	$0	$0	$0	$0	$73,878	$0	$0	$0	$0	$0	$0	**$73,878**
7812	Paint machine/Field Marker	2009	1140	**5**	$0	$0	$0	$5,790	$0	$0	$0	$0	$6,710	$0	$0	**$12,500**
7812	Blower	2015	1120	**5**	$0	$8,717	$0	$0	$0	$0	$10,100	$0	$0	$0	$0	**$18,817**
7812	Paint machine/Field Marker	2009	1141	**5**	$0	$0	$0	$5,790	$0	$0	$0	$0	$6,710	$0	$0	**$12,500**
7812	SandPro	2019	1159	**5**	$0	$0	$0	$37,300	$0	$0	$0	$0	$37,300	$0	$0	**$74,600**
7812	Spreader	2019	1182	**5**	$0	$0	$0	$7,740	$0	$0	$0	$0	$7,740	$0	$0	**$15,480**
7812	Mower, Reelmaster	2015	1169	**6**	$0	$72,380	$0	$0	$0	$0	$0	$97,000	$0	$0	$0	**$169,380**
7812	Mower, Push/Walk behind	2019	1266	**7**	$0	$0	$0	$0	$0	$12,210	$0	$0	$0	$0	$0	**$12,210**
7812	Turf Aerator (DNR)	2009	1184	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
7812	Workman, Dump Bed	2017	1161	**7**	$0	$0	$0	$0	$28,040	$0	$0	$0	$0	$0	$0	**$28,040**
7812	Workman, Dump Bed* replaced with a	2008	1163	**7**	$0	$0	$15,390	$0	$0	$0	$0	$0	$0	$18,930	$0	**$34,320**
7812	Pickup Truck, 3/4 Ton	2016	2036	**7**	$0	$0	$41,160	$0	$0	$0	$0	$0	$0	$41,160	$0	**$82,320**
7812	Workman w/Sprayer Attachment	2014	1153	**7**	$0	$45,850	$0	$0	$0	$0	$0	$0	$56,390	$0	$0	**$102,240**
	Sportsplex/Tennis Total				**$8,900**	**$178,687**	**$103,720**	**$94,071**	**$137,728**	**$50,610**	**$41,010**	**$118,900**	**$194,070**	**$94,860**	**$72,130**	**$1,094,686**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
Parks and Recreation																
	Cypress Park															
8101	Showmobile-Stage	2007	1173	**10**	$0	$190,090	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$190,090**
8101	Pickup Truck, 3/4 Ton	2015	2210	**7**	$0	$34,120	$0	$0	$0	$0	$0	$0	$41,960	$0	$0	**$76,080**
8101	Skid Loader	2008	2198	**8**	$0	$0	$0	$0	$0	$0	$0	$71,770	$0	$0	$0	**$71,770**
8101	SandPro	2014	1368	**5**	$0	$0	$0	$31,040	$0	$0	$0	$0	$39,620	$0	$0	**$70,660**
8101	Spreader	2018	1392	**7**	$0	$0	$7,370	$0	$0	$0	$0	$0	$0	$10,380	$0	**$17,750**
8101	5 Gang Rotary Mower- replaced with a	2014	1347	**6**	**$69,903**	$0	$0	$0	$0	$0	$93,680	$0	$0	$0	$0	**$163,583**
8101	Mower, Zero Turn	2017	1352	**6**	$0	$0	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	**$54,730**
8101	Pickup Truck, 1/2 Ton Mini	2016	2277	**7**	$0	$0	$28,350	$0	$0	$0	$0	$0	$0	$34,880	$0	**$63,230**
8101	Pickup Truck,F-250 Super Cab	2020	2281	**7**	$0	$0	$0	$0	$0	$0	$50,460	$0	$0	$0	$0	**$50,460**
8101	Paint Machine	2015	1390	**5**	**$4,012**	$0	$0	$0	$0	$4,650	$0	$0	$0	$0	$5,390	**$14,052**
8101	Nissan leaf	2019	2280	**7**	$0	$0	$0	$0	$28,650	$0	$0	$0	$0	$0	$0	**$28,650**
8101	Pickup Truck, 3/4 Ton	2015	2031	**7**	$0	$33,210	$0	$0	$0	$0	$0	$0	$40,860	$0	$0	**$74,070**
8101	Pickup Truck, 1/2 Ton Mini-EC	2014	2015	**7**	**$26,715**	$0	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	**$59,585**
8101	Front End Loader w/ box blade	2006	2100	**10**	$0	$0	$0	$0	$0	$0	$0	$98,390	$0	$0	$0	**$98,390**
8101	Workman with Dumpbed	2013	1344	**7**	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8101	Workman with Dumpbed	2013	1345	**7**	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8101	Workman	2016	1346	**7**	$0	$24,220	$0	$0	$0	$0	$0	$0	$34,080	$0	$0	**$58,300**
8101	Workman with Dumpbed- repl w John (	2014	1343	**7**	**$11,845**	$0	$0	$0	$0	$0	$0	$16,670	$0	$0	$0	**$28,515**
8101	Workman, Dump Bed	2019	1341	**7**	$0	$0	$0	$0	$0	$29,440	$0	$0	$0	$0	$0	**$29,440**
8101	Mower, Zero Turn- to be rplcd w lely sp	2013	1353	**6**	$0	$0	$0	$0	$0	$8,540	$0	$0	$0	$0	$0	**$8,540**
	Mullins Park															
8102	5 Gang Reel Mower	2019	12000	**6**	$0	$0	$0	$0	$0	$88,050	$0	$0	$0	$0	$0	**$88,050**
8102	5 Gang Rotary Mower	2016	1249	**6**	$0	$72,450	$0	$0	$0	$0	$0	$97,070	$0	$0	$0	**$169,520**
8102	Tractor	2007	2102	**10**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$101,840	$0	**$101,840**
8102	Forklift (Prop)	2012	1299	**8**	$0	$34,290	$0	$0	$0	$0	$0	$0	$0	$42,520	$0	**$76,810**
8102	Pickup-F250	2013	2021	**7**	$0	$28,177	$0	$0	$0	$0	$0	$0	$34,095	$0	$0	**$62,272**
8102	Workman W/Sprayer	2015	1282	**7**	**$44,512**	$0	$0	$0	$0	$0	$0	$54,750	$0	$0	$0	**$99,262**
8102	Top Dresser	2002	2801	**8**	$0	$32,320	$0	$0	$0	$0	$0	$0	$0	$47,750	$0	**$80,070**
8102	Workman with Dumpbed- rplcd w John	2013	1286	**7**	**$11,845**	$0	$0	$0	$0	$0	$0	$16,670	$0	$0	$0	**$28,515**
8102	Workman with Dumpbed	2014	1287	**7**	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8102	Ballpro	2014	1267	**5**	$0	$0	$0	$26,520	$0	$0	$0	$0	$47,620	$0	$0	**$74,140**
8102	Lely Spreader* repl w self propel paint	2015	1293	**5**	$0	$0	$0	$7,300	$0	$0	$0	$0	$8,463	$0	$0	**$15,763**
8102	Paint Machine	2015	1292	**7**	$0	$7,020	$0	$0	$0	$0	$0	$0	$9,890	$0	$0	**$16,910**
8102	Mower, Zero Turn	2016	1283	**6**	$0	$0	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	**$54,730**
8102	Pickup Truck, 1/2 Ton Mini-EC	2014	2238	**7**	**$26,715**	$0	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	**$59,585**
8102	5 Gang Reel Mower	2013	1244	**6**	**$69,000**	$0	$0	$0	$0	$0	$82,390	$0	$0	$0	$0	**$151,390**
8102	Soil Renovator	2009	1297	**5**	$0	$0	$0	$25,550	$0	$0	$0	$0	$29,620	$0	$0	**$55,170**
8102	Mower, Reel	2016	1958	**6**	$0	$0	$76,000	$0	$0	$0	$0	$0	$101,850	$0	$0	**$177,850**
8102	Skid Loader	2004	1195	**7**	$0	$0	$0	$0	$73,878	$0	$0	$0	$0	$0	$0	**$73,878**
8102	Arrow Board	2015	2026	**7**	$0	$4,583	$0	$0	$0	$0	$0	$5,470	$0	$0	$0	**$10,053**
8102	Arrow Board	2015	2025	**7**	$0	$4,583	$0	$0	$0	$0	$0	$5,470	$0	$0	$0	**$10,053**
8102	Aerifier	2010	1281	**5**	$0	$15,940	$0	$0	$0	$0	$20,350	$0	$0	$0	$0	**$36,290**
8102	Mower, Zero Turn	2016	1285	**6**	$0	$0	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	**$54,730**
8102	Workman w/Dump Bed	2010	D1269-need new #	**7**	$0	$0	$0	$26,700	$0	$0	$0	$0	$0	$0	$37,570	**$64,270**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
8102	Combinator	2013	1291	5	$0	$38,100	$0	$0	$0	$0	$38,900	$0	$0	$0	$0	**$77,000**
8102	Sod Cutter	2018	1258	5	$0	$6,610	$0	$0	$0	$0	$7,660	$0	$0	$0	$0	**$14,270**
8102	Pickup Truck, 1/2 Ton	2015	2204	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8102	Workman with Dumpbed	2013	D1288-need new #	7	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8102	Pickup Truck, 3/4 Ton-EC Diesel	2016	2008	7	$0	$0	$49,190	$0	$0	$0	$0	$0	$0	$60,500	$0	**$109,690**
8102	Workman with Dumpbed	2013	1795	7	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8102	Steer Skid Loader	2008	2199	8	$0	$0	$0	$0	$0	$0	$69,040	$0	$0	$0	$0	**$69,040**
	North Community Park															
8103	Workman w/Dump Body	2019	1964	7	$0	$0	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	**$30,910**
8103	Workman w/Dumnp Body	2019	1965	7	$0	$0	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	**$30,910**
8103	Mower, Zero Turn	2016	1953	6	$0	$0	$23,920	$0	$0	$0	$0	$0	$31,096	$0	$0	**$55,016**
8103	Pickup, 3/4 Ton	2015	2029	7	$0	$39,960	$0	$0	$0	$0	$0	$0	$49,140	$0	$0	**$89,100**
8103	Truck, Pickup 1/2 Ton	2017	2037	7	$0	$0	$0	$36,190	$0	$0	$0	$0	$0	$0	$44,520	**$80,710**
8103	Pickup Truck, 3/4 Ton	2015	2028	7	$0	$34,120	$0	$0	$0	$0	$0	$0	$34,120	$0	$0	**$68,240**
8103	Pickup Truck, 3/4 Ton	2016	2035	7	$0	$0	$37,900	$0	$0	$0	$0	$0	$0	$46,620	$0	**$84,520**
8103	Pickup Truck, 3/4 Ton	2018	2260	7	$0	$0	$0	$36,190	$0	$0	$0	$0	$0	$0	$44,520	**$80,710**
8103	Workman Chemical Sprayer	2019	1993	6	$0	$0	$0	$0	$0	$56,420	$0	$0	$0	$0	$0	**$56,420**
8103	Paint Machine	2013	1992	5	$0	$0	$4,637	$0	$0	$0	$0	$5,333	$0	$0	$0	**$9,970**
8103	Paint Machine DNR	2006	1990	5	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
8101	Pickup-F150	2020	2038	7	$0	$0	$0	$0	$0	$0	$39,820	$0	$0	$0	$0	**$39,820**
8103	Workman w dump bed- diesel	2019	1966	7	$0	$0	$0	$0	$0	$0	$30,480	$0	$0	$0	$0	**$30,480**
8103	Mower, Zero Turn - funds to be used fo	2012	1954	5	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
8103	Spreader LELY	2015	1959	5	$0	$0	$0	$0	$8,130	$0	$0	$0	$0	$10,380	$0	**$18,510**
8103	BallPro	2015	1940	7	$0	$0	$35,520	$0	$0	$0	$0	$0	$0	$50,000	$0	**$85,520**
	Neighborhood Parks															
8116	Zero Turn Mower	2017	1752	5	$0	$0	$23,390	$0	$0	$0	$0	$29,850	$0	$0	$0	**$53,240**
8116	Truck, Pickup 3/4 Ton	2018	2261	7	$0	$0	$0	$0	$37,280	$0	$0	$0	$0	$0	$0	**$37,280**
8116	BallPro	2009	1759	7	**$22,917**	$0	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	**$55,157**
8116	Toro sandpro	2019	17000	7	$0	$0	$0	$0	$0	$0	$43,190	$0	$0	$0	$0	**$43,190**
8116	Pickup Truck, 1/2 Ton	2015	2219	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8116	Pickup Truck, 3/4 Ton Deisal	2016	2208	7	$0	$0	$46,120	$0	$0	$0	$0	$0	$0	$56,720	$0	**$102,840**
8116	Pickup Truck, 1/2 Ton Mini	2017	2274	7	$0	$0	$0	$29,200	$0	$0	$0	$0	$0	$0	$35,930	**$65,130**
8116	1 T Truck, reg cab, diesel	2014	2226	7	$0	$0	$0	$0	$0	$0	$63,380	$0	$0	$0	$0	**$63,380**
8116	Paint Machine	2020	17003	5	$0	$0	$0	$0	$4,820	$0	$0	$0	$0	$6,150	$0	**$10,970**
8116	Truck, Pickup 3/4 Ton	2016	2224	7	$0	$0	$34,120	$0	$0	$0	$0	$0	$0	$43,220	$0	**$77,340**
8116	Ball Pro	2016	1755	7	$0	$0	$24,630	$0	$0	$0	$0	$0	$0	$34,660	$0	**$59,290**
8116	Ball Pro	2015	1762	7	$0	$0	$24,630	$0	$0	$0	$0	$0	$0	$34,660	$0	**$59,290**
8116	Mower, Reel Master	2019	1796	6	$0	$0	$76,000	$0	$0	$0	$0	$0	$101,850	$0	$0	**$177,850**
8116	BallPro- replaced with a Toro Sandpro	2014	1748	7	**$22,917**	$0	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	**$55,157**
8116	Mower, Zero Turn- out of service	2009	1750	6	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
8116	Mower, Zero Turn- out of service	2009	1751	6	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
8116	Mower, Reel Master	2010	1797	6	$0	$72,380	$0	$0	$0	$0	$0	$97,000	$0	$0	$0	**$169,380**
8116	Pickup Truck, 3/4 Ton	2015	2033	7	$0	$39,960	$0	$0	$0	$0	$0	$0	$49,140	$0	$0	**$89,100**
8116	Mower, Zero Turn - to be rplcd w two tr	2012	1143	6	$0	$0	$0	$0	$0	$0	$0	$0	$0	$27,599	$0	**$27,599**
8116	Top Dresser	2015	2804	8	$0	$0	$0	$35,640	$0	$0	$0	$0	$0	$0	$0	**$35,640**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
8116	Sod Cutter	2016	1763	5	$0	$6,610	$0	$0	$0	$0	$7,660	$0	$0	$0	$0	**$14,270**
8116	Pickup Truck, 1/2 Ton	2015	2005	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8116	Pickup Truck, 3/4 Ton	2015	2032	7	$0	$39,960	$0	$0	$0	$0	$0	$0	$49,140	$0	$0	**$89,100**
8116	Truck, 1 Ton Dump Diesel	2016	2259	7	$0	$0	$48,590	$0	$0	$0	$0	$0	$0	$59,760	$0	**$108,350**
8116	Workman w/Dump Bed	2019	1796	7	$0	$0	$0	$0	$0	$29,440	$0	$0	$0	$0	$0	**$29,440**
8116	Versa-Vac	2017	1294	10	$0	$0	$0	$0	$0	$29,570	$0	$0	$0	$0	$0	**$29,570**
8116	Workman - diesel	2016	1798	7	**$23,065**	$0	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	**$55,525**
8116	Tractor	2007	2101	10	$0	$0	$0	$0	$0	$0	$0	$0	$0	$101,840	$0	**$101,840**
8116	Workman w/ Sprayer Attachment	2015	D1793-need new #	7	$0	$45,850	$0	$0	$0	$0	$0	$0	$56,390	$0	$0	**$102,240**
8116	Generator, 10 Kw-Mullins Park	2009	Gen-10	20	$0	$0	$0	$0	$0	$0	$0	$0	$42,900	$0	$0	**$42,900**
8116	Generator, 7 Kw-Mullins Park	2019	Gen-08	10	$0	$0	$0	$0	$0	$0	$0	$0	$5,920	$0	$0	**$5,920**
8116	Pickup Truck, 1/2 Ton EC	2015	2010	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8116	Truck, 1 Ton Dump Cab-Chassis	2015	2231	7	$0	$53,550	$0	$0	$0	$0	$0	$0	$65,860	$0	$0	**$119,410**
8116	Showmobile Truck, 1-1/2 Ton	2012	2004	7	$0	$65,780	$0	$0	$0	$0	$0	$0	$80,900	$0	$0	**$146,680**
8116	Truck, 1/2 Ton -Frontier	2015	2019	7	$0	$27,520	$0	$0	$0	$0	$0	$0	$33,860	$0	$0	**$61,380**
8116	Pickup Truck, 1/2 Ton EC	2016	2220	7	$0	$0	$31,970	$0	$0	$0	$0	$0	$0	$39,330	$0	**$71,300**
8116	Sandpro	2014	2810	7	**$22,917**	$0	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	**$55,157**
	Beautification/Landscape															
8118	Crew Cab Landscape Truck	2014	2006 listed 2x	7	$0	$22,990	$0	$0	$0	$0	$0	$0	$27,818	$0	$0	**$50,808**
8118	Pickup Truck, 1/2 Ton—Hybrid	2019	2233	7	$0	$0	$0	$0	$0	$34,560	$0	$0	$0	$0	$0	**$34,560**
8118	Pickup Truck, 1/2 Ton	2015	2242	7	$0	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8118	Pickup, 3/4 Ton	2014	2023	7	**$33,128**	$0	$0	$0	$0	$0	$0	$40,740	$0	$0	$0	**$73,868**
8118	Truck with Water Tank and Pump	2015	2270*	7	$0	$0	$0	$0	$0	$0	$51,620	$0	$0	$0	$0	**$51,620**
8118	Pickup Truck, 1/2 Ton Mini	2017	2278	7	$0	$0	$0	$29,200	$0	$0	$0	$0	$0	$0	$35,930	**$65,130**
8118	Lift, Trailer Mounted electric	2013	2135	7	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$65,000	**$65,000**
8118	Truck-1 Ton Dump	2015	2232	7	$0	$72,550	$0	$0	$0	$0	$0	$0	$89,230	$0	$0	**$161,780**
8118	Truck, Pickup, F-250 Super Cab	2020	2282	7	$0	$0	$0	$0	$0	$0	$34,800	$0	$0	$0	$0	**$34,800**
8118	Pressure Cleaner with Tank	2014	1807	10	$0	$0	$0	$14,685	$0	$0	$0	$0	$0	$0	$0	**$14,685**
8118	Bucket Truck	2012	5715	10	$0	$174,200	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$174,200**
8118	Chipper	2018	2215	7	$0	$0	$44,280	$0	$0	$0	$0	$0	$0	$54,470	$0	**$98,750**
8118	C&C, F550 DRW, 11' stakebody	2011	2218	7	$0	$0	$0	$0	$0	$71,760	$0	$0	$0	$0	$0	**$71,760**
8118	Directional Arrows, DOT	2020	1192	7	$0	$0	$0	$0	$0	$0	$5,310	$0	$0	$0	$0	**$5,310**
8118	Directional Arrows, DOT	2015	2027	7	$0	$8,157	$0	$0	$0	$0	$0	$0	$10,030	$0	$0	**$18,187**
8118	Brush Chipper	2012	5714-need new #	7	$0	$0	$0	$0	$0	$50,670	$0	$0	$0	$0	$0	**$50,670**
8118	Chipper, Cab-Chassis	2015	2211	7	$0	$79,940	$0	$0	$0	$0	$0	$0	$98,310	$0	$0	**$178,250**
8118	Crew Cab Dump Body- Izuzu	2014	2212	7	$0	$72,550	$0	$0	$0	$0	$0	$0	$89,230	$0	$0	**$161,780**
	Irrigation															
8119	Directional Arrows/ trailer	2011	D1185-1- need new #	7	$0	$0	$0	$0	$5,010	$0	$0	$0	$0	$0	$0	**$5,010**
8119	Directional Arrows/ trailer	2011	D1187- need new #	7	$0	$0	$0	$0	$0	$10,630	$0	$0	$0	$0	$0	**$10,630**
8119	Directional Arrows/ trailer	2011	D1188- need new #	7	$0	$0	$0	$0	$0	$10,626	$0	$0	$0	$0	$0	**$10,626**
8119	Backhoe/Trencher and Trailer	2014	1197/1198	8	$0	$138,670	$0	$0	$0	$0	$0	$0	$170,540	$0	$0	**$309,210**
8119	Mini Trencher	2004	2223	8	$0	$0	$0	$0	$0	$0	$0	$14,780	$0	$0	$0	**$14,780**
8119	Truck, 1Ton Cab-Chassis	2014	2230	7	**$47,900**	$0	$0	$0	$0	$0	$0	$58,920	$0	$0	$0	**$106,820**
8119	1 Ton Cab & Chasis	2015	2206	7	$0	$56,230	$0	$0	$0	$0	$0	$0	$69,160	$0	$0	**$125,390**
8119	Pickup Truck ,Ford F-350 Super Duty	2020	2235	7	$0	$0	$0	$0	$0	$60,630	$0	$0	$0	$0	$0	**$60,630**
8119	Truck, Cab-Chassis w/Crane	2014	2293	7	$0	$0	$0	$0	$0	$0	$94,080	$0	$0	$0	$0	**$94,080**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
8119	Truck, Cab-Chassis 1 ton	2015	2034	7	$0	$56,230	$0	$0	$0	$0	$0	$0	$69,160	$0	$0	**$125,390**
	Recreation Services															
8205	12 Passenger Van	2014	2228	7	$0	$58,270	$0	$0	$0	$0	$0	$0	$71,670	$0	$0	**$129,940**
	Transportation															
8209	Bus, 16 Passenger w-handicap lift	2011	2271	7	$0	$0	$0	$0	$0	$204,020	$0	$0	$0	$0	$0	**$204,020**
8209	New Senior Bus- 36 passenger	2013	2225	7	$0	$225,750	$0	$0	$0	$0	$0	$0	$273,158	$0	$0	**$498,908**
8209	Bus, 26 Passenger w-handicap lift- rplc	2010	2272	7	$0	$0	$0	$0	$0	$34,690	$0	$0	$0	$0	$0	**$34,690**
	Parks and Recreation Total				**$552,719**	**$2,058,340**	**$686,787**	**$298,215**	**$157,768**	**$723,696**	**$794,640**	**$970,103**	**$2,224,549**	**$863,279**	**$268,860**	**$9,598,957**

Dept #	Item Description	Year	ID #	Life	Adopted FY 2021	Plan FY 2022	Plan FY 2023	Plan FY 2024	Plan FY 2025	Plan FY 2026	Plan FY 2027	Plan FY 2028	Plan FY 2029	Plan FY 2030	Plan FY 2031	Total Cost FY21-31
	Grand Total				**$4,196,664**	**$7,567,757**	**$3,218,332**	**$3,578,089**	**$4,649,403**	**$6,623,186**	**$8,709,583**	**$7,360,700**	**$9,739,698**	**$3,721,183**	**$3,753,754**	**$63,118,348**
	Expenditure excluding new Fleet				$4,196,664	$7,567,757	$3,218,332	$3,578,089	$4,649,403	$6,623,186	$8,709,583	$7,360,700	$9,739,698	$3,721,183	$3,753,754	**$63,118,348**
	New Fleet (Budgeted in CIP)															**$0**
	Contingency				**$56,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$649,000**
	CIP Fleet Budget				**$4,252,664**	**$7,627,757**	**$3,278,332**	**$3,638,089**	**$4,709,403**	**$6,683,186**	**$8,769,583**	**$7,420,700**	**$9,799,698**	**$3,781,183**	**$3,813,754**	**$64,340,834**

CORAL SPRINGS

EVERYTHING UNDER THE SUN

COMPUTER REPLACEMENT PROGRAM

Department/Fund	Division/Location	Item	Quantity	Unit Price	Total Cost	Budget By Division
City Manager's Office	City Manager's Office	Latitude E6500 Laptop	3	$1,850	$5,550	$5,550
	City Clerk	Latitude E6520 Laptop	1	$1,850	$1,850	$1,850
	Communications and Marketing	HP ZR30W	1	$1,000	$1,000	$13,500
		IMAC W 27" Monitor	3	$2,500	$7,500	
		Macbook Pro 13"	2	$2,500	$5,000	
Development Services	Development Service Admir	Dell Latitude 7280	2	$1,700	$3,400	$3,400
	Planning & Zoning	Precision T3600	1	$1,800	$1,800	$1,800
Finance	Accounting	Canon Image Formula	1	$2,100	$2,100	$2,100
Human Resources	Human Resources	Canon DR-6010C	1	$2,700	$2,700	$2,700
Information Technology	Information Services	Optiplex 9020	1	$1,400	$1,400	$38,100
		Canon DR-6010C	1	$2,700	$2,700	
		GETAC	2	$4,000	$8,000	
		DELL 7214	2	$4,000	$8,000	
		HHP T7100 - Plotter	1	$18,000	$18,000	
Aquatics	Aquatics	Dell Latitude 7280	1	$1,850	$1,850	$1,850
Police	Vice and Intelligence	Latitude 7214	1	$4,000	$4,000	$4,000
	BEAR Unit	Latitude 7214	1	$4,000	$4,000	$4,000
	Patrol	Dell Latitude	104	$4,000	$416,000	$498,650
		GETAC	19	$4,000	$76,000	
		HP Laserjet CP4525	1	$3,450	$3,450	
		Optiplex 9020	1	$1,400	$1,400	
		Precision 5820	1	$1,800	$1,800	
	General Investigations	DELL 7214	1	$4,000	$4,000	$4,000
	Traffic	GETAC	2	$4,000	$8,000	$8,000
	Substation Unit	GETAC	1	$4,000	$4,000	$8,000
		DELL 7204	1	$4,000	$4,000	
	PD Building/Fleet	DELL 7214	1	$4,000	$4,000	$4,000
	K-9 Unit	GETAC	1	$4,000	$4,000	$4,000
	Bike Unit	GETAC	1	$4,000	$4,000	$16,000
		DELL 7214	3	$4,000	$12,000	
	Special Investigations	Special Invest - 4302	1	$4,000	$4,000	$4,000
	Central Records	Canon DR-6010C	2	$1,400	$2,800	$2,800
	Youth Liaison	GETAC	1	$4,000	$4,000	$4,000
	Criminal ID	GETAC	1	$4,000	$4,000	$21,600
		DELL 7214	3	$4,000	$12,000	
		Optiplex 7040	4	$1,400	$5,600	
	Humane Unit	GETAC	1	$4,000	$4,000	$12,000
		DELL 7214	2	$4,000	$8,000	
	Communications Center	Latitude 7214	9	$4,000	$36,000	$61,600
		GETAC	5	$4,000	$20,000	
		Dell Latitude E5570	4	$1,400	$5,600	
Public Works	Administration	Dell Latitude 7280	1	$1,850	$1,850	$1,850
	Facilities	Dell Latitude 7280	1	$1,850	$1,850	$1,850
EMS	EMS	Getac S400 Laptop	4	$4,000	$16,000	$16,000
Center for the Arts	Center for the Arts	Optiplex 7040	1	$1,400	$1,400	$9,200
		Lemur S26 Option 2" 200DPI	6	$1,300	$7,800	
Subtotal General Fund					$756,400	$756,400
		Contingency				$15,000
Total General Fund						**$771,400**

COMPUTER REPLACEMENT PROGRAM-CONTINUED

Department/Fund	Division/Location	Item	Quantity	Unit Price	Total Cost	Budget By Division
Fire Fund	Administration	Panasonic CF 54	4	$4,000	$16,000	$16,000
	Fire Station 43	HP Laserjet Pro	1	$3,450	$3,450	$3,450
	Fire Station 64	HP Laserjet Pro	1	$3,450	$3,450	$3,450
	Fire Station 71	HP Laserjet Pro	1	$3,450	$3,450	$3,450
	Fire Station 80	HP Laserjet Pro	1	$3,450	$3,450	$3,450
	Fire Station 95	HP Laserjet Pro	1	$3,450	$3,450	$3,450
	Stations 42, 97, and 109	HP 400 Color	1	$3,450	$3,450	$3,450
		HP Laserjet Pro	1	$3,450	$3,450	$3,450
Subtotal Fire Fund						**$40,150**
Water and Sewer Fund	Water/Sewer Admin	HP CM2320 Color Multifunction	1	$3,450	$3,450	
		Optiplex 9020	4	$1,400	$5,600	$10,450
		Optiplex 7050	1	$1,400	$1,400	
	Water Distribution	Pan Toughbook 54	1	$3,450	$3,450	
		Optiplex 9020	1	$1,400	$1,400	$6,250
		Optiplex 7050	1	$1,400	$1,400	
	Wastewater	Optiplex 9020	1	$1,400	$1,400	$1,400
Subtotal Water and Sewer Fund						**$18,100**
Equipment Services	Fleet	HP Laserjet Pro	1	$3,450	$3,450	$3,450
Subtotal Equipment Services Fund						**$3,450**
Total Computers Replacement Budget—FY 2021						**$833,100**

City Commission -0100

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Commission	2019	Latiude 5400	24234	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Seat 1-Chambers	2012	Optiplex 7050	21890	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Seat 3- Chambers	2012	Optiplex 390	18420	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
SKYPE	2012	Optiplex 390	18432	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Seat 2- Chambers	2012	Optiplex 390	18441	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Seat 5- Chambers	2012	Optiplex 390	18445	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Seat 4- Chambers	2018	Optiplex 7050	21894	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Optiplex 7050	21920	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Surface Pro	23233	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Commission	2018	Surface Pro	23232	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Commission	2018	Surface Pro	23231	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Commission	2018	Optiplex 7050	21917	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Optiplex 7050	21913	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Surface Pro	23230	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Commission	2018	Surface Pro	23229	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Commission- Chambers	2017	Optiplex 7050	21991	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Commission- Chambers	2017	Optiplex 7050	21992	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Optiplex 7050	21896	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 23,700.00**	**$ 5,600.00**	**$ 1,400.00**	**$ -**	**$ 12,500.00**	**$ 11,200.00**	**$ 5,600.00**	**$ 1,400.00**	**$ 12,500.00**	**$ -**	**$ 73,900.00**

City Attorney -2502

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
City Attorney	2012	Optiplex 390	18124	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Deputy City Attorney	2018	Optiplex 7050	21707	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Executive Assistant	2012	Optiplex 390	18436	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Assistant City Attorney	2012	Optiplex 390	18438	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2007	HP M3027x MFP Laser	15716	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Executuve Assistant/Attorney	2018	Optiplex 7020	21708	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Muni. Prosecutor/Cont. Attorney	2014	Optiplex 7290	23611	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 7,000.00**	**$ -**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 7,000.00**	**$ -**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 21,000.00**

Risk Management -8801

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Risk Management Coordinator	2015	Latitude	20535	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Risk Management Assistant	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2001	HP 4350TN LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Risk Assistant	2016	Dell E6540 Laptop	20662	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Risk Management Coordinator	2012	Optiplex 7050	21683	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ 3,700.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ 3,700.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ 15,800.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

City Manager-0501

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Asst. to the City Manager	2017	Optiplex 7050	21895	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
City Manager	2016	Surface Pro 4	21111	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Executive Assistance	2013	Latitude E6530	19023	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Executive Assistant	2018	Optiplex 7050	21604	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy City Manager	2012	Optiplex 390	17942	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistance	2012	Optiplex 390	17968	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
CRA Administrator	2018	Optiplex 7050	21897	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy City Manager	2012	Optiplex 390	18093	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy City Manager - laptop	2012	Latitude E6500 Laptop	18262	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
City Manager - Laptop	2012	Latitude E6500 Laptop	18497	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
CRA Administrator	2010	Latitude E6500 Laptop	17314	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Project Manager	2014	Latitude E6540 W/DOCK	19699	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ 6,300.00
Asst. to the City Manager	2018	Optiplex 7050	21895	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
City Manager - Laptop	2011	Vostro 3300 Laptop	16877	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Printer	2005	HP 4650DN Color Laser	14993	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Admin Manager	2019	Optiplex 7070	24103	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 5,550.00**	**$ 13,750.00**	**$ -**	**$ 6,700.00**	**$ 5,550.00**	**$ 3,950.00**	**$ 9,800.00**	**$ 5,300.00**	**$ 6,950.00**	**$ 3,950.00**	**$ 9,800.00**	**$ 71,300.00**

City Clerk -3501

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Asst. City Clerk	2012	Optiplex 390	18402	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
City Clerk-Chambers	2016	Optiplex 9020	20343	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Records Mgmt. Coordinator	2016	Optiplex 390	18429	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Personal Harbor	2015	Optiplex 9020	20344	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Printer	2013	HP525F MFP	18898	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
City Clerk	2012	Optiplex 390	17774	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390	18448	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390	18451	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Costa	2012	Optiplex 390	18458	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Multiple Users	2010	Latitude D610 Laptop	15227	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
City Clerk - Laptop	2015	Latitude E6520 Laptop	20614	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00		$ -	$ 5,550.00
City Clerk - Laptop	2015	Latitude E6520 Laptop	20329	$ -	$ -	$ -	$ 1,850.00		$ -	$ -	$ 1,850.00	$ -		$ -	$ 3,700.00
Office Assistant	2012	Optiplex 390	18431	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanner	2019	Canon DR-G1100 Scanner	23978	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ 19,500.00
Scanner	2019	Canon DR-G1100 Scanner	23977	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ 19,500.00
Total				**$ 1,850.00**	**$ 9,800.00**	**$ 16,450.00**	**$ 1,850.00**	**$ 4,650.00**	**$ -**	**$ 22,800.00**	**$ 5,300.00**	**$ 1,850.00**	**$ 2,800.00**	**$ 22,800.00**	**$ 90,150.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Budget & Strategy -1901

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Intern	2015	Optiplex 9020 sff	22026	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Director of Budget	2015	Optiplex 9020 sff	22027	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Budget Laptop	2015	Latitude E6540	20536	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Senior Financial Analyst	2012	Optiplex 390	17923	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Financial Analyst	2012	Optiplex 390	17925	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared PC	2012	Optiplex 390	17937	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Financial Analyst	2012	Optiplex 390	17939	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Financial Analyst	2012	Optiplex 390	17966	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Financial Analyst	2009	Optiplex 960	17097	$ -	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ -	$ 2,300.00	$ -	$ 4,600.00
Printer	2007	HP 8150DN Laser	15604	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Budget Analyst	2019	Surface Pro	23910	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ 6,900.00
Senior Financial Analyst	2005	Optiplex GX280	14719	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2019	HP Color Laserjet Enterprise M5	24054	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Total				**$ -**	**$ 7,000.00**	**$ 2,300.00**	**$ 5,300.00**	**$ 5,100.00**	**$ -**	**$ 9,300.00**	**$ 1,850.00**	**$ 3,450.00**	**$ 5,100.00**	**$ 2,300.00**	**$ 41,700.00**

Economic Development Office -0502

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
EDO Coordinator	2015	Optiplex 9020	20195	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Chief Economic Dev Officer	2015	HP Laserjet MFP M575DN	20197	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Chief Economic Dev Officer	2019	Surface Pro	23745	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Chief Economic Dev	2019	Surface Pro	23912	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
EDO Coordinator	2019	Surface Pro 6	24152	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
EDO Coordinator		Dell Latitude E6540	20516	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Chief Economic Dev Officer	2016	Latitude E5470 Laptop w/Dock	21027	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Total				**$ -**	**$ -**	**$ 5,550.00**	**$ 2,100.00**	**$ 4,850.00**	**$ -**	**$ 5,550.00**	**$ 2,100.00**	**$ -**	**$ 4,850.00**	**$ 5,550.00**	**$ 30,550.00**

Emergency Management- 0503

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Emergency Management	2020	Optiplex 7070	24353	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Emergency Management	2020	Dell Inspirion	24278											$ -	$ -
Total				**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ 2,800.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Communication & Marketing -0604

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Creative Services Coordinator	2010	30" Cinema Apple Monitor	17397	$ -	$ 1,400.00	$ -	$ -	$ 1,400.00	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 4,200.00
Printer	2015	HP Color LaserJet MFP M577F	24029	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ 6,300.00
City TV	2014	ViewCast Streaming Video	19753	$ -	$ 3,800.00	$ -	$ -	$ 3,800.00	$ -	$ -	$ 3,800.00	$ -	$ -	$ -	$ 11,400.00
TIGHTROPE	2006	12X2 A/V ROUTER	15527	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Creative Service Coord.	2006	23" Viewsonic Monitor	15056	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
TIGHTROPE	2006	250GB VIDEO ON DEMAND	15526	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
TIGHTROPE	2006	4CH ITB VIDEO SERVER	15525	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Broadcast Comms. Coordinator	2016	Dell Latitude E5470	20819	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Office Assistant/Historain	2016	Dell Latitude E7270	20831	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
TIGHTROPE	2006	HEADED CONTROL/CAROUSEL	15524	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Printer-MAC	2007	HP 5200TN LaserJet MAC	15742	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer-poster	2018	HP LATEX 560 Printer	23175	$ -	$ 23,000.00	$ -	$ -	$ -	$ 23,000.00	$ -	$ -	$ -	$ 23,000.00	$ -	$ 69,000.00
Communications/ Mktg. Manager	2015	HP ZR30W	18941	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
Conference Room	2018	IMAC 27' 5K Retina	23452	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ 10,000.00
Intern/Videographer	2018	IMAC 27"	23607	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ 16,000.00
Server-MAC	2018	IMAC 27"	23606	$ -	$ 3,000.00	$ -	$ -	$ 3,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ 14,000.00
Editor/ Producer	2018	IMAC W 27"	23608	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ 16,000.00
Writer/Media Relations Coord.	2018	IMAC W 27" Monitor	23451	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ 10,000.00
Broadcast Comms. Coordinator	2018	IMAC W 27" Monitor	23456	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ 10,000.00
Creative Services Coordinator	2018	IMAC W 27" Monitor	23450	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
Graphics Designer	2018	IMAC W 27" Monitor	23453	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
Communications/ Mktg. Manager	2018	IMAC W 27" Monitor/desktop	23454	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
Inter /Front desk	2018	Latitude 7280	21773	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Editor/ Producer	2016	Latitude E5470	20818	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Communications/ Mktg. Manager	2015	Macbook Pro 13"	23470	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
Creative Service Coord.	2015	Macbook Pro 13"	23469	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
Creative Service Coord.	2018	MAC Pro Desktop	23455	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ 16,000.00
Editor/Producer	2018	Macbook Pro 15	23519	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ 10,000.00
City Radio	2015	Optiplex 380 - replaced in 2015	17635	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Graphics Designer	2017	Surface Pro	21664	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Conference Room	2017	Surface Pro	21661	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant/Historain	2017	Optiplex 390 - replaced in 2017	18417	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Skype	2018	Optiplex 7050	21891	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Graphics Designer	2017	Optiplex 7050	21886	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Interent Assistant	2017	Optiplex 7050	21884	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Video Room	2017	Optiplex 7050	21888	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
N/A	2017	Optiplex 7050	21885	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Creative Service Coord.	2013	Precision T3600 MT GIS PC	18983	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Communications/ Mktg. Manager	2013	Precision T3600 MT GIS PC	18984	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Editor/ Producer	2006	Primera Bravo DVD Duplicator	15209	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Communications/ Mktg. Manager	2018	Suface Book 2	23182	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ 7,500.00
Communication Coordinator	2017	Surface Pro	24208	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Broadcast Comms. Coordinator	2017	Surface Pro 17"	21663	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Writer/Media Relations Coord.	2017	Surface Pro 17"	21662	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2019	Optiplex 7060	23755	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Intern/Graphics Designer	2014	Optiplex 9020 Mini Tower	23754	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 13,500.00**	**$ 71,550.00**	**$ 7,500.00**	**$ 20,850.00**	**$ 32,600.00**	**$ 32,750.00**	**$ 28,600.00**	**$ 36,750.00**	**$ 9,200.00**	**$ 41,250.00**	**$ 28,100.00**	**$ 322,650.00**

Development Service Administration -3100

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Laptop	2016	Latitude E5470	20817	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2015	HP LaserJet 4200DN	20292	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Printer, Color Laser	2015	HP Laserjet Pro 400 M451D	20292	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Director of Development Services	2013	Precision T3600 MT GIS PC	18960	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Assistant Director of Development Ser	2013	Precision T3600 MT GIS PC	18980	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Vacant	2012	Optiplex 390	17817	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Executive Assistant	2012	Optiplex 390	17969	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Development Services Coordinator	2012	Optiplex 390	18069	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Director of Development Services	2017	Dell Latitude 7280	21774	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ 5,100.00
Laptop	2017	Dell Latitude 7280	21772	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ 5,100.00
Total				**$ 3,400.00**	**$ 4,200.00**	**$ 3,600.00**	**$ 1,850.00**	**$ 8,950.00**	**$ 3,600.00**	**$ 4,200.00**	**$ 1,850.00**	**$ 7,000.00**	**$ 5,550.00**	**$ -**	**$ 44,200.00**

Neighborhood Services -3004

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Comm.Develop./Housing Admin.	2013	Precision T3600 MT GIS PC	18981	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Neighborhood Coordination Asst	2013	Precision T3600 MT GIS PC	18982	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Inspector 1	2012	Optiplex 390	17890	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Atria	2012	Optiplex 390	18101	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Comm. Develop. /Housing Admin.	2012	Optiplex 390	18110	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 4,200.00**	**$ 3,600.00**	**$ -**	**$ -**	**$ 3,600.00**	**$ 4,200.00**	**$ -**	**$ 3,600.00**	**$ -**	**$ -**	**$ 19,200.00**

Planning & Zoning -3001

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer - Color	2020	HP Laserjet M751	24329	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Senior Planner	2014	Dell Latitude 7280	21782	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Code Compliance Manager	2014	Dell Latitude 7280	21783	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Slice of the Springs	2014	Hitachi CP-WX3030WN	19294	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ 4,500.00
Slice of the Springs	2014	Hitachi CP-WX3030WN	19295	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ 4,500.00
Plotter	2014	HP DesignJet T7100 - Plotter	19653	$ -	$ 15,000.00	$ -	$ -	$ -	$ 15,000.00	$ -	$ -	$ -	$ 15,000.00	$ -	$ 45,000.00
Assistant Planner	2013	Precision T3600 MT GIS PC	18959	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Associate Planner	2013	Precision T3600 MT GIS PC	18977	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Shared GIS PC #1	2013	Precision T3600 MT GIS PC	18978	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Shared GIS PC #2	2013	Precision T3600 MT GIS PC	18979	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Chief Planner	2013	Precision T3600 MT 635W	19194	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ 7,200.00
Senior Office Assistant	2012	Optiplex 390	18005	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Landscape Inspector	2012	Optiplex 390	18130	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Slice of the Springs	2009	Latitude E6500 Laptop	17196	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Zoning/CC Meetings	2008	Latitude D830 Laptop	16226	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Planning & Zoning Manager	2008	Latitude D830 Laptop w/Dock	16228	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Public Use Laptop	2004	Latitude D600 Laptop	14142	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Transportation Planner	2012	Optiplex 7250	21324	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2014	HP M525DN MFP	19280	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00		$ -	$ 4,200.00
Total				**$ 1,800.00**	**$ 25,900.00**	**$ 7,200.00**	**$ 3,900.00**	**$ 3,450.00**	**$ 28,900.00**	**$ 6,000.00**	**$ -**	**$ 9,300.00**	**$ 26,950.00**	**$ -**	**$ 113,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Code Enforcement- 5403

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Code Compliance Officer	2014	GETAC F110/V110 Lind	16169	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Code Compliance Officer	2014	GETAC F110/V110 Lind	19917	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Broken	2014	GETAC F110/V110 Lind	19919	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Code Compliance Officer	2014	GETAC F110/V110 Lind	19920	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Scanner	2015	Canon DR-G1100 Scanner	20503	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ -	$ -	$ -	$ 6,500.00	$ 19,500.00
Tax Collection Specialist	2017	Optiplex 7050	21869	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Kitchen	2017	Optiplex 7050	21873	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Scanner Desk	2017	Optiplex 7050	21872	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Code Compliance Administrator	2017	Optiplex 7050	21879	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7050	21876	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2015	HP Laserjet 500 MFP - M525dn	20491	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Office Assistant	2015	Optiplex 9020	20345	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Code Compliance Officer	2014	Latitude E6540	19914	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Manager	2014	Panasonic Toughbook	20079	$ -	$ -	$ -	$ 5,000.00	$ -	$ -	$ -	$ 5,000.00	$ -	$ -	$ -	$ 10,000.00
Code Compliance Manager	2013	Precision T3600 MT GIS PC	18974	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Principal Office Assistant	2012	Optiplex 390	17766	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Code Compliance Supervisor	2012	Optiplex 390	17784	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	18435	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2012	Optiplex 390	18439	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2012	Optiplex 390	18442	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Clerical Assistant	2012	Optiplex 390	18447	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	18455	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2012	Optiplex 7050	21878	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2012	Optiplex 390	18588	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office assitant	2012	Optiplex 390	18589	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Code Compliance Officer	2008	Itronix VR-2 Laptop	16159	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop	16160	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Inspector 1	2008	Itronix VR-2 Laptop	16161	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Broken	2008	Itronix VR-2 Laptop	16162	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop	16163	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop	16164	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop	16165	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop	16166	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Manager	2019	Laditude 5500	24110	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Code Officer	2019	Optiplex 7060	23766	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23763	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23767	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23760	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23770	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23764	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23769	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23765	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	23762	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2019	Optiplex 7060	21929	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Code Officer	2014	Optiplex 7060	23768	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 21,000.00**	**$ 10,150.00**	**$ 36,400.00**	**$ 4,850.00**	**$ 1,800.00**	**$ 29,350.00**	**$ 21,000.00**	**$ 17,200.00**	**$ 4,850.00**	**$ 8,350.00**	**$ 154,950.00**

Total Development Services	**5,200.00**	**55,300.00**	**24,550.00**	**42,150.00**	**17,250.00**	**37,900.00**	**43,750.00**	**22,850.00**	**37,100.00**	**37,350.00**	**8,350.00**	**331,750.00**

Building- 5101-5403

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
DESK #37	2017	Optiplex 7050	21692	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #40	2017	Optiplex 7050	21674	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Development Services Coordinator	2016	Latitude E5470	20816	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Chief Building Official	2020	Laitiude 5400	24247	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer #G	2018	HP Laserjet M527F	23314	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
DESK #10	2012	Optiplex 390	17763	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #33	2012	Optiplex 390	17767	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #31	2012	Optiplex 390	17769	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #6	2012	Optiplex 390	17781	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #20	2012	Optiplex 390	17793	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #27	2012	Optiplex 7050	21317	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #24	2012	Optiplex 390	17821	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #38	2012	Optiplex 390	17847	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #32	2012	Optiplex 390	17920	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #7	2012	Optiplex 7050	21320	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #26	2012	Optiplex 390	17971	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #11	2012	Optiplex 7050	21325	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #16	2012	Optiplex 390	17983	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #3	2012	Optiplex 7050	21316	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #9	2012	Optiplex 390	17995	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #25	2012	Optiplex 390	18033	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #21	2012	Optiplex 390	18035	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #8	2012	Optiplex 7050	21323	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #5	2012	Optiplex 390	18046	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #4	2012	Optiplex 390	18050	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #19	2012	Optiplex 7050	21321	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #12B	2012	Optiplex 390	18063	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #18	2012	Optiplex 7050	21319	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #28	2012	Optiplex 390	18075	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #29	2012	Optiplex 390	18079	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #23	2012	Optiplex 390	18082	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #1	2012	Optiplex 7050	21322	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
FRONT	2010	Latitude D6520 Laptop	15228	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
GIS-COPIER	2005	OCETOS 400 - CONTROLLER PAR	8927	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
GIS-COPIER	2005	OCETOS 400 - SCANNER PORTIO	8928	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer Color	2004	HP2550N Color LaserJet	0	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
DESK #13	2015	Optiplex 9020	20377	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
DESK #2	2012	Optiplex 390	17871	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #42	2012	Optiplex 390	17985	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
DESK #35	2012	Optiplex 390	18053	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer #E	2019	HP Laserjet MFP M528dn	24059	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Printer #B	2019		Under $1,000	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Printer #C	2014	HP CP4525 Color LaserJet	19685	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
DESK #14	2019	Dell Latitude 5290	24114	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ -**	**$ 44,800.00**	**$ 3,950.00**	**$ 11,350.00**	**$ 1,400.00**	**$ -**	**$ 46,650.00**	**$ 5,800.00**	**$ 7,650.00**	**$ 1,400.00**	**$ 1,850.00**	**$ 124,850.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Finance Administration -1501

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2014	HP1606DN	19189	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 2,000.00
Conference Room	2015	Latitude E6540 Laptop	19969	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2015	HP606x - B/W	20692	$ -	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ -	$ 4,000.00	$ -	$ 8,000.00
City Controller	2018	Optiplex 7050	21925	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Director of Financial Services	2012	Optiplex 390	17929	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2018	Optiplex 7050	21898	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Director of Financial Services	2012	Latitude 6520	18495	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2012	HP Laserjet Pro 300 M375NW	18957	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 2,000.00
Total				**$ -**	**$ 5,200.00**	**$ -**	**$ 4,700.00**	**$ 4,000.00**	**$ -**	**$ 5,200.00**	**$ 3,700.00**	**$ 1,000.00**	**$ 4,000.00**	**$ -**	**$ 27,800.00**

Accounting- 1601

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer - Finance	2018	HP Laserjet Pro M402dne	18933	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 2,000.00
Accountant	2012	Optiplex 390	18096	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2014	HP425DN MFP	19187	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Scanner	2016	Canon Image Forumula	21002	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 6,300.00
Printer	2015	HP LaserJet MFP M525DN	20294	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Fin. Report/ Comp. Administration	2018	Optiplex 7050	21923	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer - PD Records	2013	HP Pr0400 M401DN	18932	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 2,000.00
Accountant	2018	Dell Latitude 7280	21749	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Accountant	2018	Optiplex 7050	21921	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Accountant	2018	Optiplex 7050	21922	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Accounting Assistant	2018	Dell Latitude 7280	21746	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Payroll Coordinator	2012	Optiplex 390	18091	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Payroll Technician	2018	Dell Latitude 7280	21748	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Accounting Analyst	2018	Optiplex 7050	21924	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 2,100.00**	**$ 14,600.00**	**$ -**	**$ 2,100.00**	**$ 4,200.00**	**$ -**	**$ 14,600.00**	**$ -**	**$ 2,100.00**	**$ 4,200.00**	**$ -**	**$ 43,900.00**

Revenue & Collection-1602

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Window #1	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Accounting Assistant	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Water Billing Rep	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Window #2	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Payroll Coordinator	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Water Billing Represetative	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Water Billing Represetative	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Accounting Assistant	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanner	2016	Canon DR 6010C	20805	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 5,400.00
Printer	2015	HP LaserJet M525DN MFP	20267	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Billing Operations Technician	2018	Optiplex 7020	21908	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2016	HP Laserjet M606dn	21109	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Total				**$ -**	**$ 12,600.00**	**$ -**	**$ 2,700.00**	**$ 2,100.00**	**$ -**	**$ 12,600.00**	**$ 2,700.00**	**$ -**	**$ 2,100.00**	**$ 12,600.00**	**$ 47,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Purchasing- 1701

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Senior Office Assistant	2012	Optiplex 390	17967	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2015	HP LaserJet MFP M525DN	20293	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Purchasing Administrator	2012	Optiplex 390	17922	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Purchasing Agent II	2018	Dell Latitude 7280	21770	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Purchasing Agent II	2018	Dell Latitude 7280	21968	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Purchasing Agent II	2018	Dell Latitude 7280	21767	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Front Desk - Vacant	2014	Optiplex 7050	23757	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 7,000.00**	**$ -**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 7,000.00**	**$ -**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 21,000.00**

Central Stores- 1702

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Purchasing Assistant	2012	Optiplex 390	17905	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Purchasing Assistant	2012	Optiplex 390	17921	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Purchasing Assistant	2012	Optiplex 390	17926	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Central Stores Coordinator	2016	Optiplex 9020 sff	20364	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2007	HP 4350DTN LaserJet	16755	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Total				**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,200.00**
Total Finance				**2,100.00**	**45,000.00**	**-**	**10,900.00**	**12,400.00**	**-**	**45,000.00**	**6,400.00**	**4,500.00**	**12,400.00**	**12,600.00**	**151,300.00**

City Hall in the Mall- 1007

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2015	HP Laserjet Color - M651N	20291	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Passport Service Supervisor	2012	Optiplex 7050	21318	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Applicants	2012	Optiplex 390	17900	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	17908	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Blade PC	2018	Optiplex 7050	21685	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Rec Trac	2012	Optiplex 390	18123	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 7,000.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ -**	**$ 7,000.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ -**	**$ 20,900.00**

Community Relations- 1001

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Community Relations Manager	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Comm. Relations Coordinator	2012	Optiplex 7050	21356	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7050	21887	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7280	21776	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,200.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Human Resources- 1000

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Director of Human Resources	2016	Latitude E5570	20952	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Conference room	2015	Latitude E6540	20534	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Color Printer	2015	HP LaserJet M651N Color Printe	20291	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
HR - CIGNA	2015	Optiplex 9020	20116	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Pension Administrator	2012	Optiplex 390	17897	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
	2018	Optiplex 7050	21402											$ -	$ -
Director of Human Resources	2012	Optiplex 390	17911	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Intern	2012	Optiplex 390	17917	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Sr. Human Resource Coordinator	2018	Optiplex 7050	21919	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	17940	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Human Resource Coordinator	2018	Optiplex 7050	17945	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Human Resource Analyst	2012	Optiplex 390	17970	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
HR Support Specialist	2012	Optiplex 390	17985	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
HR Support Specialist	2012	Optiplex 390	18058	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Front counter	2012	Optiplex 390	18065	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Front counter	2012	Optiplex 390	18072	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
HR Manager	2012	Optiplex 390	18076	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Human Resource Partner	2012	Optiplex 390	18113	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
HR Support Specialist	2012	Canon DR-6010C	18279	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ 8,100.00
Total				**$ 2,700.00**	**$ 18,200.00**	**$ -**	**$ 3,700.00**	**$ 7,550.00**	**$ -**	**$ 18,200.00**	**$ 3,700.00**	**$ 2,700.00**	**$ 4,850.00**	**$ -**	**$ 61,600.00**

Volunteer Services- 1008

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2013	HP MFP M577	23382	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Shared PC	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Trout	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Volunteer Desk	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Volunteer Coordinator	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 5,600.00**	**$ 2,100.00**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ 2,100.00**	**$ -**	**$ -**	**$ -**	**$ 15,400.00**

Total Human Resources	**2,700.00**	**36,400.00**	**2,100.00**	**3,700.00**	**11,000.00**	**-**	**36,400.00**	**5,800.00**	**2,700.00**	**8,300.00**	**-**	**109,100.00**

Information Technology- 2001

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
N/A	2019	Dell Latitude 7290	24095	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Business Analyst	2019	Optiplex 7070	24118	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2014	M525 MFP	19059	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Applications Analyst	2016	MS Surface Pro 4	23372	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Senior Programmer Analyst	2016	Optiplex 9020	20380	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Programmer/Analyst (tammy)	2016	Surface Pro 4/w Dock	20680	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Solutions/ System Analyst	2016	Dell Latitude E7250	20768	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Network Analyst	2019	Dell Latitude E5470	20822	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Business Analyst	2019	Dell Optiplex 7070	24117	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
N/A		Dell Latitude 7490	23480	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IT Support Specialist	2019	Dell Optiplex 7050	21197	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00		-	$ 2,800.00
IT Support Specialist	2019	Dell Latitude 5500	24145	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Support Specialist	2019	Dell Latitude 7400	24156	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Security Analyst	2019	Dell Optiplex 7050	23761				$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Solutions/ System Analyst	2016	Dell Latitude 7214	20901	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
IT Director	2016	Origin EON Notebook	20864	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Infrastructure Manager	2015	Optiplex 9020 sff	19986	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
IT Training Room	2014	Latitude D830	12637	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Network Analyst	2014	GETAC	19330	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
IT Director	2019	Dell Latitude 7290	24094	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Solutions/ System Analyst	2019	iPads	24090 & 2409	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Project Manager	2015	Dell Latitude E7250	20558	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Support Specialist	2014	Optiplex 9020	20006	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Service Desk Monitoring	2014	Optiplex 390	17919	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
N/A	2014	Latitude 6520	18256	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Scanner	2014	Canon DR-6010C	18281	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ 8,100.00
Network Analyst	2014	Optiplex 9020	19988	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Solutions/ System Analyst	2014	Optiplex 390	18105	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Solutions/ System Analyst	2014	Optiplex 9020	19997	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Application	2014	Optiplex 9020	19995	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
IT Support Specialist	2019	Optiplex 7050	21487	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Database Analyst	2014	Optiplex 9020	18117	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Network Analyst	2014	Optiplex 9020	19996	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
GIS	2018	Latitude 7290	23597	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Network Analyst	2014	Latitude 6520	18472	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Director of Information Services	2014	Latitude E7240	20071	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Applications Manager	2014	Latitude 6520	18477	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Solutions/ System Analyst	2014	Latitude 6520	18478	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Project Support Specialist	2014	Latitude 7490	23479	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Support Specialist	2014	Latitude 6520	18482	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Network Specialist	2014	Latitude 6520	18483	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Network Analyst	2014	Latitude 6520	18484	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Programmer/ Analyst	2014	Latitude 6520	18487	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
GIS	2014	Latitude 5590	23478	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Network Analyst	2019	Optiplex 7070	24104	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Network Analyst	2019	Optiplex 7070	24101	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Cisco Works	2014	Optiplex 390	18352	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
What's Up Gold	2014	Optiplex 390	18352	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
IS Training room	2014	Optiplex 390	18406	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Support	2014	Optiplex 390	18427	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Database Analyst	2019	Optiplex 7060	23859	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Network Analyst	2014	Latitude E6540	19965	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Applications Manager	2014	Latitude E6540 w/dock	19966	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Information Technology- 2001 (continued)

IT Training Room	2018	Dell Prcision 7730	23506	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23507	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23508	$	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23059	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23510	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23511	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23512	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23513	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23514	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23515	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23516	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23518		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
IT Training Room	2018	Dell Prcision 7730	23517	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Programmer/ Analyst	2013	Dell Ultrasharp U3014 Monitor	18948	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 2,400.00
IT Support Specialist	2013	Dell Ultrasharp U3014 Monitor	18949	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 2,400.00
GIS/ Security Administrator	2013	Dell Ultrasharp U3014 Monitor	18950	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 2,400.00
Programmer/ Analyst	2019	Precision Tower 5810	21736	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
IT Support Specialist	2013	Precision T3600 GIS PC	18962	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
GIS/ Security Administrator	2013	Precision T3600 GIS PC	18963	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Printer-GIS	2012	KONICA	18547	$ -	$ 2,600.00	$ -	$ -	$ -	$ -	$ 2,600.00	$ -	$ -	$ -	$ -	$ 5,200.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380	17426	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380	17427	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380	17428	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380	17429	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Loaner Laptop	2011	GETAC	17618	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Fire Loaner	2011	DELL 7214	21026	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
IS Loaner	2011	GETAC	17621	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
IS Loaner	2011	DELL 7214	21059	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
GIS-Plotter	2011	HHP T7100 - Plotter	18817	$ 18,000.00	$ -	$ -	$ -	$ 18,000.00	$ -	$ -	$ -	$ 18,000.00	$ -	$ -	$ 54,000.00
Printer - Color	2008	HP 4700 Laserjet	16274	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
GIS Data Entry	2014	Optiplex 9020 Mini Tower	19801	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
GIS/IT Support Specialist	2019	Dell Precision 3430	23781	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 3,700.00
IT Support Specialist	2018	Optiplex 7050	21786	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
GIS Data Entry	2018	Dell Latitude 7290	23596	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
GIS Data Entry	2014	Optiplex 9020 Mini Tower	19802	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
IT Support Specialist	2019	Optiplex 7070	24102	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Infrastructure Manager	2019	Apple Macbook Pro	24064	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ 6,900.00
PD Purchased wait	2014	Latitude E6250	18490	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
GIS-Plotter/Scanner	2011	KIP 7100 Plotter/Scanner	18816	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -
Conf. Room	2015	Dell E6540 Laptop	19969	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Support	2017	Optiplex 7050	21553	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Development/Testing	2017	Optiplex 7050	21714	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 38,100.00**	**$ 62,650.00**	**$ 22,800.00**	**$ 52,350.00**	**$ 45,750.00**	**$ 60,450.00**	**$ 26,400.00**	**$ 14,800.00**	**$ 79,650.00**	**$ 62,700.00**	**$ 18,800.00**	**$ 484,450.00**

Aquatic Complex-8303

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Recreation Coordinator	2017	Optiplex 7050	21349	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Recreation Coordinator	2017	Optiplex 7050	21351	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Recreation Associate	2019	Optiplex 7070	24107	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21350	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21357	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2017	Optiplex 7050	21362	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Aquatics	2017	Optiplex 7050	21352	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Aquatics Manager	2015	Latitude E6540 Laptop w/Dock	20203	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
PRINTER	2001	ITHACA SERIES 80+	18489	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
PRINTER	2001	HP 812C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Parks Administrator/Pool function	2017	Dell Latitude 7280	21223	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Pro Store	2012	Optiplex 390	18434	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2009	HP CM2320 Multifunction Printe	0	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Printer (*backup only)	2007	HP 4350DTN LaserJet	15756	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Spare (Back Corner)	2017	Optiplex 7050	21346	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 1,850.00**	**$ 11,650.00**	**$ -**	**$ 2,800.00**	**$ 1,850.00**	**$ 1,850.00**	**$ 9,800.00**	**$ -**	**$ 4,650.00**	**$ 1,850.00**	**$ -**	**$ 36,300.00**

Cypress Pool-8301

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
PRINTER	2002	HP 940C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
PRINTER	2001	HP 842C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Coaches Office	2014	Optiplex 7060	23752	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Workstation	2014	Optiplex 7060	23753	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
PRINTER	2019	HP Lasesrjet Pro M479dn	19792	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Total				**$ -**	**$ -**	**$ -**	**$ 4,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,800.00**	**$ -**	**$ -**	**$ 9,600.00**

Mullins Pool-8302

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Shared	2012	Optiplex 7050	21336	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Front Office	2012	Optiplex 7050	21337	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PRINTER-FRONT OFFICE	1997	HP 712C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
SHARED	1997	OKIDATA MICROLINE		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2014	HP Laserjet PRO M479fdn	19784	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 2,000.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ 1,000.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ 1,000.00**	**$ -**	**$ -**	**$ 7,600.00**

Total Aquatics				**1,850.00**	**14,450.00**	**-**	**8,600.00**	**1,850.00**	**1,850.00**	**12,600.00**	**-**	**10,450.00**	**1,850.00**	**-**	**53,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Cypress Park-8101

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Rec Coordinator	2012	Optiplex 390	17790	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 390	18089	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**

Mullins Park-8102

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Shared	2017	Optiplex 7050	21332	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared	2012	Optiplex 390	17885	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared	2012	Optiplex 7050	21333	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared	2012	Optiplex 7050	21331	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 390	18419	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$**	**$ 7,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,000.00**

Neighborhood Parks-8116

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Rec Coordinator	2011	Optiplex 390	17837	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2011	Optiplex 390	17962	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**

Landscape- 8118

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
PRINTER	1996	HP 560 Color Deskjet Printer		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Parks & Rec Coordinator	2011	Optiplex 390	18030	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2011	Optiplex 390	17913	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**

Irrigation- 8119

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Rec Coordinator	2012	Optiplex 7050	21334	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Irrigation PC	2011	Optiplex 380	17415	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**

Total Parks				**-**	**18,200.00**	**-**	**-**	**-**	**-**	**18,200.00**	**-**	**-**	**-**	**-**	**36,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Recreation Services-8205

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Rec Coordinator	2002	HP 4100 Laser Printer	12797	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Gym	1998	HP 6127 Color Deskjet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Parks & Rec Coordinator - Sartory Cen	2012	Optiplex 390	18089	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Director of Parks and Recreation	2017	Optiplex 7050	21470	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2017	Optiplex 7050	21362	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Recreation Superintendent	2017	Optiplex 7050	21361	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Gymnasium Front Desk	2012	Optiplex 390	17765	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 7050	21339	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2012	Optiplex 7050	21340	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 7050	21347	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	18100	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks Administrator	2012	Latitude 7280	21764	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2018	Optiplex 7050	23281	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 390	17790	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Back Printer	2014	HP M525DN Laser Printer	19791	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Total				**$ -**	**$ 16,800.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 16,800.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 37,800.00**
Total Parks and Recreation Services				**-**	**35,000.00**	**-**	**2,100.00**	**-**	**-**	**35,000.00**	**-**	**2,100.00**	**-**	**-**	**74,200.00**

Sportsplex Tennis-7810

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Assistant Director of Parks and Recrea	2016	Latitude E5470	20824	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Front Desk	2012	Optiplex 7050	21314	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Manager - Tennis Center	2012	Optiplex 7050	21360	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Parks & Rec Coordinator	2012	Optiplex 7050	21358	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Executive Assistant	2012	Optiplex 7050	21359	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 5,600.00**	**$ -**	**$ 1,850.00**	**$ -**	**$ -**	**$ 5,600.00**	**$ 1,850.00**	**$ -**	**$ -**	**$ -**	**$ 14,900.00**

Sportsplex Athletic Complex-7812

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Parks & Rec Coordinator	2011	Optiplex 390	17903	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Parks & Recreation Coordinator	2011	Optiplex 390	17880	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Total				**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ 5,600.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Tennis Center-8409

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Pro Shop	2017	Optiplex 7050	21342	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2015	HP Laserjet M606X	20507	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Printer upstairs	2015	HP Laserjet 500 MFP - M525dn	20494	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Todd's Office	2013	HP Laserjet Pro 300 M375NW	18947	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Printer	2005	HPLaserjet M606X	20506	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Total				**$**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 6,300.00**	**$ -**	**$ 1,400.00**	**$ 2,100.00**	**$ -**	**$ 6,300.00**	**$ -**	**$ 19,600.00**

Cypress Tennis-8401

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Cypress - Tennis Shop	2016	Optiplex 7040	20811	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Printer	2004	HP 4300DTN Laser Printer	14192									$ -	$ -	$ -	$ -
Total				**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ 2,800.00**

Total Sportsplex Center				**-**	**7,000.00**	**2,100.00**	**1,850.00**	**10,500.00**	**-**	**7,000.00**	**3,950.00**	**-**	**10,500.00**	**-**	**42,900.00**

Office of the Chief-4101

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Captain	2018	Optiplex 7050	23724	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fiscal/Accred Admin	2017	Optiplex 7050	21527	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Executive Assistant	2017	Optiplex 7050	21525	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fiscal/Accred Admin	2016	Lattitude E7270	20833	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Chief of Police	2016	Dell 5570	20944	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2015	HP LaserJet MFP M575DN	20295	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Chief of Police	2012	Optiplex 380	17424	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Chief of Police	2014	Optiplex 7060	23605	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Printer	2014	HP 551DN Color Laser	19358	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Total				**$**	**$ 5,600.00**	**$ -**	**$ 8,550.00**	**$ 2,100.00**	**$ -**	**$ 5,600.00**	**$ 3,700.00**	**$ 4,850.00**	**$ 2,100.00**	**$ -**	**$ 32,500.00**

Office of Professional Standards- 4102

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Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant	2016	Latitude 5570	20837	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2015	HP Laserjet 500 MFP - M525dn	20492	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Printer	2013	HP Laserjet Pro 300 M375NW	18945	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00		$ -	$ -	$ 2,000.00
Part Time Desk	2012	Optiplex 390	17933	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Tapit	2019	Optiplex 7050	21519	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2018	Optiplex 7050	21521	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2018	Optiplex 7050	21523	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2018	Optiplex 7050	21520	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$**	**$ 7,000.00**	**$ 1,000.00**	**$ 1,850.00**	**$ 2,100.00**	**$ -**	**$ 7,000.00**	**$ 2,850.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ 23,900.00**

Vice and Intel- 4103

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
VIN Unit	2016	Latitude 7214	21041	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Deputy Police Chief	2016	Latitude 6520	18255	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Investigator	2016	Latitude e5570	20956	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Investigator	2016	Latitude E5570	20953	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Law Enforcemenet Office	2016	Latitude E5570	20955	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
N/A	2016	Latitude 6250	18260	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Investigator	2016	Latitude E5570	20954	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Investigator	2016	Latitude 6250	18596	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
VIN Office	2012	Optiplex 390	17856	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
VIN Office	2012	Optiplex 390	17944	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
VIN Office	2012	Optiplex 390	17965	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Youth Liaison Officer	2010	Latitude E6500 Laptop	14599	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Tech Office	2010	Compaq DC7900	17310	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Youth Liaison Officer	2007	Latitude D620 Laptop	15670	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Terastation	2006	Terastation Pro 2.0	15516	$ -	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ 6,000.00
Printer	2015	HP Laserjet M606X	20504	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Investigator	2015	Optiplex 9020	20348	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Investigator	2015	Optiplex 9020	20347	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Intelligence Analyst	2015	Optiplex 9020	20349	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Printer	2013	HP 400 Color Laserjet Pro M451	18815	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Investigator	2017	Optiplex 7050	21490	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2012	Optiplex 7050	21488	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 390	18103	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2018	Optiplex 7050	21492	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	21489	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 390	17986	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
OffSite	2012	Optiplex 390	18011	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2015	Latitude E6500 Laptop	17201	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 4,000.00**	**$ 16,000.00**	**$ 5,300.00**	**$ 12,950.00**	**$ 10,300.00**	**$ 2,000.00**	**$ 15,850.00**	**$ 16,400.00**	**$ 4,000.00**	**$ 8,300.00**	**$ 1,850.00**	**$ 96,950.00**

PD Human Resources- 4104

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Captain	2016	Latitude E6520	18489	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Human Resource Administrator	2015	Optiplex 9020	20350	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
HR Support Specialist	2012	Optiplex 390	17893	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390	17953	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Background Investigator	2012	Optiplex 390	17954	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390	18026	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2008	HP 3600DN Color Laser	16273	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -
Scanner	2004	Canon DR-3060	14140	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2014	HP M525DN	19696	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Total				**$ -**	**$ 5,600.00**	**$ -**	**$ 3,950.00**	**$ 1,400.00**	**$ -**	**$ 5,600.00**	**$ 1,850.00**	**$ 2,100.00**	**$ 1,400.00**	**$ 5,600.00**	**$ 27,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Special Response Team- 4107

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Captain	2016	Latitude E6520	18489	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Human Resource Administrator	2015	Optiplex 9020	20350	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
HR Support Specialist	2012	Optiplex 390	17893	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390	17953	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Background Investigator	2012	Optiplex 390	17954	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390	18026	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2008	HP 3600DN Color Laser	16273	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -
Scanner	2004	Canon DR-3060	14140	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2014	HP M525DN	19696	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Total				**$ -**	**$ 5,600.00**	**$ -**	**$ 3,950.00**	**$ 1,400.00**	**$ -**	**$ 5,600.00**	**$ 1,850.00**	**$ 2,100.00**	**$ 1,400.00**	**$ 5,600.00**	**$ 27,500.00**

Fiscal Management- 4110

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Principal Office Assistant	2015	Optiplex 9020	20346	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Principal Office Assistant	2012	Optiplex 390	17961	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Laser Printer	2019	HP Laserjet M528DN Color	24092	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Total				**$ -**	**$ 1,400.00**	**$ -**	**$ 2,100.00**	**$ 1,400.00**	**$ -**	**$ 1,400.00**	**$ -**	**$ 2,100.00**	**$ 1,400.00**	**$ 1,400.00**	**$ 11,200.00**

Tactical Gang- 4204

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Senior Office Assistant	2019	Optiplex 7050	23728	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2013	GETAC	18744	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	DELL 7214	21065	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	DELL 7214	20922	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	Dell Latitude 7214	21956	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	Optiplex 7050	21623	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21625	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Captain	2018	Optiplex 7050	21617	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21627	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7020	21619	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21626	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2018	Optiplex 7050	21618	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21621	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Captain	2012	Optiplex 7050	21622	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21620	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21624	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2014	HP M750DN Color Laser	19667	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Total				**$ -**	**$ 32,800.00**	**$ -**	**$ 3,450.00**	**$ -**	**$ 16,000.00**	**$ 16,800.00**	**$ -**	**$ 3,450.00**	**$ 16,000.00**	**$ -**	**$ 88,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Emergency Management- 4115

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
EOC Rugged Laptop	2014	GETAC	19728	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Emergency Manager	2017	Latitude Tablet - 5285	19711	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ 6,300.00
Emergency Management Coordinator	2015	Optiplex 9020	20007	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Emergency Manager (on Hold)	2019	Optiplex 7770	24060	$ -	$ -	$ -	$ 1,450.00	$ -	$ -	$ -	$ -	$ 1,450.00	$ -	$ -	$ 2,900.00
EOC Laptop	2018	Latitude 7290	23565	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23563	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23564	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23562	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23561	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23560	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23556	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23559	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23558	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23557	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23555	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19712	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19713	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19714	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19715	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19716	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19717	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19718	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2018	Latitude 7290	23566	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19720	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19721	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19722	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19723	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540	19724	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
EOC Rugged Laptop	2018	Dell Latitude	21961	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
EOC Rugged Laptop	2018	Dell 7214	21961	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
EOC Rugged Laptop	2018	Dell Latitude 7214	21978	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Total				**$ -**	**$ 46,500.00**	**$ 16,000.00**	**$ 1,450.00**	**$ 1,400.00**	**$ 46,500.00**	**$ 16,000.00**	**$ -**	**$ 1,450.00**	**$ 47,900.00**	**$ 16,000.00**	**$ 193,200.00**

K9 Unit- 4203

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
PC# 2	2017	Optiplex 7050	21558	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC #1	2017	Optiplex 7050	21559	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Prosper	2016	GETAC		$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Prosper	2014	Optiplex 7060	23723	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 4,000.00**	**$ 2,800.00**	**$ -**	**$ 1,400.00**	**$ 4,000.00**	**$ -**	**$ 2,800.00**	**$ -**	**$ 5,400.00**	**$ -**	**$ -**	**$ 20,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant	2016	GETAC	17569	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Spare	2014	GETAC	19728	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Spare	2014	GETAC	19727	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Spare	2018	Dell 7214	21978	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Report Writing	2019	Optiplex 7050	23715	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23716	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23717	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23720	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23721	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23714	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Printer	DNR	HP 995CK DeskJet	7349	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Law Enforcement Sergeant	2017	Optiplex 7050	21503	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21502	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21501	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21507	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21505	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Deputy Police Chief	2017	Optiplex 7050	21526	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21496	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2017	Optiplex 7050	21495	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Patrol Unit	2016	DELL 7214	20992	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	Latitude 7214	20847	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Motorcycle Officer	2016	DELL 7214	21043	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	20925	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	20999	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit - Loaner	2016	dell Latitude	20968	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit - Loaner	2016	DELL LATITUDE	21044	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Bike Unit	2016	DELL 7214	21012	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	16894	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	21028	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Spare	2016	GETAC	16896	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Lieutenat	2016	DELL 7214	21019	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20986	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	16913	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	16915	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20981	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	16941	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7204	20878	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	21047	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21009	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit Loaner	2016	DELL 7204	20913	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
???	2016	DELL LATITUDE	20959	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20808	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21050	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20971	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	GETAC	17497	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL LATITUDE	21069	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Traffic Unit	2016	Latitude 7204	20808	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	DELL LATITUDE	21007	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell Latitude 7214	20906	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7202	20905	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	Dell Latitiude	21015	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	DELL 7214	20980	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL 7214	21014	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201 (continued)

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant	2016	DELL 7214	20807	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20998	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17508	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL 7214	21039	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	Dell Latitiude	21029	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	Latitude 7214	20971	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17512	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL 7214	21501	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	21058	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20957	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21045	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Road Patrol	2016	GETAC	17517	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20966	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21051	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21022	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20977	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Youth Liaison Officer	2016	DELL 7204	20923	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Traffic Accident Investigator	2016	DELL 7214	21073	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell Latitude	20978	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL LATITUDE	21038	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20894	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Spare	2016	DELL 7214	21046	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	20898	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Lieutenant	2016	DELL 7214	20960	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	DELL 7204	20915	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Youth Liaison Officer	2016	DELL 7214	20972	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17534	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21051	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17536	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	Dell Latitude 7214	20984	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	20962	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Training Unit	2016	GETAC	17539	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	21055	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Traffic Accidden Investigator	2016	GETAC	17541	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	21070	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20979	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL 7214	20900	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20964	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Youth Liaison Officer	2016	DELL 7214	20983	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Oficer	2016	DELL 7214	20920	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17548	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL 7214	21017	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	GETAC	17550	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	21005	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Spare	2016	DELL LATITUDE	21061	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Spare/Loaner	2016	DELL 7214	20846	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21010	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	DELL 7214	20845	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21004	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21064	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20973	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	21060	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	DELL 7214	20995	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201 (continued)

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Hildebrant	2016	Dell Latitude	21025	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	DELL 7214	20957	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Anrade	2016	DELL 7214	21001	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	Dell Latitude 7214	20982	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Patrol Unit	2016	DELL 7214	20969	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21057	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell Latitude 7214	21018	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	20921	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	DELL 7214	20909	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Traffic Accident Investigator	2016	Dell Latitude 7214	21034	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enfocement Officer	2016	Dell Latitude 7214	20965	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21035	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7204	20912	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21013	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21023	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20910	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	DELL LATITUDE	21008	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
N/A	2016	Latitude 7214	20844	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21063	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	20919	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7204	20810	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell Latitude	20881	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	20904											$ -	$ -
Law Enforcement Officer	2016	DELL 7214	20908	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	GETAC	17601	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21071	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21067	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Youth Liaison Officer	2016	Latitude 7214	20991	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21016	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Lieutenant	2016	GETAC	17626	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21049	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20987	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	DELL 7204	20914	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	21003	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Printer	2016	HP Laserjet CP4525	18899	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ -	$ 6,900.00
Law Enforcement Captain	2016	Optiplex 7040	20802	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Deputy Police Chief	2016	Latitude 6520	18488	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Law Enforcement Officer	2016	Latitude 7214	20970	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Law Enforcement Officer	2016	Dell Latitude	21000	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Report Writing	2019	Optiplex 7050	23722	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Briefing Room	2015	Optiplex 9020	20353	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Briefing Room	2015	Optiplex 9020	20511	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Briefing Room	2015	Optiplex 9020	20352	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Law Enforcement Lieutenant	2015	Optiplex 9020	20354	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Spare	2013	Latitude 7214	21056	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	DELL 7214	20916	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	DELL 7214	20985	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Law Enforcement Officer	2018	DELL 7214	21068	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Executive Assistant	2018	Precision 5820	23569	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ 7,200.00
Printer	2013	HP MFP M527F	23383	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Law Enforcement Lieutenant	2012	Optiplex 7050	21499	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2018	Optiplex 7050	21497	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 390	17895	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00

Patrol- 4201 (continued)

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant	2012	Optiplex 7050	21510	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Lieutenant	2012	Optiplex 7050	21508	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 7050	21506	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 7050	21511	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 7050	21504	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Briefing Room	2012	Optiplex 390	18086	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Report Writing	2019	Optiplex 7050	23718	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2019	Dell Latitude Rugged 12	23678	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	21003	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 5,000.00
Law Enforcement Officer	2016	Dell Latitude 7214 - Rugged	20847	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 5,000.00
Law Enforcement Officer	2016	Dell Latitude 7214 - Rugged	20848	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 5,000.00
Law Enforcement Captain	2016	Dell Latitude E7270	20832	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Youth Liaison Officer	2016	Dell	21021	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Sergeant	2016	GETAC	17533	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Captain	2016	Latitude E7270	20834	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Volunteer - Purchasing 3 Floor	2015	Optiplex 9020	20487	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2019	HP Laserjet M653dn Color	24123	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Spare	2018	Dell 7214	21959	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Report Writing	2019	Optiplex 7060	23847	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Substation - Coral Square Mall	2015	HP laser jet color 400	20559	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
TCP Printer	2014	Zebra RW420 Label	19906	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19907	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19908	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19909	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19910	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
Total				**$ 498,650.00**	**$ 46,200.00**	**$ 30,100.00**	**$ 30,900.00**	**$ 499,700.00**	**$ 25,850.00**	**$ 55,000.00**	**$ 15,150.00**	**$ 508,050.00**	**$ 30,500.00**	**$ 29,400.00**	**$ 1,769,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Traffic- 4202

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Traffic Spare 1	2014	GETAC V200 Tablet	19249	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Law Enforcement Officer	2019	Dell Latitude Rugged 12	23680	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Officer 6	2018	GETAC V200 Tablet	23707	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Traffic Spare 3	2018	GETAC V200 Tablet	23711	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 1	2018	GETAC V200 Tablet	23701	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 2	2018	GETAC V200 Tablet	23702	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 3	2018	GETAC V200 Tablet	23713	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 4	2018	GETAC V200 Tablet	23703	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 5	2018	GETAC V200 Tablet	23704	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 9	2018	GETAC V200 Tablet	23705	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 7	2018	GETAC V200 Tablet	23708	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 8	2018	GETAC V200 Tablet	23709	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Traffic Spare 2	2018	GETAC V200 Tablet	23710	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Officer 10	2018	GETAC V200 Tablet	23706	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Law Enforcement Captain	2017	Optiplex 7050	21518	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer - Admin	2016	GETAC	16914	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Traffic Accident Investigator	2016	GETAC	17631	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Motorcycle Officer	2015	Dell Optiplex 9202 sff	20386	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Motorcycle Officer	2015	Dell Optiplex 9202 sff	20365	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Motocycle Officer	2015	Dell Optiplex 9202 sff	20366	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Motocycle Officer	2015	Dell Optiplex 9202 sff	20367	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
TCP Printer	2014	Zebra RW420 Label	19205	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19206	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19207	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19208	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19209	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19210	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19211	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19212	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19213	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19214	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19215	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19216	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19217	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19218	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label	19911	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ 3,000.00
Motorcycle Officer	2012	Optiplex 390	17768	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Motorcycle Officer	2012	Optiplex 390	17973	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 7050	21517	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2019	Optiplex 7060	24065				$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Officer - Admin	2012	Optiplex 7050	21516	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Motorcycle Officer	2012	Optiplex 7050	21514	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
General Use	2012	Optiplex 390	18054	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Motorcycle Officer	2012	Optiplex 390	18060	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Traffic Spare 4	2018	GETAC V200 Tablet	23712	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ 13,500.00
Total				**$ 8,000.00**	**$ 26,200.00**	**$ 67,000.00**	**$ 1,400.00**	**$ 13,600.00**	**$ 15,000.00**	**$ 78,200.00**	**$ -**	**$ 9,400.00**	**$ 20,600.00**	**$ 67,000.00**	**$ 306,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Humane Unit- 4205

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Humane Officer	2016	GETAC	17611	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Humane Officer	2016	DELL 7214	20989	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Humane Officer	2016	Dell Latitiude	20926	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Humane Officer	2012	Optiplex 7050	21368	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Humane Officer	2012	Optiplex 7050	21367	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Humane Officer	2012	Optiplex 7050	21366	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 12,000.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ 12,000.00**	**$ -**	**$ 4,200.00**	**$ -**	**$ 12,000.00**	**$ -**	**$ -**	**$ 44,400.00**

Community Involvement- 4207

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Community Involvement Coordinator	2017	Optiplex 7050	21529	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared	2006	Optiplex GC520		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
N/A	2019	Surface Pro	24233	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ 6,900.00
Community Involvement Coordinator	2003	X Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total				**$ -**	**$ 1,400.00**	**$ 2,300.00**	**$ -**	**$ -**	**$ -**	**$ 3,700.00**	**$ -**	**$ -**	**$ -**	**$ 2,300.00**	**$ 9,700.00**

Bike Unit- 4209

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Investigator	2016	GETAC	17600	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7214	21037	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Investigator	2016	DELL 7214	21072	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Dell 7214	21024	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Bike Office	2016	HP LASFEJET	20888	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Bike Office	2015	Optiplex 9020	20355	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Bike Office	2015	Optiplex 9020	20356	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Bike Office	2015	Optiplex 9020	20358	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Bike Office	2015	Optiplex 9020	20357	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Total				**$ 16,000.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ 21,600.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ 16,000.00**	**$ 5,600.00**	**$ -**	**$ 66,100.00**

Training Unit- 4210

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
N/A	2016	Latitude Laptop E7270	20835	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Law Enforcement Lieutenant	2016	Latitude Laptop E7270	20836	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Range Master	2015	HPLaserjet M577F	24343	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Training Office	2018	Optiplex 7050	21536	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Range Master	2012	Optiplex 7050	21384	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 390	17974	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Scanning Desk - Dispatch	2012	Optiplex 390	18049	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Community Room	2012	Optiplex 7050	21535	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2012	Optiplex 7050	21537	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2012	Optiplex 390	17915	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Training printer	2019	HP Color LaserJet CM 3530fs MF	24139	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Total				**$**	**$ 9,800.00**	**$ -**	**$ 7,150.00**	**$ 2,100.00**	**$ -**	**$ 9,800.00**	**$ 3,700.00**	**$ 3,450.00**	**$ 2,100.00**	**$ -**	**$ 38,100.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Substation Unit- 4211

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2006	HP3800N Colorjet	20559	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Report Writing	2019	Optiplex 7050	23719	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2019	Optiplex 7060	23852	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
printer	N/A	HP4050TN	N/A	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Law Enforcement Officer	2016	GETAC	17609	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	DELL 7204	20806	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2019	Optiplex 7060	23851	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2019	Optiplex 7060	23849	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2019	Optiplex 7060	23850	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 8,000.00**	**$ -**	**$ -**	**$ 10,450.00**	**$ 10,100.00**	**$ -**	**$ -**	**$ -**	**$ 18,450.00**	**$ 2,100.00**	**$ -**	**$ 49,100.00**

Bear Unit- 4212

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant/BIKE OFFS	2017	Optiplex 7050	21500	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Desk 2	2017	Optiplex 7050	21546	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2016	Latitude 7214	20882	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Desk 5	2013	Optiplex 7060	23321	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Desk 4	2013	Optiplex 7060	23323	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Desk 3	2013	Optiplex 7060	23322	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Desk 1	2012	Optiplex 390	17876	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 4,000.00**	**$ 4,200.00**	**$ 4,200.00**	**$ -**	**$ 4,000.00**	**$ -**	**$ 4,200.00**	**$ 4,200.00**	**$ 4,000.00**	**$ -**	**$ -**	**$ 28,800.00**

General Investigations- 4301

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Investigator	2016	DELL 7214	20896	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Printer	2020	HP Color Laserjet MFP M577F	24227	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,500.00	$ -	$ 6,950.00
Printer	2015	HP M606x - B/W Standard	20505	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Principal Office Assistant	2015	Optiplex 9020	20360	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Principal Office Assistant	2015	Optiplex 9020	20375	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Printer	2013	HP Color Laserjet M452	23386	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Crime Analyst	2019	Dell Presision Tower 5810	21759	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Law Enforcement Sergeant	2018	Optiplex 7050	23725	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	23726	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	23727	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2019	Optiplex 7050	23737	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	23729	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2019	Optiplex 7050	23730	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 390	18006	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	19265	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2019	Optiplex 7050	23731	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 7050	19257	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2019	Optiplex 7050	23732	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Investigator	2018	Optiplex 7050	23733	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Criminal Inves. Specialist	2011	Optiplex 380	16921	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Law Enforcement Sergeant	2016	Latitude E7270	20834	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2014	HP M525DN Laser Jet	23778	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Printer	2019	HP Laserjet M528dn	24121	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Total				**$ 4,000.00**	**$ 16,800.00**	**$ 3,900.00**	**$ 6,050.00**	**$ 13,750.00**	**$ 1,800.00**	**$ 16,800.00**	**$ 3,950.00**	**$ 10,000.00**	**$ 9,800.00**	**$ -**	**$ 86,850.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Special Investigations- 4302

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2003	HP4200TN	13518	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
N/A	2016	DELL 7214	21011	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Empty Desk	2015	Optiplex 9020	20005	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Principal Office Assistant	2015	Optiplex 9020	20509	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2013	HP MFP M527F	23384	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Investigator	2018	Optiplex 7050	21637	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2018	Optiplex 7050	21635	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390	17914	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare PC	2012	Optiplex 390	17914	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Victim/Family Advocate	2018	Optiplex 7050	21634	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Victim/Family Advocate	2018	Optiplex 7050	21636	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2018	Optiplex 7050	21628	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2018	Optiplex 7050	21633	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2018	Optiplex 7050	21631	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2018	Optiplex 7050	21629	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sgt- non barg	2010	Latitude E6520 Laptop	17473	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2010	Latitude E6520 Laptop	17474	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2010	Latitude E6520 Laptop	17477	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2010	Latitude E6520 Laptop	17478	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Analyzer	2005	Toshiba Satellite A60-S1561	14612	$ -	$ -	CIP	$ -	$ -	$ -		$ -		$ -	$ -	$ -
Investigator/Child Abuse/Sex Crime	2019	Latitude 5500	24111	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Investigator	2015	Latitude E6520 Laptop	17475	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Investigator	2015	Latitude E6520 Laptop	17476	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 4,000.00**	**$ 15,400.00**	**$ 7,650.00**	**$ -**	**$ 5,400.00**	**$ -**	**$ 20,950.00**	**$ 2,100.00**	**$ 4,000.00**	**$ 1,400.00**	**$ 20,950.00**	**$ 81,850.00**

Central Records- 4501

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Scanning Desk	2017	Optiplex 7050	21552	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7050	21549	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7050	21550											$ -	$ -
Office Assistant	2017	Optiplex 7050	21555	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2017	Optiplex 7050	21551	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2017	Optiplex 7050	21553	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2017	Optiplex 7050	21557	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Principal Office Assistant	2017	Optiplex 7050	21554	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Records Supervisor	2017	Optiplex 7050	21548	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Records Supervisor	2017	Optiplex 7050	21556	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Lobby	2015	Optiplex 9020	17486	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Records Supervisor	2014	Latitude E6540	19730	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Printer	2013	HP MFP M527F	23371	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Printer	2013	HP LaserJet M402	23385	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Lobby	2012	Optiplex 390	18031	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Scanner	2012	Canon DR-6010C	18278	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
Scanner	2012	Canon DR-6010C	18280	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
Printer	2019	HP Laserjet PRO M479fdn	19682	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00		$ -	$ 4,200.00
Total				**$ 2,800.00**	**$ 15,850.00**	**$ 4,200.00**	**$ 2,100.00**	**$ 4,200.00**	**$ 1,850.00**	**$ 14,000.00**	**$ 4,200.00**	**$ 4,900.00**	**$ 3,250.00**	**$ -**	**$ 57,350.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Youth Liaison 4303

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Law Enforcement Sergeant	2018	GETAC	21962	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Printer	2013	HP Color LaserJet M452	23387	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Deputy Police Chief	2017	Optiplex 7050	21544	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Deputy Police Chief	2016	Latitude 5570	20874	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Emergency Management Coordinator	2015	Latitude E6540 Laptop	20339	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Youth Liason Officer	2018	Dell 7214	21966	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell Latitude	21971	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	Dell Latitude	21964	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell Latitude	21970	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell Latitude	21972	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	Dell Latitude	21974	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	Dell 7214	21976	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2013	GETAC w/doc	18805	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	Dell Latatidue	21967	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	Dell Latatidue	21963	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell Latatidue	21965	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2013	GETAC w/doc	18809	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell 7214	21975	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
SRO	2018	DELL Latitude	21973	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Liason Officer	2018	Dell Latitude	21968	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Youth Lianson Officer	2018	Dell Latitiude	21969	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
JIC Trailer	2013	HP Laserjet Pro 300 M375NW	18946	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Law Enforcement Officer	2012	Optiplex 7050	21539	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 7050	21543	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390	17955	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Shared PC	2012	Optiplex 390	18064	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Sergeant	2012	Optiplex 7050	21540	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Youth Liason Officer	2015	Latitude E6500 Laptop	17315	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
JIC Trailer	2008	Optiplex 740	16074	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740	16075	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740	16076	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740	16077	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Law Enforcement Officer	2015	Latitude D830 Laptop	16320	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Youth Liaison Officer	2010	Optiplex 380	17453	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Youth Liaison Officer	2010	Optiplex 380	17457	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Law Enforcement Sergeant	2009	Vostro 1510 Laptop	16990	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Services Coordinator	2009	Vostro 1510 Laptop	16992	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Liason Officer	2009	Vostro 1510 Laptop	16994	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Liaison Officer	2009	Vostro 1510 Laptop	16997	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Total				**$ 4,000.00**	**$ 72,400.00**	**$ 11,100.00**	**$ 1,850.00**	**$ 4,000.00**	**$ 64,000.00**	**$ 13,950.00**	**$ 7,400.00**	**$ 4,000.00**	**$ 64,000.00**	**$ 5,550.00**	**$ 252,250.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Criminal ID- 4305

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
N/A	2014	Getac S400 Laptop	20063	$ -	$ -	$ 5,170.00	$ -	$ -	$ -	$ 5,170.00	$ -	$ -	$ -	$ 5,170.00	$ 15,510.00
Property Room	2016	Optiplex 9020	20368	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Law Enforcement Officer	2016	GETAC	17581	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Crime Scene Technician	2016	DELL 7214	21048	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Crime Scene Technician	2018	Dell Latitude	21957	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Crime Scene Technician	2016	DELL 7214	20897	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
CSI - Lab	2016	Optiplex 7040	20852	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
CSI -Volunteer	2016	Optiplex 7040	20854	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
CSI - Annex room	2016	Optiplex 7040	20855	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
CSI - Volunteer	2016	Optiplex 7040	20853	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP Color Laserjet M651dn	20493	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Video Forensic System	2015	Optiplex 9020	20095	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Crime Scene Technician	2013	Optiplex 3010	19993	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Crime Scene Inv. Unit Supvr.	2018	Optiplex 7050	21590	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Crime Scene Technician	2018	Optiplex 7050	21589	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Property Room	2018	Optiplex 7050	21584	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Crime Scene Technician	2018	Optiplex 7050	21585	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Property Tech	2018	Optiplex 7050	21588	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Crime Lab Technician	2018	Optiplex 7050	21586	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Latent Fingerprint Examiner	2018	Optiplex 7050	21582	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Crime Scene Technician	2018	Optiplex 7050	21587	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Crime Scene Technician	2018	Optiplex 7050	21583	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2018	Optiplex 7050	21591	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Digital Evidence	2012	Optiplex 7050	21630	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Digital Evidence - Patti Patruno	2011	Optiplex 380	17634	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Printer	2008	HP Laserjet Color - M651N	20498	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Scanner	2008	Scanner	16463	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
LATENT	2006	LATENT FINGERPRINT STATION	15223	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Booking Room	2006	PC CTJ5L81	15514	$ -	operating	operating	operating	operating	operating	operating	operating	operating	operating	operating	$ -
Property Room	2014	Optiplex 7060	23759	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Digital Evidence	2014	Optiplex 9020 Mini Tower	19789	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Crime Analyst	2015	Optiplex 9020	20486	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 21,600.00**	**$ 16,800.00**	**$ 6,570.00**	**$ 2,800.00**	**$ 24,350.00**	**$ 5,600.00**	**$ 21,970.00**	**$ 1,400.00**	**$ 18,800.00**	**$ 8,350.00**	**$ 10,770.00**	**$ 139,010.00**

Building Fleet/ Maintenance- 4503

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Motorcycle Officer	2016	DELL 7214	21075	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Office Assistant	2018	Optiplex 7050	21597	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Facilities Technician	2018	Optiplex 7050	21593	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Custodian	2018	Optiplex 7050	21596	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Sr Fleet Facilities Coord.	2012	Optiplex 390	17882	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Facilities Technician	2012	Optiplex 7050	21592	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fleet / Facilties Coordinator	2018	Optiplex 7050	21595	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Gas Boy PC	2018	Optiplex 7050	21594	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2019	HP Laserjet Pro M521dn MFP	24115	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 2,000.00
Total				**$ 4,000.00**	**$ 9,800.00**	**$ -**	**$ 1,000.00**	**$ 4,000.00**	**$ -**	**$ 9,800.00**	**$ -**	**$ 5,000.00**	**$ -**	**$ -**	**$ 33,600.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Communications Center- 4502

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch Spare	2014	GETAC		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Eagent Printer	2014	HP PRO 400		$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Dispatch Spare	2018	Dell Latitude	21955	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Call Taker 2	2019	Optiplex 7050	23734	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Call Taker 3	2017	Optiplex 7050	23735	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Call Taker 6	2019	Optiplex 7050	23736	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Call Taker 1	2017	Optiplex Mini Tower 910	19255	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Main Channel	2017	Optiplex 7050	21648	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Call Taker 5	2017	Optiplex Mini Tower 910	19259	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Supervisor	2017	Optiplex Mini Tower 910	19261	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Backup Main	2019	Optiplex 7050	23738	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Fire Channel	2017	Optiplex Mini Tower 910	19263	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Info Channel	2017	Optiplex Mini Tower 910	19264	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19266	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Call Taker 3	2017	Optiplex 7050	19262	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Dispatch Spare	2016	Delll 7214	21074	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	DELL 7214	21020	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2018	Latitude 7214	21251	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	GETAC	17583	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	DELL 7214	21033	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	DELL 7214	21006	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	Dell Latitiude	20917	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20961	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	Latitude 5414	21019	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	GETAC	17592	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	DELL 7214	20987	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare - Loaner	2016	GETAC	17594	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	GETAC	17595	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare - Loaner	2016	GETAC	17598	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2016	Latitude 7214	20963	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2016	Latitude 7214	20994	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2016	Latitude 7214	20966	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2016	Dell 7214	21062	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2016	DELL 7214	21066	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Communications Shift Supervisor	2015	Optiplex 9020 sff	20260	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19267	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19268	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2013	GETAC	18607	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18608	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18610	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18614	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	DELL 7214	21054	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18618	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18622	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	DELL 7214	20994	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC	18624	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	DELL 7214	20958	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2013	DELL 7214	20963	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00

Communications Center- 4502 (continued)

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Camera Monitoring PC	2013	Optiplex 9010 Small Form380	18928	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Communications Administrator	2012	Optiplex 7050	21644	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Communications Technical Coord.	2012		18018	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19269	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19270	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19271	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19272	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Communications Technical Coord.	2017	Dell Latitude E5570	21208	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
N/A	2017	Dell Latitude E5570	21209	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
Comm Tech Coord	2017	Delll Latitude E5570	21208	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
N/A	2017	Delll Latitude E5570	21209	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
Dispatch Training Office	2016	Latiude 5570	20838	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Supervisor	2015	HP Laserjet M606X	24339	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ 6,800.00
Code Compliance Supervisor	2015	HP Laserjet M606X	24340	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ 6,800.00
2-Channel	2015	HP Laserjet M606X	24341	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ 6,800.00
FCIC-Calltaker	2015	HP Laserjet M606X	24342	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -	$ 6,800.00
Dispatch Spare	2017	Optiplex Mini Tower 910	19274	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2016	Latitude 7214	21057	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Dispatch	2014	Optiplex 9020 Mini Tower	19900	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Dispatch	2014	Optiplex 9020 Mini Tower	19901	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Dispatch	2014	Optiplex 9020 Mini Tower	19902	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Communications Administrator	2015	Latitude E5500 Laptop	17391	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Call Taker 4	2018	Optiplex 7050	21640	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Dispatch Spare	2018	Optiplex 7050	21650	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Total				**$ 61,600.00**	**$ 64,200.00**	**$ 39,250.00**	**$ 61,750.00**	**$ 63,000.00**	**$ 60,000.00**	**$ 42,050.00**	**$ 3,250.00**	**$ 121,500.00**	**$ 61,400.00**	**$ 40,650.00**	**$ 618,650.00**

Total Police				**656,650.00**	**420,950.00**	**198,570.00**	**172,000.00**	**705,900.00**	**238,600.00**	**365,670.00**	**81,000.00**	**762,900.00**	**289,700.00**	**201,470.00**	**4,093,410.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Public Works Admin- 5501

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Admin Office	2017	Optiplex 7050	21712	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2017	Optiplex 7050	21713	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Admin Office	2017	Optiplex 7050	21715	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Director of Public Works	2012	Optiplex 390	18121	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Horticulture Contract Coordinator	2017	Dell Latitude 7280	21909	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Solid Waste Inspector	2019	Dell Latitude 5400	24228	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Director of Public Works	2016	Latitude E6250	20330	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Public Works Analyst	2014	Optiplex 7060	23858	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 1,850.00**	**$ 5,600.00**	**$ 1,400.00**	**$ 3,250.00**	**$ 1,850.00**	**$ -**	**$ 7,000.00**	**$ 1,850.00**	**$ 3,250.00**	**$ -**	**$ 1,400.00**	**$ 27,450.00**

Public Works Streets- 5601

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Public Works Project Technician	2017	Latitude E5510 Laptop	21762	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
N/A	2020	Latitude 5500	24356	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ 2,400.00
Senior Office Assistant	2017	Optiplex 7050	21382	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Public Works Lead Worker	2017	Optiplex 7050	21377	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2017	Optiplex 7050	21381	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Streets Superintendent	2017	Optiplex 7050	21379	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Equipment Operator II	2017	Optiplex 7050	21378	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Equipment Operator II	2015	Optixplex 9020 Mini Tower	20297	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Public Works Lead Worker	2012	Optiplex 380	17445	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Public Works Project Technician	2012	Optiplex 7050	21380	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ -**	**$ 8,400.00**	**$ 1,850.00**	**$ 1,200.00**	**$ 1,400.00**	**$ -**	**$ 10,250.00**	**$ 1,200.00**	**$ -**	**$ 1,400.00**	**$ 1,850.00**	**$ 27,550.00**

Public Works Facilities- 5801

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Facilities Superintendent	2017	Optiplex 7050	21710	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Team Room	2017	Optiplex 7050	21709	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Electrician	2017	Optiplex 7050	21711	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Team Room	2015	Optiplex 9020	20363	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Metasys Laptop	2017	Dell Latitude 7280	21262	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Facilities Superintendent	2019	Surface Pro	24250	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ 5,400.00
Team Room	2009	Latitude E6500 Laptop	17205	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 1,850.00**	**$ 4,200.00**	**$ 3,650.00**	**$ -**	**$ 3,250.00**	**$ -**	**$ 7,850.00**	**$ -**	**$ 1,850.00**	**$ 1,400.00**	**$ 3,650.00**	**$ 27,700.00**

Total Public Works	**3,700.00**	**18,200.00**	**6,900.00**	**4,450.00**	**6,500.00**	**-**	**25,100.00**	**3,050.00**	**5,100.00**	**2,800.00**	**6,900.00**	**82,700.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Center for the Arts/ Museum

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Artistic Director/City Center	2017	Mac Surface Studio	21255	$ -	$ 3,500.00	$ -	$ -	$ -	$ -	$ 3,500.00	$ -	$ -	$ -	$ -	$ 7,000.00
Marketing Director/City Center	2015	Mac Surface Studio	21257	$ -	$ -	$ -	$ -	$ 4,200.00	$ -	$ -	$ -	$ -	$ 4,200.00	$ -	$ 8,400.00
General Manager/City Center	2015	Mac Surface Studio	21256	$ -	$ 4,200.00	$ -	$ -	$ -	$ -	$ 4,200.00	$ -	$ -	$ -	$ -	$ 8,400.00
Workstation	2017	Optiplex 7050	20255	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21395	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Concessions/Catering Manager	2017	Optiplex 7050	21393	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21392	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21389	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Extra PC	2017	Optiplex 7050	21390	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Technical Director	2016	Optiplex 7040	21106	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Education Director/City Center	2015	Optiplex 9020 sff	20254	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Executive Director	2015	Optiplex 9020 sff	20258	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
No Listing	2015	Optiplex 9020 sff	20253	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Back of the Box Office	2014	Optiplex 390	17907	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Associate Director/City Center	2014	Optiplex 9020 sff	19981	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Conference Room	2012	Optiplex 7050	21388	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Artistic Director/City Center	2012	Optiplex 390	18423	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Technical Director/City Center	2012	Optiplex 390	18433	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	18449	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Executive Assistant/City Center	2010	Optiplex 390	18396	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Box Office Director	2016	Latitude E5470	20815	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2012	HP Color Laserjet CP4525	18349	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 6,900.00
Museum	2014	HP Pro Pagewide 772DW	23576	$ -	$ 4,100.00	$ -	$ -	$ -	$ 4,100.00	$ -	$ -		$ 4,100.00	$ -	$ 12,300.00
Museum	2001	HP 5000DN Color LaserJet	12099	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Theater sound room	2019	Latitude 5590	23783	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Museum	2014	Apple Macbook Pro	19224	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro	19221	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro	19222	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro	19223	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro	19225	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
No Listing	2012	Optiplex 390	18424	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18964	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18965	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18966	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18967	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18968	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI	18969	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ 3,900.00
Printer 2nd floor	2017	HP M653DN	23457	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Executive Assistant/City Center	2014	Optiplex 7060	23857	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Guest Services	2014	Optiplex 7060	23856	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Community Relations Liaison	2019	Optiplex 7060	23854	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Museum Director	2014	Optiplex 7060	23855	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Printer 1st loor	2019	HP Laserjet M4555H MFP	24106	$ -	$ -	$ -	$ 2,600.00	$ -	$ -	$ -	$ -	$ 2,600.00	$ -	$ -	$ 5,200.00
Total				**$ 9,200.00**	**$ 30,650.00**	**$ -**	**$ 11,450.00**	**$ 23,850.00**	**$ 5,500.00**	**$ 26,550.00**	**$ 1,850.00**	**$ 17,400.00**	**$ 20,150.00**	**$ 2,800.00**	**$ 149,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

EMS- 4702

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Admin Office	2016	Panasonic Toughbook 20	19139	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Admin Office	2020	Latutude 7290	24167	$ -	$ -	$ -	$ 1,650.00	$ -	$ -	$ -	$ 1,650.00	$ -	$ -	$ -	$ 3,300.00
Tablet	2016	Panasonic Toughbook 20	19140	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19141	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19142	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19143	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19144	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19145	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19146	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19147	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20	19148	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 43	2016	Panasonic Toughbook 20	19149	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 43	2016	Panasonic Toughbook 20	19150	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19151	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20	19152	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20	19153	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 42	2016	Panasonic Toughbook 20	19154	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet ST-109	2016	Panasonic Toughbook 20	19155	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-ST 97	2016	Panasonic Toughbook 20	19156	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet-St 109	2016	Panasonic Toughbook 20	19157	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Tablet	2016	Panasonic Toughbook 20	19158	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Deputy Fire Chief	2011	Getac S400 Laptop	17675	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ 12,000.00
Captain	2011	Getac S400 Laptop	17676	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ 12,000.00
Community Paramedic	2011	Getac S400 Laptop	17677	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ 12,000.00
Assistant Fire Chief	2011	Getac S400 Laptop	17678	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ 12,000.00
Workstation	2015	Optiplex 9020	20381	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Total				**$ 16,000.00**	**$ -**	**$ -**	**$ 81,650.00**	**$ 17,400.00**	**$ -**	**$ -**	**$ 81,650.00**	**$ 16,000.00**	**$ 1,400.00**	**$ -**	**$ 214,100.00**

Total General Fund	**756,400.00**	**906,000.00**	**298,370.00**	**447,250.00**	**910,050.00**	**393,500.00**	**767,170.00**	**287,750.00**	**971,200.00**	**522,500.00**	**324,120.00**	**6,584,310.00**

Fire Administration- 4601

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Fire Marshall	2014	Getac S400 Laptop	19327	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Senior Office Assistant	2017	Optiplex 7050	21430	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Assistant Fire Chief	2017	Optiplex 7050	21431	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Public Education Officer	2016	Panasonic CF 54	21147	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20798	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20797	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20799	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Fire Chief	2016	Dell Latitude E5470	20825	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Deputy Fire Chief	2018	Optiplex 7050	21889	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Division Chief	2013	Latitude E6530	19022	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
N/A	2020	Latitude 7290	24400	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Division Chief	2018	Dell Latitude 7280	21791	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2018	Optiplex 7050	21427	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2012	Optiplex 7050	21426	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Clerical Assistant	2012	Optiplex 390	17999	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Lieutenant	2018	Optiplex 7050	21429	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Conference Room	2012	Optiplex 7050	21432	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Public Education Officer	2012	Optiplex 390	N/A	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Knox Medical Safes	2015	Dell Precision 7730	23502	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Division Chief	2014	Latitude E6540	19963	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Fire Chief	2009	Dell Vostro Laptop	16480	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2014	HP Laserjet MFP M575DN	20500	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Printer	2014	HP M525DN LaserJet	19790	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 4,000.00
Total				**$ 16,000.00**	**$ 19,850.00**	**$ 4,000.00**	**$ 9,150.00**	**$ 16,000.00**	**$ 5,850.00**	**$ 18,000.00**	**$ 3,700.00**	**$ 21,450.00**	**$ 5,850.00**	**$ 4,000.00**	**$ 123,850.00**

Fire Station- 42

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Workstation	2017	Optiplex 7050	21450	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2017	Optiplex 7050	21453	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2017	Optiplex 7050	21452	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,400.00**

Fire Station- 43

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer	2016	HP Laserjet Pro MFP M521D	20759	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
PC	2018	Optiplex 7020	21437	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
PC	2018	Optiplex 7020	21435	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2012	Optiplex 390	21438	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2012	Optiplex 7050	21436	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ 1,400.00**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ 1,400.00**	**$ 3,450.00**	**$ 21,550.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Station- 64

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
PC	2017	Optiplex 7050	21439	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2017	Optiplex 7050	21440	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2017	Optiplex 7050	21441	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer - Station 64	2016	HP Laserjet Pro MFP M521D	20764	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Total				**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 18,750.00**

Fire Station- 71

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Captains	2017	Optiplex 7050	21442	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Report Writing	2017	Optiplex 7050	21443	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer - Station 71	2016	HP Laserjet Pro MFP M521D	20765	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Report Writing	2012	Optiplex 7050	21444	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 18,750.00**

Fire Station- 80

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Workstation	2017	Optiplex 7050	21446	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Report Writing	2017	Optiplex 7050	21445	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Batallion Chief	2017	Optiplex 7050	21448	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2016	HP Laserjet Pro MFP M521D	20762	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Front	2012	Optiplex 7050	21447	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Total				**$ 3,450.00**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 21,550.00**

Fire Station- 95

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
PC	2017	Optiplex 7050	21454	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
PC	2017	Optiplex 7050	21451	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Report Writing	2017	Optiplex 7050	21449	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2016	HP Laser Jet 521dn - MFP	20763	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Total				**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 18,750.00**

Fire Station- 42,97 & 109

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Workstation	2017	Optiplex 7050	21456	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21455	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	18088	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2012	HP 400 Color MFP M475DN	18381	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Printer	2016	HP Laserjet Pro MFP M521D	20760	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Total				**$ 6,900.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 6,900.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 6,900.00**	**$ 29,100.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Training- 4805

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Executive Assistant	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21575	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Students PC	2017	Optiplex 7050	21569	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21571	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21580	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21589	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	21565	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Asst. Chief Training Officer	2016	Dell Latitude E5470	20828	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Lieutenant	2016	Dell Latitude E5470	20827	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Batallion Chief	2020	Dell Latitude 7290	24167											$ -	$ -
Office Assistant	2013	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Workstation	2013	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
2nd Floor	2013	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Asst. Chief Training Officer	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Division Chief	2012	Optiplex 390	17901	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	17949	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	17964	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	17965	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	17979	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	17980	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2012	Optiplex 390	17992	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	18010	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	18012	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Division Chief EMS	2012	Optiplex 390	18014	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Equipment Technician	2012	Optiplex 390	18023	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Deputy Fire Chief	2012	Optiplex 390	18108	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2012	Optiplex 390	18527	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2009	HP M3035 Multifunction Printer	17137	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Printer	2006	HP 4350DTN LaserJet	15639	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Printer - Fire Training	2006	HP 4700DTN Color LaserJet	15650	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
PC	2003	Optiplex GX270	13654	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Workstation Downstairs	2012	Optiplex 390	15285	$ -	DNR	$ -	$ -	$ -	$ -	DNR	$ -			DNR	$ -
Printer	2015	HP Color Laserjet	20385	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Public Education Officer	2008	Latitude D830 Laptop	20333	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Laptop	2020	Dell Latitude 5500	24144	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Laptop	2019	Dell Latitude 5501	24143	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ -**	**$ 33,600.00**	**$ 9,750.00**	**$ 7,150.00**	**$ 7,650.00**	**$ -**	**$ 39,150.00**	**$ 7,900.00**	**$ 3,450.00**	**$ 7,650.00**	**$ 5,550.00**	**$ 121,850.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Inspections- 4901

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Fire Marshall	2016	Dell Latitude E5470	20826	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Printer	2015	HP M606X	20429	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Fire Inspection Captain	2015	M651N - Color	20430	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Workstation	2015	Dell Optiplex 9020	20228	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Inspector II	2015	Dell Optiplex 9020	19994	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Senior Office Assistant	2015	Dell Optiplex 9020	20003	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Inspector II	2015	Dell Optiplex 9020	20004	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Inspector II	2015	Dell Optiplex 9020	20253	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Office Assistant	2015	Dell Optiplex 9020	20000	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Inspector II	2015	Dell Optiplex 7050	21329	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Inspection Captain	2015	Dell Optiplex 9020	20008	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Fire Marshall	2012	Optiplex 390	18347	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Printer	2009	HP 3035 Multifunction LaserJet	17136	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Fire Inspector II	N/A	HP 2200 Business Jet Printer	N/A	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer/Troino	N/A	HP 1000 LaserJet	N/A	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Fire Inspector	2018	Dell Latitude 5285	23268	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23269	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23270	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23271	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23272	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23273	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23274	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23275	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23276	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23277	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspection Lieutenant	2017	Dell Optiplex 7050	21939	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Spare Desk	2017	Dell Optiplex 7050	21938	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Inspector II	2016	Optiplex 390	20256	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fire Marshall	2015	Dell Optiplex 9020	20229	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Total				**$ -**	**$ 19,600.00**	**$ -**	**$ 1,850.00**	**$ 20,250.00**	**$ -**	**$ 19,600.00**	**$ 1,850.00**	**$ -**	**$ 20,250.00**	**$ -**	**$ 83,400.00**

Total Fire			**40,150.00**	**105,250.00**	**13,750.00**	**18,150.00**	**45,300.00**	**30,000.00**	**108,950.00**	**13,450.00**	**24,900.00**	**36,550.00**	**35,100.00**	**471,550.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Water & Sewer Administration- 6001

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Printer (Admin)	2016	HP CM2320 Color Multifunction	20890	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Office Assistant	2016	Optiplex 9020	20512	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Utilities Operation Manager	2016	Optiplex 9020	20376	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2015	Optiplex 9020	20361	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
UFO ROOM	2015	Optiplex 9020	20514	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2018	HP M653DN Color Laserjet	23176	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00		$ -	$ -	$ 6,900.00
Civil Engineer	2013	Precision T3600 MT GIS PC	19926	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Server	2008	Dell Power Edge 1800	15651	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Server	2008	Dell Power Edge 1900	16221	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer (Lab)	2015	HP LaserJet M606X	20508	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Utilities Services Tech	2017	Optiplex 7050	21315	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Civil Engineer	2015	Dell E6540 Laptop	20342	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
N/A	2020	Dell Latitude 5500	24546	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Civil Engineer	2020	Presision 3431	24229	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ 3,200.00
Utilities Mechanic	2020	Optiplex 7060	23859	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 10,450.00**	**$ 1,850.00**	**$ 4,850.00**	**$ 1,400.00**	**$ 5,100.00**	**$ 12,300.00**	**$ -**	**$ 4,850.00**	**$ 1,400.00**	**$ 6,950.00**	**$ 10,450.00**	**$ 59,600.00**

Water & Sewer Distribution- 6002

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Water Convervation Coordinator	2016	Pan Toughbook 54	20132	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 10,350.00
Field Operations Supervisor	2015	Optiplex 9020	20515	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2018	HP color laserjet M577	23315	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 5,400.00
Water Convervation Coordinator	2017	Optiplex 7050	21386	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Utilities Locator Tech	2017	Optiplex 7050	21315	$ 1,400.00	$ -		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Water Conservation Coordinator	2016	Dell E6540 Laptop	20619	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
N/A	2020	Surface Pro	24254	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 3,500.00
N/A	2020	Surface Pro	24255	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 3,500.00
N/A	2020	Surface Pro	24256	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 1,750.00	$ -	$ -	$ -	$ 3,500.00
Field Operations Supervisor	2015	Dell E6540 Laptop	20341	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 6,250.00**	**$ 1,400.00**	**$ 4,550.00**	**$ 7,100.00**	**$ 3,450.00**	**$ 2,800.00**	**$ 3,250.00**	**$ 9,800.00**	**$ 3,450.00**	**$ -**	**$ 4,650.00**	**$ 46,700.00**

Water & Sewer Treatment- 6003

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
N/A	2016	Pan Toughbook	21132	$ -	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 8,000.00
Telemetry Base	2019	Optiplex 7060	23811	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Utilities Maint. Supervisor	2015	Optiplex 9020	20513	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Utilities Mechanic	2017	Optiplex 7050	21386	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare PC (water plant)	2015	Optiplex 9020	20510	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Water Plant	2013	GETAC	18282	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Chief Water Plant Operator	2018	Optiplex 7050	23330	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Telemetry Backup	2006	Optiplex GX520	15316	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2015	HP LaserJet M606x	20537	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ 4,200.00
Civil Engineer	2019	Dell Presicion 5820	23609	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 5,000.00
Utilities Mechanic	2016	Surface Pro 3	20666	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Utilities Mechanic	2016	Surface Pro 3	20667	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Utilities Mechanic	2020	Surface Pro 3	24255	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Mechanic Equipment Room	2016	Dell Latitude E5470	20829	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Workstation	2019	Optiplex 7060	23858	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Uitilities Electrician	2020	Surface Pro	24254	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Total				**$ -**	**$ 1,400.00**	**$ 7,900.00**	**$ 12,050.00**	**$ 8,900.00**	**$ -**	**$ 5,400.00**	**$ 13,150.00**	**$ 6,800.00**	**$ 4,900.00**	**$ 5,400.00**	**$ 65,900.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Wastewater- 6005

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Utilities Coordinator	2019	Optiplex 7060	23911	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Utilities Mechanic	2015	Optiplex 9020	20379	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -	$ 2,800.00
Video Recording Truck	2013	Optiplex XE Desktop	18896	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Total				**$ 1,400.00**	**$ -**	**$ 1,400.00**	**$ -**	**$ 1,400.00**	**$ 1,400.00**	**$ -**	**$ 1,400.00**	**$ -**	**$ 1,400.00**	**$ -**	**$ 8,400.00**
Total Water & Sewer				**18,100.00**	**4,650.00**	**18,700.00**	**20,550.00**	**18,850.00**	**16,500.00**	**8,650.00**	**29,200.00**	**11,650.00**	**13,250.00**	**20,500.00**	**180,600.00**

Equipment Service Fund- 5701

Description/User	Installed	Model	Tag #	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	FY 21-31
Garage	2017	Optiplex 7050	20812	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Garage	2017	Optiplex 7050	21371	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Garage	2017	Optiplex 7050	21372	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Senior Office Assistant	2017	Optiplex 7050	21369	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Spare	2017	Optiplex 7050	21375	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Fleet Superintendent	2017	Optiplex 7050	21373	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Lead Mechanic	2017	Optiplex 7050	21370	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Generator Technician	2017	Optiplex 7050	21374	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Mechanic	2016	Latitude E5470	20829	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Printer	2016	HP LASERJT	20889	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Mechanic	2016	Dell Latitude E6540	20615	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Garage	2012	Optiplex 390	17770	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Mechanic	2012	Optiplex 390	17840	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Assistant Superintendent	2019	Dell Latitude 5490	N/A	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Fleet Analyst Service Writer	2017	Optiplex 7050	21305	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Spare	2006	Latitude D610 Laptop	N/A	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 3,450.00**	**$ 15,400.00**	**$ 3,700.00**	**$ 5,300.00**	**$ -**	**$ 3,450.00**	**$ 19,100.00**	**$ 5,300.00**	**$ -**	**$ -**	**$ 7,150.00**	**$ 62,850.00**
Contingency				**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**	**165,000.00**
Grand Total				**833,100.00**	**1,046,300.00**	**349,520.00**	**506,250.00**	**989,200.00**	**458,450.00**	**918,870.00**	**350,700.00**	**1,022,750.00**	**587,300.00**	**401,870.00**	**7,464,310.00**

APPENDIX OF UNFUNDED PROJECTS

Fund	Department	Description	Amount
General Fund	Aquatics	Add Team Office Space	$120,000
General Fund	Aquatics	Add Bleacher Seating- Aquatics	$100,000
General Fund	Aquatics	Covered Pad for Equipment in Maintenance Yard	$100,000
General Fund	Aquatics	Filter Room Upgrade	$100,000
General Fund	Aquatics	Starting Block Replacement	$65,000
General Fund	Aquatics	Lower Deck Lighting -Aquatics	$200,000
General Fund	Aquatics	Spectator Seating Shade Program	$50,000
General Fund	Aquatics	Replace teaching pool liner	$100,000
General Fund	Aquatics	Event Parking Lot Upgrades	$250,000
General Fund	Aquatics	Unfunded Recurring Capital- FY2020 & FY2021	$43,400
	Aquatics Total		**$1,128,400**
General Fund	Center For The Arts	Lobby Benches	$6,000
General Fund	Center For The Arts	Lobby/Courtyard Trash Cans	$5,000
General Fund	Center For The Arts	HVAC into Kitchen Area	$23,500
General Fund	Center For The Arts	Kitchen Remodel	$20,000
General Fund	Center For The Arts	Replace Risers and Portable Staging	$15,000
General Fund	Center For The Arts	Replace Headphone System	$40,000
General Fund	Center For The Arts	Digital Billboard	$15,000
General Fund	Center For The Arts	Replace Stage Door Locks	$5,000
General Fund	Center For The Arts	Replace Carpeting in Balcony & Mezzanine	$25,000
General Fund	Center For The Arts	Theater Lobby Interior Refurbishing	$10,000
General Fund	Center For The Arts	Nightlock Security Locks for Facility doors	$6,000
General Fund	Center For The Arts	Portable Walk Through Metal Detextors	$10,000
General Fund	Center For The Arts	Replace Banquet Tables	$8,000
General Fund	Center For The Arts	Replace Banquet Chairs	$10,000
General Fund	Center For The Arts	Meeting Room Projector & Ceiling Lift	$5,000
General Fund	Center For The Arts	Replace Actor Wing Flooring	$5,000
General Fund	Center For The Arts	Golf Cart (6-8 person)	$11,000
General Fund	Center For The Arts	Replace Music Stands	$6,000
General Fund	Center For The Arts	Stanchions	$3,000
General Fund	Center For The Arts	Linens	$3,000
General Fund	Center For The Arts	Room A&B Entrance Beautification	$2,500
General Fund	Center For The Arts	Renovate Elevator Interior	$10,000
General Fund	Center For The Arts	Replace Wooden Doors	$15,000
	Center For The Arts Total		**$259,000**
General Fund	Emergency Medical Services	Unfunded Recurring Capital	$32,500
	Emergency Medical Services Total		**$32,500**
General Fund	Information Technology	Dell Secure Works	$215,000
General Fund	Information Technology	Collaboration Software	$335,000
General Fund	Information Technology	Uptime Monitoring	$150,000
	Information Technology Total		**$700,000**
General Fund	Parks and Recreation	Cypress- Replace Artificial Turf on Playgrounds	$20,000
General Fund	Parks and Recreation	Cypress- Replace PVC Fencing	$10,000
General Fund	Parks and Recreation	Cypress- Seal Coat & Stripe Parking Lots	$200,000
General Fund	Parks and Recreation	Cypress-Landscape Upgrades	$10,000
General Fund	Parks and Recreation	Cypress-Pathway Overlay	$100,000
General Fund	Parks and Recreation	Cypress-Replace 2 Wood Storage Buildings	$200,000
General Fund	Parks and Recreation	Gym Sidewalks and Landscaping	$110,000
General Fund	Parks and Recreation	Gymnasium Addition	$10,000,000
General Fund	Parks and Recreation	Irrigation Equipment	$94,000
General Fund	Parks and Recreation	Irrigation Pump Replacements	$100,000
General Fund	Parks and Recreation	Irrigation System Control	$100,000
General Fund	Parks and Recreation	Landscape Beautification	$400,000
General Fund	Parks and Recreation	Linear Park landscaping	$200,000
General Fund	Parks and Recreation	Little League Building	$1,500,000
General Fund	Parks and Recreation	Mullins Gym- Bleacher Renovations	$50,000
General Fund	Parks and Recreation	Mullins Gym- New Backboard and Rims for Courts	$5,000
General Fund	Parks and Recreation	Mullins Gym- Renovate Small Restrooms (2)	$35,000
General Fund	Parks and Recreation	Mullins Gym- Table and Chairs	$10,000
General Fund	Parks and Recreation	Mullins Gym-Floor Covers and Bars	$25,000
General Fund	Parks and Recreation	Mullins Gym-New Backboards	$30,000
General Fund	Parks and Recreation	Mullins Gym-New Divider Curtains	$50,000
General Fund	Parks and Recreation	Mullins Gym-New Doors for Building	$25,000
General Fund	Parks and Recreation	Mullins-new LED light fixtures basketball/tennis court	$100,000
General Fund	Parks and Recreation	Mullins-New Restrooms	$200,000
General Fund	Parks and Recreation	Mullins-Pathway Lighting	$200,000
General Fund	Parks and Recreation	NCP- Renovate East and West Restrooms	$50,000
General Fund	Parks and Recreation	NCP- Replace Pathway & Parking Lot Lights w LED	$40,000
General Fund	Parks and Recreation	NCP- Replace PVC Fencing	$10,000
General Fund	Parks and Recreation	NCP-Pathway Overlay	$100,000
General Fund	Parks and Recreation	New Restroom/Storage Building at Lions Park	$300,000

APPENDIX OF UNFUNDED PROJECTS- CONTINUED

General Fund	Parks and Recreation	NP- Field Renovations at Lions Park	$50,000
General Fund	Parks and Recreation	NP- Parking Lot and Pathway seal coating and striping	$100,000
General Fund	Parks and Recreation	NP- Renovate Kiwanis Park Outdoor Restroom Building	$25,000
General Fund	Parks and Recreation	NP- Replace Chain Link Fence at Riverside Park	$10,000
General Fund	Parks and Recreation	NP- Replace PVC Fencing at Various Parks	$80,000
General Fund	Parks and Recreation	NP-New Chain Link Fence for Chevy Chase Park	$10,000
General Fund	Parks and Recreation	NP-New Picnic Pavilion at Kiwanis Park	$30,000
General Fund	Parks and Recreation	NP-Overlay Pathways and Parking Lots Various Parks	$150,000
General Fund	Parks and Recreation	NP-Pathway and Parking Lot Overlay and Striping	$150,000
General Fund	Parks and Recreation	NP-Replace Athletic Field/ Court Light Fixtures Lions PK	$50,000
General Fund	Parks and Recreation	NP-Replace PVC Fencing	$100,000
General Fund	Parks and Recreation	NP-Replace PVC Fencing at Various Parks	$100,000
General Fund	Parks and Recreation	NP-Restroom Renovation at Forest Hills Park	$25,000
General Fund	Parks and Recreation	NP-Restroom Renovations at Ralph Diaz Memorial Park	$25,000
General Fund	Parks and Recreation	NP-Restroom Renovations at Sandy Ridge Sanctuary	$25,000
General Fund	Parks and Recreation	NP-Restroom Renovations at Volunteer Park	$25,000
General Fund	Parks and Recreation	NP-Restroom Renovations at Whispering Woods Park	$25,000
General Fund	Parks and Recreation	Pathway Lighting at 5 Parks	$110,600
General Fund	Parks and Recreation	Replace Restroom/Storage Building-Forest Hills Park	$600,000
General Fund	Parks and Recreation	Replace Two Wood Storage Buildings	$200,000
General Fund	Parks and Recreation	Senior Center	$6,522,000
General Fund	Parks and Recreation	Skateboard Park Equipment Replacement	$300,000
General Fund	Parks and Recreation	Trailers	$20,000
General Fund	Parks and Recreation	Unfunded Recurring Capital- FY2020 & FY2021	$305,500
	Parks and Recreation Total		**$23,312,100**
General Fund	Police	Communications Center Carpet Repl	$36,000
General Fund	Police	PPE Gear 3M FR-64 Canisters-2023	$15,000
General Fund	Police	Computer/Hi-Tech Forensic Analysis Unit	$25,000
General Fund	Police	Painting Public Safety Facilities	$55,000
General Fund	Police	Rubber Flooring at Public Safety	$58,000
General Fund	Police	911 UPS Batteries-2022	$20,000
General Fund	Police	Radio Tower UPS Batteries-2023	$16,000
General Fund	Police	Carpet Replacement Public Safety	$40,000
General Fund	Police	Seal Coating Driveways	$45,000
General Fund	Police	Video Forensics System	$19,500
General Fund	Police	Parking Enforcement Vehicle	$28,000
General Fund	Police	AVL Security Display Replacement	$16,000
General Fund	Police	Unfunded Recurring Capital- FY2020 & FY2021	$83,700
	Police Total		**$457,200**
General Fund	Public Works	Electric Car Charging Stations	$33,000
General Fund	Public Works	Unfunded Recurring Capital- FY2020 & FY2021	$97,000
	Public Works Total		**$130,000**
General Fund	Sportsplex/Tennis	Laser Grade clay courts	$80,000
General Fund	Sportsplex/Tennis	Fence Replacement & repair	$30,000
General Fund	Sportsplex/Tennis	Court Lighting	$200,000
General Fund	Sportsplex/Tennis	Replace Clubhouse Furniture	$20,000
General Fund	Sportsplex/Tennis	Interior Renovations to Tennis Center Clubhouse	$57,500
General Fund	Sportsplex/Tennis	Replace Light Poles at Tennis Center	$35,000
General Fund	Sportsplex/Tennis	Renovate Locker Rooms- Tennis Center	$100,000
General Fund	Sportsplex/Tennis	Scissor Lift for Light Pole Repairs	$25,000
General Fund	Sportsplex/Tennis	Replace Windows- Phase II	$80,000
General Fund	Sportsplex/Tennis	Landscape North Parcel	$200,000
General Fund	Sportsplex/Tennis	Resurfacing Track and Courts	$20,000
General Fund	Sportsplex/Tennis	Replace Kitchen Appliances	$35,000
General Fund	Sportsplex/Tennis	Renovate Baseball Infield	$50,000
	Sportsplex/Tennis Total		**$932,500**
General Fund	Transportation	40th Street Sidewalk Impv, Riverside to University Dr	$480,000
General Fund	Transportation	Alley Refurbishment Program	$1,505,000
General Fund	Transportation	Coral Hills Drive Sidewalk and Drainage	$1,000,000
General Fund	Transportation	New Sidewalk Construction	$1,390,000
General Fund	Transportation	NW 39th Street Sidewalk and Drainage	$345,000
General Fund	Transportation	Roadway Evaluation and Management software	$100,000
General Fund	Transportation	Unfunded Recurring Capital- FY2020 & FY2021	$414,000
	Transportation Total		**$5,234,000**
General Fund Total			**$32,185,700**
Solid Waste Fund	Public Works	Waste Transfer Station Improvements	$1,488,071
Solid Waste Fund Total			**$1,488,071**
Total Unfunded Projects			**$33,673,771**

PROJECT AND ACCOUNT NUMBERS- FY 2021

The following pages include account and project numbers for Fiscal Year 2021 Capital improvements. The information provided in each table includes:

- Fund name and number
- Department name
- Funding source
- Project title
- Account number
- Project number
- Project type
- Project subtype
- Fiscal Year 2021 approved budget

Project and Account Numbers for FY 2021 Capital Projects

Operating— General Fund (001)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
General fund	513	Operating	Q-less System	001-9030-529-64-01	n/a	n/a	n/a	$ 7,812
	529		Record Scanning Equipment	001-9030-529-64-01	n/a	n/a	n/a	$ 14,000
Subtotal Operating—General Fund								**$ 21,812**

Operating—Fire Fund (109)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Fire fund	522	Operating	Add to Fleet- 2 vehicles	109-9030-522-64-01	n/a	n/a	n/a	$ 94,000
			Residential Fire Sprinkler Feasibility Study	109-9030-522-34-03	n/a	n/a	n/a	$ 10,000
			City Security Lockdown	109-9030-522-63-01	n/a	n/a	n/a	$ 25,000
Subtotal Operating—Fire Fund								**$ 129,000**

Operating—Water and Sewer Fund (402)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Water & Sewer	536	Operating	Force Main Valve Repair/Repl Program	402-9030-536-63-00	n/a	n/a	n/a	$ 100,000
			Water Main Valve Repair/Repl. Program	402-9030-536-63-00	n/a	n/a	n/a	$ 100,000
			Camera Equipment	402-9030-536-64-01	n/a	n/a	n/a	$ 50,000
			Security Improvements	402-9030-536-63-00	n/a	n/a	n/a	$ 53,000
			Fire Hydrant Replacement Program	402-9030-536-63-00	n/a	n/a	n/a	$ 100,000
			Dead End Water Main Automatic Flushers	402-9030-536-63-00	n/a	n/a	n/a	$ 50,000
			Portable Emergency Generators for Lift Stations	402-9030-536-64-01	n/a	n/a	n/a	$ 95,000
Subtotal Operating—Water and Sewer Fund								**$ 548,000**

Operating—Equipment Services Fund (511)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Financial Services	513	Operating	Full Size Cargo Van with stnd. Roof	511-1602-513-64-01	215001	ES	OP	$ 31,650
Police	521		(22) Patrol Vehicle, Tahoes	511-4201-521-64-01	215002	ES	OP	$ 1,143,032
			(3) Patrol Vehicle, Tahoe Hybrid	511-4201-521-64-01	215003	ES	OP	$ 155,868
			Patrol Vehicle, Explorer Hybrid	511-4201-521-64-01	215004	ES	OP	$ 52,469
			(3) Patrol Vehicle,Explorer	511-4201-521-64-01	215005	ES	OP	$ 157,407
			(5) Motorcycles	511-4202-521-64-01	215006	ES	OP	$ 102,865
			Full Size SUV / Tahoe PPV 4X2	511-4212-521-64-01	215007	ES	OP	$ 42,377
			Admin Vehicle—Pathfinder	511-4301-521-64-01	215008	ES	OP	$ 31,495
			(2) Admin Specialty Vehicle	511-4301-521-64-01	215009	ES	OP	$ 103,912
			(2) Admin Specialty Vehicle Jeep	511-4301-521-64-01	215010	ES	OP	$ 60,340
Fire/EMS	522	Operating	(2) Rescue Transport Vehicle	511-4702-522-64-01	215011	ES	OP	$ 667,850
			3/4 Ton 4X4 PU	511-4601-522-64-01	215012	ES	OP	$ 63,672
			Tahoe SSV 4X4	511-4901-522-64-01	215013	ES	OP	$ 44,025
			3/4 Ton 4X4 PU	511-4801-522-64-01	215014	ES	OP	$ 63,672
Parks—Neighborhood	572	Operating	(2) BallPro	511-8116-572-64-01	215015	ES	OP	$ 45,834
			Sandpro	511-8116-572-64-01	215016	ES	OP	$ 22,918
			Workman w/dump bed	511-8116-572-64-01	215017	ES	OP	$ 23,065
Beautification/Landscape	572	Operating	Pickup, 3/4 Ton	511-8118-572-64-01	215018	ES	OP	$ 33,128
Sportsplex—Tennis Center	572	Operating	(3) Workman w dump body	511-8409-572-64-01	215019	ES	OP	$ 69,196
			Power Roller	511-8409-572-64-01	215020	ES	OP	$ 8,900
			Mid-Size 4X2 Extended Cab PU	511-8409-572-64-01	215021	ES	OP	$ 26,715
			5 Gang Reel Mower	511-8409-572-64-01	215022	ES	OP	$ 69,000
			Workman W/Sprayer	511-8409-572-64-01	215023	ES	OP	$ 44,512
			Workman with Dumpbed	511-8409-572-64-01	215024	ES	OP	$ 11,846
Irrigation	572	Operating	Truck, 1Ton Cab-Chassis	511-8119-572-64-01	215025	ES	OP	$ 47,900
Cypress Park	572	Operating	Grounds Master	511-8101-572-64-01	215026	ES	OP	$ 69,903
			Paint Machine	511-8101-572-64-01	215027	ES	OP	$ 4,012
			Mid-Size Extended Cab 4X2 PU	511-8101-572-64-01	215028	ES	OP	$ 26,715
			(2) Workman with Dumpbed	511-8101-572-64-01	215029	ES	OP	$ 46,131
			Workman with Dumpbed	511-8101-572-64-01	215030	ES	OP	$ 11,845
Public Works—Streets	541	Operating	1 Ton Dump Truck, Cab-Chassis	511-5601-541-64-01	215031	ES	OP	$ 51,991
			Truck, Sewer Vacuum	511-5601-541-64-01	215032	ES	OP	$ 426,764
			3/4 Ton Extended Cab PU	511-5601-541-64-01	215033	ES	OP	$ 36,532
			Gator TX Utility Cart with dump bed	511-5601-541-64-01	215034	ES	OP	$ 11,200
			(2) 1/2 Ton Extended Cab 4X2 PU	511-5601-541-64-01	215035	ES	OP	$ 75,460
			(5) Gator TX Utility Cart with dump bed	511-5601-541-64-01	215036	ES	OP	$ 56,000
Equipment Services—Fleet	519	Operating	1/2 Ton Extended Cab 4X2 PU	511-5701-519-64-01	215037	ES	OP	$ 30,487
			Contingency	511-5701-519-64-01	215038	ES	OP	$ 56,000
Water & Sewer Fund	536	Operating	1/2 Ton Crew cab 4X2 PU	511-6001-536-64-01	215039	ES	OP	$ 33,442
			3/4 Ton Extended 4X2 Cab PU	511-6002-536-64-01	215040	ES	OP	$ 35,724
			Truck, 1 T, DRW CC w/Utility Body	511-6003-536-64-01	215041	ES	OP	$ 60,818
			1/2 Ton Crew cab 4X2 PU	511-6003-536-64-01	215042	ES	OP	$ 33,442
			Vacuum Pump	511-6005-536-64-01	215043	ES	OP	$ 62,550
Subtotal Operating—Equipment Services Fund								**$ 4,252,664**

Operating—Equipment Services Fund (511)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Total Operating—all funds								**$ 4,951,476**

Equity Financing (Fund 324)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Sub Type	Budget FY 2021
City Manager	513	Equity Financing	Stair Enclosure	324-9030-513-63-01	213000	FA	CM	$ 150,000
			Panic Replacement-CH/CH in Mall	324-9030-513-64-01	213001	FA	CM	$ 26,000
Subtotal CMO								**$ 176,000**
Information Technology	513	Equity Financing	Data Center Infrastructure	324-9030-513-64-01	324000	FA	IS	$ 80,000
			Network/Internet Infrastructure		324001	FA	IS	$ 250,000
			Virtual Infrastructure Growth		324002	FA	IS	$ 150,000
Subtotal Information Services								**$ 480,000**
Development Services	515	Equity Financing	Traffic Management	324-9030-515-63-01	324003	EX	DS	$ 30,000
Subtotal Development Services								**$ 30,000**
Aquatics	572	Equity Financing	Pool Heater Replacement—Aquatics	324-9030-572-64-01	324004	EX	AQ	$ 25,000
			Motor Pump Repl— 3 pool sites	324-9030-572-64-01	324005	EX	AQ	$ 15,000
			Fitness Equipment Replacement	324-9030-572-64-01	324006	EX	AQ	$ 35,000
			Chemical Feeder Repl for 3 Pools	324-9030-572-64-01	324007	FA	AQ	$ 5,000
Subtotal Aquatic								**$ 80,000**
Emergency Medical Services	526	Equity Financing	Dive Rescue Equipment	324-9030-526-64-01	324008	FA	ES	$ 20,000
			Auto Ventilation Units	324-9030-526-64-01	324009	FA	ES	$ 2,600
			Stair Chairs	324-9030-526-64-01	324010	FA	ES	$ 3,000
			Handheld Subscribers (radios)	324-9030-526-64-01	324012	FA	ES	$ 15,800
			Handtevi Bags	324-9030-526-64-01	324013	FA	ES	$ 1,100
			Lucas Devises	324-9030-526-64-01	324014	FA	ES	$ 16,800
			Nitrous Kits	324-9030-526-64-01	324015	FA	ES	$ 6,500
			Suction Units	324-9030-526-64-01	324016	FA	ES	$ 3,500
Subtoal EMS								**$ 69,300**

Equity Financing (Fund 324)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Sub Type	Budget FY 2021
Police	521	Equity Financing	Surveillance Equipment	324-9030-521-64-01	324017	FA	PD	$ 32,500
			Morphotrak Latent Station	324-9030-521-64-01	324018	FA	PD	$ 7,500
			Rapid ID Devices	324-9030-521-64-01	324019	FA	PD	$ 11,000
			Communications Chair Repl	324-9030-521-64-01	324047	FA	PD	$ 3,700
			Livescan	324-9030-521-64-01	324021	FA	PD	$ 6,000
			Public Safety Building 2nd floor UPS Replacement	324-9030-521-64-01	213002	FA	PD	$ 144,750
			CAD	324-9030-521-64-01	324048	FA	PD	$ 43,727
			Radio System	324-9030-521-64-01	324049	FA	PD	$ 66,649
			Radio Consoles and Consolettes (5)	324-9030-521-64-01	324050	FA	PD	$ 31,851
			OSPS Central Square API	324-9030-521-64-01	324051	FA	PD	$ 9,948
			Ballistic Helmets	324-9030-521-64-01	324052	FA	PD	$ 5,000
			Ballistic Shields and Breaching Tools	324-9030-521-64-01	324053	FA	PD	$ 2,400
			Redundant A/C	324-9030-521-64-01	203033	FA	PD	$ 160,000
			Tactical (SRT) Vests	324-9030-521-64-01	324054	FA	PD	$ 37,000
			Total Station Replacement	324-9030-521-64-01	324055	FA	PD	$ 3,000
			Radar Gun Replacement	324-9030-521-64-01	324056	FA	PD	$ 8,000
			Combat Gauze	324-9030-521-64-01	324022	FA	PD	$ 5,000
Subtotal Police								**$ 578,025**
Parks and Recreation	572	Equity Fininacing	Asphalt pathway overlay	324-9030-572-63-01	324057	FA	PR	$ 100,000
			Athletic Field Renovations	324-9030-572-63-01	324023	FA	PR	$ 50,000
			Fencing replacement and repair - Parks and Tennis Center	324-9030-572-63-01	213003	FA	PR	$ 150,000
			Irrigation Equipment	324-9030-572-64-01	213004	FA	PR	$ 100,000
			Canopy Shade Structures	324-9030-572-64-01	213005	FA	PR	$ 100,000
			15-year Playground Replacement	324-9030-572-64-01	324024	FA	PR	$ 114,000
			Light Fixture Replacement Program	324-9030-572-64-01	324025	FA	PR	$ 300,000
Subtotal Parks and Recreation								**$ 914,000**
Transportation	541	Equity Financing	Existing Walkways Renovation	324-9030-541-63-01	324026	FA	TR	$ 100,000
			Intersection approach upgrade to ADA	324-9030-541-63-01	324028	FA	TR	$ 100,000
			Resurface and Restripe Parking Lots	324-9030-541-63-01	324029	FA	TR	$ 64,000
			Road Resurfacing Program	324-9030-541-63-01	324030	FA	TR	$ 500,000
			Rock Island Bike Lane Project	324-9030-541-63-01	213006	FA	TR	$ 135,000
			Turtle Creek bike lanes	324-9030-541-63-01	203044	FA	TR	$ 85,000
Subtotal Transportation								**$ 984,000**
Public Works	541	Equity Financing	Air Conditioning Repairs and Replacement	324-9030-541-64-01	324035	FA	PW	$ 150,000
			Roof Repair & Replacement	324-9030-541-62-01	324036	FA	PW	$ 177,000
			Charter School Facility Repair & Replacement	324-9030-541-63-01	324058	FA	PW	$ 50,000
			Street Light Upgrades	324-9030-541-63-01	324059	FA	PW	$ 6,600
Subtotal Public Works								**$ 383,600**
Total Equity—General Fund								**$ 3,694,925**

Equity Financing (Fund 324)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Sub Type	Budget FY 2021
Equipment Service Fund	519	Equity Financing	Medium/Heavy Duty Truck Lift Replacement	324-9030-519-64-01	213007	FA	EQ	$ 68,000
Total Equity—Equipment Fund								**$ 68,000**
Fire Fund	522	Equity Financing	Fire Stations Painting & Improvements	324-9030-522-63-01	324038	FA	FD	$ 103,021
			Traffic Pre-Emption	324-9030-522-64-01	324039	FA	FD	$ 14,000
			LDH	324-9030-522-64-01	324042	FA	FD	$ 9,000
			Personal Protective Equipment (PPE)	324-9030-522-64-01	324043	FA	FD	$ 426,793
			Self contained Breathing Apparatus	324-9030-522-64-01	324044	FA	FD	$ 125,431
			Gas Meters	324-9030-522-64-01	324045	FA	FD	$ 2,500
Total Equity—Fire Fund								**$ 680,745**
Stormwater Fund	538	Equity Financing	Corporate Park Drainage	421-5603-538.63-01	191818	FA	ST	$ 2,000,000
			Meadows and Dells Drainage	421-5603-538.63-01	204000	FA	ST	$ 500,000
Total Equity—Stormwater Fund								**$ 2,500,000**

Renewal and Replacement Fund —W&S (403)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Water and Sewer Fund	536	R&R	Infiltration/Inflow Correction Program	403-6003-536-65-19	403001	FA	WS	$ 1,000,000
			Water Well Rehabilitation Program	403-9030-536-64-31	403002	FA	WS	$ 250,000
			Galvanized Water Service Repalcement Program	403-9200-536-64-01	403003	FA	WS	$ 450,000
			Lift Station Rehab Program	403-6003-536-65-60	403004	FA	WS	$ 150,000
			Water and Wastewater Pumps	403-9200-536-64-01	403005	FA	WS	$ 150,000
			Water Meter Repalcement Program	403-9030-536-64-31	403006	FA	WS	$ 60,000
			Force Main Integrity Evaluation	403-6003-536-65-19	403007	FA	WS	$ 100,000
			Force Main System Improvement	403-6003-536-65-19	403008	FA	WS	$ 750,000
			Cast Iron Water Main Replacment	403-9030-536-64-31	403009	FA	WS	$ 1,000,000
Total R&R								**$ 3,910,000**

Tree Trust Fund (Fund 102

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
	541	Tree Trust Fund	Median Improvements	102-9010-541-63-01	N/A	FA	TT	$ 300,000
			Median Improvements (FY2020 rebudget)	102-9010-541-63-01	N/A	FA	TT	$ 196,000
Total Tree Trust Fund								**$ 496,000**

Public Art (Fund 113)

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Public Art	579	Public Art Fund	Artwalk Sculpture	113-8002-579-64-01	N/A	N/A	N/A	$ 100,000
			Artwalk Artwall	113-8002-579-64-01	N/A	N/A	N/A	$ 75,000
			Artwalk Opportunity projects	113-8002-579-64-01	N/A	N/A	N/A	$ 10,000
Total Public Art Fund								**$ 185,000**

Charter School (Fund 111)

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
Coral Springs Charter School Fund	578	Charter School Fund	Air Conditioning Replacement	111-0801-578-64-01	201101	FA	CS	$ 750,000
			Remodel Science Labs	111-0801-578-64-01	N/A	FA	CS	$ 250,000
Total Charter School Fund								**$ 1,000,000**

Grants (Funds 106 and 127)

Department	TFA #	Funding Source	Project Title	Expenditure Account #	Revenue Account #	Project #	Project Type	Project Sub Type	Budget FY 2021
106 Grant Funding—CDBG									
Parks and Recreation	572	CDBG	Youth recreation scholarships	106-8205-572-82-00	106-8205-331-54-02	**211802**	GR	EX	$ 50,000
			Sr. Rec and therapeutical activity	106-8204-572-34-03	106-8204-331-54-02	**211803**	GR	EX	$ 26,212
Aquatic Complex	572	CDBG	Sr. Rec and therapeutical activity	106-8303-572-34-03	106-8303-331-54-02	**211804**	GR	EX	$ 43,000
Subtotal CDBG									**$635,799**
106 Grant Funding—HOME									
Development Services	515	HOME	**HOME GRANT FY 2020/2021**	106-3004-515-83-04	106-3004-331-54-07	**211810**	GR	EX	$ 262,265
Subtotal HOME									**$262,265**
127 Grant Funding—SHIP									
Development Services	515	SHIP	**SHIP FY 2021**	127-3004-515-62-06	127-3004-334-54-03	**211901**	GR	EX	$ 583,033
Subtotal SHIP									**$583,033**
Total Fund 106									$898,064
Total Fund 127									$583,033
Total Grant Funding									**$1,481,097**

CORAL SPRINGS

EVERYTHING UNDER THE SUN

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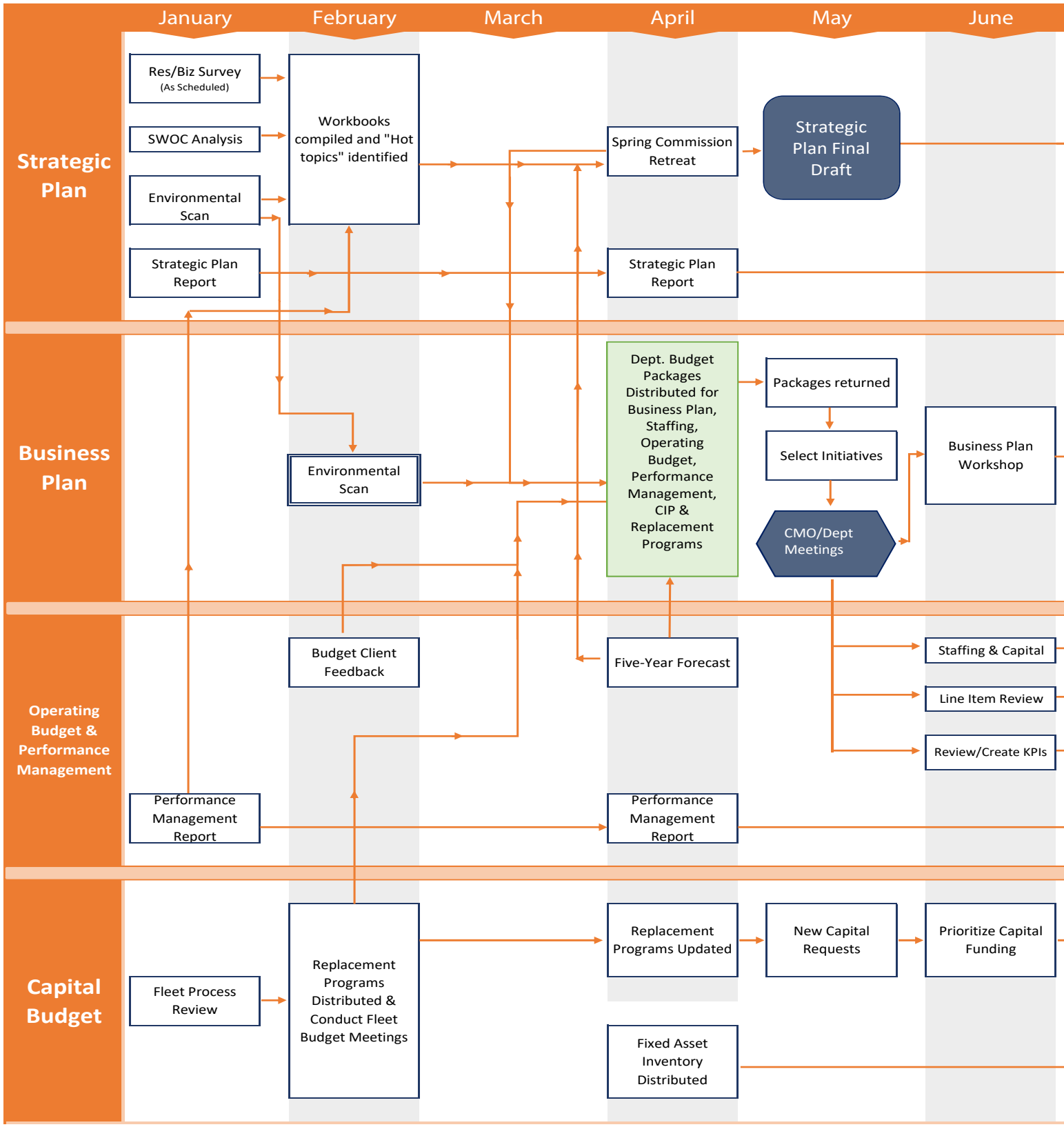
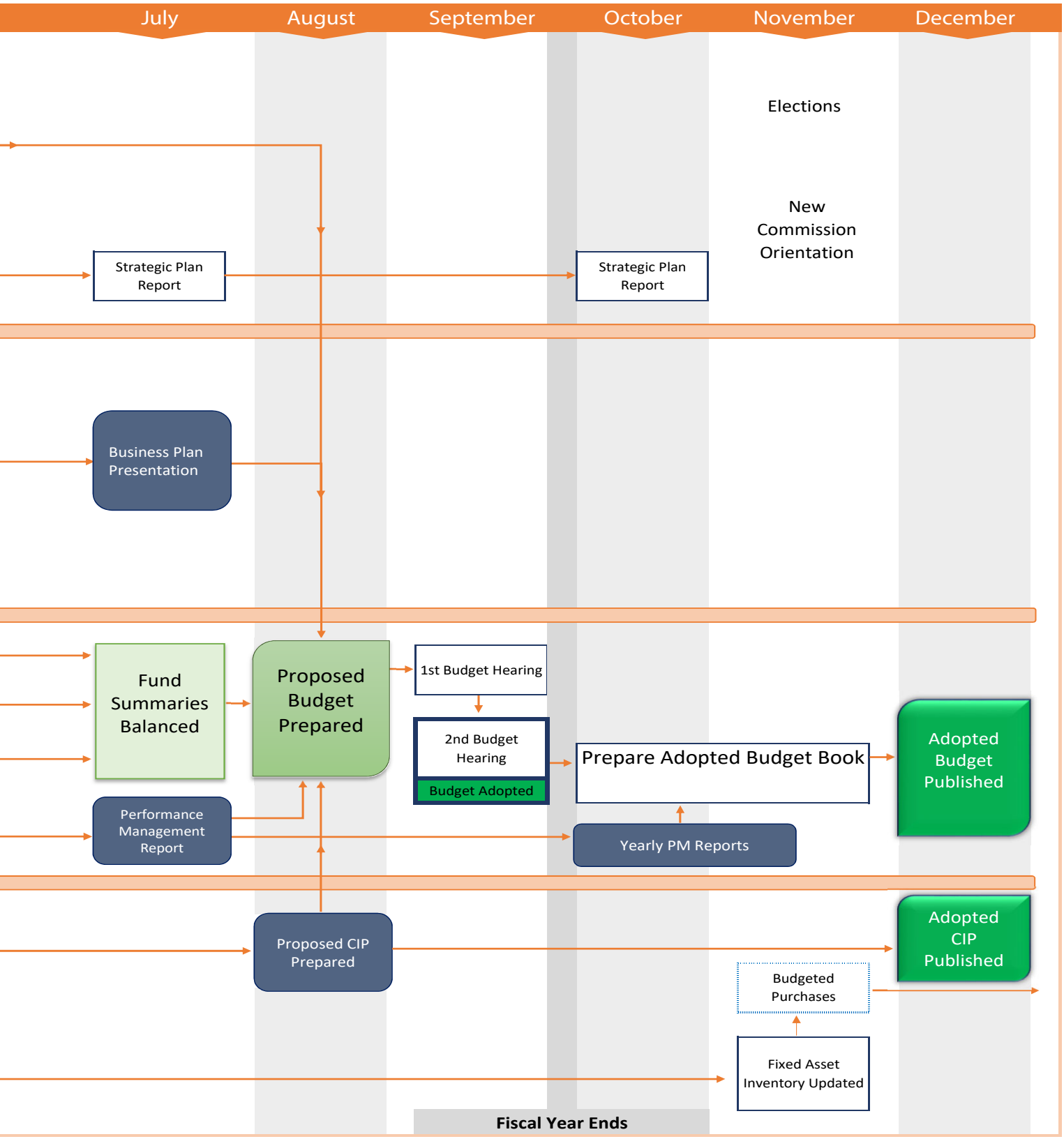
City of Coral Springs
Budget, Strategic Planning & Performance Management Process Map
January 2020



Note: The Strategic Plan is a multi-year plan. In certain years the Business Plan Environmental Scan are the first element.


July
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Strategic Plan Report
Strategic Plan Report
Business Plan Presentation
Fund Summaries Balanced
Proposed Budget Prepared
1st Budget Hearing
2nd Budget Hearing
Budget Adopted
Prepare Adopted Budget Book
Adopted Budget Published
Performance Management Report
Yearly PM Reports
Proposed CIP Prepared
Adopted CIP Published
Budgeted Purchases
Fixed Asset Inventory Updated
Fiscal Year Ends

Department Budgets Overview

Understanding Departmental Performance Budgets

The department's budget is separated into the following components:

Mission Statement—The statement must identify the particular purpose for the department and how it relates to the City's overall mission.

Core Processes—A listing of the fundamental business processes that the department is designed to provide.

Outputs— Indicate the volume, frequency or level of service provided.

New Initiatives—New services or the removal of existing services as they relate to the Strategic Plan. A list of the new initiatives follows.

Organization Charts—Outline of program structure within the department.

Program/Expenditure Summary—The budget for the department, summarized by program, if applicable, and by major category of expenditure:

- Personal Services—salaries, overtime and other pay including vacation payment incentive, holiday pay, temporary wages.
- Benefits—FICA, retirement contributions, health and other benefits.
- Other Expenses—supplies, repairs, utilities, services and other costs.
- Capital—departmental machinery and equipment under $5,000.

Objectives and Key Performance Indicators—The objectives focus on particular program accomplishments that will be attained within the current year. All objectives are measurable by the performance indicators supplied.

Each performance indicator includes explicit links showing how program objectives and their performance are directly related to the strategic goal(s) they support.

Sample Department Budgets Page

①Title

Indicates the department.

②Mission

Developed by the department, this is a statement that identifies the particular purpose for the department.

③Core Processes and Outputs

A listing of the fundamental processes and the outputs for the department.

④Organization Chart

An organization chart showing the breakdown of programs, divisions and personnel.

⑤New Initiatives

Business Plan Initiatives for this department, if available.

⑥Revenues and Expenditures

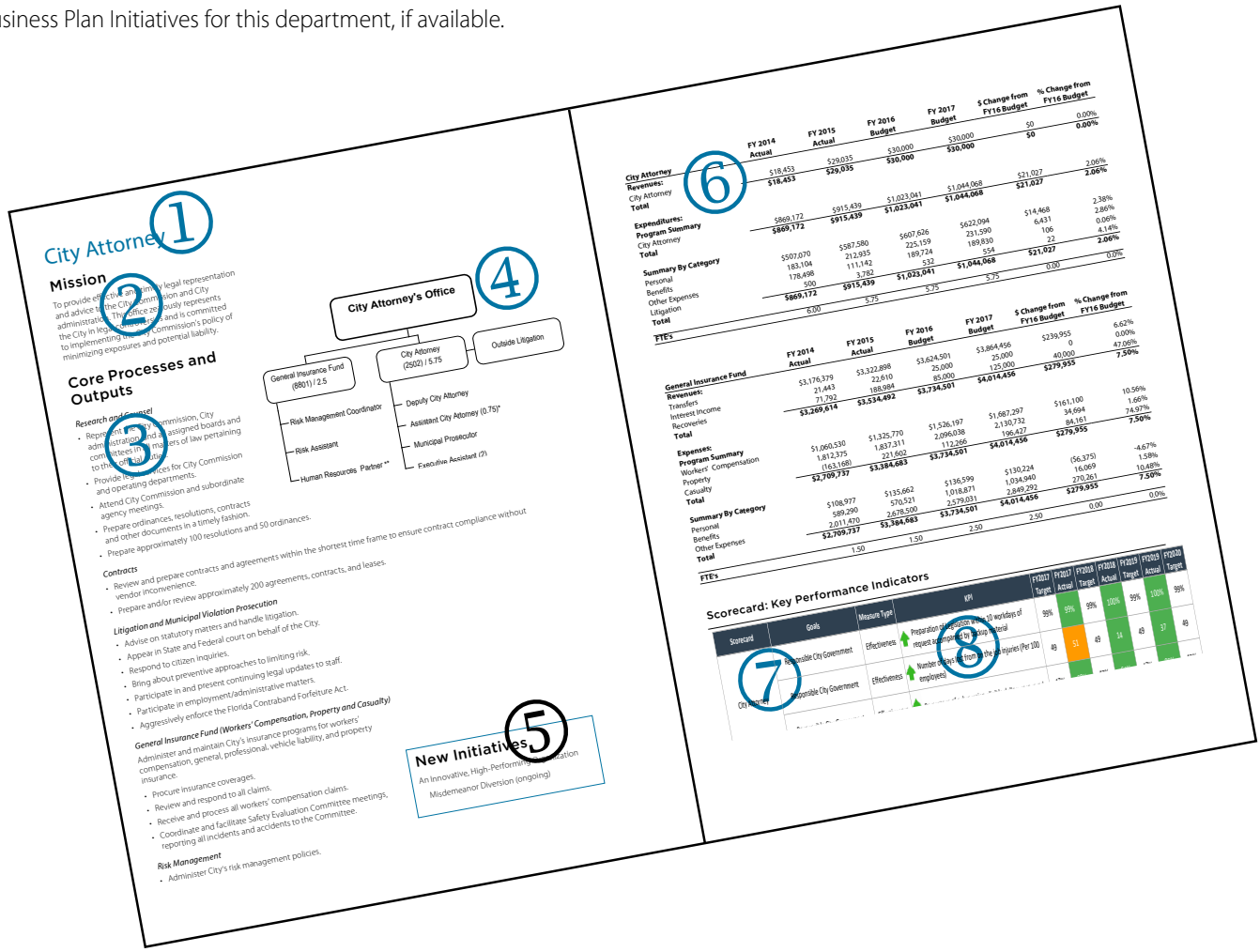
A summary of the budgeted departmental revenues and expenditures.

⑦Performance Linkage

The Strategic Goals and Directional Statement that support the department's performance.

⑧Key Performance Indicators

The actual historical operational performance and future targets for the department.



CITY ATTORNEY

Mission

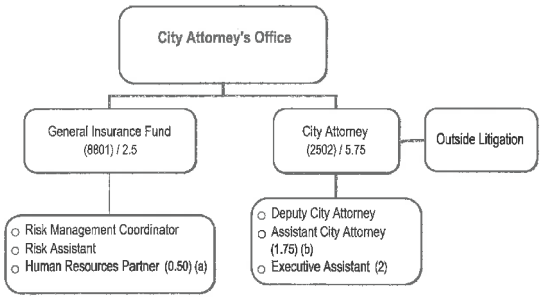
To provide effective and timely legal representation and advice to the City Commission and City administration. This office zealously represents the City in legal controversies and is committed to implementing the City Commission's policy of minimizing exposures and potential liability.

Core Processes and Outputs

Research and Counsel

- Represent the City Commission, City administration, and all assigned boards, committees and groups in all matters of law pertaining to their official duties.
- Provide legal services for City Commission and operating departments.
- Attend City Commission and subordinate agency meetings.
- Prepare ordinances, resolutions, contracts and other documents in a timely fashion.
- Prepare approximately 100 resolutions and 50 ordinances.

City Attorney's Office



Contracts

- Review and prepare contracts and agreements within the shortest time frame practical to ensure contract compliance without vendor inconvenience.
- Prepare and/or review approximately 200 agreements, contracts, and leases.

Litigation and Municipal Violation Prosecution

- Advise on statutory matters and handle litigation.
- Appear in State and Federal court on behalf of the City. Respond to citizen inquiries.
- Bring about preventive approaches to limiting risk. Participate in and present continuing legal updates to staff. Participate in employment/administrative matters.
- Aggressively enforce the Florida Contraband Forfeiture Act.
- Appear in State and Federal court on behalf of the City.
- Respond to citizen inquiries.
- Bring about preventive approaches to limiting risk.
- Participate in and present continuing legal updates to staff.

Risk Management

- Administer City's risk management policies.
- Procure insurance coverage.
- Review and respond to all claims.
- Receive and process all workers' compensation claims.
- Coordinate and facilitate Safety Evaluation Committee meetings, reporting all incidents and accidents to the Committee.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

City Attorney	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
City Attorney	$29,298	$17,504	$30,000	$30,000	$0	0.00%
Total	**$29,298**	**$17,504**	**$30,000**	**$30,000**	**$0**	**0.00%**
Expenditures:						
Program Summary						
City Attorney	$1,044,383	$1,127,778	$1,219,261	$1,198,235	($21,026)	-1.72%
Total	**$1,044,383**	**$1,127,778**	**$1,219,261**	**$1,198,235**	**($21,026)**	**-1.72%**
Summary By Category						
Personal Services	$706,846	$772,477	$764,041	$790,620	$26,579	3.48%
Benefits	237,533	251,773	254,815	267,850	13,035	5.12%
Other Expenses	97,466	101,921	199,851	139,211	(60,640)	-30.34%
Litigation	2,538	1,607	554	554	0	0.00%
Operating Capital	0	0	0	0	0	n/a
Total	**$1,044,383**	**$1,127,778**	**$1,219,261**	**$1,198,235**	**($21,026)**	**-1.72%**
Positions	5.75	5.75	5.75	5.75	0.00	0.0%
FTE's	5.75	5.75	5.75	5.75	0.00	0.0%

General Insurance Fund	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Transfers	$4,282,770	$4,670,515	$5,087,784	$5,123,802	$36,018	0.71%
Interest Income	67,940	192,276	1,405,352	230,000	(1,175,352)	-83.63%
Recoveries	249,638	727,069	140,000	210,000	70,000	50.00%
Total	**$4,600,348**	**$5,589,860**	**$6,633,136**	**$5,563,802**	**($1,069,334)**	**-16.12%**
Expenditures:						
Program Summary						
Workers' Compensation	$1,778,868	$1,834,523	$2,092,563	$2,261,843	$169,280	8.09%
Property	2,109,194	2,446,274	3,181,743	3,003,190	(178,553)	-5.61%
Casualty	334,227	175,750	296,478	298,769	2,291	0.77%
Total	**$4,222,289**	**$4,456,547**	**$5,570,784**	**$5,563,802**	**($6,982)**	**-0.13%**
Summary By Category						
Personal Services	$131,200	$152,209	$160,201	$163,057	$2,856	1.78%
Benefits	1,079,379	1,047,251	1,191,449	1,350,705	159,256	13.37%
Other Expenses	3,011,710	3,257,087	4,219,134	4,050,040	(169,094)	-4.01%
Operating Capital	0	0	0	0	0	n/a
Total	**$4,222,289**	**$4,456,547**	**$5,570,784**	**$5,563,802**	**($6,982)**	**-0.13%**
Positions	2.50	2.50	2.50	2.50	0.00	0.0%
FTE's	2.50	2.50	2.50	2.50	0.00	0.0%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
City Attorney	Responsible City Government	• Effectiveness	Preparation of Legislation within 10 workdays of request accompanied by backup material	99%	100%	99%	100%	99%	100%	99%
City Attorney	Responsible City Government	• Effectiveness	Number of days lost from on the job injuries (Per 100 employees)	49	14.00	49	37.00	49	76.00	49
City Attorney	Responsible City Government	• Effectiveness	Percentage of subrogation eligible dollars recovered	47%	64.00%	47%	85.00%	47%	76.00%	47%

Reference Key

On target/Above target	
Within 5% of target/At risk of not meeting target	
Did not meet target/At Risk of not meeting target	
Discussion Needed	
No update available at this time	

CITY COMMISSION

Mission

To create the Premier Community by providing Customer Driven, Exceptional City Services in a Financially Responsible Manner while Engaging Our Community.

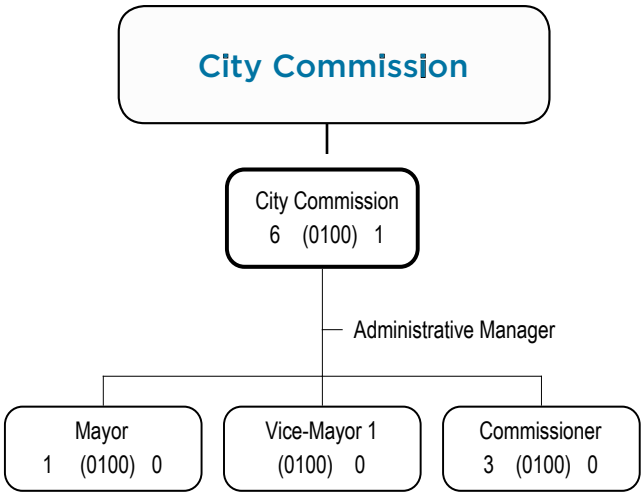
Responsible City Government – Financially sound city providing exceptional services

City investment in today and future – Upgraded city infrastructure, facilities and parks

Premier community in South Florida – the place for families to live in great neighborhoods

Downtown becoming vibrant - Creating a sense of place and a destination

Growing local economy – increased business investment and jobs



Left Number = Number of Positions
Right Number = Number of FTEs (Full-Time Equivalent)
Center Number = Department/Division Number

Core Processes

- Provide policy direction for City operations.
- Promote public participation in government through regular and special City Commission meetings, public hearings and workshops.
- Encourage partnerships with the private and nonprofit sectors to resolve local issues.

Revenues and Expenditures by Program and Category

City Commission	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Expenditures:						
Program Summary						
City Commission	$343,834	$342,152	$381,247	$409,156	$27,909	7.32%
Total	**$343,834**	**$342,152**	**$381,247**	**$409,156**	**$27,909**	**7.32%**
Summary By Category						
Personal Services	$138,242	$123,987	$144,942	$178,221	$33,279	22.96%
Benefits	115,331	113,136	115,631	122,461	6,830	5.91%
Other Expenses	90,261	105,029	120,674	108,474	(12,200)	-10.11%
Total	**$343,834**	**$342,152**	**$381,247**	**$409,156**	**$27,909**	**7.32%**
FTE's	6.00	6.00	6.00	6.00	0.00	0.0%

CITY MANAGER'S OFFICE

Mission

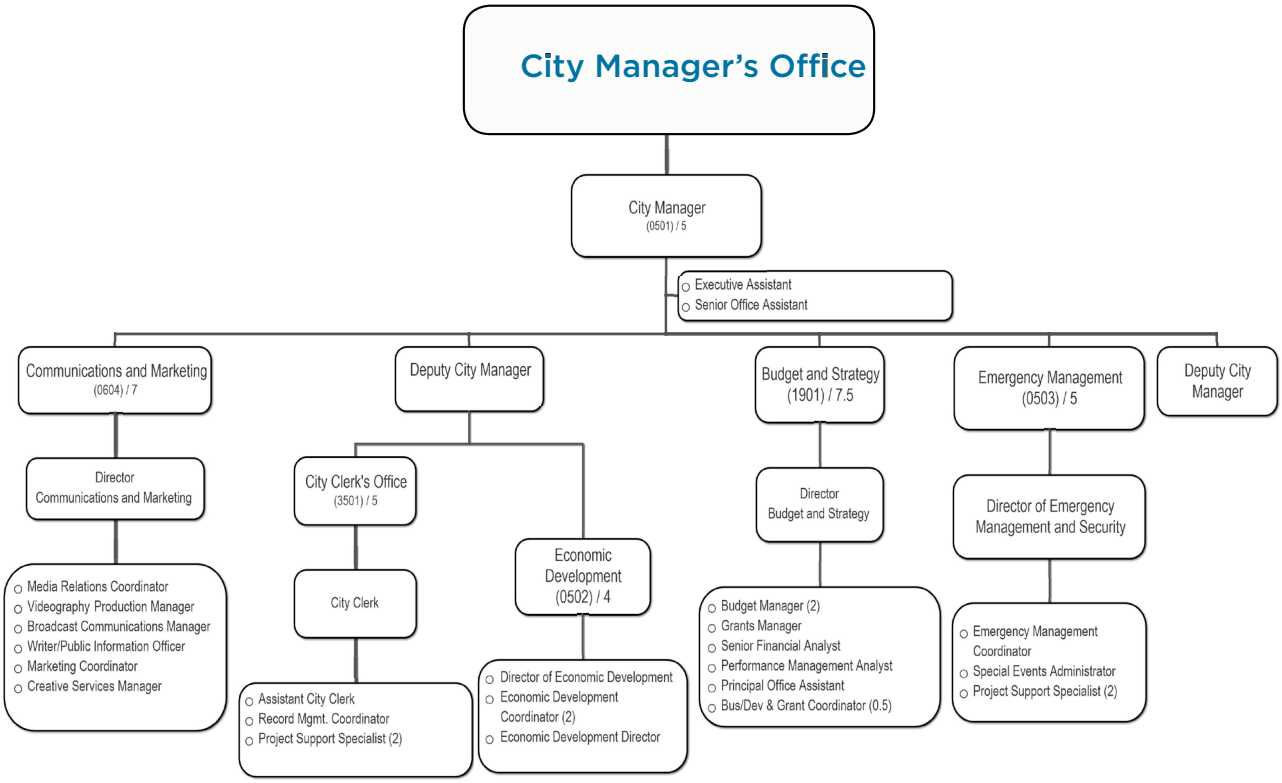
To provide leadership and direction that supports achieving the City's Strategic Goals and implementing policies established by the City Commission.

Core Processes and Outputs

City Manager's Office

Achieve the Mission while exemplifying the City's Core Values

- Teamwork: Facilitate frequent and meaningful communication with staff and Commission by responsibly sharing information.
- Leadership and Innovation: Lead staff into the future by encouraging innovation, supporting changes that are aligned with our mission, and developing employees through training and mentoring.
- Respect, Accountability and Superior Service: Conduct all business with transparency, civility, and an open-minded approach to problem solving.



City Manager's Office (continued)

Budget and Strategy

To provide partnerships that build long-term financial sustainability through innovative, data-driven, and forward thinking strategy that fulfills the City's Strategic Plan.

City Annual Budget

Manages the City Annual Budget and Capital Improvement Plan (CIP) for long-term sustainability financial transparency.

- Presents monthly financial reports to City Manager.
- Forecasts economic conditions, tracks revenue projection, and monitors expenditures.
- Performs cost benefit analyses.
- Serves the residents by answering tax inquiries and fiscal records requests.
- Oversees the City financial policies.
- Collaborate with Police and Fire pension boards, Charter School Advisory Committee, Financial Advisory Committees.

Strategic Planning Process

The City's Strategic Plan includes 5 Strategic goals, 53 workplan high level projects and 213 departmental projects. Through the development of goals, City departments can define what steps they will need to take to achieve the key intended outcomes.

- Supports and link the mission, vision, core values, strategic goals, key intended outcomes, departmental key performance objectives to the employee work plan
- Oversees annual Business Plan.
- Prepares Commission workshops, monthly or as requested.
- Facilitates Commission Retreats, quarterly or as requested.
- Leads the Annual Strategic Planning Process and Presentation.

Performance Management

Performance Management enables departments to systematically measure results against targets and make timely adjustments when results fall short of expected performance levels. The foundation for this work is the Strategic Plan.

- Monitors Strategic goals, Key Intended Outcomes, and City departmental key performance indicators.
- Manages the City's centralized data efforts.
- Responsible for data collection with Residential Survey, Business Survey, SWOC Analysis Survey.
- Forms and produces Environmental Scan.
- Manages and leads-cross functional teams.
- Documents process improvement for continual improvement.

Initiatives

Responsible City Government

- Partner with a Retail Economist
- Museum Subsidy
- CIP Financing Plan (Ongoing)
- Website Refresh (Ongoing)
- American with Disabilities Act (ADA) Compliance Support Strategy (Ongoing)
- Entreprise Resource Planning (ERP) Implementation (Ongoing)
- Expand Dispatch Communications (Ongoing)
- City Security Improvements (Ongoing)
- Writing Expansion - Hiring of Grant Consultant (Ongoing)
- Linkedin Learning Subscriptions (Ongoing)
- Virtual Slice of the Springs Meeting (Ongoing)

City Investment in Today and Future

- Public Safety/Public Works Campus Phase 2 (Ongoing)

Downtown Becoming Vibrant

- Cornerstone - beginning of project phase A
- Commercial Retail Focus in Downtown
- Feasibility Study for the Center for the Arts
- Enhanced Downtown Events/Entertainment (Ongoing)
- Infrastructure Improvements in Downtown (Ongoing)
- Charter School Location (Ongoing)
- Amphitheater Development (Ongoing)
- Village Square Development (Ongoing) Initiatives

Grant Management

Grant Management partners with departments to develop strategies around grants, identify grant opportunities, and secure grant awards.

- Serves as central point of contact for all City grants.
- Aggressively seeks grants on behalf of the City of Coral Springs.
- Oversees administration of grant funding.
- Manages grant databases.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

City Clerk

To deliver information and services efficiently and accurately to the public, elected officials and City administration with the highest standards of integrity and professionalism.

Meeting Management

- Prepare the official minutes for the City Commission meetings, workshops and retreats.
- Prepare meeting minutes for various City boards and committees.

Records and Information Management

- Serve as the City's records custodian by preserving the integrity of the City's official records, which encompasses business transactions, law and policy making, and property matters.
- Official custodian of the City seal.
- Coordinate the fulfillment of agency public records requests.
- Codify ordinances into the City's Land Development Code and Code of Ordinance publications.
- Transmit resolutions to respective parties.
- Oversee the off-site storage of active and inactive records.
- Provide annual public records training to City Staff.
- Oversee the management of government records throughout their life cycle, including coordinating the timely and effective disposal of inactive records, and manage the cost-effective preservation of permanent records.

Municipal Election

- Appointed municipal supervisor of elections for the City of Coral Springs.
- Conduct municipal elections in accordance with the State Election Code.
- Coordinate with the Broward Supervisor of Elections Office to effectively run the City of Coral Springs elections.
- Coordinate the submission of county ethics forms from elected officials.

Public notices

- Create and post public notices.
- Coordinate the publication of legal newspaper advertisements.
- Draft and mail letters to affected parties.
- Prepare and distribute monthly meeting list for all public meetings.

Growing Local Economy

- Develop/Implement Retail Strategy (Ongoing)
- Renaming Corporate Park to Commerce Park (Ongoing)
- Increasing Business Retention and Expansion Visits (Ongoing)
- Entertainment Destination Strategy (Ongoing)
- Co-Work Space Development (Ongoing)
- University Presence Strategy (Ongoing)
- Coral Springs Regional Chamber Business (Ongoing)

Premier Community in South Florida

- City Signage
- Public Schools Partnership Strategy (Ongoing)
- Everglades Strategy (Ongoing)

City Manager's Office (continued)

Internal agency services

- Provide U.S. postal mail delivery services to City staff in City Hall and off-site locations.
- Receive and notify City staff of non-U.S. postal deliveries.
- Perform notarial acts for the public and City business.
- Search records repositories for City staff.
- Process City board and committee applications.

Lobbying registration

- Coordinate the completion of lobbyists registration forms.
- Collect annual lobbyist registration fees.
- Maintain a list of current registered lobbyists.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Communications and Marketing

Communicate and engage with the public in an effective and creative manner.

Public Information/Social Media

Oversee and manage all city news, information and announcements using social media platforms and press releases.

- Provide City PIO function, manage media relations, including crisis communications.
- Create and manage marketing campaigns for City initiatives, programs and activities – including strategic communications to support all departments.
- Develop and manage City social media accounts across all platforms, ensuring compliance with City Social Media Policy.
- Monitor and respond to resident and business inquires across all social platforms.

Creative Services

Provide design and graphic support, including marketing and signage for events and activities, maintain the city's image through branding preserve and showcase the city's history.

- Manage the use of city logos, ensuring branding consistency in marketing material.
- Provide design and other graphic services for publications, print, digital and video formats.
- Document, preserve and educate about the City's history and its impact on Broward County.

Broadcast Communications

Create and develop website content, including forms and documents, meeting ADA compliance and provide live broadcast services.

- Develop and manage all City websites, including updates and design.
- Produce programming for City's TV station, Channel 25.
- Provide live broadcast services for Commission and Public Meetings.
- Produce programming and schedule the City's radio station, 1670 AM.

Video and Photography Production

- Provide multimedia, video and photographic support for all departments for use in marketing strategies and historical archives.
- Produce live events, public service announcements and programming for use by broadcast and social media.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Economic Development

Promote absorption of existing vacant commercial, industrial and retail space by continuing to maintain and develop relationships with the top real estate experts in Broward County. Set the stage for new development as well as redevelopment while the economy improves and our proactive approach sparks opportunities in selected target industry sectors.

- Implement Economic Development Strategic Plan.
- Inventory industrial, commercial and retail properties in the City (owner-occupied/lease rates/comparison).
- Market city on local, regional, state and national level through marketing and branding (explore retaining marketing firm).
- Assist, support, and grow businesses in Coral Springs.
- Continue to increase local property values through key tenant improvement projects.
- Maximize the potential of the Coral Springs Corporate Park.
- Maintain a competitive business environment.
- Attract high-value industries and businesses.
- Implement Downtown infrastructure improvements on the City Center Planning as catalysts for Downtown Redevelopment.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Emergency Management/City Security/Special Events

To reduce the loss of life, property and protect our residents.

- Develop policies, procedures and plans necessary to direct the emergency management functions of the City of Coral Springs.
- Coordinate exercises and trainings aimed at preparing the City for a wider variety of hazardous events.
- Establish partnerships with local businesses by focusing on business continuity and resilience planning.
- Identify process improvements, grant opportunities, and implement processes to improve financial tracking, management, and responsible budgeting practices.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

City Manager's Office	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
City Clerk	$17,700	$20,105	$18,015	$18,735	$720	4.00%
Total	**$17,700**	**$20,105**	**$18,015**	**$18,735**	**$720**	**4.00%**
Expenditures:						
Program Summary						
City Manager's Office Admin.	$1,150,034	$1,013,856	$1,293,684	$1,540,685	$247,001	19.09%
Budget & Strategy	694,496	838,454	955,258	1,010,619	55,361	5.80%
City Clerk	765,349	804,437	899,203	840,181	(59,022)	-6.56%
Communications & Marketing	1,243,351	1,447,103	1,505,182	1,502,677	(2,505)	-0.17%
CRA	86,655	0	0	0	0	n/a
Economic Development	281,485	478,926	677,658	662,846	(14,812)	-2.19%
Emergency Management	112,831	159,362	231,883	564,956	333,073	143.64%
Total	**$4,334,201**	**$4,742,138**	**$5,562,868**	**$6,121,964**	**$559,096**	**10.05%**
Summary By Category						
Personal Services	$2,573,827	$2,814,557	$ 3,246,079	$ 3,706,767	$ 460,688	14.19%
Benefits	905,007	899,176	1,067,882	1,168,339	100,457.00	9.41%
Other Expenses	824,413	1,014,442	1,246,457	1,244,408	(2,049.00)	-0.16%
Operating Capital	30,954	13,964	2,450	2,450	-	0.00%
Total	**$4,334,201**	**$4,742,139**	**5,562,868.00**	**6,121,964.00**	**559,096**	**10.05%**
Positions	27.50	25.50	31.50	33.50	2.00	6.3%
FTE's	27.50	25.50	31.50	33.50	2.00	6.3%

*Museum operations and position counts are under City Manager's Office purview, but fall outside of the General Fund budget. This includes 4.5 FTE's and Revenue and Expenditure programming. For more information, see the Museum Fund (page 67).

Scorecards: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
City Manager's Office	Responsible City Government	• Demand	LinkedIn Learning: Number of users (New beginning FY2020)			200	398	250	253	300
Budget & Strategy	Responsible City Government	• Effectiveness	Internal customer satisfaction rating	95%	97%	98%	99%	98%	98%	99%
Budget & Strategy	Responsible City Government	• Effectiveness	Facilitate or support cross-functional process improvement teams # per year	2.00	5.00	2.00	4.00	2.00	7.00	3.00
Budget & Strategy	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Grant Applications Submitted	20.00	32.00	21.00	36.00	24.00	56.00	30.00
Budget & Strategy	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Grants Awarded	11.00	12.00	11.00	14.00	9.00	34.00	15.00
Budget & Strategy	Responsible City Government	• Effectiveness	Grant measures (New beginning FY2018): Active Grants worked during FY	40.00	53	40.00	47	30.00	77	50.00
Budget & Strategy	Responsible City Government	• Effectiveness	Receive the GFOA Distinguished Budget Presentation award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Budget & Strategy	Responsible City Government	• Efficiency	Payroll regular salaries adopted budget versus actual, net of policy changes	2%	2.00%	2%	0.09%	2%	0.17%	2%
Budget & Strategy	Responsible City Government	• Efficiency	Produce monthly financial statements within seven business days of period close	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Communications & Marketing	Responsible City Government	• Effectiveness	Customer satisfaction with communications (Internal Survey)	95%	98%	95%	100%	95%	98%	95%
Communications & Marketing	Responsible City Government	• Effectiveness	Awareness of Coral Springs magazine by new residents (Res. Survey)	85%		80%	84%		-	85%
Communications & Marketing	Responsible City Government	• Effectiveness	New promotional/informational campaigns produced (Social media and City TV)	60	89.00	60	90.00	60	80.00	60
City Clerk's Office	Responsible City Government	• Efficiency	Timely disposal of eligible paper records			320	689	210	288	500
City Clerk's Office	Responsible City Government	• Effectiveness	Provide Public Records Management Training on a Yearly Basis (New beginning FY2020)					1	1	2
Economic Development	Growing Local Economy	• Effectiveness	Retain businesses who received a retention visit (New for 2019)			70%	98.23%	70%	96.08%	70%
Economic Development	Growing Local Economy	• Effectiveness	Increase in traffic to the Economic Development website (New for 2019)			20%	57.29%	20%	129.63%	20%
Economic Development	Growing Local Economy	• Effectiveness	Increase social media followers for EDO (New for 2019)			20%	147%	20%	51%	20%
Emergency Management	Responsible City Government	• Effectiveness	Community Outreach Events (New beginning FY2020)					10	12	12
Emergency Management	Responsible City Government	• Effectiveness	Enrollment in "Alert Coral Springs" (New beginning FY2020)					2,000	72,522	60,000
Emergency Management	Responsible City Government	• Effectiveness	Emergency Operations Center (EOC) Usage (New beginning FY2020)					20	2	0
Emergency Management	Responsible City Government	• Effectiveness	Business Continuity Outreach Programs (New Beginning FY2021)						-	3.00
Emergency Management	Responsible City Government	• Effectiveness	Number of Special Events produced throughout the city to include virtual/hybrid and live events						-	13.00

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

BUILDING

Mission

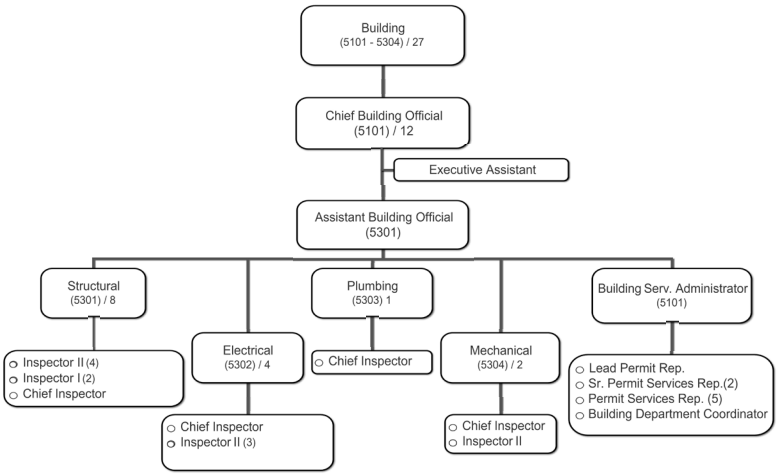
To provide an excellent building permit experience that emphasizes safety, accountability and outstanding customer service.

Core Processes and Outputs

One Stop Shop Customer Services

The One Stop Shop provides customers exceptional service and a variety of streamlined permitting options in one convenient location.

- Provides Walk Through permit services three days a week. Permits are issued while customers wait.
- Provides a quick, convenient drop-off and pick-up box service to customers with minimal interaction.
- Three full time permit representatives offer personal, and friendly customer service for walk in customers.
- Provides a modern queue kiosk to streamline customer check in and streamline the customer wait times.



Permit Processing, Call Center, and Contractor Maintenance

This section is the heart of the Building Department. It processes all permit applications after initial intake, invoices them after plan review, and files the permit package for record retention after the construction projects are complete. This section answers thousands of phone calls a week from customers that have questions or need to schedule inspections. Maintain license and insurance records on over 10,000 contractors.

- Process building record requests.
- Process open permit search requests.
- Maintain contractor license insurance information requests.
- Respond to incoming calls for Building Department via the dedicated Customer Call Center.
- Issue notification postcards indicating approval to permit holders and property owners.

Initiatives

Responsible City Government

Records Scanning - Hardware and Software Purchases

Growing Local Economy

QLess: Queuing System

E-Plan Review - Bluebeam Licenses

Plan Review & Inspections

Provide customer friendly and efficient plan review & inspection services ensuring conformance of construction in the City with governing building codes.

- Provide responsible plan reviews.
- Provide ePermitting for 94 different permit types within 2-3 days.
- Conduct building inspections.

- Offer Pre-Submittal, Pre-Construction and Pre-CO meetings to ensure successful submittal and streamlined completion of projects.

Building Code & 40 Year Building Safety Program

Provide responsible city government by ensuring compliance with Florida Building Codes and verifying older building's structural integrity and electrical safety thereby minimizing possibilities of future building failure.

- Process building code cases.
- Process mandatory 40 Year Building Certifications as required by Broward County.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

Building	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Program Summary						
Revenue	$3,383,018	$3,440,946	$3,102,915	$3,198,994	$96,079	3.10%
Total	**$3,383,018**	**$3,440,946**	**$3,102,915**	**$3,198,994**	**$96,079**	**3.10%**
Expenditures:						
Program Summary						
Building	**$2,710,251**	**$2,834,626**	**$2,922,010**	**$3,036,858**	$114,848	3.93%
Total	**$2,710,251**	**$2,834,626**	**$2,922,010**	**$3,036,858**	$114,848	3.93%
Expenditures:						
Summary By Category						
Personal Services	$1,747,394	$1,786,381	$1,910,962	$2,045,665	$134,703	7.05%
Benefits	736,898	722,564	750,434	764,499	14,065	1.87%
Other Expenses	225,959	325,681	260,614	226,694	(33,920)	-13.02%
Operating Capital	0	0	0	0	0	n/a
Total	**$2,710,251**	**$2,834,626**	**$2,922,010**	**$3,036,858**	**$114,848**	**3.93%**
Positions	27.00	27.00	26.00	27.00	1.00	3.85%
FTE's	27.00	27.00	26.00	27.00	1.00	3.85%

Scorecards: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Building	Growing Local Economy	• Effectiveness	Requested inspections completed within one day	95%	100%	95%	100%	95%	100%	90%
Building	Growing Local Economy	• Effectiveness	Percent of plan reviews completed within 15 working days	90%	89%	90%	95%	90%	93%	90%
Building	Growing Local Economy	• Effectiveness	QTRAC Data (10 Minute wait Times) (New beginning FY2019)			30.00	9.46	12.00	3.52	10.00
Building	Growing Local Economy	• Effectiveness	"Building" Records Requests within 10 business days (New beginning FY2019)			90%	95%	90%	94%	90%
Building	Growing Local Economy	• Effectiveness	Percent of ePermit plan reviews within 3 working days, 95% of the time (New beginning FY2021)						-	95%

Reference Key

On target/Above target	↑	
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target	↓	
Discussion Needed		
No update available at this time		

DEVELOPMENT SERVICES

Mission

Community Development/Development Services Administration
To promote safe, livable neighborhoods and support economic growth for our residential and business communities.

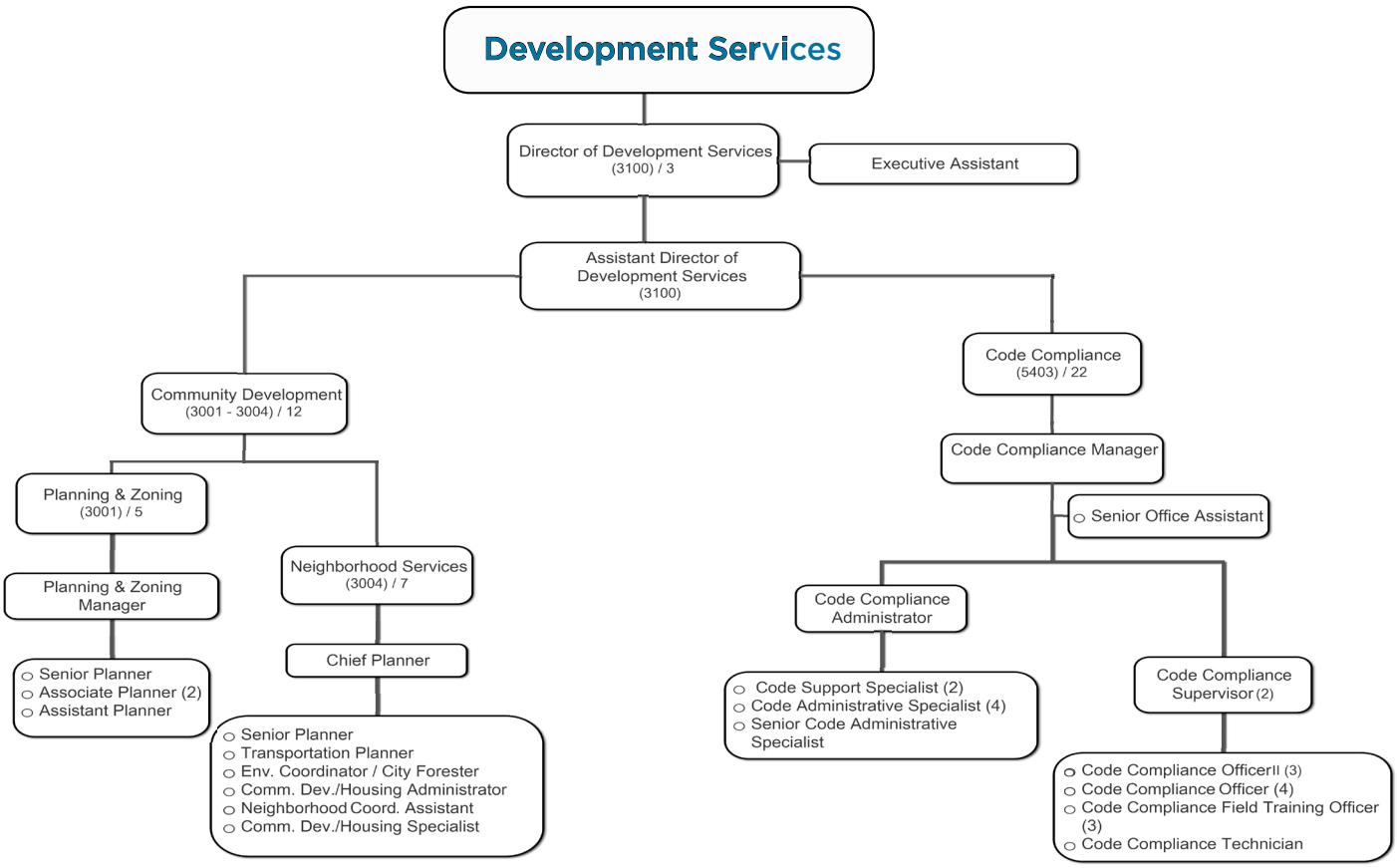
Code Compliance
To enforce the City's Code of Ordinances, educate residents and business owners to protect the integrity of our neighborhoods and business communities, while maintaining a high quality of living and high property values.

Core Processes and Outputs

Community Development

Provide technically-sound, professional recommendations to the City Commission, Boards/Committees, and customers to facilitate land development actions citywide.

- Maintain the City's recertification of its Comprehensive Plan.



Development Services (continued)

Facilitate reinvestment in residential and commercial property.

- Revise land development regulations to keep the Code relevant with changing community needs.
- Conduct zoning inspections to ensure adherence to building permit plans.
- Continue to provide accurate plan review to ensure compliance with land development regulations and architectural design guidelines in order to encourage an aesthetically pleasing community.
- Administratively review Development Review Committee and Architectural Review Committee projects.
- Continue to process petitions for various land development actions, including re-zonings, land use amendments, site plans, etc.
- Coordinate the City-owned Land Master Plan including the sale and re-use of city inventory.
- Process paint approval forms to encourage neighborhood revitalization.
- Encourage new businesses to utilize Grand Opening/re-opening signs.

Manage and improve the sustainability of the City's urban canopy.

- Engage the Neighborhood and Environmental Committee.
- Conduct regular tree inspections.
- Plant approximately 1,000 trees and encourage removal of exotic species.
- Educate the public and monitor environmental activities.

Research, identify and apply for various grants that support department objectives and improve mobility and connectivity within the City.

- Oversee administration of grant funding.
- Perform periodic grant reporting, draw down, and close out of grant funds.
- Continue to implement the City's Public Art Master Plan.
- Utilize the Public Art Fund and Guidelines.
- Collaborate on/install innovative artwork and interactive programming.

Code Compliance

Engage and educate the public on the City's Code of Ordinances in order to achieve compliance with the code to preserve and enhance aesthetics and ensure safety citywide.

- Deliver consistent information on City codes and ordinances.
- Coordinate and implement innovative programs on code compliance issues in conjunction with other agencies and departments.
- Administer registration and inspection programs for properties to enhance property values and neighborhood safety.
- Provide friendly and accurate service within the One Stop Shop by participating in continual customer-focused training.
- Provide training to staff and volunteers to allow them to maintain a consistently high level of service enabling the entire staff to stay up-to-date with industry best practices.

Development Services (continued)

Promote voluntary compliance through collaboration with property owners, property managers/associations, residents, business owners, and neighborhoods

- Responsibly perform over 25,000 business and property inspections
- Identify and provide creative options and potential grants for challenging properties such as outreach for Home Repair, Neighborhood Partnership Program (NPP) and Neighborhood Integrity

Provide exceptional service to internal and external customer requests, questions, emergencies, and complaints seven days a week by utilizing TRAKiT, particularly Code and License TRAK and efficiently processing

- Handle 3,500 Lien inquiries
- Resolve 4,500 Public Stuff inquiries
- Process 6,000 Business Tax receipts
- Process 6,500 Landlord Registrations
- Fulfill 100 Public Records requests per year
- Receive 10,000 phone calls received in the Call Center
- Collect 5,000 Temporary Signs

Support business development in the City.

- Educate business owners and outside agencies on various regulations
- Assist EDO with Corporate Park outreach efforts
- Coordinate options based on their needs

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon

Initiatives

Responsible City Government

- 2021 Comprehensive Plan Amendments
- Census 2020 (Ongoing)
- Virtual Slice of the Springs Meeting (Ongoing) - With Comm. & Marketing

City Investment in Today and Future

- City-Owned Property Master Plan (Ongoing)
- Sawgrass/10th Street Plan (Ongoing)
- CDBG Action Plan (Ongoing)
- Traffic Calming Program: Implementation (Ongoing) - With PW

Premier Community in South Florida

- Revitalize Code Ranger Program
- Neighborhoods with Integrity Program

Revenues and Expenditures by Program and Category

Development Services*	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Community Development	$217,980	$165,878	$120,000	$124,800	$4,800	4.00%
Code Compliance*	4,249,359	3,747,733	2,569,695	2,388,806	(180,889)	-7.04%
Engineering	0	0	0	0	0	n/a
Total	**$4,467,339**	**$3,913,611**	**$2,689,695**	**$2,513,606**	**($176,089)**	**-6.55%**
*Includes Business Tax revenue						
Expenditures:						
Program Summary						
Development Services	$559,181	$419,078	$587,888	$494,997	($92,891)	-15.80%
Community Development	1,169,861	1,169,489	1,417,310	1,368,357	(48,953)	-3.45%
Code Compliance	1,925,500	2,028,685	2,216,916	2,064,706	(152,210)	-6.87%
Total	**$3,654,542**	**$3,617,252**	**$4,222,114**	**$3,928,060**	**($294,054)**	**-6.96%**
Summary By Category						
Personal Services	$2,136,099	$2,158,808	$2,579,273	$2,454,015	($125,258)	-4.86%
Benefits	1,049,332	1,048,166	1,079,505	1,007,844	(71,661)	-6.64%
Other Expenses	460,710	410,278	545,359	450,452	(94,907)	-17.40%
Operating Capital	0	0	1,300	0	(1,300)	-100.00%
Grants and Aids	8,401	0	16,677	15,749	(928)	-5.56%
Interfund Transfers					0	n/a
Total	**$3,654,542**	**$3,617,252**	**$4,222,114**	**$3,928,060**	**($294,054)**	**-6.96%**
FTE's	41.00	41.00	39.00	38.00	(1.00)	-2.6%

*The Building Division is now a separate department.

Scorecard: Key Performance Indicators

Developmental Scorecard Report

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Development Services	Responsible City Government	• Effectiveness	Department customer satisfaction rating	95%	96%	95%	100%	95%	100%	95%
Development Services	Growing Local Economy	• Effectiveness	Cycle time for small permits by the Zoning Division (Building Plan Review) (Days)	2	2.00	2	1.82	2	1.36	2
Development Services	Growing Local Economy	• Effectiveness	Cycle time for sign permits by the Zoning Division (Building Plan Review) (Days)	2.00	1.00	2.00	1.39	2.00	2.50	2.00
Development Services	Growing Local Economy	• Effectiveness	Cycle time for plan reviews (new and major/minor) by the Zoning Division (Development Review Committee) (Days)	8.00	8.00	8.00	8.25	8.00	8.75	8.00
Development Services	Growing Local Economy	• Effectiveness	Avg. number of days from the receipt of the resident's application for rehabilitation assistance to approval	45.00	30.00	45.00	39.25	45.00	42.25	45.00
Development Services	Premier Community in South Florida	• Efficiency	Timeliness ratio of CDBG spending: annual CDBG allocation available by July 31	1.50	1.38	1.50	1.48	1.50	1.53	1.50
Development Services	Premier Community in South Florida	• Effectiveness	Number of trees planted within the City	1,000	2,365	1,000	3,170	1,000	2,923	1,000
Development Services	Premier Community in South Florida	• Effectiveness	Number of formal and informal neighborhood partnerships each year	10	6	10	11	10	10	10
Development Services	Growing Local Economy	• Effectiveness	Process business tax applications within 7 business days (New beginning FY2020)					85%	83%	85%
Development Services	Growing Local Economy	• Effectiveness	Percent of code cases brought into voluntary compliance prior to administrative/judicial process	75%	81%	75%	79%	75%	69%	75%
Development Services	Premier Community in South Florida	• Effectiveness	Percent of respondents satisfied with City efforts at maintaining the quality of their neighborhoods (Res. Survey)	-	-	85%	82%	-	-	85%
Development Services	Premier Community in South Florida	• Effectiveness	Percent of survey respondents satisfied with the City's efforts to support quality neighborhoods (Biz Survey)	87%	94%	-	-	87%	92%	-

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

FINANCIAL SERVICES

Mission

To preserve the City's strong financial condition by creating responsible financial strategies, effectively managing the City's resources, and providing analysis and recommendations that ensure optimal economic outcomes.

Core Processes and Outputs

Provide financial policy, cash management, debt management, accounting, payroll, accounts payable, purchasing, central stores, and utility billing for the City.

- Produce the City's Comprehensive Annual Financial Report.
- Process over 9,000 accounts payable checks and prepare over 30,000 payroll checks.
- Reconcile and track over 40 different funds.
- Process over 2,500 purchase orders.
- Purchase over $32 million in goods and services.
- Finance, monitor, and restructure the City's outstanding debt.
- Monitor City's financial condition and provide financial strategies to ensure fiscal solvency.
- Maintain all water and wastewater customer accounts.
- Process over 150,000 utility bills including standby.

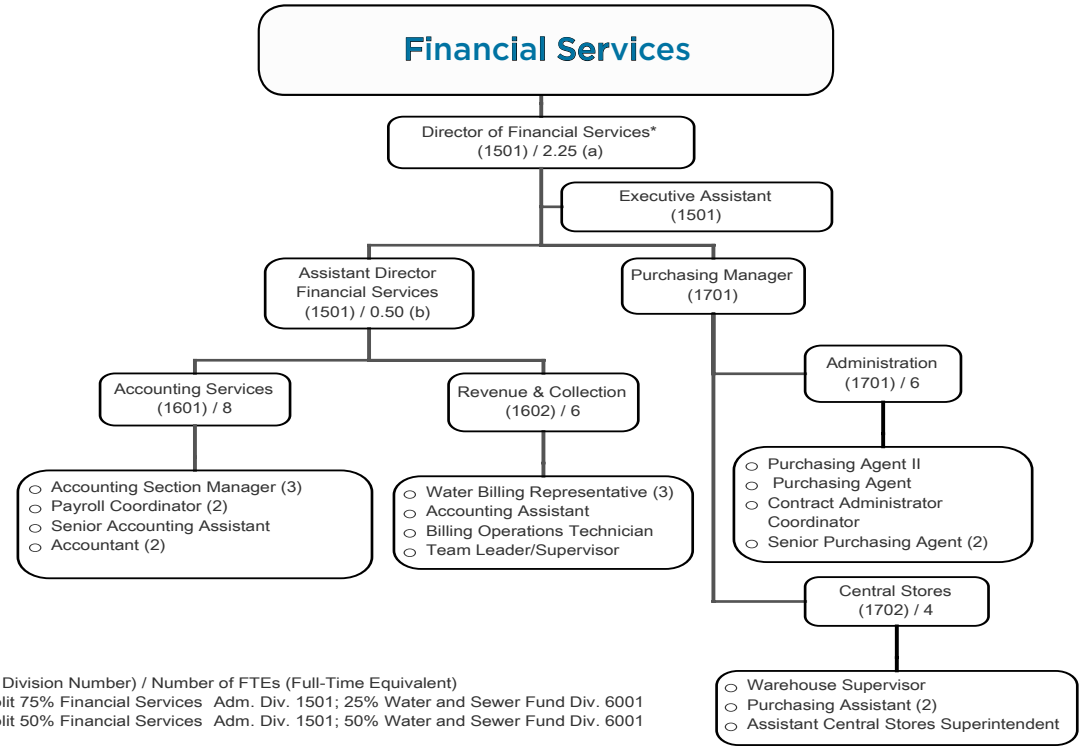
Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

Growing Local Economy

- Local Procurement Policy



(Department/ Division Number) / Number of FTEs (Full-Time Equivalent)
(a)Position split 75% Financial Services Adm. Div. 1501; 25% Water and Sewer Fund Div. 6001
(b)Position split 50% Financial Services Adm. Div. 1501; 50% Water and Sewer Fund Div. 6001

Financial Services (continued)

Revenues and Expenditures by Program and Category

Financial Services	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Revenue and Collection/ Lien Search	$285,140	$284,975	$300,000	$312,000	$12,000	4.00%
Purchasing					0	n/a
Total	**$285,140**	**$284,975**	**$300,000**	**$312,000**	**$12,000**	**4.00%**
Expenditures:						
Program Summary						
Administration	$376,523	$439,235	$493,689	$443,268	($50,421)	-10.21%
Museum	0	0	0	0	0	n/a
Accounting	710,497	693,646	792,985	861,515	68,530	8.64%
Utility Billing	612,193	634,351	649,328	632,270	(17,058)	-2.63%
Sub-Total	$1,699,213	$1,767,232	$1,936,002	$1,937,053	$1,051	0.05%
Purchasing						
Administration	$625,966	$626,261	$719,354	$668,803	($50,551)	-7.03%
Central Stores	408,861	315,063	334,440	343,559	9,119	2.73%
Sub-Total	$1,034,827	$941,324	$1,053,794	$1,012,362	-$41,432	-3.93%
Total	**$2,734,040**	**$2,708,556**	**$2,989,796**	**$2,949,415**	**($40,381)**	**-1.35%**
Summary By Category						
Personal Services	$1,659,733	$1,708,869	$1,902,367	$1,925,699	$23,332	1.23%
Benefits	702,019	707,640	728,463	761,668	33,205	4.56%
Other Expenses	368,770	289,042	356,766	262,048	(94,718)	-26.55%
Operating Capital	3,518	3,005	2,200		(2,200)	-100.00%
Total	**$2,734,040**	**$2,708,556**	**$2,989,796**	**$2,949,415**	**($40,381)**	**-1.35%**
Positions	26.25	26.25	26.25	26.25	0.00	n/a
FTE's	26.25	26.25	26.25	26.25	0.00	0.0%

Scorecard: Key Performance Indicators

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Financial Services	Responsible City Government	• Effectiveness	Internal customer satisfaction rating (Financial Services Internal Survey)	94%	98%	94%	98%	94%	98%	95%
	Responsible City Government	• Effectiveness	Percentage of purchase requisitions under $10,000 processed within 24 hours	88%	85%	88%	81%	85%	75%	0
	Responsible City Government	• Effectiveness	Percentage of purchase requisitions under $5,000 processed within 3 business days (New beginning FY2021)							80%
	Responsible City Government	• Effectiveness	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Responsible City Government	• Effectiveness	Water billings past due more than 180 days as percentage of outstanding bills	3%	1.00%	3%	0.98%	3%	2.77%	5%
	Responsible City Government	• Effectiveness	Number of repeat items in management letters prepared by the City's external auditors	0	0	0	0	0	0	0
	Responsible City Government	• Effectiveness	Percentage of invoices paid within 30 days	90%	94%	95%	94%	95%	93%	90%
	Responsible City Government	• Efficiency	Out of stock level of the total inventory at Central Stores	2.50%	1.00%	2.50%	0.80%	2.50%	0.71%	2.50%

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

FIRE/EMS

Mission

To preserve life and property through emergency medical services, fire suppression, community risk reduction, public education, and community partnerships.

Core Processes and Outputs

Administration

Manage and administer the fire department's budget, policies, and procedures while providing department-wide leadership and direction.

Responsible for the direction and development of approximately 350 members of the organization.

- Personnel includes three full-time and three part-time administrative staff, one full-time data analyst, 162 shift personnel, three full-time and four part-time Coral Springs Regional Institute of Public Safety administrative staff and 100 emergency service instructors. Two full-time and one part-time administrative staff along with nine inspectors, one public education officer and 45 Community Emergency Response Team (CERT) members in the Community Risk Reduction (CRR) division.

  Oversee the daily operations pertaining to Risk Reduction, Prevention, Suppression, Emergency Medical Services (EMS), and Training.

- Provide contractual Fire/EMS service to the City of Parkland.
- Provide automatic aid to the cities of Margate, Coconut Creek, and Tamarac. Provide additional mutual aid response in accordance with federal, state, and local agreements.

  Commit to continuous involvement in major organizations and committees on a national, state and local level that affect the delivery of emergency services, safety, health and wellness of first responders and the City.

Fire Suppression and Emergency Medical Services (EMS)

Respond to all types of fire-related emergencies within the City. Provide basic and advanced emergency medical care to victims of illness or injury.

- Respond to a projected 16,000 calls for service.
- Maintain a response time of 8 minutes or less at least 90% of the time to emergency incidents.
- Provide treatment and transport approximately 8,200 patients to area hospitals.
- Provide inter-facility transport services to the community.
- Continue to acquire and utilize state of the art equipment to ensure the highest level of care to the community.
- Provide a Special Weapons and Tactics (SWAT) medic program to support local police departments.
- Provide a specialty water rescue team.
- Maintain a ready fleet of apparatus consisting of 8 front line ALS transport units, 3 reserve ALS transport units, 6 front line advanced life support (ALS) suppression units, 1 ALS aerial apparatus, 2 reserve ALS suppression units , and 2 reserve ALS aerial apparatus.
- Maintain a ready fleet of support service apparatus to include a mobile air support unit, a dive rescue boat, a special events cart, UTV special event cart and an incident support trailer.

Provide Community Paramedic program to help residents make better use of available emergency services and find solutions to problems that are not typically related to emergency medical care.

Fire/EMS (continued)

Initiatives

Responsible City Government

- Fire Academy Lockdown
- Adds to Fleet - 2 vehicles
- Fire Department 50th (Ongoing)

Premier Community in South Florida

- Residential Fire Sprinkler Feasibility Study
- Drowning Prevention/Water Safety (Ongoing) - With Comm. & Marketing

In-Service Training

Provide comprehensive training programs to enhance the skills of firefighters and their ability to deliver the highest level of service while safely responding to emergency incidents.

- Provide required medical, fire, and inspection related recertification training in accordance with national, state, and local regulations for members of the Coral Springs-Parkland Fire Department.
- Research and evaluate the newest technology and procedures in the fire and EMS fields to enhance the delivery of services to the public.
- Ensure compliance with the National, State and Local requirements for training to all members of the organization.
- Coordinate training that is relative to emergency needs and in accordance with Insurance Services Office (ISO) standards.
- Focus on developing our current officers and members to seek various positions in the organization to ensure continuity of operations through attrition.
- Organize the Fire Explorer Program, a career development program geared towards high school students who are interested in a career in the fire rescue profession.

Coral Springs Regional Institute of Public Safety

Provide required medical, fire, and inspection related recertification training in accordance with national, state, and local regulations for members of the Coral Springs-Parkland Fire Department.

- Deliver entry level, recertification, and advanced level courses in fire, EMS, and technical rescue to Firefighters / EMS personnel nationally and internationally.
- Provide various levels of training to military, federal, state, and local law enforcement personnel.
- Provide training and education to the residents and businesses within the community.
- Organize the Fire Explorer Program, a career development program geared towards high school students who are interested in a career in the fire rescue profession.

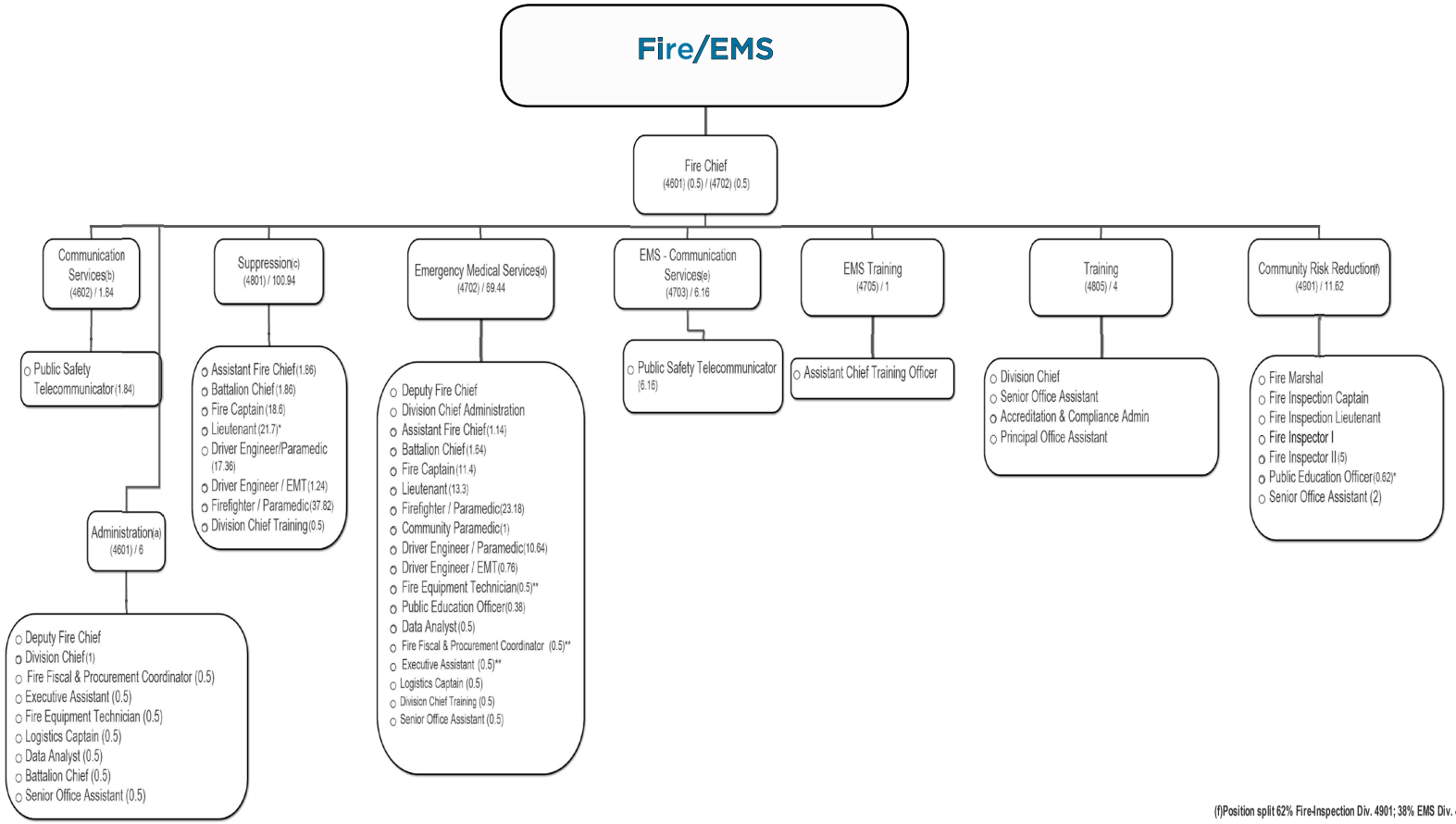
Community Risk Reduction

- Perform approximately 6,600 annual fire inspections and approximately, 600 re-inspections on all commercial properties and applicable multifamily residential units. Perform fire and life safety inspections of all public and private schools.
- Perform approximately 1,100 permit inspections and review approximately 1,300 sets of plans annually.
- Provide annual fire safety and prevention education through Safety Town and various educational programs to the community in person and through social media.
- Conduct fire investigations on all fire related incidents to determine origin and cause while working closely with local law enforcement and the Florida State Fire Marshal's Office.
- Provide hands-on fire extinguisher, Stop the Bleed (www.coralsprings.org/savealife), CPR, Automated External Defibrillator (AED), Baby Sleep Safe, Car Seat Inspection/Training and drowning prevention programs to the community.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Fire/EMS



(f)Position split 62% Fire-Inspection Div. 4901; 38% EMS Div. 4702

(a)All positions are split 50% Fire Adm. Div. 4601; 50% EMS Div. 4702

(b)All positions are split 23% Comm. Svc. Div. 4602; 77% EMS Comm. Svc. Div 4703

(c)All positions are split 62% Fire-Suppression Div. 4801; 38% EMS Div. 4702

(d) Most positions are split 38% EMS Div. 4702; 62% Fire Supression Div. 4801
**Position split 50% EMS Div. 4702; 50% Fire Adm. Div. 4601

(e)All positions are split 77% EMS Comm. Svc. Div 4703; 23% Comm Svc. Div. 4602

*Lieutenants include Rescue Lieutenants.

Revenues and Expenditures by Program and Category

Fire/EMS	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Fire Fund						
Fire Fund Special Assessment	$12,636,751	$14,328,576	$16,434,793	$16,360,663	($74,130)	-0.45%
Intergovernmental Revenue	6,086,885	6,557,881	6,213,615	6,228,202	14,587	0.23%
Charges for Services	3,263,139	3,250,485	3,855,456	3,731,674	(123,782)	-3.21%
Miscellaneous Revenues	54,082	533,724	55,000	55,000	0	0.00%
Fines and Forfeitures	23,444	17,600	25,000	25,000	0	0.00%
Partial Year Assessment	108,257	83,176	70,895	30,000	(40,895)	-57.68%
Doubtful Accounts	0	0	0	0	0	n/a
Other Financing Sources	0	0	0	0	0	n/a
Appropriated Fund Balance	0	0	0	0	0	n/a
Capital Reserve	0	0	0	0	0	n/a
Grants (Matthew and Maria)	86,769	0	0	0	0	n/a
Sub-Total	$22,259,327	$24,771,442	$26,654,759	$26,430,539	($224,220)	-0.84%
EMS-General Fund						
Emergency Medical Services	$2,264,132	$2,509,657	$2,868,379	$3,249,424	$381,045	13.28%
Contract Services	1,751	0	0	2,000,000	2,000,000	n/a
Training	0	0	0	0	0	n/a
Sub-Total	$2,265,883	$2,509,657	$2,868,379	$5,249,424	$2,381,045	83.01%
Total Revenues	**$24,432,105**	**$24,432,105**	**$29,523,138**	**$31,679,963**	**$2,156,825**	**7.31%**
Expenditures:						
Program Summary						
Fire Fund						
Administration	$749,895	$919,407	$908,685	$1,116,032	$207,347	22.82%
Communication Services	131,211	138,416	165,416	163,623	(1,793)	-1.08%
Suppression	14,366,676	15,162,882	16,190,913	16,573,143	382,230	2.36%
Training	2,145,857	2,074,522	2,685,426	2,473,328	(212,098)	-7.90%
Volunteers	0	0	0	0	0	n/a
Inspection	1,552,432	1,670,467	1,752,325	1,787,171	34,846	1.99%
Contract Services (Parkland)	0	0	0	0	0	n/a
Prevention	0	0	0	0	0	n/a
Operating Capital	531,585	333,888	479,784	129,000	(350,784)	-73.11%
Debt Service	182,860	308,763	448,985	207,320	(241,665)	-53.82%
Interfund Transfers	404,108	850,225	830,693	1,103,808	273,115	32.88%
Non-Departmental	2,109,224	2,125,305	3,192,532	2,877,114	(315,418)	-9.88%
Sub-Total	$22,173,848	$23,583,875	$26,654,759	$26,430,539	($224,220)	-0.84%
EMS-General Fund						
Emergency Medical Services	$9,775,031	$10,349,734	$11,141,537	$11,111,944	($29,593)	-0.27%
Communication Services	416,753	395,410	475,499	469,614	(5,885)	-1.24%
Training	250,330	238,151	225,601	230,471	4,870	2.16%
Sub-Total	$10,442,114	$10,983,295	$11,842,637	$11,812,029	($30,608)	-0.26%
Total Expenditures	**$32,615,962**	**$34,567,170**	**$38,497,396**	**$38,242,568**	**($254,828)**	**-0.66%**
Summary by Category						
Fire Fund						
Personal Services	$10,728,497	$11,474,061	$12,161,639	$12,688,049	$526,410	4.33%
Benefits	4,428,289	4,648,407	4,765,902	4,936,096	170,194	3.57%
Other Expenses	1,617,849	1,757,469	2,039,298	1,993,824	(45,474)	-2.23%
Operating Capital	25,579	11,235	50,500	22,000	(28,500)	-56.44%
Training	2,145,857	2,074,522	2,685,426	2,473,328	(212,098)	-7.90%
Capital Reserve (Budget Amendment	0	0	0	0	0	n/a
Non-Departmental	2,688,396	2,932,543	4,087,816	3,686,859	(400,957)	-9.81%
Interfund Transfers	256,520	280,786	315,193	323,063	7,870	2.50%
Debt Service	282,860	404,852	548,985	307,320	(241,665)	-44.02%
	$22,173,847	$23,583,875	$26,654,759	$26,430,539	($224,220)	-0.84%
EMS-General Fund						
Personal Services	$6,680,960	$7,072,336	$7,579,627	$7,927,650	$348,023	4.59%
Benefits	2,647,588	2,781,684	2,871,608	2,980,117	108,509	3.78%
Other Expenses	1,113,566	1,119,764	1,378,386	896,262	(482,124)	-34.98%
Operating Capital	0	9,511	13,016	8,000	(5,016)	-38.54%
Sub-Total	$10,442,114	$10,983,295	$11,842,637	$11,812,029	($30,608)	-0.26%
Total	**$32,615,961**	**$34,567,170**	**$38,497,396**	**$38,242,568**	**($254,828)**	**-0.66%**
Fire	115.20	118.44	124.76	124.40	(0.36)	-0.3%
EMS	69.80	71.56	76.24	76.60	0.36	0.5%
Total FTE's	185.00	190.00	201.00	201.00	0.00	0.0%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Fire/EMS	Premier Community in South Florida	• Effectiveness	Response time in less than 8 mins, 90% of time (Emergency Fire/EMS calls)	90%	97%	90%	97%	90%	97%	90%
Fire/EMS	Premier Community in South Florida	• Effectiveness	14 firefighters on scene within 10 mins 90% of time (Structural fires)	90%	100%	90%	100%	90%	100%	90%
Fire/EMS	Responsible City Government	• Effectiveness	Provide inspection report to customer within 12 days (Revised FY17)	90%	100%	90%	95%	90%	100%	90%
Fire/EMS	Responsible City Government	• Effectiveness	Perform annual fire inspections (comm. prop. & applicable multi-family res. units)	6,400	6,596	6,400	6,611	6,600	5,431	6,600
Fire/EMS	Responsible City Government	• Effectiveness	Provide public education programs to residents ages 5-11	4,000	9,865	4,000	10,007	4,000	5,867	4,000
Fire/EMS	Responsible City Government	• Effectiveness	Provide a minimum number of FL Firefighter Minimum Standards classes	7	10	7	7	7	6	6
Fire/EMS	Responsible City Government	• Effectiveness	Provide a minimum number of EMT classes	7	7	6	9	6	6	7
Fire/EMS	Responsible City Government	• Effectiveness	Provide a minimum number of Specialty classes	50	77	70	153	70	272	60
Fire/EMS	Responsible City Government	• Effectiveness	Provide a minimum number of Paramedic classes	4	5	6	8	5	3	5
Fire/EMS	Responsible City Government	• Effectiveness	Satisfaction rating with the quality of the Fire Department (Res. Survey)			95%	99%		-	95%
Fire/EMS	Responsible City Government	• Effectiveness	Satisfaction rating with the quality of the Emergency Paramedics (Biz. Survey)	90%	100%			95%	100%	
Fire/EMS	Responsible City Government	• Effectiveness	Maintain Community Emergency Response Team (CERT) force	60	75	60	50	60	50	45
Fire/EMS	Responsible City Government	• Impact	Maintain Fire Explorers program participation	40	20	25	28	25	25	30

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

HUMAN RESOURCES

Mission

Serving employees, volunteers and the community by providing an inclusive environment supported by passionate, innovative and creative people.

Core Processes and Outputs

Recruitment and Selection

The recruitment process focuses on collaborating closely with hiring departments to help identify the best qualified candidates for their open positions.

- Oversee advertising for open positions.
- Conduct pre-screening of applicants.
- Schedule pre-employment testing.
- Provide interview support.
- Conduct background clearance.
- Provide new hire On-boarding.

Employee Performance Management

A performance management and evaluation process are used to focus on aligning workforce with departments and City goals.

- Monitor employee performance.
- Coordinate informal and annual evaluations (all employees).
- Provide coaching, feedback and develop employee goals.
- Recognition and rewarding good performance.

Learning and Development

This service provides a variety of training and educational opportunities for employees to enhance their skills.

- Access to LinkedIn Learning.
- New hire On-boarding.
- Provide supervisory/leadership training.
- Coordinate compliance and skills training.

Rewards and Recognitions

Employee recognition is delivered in various ways throughout the year.

- Employee Excellence Awards.
- Bright Spot Awards and Shining Star Awards.
- Wellness Activities.
- Special department recognitions.

Leadership Development

Leadership development is a succession plan to identify and grow leaders within the organization.

- Help prepare employees for promotional/management opportunities.
- Provide training, mentoring, networking and assessments.

Well-being Strategy

Committed to providing programs with a holistic approach to support a healthy lifestyle for physical, emotional and financial well-being.

- Mental health programs.
- Onsite health coaching.
- Fitness classes.

Human Resources (continued)

Employee Benefits Package

Manage and maintain an employee benefits package that provides competitive and affordable plan options.
- Comprehensive healthcare coverage for full-time employees and their eligible spouses and dependents.
- Life & Long-Term Disability coverage.
- Voluntary benefits.

Retirement Services

To provide employees the ability to save towards retirement by deferring a portion of their earnings on a pre-tax basis to one of the City's available plans.
- Defined Contribution Plan – 401a.
- Deferred Compensation Plan – 457.
- DROP plans.
- Defined Benefit Pension Plans – Fire and Police.

Initiatives

Responsible City Government

- QLess: Improving Customer Service, City Hall at the Mall
- Health and Wellness Center (Ongoing)
- Online Performance Management System (Ongoing)

Survey and Focus Groups

Facilitate internal opinion polls and surveys to provide feedback on organization, leadership and support services.
- Results are shared and compared to external benchmarks.
- Conduct employee focus groups to gain insight on issues impacting employees.

Employee Engagement and Events

Coordinate various employee gatherings/events to create a sense of belonging.
- Employee Excellence Awards.
- Chili Cook-off.
- Wellness Day.
- Holiday Party.
- Pop-up events, etc.

Workforce Analytics

The reporting of key employee indicators, trends and other data gathered through the Annual Organization Survey and Employee Focus Groups.
- Provide management team with strategic opportunities for improvement.
- Ensure adequate focus is given to employee matters.

Community Relations

The Community Relations Division is committed to offering meaningful and educational programs to students and adults in the community.
- Offers programs that help embrace cultural diversity.
- City liaison to the Multi-Cultural Advisory Committee, MLK Committee and Teen Political Forum Committee.
- Oversees the "Shine-On!" student and teacher recognition program.

Volunteer Services

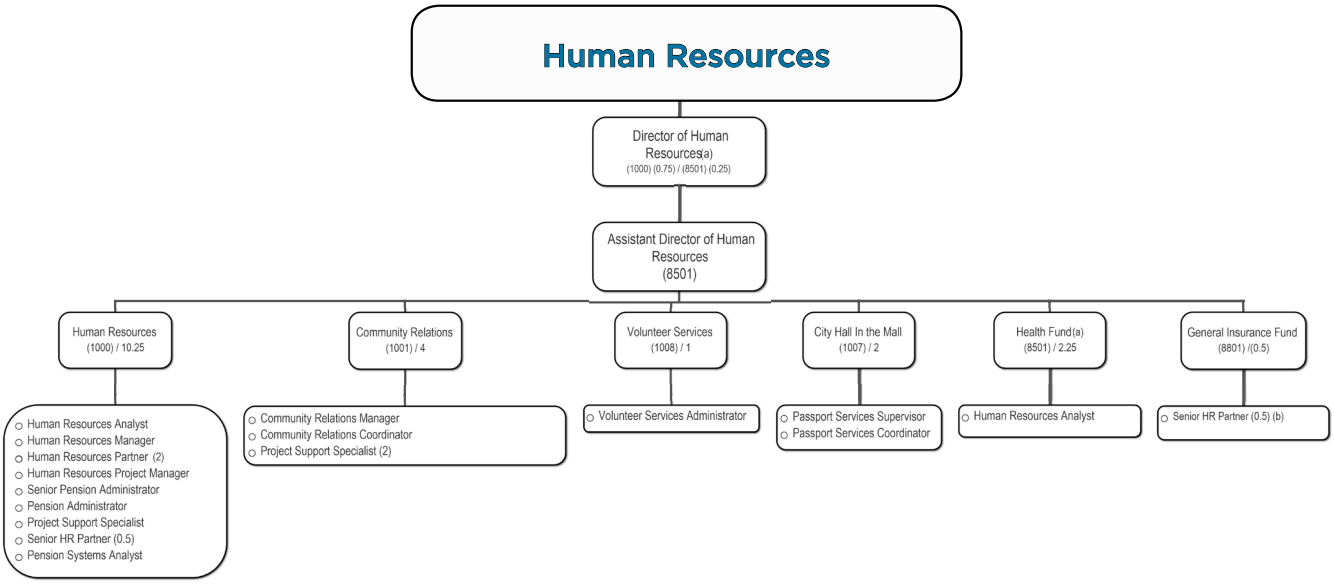
Volunteer Services encourages employees and local residents to volunteer for a variety of City projects and events.
- Allows residents to participate in local government.
- Supports Lynne Johnson Award for Outstanding Volunteerism.
- Oversees various community service projects.

Passport Services

A full range of passport services is provided to the public at City Hall in the Mall along with fingerprinting and notary services.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.



Revenues and Expenditures by Program and Category

Human Resources	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
City Hall In The Mall	$1,068,727	$ 1,230,654.00	$1,143,021	$1,220,295	$77,274	6.76%
Total	**$1,068,727**	**$1,230,654**	**$1,143,021**	**$1,220,295**	**$77,274**	**6.76%**
Expenditures:						
Program Summary						
Human Resources	$1,225,874	$1,427,893	$1,367,051	$1,361,148	(5,903)	-0.43%
Community Relations	291,886	463,624	466,430	361,347	(105,083)	-22.53%
Volunteer Services*	143,823	153,051	173,833	165,836	(7,997)	-4.60%
City Hall In The Mall	477,728	494,105	464,931	471,590	6,659	1.43%
Total	**$2,139,311**	**$2,538,673**	**$2,472,245**	**$2,359,921**	**($112,324)**	**-4.54%**

*Division transferred from the Police Department

Summary By Category						
Personal Services	$1,352,588	$1,661,067	$1,593,745	$1,520,886	($72,859)	-4.57%
Benefits	497,596	531,033	511,315	537,833	26,518	5.19%
Other Expenses	283,277	339,432	364,185	298,202	(65,983)	-18.12%
Operating Capital	5,850	7,141	3,000	3,000	0	0.00%
Total	**$2,139,311**	**$2,538,673**	**$2,472,245**	**$2,359,921**	**($112,324)**	**-4.54%**
Positions	14.25	16.25	16.25	17.25	1.00	6.2%
FTE's	14.25	16.25	16.25	17.25	1.00	6.2%

Health Fund	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Transfers	$12,757,648	$12,676,955	$12,678,315	$12,836,862	$158,547	1.25%
Interest Income	47,430	121,383	30,000	50,000	20,000	66.67%
Recoveries	2,194,421	2,951,352	3,328,062	3,742,702	414,640	12.46%
Appropriated Fund Balance	0	0	737,950	500,000	-237,950	-32.24%
Total	**$14,999,499**	**$15,749,690**	**$16,774,328**	**$17,129,564**	**$355,236**	**2.12%**
Expenditures:						
Program Summary						
Health-Dental	$ 14,631,019.00	$ 14,815,701.00	$ 15,696,321.00	$ 16,019,024.00	$ 14,887,950.00	$ 0.95
Long Term Disability	$ 194,305.00	$ 205,933.00	$ 215,000.00	$ 206,000.00	$ (9,000.00)	$ (0.04)
Contingency	$ -	$ -	$ 17,557.21	$ 18,111.00	$ 553.79	$ 0.03
Life Insurance	$ 117,086.00	$ 114,239.00	$ 117,500.00	$ 115,830.00	$ (1,670.00)	$ (0.01)
Total	**$14,942,410**	**$15,135,873**	**$16,046,378**	**$16,358,965**	**$312,587**	**1.95%**
Summary By Category						
Personal Services	$213,887	$235,067	$215,860	$206,129	($9,731)	-4.51%
Benefits	12,857,030	12,646,900	13,511,277	13,730,747	219,470	1.62%
Other Expenses	1,861,493	2,250,411	2,319,241	2,422,088	102,847	4.43%
Transfers	10,000	3,495	0	0	0	n/a
Subtotal	**$14,942,410**	**$15,135,873**	**$16,046,378**	**$16,358,964**	**$312,586**	**1.95%**
Non-Departmental	**$0**		**$727,950**	**$727,950**	**$0**	0.00%
Total	**$14,942,410**	**$15,135,873**	**$16,774,328**	**$17,086,914**	**$312,586**	**$0**
Positions	2.25	2.25	2.25	2.25	0.00	0.0%
FTE's	2.25	2.25	2.25	2.25	0.00	0.0%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees who would recommend working for the City to a friend	90%	95%	90%	90%	92%	92%	90%
Human Resources	Responsible City Government	• Effectiveness	Employee engagement index	90%	91%	85%	87%	85%	85%	85%
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees that are satisfied with wellness activities	90%	91%	90%	92%	90%	97%	90%
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees that value Employee Benefits Package	90%	88%	90%	90%	90%	94%	90%
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees satisfied with Volunteer Services (New beginning FY2019)			85%	99%	90%	100%	90%
Human Resources	Responsible City Government	• Effectiveness	Percentage of employees satisfied with the Onboarding process with the City (New beginning FY2019)			85%	85%	85%	100%	85%
Human Resources	Responsible City Government	• Effectiveness	Employees satisfied with the Culture of Inclusiveness/Belonging (New beginning FY2019)			85%	94%	85%	93%	85%
Human Resources	Responsible City Government	• Effectiveness	Acknowledge to customer requests within 2 days (Revised FY2019)	95%	89%	95%	91%	85%	90%	85%
Human Resources	Responsible City Government	• Effectiveness	Employee satisfaction with the City culture of learning (New beginning FY2020)				-	90%	88.00%	90%
Human Resources	Responsible City Government	• Effectiveness	Employee satisfaction with the City culture of innovation (New beginning FY2020)				-	90%	83.00%	95%

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

INFORMATION TECHNOLOGY

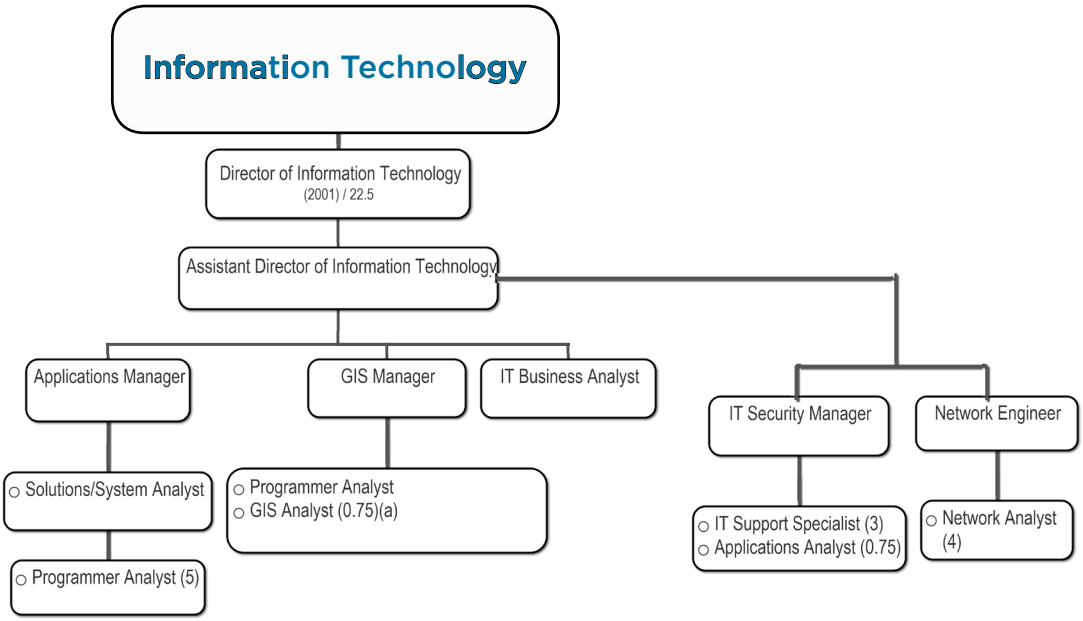
Mission

The Information Technology Department's mission is to provide innovative technology solutions that support City departments in delivering quality services to the community.

Core Processes and Outputs

The Information Technology department provides voice and data services to over 1,000 staff at 35 locations. The network includes over 400 mobiles devices and over 800 wired devices.

The data network consists of systems that can access a full suite of general-purpose software tools, as well as 125 business applications and services. Elements of the data network consist of computing platforms, local area networks (LAN), the wide area network (WAN), and a wireless infrastructure. Computing platforms in the network include AS/400, file servers, application servers, and cybersecurity infrastructure.



Information Technology (continued)

Application Development and Integration

Provides development and support for applications that are specific to departments' business needs, including Finance, Budget, Human resources, Public Safety and Dispatch, and Community Development services.

- Maintain and administer the City's core enterprise system (AS/400) and the 35 HTE integrated applications that are operational on this platform.
- Manage 140 applications servers and 125 server-based applications.
- Administer the City's Public Safety and Dispatch mission critical systems.

Initiatives

City Investment in Today and Future

- Disaster Recovery Site (Ongoing)

Infrastructure Management

Plan, manage, and maintain a production environment (Datacenter, Servers, LANs, and WAN) in accordance with service level agreements related to security, reliability, availability, and performance of voice and data services.

- Maintain and administer the City's WAN (Wide-Area Network), consisting of routing and switching infrastructure at all City locations.
- Provide and support desktop access to general purpose software tools, business applications and data across multiple computing platforms, and external services, data, or applications.
- Maintain and administer the fully integrated voice over IP collaboration and data network that consists of over 900 voice and data drops.
- Manage and upgrade the City's mobile computing environment.

Service Desk

The Service Desk Division is a broad-based and user-centered division which provides a single point of contact for all IT requirements. This division monitors and owns all incidents and manages user questions and provides the communications channel between IT and the organization. Some of the services provided include, but are not limited to, incident management, configuration management, equipment management, release management, acquisition research, and audio-visual and mobility needs.

GIS (Geographic Information System)

GIS is responsible for maintaining the City's base and develops custom mapping applications for the desktop and for the Web.

- Maintain, administer, and upgrade the GIS and AutoCAD computing platforms and applications serving departmental needs City-wide.
- Maintain and provide information relative to the City's library of plat maps, as-builts, and design drawings.
- Implementing GIS dashboards, a view of geographic information to help monitor events or activities, which provides the operational picture needed by decision makers to make data driven decisions for regular business and emergency situations.

Information Security

The Information Technology Department's provides a strategy for an effective, collaborative citywide cybersecurity defense. Our goal is to continually improve the City's cybersecurity posture:

- Enhance cybersecurity awareness processes throughout the City.
- Improve data resiliency by maintaining multiple backups of the City's data.
- Align with disaster recovery and continuity of operations strategies.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Information Technology	Responsible City Government	• Effectiveness	IT Development Projects implemented (In accordance with City's Business Plan and IT Work Program)	9.00	35.00	8.00	30.00	8.00	17.00	2.00
Information Technology	Responsible City Government	• Effectiveness	Customer satisfaction rating from survey of Information Technology	95%	100%	95%	100%	95%	100%	95%
Information Technology	Responsible City Government	• Effectiveness	Meet service level agreement regarding network availability	99.50%	99.90%	99.50%	99.55%	99.50%	99.47%	99.50%
Information Technology	Responsible City Government	• Effectiveness	Meet service level agreement regarding application availability	98%	99.90%	99%	99.88%	99%	99.80%	99%
Information Technology	Responsible City Government	• Effectiveness	Meet service level agreement regarding server availability	99%	99.90%	99%	99.96%	99%	99.95%	99%

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

Revenues and Expenditures by Program and Category

Information Technology	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Information Technology	$0	$0	$0	$0	$0	n/a
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**n/a**
Expenditures:						
Program Summary						
Computer Services	$3,925,979	$4,189,770	$4,666,238	$5,297,619	$631,381	13.53%
Total	**$3,925,979**	**$4,189,770**	**$4,666,238**	**$5,297,619**	**$631,381**	**13.53%**
Summary By Category						
Personal Services	$1,782,169	$1,979,009	$1,850,829	$2,108,939	$258,110	13.95%
Benefits	644,772	670,136	633,962	716,989	83,027	13.10%
Other Expenses	1,436,132	1,524,243	2,179,947	2,470,191	290,244	13.31%
Operating Capital	62,906	16,382	1,500	1,500	0	0.00%
Total	**$3,925,979**	**$4,189,770**	**$4,666,238**	**$5,297,619**	**$631,381**	**13.53%**
Positions	21.50	21.50	20.50	22.50	2.00	9.8%
FTE's	21.50	21.50	20.50	22.50	2.00	9.8%

PARKS AND RECREATION

Mission

To serve as a sports and entertainment destination to the residents of Coral Springs and northwest Broward County by providing exceptional leisure opportunities, beautification of the City, and support in reaching the City Commission's strategic goals. We are focused on exceeding customer expectations through a philosophy of providing quality services, well-maintained facilities, and customer-friendly and attentive staff.

Core Processes and Outputs

Administrative Services

- Manage new park construction and existing facility enhancements.
- Develop, implement, and monitor the budget and strategic plan for Parks and Recreation.
- City representative to sports groups.
- Negotiate reciprocal use agreements with schools, both public and private.
- Prepare grants and inter-local, reciprocal use, and lease agreements.
- Revenue collection for permits, rentals, clinics, summer recreation and other programs.
- Generate $270,000 in tennis lesson revenue and approximately $400,000 in gross sales at the Swim Shop. Coordinate and secure sponsorships and advertising.
- Negotiate and administer contracts of third-party contractors providing a variety of services to facility customers.

Landscape and Irrigation

Install, repair, and maintain irrigation systems, landscaping, and athletic turf in parks, medians, and public buildings, facilities and grounds.

Maintenance

Coordinate overall management of Parks and Recreation divisions.

- Maintain quality athletic fields and courts for approximately 1,150 organized sports teams.
- Maintain 49 parks totaling 768 acres including buildings, structures, landscaping, irrigation and equipment.
- Maintain safe and clean tennis facilities at Tennis Center, Cypress Park Tennis Center, other City parks, and two middle schools.
- Maintain ten pools, approximately 7,500 square foot fitness center, a full-service swim shop, and three concession venues.

Recreational Programming

Provide programming for seniors, teens, special needs populations, preschoolers, after-school, summer recreation, and at-risk youth among others.

- Conduct a minimum of 32,000 swim classes annually to approximately 4,000 participants through three different Learn to Swim programs.

Parks and Recreation (continued)

Scheduling

Provide field and court permits for City-recognized sports programs, independent leagues and organizations, and drop-in groups.

- Accommodate over 4,000,000 park visitors to all sites.
- Accommodate 500,000 Aquatic Complex participants and visitors.
- Host 118,000 tennis players.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

City Investment in Today and Future

- Fencing replacement and repair - Parks and Tennis Center
- Additional Pickleball Courts at Cypress Park
- Replace/continue Irrigation Control System upgrade Phase 2
- Canopy (Shade) structure replacement within North Community Park
- Parks Master Plan Implementation Early Phase (Ongoing)
- Splash Pad (Ongoing)

Parks and Recreation

- **Director of Parks & Recreation (8102)**
  - Project Support Specialist (8116)
  - Parks and Recreation Coordinator (8103)
    - Principal. Office Assistant (8205)
    - **Aquatics Services (8300's) / 16**
      - Cypress Pool (8301) / 3
        - Parks Administrator (Aquatics)
        - Lead Lifeguard
        - Parks & Recreation Associate
      - Mullins Pool (8302) / 1
        - Parks & Recreation Coordinator
      - Aquatic Complex (8303) / 12
        - Team Swimwear District Supervisor
        - Parks & Recreation Coordinator
        - Parks & Recreation Technician
        - Lead Lifeguard (2)
        - Parks & Recreation Associate (4)
        - Maintenance Worker
        - Principal Office Assistant (2)
    - Recreation Administrator (8208)
      - Activity Center (8204) / 1
        - Parks & Rec. Coordinator
      - Recreation Service (8205) / 4
        - Parks & Rec. Coordinator (3)
      - Summer Recreation (8208) / 1
      - Transportation (8209) / 1
        - Bus Driver
      - Gymnasium * (8210) *No Staff in this Division
  - Assistant Director of Parks & Recreation (7810)
    - Customer Relations Specialist (8401)
    - Parks (8100's) / 69 - (7812) / 7
      - Parks Administrator (Athletic) (8101)
        - Cypress Park (8101) / 9
          - Parks Lead Worker
          - Park Technician
          - Maintenance Worker (5)
          - Technical Project Coordinator
        - Mullins Park (8102) / 10
          - Parks & Rec. Coordinator
          - Parks Lead Worker
          - Park Technician
          - Maintenance Worker (6)
        - North Community Park (8103) / 10
          - Parks & Rec. Coordinator
          - Parks Lead Worker
          - Park Technician (2)
          - Maintenance Worker (5)
        - Neighborhood Park (8116) / 16
          - Parks & Rec. Coordinator
          - Parks Services Coordinator (2)
          - Parks Lead Worker (2)
          - Parks Technician
          - Maintenance Worker (9)
        - Environmentally Sensitive Land (8121) / 2
          - Parks & Rec. Coordinator
          - Park Ranger
      - Parks Administrator (8117)
        - Beautification (8117) / 1
        - Landscape (8118) / 4
          - Parks Services Coordinator
          - Parks Technician
          - Maintenance Specialist (2)
        - Irrigation (8119) / 8
          - Parks Services Coordinator
          - Park Technician
          - Maintenance Worker
          - Maintenance Specialist (5)
        - Athletics (7812) / 5
          - Parks & Rec. Coordinator
          - Parks Lead Worker
          - Maintenance Worker (3)
        - Sportsplex / Tennis (7800's - 8400's)
          - Sportsplex (7810) / 1
          - Cypress Tennis (8401) / 1
          - Tennis Center (8409) / 3
            - Parks & Rec. Coordinator
            - Parks Lead Worker (2)

(Department/Division Number) / Number of FTEs (Full-Time Equivalent)

Revenues and Expenditures by Program and Category

Parks and Recreation	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Parks						
Cypress Park	$106,778	$141,316	$230,447	$118,261	($112,186)	-48.68%
Mullins Park	304,533	236,324	315,027	258,008	(57,019)	-18.10%
North Community Park	33,399	62,681	148,426	73,178	(75,248)	-50.70%
Neighborhood Parks	109,100	110,460	118,715	109,567	(9,148)	-7.71%
Sub-Total	$553,810	$550,781	$812,615	$559,014	($253,601)	-31.21%
Recreation						
Mullins Activity Center	$61,451	$49,659	$46,944	$47,884	$940	2.00%
Recreation Center	19,031	22,886	19,325	19,712	387	2.00%
Summer Recreation	416,791	363,722	520,200	380,000	(140,200)	-26.95%
Transportation Services*	148,792	146,794	153,794	336,500	182,706	118.80%
Gymnasium	462,735	343,089	484,768	428,018	(56,750)	-11.71%
Sub-Total	$1,108,800	$926,150	$1,225,031	$1,212,114	($12,917)	-1.05%
*Includes Community Bus Program Revenues						
Sportsplex/Tennis						
Sportsplex	$269,144	$324,609	$318,060	$318,121	$61	0.02%
Athletic Complex	34,274	36,031	29,440	29,830	390	1.32%
Cypress Tennis	106,887	124,085	131,771	135,122	3,351	2.54%
Tennis Center	292,584	362,849	356,802	367,951	11,149	3.12%
Sub-Total	$702,889	$847,574	$836,073	$851,024	$14,951	1.79%
Aquatics Services						
Cypress Pool	$84,308	$90,510	$134,609	$103,528	($31,081)	-23.09%
Mullins Pool	52,678	46,243	70,735	53,579	(17,156)	-24.25%
Aquatics Complex	1,487,396	1,410,258	1,588,576	1,500,236	(88,340)	-5.56%
Sub-Total	$1,624,382	$1,547,011	$1,793,920	$1,657,343	($136,577)	-7.61%
Total Revenues	**$3,989,881**	**$3,871,516**	**$4,667,639**	**$4,279,495**	**($388,144)**	**-8.32%**
Expenditures:						
Program Summary						
Parks						
Cypress Park	$1,388,534	$1,398,539	$1,564,307	$1,336,120	($228,187)	-14.59%
Mullins Park	1,592,713	1,579,723	1,636,624	1,393,564	(243,060)	-14.85%
North Community Park	989,916	1,072,198	1,226,028	1,025,216	(200,812)	-16.38%
Neighborhood Parks	1,785,300	1,807,577	1,898,972	1,561,671	(337,301)	-17.76%
Beautification	605,472	720,632	756,044	729,102	(26,942)	-3.56%
Landscape	690,228	478,251	509,949	408,431	(101,518)	-19.91%
Irrigation	635,726	597,228	636,903	569,173	(67,730)	-10.63%
Honda Classic*	0	0	0	0	0	n/a
Environmentally Sensitive Land	244,751	268,431	273,809	276,011	2,202	0.80%
Sub-Total	$7,932,640	$7,922,579	$8,502,636	$7,299,288	($1,203,348)	-14.15%
Recreation						
Activity Center	$145,650	$133,655	$156,409	$155,246	($1,163)	-0.74%
Recreation Services	463,267	446,123	496,067	485,563	(10,504)	-2.12%
Summer Recreation	449,796	413,070	566,658	483,810	(82,848)	-14.62%
Transportation Services	391,389	451,072	451,572	427,725	(23,847)	-5.28%
Gymnasium	444,570	405,996	451,603	436,584	(15,019)	-3.33%
Sub-Total	$1,894,672	$1,849,916	$2,122,309	$1,988,928	($133,381)	-6.28%
Sportsplex/Tennis						
Sportsplex	$243,739	$269,153	$289,358	$277,437	($11,921)	-4.12%
Athletic Complex	652,295	689,205	688,099	603,555	(84,544)	-12.29%
Cypress Tennis	194,930	204,695	198,448	178,538	(19,910)	-10.03%
Tennis Center	690,589	755,591	815,712	720,514	(95,198)	-11.67%
Sub-Total	$1,781,553	$1,918,644	$1,991,617	$1,780,044	($211,573)	-10.62%
Aquatics Services						
Cypress Pool	$428,847	$478,466	$577,447	$514,768	($62,679)	-10.85%
Mullins Pool	316,048	350,697	238,418	242,270	3,852	1.62%
Aquatics Complex	1,995,737	2,028,753	2,148,171	2,074,086	(74,085)	-3.45%
Sub-Total	$2,740,632	$2,857,916	$2,964,036	$2,831,124	($132,912)	-4.48%
Total Expenditures	**$14,349,497**	**$14,549,055**	**$15,580,598**	**$13,899,384**	**($1,681,214)**	**-10.79%**

Revenues and Expenditures by Program and Category

Parks and Recreation (continued)	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Expenditures:						
Summary By Category						
Parks						
Personal Services	$2,965,856	$2,978,106	$3,177,829	$3,098,486	($79,343)	-2.50%
Benefits	1,682,010	1,612,093	1,526,984	1,464,713	(62,271)	-4.08%
Other Expenses	2,896,144	2,960,826	3,420,598	2,567,489	(853,109)	-24.94%
Operating Capital	388,630	371,554	377,225	168,600	(208,625)	-55.31%
Sub-Total	$7,932,640	$7,922,579	$8,502,636	$7,299,288	($1,203,348)	-14.15%
Recreation						
Personal Services	$736,848	$742,368	$872,738	$815,902	($56,836)	-6.51%
Benefits	227,061	225,920	252,753	232,222	(20,531)	-8.12%
Other Expenses	930,763	881,628	996,818	940,804	(56,014)	-5.62%
Operating Capital	0	0	0	0	0	n/a
Sub-Total	$1,894,672	$1,849,916	$2,122,309	$1,988,928	($133,381)	-6.28%
Sportsplex/Tennis						
Personal Services	$654,988	$693,393	$706,945	$733,985	$27,040	3.82%
Benefits	246,059	298,563	268,134	268,098	(36)	-0.01%
Other Expenses	795,539	838,375	929,645	713,692	(215,953)	-23.23%
Operating Capital	84,967	88,313	86,893	64,269	(22,624)	-26.04%
Sub-Total	$1,781,553	$1,918,644	$1,991,617	$1,780,044	($211,573)	-10.62%
Aquatic Services						
Personal Services	$1,086,958	$1,186,291	$1,228,283	$1,254,999	$26,716	2.18%
Benefits	399,293	405,423	420,508	414,536	(5,972)	-1.42%
Other Expenses	1,151,275	1,177,672	1,215,245	1,101,589	(113,656)	-9.35%
Operating Capital	103,106	88,530	100,000	60,000	(40,000)	-40.00%
Sub-Total	$2,740,632	$2,857,916	$2,964,036	$2,831,124	($132,912)	-4.48%
Total Expenditures	**$14,349,497**	**$14,549,055**	**$15,580,598**	**$13,899,384**	**($1,681,214)**	**-10.79%**
Expenditures - All Divisions						
Summary By Category						
Personal Services	$5,444,650	$5,600,158	$5,985,795	$5,903,372	($82,423)	-1.38%
Benefits	2,554,423	2,541,999	2,468,379	2,379,569	($88,810)	-3.60%
Other Expenses	5,773,721	5,858,501	6,562,306	5,323,574	($1,238,732)	-18.88%
Operating Capital	576,703	548,397	564,118	292,869	($271,249)	-48.08%
Total Expenditures	**$14,349,497**	**$14,549,055**	**$15,580,598**	**$13,899,384**	**($1,681,214)**	**-10.79%**

Positions						
Parks	70.00	69.00	61.00	60.00	(1.00)	-1.64%
Recreation	8.00	8.00	8.00	7.00	(1.00)	-12.50%
Sportsplex/Tennis	11.00	12.00	10.00	10.00	0.00	0.00%
Aquatic Service	16.00	16.00	16.00	16.00	0.00	0.00%
Total Positions	105.00	105.00	95.00	93.00	(2.00)	-2.11%
FTE's						
Parks	70.00	69.00	61.00	60.00	(1.00)	-1.64%
Recreation	8.00	8.00	8.00	7.00	(1.00)	-12.50%
Sportsplex/Tennis	11.00	12.00	10.00	10.00	0.00	0.00%
Aquatic Services	16.00	16.00	16.00	16.00	0.00	0.00%
Total FTE's	105.00	105.00	95.00	93.00	(2.00)	-2.11%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Parks & Recreation	City Investment in Today and Future	• Impact	Customer service rating of summer recreation program	95%	100%	95%	100%	95%	-	95%
Parks & Recreation	City Investment in Today and Future	• Impact	Number of Senior Classes (New beginning FY2019)			1,250	1,236	939	391	1,500
Parks & Recreation	City Investment in Today and Future	• Demand	Increase members and reduce member turnover: Aquatic Complex membership	4,000	4,169	4,000	3,990	4,000	2,340	4,000
Parks & Recreation	City Investment in Today and Future	• Demand	Increase members and reduce member turnover: Aquatic Complex membership turnover	50%	37%	50%	35%	50%	36%	40%
Parks & Recreation	City Investment in Today and Future	• Effectiveness	Maintain customer service ratings at the Tennis Center	90%	94%	95%	100%	90%	100%	95%
Parks & Recreation	City Investment in Today and Future	• Demand	Membership turnover at the Tennis Center	30%	20%	30%	15%	30%	13%	20%
Parks & Recreation	City Investment in Today and Future	• Effectiveness	Customer service rating for court maintenance at the Tennis Center	90%	87%	90%	92%	90%	93%	90%
Parks & Recreation	City Investment in Today and Future	• Impact	Number of tennis special events	30	62	35	58	9	68	45
Parks & Recreation	Growing Local Economy	• Demand	Sports Commission: Number of room nights	3,600	4,909	3,000	3,200	3,600	1,356	3,000
Parks & Recreation	Responsible City Government	• Effectiveness	Maintenance & appearance of City parks (Revised 2019) (Res. Survey)			95%	95%		-	95%
Parks & Recreation	Responsible City Government	• Impact	Customer service rating for parks and recreation staff (Res. Survey)			95%	95%		-	95%
Parks & Recreation	Responsible City Government	• Effectiveness	Safety rating of City parks (Res. Survey)			90%	92%		-	90%
Parks & Recreation	Responsible City Government	• Impact	Cost recovery ratio for the Recreation Division	60%	59%	60%	54%	60%	40%	40%
Parks & Recreation	Responsible City Government	• Impact	The combined cost recovery for the Aquatic Complex Division	65%	76.00%	65%	76.43%	65%	69.41%	70%

Reference Key

On target/Above target		
Within 5% of target/At risk of not meeting target		
Did not meet target/At Risk of not meeting target		
Discussion Needed		
No update available at this time		

MARTY KIAR

POLICE

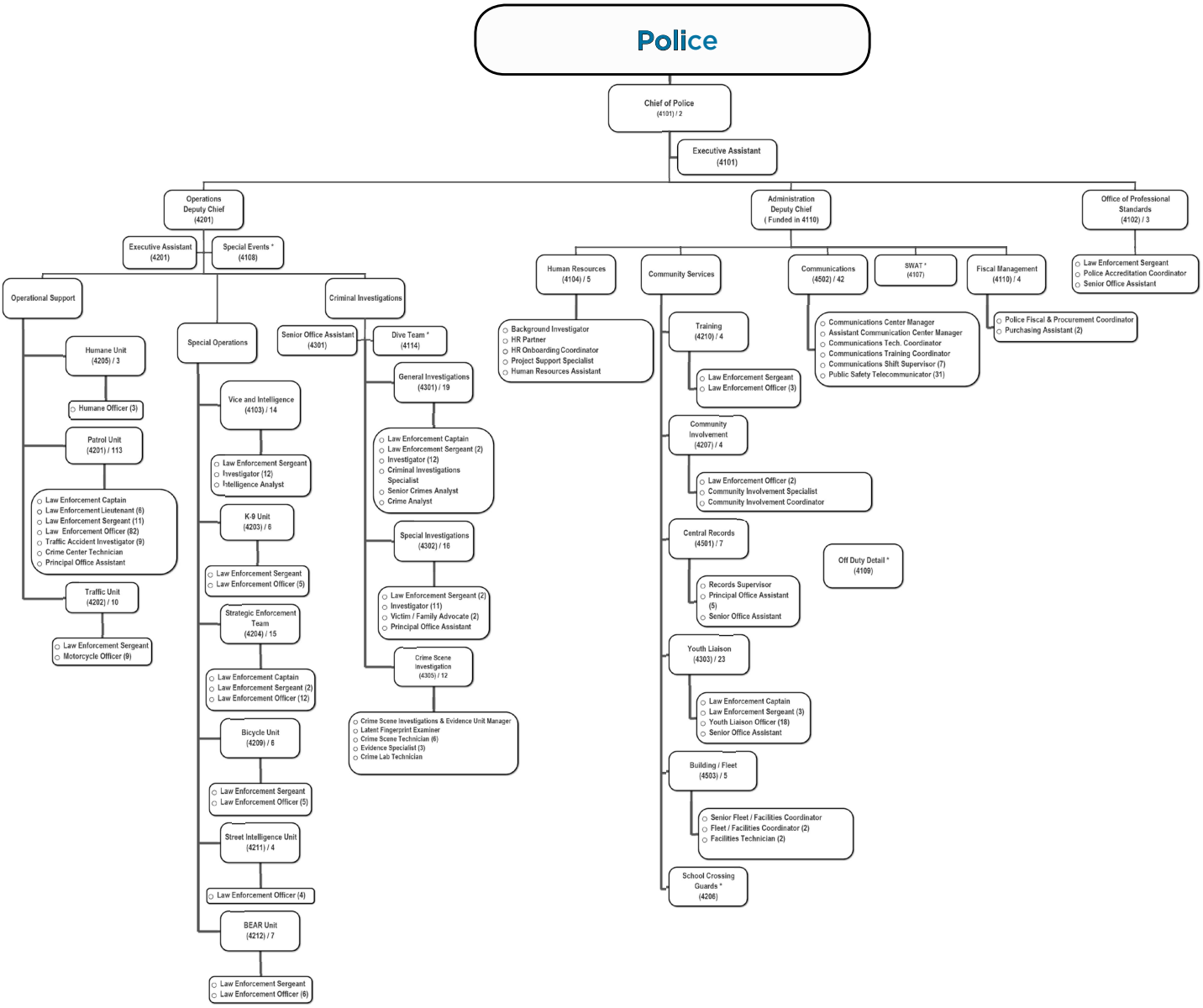
Mission

To provide professional, high quality and innovative police service in partnership with the community.

Core Processes and Outputs

Administration

- Administer the financial, operational, and capital budgets of the department.
- Manage the overall working of the Police Department to provide a safe and secure community environment.
- Provide public informational services.
- Identify specific training needs of department personnel.



(Department/Division Number) / Number of FTEs (Full-Time Equivalent)
*No full-time staff assigned to these divisions

Investigations

- Investigate and assist victims of property crimes such as burglaries, thefts etc., and violent crimes such as batteries, assaults, domestic violence, child abuse (physical, sexual, and neglect), elderly abuse, adult sex crimes, homicide, and aggravated battery.
- Process crime scenes conduct forensic testing and inventory and store evidence

Patrol

- Conduct patrol of our city, which will be directed through intelligence led analytics of crime trends and crash data, in an effort to reduce crimes and improve the quality of life for our citizens and business community. Respond to calls for service and reports of criminal activity from our citizens.
- Conduct traffic enforcement and traffic safety programs

Communications

- Receive, process, and dispatch both emergency and non-emergency calls for Police and Fire Rescue.
- Answer 90 percent of voice calls within 10 seconds.
- Provide contractual Dispatch Communications service to the City of Coconut Creek.

Support Functions

- Facilitate Crime Prevention and Community Outreach programs
- Process all external and internal requests for reports and information.
- Coordinate fleet and facility maintenance.

Juvenile

- Operate the School Resource Officer program and present educational programs at all grade levels.
- Monitor juveniles deferred to pre-trial intervention programs

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

City Investment in Today and Future

- Public Safety Building 2nd floor UPS replacement
- Police Dispatch Redundant A/C - with Public Works

Premier Community in South Florida

- Summer Breakspot Program (Ongoing)

Revenues and Expenditures by Program and Category

Police	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Office of the Chief	$2,743,362	$2,715,984	$2,780,649	$3,926,436	$1,145,787	41.21%
Off-Duty Detail	843,067	1,240,882	802,115	834,198	32,083	4.00%
Total	**$3,586,429**	**$3,956,866**	**$3,582,764**	**$4,760,634**	**$1,177,870**	**32.88%**
Expenditures:						
Program Summary						
Administration						
Office of the Chief	$225,970	$418,980	$395,763	$340,895	($54,868)	-13.86%
Vice/Intelligence	2,533,411	2,579,865	2,710,124	2,658,417	(51,707)	-1.91%
Human Resources	313,631	314,544	326,969	415,873	88,904	27.19%
Off-Duty Detail	742,842	1,023,773	635,854	656,665	20,811	3.27%
Communications Center	2,869,909	3,082,819	3,187,772	3,751,666	563,894	17.69%
Fiscal Management	999,826	885,552	1,005,214	959,823	(45,391)	-4.52%
SWAT	290,500	285,783	294,019	232,348	(61,671)	-20.98%
Sub-Total	$7,976,089	$8,591,316	$8,555,715	$9,015,687	$459,972	5.38%
Administration-Community Services						
Youth Liaison	$3,570,710	$4,617,745	$4,621,522	$5,026,943	$405,421	8.77%
Community Involvement	372,689	441,737	516,752	460,729	(56,023)	-10.84%
Training	772,710	854,682	858,163	899,509	41,346	4.82%
Volunteer Services*	0	0	0	0	0	n/a
Central Records	708,188	582,797	584,249	569,019	(15,230)	-2.61%
Crossing Guards	440,652	448,480	497,879	497,879	0	0.00%
Building and Fleet Maintenance	639,406	649,063	731,366	677,776	(53,590)	-7.33%
Sub-Total	$6,504,355	$7,594,504	$7,809,931	$8,131,855	$321,924	4.12%
Sub-total Administration	$14,480,444	$16,185,820	$16,365,646	$17,147,542	$781,896	4.78%
*Division transferred to Human Resources in FY 2015						
Office of Professional Standards						
Office of Professional Standards	$367,188	$378,861	$381,883	$384,861	$2,978	0.78%
Sub-Total	$367,188	$378,861	$381,883	$384,861	$2,978	0.78%
Operations						
Patrol Unit	$19,727,178	$21,007,548	$21,014,665	$20,637,661	($377,004)	-1.79%
Special Events	152,592	190,258	184,102	176,231	(7,871)	-4.28%
Traffic Unit	2,096,247	2,090,141	2,110,166	1,918,438	(191,728)	-9.09%
Sub-Total	$21,976,017	$23,287,947	$23,308,933	$22,732,330	($576,603)	-2.47%
Special Operations						
Strategic Enforcement Team	$2,265,904	$2,527,859	$2,497,375	$2,853,011	$355,636	14.24%
Humane Unit	237,638	241,034	249,562	246,595	(2,967)	-1.19%
K-9	1,246,296	1,352,356	1,346,315	1,308,986	(37,329)	-2.77%
Street Intelligence Unit	655,604	693,332	694,482	701,673	7,191	1.04%
Bicycle Unit	905,026	1,057,210	1,051,108	1,098,255	47,147	4.49%
BEAR Unit	1,242,917	1,224,042	1,317,223	1,177,043	(140,180)	-10.64%
CUTS	0	0	22,500	24,625	2,125	9.44%
Sub-Total	$6,553,385	$7,095,833	$7,178,565	$7,410,188	$231,623	3.23%
Criminal Investigations						
General Investigations	$3,478,218	$3,640,464	$3,619,846	$3,515,690	($104,156)	-2.88%
Special Investigations	2,692,016	2,844,258	2,733,602	2,798,954	65,352	2.39%
Crime Scene Investigations	1,190,906	1,311,039	1,336,151	1,330,798	(5,353)	-0.40%
Dive Team	13,268	11,812	14,938	15,104	166	1.11%
Sub-Total	$7,374,408	$7,807,573	$7,704,537	$7,660,546	($43,991)	-0.57%
Sub-Total Operations	$35,903,810	$38,191,353	$38,192,035	$37,803,064	($388,971)	-1.02%
Total	**$50,751,442**	**$54,756,034**	**$54,939,564**	**$55,335,467**	**$395,903**	**0.72%**
Summary By Category						
Personal Services	$27,237,789	$29,504,691	$29,459,318	$31,201,485	$1,742,167	5.91%
Benefits	17,352,167	18,653,112	18,469,335	19,396,415	927,080	5.02%
Other Expenses	5,990,679	6,340,983	6,939,242	4,685,747	(2,253,495)	-32.47%
Operating Capital	170,807	257,248	71,669	51,820	(19,849)	-27.70%
Total	**$50,751,442**	**$54,756,034**	**$54,939,564**	**$55,335,467**	**$395,903**	**0.72%**
Positions	309.00	311.00	311.00	311.00	0.00	0.00%
FTE's	308.63	311.00	311.00	311.00	0.00	0.00%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Police	Premier Community in South Florida	• Effectiveness	Police Department's overall quality rating (Res. Survey)			95%	96%		-	95%
Police	Premier Community in South Florida	• Effectiveness	Residents who feel that Coral Springs has remained or become a safer place to live (Res. Survey)			75%	78%		-	75%
Police	Premier Community in South Florida	• Effectiveness	Average Police response time (from time of call to arrival) - (Previous year)	5:00	4:42	5:00	4:43	5:00	4:52	5:00
Police	Premier Community in South Florida	• Effectiveness	Stabilize the residential burglary rate at a 0% increase adjusted for population (Uniform Crime Report) (Previous year)	0%	-32.00%	0%	-16.00%	0%	0%	0%
Police	Premier Community in South Florida	• Effectiveness	Maintain 0% increase in crime rate as adjusted for population (Uniform Crime Report) (Previous year)	0%	-14.00%	0%	0.90%	0%	-	0%
Police	Premier Community in South Florida	• Effectiveness	Clearance rate for crimes (Uniform Crime Report) (Previous year)	30	33	30	28	30	-	30
Police	Premier Community in South Florida	• Effectiveness	Reduce or maintain percent change in number of robberies (Uniform Crime Report) (Previous year)	0%	-13.00%	0%	0%	0%	-	0%
Police	Premier Community in South Florida	• Effectiveness	Traffic crashes per 1,000 citizens (Previous year)	31		31	22.72	31	17.16	31
Police	Premier Community in South Florida	• Impact	Number of high school students that are awarded safe driving certificates at graduation	200	334	200	314	250	334	250
Police	Downtown Becoming Vibrant	• Effectiveness	Police Department's Satisfaction rating by businesses (Biz Survey)	92%	96%			93%	99%	
Police	Downtown Becoming Vibrant	• Effectiveness	Safety rating by businesses (Biz Survey)	97%	96%			94%	96%	

Reference Key

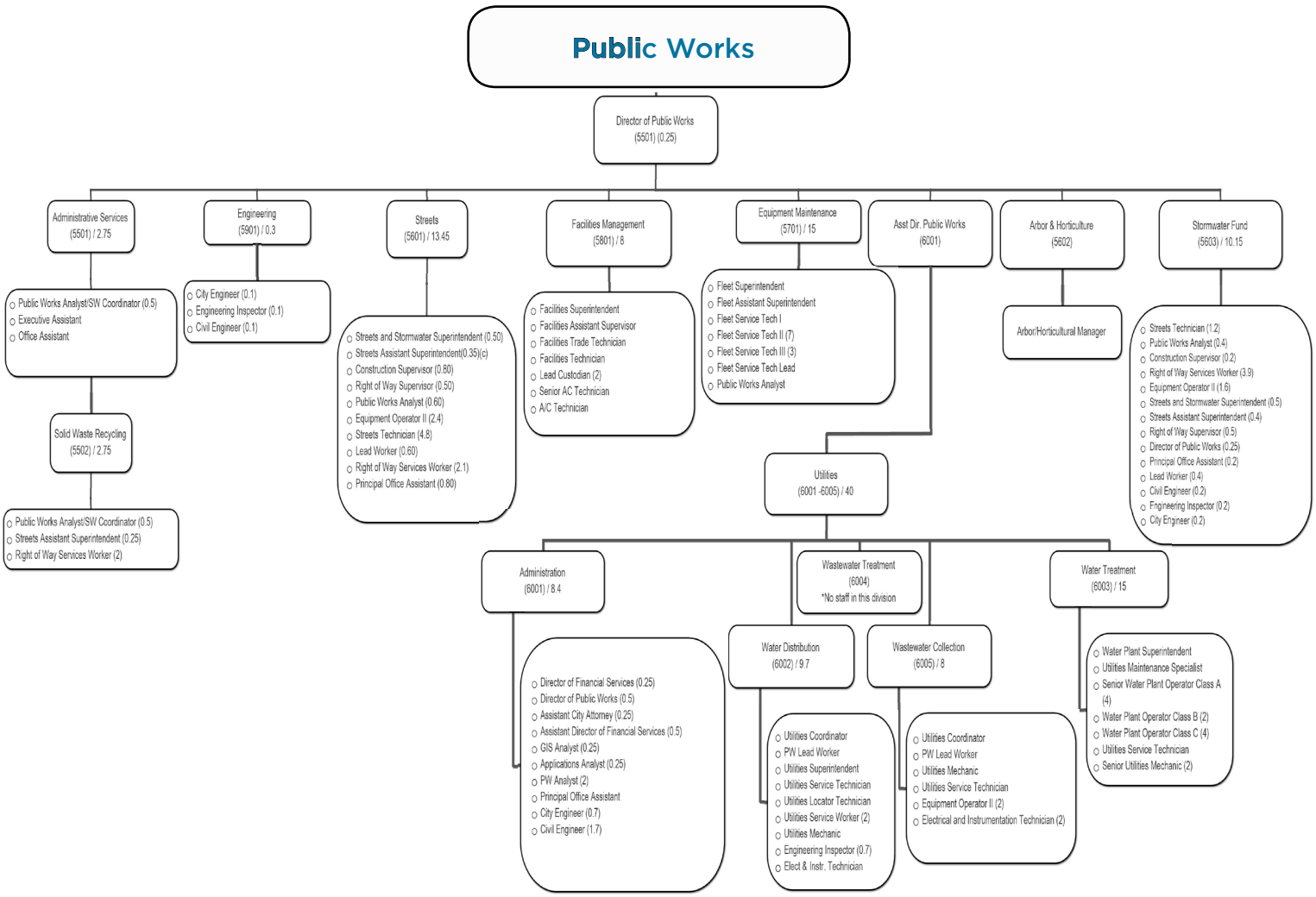
On target/Above target	
Within 5% of target/At risk of not meeting target	
Did not meet target/At Risk of not meeting target	
Discussion Needed	
No update available at this time	

PUBLIC WORKS

Mission

Public Works

To support Coral Springs in becoming the premier community in which to live, work and raise a family by providing quality facilities, well maintained neighborhood infrastructure, beautiful City entrances and corridors, safe drinking water, reliable solid waste service, Stormwater, Engineering and an operationally efficient Fleet.



Public Works (continued)

Core Processes and Outputs

Administration

- Coordinate overall department management, administration, and budget.
- Oversee the contractual responsibilities of the solid waste franchise holder.
- Manage median landscape and maintenance contract.

Arbor & Horticultural

To promote healthy public green infrastructure through proactive improvements and maintenance, while enhancing the aesthetics and prosperity of the community in an environmentally sound manner.

- Responsible for the regular maintenance of public green spaces, including medians of 40 City, County, and State-owned roads, approximately 45 cul-de-sacs and landscape islands, 20 right-of-way and canal banks, approximately 20 City entry and corporate signs, 30 lift stations, water treatment facilities, and transfer station, 20 City-owned facilities, and swales and islands of Master Parking on W Sample Rd.
- Provide visually aesthetic corridors, provide vertical clearance to allow for vehicles to drive under tree canopy without obstructions, keep hedges trimmed to provide visibility to motorists, and maintain trees trimmed to avoid structural failures.
- Provide visually aesthetic green spaces for employees and visitors that utilize City-owned facilities.
- Oversee contractors for maintenance and repairs of public green spaces, assess and prescribe work needed, and manage street trees.

Initiatives

City Investment in Today and Future

- Police Dispatch Redundant A/C - with PD
- Rock Island and Turtle Creek Bike Lane
- Medium/Heavy Duty Truck Lift Replacement
- I&I Projects: Lining Project 10,000 (main line/lateral line)
- Water Service Line Replacement
- Landscape Improvements in Arterial and Collector Roads - Sample (Ongoing)

Premier Community in South Florida

- Corporate Park Drainage and Infrastructure Upgrade (Ongoing)

Engineering

To provide Engineering services by reviewing engineering plans for compliance with City engineering standards, including right of way permits for engineering improvements, and inspection services for Capital Projects.

- Design and/or oversee Capital Improvement Projects for Public Works and other City's Departments, including preparation of construction cost estimates, specifications and bid documents.
- Manage the NPDES and CRS programs to ensure compliance with the State and County regulations.
- Permit and Inspect all construction projects within the City's right of way to ensure compliance. 380 permits were issued last year.

Equipment Services

To support all City Departments by writing vehicle and equipment specifications that meet operational needs, preparing for service, providing quality maintenance to maximize useful life, and disposition from fleet.

- Repair and maintain over 750 vehicles/equipment, over 450 pieces of small engine equipment and approximately 95 generators.
- Prepare specifications for new equipment and vehicle purchases.
- Provide specialized equipment installation for public safety vehicles and general fleet.
- Repair and service motorcycles fleet for the City of Margate.
- Repair and maintain City of Parkland fire apparatus.

Facilities

Perform in-house or contract for maintenance, repair, and minor construction of all City buildings.

- Maintain 662,170 square feet of City facilities.

Streets/Stormwater

Perform repair and maintenance of City-owned streets, bike paths, rights of way and parking areas.

- Maintain approximately 95 miles of bike paths and sidewalks.
- Maintain approximately 220 center lane miles of City streets.
- Inspect approximately 10 miles of state and 30 miles of county roads.
- Clean and maintain over 6,500 drains.
- Build and maintain stormwater infrastructure within City's right of way.

Core Processes and Outputs (cont)

Utilities

To provide the City utilities service area with safe drinking water, reliable water pressure for fire protection, and wastewater collection and disposal in accordance with County, State and National regulations and standards.

- Perform management, administration, and support for the daily operation of water treatment, water plant maintenance, water distribution, wastewater collection, and wastewater treatment.
- Produce an average of approximately 6.0 million gallons per day of treated water.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

Public Works	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Administrative Services	$168,876	$42,393	$17,400	$17,400	$0	0.00%
Streets	72,781	74,961	72,777	72,777	0	0.00%
Engineering	34	0	0	35,000	35,000	n/a
Total	**$241,691**	**$117,354**	**$90,177**	**$125,177**	**$35,000**	**38.81%**
Expenditures:						
Program Summary						
Administrative Services	$387,506	$435,413	$319,988	$312,203	($7,785)	-2.43%
Solid Waste Recycling	86,641	41,963	27,460	9,000	(18,460)	-67.23%
Sub-Total	$474,147	$477,376	$347,448	$321,203	($26,245)	-7.55%
					$0	n/a
Engineering	$135,971	$180,865	$250,236	$48,209	($202,027)	-80.73%
Streets	5,428,331	5,507,544	2,862,445	2,674,088	(188,357)	-6.58%
Facilities Management	1,167,254	1,589,894	1,440,165	1,362,216	(77,949)	-5.41%
Arbor & Horticulture	0	795	1,707,969	1,693,051	(14,918)	-0.87%
Total	**$7,205,703**	**$7,756,474**	**$6,608,263**	**$6,098,767**	**($509,496)**	**-7.71%**
Summary By Category						
Personal Services	$1,870,958	$2,228,142	$1,646,236	$1,611,207	($35,029)	-2.13%
Benefits	812,384	923,296	677,470	655,686	(21,784)	-3.22%
Other Expenses	4,499,976	4,599,430	4,276,018	3,825,558	(450,460)	-10.53%
Operating Capital	22,385	5,606	8,539	6,316	(2,223)	-26.03%
Total	**$7,205,703**	**$7,756,474**	**$6,608,263**	**$6,098,767**	**($509,496)**	**-7.71%**
FTE's	34.75	36.25	26.70	25.50	(1.20)	-4.5%

Stormwater Fund	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Program Summary						
Stormwater Revenue	$0	$0	$3,782,735	$3,896,182	$113,447	3.00%
Total	**$0**	**$0**	**$3,782,735**	**$3,896,182**	**$113,447**	**3.00%**
Expenditures:						
Program Summary						
Stormwater Expenses	$0	$0	$2,851,546	$4,505,102	$1,653,556	57.99%
Total	**$0**	**$0**	**$2,851,546**	**$4,505,102**	**$1,653,556**	**57.99%**
Expenditures:						
Summary By Category						
Personal Services	$0	$0	$708,332	$802,946	$94,614	13.36%
Benefits	0	0	247,254	279,150	31,896	12.90%
Other Expenses	0	0	863,929	923,006	59,077	6.84%
Operating Capital	0	0	1,032,031	2,500,000	1,467,969	142.24%
Total	**$0**	**$0**	**$2,851,546**	**$4,505,102**	**$1,653,556**	**57.99%**
Positions	0.00	0.00	9.55	10.15	0.60	6.28%
FTE's	0.00	0.00	9.55	10.15	0.60	6.28%

Revenues and Expenditures by Program and Category

Equipment Services	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Fuel/Maint/Chargeback Transfers	$6,829,323	$7,414,284	$7,761,733	$4,842,453	($2,919,280)	-37.61%
Fleet Services to other entities:						n/a
City of Parkland	44,039	45,490	35,000	35,000	0	0.00%
City of Margate/Coconut Creek	8,002	4,627	5,500	5,500	0	0.00%
Interest Income	82,539	233,320	50,000	50,000	0	0.00%
Financial Strategy	24,090	0	0	0	0	
Appropriated Fund Balance / Equipme	3,788,288	2,832,167	4,380,240	4,252,664	(127,576)	-2.91%
Auction	160,548	105,254	200,000	200,000	39,452	19.73%
Total	**$10,936,829**	**$10,635,141**	**$12,432,473**	**$9,385,617**	**($3,046,856)**	**-24.51%**
Expenditures:						
Program Summary						
Equipment Maintenance	$10,936,829	$10,635,141	$12,432,473	$9,385,617	($3,046,856)	-24.51%
Total	**$10,936,829**	**$10,635,141**	**$12,432,473**	**$9,385,617**	**($12,432,473)**	**-100.00%**
Summary By Category						
Personal Services	$874,495	$896,209	$974,988	$982,546	$7,558	0.78%
Benefits	385,240	384,049	401,210	397,892	(3,318)	-0.83%
Other Expenses	1,751,714	1,799,554	2,131,697	2,401,092	269,395	12.64%
Depreciation	3,694,862	4,123,408	4,306,338	1,283,423	(3,022,915)	-70.20%
Interfund Transfers	442,230	438,840	238,000	68,000	(170,000)	-71.43%
Equipment Purchases	3,788,288	2,832,167	4,380,240	4,252,664	(127,576)	-2.91%
Total	**$10,936,829**	**$10,474,227**	**$12,432,473**	**$9,385,617**	**($3,046,856)**	**-24.51%**
						n/a
Positions	15.00	15.00	15.00	15.00	0.00	0.00%
FTE's	15.00	15.00	15.00	15.00	0.00	0.00%

Water and Sewer Fund Utilities	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Water	$9,318,618	$9,695,501	$9,707,045	$10,046,791	$339,746	3.50%
Wastewater	13,652,366	13,955,578	14,550,889	15,060,170	509,281	3.50%
Private Fire Line Fee	28,097	34,968	27,986	28,825	839	3.00%
Meter Sales	36,955	42,015	10,927	11,255	328	3.00%
Backflow Recertification Adm. Fee	38,750	24,576	19,871	20,467	596	3.00%
Misc. Income	5,314	(7,615)	10,300	10,609	309	3.00%
Charges for Service	318,081	313,001	224,037	231,068	7,031	3.14%
Appropriated Fund Balance	1,383,256	0	1,375,448	0	(1,375,448)	-100.00%
Interest Income	77,481	175,875	31,632	32,785	1,153	3.65%
Hurricane Irma		64,620	0	0	0	n/a
Total	**$24,858,918**	**$24,298,519**	**$25,958,135**	**$25,441,970**	**($516,165)**	**-1.99%**
						n/a
Expenditures:						n/a
Program Summary						n/a
Administration	$1,038,984	$1,119,332	$1,300,251	$1,357,704	$57,453	4.42%
Water Distribution	1,007,687	1,147,561	1,172,993	1,273,004	100,011	8.53%
Water Treatment	2,672,466	2,842,054	3,243,445	3,241,385	(2,060)	-0.06%
Wastewater Treatment	6,025,105	6,598,843	7,005,318	7,215,477	210,159	3.00%
Wastewater Collection	1,222,129	1,109,977	1,347,067	1,411,249	64,182	4.76%
Sub-Total	$11,966,371	$12,817,767	$14,069,074	$14,498,819	$429,745	3.05%
Non-Departmental	$12,892,547	$10,775,005	$11,889,064	$10,943,151	($945,913)	-7.96%
Total	**$24,858,918**	**$23,592,772**	**$25,958,135**	**$25,441,967**	**($516,168)**	**-1.99%**
Summary By Category						
Personal Services	$2,394,695	$2,543,503	$2,743,293	$2,867,436	$124,143	4.53%
Benefits	1,047,641	1,051,853	1,113,189	1,120,642	7,453	0.67%
Other Expenses	8,501,145	9,205,857	10,192,131	10,490,280	298,149	2.93%
Operating Capital	22,890	16,554	20,461	20,461	0	0.00%
Sub-Total	$11,966,371	$12,817,767	$14,069,074	$14,498,819	$429,745	3.05%
Non-Departmental	$12,892,547	$10,775,005	$11,889,064	$10,943,151	($945,913)	-7.96%
Total	**$24,858,918**	**$23,592,772**	**$25,958,135**	**$25,441,967**	**($516,168)**	**-1.99%**
Positions	40.50	40.00	41.00	41.10	0.10	0.24%
FTE's	40.50	40.00	41.00	41.10	0.10	0.24%

Revenues and Expenditures by Program and Category

Solid Waste Fund	FY 2018 Actuals	FY 2019 Actuals	FY 2020 Budget	FY 2021 Budget	$ Change from FY20 Budget	% Change from FY20 Budget
Revenues:						
Program Summary						
Solid Waste Non Franchise	$4,640,339	$4,982,448	$5,729,635	$5,742,998	$13,363	0.23%
Interfund Transfer (from General Func	0	0	0	0	0	n/a
Total	**$4,640,339**	**$4,982,448**	**$5,729,635**	**$5,742,998**	**$13,363**	**0.23%**
Expenditures:						
Summary By Category						
Personal Services	$61,686	$107,732	$112,694	$114,403	$1,709	1.52%
Benefits	54,251	56,764	62,720	58,303	(4,417)	-7.04%
Operating Expenses	4,346,830	4,664,840	5,554,221	5,570,292	16,071	0.29%
Capital Outlay	0	265	0	0	0	n/a
Interfund Transfers	0	0	0	0	0	n/a
Total	**$4,462,767**	**$4,829,601**	**$5,729,635**	**$5,742,998**	**$13,363**	**0.23%**
Positions	2.75	2.75	2.75	2.75	0.00	0.0%
FTE's	2.75	2.75	2.75	2.75	0.00	0.0%

Scorecard: Key Performance Indicators

As of Q4

Scorecard	Goals	Measure Type	KPIs	FY2018 Target	FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target
Public Works	Responsible City Government	• Effectiveness	Public Works & Utilities Satisfaction Rating (Revised 2019) (Res. Survey)			90%	93%		-	90%
Public Works	City Investment in Today and Future	• Effectiveness	Ratings of litter collection from major streets (Revised 2019) (Res. & Biz Surveys)	87.00%	97%	87.00%	90%	87.00%	96%	85.00%
Public Works	Responsible City Government	• Effectiveness	City Hall internal customer satisfaction rating for janitorial services	90%	100%	90%	99%	90%	-	90%
Public Works	Responsible City Government	• Effectiveness	Availability rate of all vehicles/equipment for all departments	93%	97%	99%	95%	96%	92%	95%
Public Works	Responsible City Government	• Effectiveness	Facilities routine work orders completed within 15 working days	90%	99%	90%	92%	90%	96%	90%
Public Works	Premier Community in South Florida	• Effectiveness	Pot hole repair response time (Days)	2	1	2	1	2	1	2
Public Works	Premier Community in South Florida	• Effectiveness	Complete litter removal of 159 miles of road rights-of-way in ten working days (Days)	10	5.93	5	6.42	10	8.63	10
Public Works	Premier Community in South Florida	• Effectiveness	Fire hydrants serviced (Revised for FY 2018)	1,155	1,167	1,155	1,160	1,155	1,157	1,155
Public Works	Premier Community in South Florida	• Effectiveness	Miles of street sweeping per year to meet NPDES standards	1,000	989	1,000	1,173	914	1,173	1,000
Public Works	City Investment in Today and Future	• Effectiveness	Length of sanitary sewer pipe liner rehabilitated (Linear Feet) (New beginning FY2018)	8,000	11,541	8,000	12,198	8,000	9,484	8,000
Public Works	City Investment in Today and Future	• Effectiveness	Number of serviced valves per year	1,000	1,392	1,000	1,097	1,000	1,379	1,000
Public Works	City Investment in Today and Future	• Effectiveness	Percent of "unaccounted for" water	10%	10.00%	10%	9.55%	10%	9.40%	10%
Public Works	Premier Community in South Florida	• Effectiveness	Catch basins vactored per year (New beginning FY2020)					129	190	140

Reference Key

On target/Above target	
Within 5% of target/At risk of not meeting target	
Did not meet target/At Risk of not meeting target	
Discussion Needed	
No update available at this time	

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Millage Rate Resolution

RESOLUTION 2020-052

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF CORAL SPRINGS ADOPTING, CERTIFYING, AND LEVYING A MILLAGE RATE OF 5.8732 ON TANGIBLE PERSONAL PROPERTY AND ASSESSED REAL PROPERTY LOCATED WITHIN THE MUNICIPAL LIMITS OF THE CITY OF CORAL SPRINGS, FLORIDA, WHICH IS 0.2724 OR 4.86% MORE THAN THE ROLLED-BACK RATE OF 5.6008 MILLS, AND ESTABLISHING A DEBT SERVICE MILLAGE RATE OF 0.2412, FOR FISCAL YEAR 2020-2021; PROVIDING FOR AN EFFECTIVE DATE.

CERTIFIED
I certify this to be an original record of the
City of Coral Springs.
WITNESSETH my hand and official seal of the
City of Coral Springs, Florida this 22nd day
of September 20
City Clerk

WHEREAS, the City Commission of the City of Coral Springs under the laws of Florida, is authorized to levy ad valorem taxes to support the operation of its local government; and

WHEREAS, pursuant to law, the City has conducted public hearings and workshops in review of its proposed General Fund budget, as well as the proposed millage rate to balance said budget; and

WHEREAS, the citizens of the City of Coral Springs previously approved General Obligation Bonds in 1979, 1986, 1994, 1995, 1998, 2006 and 2014 for public improvements; and

WHEREAS, a budget has been prepared estimating General Fund expenditures of $132,651,937 and General Fund revenues of $132,651,937 of the City of Coral Springs, Florida, for the ensuing year, with detailed information, including revenue to be derived from sources other than ad valorem levy, and the City Manager has made a recommendation as to the amount necessary to be appropriated for the ensuing year; and

WHEREAS, pursuant to Chapter 200, Florida Statutes, a method is prescribed for fixing the millage for the purpose of establishing the basis for the collection of said funds; and

WHEREAS, the City Commission has simultaneously determined that a 5.8732 mill ad valorem tax on tangible personal property and assessed real property will produce revenues in a

Millage Rate Resolution (continued)

total amount of $62,796,766 to provide for its General Operating Budget and the City Commission has also determined that a debt service millage rate of 0.2412 will produce revenues in a total amount of $2,579,549 to provide for its General Obligation Debt Service.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF CORAL SPRINGS, FLORIDA:

SECTION 1. That for Fiscal Year 2020-2021, which begins October 1, 2020, and expires on September 30, 2021, there is hereby levied 5.8732 mill tax on all tangible personal property and assessed real property located within the municipal limits of the City of Coral Springs, Florida, for the General Operating Fund for the City of Coral Springs, and there is hereby levied a 0.2412 mill tax on all tangible personal property and assessed real property located within the municipal limits of the City of Coral Springs, Florida for the General Obligation Debt.

SECTION 2. That the General Operating Fund 5.8732 millage rate hereby established is more than the Rolled-back Rate of 5.6008 by 0.2724 mills or 4.86%.

SECTION 3. Effective Date. This resolution shall become effective upon adoption.

PASSED AND ADOPTED the 21st day of September 2020.

SCOTT BROOK, MAYOR

ATTEST:

DEBRA THOMAS, CMC, CITY CLERK

Unanimous ✓
Motion / 2nd

			Yes	No
		MAYOR BROOK		
	✓	VICE MAYOR CARTER		
✓		COMMISSIONER CERRA		
		COMMISSIONER SIMMONS		
		COMMISSIONER VIGNOLA		

City of Coral Springs.
SETH my hand and official seal of the
Coral Springs, Florida this 23rd day
September 20 20.
City Clerk

ORDINANCE NO. 2020-121

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF CORAL SPRINGS, FLORIDA, FINALIZING AND ADOPTING THE ANNUAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2020-2021, REVIEWED, MODIFIED AND APPROVED BY THE CITY COMMISSION, AT MEETINGS HELD ON JULY 22, 2020, SEPTEMBER 14, 2020, AND SEPTEMBER 21, 2020, WHICH INCLUDES THE BUDGET FOR THE GENERAL FUND, WATER AND SEWER, FIRE, SOLID WASTE, CHARTER SCHOOL, STORMWATER, PUBLIC ART, DEBT SERVICE, HEALTH & LIABILITY, EQUIPMENT SERVICES, TREE TRUST FUNDS, MUSEUM FUND, AND CAPITAL IMPROVEMENT PROGRAM FUNDS; PROVIDING THAT IN THE EVENT A VARIATION FROM THE TOTAL BUDGET IS OR BECOMES NECESSARY, THIS ORDINANCE SHALL BE AMENDED ONLY BY A SUBSEQUENT ORDINANCE CONSISTENT WITH CHAPTER 166, FLORIDA STATUTES, THE CHARTER AND CODE OF ORDINANCES OF THE CITY OF CORAL SPRINGS, FLORIDA; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICT; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, in accordance with the City Charter and all the laws of the State of Florida, the City Manager has presented to the City Commission proposed budgets for Fiscal Year 2020-2021 for the General Fund, the Water and Sewer, the Fire, the Solid Waste, the Charter School, the Stormwater, Public Art, Debt Service, Health & Liability, Equipment Services, Tree Trust Funds, Museum Funds, and adopted a Capital Improvement Program (C.I.P.) for the General, Water and Sewer, Fire, Charter School, Stormwater, Equipment Services, Solid Waste, Public Art, Insurance, Tree Trust Funds, and Museum Funds; and

WHEREAS, pursuant to law, the City Commission has conducted public workshop meetings as well as public hearings to review said budgets and to consider the recommendations of the citizenry relative to the adoption of said budgets; and

WHEREAS, pursuant to said meetings and public hearings and after consideration of the recommendations of its citizenry, the City Commission on this date, September 21, 2020, has finalized its General Fund, Water and Sewer, Fire, Solid Waste, Charter School, Stormwater, Public Art, Debt Service, Health & Liability, Equipment Services, Tree Trust Funds, and Museum Funds and adopted a Capital Improvement Program (C.I.P.) for the General, Water and Sewer,

Budget Ordinance (continued)

Fire, Charter School, Stormwater, Equipment Services, Solid Waste, Public Art, Insurance, Tree Trust Funds, and Museum Funds for Fiscal Year 2020-2021, that is, October 1, 2020 through September 30, 2021; and

WHEREAS, the City Commission acknowledges that said finalized budgets reflect $132,651,937 in estimated expenditures and $132,651,937 in estimated revenues for the General Fund; $25,441,970 in estimated expenditures and $25,441,970 in estimated revenues for the Water and Sewer Fund; $26,430,539 in estimated expenditures and $26,430,539 in estimated revenues for the Fire Fund; $5,742,998 in estimated expenditures and $5,742,998 in estimated revenues for the Solid Waste Fund; $14,787,709 in estimated expenditures and $14,787,709 in estimated revenues for the Charter School Fund; $4,539,222 in estimated expenditures and $4,539,222 in estimated revenues for the Stormwater Fund; $228,200 in estimated expenditures and $228,200 in estimated revenues for the Public Art Fund; establishes a Debt Service Fund of $10,992,146; revenue and expenditures for the Health & Liability Funds in the amount of $22,693,365; revenue and expenditures for the Museum Fund in the amount of $784,941; revenue and expenditures for the Equipment Services Funds in the amount of $9,385,617; and adopting a Capital Improvement Program (C.I.P.) for the General, Water and Sewer, Fire, Charter School, Stormwater, Equipment Services, Solid Waste, Public Art, Insurance, Tree Trust Funds, and Museum Funds for a total amount of $19,863,646.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF CORAL SPRINGS, FLORIDA:

SECTION 1. Each and all of the foregoing "Whereas" clauses are true and correct and are incorporated herein.

SECTION 2. That the Annual Operating Budget Fiscal Year 2020-2021, reviewed and approved by the City Commission on July 22, 2020, copy of said budget being attached hereto and made a part hereof, as Exhibit "A," as specifically as if set forth herein and as revised on September

Budget Ordinance (continued)

14, 2020 and September 21, 2020, and is hereby established and adopted as the City of Coral Springs' final Annual Operating Budget for Fiscal Year 2020-2021.

SECTION 3. That the Annual Operating Budget Fiscal Year 2020-2021 establishes limitations on expenditures/expenses by fund total. Said limitation meaning that the total sum allocated to each fund for total expenditures/expenses may not be increased without specific authorization by a duly enacted Resolution and/or Ordinance effecting such amendment or transfer. However, specific activity/departmental amounts within a fund may be exceeded so long as excesses exist in other activities/departments within said fund.

SECTION 4. That the Capital Improvement Program Budget, Fiscal Year 2020-2021 for the General, Water and Sewer, Fire, Charter School, Stormwater, Equipment Services, Solid Waste, Public Art, Insurance, Tree Trust Funds, and Museum Funds reviewed and approved by the City Commission on July 22, 2020, as revised on September 14, 2020 and September 21, 2020, is hereby adopted by the City Commission of the City of Coral Springs and attached hereto and incorporated herein as Exhibit "B" as specifically as set forth herein. This also approves in concept, subject to annual review, the Capital Improvement Plan for October 1, 2021 through September 30, 2026.

SECTION 5. That when the City of Coral Springs receives monies from any source, be it private or governmental, by Grant, Gift, or otherwise, to which there is attached as a condition of acceptance, any limitation regarding the use or expenditure of the monies received, the funds so received need not be shown in the Annual Budget nor shall said budget be subject to amendment or expenditure as a result of disbursed and applied toward the purposes for which the said funds were received. To ensure the integrity of the Operating Budget, and the integrity of the monies received by the City under Grants or Gifts, all monies received as contemplated above must, upon receipt, be segregated and accounted for based upon generally accepted accounting principles and, where appropriate, placed into separate and individual trust and/or escrow accounts from which

Budget Ordinance (continued)

any money drawn may only be disbursed and applied within the limitations placed upon the Gift or Grant as aforesaid.

SECTION 6. That in the event a variation from the total budget appropriation is or becomes necessary, such variations shall only become legally effective upon the adoption of an amending Ordinance consistent with Chapter 166, Florida Statutes, the Charter and Code of Ordinances of the City of Coral Springs, Florida.

SECTION 7. Repeal of Conflicting Ordinances.

All prior ordinances or resolutions or parts thereof in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 8. Severability.

Should any part, term or provision of this Ordinance be by the courts decided to be invalid, illegal or in conflict with any law of this State, the validity of the remaining portions or provision shall not be affected thereby.

SECTION 9. Effective Date.

This Ordinance shall become effective on October 1, 2020.

PASSED ON FIRST READING THIS 14th DAY OF SEPTEMBER 2020.

PASSED ON SECOND READING THIS 21st DAY OF SEPTEMBER 2020.

ATTEST:

DEBRA THOMAS, CMC, City Clerk

SCOTT BROOK, Mayor

Unanimous ✓
Motion /2nd.

			Yes	No
		MAYOR BROOK		
		VICE MAYOR CARTER		
	✓	COMMISSIONER CERRA		
		COMMISSIONER SIMMONS		
✓		COMMISSIONER VIGNOLA		

Budget Ordinance (continued)

EXHIBIT "A"
Annual Operating Budget

FUND	FY 2020-2021 ADOPTED BUDGET
General	$132,651,937
Water & Sewer	$25,441,970
Fire	$26,430,539
Charter School	$14,787,709
Public Art	$228,200
Debt Service	$10,992,146
Health & Liability	$22,693,365
Equipment Services	$9,385,617
Tree Trust Fund	$ 0
Solid Waste	$5,742,998
Stormwater	$4,539,222
Museum Fund	$784,941

Budget Ordinance (continued)

EXHIBIT "B"
Capital Improvement Program

FUND	FY 2020-2021 ADOPTED C.I.P.
General	$5,597,320
Water & Sewer	$4,458,000
Fire	$1,306,662
Charter School	$1,000,000
Equipment Services	$4,320,664
Solid Waste	$ 0
Public Art	$185,000
Tree Trust Fund	$496,000
Stormwater	$2,500,000
Insurance Fund	$ 0
Museum Fund	$ 0
	$19,863,646

Staffing

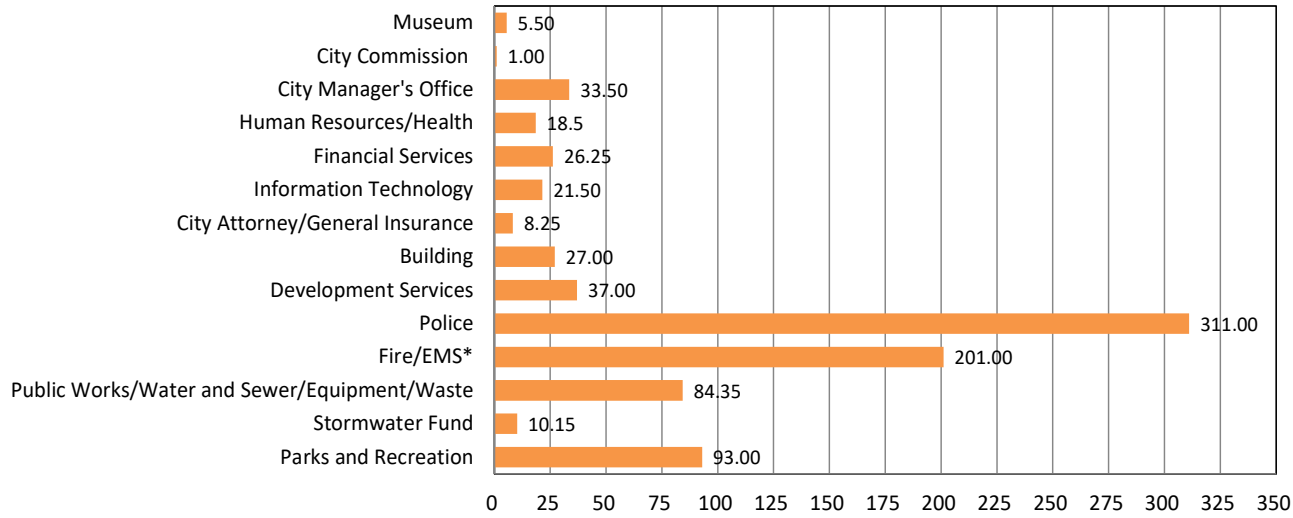
Summary table of Position Counts

Department Name	FY 2018 Authorized Position	FY 2018 Authorized FTE's	FY 2019 Authorized Position	FY 2019 Authorized FTE's	FY 2020 Authorized Position	FY 2020 Authorized FTE's	FY 2021 Authorized Position	FY 2021 Authorized FTE's	Position Change #	Position Change %	FTE Change #	FTE Change %
City Commission	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
City Manager's Office	25.50	25.50	25.50	25.50	31.50	31.50	33.50	33.50	2.00	6.35%	2.00	6.35%
Human Resources	14.25	14.25	16.25	16.25	16.25	16.25	16.25	16.25	0.00	0.00%	0.00	0.00%
Financial Services	26.25	26.25	26.25	26.25	26.25	26.25	26.25	26.25	0.00	0.00%	0.00	0.00%
Information Technology	21.50	21.50	21.50	21.50	20.50	20.50	21.50	21.50	1.00	4.88%	1.00	4.88%
City Attorney	5.75	5.75	5.75	5.75	5.75	5.75	5.75	5.75	0.00	0.00%	0.00	0.00%
Development Services	41.00	41.00	41.00	41.00	39.00	39.00	37.00	37.00	(2.00)	-5.13%	(2.00)	-5.13%
Building	27.00	27.00	27.00	27.00	26.00	26.00	27.00	27.00	1.00	3.85%	1.00	3.85%
Police	309.00	308.63	311.00	311.00	311.00	311.00	311.00	311.00	0.00	0.00%	0.00	0.00%
Emergency Medical Services	69.80	69.80	71.56	71.56	76.24	76.24	76.60	76.60	0.36	0.47%	0.36	0.47%
Public Works	34.75	34.75	36.25	36.25	26.70	26.70	25.50	25.50	(1.20)	-4.49%	(1.20)	-4.49%
Parks and Recreation* *Includes Sportsplex & Aquatics	105.00	105.00	105.00	105.00	95.00	95.00	93.00	93.00	(2.00)	-2.11%	(2.00)	-2.11%
Total General Fund	**680.80**	**680.43**	**688.06**	**688.06**	**675.19**	**675.19**	**674.35**	**674.35**	**(0.84)**	**-0.12%**	**(0.84)**	**-0.12%**
Fire Fund	115.20	115.20	118.44	118.44	124.76	124.76	124.40	124.40	(0.36)	-0.29%	(0.36)	-0.29%
Water and Sewer Fund	40.50	40.50	40.00	40.00	41.00	41.00	41.10	41.10	0.10	0.24%	0.10	0.24%
Health Fund	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	0.00	0.00%	0.00	0.00%
General Insurance Fund (WC, Property and Casualty)	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	0.00	0.00%	0.00	0.00%
Equipment Services Fund	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	0.00	0.00%	0.00	0.00%
Solid Waste Fund	2.75	2.75	2.75	2.75	2.75	2.75	2.75	2.75	0.00	0.00%	0.00	0.00%
Stormwater Fund	0.00	0.00	0.00	0.00	9.55	9.55	10.15	10.15	0.60	6.28%	0.60	6.28%
Museum Fund	0.00	0.00	0.00	0.00	0.00	0.00	5.50	5.50	5.50	n/a	5.50	n/a
Total Staff All Funds Including Parkland, FL, Coconut Creek Dispatch, and Pension Analyst	**859.00**	**858.63**	**869.00**	**869.00**	**873.00**	**873.00**	**893.00**	**893.00**	**20.00**	**2.29%**	**20.00**	**2.29%**

Changes in Staffing Levels

For Fiscal Year 2021, the number of full-time equivalent increased by 20. **This increase was calculated to reflect the recent agreement the City made to assist with the City of Coconut Creek's Dispatch. This brings an additional 14 positions, 11 of them being Public Safety Telecommunicators, one Communications Shift Supervisor, one Human Resources Assistant and one Programmer Analyst. The Museum was recently moved to be under the City Manager's Office purview. With this change, 5 positions were acquired, one of which is being split 50/50 with the Budget and Strategy Department. One Pension Systems Analyst position was added and will be fully funded by the pension boards. This gives us a final count of 893 FTE's.**

Number of budgeted positions By Department—Fiscal Year 2021



Position Counts for all Departments and Divisions

Department Name		FY 2018 Authorized Position	FTEs	FY 2019 Authorized Position	FTEs	FY 2020 Authorized Position	FTEs	FY 2021 Authorized Position	FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Commission*													
Administrative Manager	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
	TOTAL	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	**0.00**	**0.00%**	**0.00**	**0.00%**
*5 City Commissioners not included in total													
City Manager's Office													
City Manager's Office	F/T	5.5	5.5	3.5	3.5	5.5	5.5	5	5	(0.50)	-9.09%	(0.50)	-9.09%
Emergency Management	F/T	0	0	1	1	2	2	5	5	3.00	150.00%	3.00	150.00%
Budget & Strategy	F/T	6	6	6	6	7	7	7.50	7.50	0.50	7.14%	0.50	7.14%
Communications and Marketing	F/T	6	6	7	7	7	7	7	7	0.00	0.00%	0.00	0.00%
CRA	F/T	0.91	0.91	0.91	0.91	0	0	0	0	0.00	n/a	0.00	n/a
City Clerk	F/T	5	5	5	5	6	6	5	5	(1.00)	-16.67%	(1.00)	-16.67%
Economic Development	F/T	2.09	2.09	2.09	2.09	4	4	4	4	0.00	0.00%	0.00	0.00%
	TOTAL	**25.50**	**25.50**	**25.50**	**25.50**	**31.50**	**31.50**	**33.50**	**33.50**	**2.00**	**6.35%**	**2.00**	**6.35%**
Human Resources													
Human Resources	F/T	9.25	9.25	9.25	9.25	9.25	9.25	9.25	9.25	0.00	0.00%	0.00	0.00%
Comm. Relations/City Hall in Mall	F/T	4	4	6	6	6	6	6	6	0.00	0.00%	0.00	0.00%
Volunteer Services	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
	TOTAL	**14.25**	**14.25**	**16.25**	**16.25**	**16.25**	**16.25**	**16.25**	**16.25**	**0.00**	**0.00%**	**0.00**	**0.00%**
Financial Services													
Administration	F/T	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	0.00	0.00%	0.00	0.00%
Accounting	F/T	8	8	8	8	8	8	8	8	0.00	0.00%	0.00	0.00%
Revenue and Collection	F/T	6	6	6	6	6	6	6	6	0.00	0.00%	0.00	0.00%
Purchasing	F/T	6	6	6	6	6	6	6	6	0.00	0.00%	0.00	0.00%
Central Stores	F/T	4	4	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
	TOTAL	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**0.00**	**0.00%**	**0.00**	**0.00%**
Information Technology	F/T	21.5	21.5	21.5	21.5	20.5	20.5	21.5	21.5	1.00	4.88%	1.00	4.88%
	TOTAL	**21.5**	**21.5**	**21.5**	**21.5**	**20.5**	**20.5**	**21.5**	**21.5**	**1.00**	**4.88%**	**1.00**	**4.88%**
City Attorney	F/T	5.75	5.75	5.75	5.75	5.75	5.75	5.75	5.75	0.00	0.00%	0.00	0.00%
	TOTAL	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
Development Services	F/T	4	4	4	4	4	4	3	3	(1.00)	-25.00%	(1.00)	-25.00%
	TOTAL	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**3.00**	**3.00**	**(1.00)**	**-25.00%**	**(1.00)**	**-25.00%**
Community Development													
Planning	F/T	5	5	5	5	5	5	5	5	0.00	0.00%	0.00	0.00%
Neighborhood/Env.Services	F/T	8	8	8	8	8	8	7	7	(1.00)	-12.50%	(1.00)	-12.50%
	TOTAL	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**	**12.00**	**12.00**	**(1.00)**	**-7.69%**	**(1.00)**	**-7.69%**
Building													
Building-Administration	F/T	12	12	12	12	11	11	12	12	1.00	9.09%	1.00	9.09%
Building-Structural	F/T	8	8	8	8	8	8	8	8	0.00	0.00%	0.00	0.00%
Building-Electrical	F/T	4	4	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Building-Plumbing	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Building-Mechanical	F/T	2	2	2	2	2	2	2	2	0.00	0.00%	0.00	0.00%
	TOTAL	**27.00**	**27.00**	**27.00**	**27.00**	**26.00**	**26.00**	**27.00**	**27.00**	**1.00**	**3.85%**	**1.00**	**3.85%**
Code Compliance	F/T	24	24	24	24	22	22	22	22	0.00	0.00%	0.00	0.00%
	TOTAL	**24.00**	**24.00**	**24.00**	**24.00**	**22.00**	**22.00**	**22.00**	**22.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Building	**TOTAL**	**27.00**	**27.00**	**27.00**	**27.00**	**26.00**	**26.00**	**27.00**	**27.00**	**1.00**	**3.85%**	**1.00**	**3.85%**
Development Services	**TOTAL**	**41.00**	**41.00**	**41.00**	**41.00**	**39.00**	**39.00**	**37.00**	**37.00**	**-2.00**	**-5.13%**	**-2.00**	**-5.13%**
Police													
Office of the Chief	F/T	2	2	2	2	2	2	2	2	0.00	0.00%	0.00	0.00%
Office of Professional Standards	F/T	3	3	3	3	3	3	3	3	0.00	0.00%	0.00	0.00%
Vice and Intelligence	F/T	14	14	14	14	14	14	14	14	0.00	0.00%	0.00	0.00%
Human Resources	F/T	4	4	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Fiscal Management	F/T	4	4	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Patrol Unit	F/T	113	113	113	113	113	113	113	113	0.00	0.00%	0.00	0.00%
Traffic Unit	F/T	10	10	10	10	10	10	10	10	0.00	0.00%	0.00	0.00%
K-9 Unit	F/T	6	6	6	6	6	6	6	6	0.00	0.00%	0.00	0.00%
Tactical Unit	F/T	0	0	0	0	0	0	0	0	0.00	n/a	0.00	n/a
Humane Unit	F/T	3	3	3	3	3	3	3	3	0.00	0.00%	0.00	0.00%
Community Involvement	F/T	3	3	3	3	4	4	4	4	0.00	0.00%	0.00	0.00%
Bicycle Unit	F/T	6	6	6	6	6	6	6	6	0.00	0.00%	0.00	0.00%
Training Unit	F/T	4	4	4	4	4	4	4	4.00	0.00	0.00%	0.00	0.00%
Street Intelligence Unit	F/T	4	4	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Emergency Management	F/T	1	1	0	0	0	0	0	0	0.00	n/a	0.00	n/a
BEAR Unit	F/T	7	7	7	7	7	7	7	7	0.00	0.00%	0.00	0.00%
General Investigations	F/T	21	21	21	21	20	20	19	19	(1.00)	-5.00%	(1.00)	-5.00%
Special Investigations	F/T	17	17	17	17	16	16	16	16	0.00	0.00%	0.00	0.00%
Youth Liaison	F/T	18	18	22	22	22	22	23	23	1.00	4.55%	1.00	4.55%
Crime Scene Investigations	F/T	12	12	12	12	12	12	12	12	0.00	0.00%	0.00	0.00%
Strategic Enforcement Team	F/T	15	15	15	15	15	15	15	15	0.00	0.00%	0.00	0.00%
Central Records	F/T	7	7	7	7	7	7	7	7	0.00	0.00%	0.00	0.00%
Communications Center	F/T	30	30	30	30	30	30	30	30	0.00	0.00%	0.00	0.00%
Building/Fleet Maintenance	F/T	4	4	4	4	5	5	5	5	0.00	0.00%	0.00	0.00%
	P/T	1	0.63	1	0.63	0	0	0	0	0.00	n/a	0.00	n/a
	F/T	**308**	**308**	**311**	**311**	**311**	**311**	**311**	**311**	**0.00**	**0.00%**	**0.00**	**0.00%**
	P/T	**1**	**0.63**	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**0.00**	**n/a**	**0.00**	**n/a**
	TOTAL	**309.00**	**308.63**	**311.00**	**311.00**	**311.00**	**311.00**	**311.00**	**311.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Position Counts for all Departments and Divisions (continued)

		FY 2018 Authorized Position	FTEs	FY 2019 Authorized Position	FTEs	FY 2020 Authorized Position	FTEs	FY 2021 Authorized Position	FTEs	Position Change #	%	FTE Change #	%
EMS													
Emergency Medical Services	F/T	62.6	62.6	64.4	64.4	69.1	69.1	69.4	69.4	0.36	0.52%	0.36	0.52%
Communication Services	F/T	6.16	6.16	6.16	6.16	6.16	6.16	6.16	6.16	0.00	0.00%	0.00	0.00%
Training	F/T	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
	TOTAL	**69.8**	**69.8**	**71.56**	**71.56**	**76.24**	**76.24**	**76.6**	**76.6**	**0.36**	**0.47%**	**0.36**	**0.47%**
Public Works													
Administrative Services	F/T	5	5	4	4	2.75	2.75	2.75	2.75	0.00	0.00%	0.00	0.00%
Streets	F/T	22.75	22.75	22.75	22.75	13.45	13.45	13.45	13.45	0.00	0.00%	0.00	0.00%
Facilities Management	F/T	7	7	8	8	8	8	8	8	0.00	0.00%	0.00	0.00%
Engineering	F/T	0	0	1.5	1.5	1.5	1.5	0.3	0.3	(1.20)	-80.00%	(1.20)	-80.00%
Arbor & Horticulture	F/T	0	0	0	0	1	1	1	1	0.00	0.00%	0.00	0.00%
	F/T	**34.75**	**34.75**	**36.25**	**36.25**	**26.7**	**26.7**	**25.5**	**25.5**	**(1.20)**	**-4.49%**	**(1.20)**	**-4.49%**
	P/T	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.00**	**n/a**	**0.00**	**n/a**
	TOTAL	**34.75**	**34.75**	**36.25**	**36.25**	**26.70**	**26.70**	**25.50**	**25.50**	**(1.20)**	**-4.49%**	**(1.20)**	**-4.49%**
Parks and Recreation													
Parks													
Cypress Park	F/T	12	12	13	13	10	10	10	10	0.00	0.00%	0.00	0.00%
Mullins Park	F/T	12	12	13	13	10	10	10	10	0.00	0.00%	0.00	0.00%
North Community Park (31/35)	F/T	11	11	11	11	10	10	10	10	0.00	0.00%	0.00	0.00%
Neighborhood Parks	F/T	18	18	17	17	17	17	16	16	(1.00)	-5.88%	(1.00)	-5.88%
Beautification	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Environmentally Sensitive Land	F/T	2	2	2	2	2	2	2	2	0.00	0.00%	0.00	0.00%
Landscape	F/T	6	6	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Irrigation	F/T	8	8	8	8	7	7	7	7	0.00	0.00%	0.00	0.00%
Sub-Total Parks		**70.00**	**70.00**	**69.00**	**69.00**	**61.00**	**61.00**	**60.00**	**60.00**	**(1.00)**	**-1.64%**	**(1.00)**	**-1.64%**
Recreation													
Activity Center	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Recreation Services	F/T	5	5	5	5	5	5	4	4	(1.00)	-20.00%	(1.00)	-20.00%
Summer Recreation	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Transportation	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Sub-Total Recreation		**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**7.00**	**7.00**	**(1.00)**	**-12.50%**	**(1.00)**	**-12.50%**
Sportsplex/Tennis													
Sportsplex	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Athletic Complex	F/T	6.00	6.00	7.00	7.00	5.00	5.00	5.00	5.00	0.00	0.00%	0.00	0.00%
Cypress Tennis	F/T	1	1	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Tennis Center	F/T	3	3	3	3	3	3	3	3	0.00	0.00%	0.00	0.00%
Sub-Total Sportsplex/Tennis		**11.00**	**11.00**	**12.00**	**12.00**	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Aquatics													
Cypress Pool	F/T	3	3	3	3	3	3	3	3	0.00	0.00%	0.00	0.00%
Mullins Pool	F/T	2	2	2	2	1	1	1	1	0.00	0.00%	0.00	0.00%
Aquatic Complex	F/T	11	11	11	11	12	12	12	12	0.00	0.00%	0.00	0.00%
Sub-Total Aquatics		**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Grand Total Parks & Recreation	**TOTAL**	**105.00**	**105.00**	**105.00**	**105.00**	**95.00**	**95.00**	**93.00**	**93.00**	**0.00**	**0.00%**	**-2.00**	**-2.11%**
General Fund	**F/T**	**679.80**	**679.80**	**688.06**	**688.06**	**649.19**	**649.19**	**647.35**	**647.35**	**-1.84**	**-0.28%**	**-1.84**	**-0.28%**
	P/T	**1**	**0.625**	**0**	**0**	**0**	**0**	**0**	**0**	**0.00**	**n/a**	**0.00**	**n/a**
	TOTAL	**680.80**	**680.43**	**688.06**	**688.06**	**649.19**	**649.19**	**647.35**	**647.35**	**(1.84)**	**-0.28%**	**(1.84)**	**-0.28%**
Fire													
Administration	F/T	4.5	4.5	5.5	5.5	5.12	5.12	6	6	0.88	17.19%	0.88	17.19%
Communication Services	F/T	1.84	1.84	1.84	1.84	1.84	1.84	1.84	1.84	0.00	0.00%	0.00	0.00%
Suppression	F/T	94.24	94.24	95.48	95.48	102.18	102.18	100.94	100.94	(1.24)	-1.21%	(1.24)	-1.21%
Inspection	F/T	11.62	11.62	11.62	11.62	11.62	11.62	11.62	11.62	0.00	0.00%	0.00	0.00%
Training	F/T	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00	0.00%	0.00	0.00%
	TOTAL	**115.2**	**115.2**	**118.44**	**118.44**	**124.76**	**124.76**	**124.4**	**124.4**	**(0.36)**	**-0.29%**	**(0.36)**	**-0.29%**
Water and Sewer—Utilities													
Administration	F/T	7.5	7.5	7.5	7.5	8.5	8.5	8.4	8.4	(0.10)	-1.18%	(0.10)	-1.18%
Water Distribution	F/T	10	10	9.5	9.5	9.5	9.5	9.7	9.7	0.20	2.11%	0.20	2.11%
Water Treatment	F/T	15	15	15	15	15	15	15	15	0.00	0.00%	0.00	0.00%
Wastewater Collection	F/T	8	8	8	8	8	8	8	8	0.00	0.00%	0.00	0.00%
	TOTAL	**40.50**	**40.50**	**40.00**	**40.00**	**41.00**	**41.00**	**41.10**	**41.10**	**0.10**	**0.24%**	**0.10**	**0.24%**
Health Fund	F/T	2.25	2.25	2.25	2.25	2.25	2.25	2.25	2.25	0.00	0.00%	0.00	0.00%
	TOTAL	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**0.00**	**0.00%**	**0.00**	**0.00%**
General Insurance Fund	F/T	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.00	0.00%	0.00	0.00%
Workers' Compensation, Property and Casualty	**TOTAL**	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**0.00**	**0.00%**	**0.00**	**0.00%**
Equipment Services	F/T	15	15	15	15	15	15	15	15	0.00	0.00%	0.00	0.00%
Equipment Maintenance	**TOTAL**	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Solid Waste Fund	F/T	2.75	2.75	2.75	2.75	2.75	2.75	2.75	2.75	0.00	0.00%	0.00	0.00%
Solid Waste	**TOTAL**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
Stormwater Fund	F/T	0.0	0.0	0.0	0.0	9.55	9.55	10.15	10.15	**0.60**	**6.28%**	**0.60**	**6.28%**
Stormwater	**TOTAL**	**0.00**	**0.00**	**0.00**	**0.00**	**9.55**	**9.55**	**10.15**	**10.15**	**0.60**	**6.28%**	**0.60**	**6.28%**
Museum	F/T	0	0	0	0	0	0	5.5	5.5	5.50	**n/a**	**5.50**	**n/a**
Museum	**TOTAL**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5.50**	**5.50**	**5.50**	**n/a**	**5.50**	**n/a**
Total Staff All Funds													
	F/T	**858**	**858.00**	**869**	**869.00**	**873**	**873.00**	**893**	**893.00**	**4.00**	**0.46%**	**4.00**	**0.46%**
	P/T	**1**	**0.63**	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**0.00**	**n/a**	**0.00**	**n/a**
5 City Commissioners not included in total		**859**	**858.63**	**869**	**869.00**	**873**	**873.00**	**893**	**893.00**	**4.00**	**0.46%**	**4.00**	**0.46%**

Detail of Positions by Department and Division

City Commission

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Commission-0100												
Full Time												
Administrative Manager*/**	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Grand Total City Commission	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Mayor and Commissioners not included in total.

** Position Title changed from Executive Assistant to the City Commission to Administrative Manager.

City Manager's Office

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Manager's Office												
CMO Administration—0501												
Full Time												
City Manager	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Deputy City Manager*/**	1.5	1.50	1.5	1.50	1.5	1.50	2.00	2.00	0.50	33.33%	0.50	33.33%
Executive Assistant***	1	1.00	1	1.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Assistant City Manager/Chief Innovation Officer**	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Office Assistant*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Administration	**5.5**	**5.50**	**3.5**	**3.50**	**5.5**	**5.50**	**5.00**	**5.00**	**(0.50)**	**-9.09%**	**(0.50)**	**-9.09%**

* One Deputy City Manager position was converted into a Senior Office Assistant position, paid 100% out of Division 0501.

**The Assistant City Manager/Chief Innovation Officer position was converted to Deputy City Manager.

***One Executive Assistant position was reclassified to Project Support Specialist and moved to Division 0503.

Economic Development—0502												
Full Time												
Economic Developement Director	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Economic Development Coordinator	1	1.00	1	1.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Director of Economic Development	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Economic Development	**2.09**	**2.09**	**2.09**	**2.09**	**4**	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Emergency Management—0503												
Full Time												
Director of Emergency Management*	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Emergency Management Coordinator**	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Emergency Management Manager*	0	0.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Emergency Management Planner**	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Special Events Administrator***	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Project Support Specialist****/*****	0	0.00	0	0.00	0	0.00	2.00	2.00	2.00	n/a	2.00	n/a
Total Emergency Management	**0.00**	**0.00**	**1.00**	**1.00**	**2.00**	**2.00**	**5.00**	**5.00**	**3.00**	**150.00%**	**3.00**	**150.00%**

*The Emergency Management Manager position was reclassified to Director of Emergency Management.

**The Emergency Management Planner position was reclassified to Emergency Management Coordinator.

***Event Coordinator position in Division 0604 was reclassified to Special Events Administrator and moved to Division 0503.

****Executive Assistant position in Division 0501 was reclassified to Project Support Specialist and moved to Division 0503.

*****One Parks and Recreation Coordinator position in Division 8205 reclassified to Project Support Specialist and moved to Division 0503.

Budget & Strategy —1901												
Full Time												
Director of Budget & Strategy	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Budget Business Partner**	0	0.00	3	3.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Financial Business Analyst*	0	0.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Financial Analyst	5	5.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Budget/Fund Manager	0.00	0.00	0.00	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Budget Manager	0.00	0.00	0.00	0.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Principal Office Assistant	0.00	0.00	0.00	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Performance Management Analyst*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Museum Business Development & Grants Coordinator***	0	0.00	0	0.00	0	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Total Budget & Strategy	**6**	**6.00**	**6**	**6.00**	**7**	**7.00**	**7.50**	**7.50**	**0.50**	**7.14%**	**0.50**	**7.14%**

*The Financial Business Analyst position has been reclassified to Performance Management Analyst.

**The Budget Business Partner position has been reclassified to Budget Manager.

*** 50% of the Museum Business Development & Grants Coordinator position has been reclassifed to from Division 9080 to Division 1901.

Communications and Marketing—0604												
Full Time												
Director of Communications and Marketing	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Videography Production Manager*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Senior Videographer/Editor*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Broadcast Communications Manager**	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Broadcast Communications Coordinator**	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Creative Services Manager***	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Public Information Officer/Writer	0	0.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Event Coordinator****	0	0.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Assistant Director of Communications & Marketing***	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Media Relations Coordinator	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Marketing Coordinator*****	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Communications and Marketing	**6**	**6.00**	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Senior Videographer/Editor position title reclassified to Videography Production Manager.

** Broadcast Communications Coordinator position title reclassified to Broadcast Communications Manager.

***Assistant Director of Communications & Marketing position reclassified to Creative Services Manager.

****Event Coordinator position has reclassified to Special Events Administrator and moved to Division 0503.

*****Maintenance Worker in Division 8116 reclassifed to Marketing Coordinator and moved to Division 0604.

City Manager's Office (continued)

	FY 2018 Authorized		FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
City Clerk—3501												
Full Time												
City Clerk	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant City Clerk	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Records Management Coordinator*	2	1.00	2	1.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Project Support Specialist	0	0.00	0	0.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Total City Clerk	**5**	**5.00**	**5**	**5.00**	**6**	**6.00**	**5.00**	**5.00**	**(1.00)**	**-16.67%**	**(1.00)**	**-16.67%**
Grand Total City Manager's Office	**25.5**	**25.50**	**25.5**	**25.50**	**31.5**	**31.50**	**33.5**	**33.50**	**2.00**	**6.35%**	**2.00**	**6.35%**

*One Records Management Coordinator position reclassified to Programmer Analyst and moved to Division 2001.

Human Resources

Detail of Positions	FY 2018 Authorized		FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Human Resources—1000												
Full Time												
Director of Human Resources*	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00%	0.00	0.00%
Senior Human Resources Partner**/***	0	0.00	0	0.00	0	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Human Resources Partner**/****	0.5	0.50	0.5	0.50	0.5	0.50	2.00	2.00	1.50	300.00%	1.50	300.00%
Human Resources Manager****	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Human Resources Coordinator*****	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Pension Administrator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Analyst***/*****	1	1.00	1	1.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Senior Pension Administrator	0	0.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Project Manager	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Onboarding Coordinator******	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Total Human Resources	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**0.00**	**0.00%**	**0.00**	**0.00%**

* Position split 75/25 with Health Fund-8501

**Human Resources Partner position reclassified to Senior Human Resources Partner.

***Position split 50/50 with General Insurance Fund Division 8501

****One Human Resources Manager position reclassified to Human Resources Partner.

*****Human Resources Coordinator position reclassified to Human Resources Analyst.

******Human Resources Onboarding Coordinator reclassified to Human Resources Partner.

Community Relations—1001 and 1007												
Full Time												
Community Relations Manager	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Passport Services Supervisor	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Community Relations Coordinator*	1	1.00	2	2.00	2	2.00	1	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Project Support Specialist*	0	0.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
Senior Office Assistant**	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Passport Services Coordinator**	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Community Relations	**4**	**4.00**	**6**	**6.00**	**6**	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Community Relations Coordinator position reclassified to Project Support Specialist.

**One Senior Office Assistant position reclassified to Passport Services Coordinator.

(Includes City Hall in the Mall)

Volunteer Services—1008												
Full Time												
Volunteer Services Administrator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Volunteer Services	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Health Fund—8501												
Full Time												
Director of Human Resources*	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Assistant Director Human Resources	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Coordinator**	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Human Resources Analyst**	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Health Fund	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Position split 25/75 with Human Resources-1000

**One Human Resources Coordinator position reclassified to Human Resources Analyst.

Grand Total HR and Health Fund	**16.5**	**16.50**	**18.5**	**18.50**	**18.5**	**18.50**	**18.5**	**18.50**	**0.00**	**0.00%**	**0.00**	**0.00%**

Financial Services

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration—1501												
Full Time												
Director of Financial Services	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00%	0.00	0.00%
Assistant Director Financial Services	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Senior Office Assistant*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Executive Assistant*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Administration	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Senior Office Assistant position reclassified to Executive Assistant.												
Accounting Services												
Accounting—1601												
Full Time												
Senior Accountant*	3	3.00	3	3.00	3	3.00	0.00	0.00	(3.00)	-100.00%	(3.00)	-100.00%
Payroll Coordinator	2	1.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Senior Accounting Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Accountant	1	1.00	1	1.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Accounting Section Manager*	0	0.00	0	0.00	0	0.00	3.00	3.00	3.00	n/a	3.00	n/a
Total Accounting	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*3 Senior Accountant positions reclassified to Accounting Section Manager.												
Revenue and Collection—1602												
Full Time												
Water Billing Representative	4	4.00	4	4.00	3	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Accounting Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Billing Operations Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Team Leader/Supervisor	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Revenue and Collection	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Accounting Services	**14**	**14.00**	**14**	**14.00**	**14**	**14.00**	**14**	**14.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Purchasing												
Administration—1701												
Full Time												
Purchasing Agent II	3	3.00	3	3.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Contract Administrator Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Purchasing Agent	0	0.00	0	0.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Purchasing Agent	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant Director Financial Services*	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Purchasing Manager*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Sub-Total Administration	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Assistant Director Financial Services position reclassified to Purchasing Manager.												
Central Stores—1702												
Full Time												
Purchasing Assistant	3	3.00	3	3.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Warehouse Supervisor	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant Central Stores Coordinator	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Central Stores	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Purchasing	**10**	**10.00**	**10**	**10.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Grand Total Financial Services	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**26.25**	**0.00**	**0.00%**	**0.00**	**0.00%**

City Attorney

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Attorney—2502												
Full Time												
City Attorney	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Deputy City Attorney	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant City Attorney *	0.75	0.75	1.75	1.75	1.75	1.75	1.75	1.75	0.00	0.00%	0.00	0.00%
Executive Assistant	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Grand Total City Attorney	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**5.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Position split 75/25 Public Works Utilities-Admin-6001												
General Insurance Fund—Property—8801*												
Full Time												
Human Resources Partner*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Risk Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Risk Manager	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total General Insurance Fund	**2.5**	**2.50**	**2.5**	**2.50**	**2.5**	**2.50**	**2.5**	**2.50**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Human Resources Partner position reclassified to Senior Human Resources Partner.												
Grand Total City Attorney and General Insurance	**8.25**	**8.25**	**8.25**	**8.25**	**8.25**	**8.25**	**8.25**	**8.25**	**0.00**	**0.00%**	**0.00**	**0.00%**

Information Technology

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Information Technology- 2001												
Full Time												
Director of Information Technology	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Assistant Director Information Technology	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Applications Manager	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Network Analyst	4	4.00	4	4.00	4	4.00	4	4.00	0.00	0.00%	0.00	0.00%
Solutions/Systems Analyst	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
IT Security Analyst**	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Network Engineer	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
IT Support Specialist	3.75	3.75	3.75	3.75	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
GIS Manager	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
GIS Analyst*	0	0.00	0	0.00	0.75	0.75	0.75	0.75	0.00	0.00%	0.00	0.00%
Programmer Analyst***	3	3.00	3	3.00	4	4.00	5	5.00	1.00	25.00%	1.00	25.00%
IT Business Analyst	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Applications Analyst*	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00%	0.00	0.00%
IT Security Manager**	0.00	0.00	0.00	0.00	0.00	0.00	1	1.00	1.00	n/a	1.00	n/a
Grand Total Information Technology	**20.5**	**20.50**	**21.5**	**21.50**	**20.5**	**20.50**	**21.50**	**21.50**	**1.00**	**4.88%**	**1.00**	**4.88%**

*Position split .75 Information Technology; .25 Public Works Utilities-Admin-6001

**IT Security Analyst position reclassified to IT Security Manager.

***One Records Management Coordinator position in Div 3501 reclassified to Programmer Analyst in Division 2001.

Development Services—Administration

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration—-3100												
Full Time												
Director of Development Services	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant Dir. of Development Services	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Executive Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Development Services Coordinator*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Total Administration	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**3**	**3.00**	**(1.00)**	**-25.00%**	**(1.00)**	**-25.00%**

*Development Services Coordinator position reclassified to Building Development Coordinator and moved from Division 3100 to Division 5101.

Development Services—Code Compliance

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Code Compliance—5403												
Full Time												
Code Compliance Manager	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Technician	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Administrator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Supervisor	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Code Support Specialist*	1	1.00	1	1.00	4	4.00	1.00	1.00	(3.00)	-75.00%	(3.00)	-75.00%
Code Compliance Officer II***	0	0.00	6	6.00	6	6.00	3.00	3.00	(3.00)	-50.00%	(3.00)	-50.00%
Code Compliance Officer	11	11.00	5	5.00	4	4.00	4.00	4.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant****	2	2.00	2	2.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Principal Office Assistant**	6	6.00	6	6.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Code Administrative Specialist*/**	0	0.00	0	0.00	0	0.00	4.00	4.00	4.00	n/a	4.00	n/a
Code Compliance Field Training Officer***	0	0.00	0	0.00	0	0.00	3.00	3.00	3.00	n/a	3.00	n/a
Senior Code Administrative Specialist****	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Code Compliance	**24**	**24.00**	**24**	**24.00**	**22**	**22.00**	**22**	**22.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*3 Code Support Specialist positions reclassified to Code Administrative Specialist.

**Principal Office Assistant position reclassified to Code Administrative Specialist.

***3 Code Compliance Officer II positions reclassified to Code Compliance Field Training Officer.

****One Senior Office Assistant reclassified to Senior Code Administrative Specialist.

Development Services—Community Development

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Planning and Zoning—3001												
Full Time												
Planning and Zoning Manager	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Assistant Planner*/**	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Planning Technician**	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Planner	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Associate Planner*	1	1.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
Sub-Total Planning	**5**	**5.00**	**5**	**5.00**	**5**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Assistant Planner position reclassified to Associate Planner.												
**Planning Technician position reclassified to Assistant Planner.												
Neighborhood/Environmental Services—3004												
Full Time												
Community Development & Housing Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Chief Planner	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Transportation Planner	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Environmental Coordinator/City Forester	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Planner	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Museum Director*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Housing Specialist	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Neighborhood Coordinator Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Neighborhood/Environmental Svcs	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**7**	**7.00**	**(1.00)**	**-12.50%**	**(1.00)**	**-12.50%**
*Museum Director moved to new Division 9080.												
Total Community Development	**13**	**13.00**	**13**	**13.00**	**13**	**13.00**	**12**	**12.00**	**(1.00)**	**-7.69%**	**(1.00)**	**-7.69%**
Grand Total Development Services	**41**	**41.00**	**41**	**41.00**	**39**	**39.00**	**37**	**37.00**	**(2.00)**	**-5.13%**	**(2.00)**	**-5.13%**

Building

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Building—Administrative Services— 5101												
Full Time												
Chief Building Official	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Building Services Administrator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Permit Services Representative	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Lead Permit Service Representatitve	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Permit Services Representative	6	6.00	6	6.00	6	6.00	6	6.00	0.00	0.00%	0.00	0.00%
Executive Assistant*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Building Department Coordinator**	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Administrative Services	**12**	**12.00**	**12**	**12.00**	**11**	**11.00**	**12**	**12.00**	**1.00**	**9.09%**	**1.00**	**9.09%**
*Senior Office Assistant position reclassified to Executive Assistant.												
**Development Services Coordinator position reclassified to Building Development Coordinator and moved from Division 3100 to Division 5101.												
Building—Inspection												
Structural—5301												
Full Time												
Assistant Building Official	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Chief Inspector	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Inspector II	4	4.00	5	5.00	5	5.00	4	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Inspector I	1	1.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
Total Structural	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Electrical—5302												
Full Time												
Chief Inspector	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Inspector II*	3	3.00	2	2.00	2	2.00	3	3.00	1.00	50.00%	1.00	50.00%
Electrical Inspector I*	0.00	0.00	1.00	1.00	1.00	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Total Electrical	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Electrical Inspector I position was reclassified to Inspector II.												
Plumbing—5303												
Full Time												
Chief Inspector	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Plumbing	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Mechanical—5304												
Full Time												
Chief Inspector	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Inspector II	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Mechanical	**2**	**2.00**	**2**	**2.00**	**2**	**2.00**	**2**	**2.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Inspection	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Building Administration and Inspection	**27**	**27.00**	**27**	**27.00**	**26**	**26.00**	**27**	**27.00**	**1.00**	**3.85%**	**1.00**	**3.85%**

Police

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Police-Administration												
Office of the Chief—4101												
Full Time												
Chief of Police	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Executive Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Office of the Chief	**2**	**2.00**	**2**	**2.00**	**2**	**2.00**	**2**	**2.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Human Resources—4104												
Full Time												
Background Investigator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist*/**	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Support Specialist*	1	1.00	2	2.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
HR Onboarding Coordinator**/***	0	0.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Partner***	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Human Resources	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Reclassified from Human Resources Support Specialist to Project Support Specialist

**Project Support Specialist reclassified to HR Onboarding Coordinator.

***HR Onboarding Coordinator reclassified to Human Resources Partner.

****Human Resources Support Specialist position reclassified to Human Resources Assistant.

Fiscal Management—4110												
Full Time												
Deputy Police Chief	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Police Fiscal and Procurement Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	2	2.00	2	2.00	2	2.00	0	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Purchasing Assistant	0	0.00	0	0.00	0	0.00	2	2.00	2.00	n/a	2.00	n/a
Total Fiscal Management	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Two Senior Office Assistant positions reclassified to Purchasing Assistant.

Vice and Intelligence—4103												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Investigator	12	12.00	12	12.00	12	12.00	12	12.00	0.00	0.00%	0.00	0.00%
Intelligence Analyst	**1**	1.00	**1**	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Vice and Intelligence	**14**	**14.00**	**14**	**14.00**	**14**	**14.00**	**14**	**14.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Communications Center—4502												
Full Time												
Communications Training Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Communications Technical Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Communications Shift Supervisor	6	6.00	6	6.00	6	6.00	6	6.00	0.00	0.00%	0.00	0.00%
Public Safety Telecommunicator	0	0.00	20	20.00	20	20.00	20	20.00	0.00	0.00%	0.00	0.00%
Assistant Communication Center Manager	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Communications Center Manager	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Communications Center	**30**	**30.00**	**30**	**30.00**	**30**	**30.00**	**30**	**30.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sub-Total Administration	**54**	**54.00**	**54**	**54.00**	**54**	**54.00**	**54**	**54.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Administration-Community Services												
Building/Fleet Maintenance—4503												
Full Time												
Senior Fleet/Facilities Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Fleet/Facilities Coordinator	1	1.00	1	1.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Facilities Technician	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Sub-Total Building/Fleet maintenance	**4**	**4.00**	**4**	**4.00**	**5**	**5.00**	**5**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Training Unit—4210												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer*	2	2.00	2	2.00	2	2.00	3	3.00	1.00	50.00%	1.00	50.00%
Range Master*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
SUB TOTAL TRAINING UNIT	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Range Master position reclassified to Law Enforcement Officer.

Police (continued)

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration-Community Services (continued)												
Central Records—4501												
Full Time												
Records Supervisor	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant*	3	3.00	4	4.00	4	4.00	5	5.00	1.00	25.00%	1.00	25.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Office Assistant*	2	2.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Total Central Records	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Office Assistant position was reclassified to Principal Office Assistant.												
Youth Liaison—4303												
Full Time												
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant*	2	2.00	2	2.00	2	2.00	3	3.00	1.00	50.00%	1.00	50.00%
Youth Liaison Officer	14	14.00	18	18.00	18	18.00	18	18.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Youth Liaison	**18**	**18.00**	**22**	**22.00**	**22**	**22.00**	**23**	**23.00**	**1.00**	**4.55%**	**1.00**	**4.55%**
*One Law Enfocement Sergeant position moved from Division 4201 to Division 4303.												
Community Involvement Unit—4207												
Full Time												
Law Enforcement Officer	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Community Involvement Specialist	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Community Involvement Liason*	0	0.00	0	0.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Community Involvement Coordinator	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Community Involvement	**2**	**2.00**	**3**	**3.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sub-Total Adm-Community Services	**37**	**36.63**	**40**	**40.00**	**42.00**	**42.00**	**43.00**	**43.00**	**1.00**	**2.38%**	**1.00**	**2.38%**
Total Administration	**91**	**90.63**	**94**	**94.00**	**96.00**	**96.00**	**97.00**	**97.00**	**1.00**	**1.04%**	**1.00**	**1.04%**
Police												
Office of Professional Standards—4102												
Full Time												
Law Enforcement Sergeant (NB)*	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Police Accrediation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Office of Professional Standards	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Non-Bargaining.												
Operations												
Support												
Patrol Unit—4201												
Full Time												
Deputy Police Chief	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Lieutenant	5	5.00	5	5.00	5	5.00	6	6.00	1.00	20.00%	1.00	20.00%
Law Enforcement Sergeant	12	12.00	12	12.00	12	12.00	11	11.00	(1.00)	-8.33%	(1.00)	-8.33%
Law Enforcement Officer	83	83	83	83	83	83.00	82	82.00	(1.00)	-1.20%	(1.00)	-1.20%
Traffic Accident Investigator	9	9.00	9	9.00	9	9.00	9	9.00	0.00	0.00%	0.00	0.00%
Executive Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Crime Center Technician*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Principal Office Assistant**	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Patrol Unit	**113**	**113.00**	**113**	**113.00**	**113**	**113.00**	**113**	**113.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Senior Office Assistant reclassified to Crime Center Technician.												
**Principal Office Assistant moved from Division 4301 to Division 4201.												
Traffic Unit—4202												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Motorcycle Officer	9	9.00	9	9.00	9	9.00	9	9.00	0.00	0.00%	0.00	0.00%
Total Traffic Unit	**10**	**10.00**	**10**	**10.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sub-Total Operations-Support	**123**	**123.00**	**123**	**123.00**	**123.00**	**123.00**	**123.00**	**123.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Police (continued)

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Special Operations												
K-9 Unit—4203												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer	5	5.00	5	5.00	5	5.00	5	5.00	0.00	0.00%	0.00	0.00%
Total K-9 Unit	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Strategic Enforcement Team—4204												
Full Time												
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer	12	12.00	12	12.00	12	12.00	12	12.00	0.00	0.00%	0.00	0.00%
Total Strategic Enforcement Team	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Humane Unit—4205												
Full Time												
Humane Officer	3	3.00	3	3.00	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
Total Humane Unit	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Bicycle Unit—4209												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer	5	5.00	5	5.00	5	5.00	5	5.00	0.00	0.00%	0.00	0.00%
Total Bicycle Unit	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Street Intelligence Unit—4211												
Full Time												
Law Enforcement Officer	4	4.00	4	4.00	4	4.00	4	4.00	0.00	0.00%	0.00	0.00%
Total Street Intelligence Unit	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Burglary Enforcement and Reduction (BEAR) Unit- 4212												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer	6	6.00	6	6.00	6	6.00	6	6.00	0.00	0.00%	0.00	0.00%
Total BEAR Unit	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sub Total Special Operations	**41**	**41.00**	**41**	**41.00**	**41**	**41.00**	**41**	**41.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Operations- Criminal Investigations												
General Investigations- 4301												
Full Time												
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Investigator	12	12.00	12	12.00	12	12.00	12	12.00	0.00	0.00%	0.00	0.00%
Criminal Investigations Specialist	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Crime Analyst	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Crimes Analyst	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant*	2	2.00	2	2.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Total General Investigations	**21**	**21.00**	**21**	**21.00**	**20**	**20.00**	**19**	**19.00**	**(1.00)**	**-5.00%**	**(1.00)**	**-5.00%**
*Principal Office Assistant moved from Division 4301 to Division 4201.												
Special Investigations—4302												
Full Time												
Law Enforcement Sergeant	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Investigator	11	11.00	11	11.00	11	11.00	11	11.00	0.00	0.00%	0.00	0.00%
Victim/Family Advocate	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	2	2.00	2	2.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Special Investigations	**17**	**17.00**	**17**	**17.00**	**16**	**16.00**	**16**	**16.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Crime Scene Investigations - 4305												
Full Time												
Crime Scene Investigations & Evidence Unit Manager	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Latent Fingerprints Examiner	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Crime Lab Technician	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Crime Scene Technician	6	6.00	6	6.00	6	6.00	6	6.00	0.00	0.00%	0.00	0.00%
Evidence Specialist	3	3.00	3	3.00	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
Total Crime Scene Investigations	**12**	**12.00**	**12**	**12.00**	**12**	**12.00**	**12**	**12.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sub-Total Operations-Investigations	**50**	**50.00**	**50**	**50.00**	**48**	**48.00**	**47**	**47.00**	**(1.00)**	**-2.08%**	**(1.00)**	**-2.08%**
Total Operations	**214**	**214.00**	**214**	**214.00**	**212**	**212.00**	**211.00**	**211.00**	**(1.00)**	**-0.47%**	**(1.00)**	**-0.47%**
Grand Total Police	**308**	**307.63**	**311**	**311.00**	**311**	**311.00**	**311**	**311.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Fire/EMS

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration—4601												
Full Time												
Fire Administration—4601												
Full Time												
Fire Chief*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Deputy Fire Chief*/***	0.5	0.50	0.5	0.50	0.5	0.50	1.00	1.00	0.50	100.00%	0.50	100.00%
Division Fire Chief	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Fire Equipment Technician*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Executive Office Assistant*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	0.50	0.50	(0.50)	-50.00%	(0.50)	-50.00%
Data Analyst**	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Logistics Captain**	0	0.00	1	1.00	0.62	0.62	0.50	0.50	(0.12)	-19.35%	(0.12)	-19.35%
Battalion Chief**/****	0	0.00	0	0.00	0	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Fire Fiscal & Procurement Coordinator*****	0	0.00	0	0.00	0	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Total Administration	**4.5**	**4.50**	**5.5**	**5.50**	**5.12**	**5.12**	**6.00**	**6.00**	**0.88**	**17.19%**	**0.88**	**17.19%**

*Positions split 50/50 with Fire-4601 and EMS-4702

**Split 50/50 with Fire -4601 and EMS -4702

***Firefighter/Paramedic in Division 4702/4801 reclassified to Deputy Fire Chief, split changed from 38/62 to 50/50 and moved to Division 4601/4702

****Firefighter/Paramedic position split 38/62 in Division 4702/4801 reclassified to Battalion Chief and split 50/50 in Division 4601/4702

*****One Senior Office Assistant position reclassified to Fire Fiscal & Procurement Coordinator and split 50/50 with Division 4601/4702.

Communication Services—4602												
Full Time												
Public Safety Telecommunicator*	0.00	0.00	1.15	1.15	1.84	1.84	1.84	1.84	0.00	0.00%	0.00	0.00%
Total Communication Services	**1.84**	**1.84**	**1.84**	**1.84**	**1.84**	**1.84**	**1.84**	**1.84**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Positions split 23/77 with Fire-4602 and EMS-4703

Suppression—4801												
Full Time												
Assistant Fire Chief*	1.86	1.86	1.86	1.86	1.86	1.86	1.86	1.86	0.00	0.00%	0.00	0.00%
Battalion Chief*	1.86	1.86	1.86	1.86	1.86	1.86	1.86	1.86	0.00	0.00%	0.00	0.00%
Captain (Fire)*	18.6	18.60	18.6	18.60	18.6	18.60	18.60	18.60	0.00	0.00%	0.00	0.00%
Rescue Lieutenant*	18.6	18.60	18.6	18.60	18.6	18.60	18.60	18.60	0.00	0.00%	0.00	0.00%
Driver Engineer/Paramedic*	17.36	17.36	17.36	17.36	17.36	17.36	17.36	17.36	0.00	0.00%	0.00	0.00%
Driver Engineer/EMT*	1.24	1.24	1.24	1.24	1.24	1.24	1.24	1.24	0.00	0.00%	0.00	0.00%
Firefighter/Paramedic*/***/****/*****/******	32.86	32.86	34.72	34.72	41.54	41.54	37.82	37.82	(3.72)	-8.96%	(3.72)	-8.96%
Division Chief Fire Training Center**	0.62	0.62	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Firefighter/EMT*/****	0.62	0.62	0.62	0.62	0.62	0.62	0.00	0.00	(0.62)	-100.00%	(0.62)	-100.00%
Lieutenant*****	0	0.00	0	0.00	0	0.00	3.10	3.10	3.10	n/a	3.10	n/a
Total Suppression	**94.24**	**94.24**	**95.48**	**95.48**	**102.18**	**102.18**	**100.94**	**100.94**	**(1.24)**	**-1.21%**	**(1.24)**	**-1.21%**

*Positions split 62/38 with Fire-4801 and EMS-4702

**Positions split 50/50 with Fire-4801 and EMS-4702

***Firefighter/Paramedic in Division 4702/4801 reclassified to Deputy Fire Chief, split changed from 38/62 to 50/50 and moved to Division 4601/4702

****Firefighter/EMT position reclassified to Firefighter/Paramedic.

*****Firefighter/Paramedic position reclassified to Lieutenant.

******Firefighter/Paramedic position split 38/62 in Division 4702/4801 reclassified to Battalion Chief and split 50/50 in Division 4601/4702

Training- 4805												
Full Time												
Division Chief Training Center	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Accreditation & Compliance Administrator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Fire Training	**3.00**	**3.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Inspection-4901												
Full Time												
Fire Marshal	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Fire Inspection Captain	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Fire Inspector II	5	5.00	5	5.00	5	5.00	5.00	5.00	0.00	0.00%	0.00	0.00%
Fire Inspector I	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Public Education Officer*	0.62	0.62	0.62	0.62	0.62	0.62	0.62	0.62	0.00	0.00%	0.00	0.00%
Fire Inspection Lieutenant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant**	1	1.00	1	1.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Total Inspection	**11.62**	**11.62**	**11.62**	**11.62**	**11.62**	**11.62**	**11.62**	**11.62**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Position split 62/38 with Inspection-4901 and EMS-4702

Total Fire	**115.20**	**115.20**	**118.44**	**118.44**	**124.76**	**124.76**	**124.40**	**124.40**	**(0.36)**	**-0.29%**	**(0.36)**	**-0.29%**

Fire/EMS (continued)

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Emergency Medical Service—4702												
Full Time												
Fire Chief*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Deputy Fire Chief*/*****	0.5	0.50	0.5	0.50	0.5	0.50	1.00	1.00	0.50	100.00%	0.50	100.00%
Division Fire Chief*	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant Fire Chief**	1.14	1.14	1.14	1.14	1.14	1.14	1.14	1.14	0.00	0.00%	0.00	0.00%
Battalion Chief**/###	1.14	1.14	1.14	1.14	1.14	1.14	1.64	1.64	0.50	43.86%	0.50	43.86%
Community Paramedic	0.38	0.38	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Captain (Fire)**	11.4	11.40	11.4	11.40	11.4	11.40	11.40	11.40	0.00	0.00%	0.00	0.00%
Rescue Lieutenant**	11.4	11.40	11.4	11.40	11.4	11.40	11.40	11.40	0.00	0.00%	0.00	0.00%
Firefighter/EMT**/####	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.00	0.00%	0.00	0.00%
Firefighter/Paramedic**/****	20.14	20.14	21.28	21.28	25.46	25.46	22.80	22.80	(2.66)	-10.45%	(2.66)	-10.45%
Driver Engineer/EMT**	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.00	0.00%	0.00	0.00%
Driver Engineer/Paramedic**	10.64	10.64	10.64	10.64	10.64	10.64	10.64	10.64	0.00	0.00%	0.00	0.00%
Fire Equipment Technician*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Public Education Officer***	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.00	0.00%	0.00	0.00%
Data Analyst*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Senior Office Assistant*/#	1	1.00	1	1.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Executive Assistant*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Fire Fiscal & Procurement Coordinator*/#	0	0.00	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Logistics Captain##/*	0	0.00	0	0.00	0.38	0.38	0.50	0.50	0.12	31.58%	0.12	31.58%
Division Chief Training******	0	0.00	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Lieutenant****	0	0.00	0	0.00	0	0.00	1.90	1.90	1.90	n/a	1.90	n/a
Total Emergency Medical Service	**62.64**	**62.64**	**64.40**	**64.40**	**69.08**	**69.08**	**69.44**	**69.44**	**0.36**	**0.52%**	**0.36**	**0.52%**

*Position split 50/50 with EMS-4702 and Fire-4601

**Position split 38/62 with EMS-4702 and Fire-4801

***Position split 38/62 with EMS-4702 and Inspection-4901

****Firefighter/Paramedic position reclassified to Lieutenant.

*****Firefighter/Paramedic in Division 4702/4801 reclassified to Deputy Fire Chief, split changed from 38/62 to 5

*******Position split 50/50 with EMS -4702 and Fire -4801

#Reclassified from Senior Office Assistant to Fire Fiscal & Procurement Coordinator

Position split 38/62 with EMS -4702 and Fire -4601

###Firefighter/Paramedic position split 38/62 in Division 4702/4801 reclassified to Battalion Chief and split 50/50 in Division 4601/4702

####Firefighter/EMT reclassified to Firefighter/Paramedic.

EMS Communication Services—4703												
Full Time												
Public Safety Telecommunicator*	0.00	0.00	3.85	3.85	6.16	6.16	6.16	6.16	0.00	0.00%	0.00	0.00%
Total Communication Services	**6.16**	**6.16**	**6.16**	**6.16**	**6.16**	**6.16**	**6.16**	**6.16**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Positions split 23/77 with Fire-4602 and EMS-4703

EMS Training—4705												
Full Time												
Assistant Chief Training Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total EMS Training	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total EMS	**69.80**	**69.80**	**71.56**	**71.56**	**76.24**	**76.24**	**76.60**	**76.60**	**0.36**	**0.47%**	**0.36**	**0.47%**
Grand Total Fire and EMS	**185.00**	**185.00**	**190.00**	**190.00**	**201.00**	**201.00**	**201.00**	**201.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Public Works

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administrative Services—5501												
Full Time												
Director of Public Works*	0.5	0.50	0.5	0.50	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
PW Analyst**	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Executive Assistant	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Administrative Services	**6**	**6**	**4**	**4**	**2.75**	**2.75**	**2.75**	**2.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Split 25/25/50 between Admin-5501/Stormwater-5603 and Utilities-6001												
**Position split 50/50 with Solid Waste Fund-5502												
Streets—5601												
Full Time												
Streets Assistant Superintendent*	0	0	0.75	0.75	0.35	0.35	0.35	0.35	0.00	0.00%	0.00	0.00%
Streets and Stormwater Superintendent**	0	0	1	1.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Lead Worker***	2	2.00	1	1.00	0.6	0.60	0.60	0.60	0.00	0.00%	0.00	0.00%
Construction Supervisor****	0	0	1	1.00	0.8	0.80	0.80	0.80	0.00	0.00%	0.00	0.00%
Right of Way Supervisor**	0	0	1	1.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Equipment Operator II****	4	4.00	4	4.00	2.4	2.40	2.40	2.40	0.00	0.00%	0.00	0.00%
Streets Technician****	5	5.00	6	6.00	4.8	4.80	4.80	4.80	0.00	0.00%	0.00	0.00%
Principal Office Assistant****	0	0	1	1.00	0.8	0.80	0.80	0.80	0.00	0.00%	0.00	0.00%
Public Works Analyst	0	0.00	0	0.00	0.6	0.60	0.60	0.60	0.00	0.00%	0.00	0.00%
Right of Way Services Worker	0	0.00	0	0.00	2.1	2.10	2.10	2.10	0.00	0.00%	0.00	0.00%
Total Streets	**22.75**	**22.75**	**22.75**	**22.75**	**13.45**	**13.45**	**13.45**	**13.45**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Split between three divisions: .40 to 420-5603, .25 to 410-5502, .35 to -5601												
**Split change to 50/50 001-5601/420-5603												
***Split change to 60/40 001-5601/420-5603												
**** Split change to 80/20 001-5601/420-5603												
Arbor & Horticulture—5602												
Full Time												
Arbor/Horticultural Manager*	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Arbor & Horticulture	**0.00**	**0.00**	**0.00**	**0.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Moved and reclassified from Division 001-5501 and position title changed from Horticultural Contract Coordinator to Arbor/Horticultural Manager												
Facilities Management—5801												
Full Time												
Facilities Superintendent	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Facilities Technician	2	2.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Facilities Assistant Supervisor	0	0	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior A/C Technician	0	0	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
A/C Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Lead Custodian*	1	1.00	1	1.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Custodian	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Facilities Trade Technician	0	0	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Facilities Management	**7**	**7.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Custodian position reclassified to Lead Custodian.												
Engineering—5901												
Full Time												
Engineering Inspector*	0	0.00	0.50	0.50	0.50	0.50	0.10	0.10	(0.40)	-80.00%	(0.40)	-80.00%
City Engineer**	0	0.00	0.50	0.50	0.50	0.50	0.10	0.10	(0.40)	-80.00%	(0.40)	-80.00%
Civil Engineer**	0	0.00	0.50	0.50	0.50	0.50	0.10	0.10	(0.40)	-80.00%	(0.40)	-80.00%
Sub-Total Engineering	**0**	**0**	**1.5**	**1.5**	**1.5**	**1.5**	**0.3**	**0.3**	**(1.20)**	**-80.00%**	**(1.20)**	**-80.00%**
*Position split 70/20/10 between Division 6002/5603/5901												
**Position split 70/20/10 between Division 6001/5603/5901												
Total Public Works	**35.75**	**35.75**	**36.25**	**36.25**	**25.70**	**25.70**	**24.50**	**24.50**	**(1.20)**	**-4.67%**	**(1.20)**	**-4.67%**

Equipment Services

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Equipment Maintenance—5701												
Full Time												
Fleet Superintendent	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Lead Mechanic	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Generator Technician***	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Mechanic/Fire-EVT**	2	1.00	2	2.00	2	2.00	0	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Fleet Assistant Superintendent	0	0	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Mechanic*	8	9.00	8	8.00	8	8.00	0	0.00	(8.00)	-100.00%	(8.00)	-100.00%
Senior Office Assistant****	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Fleet Service Technician I*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Fleet Service Technician II*	0	0.00	0	0.00	0	0.00	7	7.00	7.00	n/a	7.00	n/a
Fleet Service Technician III**/***	0	0.00	0	0.00	0	0.00	3	3.00	3.00	n/a	3.00	n/a
Public Works Analyst****	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Fleet Services Technician Lead*****	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Equipment Services	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**15.00**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Solid Waste

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Solid Waste (Fund 410)— 5502												
Full Time												
Public Works Analyst*	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Streets Assistant Superintendent**	0	0	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Neighborhood Service Worker***	2	2.00	2	2.00	2	2.00	0.00	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Right of Way Service Worker***	0	0.00	0	0.00	0	0.00	2.00	2.00	2.00	n/a	2.00	n/a
Total Equipment Services	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Position split 50/50 with Public Works Admin Div. 5501												
**Position split 75/25 with Public Works Streets Div. 5601												
***Neighborhood Service Worker position reclassified to Right of Way Service Worker.												

Utilities

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration—6001												
Full Time												
Deputy City Manager*	0.5	0.50	0.5	0.50	0.5	0.50	0.00	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Director of Financial Services**	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Director of Public Works***	0.5	0.50	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Civil Engineer****	0	0.00	0.5	0.50	1.5	1.50	1.70	1.70	0.20	13.33%	0.20	13.33%
City Engineer********	1	1.00	0.5	0.50	0.5	0.50	0.70	0.70	0.20	40.00%	0.20	40.00%
Assist. Dir. Public Works	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Applications Analyst*****	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Project Support Specialist#	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Assistant City Attorney******	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Assistant Director Financial Services*******	0	0	0.5	0.50	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
GIS Analyst*****	0	0.00	0	0.00	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Public Works Analyst#	0	0.00	0	0.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Principal Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Administration	**7.5**	**7.50**	**7.5**	**7.50**	**8.5**	**8.50**	**8.4**	**8.40**	**(0.10)**	**-1.18%**	**(0.10)**	**-1.18%**

*Position reclassified to be 100% out of Division 0501.

**Position split .25 Utilities-Admin-6001; .75 Financial Svc.-1501

***Split between three divisions: .25 to 420-5603, .25 to -5501, .50 to -6001

****One Civil Engineer position reclassified to be split 70/20/10 out of Division 6001/5603/5901.

*****Position split .25 Utilities-Admin-6001; .75 IT-2001

******Position split .25 Utilities-Admin-6001; .75 City Attorney-2502

*******Position split 50/50 with Financial Services-1501

******** Position reclassified to be split 70/20/10 out of 6001/5603/5901.

#Project Support Specialist position reclassified to Public Works Analyst.

Water Distribution—6002												
Full Time												
Utilities Superintendent	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Engineering Inspector*	1	1.00	0.5	0.50	0.5	0.50	0.7	0.70	0.20	40.00%	0.20	40.00%
PW Lead Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Utilities Service Technician	2	2.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Utilities Locator Technician	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Utilities Service Worker	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Utilities Coordinator	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Utilities Mechanic	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Utilities Electrician**	0	0.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Electrical and Instrumentation Technician**	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Water Distribution	**10**	**10.00**	**9.5**	**9.50**	**9.5**	**9.50**	**9.7**	**9.70**	**0.20**	**2.11%**	**0.20**	**2.11%**

*Position reclassified to be split 70/20/10 out of 6002/5603/5901.

**Utilities Electrician position reclassified to Electrical and Instrumentation Technician.

Water Treatment—6003												
Full Time												
Water Plant Superintendent	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Utilities Maintenance Specialist	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Utilities Mechanic*	1	1.00	1	1.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Utilities Mechanic*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Water Plant Operator Class A	0	0	4	4.00	4	4.00	4.00	4.00	0.00	0.00%	0.00	0.00%
Water Plant Operator Class B	0	0	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Water Plant Operator Class C**	0	0	3	3.00	3	3.00	4.00	4.00	1.00	33.33%	1.00	33.33%
Water Plant Operator Trainee**	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Utilities Service Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Water Treatment	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**15.00**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Utilities Mechanic position reclassified to Senior Utilities Mechanic.

**Water Plan Operator Trainee reclassified to Water Plant Operator Class C.

Wastewater Collection— 6005												
Full Time												
Utilities Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Utilities Instrumentation Technician*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Equipment Operator II	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Utilities Mechanic	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Utilities Service Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Public Works Lead Worker	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Electrical and Instrumentation Technician*	0	0.00	0	0.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Total Wastewater Collection	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Senior Utilities Instrumentation Technician position reclassified to Electrical and Instrumentation Technician.

Total Utilities	**40.50**	**40.50**	**40.00**	**40.00**	**41.00**	**41.00**	**41.10**	**41.10**	**0.10**	**0.24%**	**0.10**	**0.24%**
Grand Total Public Works, Equipment, Arbor & Horticulture and Utilities	**94.00**	**94.00**	**94.00**	**94.00**	**85.45**	**85.45**	**84.35**	**84.35**	**-1.10**	**-0.01**	**-1.10**	**-0.01**

Parks and Recreation

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Parks— 8100												
Cypress Park—8101												
Full Time												
Parks Administrator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Coordinator*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Parks Technician	2	2.00	2	2.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker**	7	7.00	8	8.00	6	6.00	5	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Technical Project Coordinator*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Maintenance Specialist**	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Sub-Total Cypress Park	**12**	**12.00**	**13**	**13.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Parks and Recreation Coordinator position converted to Technical Project Coordinator.												
**One Maintenance Worker position reclassified to Maintenance Specialist.												
Mullins Park—8102												
Full Time												
Director of Parks and Recreation	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	2	2.00	2	2.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	7	7.00	8	8.00	6	6.00	6	6.00	0.00	0.00%	0.00	0.00%
Sub-Total Mullins Park	**12**	**12.00**	**13**	**13.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
North Community Park—8103												
Full Time												
Parks and Recreation Coordinator*	1	1.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
Assistant Director of Parks and Recreation*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Parks Technician	1	1.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	7	7.00	6	6.00	5	5.00	5	5.00	0.00	0.00%	0.00	0.00%
Sub-Total North Community Park	**11**	**11.00**	**11**	**11.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Assistant Director of Parks and Recreation position reclassfied to Parks and Recreation Coordinator.												
Neighborhood Parks—8116												
Full Time												
Parks and Recreation Coordinator	2	2.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Services Coordinator	1	1.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Parks Technician	2	2.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker*	11	11.00	10	10.00	10	10.00	9	9.00	(1.00)	-10.00%	(1.00)	-10.00%
Sub-Total Neighborhood Parks	**18**	**18.00**	**17**	**17.00**	**17**	**17.00**	**16**	**16.00**	**(1.00)**	**-5.88%**	**(1.00)**	**-5.88%**
*One Maintenance Worker position reclassified to Marketing Coordinator and moved to Division 0604.												
Beautification—8117												
Full Time												
Parks Adminstrator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Beautification	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Landscape—8118												
Full Time												
Parks Services Coordinator	1.00	1.00	1.00	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	1.00	1.00	1.00	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker*	2.00	2.00	2.00	2.00	2	2.00	0	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Maintenance Specialist*	0.00	0.00	0.00	0.00	0	0.00	2	2.00	2.00	n/a	2.00	n/a
Sub-Total Landscape	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Two Maintenance Worker positions reclassified to Maintenance Specialist.												
Irrigation—8119												
Full Time												
Parks Services Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker*	6	6.00	6	6.00	5	5.00	1	1.00	(4.00)	-80.00%	(4.00)	-80.00%
Maintenance Specialist*	0	0.00	0	0.00	0	0.00	4	4.00	4.00	n/a	4.00	n/a
Sub-Total Irrigation	**8**	**8.00**	**8**	**8.00**	**7**	**7.00**	**7**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*4 Maintenance Worker positions reclassified to Maintenance Specialist.												
Environmentally Sensitive Land—8121												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Technician*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Parks Ranger*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Sub-Total ESL	**2**	**2.00**	**2**	**2.00**	**2**	**2.00**	**2.00**	**2.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Parks Technician position reclassifed to Parks Ranger.												
Total Parks	**68**	**68.00**	**69**	**69.00**	**61**	**61.00**	**60**	**60.00**	**(1.00)**	**-1.64%**	**(1.00)**	**-1.64%**
Recreation—8200												
Activity Center—8204												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Activity Center	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Parks and Recreation (continued)

Detail of Positions	FY 2018 Authorized Position	FY 2018 Authorized FTEs	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Recreation Services—8205												
Full Time												
Parks and Recreation Coordinator*	4	4.00	4	4.00	4	4.00	3.00	3.00	(1.00)	-25.00%	(1.00)	-25.00%
Principal Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Recreation Services	**5**	**5.00**	**5**	**5.00**	**5**	**5.00**	**4**	**4.00**	**(1.00)**	**-20.00%**	**(1.00)**	**-20.00%**
*One Parks and Recreation Coordinator position reclassified to Project Support Specialist and moved to Division 0503.												
Summer Recreation—8208												
Full Time												
Recreation Administrator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Summer Recreation	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Transportation—8209												
Full Time												
Bus Driver	1.00	1	1.00	1	1.00	1	1	1	0.00	0.00%	0.00	0.00%
Sub-Total Transportation	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Recreation	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**7.00**	**7**	**(1.00)**	**-12.50%**	**(1.00)**	**-12.50%**
Sportsplex—7810												
Full Time												
Assistant Director of Parks and Recreation	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Sportsplex	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Athletics—7812												
Full Time												
Parks and Recreation Coordinator	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	4	4.00	4	4.00	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
Sub-Total Athletics	**6.00**	**6.00**	**7.00**	**7.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Sportsplex/Athletics	**7**	**7.00**	**8**	**8.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Tennis—8400												
Cypress Tennis—8401												
Full Time												
Principal Office Assistant*	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Customer Relations Specialist*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Sub-Total Cypress Tennis	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*One Principal Office Assistant position reclassified to Customer Relations Specialist.												
Tennis Center—8409												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Sub-Total Tennis Center	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Tennis Services	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Sportsplex and Tennis	**11**	**11.00**	**12**	**12.00**	**10.00**	**10.00**	**10.00**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Aquatics—8300												
Cypress Pool—8301												
Full Time												
Parks Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Lead Lifeguard*	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Associate	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Cypress Pool	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Mullins Pool—8302												
Full Time												
Parks and Recreation Associate*	2	2.00	2	2.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Parks and Recreation Coordinator*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Mullins Pool	**2**	**2.00**	**2**	**2.00**	**1**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Parks and Recreaion Associate position reclassified to Parks and Recreation Coordinator.												
Aquatic Complex—8303												
Full Time												
Team Swimwear District Supervisor	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Technician	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Associate	5	5.00	5	5.00	4	4.00	4	4.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	2	2.00	2	2.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Lead Lifeguard	0	0.00	0	0.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Total Aquatic Complex	**11**	**11.00**	**11**	**11.00**	**12**	**12.00**	**12**	**12.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Stormwater Fund

	FY 2018 Authorized		FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Stormwater Fund—420-5603												
Full Time												
Construction Supervisor	0	0.00	0	0.00	0.2	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
Director of Public Works	0	0.00	0	0.00	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Equipment Operator II	0	0.00	0	0.00	1.6	1.60	1.60	1.60	0.00	0.00%	0.00	0.00%
Lead Worker	0	0.00	0	0.00	0.4	0.40	0.40	0.40	0.00	0.00%	0.00	0.00%
Principal Office Assistant	0	0.00	0	0.00	0.2	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
Public Works Analyst	0	0.00	0	0.00	0.4	0.40	0.40	0.40	0.00	0.00%	0.00	0.00%
Right of Way Services Worker	0	0.00	0	0.00	3.9	3.90	3.90	3.90	0.00	0.00%	0.00	0.00%
Right of Way Supervisor	0	0.00	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Streets and Stormwater Superintendent	0	0.00	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Street Assistant Superintendent	0	0.00	0	0.00	0.4	0.40	0.40	0.40	0.00	0.00%	0.00	0.00%
Streets Technician	0	0.00	0	0.00	1.2	1.20	1.20	1.20	0.00	0.00%	0.00	0.00%
Civil Engineer	0	0.00	0	0.00	0	0.00	0.20	0.20	0.20	n/a	0.20	n/a
Engineering Inspector	0	0.00	0	0.00	0	0.00	0.20	0.20	0.20	n/a	0.20	n/a
City Engineer	0	0.00	0	0.00	0	0.00	0.20	0.20	0.20	n/a	0.20	n/a
Total Stormwater	**0**	**0.00**	**0**	**0.00**	**9.55**	**9.55**	**10.15**	**10.15**	**0.60**	**6.28%**	**0.60**	**6.28%**

Museum

	FY 2018 Authorized		FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Museum—118-9080												
Museum Director	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Education/Public Program Coordinator	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Museum Business Development and Grants Coordinator*	0	0.00	0	0.00	0	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Museum Operations Administrator	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Museum Guest Services Digital Assistant	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Museum Guest Services Gallery Associate	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Museum	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**5.5**	**5.50**	**5.50**	**n/a**	**5.50**	**n/a**

*50% of the Museum Business Development & Grants Coordinator position has been reclassifed to from Division 9080 to Division 1901.

Total Staff (Including Parkland, FL)	**859**	**858.63**	**869**	**869.00**	**873**	**873.00**	**878**	**878.00**	**5.00**	**0.57%**	**5.00**	**0.57%**
Total Staff (Including Parkland, FL, Coconut Creek Dispatch and Pension Analyst)	**859**	**858.63**	**869**	**869.00**	**873**	**873.00**	**893**	**893.00**	**20.00**	**2.29%**	**20.00**	**2.29%**
Total Staff (Excluding Parkland, FL, Coconut Creek Dispatch and Pension Analyst)	**826**	**825.63**	**836**	**836.00**	**832**	**832.00**	**837**	**837.00**	**5.00**	**0.60%**	**5.00**	**0.60%**

Community Redevelopment Agency (CRA)

The Coral Springs Community Redevelopment Agency (CRA) was established by the City Commission in 2002 to guide the City in its Downtown redevelopment efforts. The purpose of creating a CRA is to carry out redevelopment activities that include reducing or eliminating blight, improving the economic health of an area, and encouraging public and private investments in the CRA district. CRAs provide local government with a funding and planning mechanism to redevelop areas where market forces are not performing.

The new City Hall is a catalyst for redevelopment as well as the Downtown Mixed-Use Zoning. The goal of the new zoning is to create a more urban feel for Downtown, with a lively mix of uses that includes commercial, office, residential and entertainment. The City and CRA's investment resulted in a mixed-use project planned for the southwest corner of Sample Road and University Drive. The project, Cornerstone at Downtown Coral Springs, will feature 350 residential units, Class A office space, hotel and entertainment area with retail and restaurants.

The focus of the FY 2021 Work Plan is to implement the overall objectives of the Coral Springs CRA. Specifically, efforts will focus on business retention and attraction, infrastructure improvements, mixed-use development/redevelopment and creating a sense of place for the community in Downtown Coral Springs. The Work Plan is centered on six goals:

1) Promote, attract and support mixed-use development.

2) Improve parking, sidewalks, landscaping, signage and green space in the Downtown

3) Encourage Exterior Commercial Property Improvements

4) Promote Job Creation and Entrepreneurship

5) Attract and Retain Businesses

6) Support Community Activities that Create a Sense of Place

The activities and strategies aligned with these goals include:

- Work with the City and the Developer of the Cornerstone at Downtown Coral Springs mixed-use project to make sure the project meets the CRA's vision. The Development Agreement was finalized in late 2019.
- Work with the City and the Developer of Village Square project on a Developer Agreement and ensure that the project meets the CRA's vision.
- Improve the aesthetics of Commercial Building (matching grant program) and developing strategies to activate empty spaces.
- Participation and funding of community events.
- Research potential infrastructure improvement projects in the CRA.
- Work with Retail Strategies to recruit new retail establishments to the Downtown.

In addition to continuing the projects highlighted above, the CRA is also going to work on some new projects and will continue working on the ongoing projects, such as the partnership with the Economic Development Office and the Chamber of Commerce, events and marketing initiatives to promote downtown, and the meetings with the Downtown Merchants Group.

Community Redevelopment Agency (CRA) - (continued)

Fiscal Year 2021 CRA Operating Budget

1	Account No.	Revenues		FY 2021
1.1	150-0000-345-90.01	City of Coral Springs	$	390,135.61
1.2	150-0000-345-90.02	North Broward Hospital District	$	68,578.63
1.3	150-0000-345-90.03	Broward County	$	142,593.98
1.4	150-0000-345-90.04	Children Services Council of Broward County (CSCBC)	$	32,429.37
1.5	150-0000-361-10.00	Interest Earnings Projection	$	3,500.00
1.6	150-0000-369-97.00	Transfer from the CRA Trust Fund for Projects	$	536,684.00
1.7	150-0000-271-00-00	Transfer from the CRA Trust Fund (Not TIF)	$	-
		TOTAL REVENUE	**$**	**1,173,921.59**

Expenditures

1		**Administrative**		**FY 2021**	**Work Plan Goal Number**
1.1	150-3200-552-31.01	CRA Legal Counsel	$	45,000.00	Administrative
1.2	150-3200-552.31-18	Administrative Services Paid to the City	$	108,150.00	Administrative
		TOTAL ADMINISTRATIVE	**$**	**153,150.00**	
2		**Professional Services**			**Work Plan Goal Number**
2.1	150-3200-552-31.10	Architectural/Urban Planning	$	50,000.00	2
2.2	150-3200-552-31.14	Engineering	$	1,000.00	2
2.3	150-3200-552-31.16	Appraisals	$	5,000.00	1
2.4	150-3200-552-32.00	CRA Financial Audit	$	14,500.00	Administrative
2.5	150-3200-552-48.05	Marketing & Promotion	$	16,113.22	1, 3, 4 & 5
2.6	150-3200-552-31.13	Other Professional Services	$	135,000.00	1, 2, 3, 4, 5 & 6
		TOTAL PROFESSIONAL SERVICES	**$**	**221,613.22**	
3		**Operating Expenses**			**Work Plan Goal Number**
3.1	150-3200-552-48.07	Advertisements	$	3,000.00	Administrative
3.2	150-3200-552-42.01	Postage	$	100.00	Administrative
3.3	150-3200-552-52.15	Meeting Expenses	$	1,250.00	4, 5
3.4	150-3200-552-47.02	Printing & Publishing	$	1,500.00	3, 5
3.5	150-3200-552-48.08	Sponsorships	$	2,500.00	6
3.6	150-3200-552-54.02	Memberships	$	495.00	Administrative
3.7	150-3200-552-45.06	General Liability Insurance for CRA	$	6,025.00	Administrative
3.8	150-3200-552-31.15	Property Maintenance	$	5,000.00	6
3.9	150-3200-552-49.07	DEO Special District Fee	$	175.00	Administrative
3.10	150-3200-552-49.05	Payment to Children Services Council of Broward County (CSCBC)	$	32,429.37	Administrative
3.11	150-3200-552-34.25	CRA Events	$	60,000.00	4, 6
		TOTAL OPERATING	**$**	**112,474.37**	
4		**Capital Outlay**			**Work Plan Goal Number**
4.1	150-3200-552-64.01	Capital Outlay	$	536,684.00	2
		TOTAL CAPITAL OUTLAY	**$**	**536,684.00**	
5		**Additional Expenses**			**Work Plan Goal Number**
5.1	150-3200-552-99.01	RZEDB Debt Service Contribution	$	50,000.00	Administrative
5.2	150-3200-552-83.01	CRA Grants	$	100,000.00	3
		TOTAL ADDITIONAL EXPENSES	**$**	**150,000.00**	
		TOTAL EXPENDITURES	**$**	**1,173,921.59**	

Abbreviations and Acronyms

ACS	American Community Survey
A/P	Accounts payable
ARC	Architectural Review Committee
ARRA	American Recovery and Reinvestment Act
AS/400	The City's mainframe/server*
BRE	**Business Retention, Expansion and Attraction**
CAD	Computer Aided Dispatch
CADD	Computer Assisted Design and Drafting
CAFR	Comprehensive Annual Financial Report*
CALEA	Commission on Accreditation for Law Enforcement Agencies
CARES	Coronavirus Aid Relief and Economic Security
CDBG	Community Development Block Grant*
CERT	Community Emergency Response Team
CIP	Capital Improvement Program*
C&M	Communications and Marketing
CMO	City Manager's Office
CO	Certificate of Occupancy
COVID-19	Coronavirus Disease of 2019*
CPI	Consumer Price Index
CRA	Community Redevelopment Agency
CSHS	Coral Springs High School
CSMART	Coral Springs Museum of Art
CSUSA	Charter Schools USA
CST	Communication Service Tax
DEP	Florida Department of Environmental Protection
DOE	U.S. Department of Energy
EDF	Economic Development Foundation
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning*
ESF	Equipment Services Fund*
ESL	Environmentally Sensitive Land
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Administration*
FICA	Federal Insurance Contributions Act
FIFC	Florida Intergovernmental Financing Commission*
FPL	Florida Power and Light
F/T	Full-time
FTMS	Financial Trend Monitoring System
FTE	Full-time equivalent*
FY	Fiscal Year*
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GMBA	Government Management Budgetary Association
GO	General Obligation
HR	Human Resources
HTE	The City's main data application vendor*
HUD	U.S. Department of Housing and Urban Development
ICMA	International City/County Management Association
IRD	Industrial Research Development
ISF	Internal Service Fund*
ISP	Internet service provider
IT	Information Technology
JAG	Justice Assistance Grant
KPI	Key Performance Indicator*
LAN	Local area network
MBO	Management and Budget Office
MGD	Million gallons per day
MLK	Martin Luther King
M-STARS	Municipal Short-term Auction Rate Securities*
OPEB	Other Post Employment Benefits
PD	Police Department
PFM	Professional Facilities Management
PM	Performance measure*
PSAP	Public Safety Access Point
SOH	Save Our Homes
SRF	State Revolving Fund* (loan program)
SRT	Special Response Team
SWOC	Strengths-Weaknesses-Opportunities-Challenges
SWOT	Strengths-Weaknesses-Opportunities-Threats
TIF	Tax Increment Financing*
TQM	Total Quality Management
TRIM	Truth in Millage*
UASI	Urban Area Security Initiative*
WAN	Wide Area Network

*defined in the Glossary of Terms

Glossary of Terms

Accrual Basis of Accounting A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

Actuarial A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adopted Budget The proposed budget as initially formally approved by the City Commission.

Amended Budget The adopted budget as formally adjusted by the City Commission.

Amortization The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Appropriation A specific amount of money authorized by the City Commission for the purchase of goods or services.

AS400 Midrange server built by IBM and designed for small businesses and departments in large enterprises and now redesigned so that it will work well in distributed networks with Web applications.

Audit An official inspection of an individual's or organization's accounts, typically by an independent body.

Assessed Property Value The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

Attrition The reduction of staff by voluntary or involuntary reasons such as retirement, or it can be through resignation, or elimination of position.

Balanced Budget A budget in which planned funds or revenues available are equal to planned expenditures.

Benchmarking Determining the quality of products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

Bond Covenants A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

Bond Rating A measure of an organization's credit-worthiness. The primary bond rating services—Moody's, Fitch, and Standard & Poor's—perform credit analyses to determine the probability of an issuer of debt defaulting partially or fully.

Bonds A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Build-out That time in the life cycle of the city when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures.

Business Plan A written document outlining how City resources will be applied to achieve the objectives determined by the Strategic Plan.

Capital Equipment Physical plant and equipment with an expected life of five years or more.

Capital Expenditure The approved budget for improvements to or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with an estimated cost of $5,000 or more.

Capital Improvement Plan (CIP) A plan for capital expenditures to be incurred each year over a five-year period. Essentially, the plan allows for a systematic evaluation of all potential projects, specifies funding sources for all approved projects, and serves as an economic development tool. The CIP is linked to the City's Business and Strategic Plans.

Capital Lease An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

CARES Act The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a $2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020 in response to the economic fallout of the COVID-19 pandemic in the United States.

Chargeback Term used to describe the method to reimburse the Equipment Services Fund for the usage of an asset over its expected useful life (also known as funded depreciation).

Communications Services Tax Simplification Law A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

Community Development Block Grant (CDBG) One of the longest-running programs of the U.S. Department of Housing and Urban Development that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

Glossary of Terms (continued)

Community Redevelopment Agency (CRA) A dependent special district covered by Chapter 189, Florida Statutes responsible for carrying out community redevelopment activities and projects in the community redevelopment area of the City of Coral Springs.

The Communications Services Tax (CST) ,implemented October 1, 2001, consolidates taxes imposed on retail sales of communications services. The tax is comprised of a state portion and a local portion. Each dealer who makes retail sales of communications services adds the amount of applicable taxes to the price of services sold.

Comprehensive Annual Financial Report (CAFR) This official annual report presents the status of the City's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

Contingency An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year end. This is not the same as fund balance.

Coral Springs Charter School Fund This fund accounts for the revenues and expenses incurred in the operation of the Coral Springs Charter School. Funds are received from the state and through grants to teach approximately 1,600 students in grades six through twelve.

Core Service A principal service or product delivered by a program or department that is necessary to the successful operation of the city. Often, core services are part of the mission of the program or department.

Coronavirus Disease (COVID-19) Is the name given by the World Health Organization (WHO) on February 11,2020 for the disease caused by the novel coronavirus SARS-CoV-2.

Cross-Functional Team A team of employees from more than one department convened to analyze problems and create strategies for process improvement that have Citywide impact.

Debt Service The payment of principal and interest on borrowed funds such as bonds and loans.

Debt Service Fund The debt service fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs..

Deficit The excess of liabilities over assets—or expenditures over revenues—in a fund over an accounting period.

Depreciation The decrease in value of physical assets due to use and the passage of time.
Designated Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.

Distinguished Budget Presentation Program A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Encumbrances Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

Enterprise Fund A self supporting fund designed to account for activities supported by user charges: an example is the Water and Sewer Fund.

Equipment Services Fund (ESF) An Internal Service Fund that accounts for the operating and maintenance costs of the City's vehicles and major equipment. Fuel, maintenance and depreciation expenses are determined on a full recovery basis for each fleet asset type. Departments reimburse this fund for these costs through interfund transfers.

Equity Financing A source of revenue that comes from surpluses that are generated in previous years. When the City Equity Finances some of its CIP it reduces the amount of debt that would have to be issued.

Enterprise Resource Planning (ERP) ERP software integrates various functions into one complete system to streamline processes and information across the entire organization. The central feature of all ERP systems is a shared database that supports multiple functions used by different business units.

Escrow Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Federal Emergency Management Administration (FEMA) Agency of the US government responsible for disaster mitigation, preparedness, response, and recovery planning.

Fiduciary Funds Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Florida Intergovernmental Financing Commission (FIFC) Debt service activity related to a bond series of the Florida Intergovernmental Financing Commission.

Glossary of Terms (continued)

Financial Trend Monitoring System A management tool that pulls together information from a government's budgetary and financial reports, combines it with economic and demographic data, and creates a series of 22 financial indicators that, when plotted over time, can be used to monitor changes in financial condition and alert the government to future problems.

Fines And Forfeitures Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

Fire Fund A special revenue fund that provides for the Fire Department, consisting of administration, prevention, suppression, inspection and communications.

Fiscal Year (FY) Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th.

Fixed Asset Items owned by the City that cost a considerable amount and has a useful life exceeding two years—e.g., computers, furniture, equipment and vehicles.

Fleet The vehicles owned and operated by the City. (See Rolling Stock)

Franchise Bonds Bonds for the payment of which the City's franchise revenues are pledged.

Franchise Fee Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television, and solid waste.

Full-Time Equivalent Position A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance The difference between assets and liabilities reported in a governmental fund at the end of the fiscal year.

Gainsharing A city program, similar to corporate profit-sharing, where departments and employees who contribute to cost savings or revenue enhancements may share in the resulting gain. This Fiscal Year, up to 10% of retained earnings and unappropriated fund balances in specific funds may be shared with employees.

General Fund A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

General Obligation Bonds Debt issued by municipalities that are backed by the full faith and credit of the issuer.

Geographic Information System (GIS) is a computer system for capturing, storing, checking, and displaying data related to positions on Earth's surface. GIS can show many different kinds of data on one map, such as streets, buildings, and vegetation.

Governmental Funds Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Health and General Insurance Funds Internal service funds set up to account for the City's insured general liability, property, workers' compensation, life and employee medical benefits.

Homestead Exemption Pursuant to the Florida State Constitution, the first $25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

HTE The City's main data application vendor. Also known as Sungard.

Inflation A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

Infrastructure Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

Intended Outcome are desired accomplishments, impact and/or results.

Interest Income Revenue associated with the City cash management activities of investing fund balances.

Interfund Reimbursement (Transfers) Administrative fees charged to other City funds (e.g. Water & Sewer Fund) for the provision of administrative and other City services.

Intergovernmental Revenue Revenue received from or through the Federal, State, or County government. These include Cigarette Tax, State Revenue Sharing, Alcoholic Beverage Tax, Sales Tax (5th cent), Rebate - Municipal Vehicles.

Internal Service Fund (ISF) A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.

Key Performance Indicator (KPI) Critical (key) indicators of progress towards an intended outcome/result.

Glossary of Terms (continued)

Linkage A system of interconnected parts or the act of linking. In our case, this refers to the relationships between the various performance measures, objectives, goals, and Key Intended Outcomes to ensure the entire organization is working together to achieve the City's Mission.

Major Funds The financial transactions of the City are recorded in individual funds. Accounting principles generally accepted in the United States of America set forth minimum criteria (percentage of the assets, liabilities, revenue or expenditures/expenses of the applicable fund category and the governmental and enterprise combined) for the determination of major funds.

Mandate A requirement from a higher level of government that a lower level of government perform a task in a particular way or to a particular standard.

Market Rate Value The appraised value assigned to property by the County Property Appraiser. Typically, this value represents "Fair Market Value" less estimated selling expenses.

Mill A taxation unit equal to one dollar of tax obligation for every $1,000 of assessed valuation of property.

Millage The total tax obligation per $1,000 of assessed valuation of property.

Modified Accrual Basis The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt. The General Fund, Fire/EMS Fund, and Debt Service Fund budgets are prepared on the modified accrual basis of accounting except that encumbrances are treated like expenditures.

M-STAR The rate of interest to be borne by M-STARS (either or both of the Series 2002B and Series 2002C Bonds while they bear interest at the M-STARS Rate) during each auction period. In no event may the M-STARS Rate exceed the maximum M-STARS Rate.

Municipal Code A collection of laws, rules and regulations that apply to the City and its citizens.

Neighborhood Services Team A program comprised of various City department team members developed to promote and strengthen the stability, development, revitalization and preservation of Coral Springs' neighborhoods through community-based problem solving, neighborhood services and public/private cooperation.

Non-Departmental Referring to activities, revenues and expenditures that are not assigned to a department.

Non-Major Fund Total assets and deferred outflows, liabilities and deferred inflows, rev or expenditures/expenses of that individual governmental or enterprise fund are at least 10% of the corresponding total(assets, liabilities, and so forth) for all fund of that category or type and total assets, deferred outflows, liabilities, deferred inflows, revenues or expenditures/expenses of that individual governmental or enterprise fund are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

Operating Budget A budget for general revenues and expenditures such as salaries, utilities, and supplies.

Ordinance A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

Outcomes Quality performance measures of effectiveness and of achieving goals. (e.g., customer satisfaction, awareness level, etc.)

Outputs Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)

Pay-as-You-Go Financing A method of paying for capital projects that relies on current tax and grant revenues rather than on debt.

Pension Fund The Pension Fund accounts for the accumulation of resources to be used for retirement benefit payments to the City's employees.

Per Capita A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Performance Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure (PM) Data collected to determine how effective and/or efficient a program is in achieving its objectives.

Performance Management System The City's methodology for monitoring operational performance . See Performance Management Summary Reports.

Permit Revenue Fees imposed on construction-related activities and for the acquisition of other nonbusiness permits (e.g. dog, bicycle).

Glossary of Terms (continued)

Potable Water Water that is fit to drink.

Present Value The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. To put it another way, a dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

Property Tax A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

Proprietary Fund Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

Public Art Fund This is a special revenue fund where Public Art fees are collected during the permitting process for new construction and renovations of existing structures. Revenues are collected only from those developers who choose not to purchase and maintain public art on their own property.

Public/Private Partnership A joint project conducted with resources of the city and a private organization, generally nonprofit. Examples in Coral Springs includes the efforts of the Economic Development Foundation and Civic, Cultural and Educational Foundation.

Quarterly Performance Report A document that tracks performance achievements and status of departmental key performance indicators.

Refunding Paying off an outstanding bond issue by using money from the sale of a new bond offering. In other words, issuing more bonds to pay off existing bonds.

Reserves A portion of the fund balance or retained earnings legally segregated for specific purposes.

Resolution A legislative act by the City with less legal formality than an ordinance.

Retained Earnings An account in the equity section of the balance sheet reflecting the accumulated earnings of the Water & Sewer Fund, the Self-Insurance Funds, the Equipment Services Fund, or the City Centre Fund.

Revenue Bonds Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the enterprise fund's property.

Rolled-Back Rate The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock Wheeled vehicles in the City's fleet.

Sales Tax Tax imposed on the taxable sales of all final goods

Save Our Homes (SOH) is an assessment limitation, or "cap", on increases in the assessed value of a homestead residence, otherwise known as Amendment 10 to the Florida Constitution.

Self Insurance Fund This internal service fund is used to centrally manage the employee health and life insurance benefit packages, the workers' compensation program, and the City's insurance coverage of real and personal property.

Special Assessment A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund A fund used to account for revenues legally restricted to expenditures for a particular purpose. An example is the Fire Rescue Fund.

State Revolving Fund (SRF) A low interest loan program from the Florida Department of Environmental Protection (DEP) for planning, designing, and constructing drinking water and wastewater projects.

Sterling Award The Governor of the State of Florida created a program in 1993 to recognize Florida corporations for quality and organizational excellence. It is based on the criteria established for the national Malcolm Baldrige Award.

Strategic Plan A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Tax Increment Financing (TIF) A funding source used in blighted areas designated by the City for redevelopment. The public improvements required for the project is financed with the incremental taxes generated by the increase in the assessed valuation of the new development.

Taxable Value The assessed value less homestead and other exemptions, if applicable.

Total Quality Management (TQM) A management philosophy that emphasizes customer satisfaction, continual incremental improvement, teams and employee training as critical elements to an organization's long-run success.

Transport Fees The cost to provide ambulance transportation to patients from home to hospital.

Glossary of Terms (continued)

Trust and Agency Funds These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds.

Truth in Millage (TRIM) The Florida Truth in Millage Act (TRIM) requires a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate. The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back" rate).

Unappropriated Not obligated for specific purposes. (See Undesignated)

Undesignated Without a specific purpose. (See Unappropriated)

Urban Area Security Initiative (UASI) A federal grant program that provides funding support for target-hardening activities to nonprofit organizations. The program seeks to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, state and local government agencies, and Citizen Corps Councils.

Useful Life The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

User Fees Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).
Fees are traditionally charged under the following circumstances:

- Service is supplied to an individual or group
- Benefits accrue to an individual or group
- Service can be withheld from individuals who refuse to pay
- Cost can be passed on to the ultimate beneficiary
- Degree of utilization can be measured
- Use of service is voluntary

Utility Service Tax Taxes levied on consumer consumption of utility services provided in the City. The tax is levied as a percentage of gross receipts.

Variable Rate A rate of interest subject to adjustment (e.g., the rate of interest specified may be a percentage of the prime rate on certain set dates.)

Water & Sewer Fund (W&S) An enterprise fund established to account for the resources and uses of the Utilities function of the City and is prepared on the full accrual basis of accounting. The Utilities function consists of the provision of a clean water source and the proper disposal of wastewater. The Water & Sewer Fund is an enterprise fund and as such receives its revenues from charges levied for the provision of services to users.

Working Capital A financial metric which represents operating liquidity available to a business. It is calculated as current assets ***minus*** current liabilities.

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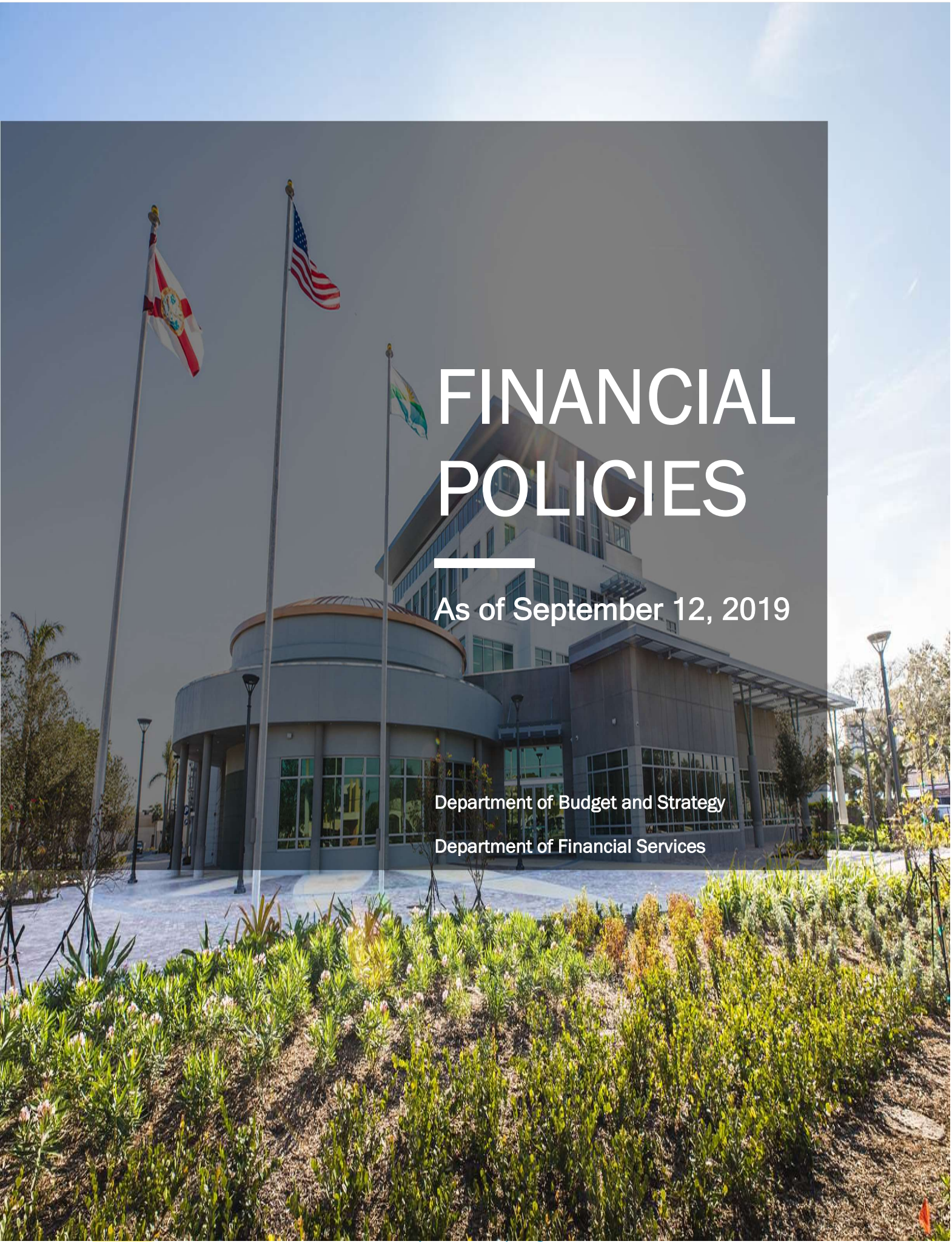
CORAL SPRINGS

EVERYTHING UNDER THE SUN



FINANCIAL POLICIES

As of September 12, 2019

Department of Budget and Strategy

Department of Financial Services

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Introduction

The Financial Management Policy Statements, adopted by the City Commission, are an overview of the City's financial policies and provide guidelines to City staff in managing and planning the City's finances. Some policy statements are driven by requirements of state law or City Charter, while others are formally documented through policies and procedures. Statements that are driven by legal requirements will be noted as such. In some case, exceptions to the policy statements may be appropriate and/or necessary. Exceptions to stated policies will be specifically identified and the need for the exception will be documented and explained to City Commission and/or the City Manager.

Section 1
Accounting, Auditing & Financial Reporting

Objective: The City will maintain accounting practices that conform to generally accepted accounting principles and comply with prevailing federal, state, and local statutes and regulations. The City shall prepare and present reports that analyze and evaluate the City's financial performance and economic condition.

1.1 Accounting Practices and Principles

The City will maintain accounting practices that conform to generally accepted accounting principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB), the authoritative standard setting body for units of local government. All city financial documents, except monthly interim financial reports, including official statements accompanying debt issues, Comprehensive Annual Financial Reports and continuing disclosure statements will meet GASB standards. Monthly interim financial reports are on a cash basis and will be reported as budgeted.

1.2 Financial and Management Reports

Interim Financial Reports will be provided monthly to management and City Commission that explain key economic and fiscal developments and note significant deviations from the budget. These reports will be reviewed monthly with the City Manager and provided to City Commission by the end of each month for the prior month. Quarterly reports on the status of the City's Strategic Projects will be provided through the City Manager's office and made available to the City Commission. The reports will include project scope and work plan as well as comments on noteworthy activities. Quarterly, departments will report on service level measures and/or indicators as compared to target and prior years through the Department of Budget and Strategy. The City will annually prepare a Five-Year Forecast.

1.3 Reporting and Analysis

To ensure compliance with revenue, reserve, and budget policies, the City shall prepare reports and analyses annually to monitor, project, and estimate revenues and expenditures, specifically:

Five-year forecast of revenues and expenditures shall be prepared in conjunction with the annual budget process for the following funds:

- General Fund
- Debt Service Fund
- Enterprise Funds
- Fire Fund
- Internal Services Funds

The forecast assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve the City's goals. The forecast will provide an understanding of available funding; evaluate financial risk; assess the likelihood that services can be sustained; assess the level at which capital investment can be made; identify future commitments and resource demands; and identify the key variables that may cause change in the level of revenue. The forecast will be used to identify anticipated financial issues so that a plan can be developed to address anticipated issues before they become reality. The assumptions used to prepare the five-year forecast shall be consistent with those used to prepare the annual operating budget, unless specifically directed by the City Commission.

1. Environmental Scan. A review of the local economy, land development trends, population trends, and customer expectations by the Department of Budget and Strategy as part of the Business Plan.

2. Situational Analysis. Every two years, as part of the strategic planning process, an analysis of the demographic, legislative, and customer requirements is made. Part of the process includes a SWOC (Strengths—Weaknesses—Opportunities—Challenges) analysis.

3. Composite Indicators. A set of ten indicators used to determine annual improvements published by the Department of Budget and Strategy in the Business Plan.

4. Revenue Manual. A guide to the major revenue sources that indicates the source, calculation, legal requirements, and accounting guidelines. Updated periodically by the Department of Budget and Strategy.

5. Reserve Analysis. Annually review the reserve levels and produce a report that indicates up-to-date reserve levels as compared to policy goals.

6. Investment Portfolio Reports. An annual report, in accordance with the investment policy, is designed to track and analyze the performance of our investment portfolio.

1.4 Annual Audit

Pursuant to section 218.39 of the Florida Statutes, the City shall have its accounts and records audited annually by an independent certified public accounting (CPA) firm, and it shall be completed within 9 months after the end of its fiscal year. It is the City's goal to submit the audit at the first City Commission meeting in March for approval. The audit firm shall provide a management letter to the City. The audit firm shall also provide a Single Audit of Federal and State grants, when necessary.

The objective of the audit of the financial statements by the independent auditor is the expression of an opinion on the fairness with which they present, in all material respects, financial position, results of operations, and its cash flows in conformity with generally accepted accounting principles. The auditor has a responsibility to plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. The financial statements are management's responsibility. The auditor's responsibility is to express an opinion on the financial statements.

An official Comprehensive Annual Financial Report (CAFR) shall be issued no later than six (6) months following the end of the fiscal year. The CAFR shall be prepared to meet the requirements of the Certificate of Achievement for Excellence in Financial Reporting program through GFOA. This program establishes criteria that go beyond the minimum requirements for Generally Accepted Accounting Principles to prepare CAFRs that evidence the spirit of transparency and full disclosure. The Department of Financial Services shall be responsible for establishing a process to ensure timely resolution of audit recommendations. The Community Redevelopment Agency (CRA), the Police Officers' Retirement Plan and the Firefighters' Retirement Plan shall have an annual audit performed by an independent CPA firm at the direction of their respective boards.

1.5 Financial Advisory Committee

The City Commission may designate a Financial Advisory Committee. The role of the committee is to review and guide financial issues as needed and determined by the City Manager or City Commission.

1.6 Continuing Disclosure

The Director of Financial Services will ensure that the Municipal Securities Rulemaking Board's EMMA® website is current and all disclosures are filed timely with assistance from the City's municipal advisor and bond counsel. EMMA® is the official repository for information on virtually all municipal securities. Continuing disclosure includes annual disclosure required within 180 days of fiscal year end, as well as material event disclosure required under the Securities and Exchange Commission (SEC) Rule 15c2-12 within 10 days of the occurrence of the even.

Section 2
Financial Consultants

Objective: The City will employ qualified financial advisors and consultants as needed in the administration and management of the City's financial functions. These areas include but are not limited to audit services, debt administration, and financial modeling. The City shall implement evaluation criteria for each financial consultant to ensure the City receives the highest quality services available. The factors in the selection of these consultants should include but may not be limited to: experience, expertise, ability to perform, the services offered, references, and methodology. In no case should price be allowed to serve as the sole criterion for the selection.

2.1 Independent Auditors

In all matters relating to the assignment, an independence in mental attitude is to be maintained by the auditor or auditors. When contracting for audit services, the City shall request proposals from qualified firms, including the current auditors if their past performance has been satisfactory. The selection committee shall choose an independent firm of certified public accountants to perform an annual audit of the accounts and records, and render an opinion on the financial statements of the City. The firm is approved by the City Commission. Each year, the independent auditor will provide a letter of engagement to the City for annual audit services. Contracts are evaluated every five years. Audit staff rotation is discussed with the firm annually.

2.2 Arbitrage Consultants

While the City is responsible to ensure that the records are in order, the calculations made, reporting completed, and filings made, the actual arbitrage calculation and reporting shall be contracted out to a qualified firm when needed. The arbitrage consultant shall complete a risk assessment of positive arbitrage on each bond issue annually as needed to determine the necessity for a calculation of positive/negative arbitrage in the current year. All bond issues in accordance with arbitrage regulation shall have each 5th year and final arbitrage calculations completed.

2.3 Bond Counsel

Bond Counsel to the City has the role of an independent expert who provides an objective legal opinion concerning the issuance and sale of bonds and other debt instruments. As bond counsel are specialized attorneys who have developed necessary expertise in a broad range of practice areas, the City will always use a consultant for these services. Generally, bonds are not marketable without an opinion of nationally recognized bond counsel stating that the bonds are valid and binding obligations, stating the sources of payment and security for the bonds and that the bonds are exempt from State and Federal income taxes (if applicable).

Bond Counsel is responsible for the following tasks in a transaction:

- Prepares and oversees bond proceedings;
- Ensures that the City meets all the legal requirements and authorizations of the bond offering;
- Discloses and analyzes all relevant legal and financial documents that may have a bearing on the validity of the offering;
- Interprets relevant regulations and laws and assists in structuring the issue;
- Writes key financing documents.

2.4 Disclosure Counsel

Disclosure counsel is an independent firm, separate from bond counsel, which may be retained by the City to provide a legal opinion concerning accuracy of the information presented in disclosure and bond documents.

2.5 Municipal Advisor (Financial Advisor)

The Government Finance Officers Association (GFOA) recommends that issuers hire a municipal advisor, also referred to as a financial advisor, prior to the undertaking of a debt financing. The City issues various types of securities to finance its capital improvement program. Debt structuring and issuance requires a comprehensive list of services associated with municipal transactions, including but not limited to: method of sale; analysis of market conditions; size and structure of the issue; preparation of disclosure documents; coordinating rating agency relations; evaluation of and advice on the pricing of securities; assisting with closing and debt management; calculating debt service schedules; and providing recommendations on management of the City's finances, including evaluation of debt structures and refinancing opportunities.

- The municipal advisor must be registered with the Securities & Exchange Commission and Municipal Securities Rulemaking Board as a municipal advisor.
- In order to ensure that the City is receiving services at fair market value, upon completion of contract, staff will select a municipal advisor through a competitive procurement process.
- While a municipal advisor plays a key role on the financing team, it is important to note that the City remains in control of the decision making process necessary for the issuance and sale of the bonds or implementing the financing.
- The selected municipal advisor shall not be permitted to serve as underwriter on any bond transactions while serving in the municipal advisor role. Upon termination of the municipal advisor contract, a period of one year should pass before the firm may be engaged as an underwriter on any bond transaction for the City.

Section 3
Budget and Long Range Financial Planning

Objective: The City will establish guidelines for budgeting to ensure a financially sound City and to establish a long-range financial planning process that assesses the long-term financial implications of current and proposed operating and capital budgets.

3.1 Balanced Budget

The City is required to prepare a balanced budget in which current revenues will be sufficient to support current expenditures. The budget process and format shall be performance based and focused on goals, objectives, and key performance indicators. The budget will provide adequate funding for maintenance and replacement of capital.

In addition, it is expected that the annual operating budget will be structurally balanced. A structurally balanced budget is further defined as recurring revenues funding recurring expenditures and adherence to fund balance policies. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. If economic conditions dictate that the City Manager file a structurally imbalanced budget, it shall be accompanied by a plan to return the budget to structural balance and the resulting five-year financial forecast that reflects steps to be taken to return the budget to structural balance.

3.1.1 Use of Recurring Revenues

Recurring expenses will be funded exclusively with recurring revenue sources to facilitate operations on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues.

3.1.2 Use of Non-Recurring Revenues

Non-recurring revenue sources, such as a one-time revenue remittance or fund balance in excess of policy can only be budgeted / used to fund non-recurring expenditures, such as capital purchases or capital improvement projects. This will ensure that recurring expenditures are not funded by non-recurring sources.

The following expenditures are considered non-recurring for budgetary purposes:

- Transfers to Replacement Funds (Fleet and Computer Replacement Plan-CRP)
- Capital Expenditures
- Contingency Funds

The following revenues are considered non-recurring in the definition of a structurally balanced budget:

- Grant Revenues
- Reimbursements for One Time Items
- Short Term/Inter-Fund Loans

Allowable uses of one-time revenues received during the year (over the budgeted amounts):

- To replenish a draw down in the fund balance below policy requirements (including Self-Insurance Reserve in the Employee Benefits Fund)
- Provide a one-time boost to infrastructure rehabilitation funding
- To fund capital projects without an identified funding source
- To fund one-time expenditures in the following fiscal year's budget

3.2 Property Taxes

The City must levy a tax rate sufficient to generate revenues that will meet outstanding operations and debt obligations, net of outside funding sources (transfers from other funds). The City Manager will recommend a tax rate that the City finances require in order to operate efficiently, yet effectively, and meets the City Commission's expectation of services provided and service levels.

If the current millage rate does not generate a minimum of 3% over the previous year's projected total General Fund revenue, and the Commission wants to keep the same level of service, the City Commission will adopt a millage rate increase to maintain the current level of service.

3.3 Revenue Estimating for Budgeting

In order to protect the City from revenue shortfalls and to maintain a stable level of services, the City shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends. This approach should reduce the likelihood of actual revenues falling short of budget estimates and should avoid mid-year service changes.

3.3.1 Water Revenues

Adjustments to water & sewer rates shall be made based on revenue requirements in accordance with the 10 year master plan for the Water & Sewer fund.

3.4 Employee Compensation

The City's annual compensation plan shall be established by the City Manager within the budget adopted by the City Commission.

In accordance with City Administrative Policy #06.06.02 - Merit Pay Program, the City Manager (or designee) has the authority to establish the annual merit increase budget, implement adjustments to salary structures in order to remain competitive in the region, authorize salary equity adjustments to address internal pay compression, determine appropriate hiring salary strategy, and set the maximum pay allowed for each respective position. With the support of the Human Resources Department, the City Manager also ensures all recruitment/selection, promotion and reclassification processes are executed fairly and equitably. Additionally, the City Manager has the authority to establish rewards, recognition and employee benefit programs to attract/retain top talent to successfully run the City.

3.5 Budget Management

3.5.1 Approving the Budget

During the summer months, recommended operating and capital improvement program budget documents are prepared and presented to the City Manager and forwarded to the City Commission for review during public budget workshops. In accordance with State law, public hearings and final adoption of the budget occurs in September.

3.5.2 Monitoring the Budget

The Budget staff is authorized to transfer funds within individual departments. Revisions that alter the total expenditures of any department within a fund must be approved by the Director of Budget and Strategy. Actual expenditures and operating transfers out may not exceed budget appropriations at the individual fund level. Appropriations which are neither expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year.

3.5.3 Amending the Budget

If it becomes evident that a particular fund has circumstances requiring a budget to increase, a budget amendment may be done. The Director of Budget and Strategy submits a request to amend the budget to the City Commission. The request contains a written explanation for the request. City Commission approval is required for budget amendments which alter the total adopted budget amount of any fund. Budget amendment must be posted on the City's website within 5 days after adoption in accordance with Florida Statute 166.241.

3.5.4 Mid-Year Operating Deficits

During the fiscal year, the City may find revenues falling short and expenditures exceeding anticipated levels. If so, the City shall take immediate corrective actions if at any time during the fiscal year new expenditure and revenue estimates are such that an operating deficit is projected at year end. Corrective actions are to be implemented by the City Manager with a report to advise the City Commission of the actions taken. Corrective actions may include:

- Manage Vacant Positions
- Deferral of capital purchases
- Expenditure reductions
- Freeze merit increases
- Use of fund balance, including Replacement Fund balances
- Increase fees
- Lay-off employees

Short-term loans shall be avoided to balance the budget.

The use of fund balance, which is a one-time revenue source, may be used to fund an annual operating deficit, only with a plan prepared as part of the annual budget to replenish the fund balance if it is brought below policy level.

Section 4
Revenues and Other Resources

Objective: The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions, which may adversely impact that source. The Department of Budget and Strategy shall maintain a revenue manual documenting the various revenue sources of the City and how those revenues are derived and estimated.

4.1 Administrative Services Charges

The City shall determine annually the administrative services charges due to the General Fund from other funds for overhead and staff support using a cost allocation model.

4.2 Revenue Collections

The City may maintain high collection rates for all revenues by monitoring monthly receivables. The City may follow an aggressive, consistent, yet reasonable approach to collecting revenues to the fullest extent allowed by law for those overdue in payments to the City.

1. The City may contract for billing and collection services when it makes financial sense to do so. For example, Emergency Medical Transport billing requires a high level of knowledge relating to medical billing.

2. The City may contract for collection of delinquent receivables when it makes economic sense for the City to do so. For example, the City currently contracts directly for Emergency Medical Services delinquent receivables.

3. Write-off of Uncollectible Receivables:
   Receivables shall be considered for write-off and approved by the Director of Financial Services as follows:

   - State Statute authorizing the release or extinguishment, in whole or in part, of any indebtedness, liability, or obligation, if applicable
   - The write-off of uncollected accounts is a bookkeeping entry only and does not release the debtor from any debt owed to the City
   - The City shall estimate uncollectible accounts through an allowance for doubtful accounts

4.3 User Fees

- The City shall recalculate the full cost of selected activities currently supported by user fees and charges to identify the impact of inflation and other cost increases periodically.

- The City shall set fees and user charges for each enterprise fund, such as Water and Sewer, at a level that fully supports the total direct and indirect costs of operation, including the cost of depreciation and recapitalization.

- The City shall review the costs of services it provides for the potential implementation of user fees and charges on an annual basis.

4.3.1 General Fund

- Where services provide a general public benefit, the City may finance those services through property taxes.

- For services that benefit specific users the City may establish and collect fees to recover the costs of those services.

- For services that provide both specific benefits and a general public benefit, it may be appropriate to subsidize from property tax revenues.

- Costs of Services are defined as full-cost; direct, indirect, and overhead.

- Factors in setting of fees shall include but not be limited to: market and competitive pricing, effect on demand for services, and impact on users, which may result in recovering something less than full cost.

4.3.2 Enterprise Funds

- Utility rates and other fund user fees shall be set at levels sufficient to cover operating expenditures (direct and indirect), meet debt obligations and debt service coverage, provide pay-as-you-go funding for capital improvements, and provide adequate levels of working capital.

- The City shall seek to eliminate all forms of subsidization between the General Fund and Enterprise Funds.

- The Five-Year Financial Plan or Fund Master Plan shall serve as the basis for rate change considerations.

- If rate increases are necessary, the Five-Year Financial Plan shall be built around smaller rate increases annually versus higher rate increases periodically.

4.3.3 User Fee Creation and Revision

Working with the department or office, the Department of Budget and Strategy will determine the cost for each service and determine a full-cost price. Once a fee has been proposed for a particular service, the fee will be compared to market, evaluated for potential effects on users such as low-income households, market demands of service, etc. A fee will then be recommended to the City Manager and City Commission based on all information gathered through the fee evaluation.

Section 5
Expenditures and Services

Objective: The City will identify services, establish appropriate service levels and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of those services.

5.1 Purchasing and Vendor Selection

The City shall maintain policies and procedures to ensure compliance with state laws relating to procurement of goods and services.

It is the policy of the City that, when lowest qualified bid is not the sole determining factor for a contract award, the contract shall be awarded to the highest ranked vendor based on merit as determined by a thorough evaluation by a selection committee. Merit factors that can be taken into consideration include: qualifications, past experience, quality of team, equipment, scheduling, and proven performance. In accordance with City code, City Commission approval is required on purchases above the Purchasing Administrator's purchasing limit. After purchasing staff verification that all applicable state laws, purchasing policies, and procedures have been followed, a recommendation for award is made to City Commission by staff.

5.2 Departmental Business Plans

Departments shall prepare a business plan to define their operating objectives.

1. The business plan should provide a link between the budget and the services provided; there should be no gaps or holes in accountability, either in accounting for resources provided or in defining services delivered.
2. The business plan shall include an organizational chart, service description and service levels, and measures that indicate how well the service is being delivered.
3. The Business Plan shall include an annual program of services for each department.

5.3 Maintenance of Capital Assets

Within the resources available each fiscal year, the City shall maintain capital assets and infrastructure at a sufficient level to protect the City's investment, to minimize future replacement and maintenance costs, and to maintain service levels.

5.4 Periodic Program/Service Reviews

The City Manager and staff shall undertake periodic reviews of City programs and services for both efficiency and effectiveness. Outsourcing and contracting with other governmental agencies and/or the private sector will be evaluated as alternative approaches to service delivery. Programs or services determined to be inefficient and/or ineffective may be recommended through the annual budget process to be reduced in scope or eliminated.

5.5 Outsourcing of City Services

The City provides many municipal services to its citizens covering a wide variety of disciplines. Attempting to perform all of these services in-house could dilute the City's efficiency and not be cost effective. Two of the management tools utilized by the City to maximize efficiency and cost effectiveness are outsourcing and managed competition processes. The economic benefits of competition include lower costs and improved quality of performance irrespective of whether a given service is ultimately performed in-house or outsourced.

Section 6
Fund Balances | Working Capital | Capital Reserves

Objective: The City will maintain the fund balance and working capital of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position during emergencies or economic fluctuations. Should the budgeted fund balance drop below the minimum identified by the policy below, the City will establish a plan to replenish the balances to the minimum level in subsequent years.

6.1 Governmental Fund Balances

There are five categories of Fund Balance in all governmental funds, not all will always be present. The categories are defined below:

1. Non-spendable- cannot be spent due to being non-spendable in form or the City being legally or contractually required to maintain this amount intact. For example, inventories and prepaid amounts are considered non-spendable.

2. Restricted- balances are subject to external restrictions from creditors, grantors, contributors, or laws of other governments.

3. Committed- use of funds is only for specific purposes as determined by City Commission.

4. Assigned- intended use of balances for specific purposes is established by the City Commission or delegated to the City Manager that is neither restricted or committed and includes the remaining positive balance of all governmental funds.

5. Unassigned- excess funds that have not been classified in the previous four categories for the general fund. This category represents the portion of fund balance which is not obligated or specifically designated and is available for general purposes. Unassigned fund balance would also include deficit residual balances for any governmental funds after reporting amounts as restricted, committed, or assigned fund balances. Deficit amounts cannot be reported for restricted, committed, or assigned fund balances in any fund.

When both restricted and unrestricted funds are available for expenditure, restricted funds will be used first. When committed, assigned and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

6.1.1 Authority to Constrain Amounts

This section describes the criteria or level of authority required for each classification.

Nonspendable funds are fund that cannot be spent because they are either not in spendable form (e.g. inventories and prepaids) or are legally or contractually required to be maintained intact.

Restricted funds are funds that have constraints placed on their use either externally by creditors, grantors, contributors, laws or regulations or other government or by law through constitutional provisions or enabling legislation.

Committed funds are funds that have constraints placed on their use by the City Commission.

Assigned funds are funds that have constraints placed on their use by the City Commission or City Manager.

6.1.2 Procedures to Constrain

The process through which amounts are committed or assigned is as follows:

Committed – The City Commission has the authority to set aside funds for a specific purpose. Any funds set aside as Committed Fund Balance requires the passage of a resolution by a simple majority vote. The passage of a resolution must take place prior to September 30th of the applicable fiscal year but the amount can be determined at a later date. A resolution would also be required to modify or rescind the specific use or amount.

Assigned – The City Commission or the City Manager has the authority to set aside funds for the intended use of a specific purpose. This act would be in the form of a resolution, written request or as part of the annual budget process. Assigned funds may be determined as part of the annual budget process. Upon passage of a budget ordinance where fund balance is used as a source to balance the budget, that amount shall be recorded as Assigned Fund Balance. Any modification or rescission would be in a written notification to the Director of Financial Services.

6.1.3 General Fund Committed Fund Balance - Stabilization Fund

Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. In accordance with the Governmental Accounting Standards Board Statement 54, the City Commission established a Financial Stabilization Account that is designated as Committed Fund Balance. The stabilization account provides the City with a “rainy day” fund for use in unforeseen, unbudgeted emergency situations, such as sustained declines in real estate values of more than 10% and/or property tax collections that decline by more than 5%; 1.5% decline in revenues or 1.5% increase in spending requirements imposed by the state or federal government or vital to maintaining day to day operations of the City (e.g. gas, electricity); non reimbursable natural disaster expenditures or emergency infrastructure failures costing greater than $1,500,000; or unforeseen litigation in excess of $1,000,000.

The target level for the Financial Stabilization Account is 17-25% of General Fund budgeted expenditures less capital. The need to utilize the stabilization account must be established by the City Commission or the City Manager. If established by the City Manager, the specific need must be reported to the City Commission at its next meeting. A budget amendment must be approved by the City Commission. When such a need is recognized as part of the budget process, the need and amount will be documented as part of that process and adopted as part of the budget. When it becomes necessary for the City to draw funds from the stabilization account, wherein the balance drops below the target level of 17-25% of General Fund budgeted expenditures less capital, the City will develop a plan to replenish the account to the minimum level from net revenue surpluses in subsequent fiscal year(s) until the balance is restored to the minimum level.

Compliance with the provisions of the stabilization fund policy shall be reviewed as part of the annual budget adoption process, and the amounts to be assigned from available fund balance may be determined during this process.

6.2 Working Capital

The City shall maintain working capital sufficient to provide for reserves for emergencies and revenue shortfalls. Working capital reserves will be established and maintained as follows:

6.2.1 General Fund

The City shall include in the General Fund operating budget annually, a contingency account equal to 0.5% of the General Fund budgeted expenditures, less chargebacks, debt service, interfund transfers and capital expenditures. This contingency will expire at the end of each fiscal year and balances will not be brought forward.

6.2.2 Fire Fund

The City shall maintain a working capital reserve in the Fire Fund to ensure the continued operations in the event of a natural disaster or other emergency. The reserve will be greater than or equal to 17% of the Fire Fund operating budgeted expenditures less Training Division, non-departmental, chargebacks, debt service, interfund transfers, and capital. In addition, a contingency of at least $25,000 in the non-departmental operating budget will be budgeted annually and will expire at the end of each fiscal year.

6.2.3 Water and Sewer Fund

The reserve will be equal to a minimum of two months of the Water and Sewer budgeted operating expenditures less chargebacks, debt service, interfund transfers, and capital costs.

6.2.4 Stormwater Fund

The City shall maintain a reserve equal to a minimum of 17% of the Stormwater budgeted operating expenditures less chargebacks, debt service, interfund transfers and capital costs.

6.2.5 Health Fund

The City shall maintain an unreserved retained earnings balance in the Health Fund of an amount equal to or greater than 25% of total budgeted health claims.

6.2.6 Property, Casualty, and Workers' Compensation Insurance Fund

The City shall maintain a reserve for the Property, Casualty, and Workers' Compensation Insurance Fund of a minimum of 125% of the current year's projected claims or the amount as determined by the biannual actuarial report. Risk Management and the City Attorney's Office shall review and adjust on a quarterly basis the funding of the reserve. Adjustments to the reserves shall be reflected in the budget as current expense with an offsetting liability account. An independent actuarial report will be performed biennially on reserves to verify their adequacy. In addition, up to 20% of General Fund revenue in excess of expenditures, calculated annually, may be dedicated to support the insurance reserves as needed.

6.2.7 Charter School Fund

The Coral Springs Charter School shall designate an amount equal to two pay periods of salaries and benefits for Charter School employees as an assignment of fund balance on their financial statements. The City reports fund balance in the Charter School Fund as restricted for Charter school operations.

6.2.8 Pension Funds

All defined-benefit retirement plans (General, Police, and Firefighters) will be financed in a manner that systematically funds liabilities of the pension obligation per fund as determined by an annual independent actuarial valuation report.

6.3 Capital Reserves

6.3.1 General Fund

6.3.1.1 Computer Replacement Program

The City may transfer up to 20% of the General Fund revenue in excess of expenditures, determined annually from the financial operating statements prepared by the Department of Budget and Strategy, into the Computer Replacement Program or any other program for the purpose of creating a perpetual funding method for replacing the City's computer related equipment. A ten-year funding projection is prepared annually to estimate future funding requirements.

6.3.1.2 Facilities Reserve Program

The City may transfer up to 20% of the General Fund revenue in excess of expenditures, determined annually from the financial operating statement prepared by the Department of Budget and Strategy, into the Facilities Reserve Program for the purpose of funding significant repairs and maintenance to City facilities.

6.3.1.3 Parks Replacement Program

The City may transfer up to 20% of the General Fund revenue in excess of expenditures, determined annually from the financial operating statement prepared by the Department of Budget and Strategy, into the Parks Replacement Program for the purpose of funding replacement of significant park facilities.

6.3.1.4 Capital Projects Fund

The City shall establish a capital reserve balance in the Capital Projects Fund for unanticipated expenses for the maintenance of buildings and replacement of related equipment of 0.5% of the total annual General Fund expenditures, less debt service, interfund transfers, chargebacks, non-departmental expenditures, and capital expenditures. The purpose of this fund is to pay for new Business Plan initiatives of a capital nature that are adopted midterm, high-profile projects that go over budget, or emergency repairs not included in the annual operating budget or Capital Improvement Program. This fund is maintained at this level from year to year for this purpose.

6.3.1.5 Water and Sewer Fund

The City shall maintain a capital reserve balance inclusive of capital reserves required by bond covenants in the Water and Sewer Fund of the lesser of 15% of the budgeted annual operation and maintenance expense or prior year's depreciation expense.

6.3.1.6 Charter School Fund

The Coral Springs Charter School shall designate 50% of the Charter School's operating surplus to fund major facilities repair and maintenance, and an additional 10% of Charter School Fund operating surplus shall be designated for technology replacement.

6.3.1.7 Tree Trust Fund

The City shall maintain a Tree Trust Fund for the purpose of replacing or maintaining the City's tree canopy.

6.4 Use of Fund Balance/Working Capital

Fund Balance/Working Capital shall be used only for emergencies, non-recurring expenditures/ expenses, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce balances below the level established as the minimum for that fund, the request/decision to utilize said balances will include a plan to replenish funds to the minimum level in subsequent fiscal year(s).

6.4.1 Interfund Loans

Through the long range financial planning process, the City may identify a short term capital financing need that does not qualify for debt financing, and funds are available in other funds. An interfund loan is a loan from one fund to another that specifies repayment terms, and requires approval by City Commission. Interfund loans may not be used to support operating needs, but are allowable for cash flow needs related to capital projects.

The Interfund loan shall be documented and defined as follows:

- Source of the Funding
- Use of the Funds (project)
- Maximum Amount
- Repayment Schedule
- Interest rate, if applicable

The proposed Interfund loan shall be identified during the annual budget and CIP process as a funding source. Any changes to repayment terms shall be approved by the City Commission via resolution and clearly identified in the budget document.

6.5 Use of Surplus

It is the intent of the City to use all surpluses generated to accomplish four goals: meeting reserve policies, avoidance of future debt, funding one-time capital and reduction of outstanding debt.

6.5.1 General Fund

Any surpluses realized in the General Fund at year-end may be used first to meet policies set forth in the Stabilization Fund, Working Capital and Capital Reserves sections. Excess surplus may then be used for the following purposes:

- Funding for Replacement Programs
- Retirement or Refinancing of Existing Debt
- Funding Capital Improvement Program Projects
- Contributing to Pension Trust Funds
- Contributing to OPEB Trust and other Trust Funds
- Contributing to the Community Redevelopment Agency

6.5.2 Water and Sewer Fund

Water and Sewer Fund surpluses shall be first used to fund minimum reserve requirements as identified in the Working Capital and Capital Reserves section, with excess surpluses used to fund capital projects and economic development projects as follows:

- Renewal and Replacement Fund Projects. Funds may be used to contribute to the Renewal and Replacement Fund balance for future capital expenditures.

- Capital Improvement Program (CIP) Projects. Excess surpluses may be used to pay cash for CIP items to avoid future debt service, or may be used to pay down existing debt.

- Business Development Reserve. A reserve for economic development incentives, projects, and programs may be established to provide funding for future community redevelopment and business development.

6.5.3 Other Funds

Equipment Services, Debt Service, and Insurance fund surpluses will be held in the fund generating the surplus to first contribute to meeting the reserve policies in Working Capital and Capital Reserves sections. Excess surpluses may be used to pay down debt, pay cash for CIP items, provide General Fund operating support, or to reduce interfund transfers from the General Fund.

6.6 Debt Service Funds

The City shall maintain the debt service fund balance reserve as required by bond ordinances.

Section 7
Capital Expenditures and Improvements

Objective: The City will review and monitor the state of the City's capital equipment and infrastructure annually, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources.

7.1 Capitalization Threshold for Tangible Assets

A fixed asset is any tangible property owned by the City that is worth $1,000 or more and has an expected useful life of two years or more. Fixed assets include land, land improvements, buildings, infrastructure and equipment. Once purchased or acquired, all capital items are maintained in the physical inventory and Capital Replacement Program, if applicable, until disposed.

7.2 Five-Year Capital Improvement Plan (CIP)

The City shall annually prepare a five-year capital improvement plan based on the needs for capital improvements and equipment, the status of the City's infrastructure, replacement and renovation needs, and potential new projects in coordination of the development of the Strategic Plan, Business Plan, and Operating Budget, as well as ensuring compliance with the Comprehensive Plan's Capital Improvement element. Future operating expenditures and revenues associated with new capital improvement will be projected and included in operating budget Five-Year Forecasts.

Capital projects are improvements or additions to the City's physical plant/facilities and become part of the City's asset inventory. Capital projects can be further categorized into land, buildings, improvements other than buildings, and infrastructure, which includes roads, sidewalks, bridges, utility lines, etc. Capital costs typically consist of preliminary design, final design, and construction, and may involve the acquisition of land or easements. For every project identified in the plan, a project scope and project justification will be provided. Also, project costs shall be estimated, funding sources identified and annual operation and maintenance costs computed.

Staff will identify the estimated costs and funding sources for each capital project proposal before it is submitted to the City Commission for approval. The City will determine and use the most prudent financial methods for acquisitions of new capital equipment and projects, based on its financial resources and market conditions at the time of acquisition.

All capital projects submitted for approval must be justified in terms of how the project supports the achievement of the City's strategic priorities and intended outcomes. Projects are prioritized and approved based on the relevance of the project to the City's Strategic Plan and the impact on the end customer.

The Five-Year Capital Improvement Plan shall be filed and year one funding approved with the annual budget. Years two through five are for planning purposes only, and may move up, back, or be phased as the project becomes more refined based on preliminary engineering and design work gets completed.

The Five-Year CIP shall be limited to the affordability limits identified in the long range financial plans of the City taking into consideration pay-as-you go funding capacity, operating costs, etc. Affordability shall be determined by the revenue assumptions used to build the five year forecast.

Projects that cannot be funded in the Five Year CIP using the affordability assumptions will be included in the CIP for future reference as an appendix of unfunded projects, and considered for future funding or a bond referendum.

7.3 Replacement of Capital Assets on a Regular Schedule

The City shall annually prepare a schedule for the replacement of its fleet, high value technology and high value parks capital assets. Funding for the replacement of these assets will be accomplished through the use of an annual depreciation structure charged to each participating fund at 100% of annual depreciation based on lifecycle or useful life of the asset. Within the resources available each fiscal year, the City shall replace these assets according to the Fleet, Computer, and Parks Replacement Policies.

Capital Replacement Programs—the City shall establish equipment replacement and maintenance needs for at least a ten-year period and will update this projection each year. From this projection a maintenance and replacement schedule shall be developed and implemented. Funding for these programs will be made through funded chargebacks to user departments and held in sinking funds created for the purpose of paying for future replacements. Additional funding may be obtained through year-end surpluses as identified in “Use of Surplus”.

The following replacement programs have been established:

- Ten-Year Fleet Replacement Program
- Ten-Year Computer Replacement Program
- Ten & Twenty-five Year Parks Replacement Program

7.4 Capital Project Management

All projects will be considered active once the fiscal year has begun with an appropriately adopted Capital Improvement Program budget in place. Projects will be initiated by the responsible department, which shall follow appropriate procurement policies and procedures.

Projects funded with bonds, loans, or short-term notes will continue until the project is finished and closed on the general ledger.

Projects funded by cash will expire at year-end, with no funding rolled forward unless approved by the Director of Budget and Strategy.

Projects finished under budget will be closed and excess funds will be placed in fund balance for unrestricted use.

Unrestricted, excess funds shall be used to fund future capital projects, new Business Plan initiatives adopted midterm, over-budget projects, or to refund financial instruments.

Projects that will exceed budget must have a revised budget and request for additional funding submitted to the Director of Budget and Strategy at the earliest possible time. Additional funding may be identified through savings in other capital projects at the discretion of the Director of Budget and Strategy, or through Commission action, as appropriate to the procurement code.

7.5 Physical Inventory

An annual inventory of equipment will be conducted to ensure that the replacement, maintenance, and Capital Improvement Program projections are accurate, and that sufficient internal control over capital items is exercised.

Section 8
Debt

Objective: The City will establish guidelines for debt financing that will provide needed facilities, land, capital equipment and infrastructure improvements while minimizing the impact of debt payments on current and future revenues.

8.1 Use of Debt Financing

Debt financing, to include general obligation bonds, revenue bonds, lease/purchase agreements, and other obligations permitted to be issued or incurred under Florida law, shall only be used to purchase capital assets that cannot be prudently acquired from either current revenues or fund balance/working capital and to fund improvements and additions. Debt financing is utilized to spread payments for assets and infrastructure over their useful lives. Debt will not be used to fund operating expenditures.

The City will pay cash when possible for capital improvements within the financial affordability of each fund versus issuing debt when funding capital expenditures and capital improvements. Projects that are rehabilitative in nature shall be earmarked for funding from cash instead of debt when possible. (This is not intended to include reconstruction projects that significantly extend the useful life of an asset.) Cash sources include, but are not limited to general fund one-time revenues, water and sewer system revenues and developer fees, and state and federal grants.

8.2 Bond Ratings

In evaluating the issuance of additional debt to finance projects, the City shall take into account the statements of the rating agencies in regards to the City's financial condition.
Ratings reflect the assessment of the following factors, and these must be evaluated to determine the impact of potential bond issues:

- Local economic activity
- Strong financial policies
- Budgetary performance
- Total liquidity and reserve balances
- Debt and contingent liability- evaluation of debt carrying costs as a percent of expenditures
- Impact of future debt issuance on bond ratings/debt profile and outlook

8.3 Affordability

The City shall use an objective analytical approach to determine whether it can afford to issue new general-purpose debt. This process shall compare City accepted standards of affordability to the current values for the City. These standards may include debt per capita, debt as a percent of taxable value, taxable value per capita, and tax rate. The process shall also examine the direct costs and benefits of the proposed expenditures. In addition, the analysis will evaluate the capacity within the General Fund to take on the operating expenditures associated with the completion of the proposed capital improvements.

When a project will have a significant impact on the operating budget, the tax rate shall be shifted from debt service to maintenance & operations to support the increased expenditures. Further debt capacity shall be evaluated based on the remaining debt service tax capacity. The decision on whether or not to issue new debt shall be based on these costs and benefits, current conditions of the municipal bond market, and City's ability to "afford" new debt as determined by the aforementioned standards.

8.4 Debt Service Coverage

Annually, upon filing of the continuing disclosure requirements, the Director of Financial Services will transmit the "Historical Coverage" tables to the Deputy City Manager and the Director of Budget and Strategy. The communication ensures awareness of the City's current debt level.

In the event that a project may require debt, an affordability analysis will be done on a project by project basis.

8.5 General Obligation Bonds (GO's)

General Obligation bonds require voter approval. When the list of unfunded projects contains projects that the City Commission wishes to fund but cannot afford, then the City will consider taking a GO Bond Proposition(s) to the voters.

1. General Obligation bond proposals would include an analysis showing how the new debt combined with the current debt impacts the City's tax rate and debt capacity.

2. General Obligation bonds must be issued to accomplish projects identified in the bond referendum and associated material.

3. General Obligation bonds must be issued for projects that are consistent with the wording in the bond propositions.

8.6 Debt Structures

- The City shall normally issue bonds with a life not to exceed 25 years for general obligation bonds and 25 years for revenue bonds, but in no case longer than the useful life of the asset.

- The City shall seek level or declining debt repayment schedules and shall seek to retire 50% of the total principal outstanding within the average life of the bonds.

- There shall be no capitalized interest included in the debt structure except as specifically disclosed to the Commission and justified by project needs.

8.7 Debt Refunding

The City's financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the net present value savings of a particular refunding should exceed 3.0% of the refunded maturities unless (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary to facilitate the ability to provide services or to issue additional debt.

8.8 Interest Earnings and Remaining Bond Proceeds

Interest earnings on bond proceeds will be limited to funding changes to the bond financed Capital Improvement Plan in compliance with the voted propositions, cost overruns on bond projects, or be applied to debt service payments on the bonds issued. Issued but unspent bond proceeds may be appropriated for projects consistent with the ballot language after completion of projects identified in the approved bond propositions.

8.9 Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The City will utilize a negotiated process when the issue is, or contains, a refinancing that is dependent on market/interest rate timing. The City shall award the bonds based on a true interest cost (TIC) basis. However, the City may award bonds based on a net interest cost (NIC) basis as long as the financial advisor agrees that the NIC basis can satisfactorily determine the lowest and best bid. Based on the fact that market conditions and the City's needs change regularly, sales process parameters will be disclosed to and approved by the City Commission.

8.10 Underwriting Syndicates

In response to the MSRB Rule G-17, which recognizes that the motivations of an underwriter may not be consistent with the best interest of the City, the City shall refer underwriters to its Municipal Advisor to review potential refunding opportunities. The City's municipal advisor is prohibited from underwriting the City's bonds while under contract with the City for municipal advisory services, and for a period of one year after termination of the municipal advisory contract.

The City will consider past participation and results of competitive City of Coral Springs and component unit bond sales when engaging one or more firms to underwrite a negotiated bond transaction.

8.11 Rating Agency Presentations

Full disclosure of operations and open lines of communications shall be maintained with the rating agencies. City staff, with the assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies. Credit ratings will be sought from one or more of the nationally recognized municipal bond rating agencies, currently Standard & Poor's and Fitch Ratings Inc., as recommended by the City's municipal advisor.

8.12 Bond Ratings

The City will prudently manage the General and Enterprise Funds and attempt to issue and structure debt to help maintain or increase the current bond ratings.

8.13 Lease/Purchase Agreements

The City will use lease/purchase agreements for capital items when it is cost-efficient and provides for more attractive terms than issuance of bonds.

Section 9
Cash Management & Investments

Objective: The City will maintain the City's cash in such a manner so as to ensure the absolute safety of principal, to meet the liquidity needs of the City, and to achieve the highest possible yield in compliance section 218.14 of Florida Statues and the City's Investment Policy, as adopted by the City Commission.

9.1 Investment Policy

All aspects of cash/investment management shall be designed to ensure safety and integrity of the City's financial assets. Cash/Investment management activities shall be conducted in full compliance with prevailing local, state, and federal regulations. The City shall review its investment policies on a periodic basis. Please reference the City's Investment Policy as adopted by the City Commission.

The City shall design and establish policies relating to a variety of cash/investment management issues, such as authorized investment institutions and dealers, permissible investments, maturity and liquidity requirements, third party custodial agreements, and such other aspects of the program, which necessitate standard setting in pursuit of appropriate prudence and enhanced protection of assets.

9.2 Investment Strategy

The City of Coral Springs maintains a consolidated portfolio in which it pools its funds for investment purposes. The City's investment program seeks to achieve safety of principal, adequate liquidity to meet cash needs, and reasonable yield commensurate with the preservation of principal and liquidity. Refer to the City's Investment Strategy as adopted by City Commission annually for detail.

9.3 Interest Income

Interest earned from investments shall be distributed to the funds from which the funds were provided.

9.4 Arbitrage Investments and Reporting

The City's investment position as it relates to arbitrage is as follows: Investments on bond proceeds will be made with safety of principal and liquidity in mind, but with a competitive rate of return. Investment of bond proceeds will be clearly tracked and investment earnings recorded for arbitrage purposes.

9.5 Depository Bank

The City of Coral Springs will select its official bank depository through a formal bidding process in order to provide the City with the most comprehensive, flexible, and cost-effective banking services available. Only officials authorized by the City Commission through the depository contract may open accounts in the name of the City or its component units.

All checks shall have two signatures. Three persons shall be authorized to sign checks: the City Manager, the Mayor, and the Director of Financial Services. Signatures shall be affixed to all City checks via facsimile signatures, and are made with a secure laser check printing system.

9.6 Collateralization of Deposits

Florida Statutes, Chapter 280, Florida Security for Public Deposits Act (the "Act") prescribes the deposit authority of the City. Deposits whose value exceeds the limits of federal depository insurance are entirely insured or collateralized pursuant to Florida Statutes, Chapter 280. Under the Act, every qualified public depository shall deposit with the Treasurer eligible collateral of the depository to be held subject to his or her order. The Treasurer, by rule, shall establish minimum required collateral pledging levels. The pledging level may range from 25% to 200% of the average monthly balance of public deposits depending upon the depository's financial condition and establishment period. All collateral must be deposited with an approved financial institution. The Public Deposit Security Trust Funds have a procedure to allocate and recover losses in the event of default or insolvency. City policy conforms to state statute.

Section 10
Grants

Objective: The City will seek, apply for, and effectively administer federal, state and local grants, which support the City's current priorities and policy objectives.

10.1 Authority to Apply for Grant Funding

Only the City Manager or an authorized designee may sign and submit grant applications on behalf of the City of Coral Springs. City Commission approval is not required in order to apply for a grant.

10.2 Coordination of Grant Policy and Grant Operations

The City of Coral Springs must be able to track and manage grants at all stages of the grants process from funding research through project closeout. To accomplish this policy requirement, a central point of contact is hereby established within the Department of Budget and Strategy.

10.3 Acceptance of Grants

All approved grants must be accepted by ordinances that simultaneously accept the grant and appropriate the funding. Prompt acceptance of grant awards either by regular or emergency adoption is essential in order as to expedite the execution of awarded grants by the City Manager or an authorized designee. (See Policy 09.04.05 for Grant Acceptance Guidelines). Any grant agreement that has a match over $45,000 must be approved by the City Commission.

10.4 Internal Audit of Approved Grants

All grants awarded to the City of Coral Springs are subject to the possibility of a compliance audit in accordance with the most currently approved audit plan of the Department of Financial Services. The City Manager may request a special internal audit of any grant awarded to the City of Coral Springs.

Section 11
Performance Management

Objective: The City shall create a Strategic Plan that identifies the strategic goals with corresponding key performance indicators (KPI) to help monitor and achieve the strategic goals.

11.1 Establishing Performance Requirements

Annually, each department, along with the Department of Budget and Strategy, shall develop and review existing departmental performance measures that directly support the successful achievement of a strategic goals. The KPIs and targets shall measure and track the performance of core processes of the department and should reflect customer needs. The KPIs shall measure performance from one of the following "perspectives" (Measure Types): Impact, Demand, Efficiency and/or Effectiveness.

- Impact: Measures the resources being used by a department and/or the impact on the community. (Example: The number of calls responded to by staff and the cost associated to responding to those calls and/or the benefit of having a place for the resident to call)
- Demand: Measures the need for a specific service or program. (Example: The total number of incoming calls)
- Efficiency: Measures cost efficiency. (Example: Responding to all incoming calls while looking to reduce cost)
- Effectiveness: Measures how well an objective is achieved. (Example: The ability to effectively answer all inquiries and respond to all incoming calls)

Department directors along with the Department of Budget and Strategy shall establish performance measures for each division or program within their department to monitor and project program performance. These measures must be linked to the strategic goal(s) they support.

Supervisors shall negotiate fair and aggressive performance measures for each employee that directly support program objectives and departmental KPIs as part of the annual performance review process.

KPIs should have sufficiently aggressive "stretch" targets to ensure continuous improvement.

11.2 Establishing Data Tracking and Reporting Requirements

The Department of Budget and Strategy shall establish reporting frequency and "child measure" data to be tracked within each KPI (Parent Measure). The reporting frequency and child measure data must allow for detailed trend analysis and reporting.

KPIs that track the performance of department and/or division core processes shall be monitored and reported using the most frequent "reporting frequency" available and shall continue to be monitored while the core process is performed by the department and/or division.

Underperforming KPIs shall be monitored and reported using the most frequent "reporting frequency" available. Underperforming KPIs that monitor the performance of a core process(s) shall continue to be monitored while the core process(s) is performed by the department and/or division. Underperforming KPIs that do not monitor a core process(s) must achieve target for a minimum of one fiscal year before being removed from the Performance Management Report.

11.3 Reporting Performance

Quarterly summaries of progress and departmental key performance indicators will be reported.

A "State of the City" report shall summarize the operational and financial performance of the City each fiscal year.

11.4 Decision Making and Analysis

The City's strategic/business planning and budgeting decisions are based on a number of advanced statistical, economic, and financial models. The specific tools used include but are not limited to:

- Citizen Surveys—Based on sound statistical sampling methods, a survey of residents and business owners will be conducted to gather widespread customer satisfaction, quality perceptions, and other attitudinal information.
- Citizen Focus Groups and Advisory Boards—Focus groups (such as Vision 20/20) and advisory boards (such as Financial Advisory Committee) are teams made up of citizens and City staff to address specific concerns and strategic priorities. More than two dozen such committees currently exist.
- Master Planning—Specific functions and processes are included in written plans, such as the Utilities Master Plan or the Comprehensive Land Use Plan.
- SWOC Analysis - Strengths, Weaknesses, Opportunities, and Challenges are gathered from staff, Advisory Committee members, and other members of the community.
- Process Improvements—The Service Improvement Process, a ten-step model established by the City to guide cross-functional teams through improvement cycles.
- Revenue Forecasting Model—Statistical time series analysis and tracking model of major revenue sources.
- Performance Management System—Quarterly performance evaluations.
- Capital Budgeting Tools—Present value payback, net present value analysis, and own/lease analysis.
- Five-Year Financial Plan—Multiyear forecasting of revenues and expenditures.
- Ten-Year Fleet Replacement Plan—Equipment replacement model covering useful life of all vehicle classes.

Glossary of Terms

Accrual Basis of Accounting A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

Actuarial A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adopted Budget The proposed budget as initially formally approved by the City Commission.

Amended Budget The adopted budget as formally adjusted by the City Commission.

Amortization The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Appropriation A specific amount of money authorized by the City Commission for the purchase of goods or services.

AS400 Midrange server built by IBM and designed for small businesses and departments in large enterprises and now redesigned so that it will work well in distributed networks with Web applications.

Audit An official inspection of an individual's or organization's accounts, typically by an independent body.

Assessed Property Value The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.

Balanced Budget A budget in which planned funds or revenues available are equal to planned expenditures.

Benchmarking Determining the quality of products, services and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

Bond Covenants A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

Bond Rating A measure of an organization's credit-worthiness. The primary bond rating services—Moody's, Fitch, and Standard & Poor's—perform credit analyses to determine the probability of an issuer of debt defaulting partially or fully.

Bonds A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Build-out That time in the life cycle of the city when no incorporated property remains undeveloped. All construction from this point forward is renovation, retrofitting or land cleared through the demolition of existing structures.

Business Plan A written document outlining how City resources will be applied to achieve the objectives determined by the Strategic Plan.

Capital Equipment Physical plant and equipment with an expected life of five years or more.

Capital Expenditure The approved budget for improvements to or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with an estimated cost of $5,000 or more.

Capital Improvement Plan (CIP) A plan for capital expenditures to be incurred each year over a five-year period. Essentially, the plan allows for a systematic evaluation of all potential projects, specifies funding sources for all approved projects, and serves as an economic development tool. The CIP is linked to the City's Business and Strategic Plans.

Capital Lease An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

Chargeback Term used to describe the method to reimburse the Equipment Services Fund for the usage of an asset over its expected useful life (also known as funded depreciation).

Communications Services Tax Simplification Law A law created by Florida Legislature to combine communication services revenues with a two-tiered tax composed of State and local-option tax.

Community Development Block Grant (CDBG) One of the longest-running programs of the U.S. Department of Housing and Urban Development that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

Community Redevelopment Agency (CRA) A dependent special district covered by Chapter 189, Florida Statutes responsible for carrying out community redevelopment activities and projects in the community redevelopment area of the City of Coral Springs

Glossary of Terms (continued)

Comprehensive Annual Financial Report (CAFR) This official annual report presents the status of the City's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

Contingency An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year end. This is not the same as fund balance.

Coral Springs Charter School Fund This fund accounts for the revenues and expenses incurred in the operation of the Coral Springs Charter School. Funds are received from the state and through grants to teach approximately 1,600 students in grades six through twelve.

Core Service A principal service or product delivered by a program or department that is necessary to the successful operation of the city. Often, core services are part of the mission of the program or department.

Cross-Functional Team A team of employees from more than one department convened to analyze problems and create strategies for process improvement that have Citywide impact.

Debt Service The payment of principal and interest on borrowed funds such as bonds and loans.

Debt Service Fund The debt service fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Deficit The excess of liabilities over assets—or expenditures over revenues—in a fund over an accounting period.

Depreciation The decrease in value of physical assets due to use and the passage of time.

Designated Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.

Distinguished Budget Presentation Program A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Encumbrances Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

Enterprise Fund A self supporting fund designed to account for activities supported by user charges: an example is the Water and Sewer Fund.

Equipment Services Fund (ESF) An Internal Service Fund that accounts for the operating and maintenance costs of the City's vehicles and major equipment. Fuel, maintenance and depreciation expenses are determined on a full recovery basis for each fleet asset type. Departments reimburse this fund for these costs through interfund transfers.

Equity Financing A source of revenue that comes from surpluses that are generated in previous years. When the City Equity Finances some of its CIP it reduces the amount of debt that would have to be issued.

Enterprise Resource Planning (ERP) ERP software integrates various functions into one complete system to streamline processes and information across the entire organization. The central feature of all ERP systems is a shared database that supports multiple functions used by different business units.

Escrow Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.

Federal Emergency Management Administration (FEMA) Agency of the US government responsible for disaster mitigation, preparedness, response, and recovery planning.

Fiduciary Funds Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Florida Intergovernmental Financing Commission (FIFC) Debt service activity related to a bond series of the Florida Intergovernmental Financing Commission.

Financial Trend Monitoring System A management tool that pulls together information from a government's budgetary and financial reports, combines it with economic and demographic data, and creates a series of 22 financial indicators that, when plotted over time, can be used to monitor changes in financial condition and alert the government to future problems.

Fines And Forfeitures Consists of a variety of fees, fines and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment and juror/witness fees.

Fire Fund A special revenue fund that provides for the Fire Department, consisting of administration, prevention, suppression, inspection and communications.

Glossary of Terms (continued)

Fiscal Year (FY) Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th.

Fixed Asset Items owned by the City that cost a considerable amount and has a useful life exceeding two years—e.g., computers, furniture, equipment and vehicles.

Fleet The vehicles owned and operated by the City. (See Rolling Stock)

Franchise Bonds Bonds for the payment of which the City's franchise revenues are pledged.

Franchise Fee Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television, and solid waste.

Full-Time Equivalent Position A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance The difference between assets and liabilities reported in a governmental fund at the end of the fiscal year.

Gainsharing A city program, similar to corporate profit-sharing, where departments and employees who contribute to cost savings or revenue enhancements may share in the resulting gain. This Fiscal Year, up to 10% of retained earnings and unappropriated fund balances in specific funds may be shared with employees.

General Fund A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

General Obligation Bonds Debt issued by municipalities that are backed by the full faith and credit of the issuer.

Governmental Funds Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Health and General Insurance Funds Internal service funds set up to account for the City's insured general liability, property, workers' compensation, life and employee medical benefits.

Homestead Exemption Pursuant to the Florida State Constitution, the first $25,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.

HTE The City's main data application vendor. Also known as Sungard.

Inflation A rise in price levels caused by an increase in available funds beyond the proportion of available goods.

Infrastructure Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

Intended Outcome are desired accomplishments, impact and/or results.

Interest Income Revenue associated with the City cash management activities of investing fund balances.

Interfund Reimbursement (Transfers) Administrative fees charged to other City funds (e.g. Water & Sewer Fund) for the provision of administrative and other City services.

Intergovernmental Revenue Revenue received from or through the Federal, State, or County government. These include Cigarette Tax, State Revenue Sharing, Alcoholic Beverage Tax, Sales Tax (5th cent), Rebate - Municipal Vehicles.

Internal Service Fund (ISF) A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.

Key Performance Indicator (KPI) Critical (key) indicators of progress towards an intended outcome/result.

Linkage A system of interconnected parts or the act of linking. In our case, this refers to the relationships between the various performance measures, objectives, goals, and Key Intended Outcomes to ensure the entire organization is working together to achieve the City's Mission.

Major Funds The financial transactions of the City are recorded in individual funds. Accounting principles generally accepted in the United States of America set forth minimum criteria (percentage of the assets, liabilities, revenue or expenditures/expenses of the applicable fund category and the governmental and enterprise combined) for the determination of major funds.

Mandate A requirement from a higher level of government that a lower level of government perform a task in a particular way or to a particular standard.

Glossary of Terms (continued)

Market Rate Value The appraised value assigned to property by the County Property Appraiser. Typically, this value represents "Fair Market Value" less estimated selling expenses.

Mill A taxation unit equal to one dollar of tax obligation for every $1,000 of assessed valuation of property.

Millage The total tax obligation per $1,000 of assessed valuation of property.

Modified Accrual Basis The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is recorded in general long-term debt. The General Fund, Fire/EMS Fund, and Debt Service Fund budgets are prepared on the modified accrual basis of accounting except that encumbrances are treated like expenditures.

M-STAR The rate of interest to be borne by M-STARS (either or both of the Series 2002B and Series 2002C Bonds while they bear interest at the M-STARS Rate) during each auction period. In no event may the M-STARS Rate exceed the maximum M-STARS Rate.

Municipal Code A collection of laws, rules and regulations that apply to the City and its citizens.

Neighborhood Services Team A program comprised of various City department team members developed to promote and strengthen the stability, development, revitalization and preservation of Coral Springs' neighborhoods through community-based problem solving, neighborhood services and public/private cooperation.

Non-Departmental Referring to activities, revenues and expenditures that are not assigned to a department.

Non-Major Fund Total assets and deferred outflows, liabilities and deferred inflows, rev or expenditures/expenses of that individual governmental or enterprise fund are at least 10% of the corresponding total(assets, liabilities, and so forth) for all fund of that category or type and total assets, deferred outflows, liabilities, deferred inflows, revenues or expenditures/expenses of that individual governmental or enterprise fund are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

Operating Budget A budget for general revenues and expenditures such as salaries, utilities, and supplies.

Ordinance A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

Outcomes Quality performance measures of effectiveness and of achieving goals. (e.g., customer satisfaction, awareness level, etc.)

Outputs Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)

Pay-as-You-Go Financing A method of paying for capital projects that relies on current tax and grant revenues rather than on debt.

Pension Fund The Pension Fund accounts for the accumulation of resources to be used for retirement benefit payments to the City's employees.

Per Capita A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Performance Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure (PM) Data collected to determine how effective and/or efficient a program is in achieving its objectives.

Performance Management System The City's methodology for monitoring Key Performance Indicators. See Quarterly Performance Report.

Permit Revenue Fees imposed on construction-related activities and for the acquisition of other nonbusiness permits (e.g. dog, bicycle).

Potable Water Water that is fit to drink.

Present Value The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. To put it another way, a dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

Property Tax A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

Proprietary Fund Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

Glossary of Terms (continued)

Public Art Fund This is a special revenue fund where Public Art fees are collected during the permitting process for new construction and renovations of existing structures. Revenues are collected only from those developers who choose not to purchase and maintain public art on their own property.

Public/Private Partnership A joint project conducted with resources of the city and a private organization, generally nonprofit. Examples in Coral Springs includes the efforts of the Economic Development Foundation and Civic, Cultural and Educational Foundation.

Quarterly Performance Report A document that tracks performance achievements and status of departmental key performance indicators.

Refunding Paying off an outstanding bond issue by using money from the sale of a new bond offering. In other words, issuing more bonds to pay off existing bonds.

Reserves A portion of the fund balance or retained earnings legally segregated for specific purposes.

Resolution A legislative act by the City with less legal formality than an ordinance.

Retained Earnings An account in the equity section of the balance sheet reflecting the accumulated earnings of the Water & Sewer Fund, the Self-Insurance Funds, the Equipment Services Fund, or the City Centre Fund.

Revenue Bonds Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the enterprise fund's property.

Rolled-Back Rate The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions and property added, i.e. annexations.

Rolling Stock Wheeled vehicles in the City's fleet.

Sales Tax Tax imposed on the taxable sales of all final goods

Self Insurance Fund This internal service fund is used to centrally manage the employee health and life insurance benefit packages, the workers' compensation program, and the City's insurance coverage of real and personal property.

Special Assessment A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund A fund used to account for revenues legally restricted to expenditures for a particular purpose. An example is the Fire Rescue Fund.

State Revolving Fund (SRF) A low interest loan program from the Florida Department of Environmental Protection (DEP) for planning, designing, and constructing drinking water and wastewater projects.

Sterling Award The Governor of the State of Florida created a program in 1993 to recognize Florida corporations for quality and organizational excellence. It is based on the criteria established for the national Malcolm Baldrige Award.

Strategic Plan A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.

Tax Increment Financing (TIF) A funding source used in blighted areas designated by the City for redevelopment. The public improvements required for the project is financed with the incremental taxes generated by the increase in the assessed valuation of the new development.

Taxable Value The assessed value less homestead and other exemptions, if applicable.

Total Quality Management (TQM) A management philosophy that emphasizes customer satisfaction, continual incremental improvement, teams and employee training as critical elements to an organization's long-run success.

Transport Fees The cost to provide ambulance transportation to patients from home to hospital.

Trust and Agency Funds These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds.

Truth in Millage (TRIM) The Florida Truth in Millage Act (TRIM) requires a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate. The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the "rolled-back" rate).

Glossary of Terms (continued)

Unappropriated Not obligated for specific purposes. (See Undesignated)

Undesignated Without a specific purpose. (See Unappropriated)

Urban Area Security Initiative (UASI) A federal grant program that provides funding support for target-hardening activities to nonprofit organizations. The program seeks to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, state and local government agencies, and Citizen Corps Councils.

Useful Life The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

User Fees Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).
Fees are traditionally charged under the following circumstances:

- Service is supplied to an individual or group
- Benefits accrue to an individual or group
- Service can be withheld from individuals who refuse to pay
- Cost can be passed on to the ultimate beneficiary
- Degree of utilization can be measured
- Use of service is voluntary

Utility Service Tax Taxes levied on consumer consumption of utility services provided in the City. The tax is levied as a percentage of gross receipts.

Variable Rate A rate of interest subject to adjustment (e.g., the rate of interest specified may be a percentage of the prime rate on certain set dates.)

Water & Sewer Fund (W&S) An enterprise fund established to account for the resources and uses of the Utilities function of the City and is prepared on the full accrual basis of accounting. The Utilities function consists of the provision of a clean water source and the proper disposal of wastewater. The Water & Sewer Fund is an enterprise fund and as such receives its revenues from charges levied for the provision of services to users.

Working Capital A financial metric which represents operating liquidity available to a business. It is calculated as current assets minus current liabilities.

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