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CORAL SPRINGS

ANNUAL BUDGET

FISCAL YEAR 2022



ADOPTED

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Fiscal Year 2022

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 Nancy Metayer



Vice Mayor Joshua Simmons



Commissioner Joy Carter



City Manager Frank Babinec



City Attorney John Hearn

Budget Development Team
Frank Babinec, City Manager
Melissa Heller, Deputy City Manager
Robert Curnow, Deputy City Manager
Catherine Givens, Assistant City Manager
Dale Pazdra, Assistant City Manager
Ileana Petrone, Budget Manager
Laurie Bishara, Budget Manager
Kristin Holowicki, Grants Manager
Tyler Kohrt, Senior Financial Analyst
Nicole Giordano, Senior Performance Management Analyst
Vannelys Rivera, Budget Analyst
Marissa Williams, Budget Analyst
Brett Petrovich, Data Analyst
Joanna Kentolall, Grants Coordinator
Ana Fernandez, Principal Office Assistant

Cover design by Christine Parkinson

Adopted
September 22, 2021

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 01, 2020

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, 2020**.

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) 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 1-24*

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 25-110*

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 111-196*

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 197-312*

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 313-368*

Appendix—This section includes the City's Budget Resolution, Budget Ordinance, Financial Policies, Debt Service Maturity Schedules, and staffing information. *Pages 369-410*

Financial Policies—This section is an overview of the City's Financial Management Policy Statements. *Pages 411.1-411.38*

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 398*

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 399-404*

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 405-409*

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CORAL SPRINGS

EVERYTHING UNDER THE SUN

CORAL SPRINGS
EVERYTHING UNDER THE SUN

To: The Honorable Mayor and City Commissioners

From: Frank Babinec, City Manager

Subject: FY2022 Adopted Annual Budget

Date: September 22, 2021

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

I am pleased to submit the City of Coral Springs Adopted Annual Budget for Fiscal Year 2022; beginning October 1, 2021 and ending September 30, 2022. This FY 2022 adopted budget provides a pathway to manage the Coronavirus (COVID-19) recovery, increase service levels through staffing and operations while addressing infrastructure in a manner that will allow the City of Coral Springs to continue to be a premier community for our residents, businesses and visitors.

Coral Springs is a city with a defined vision and 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 highly dedicated 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 ensuring long term sustainability while operating efficiencies citywide. Informative discussions, economic taskforce group sessions, surveys with residents, businesses and employees provided valuable feedback throughout the year. Guidance from the Commission through Strategic Planning sessions, Budget Workshops, Budget Briefings, while many staff meetings have guided this process toward the development of the FY 2022 budget.

COVID-19 Response & Recovery

The City of Coral Springs, along with the rest of the world, have been, and continues to be, impacted by COVID-19. In response to this unprecedented pandemic, actions were taken to cushion the impact to the residents and business through the following efforts:

- Established COVID-19 testing sites at local parks.
- Partnered and staffed food drives & distribution events at City Hall, Coral Square Mall, and assisting places of worship.
- Implemented a community-based vaccine site, mobile vaccine site offerings throughout city and door to door service.
- Assisted small businesses through multiple grant programs within the city.
- Communicated externally to community and internally to city employees sharing condensed executive orders, medical team expertise, grant opportunities and any other daily, weekly, or as needed information dissemination for the good of the public for their health and safety.
- Facilitated multiple types of residential assistance programming within the city.
- Temporarily lifted restrictions on parking enforcement and assisted with traffic planning for curbside pick-up at local restaurants.
- Increased online permitting types from one to over 200.
- Created a program to monitor 38 Assisted Living Facility/Nursing Homes.
- Distributed approximately 12,000 masks and Personnel Protective Equipment (PPE) to local businesses.
- Established an Economic Recovery Taskforce.
- Deferred water payments and discontinued water shut-offs.
- Reimaged celebrations to a socially distanced creation of memories (July 4th, High school Graduations, Honor Flight recognition, Clap in for Teacher Appreciation week and Nurses Appreciation week, etc.).

The City of Coral Springs is committed to protecting the safety, health and wellness of our residents, businesses, employees and visitors as we navigate the COVID-19 recovery. The City's recovery response looks to position staffing operations and capital for sustainability. The FY 2022 Budget addresses aging infrastructure to set up the proper replacement plans as well as leverage Federal and State public assistance grants such as CARES, American Rescue Plan Act, and other grant opportunities.

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 2022 Adopted Business Plan contains numerous tangible initiatives the City of Coral Springs will undertake to move closer to our vision to be the premier community in which to live, work, and raise a family.

The strategic goals were established and confirmed by the Commission during a series of workshops in February 2021. 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 values, 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.

Focus on Sustainability (Financial, Operational, and Environmental)

The City of Coral Springs has been an organization to aim for a high level or organizational excellence. City staff continues to pivot, reimagine, and evolve through various challenges and more is asked of them each year. During the budget process, several additional questions to the regular process were asked of the departments to ensure a strong organizational foundation before continuing to build. One of which was to ask "Can we afford to own what we own?". To properly answer this question, staffing operations, and capital were discussed in depth. Additional questions posed to the leadership team, "are each of these focus areas sustainable?", define the term in our vision statement "premier" – first in rank and "what type of city do we want to be"?

Financial Sustainability

Four 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 to make long term financial decisions, controlling the growth of expenditures, forecast modeling with various optimal and dismal scenarios and adhering to the financial and investment policies.

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. There are approximately 6,000 businesses within the City of Coral Springs and their resilience and prosperity is paramount. To continue to have more than 580 new business tax receipts in the year of COVID-19, the City of Coral Springs continues to attract new businesses in our community.

Fund	Fiscal Year 2022 Budget
General Fund	$145,379,722
Fire Fund	$28,067,838
Water & Sewer Fund	$25,464,045
Health and General Insurance Funds	$25,942,280
C.S. charter School	$14,315,482
Public Art Fund	$401,400
Stormwater Fund	$3,902,976
Museum Fund	$799,064
Equipment Service Fund	$13,408,262
Solid Waste Fund	$6,637,437
Debt Service Fund	$12,497,195
Total Operating Budget	$276,815,701
Total Capital Improvement Program	$42,071,000
Total City Budget	$318,886,701

I encourage you to read further into the information describing the FY2022 budget.

Investing in Our Future

The City of Coral Springs is proposing a business plan for Fiscal Year 2022 using a millage rate of 6.0232. The City proposes this rate to follow the 5-year forecast and community input to maintain smaller incremental increases versus the increase in 2018. The City has experienced an increase in total taxable assessed value of 5.13% this year; however the City is at a point to maintain existing infrastructure, increase funding of replacement plans, enhance the programming and aesthetics of the City.

The FY 2022 budget focuses on adapting to rapidly changing conditions to afford our current infrastructure and maintain operations, while ensuring our residents and businesses continue to receive the value and quality services they have trusted in their City. The input and priorities provided by the residents and business community played a role in establishing the FY 2022 adopted initiatives to include:

- Expand public safety personnel to meet the demands of the growing community.
- Ensure the productivity and continued operations of the city through IT infrastructure and cybersecurity.
- Enhance the aesthetics through updating entryway and parks signage, street sweeping, tree trimming, and re-occurring maintenance.
- Redevelop Kiwanis Park with a Community Center.
- Expand Parks & Recreation programs to engage the community.
- Establishing a comprehensive bike lanes.
- Maintain neighborhoods through the Neighborhoods with Integrity program.

Additional points from the FY2022 budget to highlight include:

- Increase the millage rate from 5.8732 to 6.0232
- Decrease the Debt Service from 0.2412 to 0.2303
- Increase Residential Solid Waste Assessment from $290.00 to $322.00
- Maintain Residential Stormwater Assessment at a rate of $119.13
- Increase Residential Fire Assessment from $234.00 to $249.72
- Increase Commercial Fire Assessment from $25.07 to $28.53 per 100 sq. ft.
- Increase Industrial/Warehouse Fire Assessment from $4.02 to $4.07 per 100 sq. ft.
- Decrease Institutional Fire Assessment from $49.53 to $44.82 per 100 sq. ft.
- Maintain the Water & Sewer rates for the Coral Springs Water District
- Replenish reserves from Hurricane Irma, Hurricane Dorian and COVID-19
- Utilize federal funding as available to fund one-time efforts.

Throughout the current economic stress, Coral Springs continues to maintain a AAA bond rating from Standard and Poor's, a AAA bond rating from Fitch, and a Aa1 bond rating from Moody's. The bond ratings signals to the market that 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

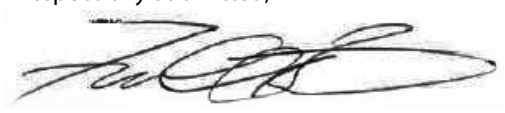
Customer satisfaction is a cornerstone of our Business Model. The City of Coral Springs continues to set the standard on the overall quality of City services and customer satisfaction. In our most recent resident survey conducted in December 2020, 93% of the residents surveyed rated the City's customer services as "very good" or "good" and 96% of the businesses surveyed in 2019 were satisfied with the service provided by City employees. In 2021, the City was awarded the ETC Institute's "Leading the Way Award" to recognize the City of Coral Springs for outstanding achievement in the delivery of services to our residents. Coral Springs ranks in the top 10% of all cities and counties in the United States with regards to their composite performance in three core areas: satisfaction with overall quality of services, satisfaction with customer service provided by employees, and satisfaction with the value residents think they receive for local taxes and fees. Resident satisfaction level comparisons by operating area can be found under the Customer Requirements Analysis section of this document.

Acknowledgements

The development of this year's Adopted Budget has taken reflection and discipline to focus on internal operations and answer the tough question of, "can we afford to own, what we own?". I would like to extend my appreciation for the participation and understanding from the Senior Staff Leadership team, their dedicated staff and specifically the Budget and Strategy Department to address these concerns and provide a budget that continues to the meet the City's vision.

As we continue to navigate the impacts on our economy and the sustainability of our organization while remaining focused on the continued value of service provided to the residents, businesses and visitors, I appreciate the confidence and support the Mayor and Commission have shown me and our tremendous staff. Thank you to our employees who through their dedication and commitment continued to deliver quality services to our community through the COVID-19 pandemic. I am truly grateful and proud to work alongside such dedicated public servants. This year has taught us that together we can accomplish anything as One Team-One Mission.

Respectfully Submitted,



Frank Babinec
City Manager

Strategic Direction

As part of the strategic planning process, initiatives have been identified under each strategic direction. For a further description of each initiative reference the service and operation section of this document.

A FAMILY-FRIENDLY COMMUNITY

1. Engage youth through innovative programming
2. Build a community for our children while upgrading & sharing facilities
3. Maintain Public School Partnership
4. Revisit the Sports Policy

AN ACTIVE, HEALTHY COMMUNITY

5. Create Bike Lanes
6. Redevelop Kiwanis Park with a Community Center
7. Create a Recreation Center *(access card, youth 9-18 programming)*
8. Enhance Everglades Strategy

AN ATTRACTIVE COMMUNITY

9. Maintain Aesthetics - community to look good *(cleaning medians and sidewalk)*
10. Install City signage *(Entryway & Park signs citywide)*
11. Create a Communal Gathering in the downtown
12. Upgrade Stormwater at Commerce Park
13. Design Stormwater Improvements in Westchester
14. Design Stormwater Improvements in Meadow & the Dells
15. Create a Destination City - Surf Park

A THRIVING, RESILIENT BUSINESS COMMUNITY

16. Promote Economic Recruitment & Development *(Solar Energy, vocational)*
17. Create Minority Owned Business Program
18. Promote a Rooftop bar in the downtown
19. Encourage Co-working Space
20. Endorse Buy Coral Springs campaign
21. Develop Cornerstone
22. Develop Village Square
23. Continue Downtown Grocery Store Attraction
24. Distribute Business Survey
25. Continue SW 10th Street Connectivity
26. Redevelop Code for City Signage Program

AN INNOVATIVE, HIGH-PERFORMING AND SUSTAINABLE ORGANIZATION

27. Establish Neighborhoods with Integrity
28. Communicate the value of tax dollars
29. Establish a Sustainability Office
30. Research Charter School Location
31. Adopt Strategic Plan
32. Continue CIP Financing Plan
33. Implement a Comprehensive City Facilities Security Plan
34. Expand Dispatch
35. Establish an ADA Compliance Strategy
36. Begin ERP Phase 3
37. Develop Fire Station 64
38. Develop Public Safety and Public Works Campus
39. Install Solar in the Park
40. Connect EDC Hub

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
2021	134,394

(2020 U.S. Bureau of the Census)

Median age 37.4

Number of households 41,240
(2020 U.S. Bureau of the Census)

Median household income $77,360
(2020 U.S. Bureau of the Census)

Racial composition (may be more than one race)

White	35.6%
Black or African American	24%
Asian	4.1%
Some other race	0.2%
American Indian, Alaskan Native	0.2%
Pacific Islander	0.0%
Two or more races	2.4%

Hispanic or Latino (of any race) 33.5%
Source: 2019 American Community Survey

Education

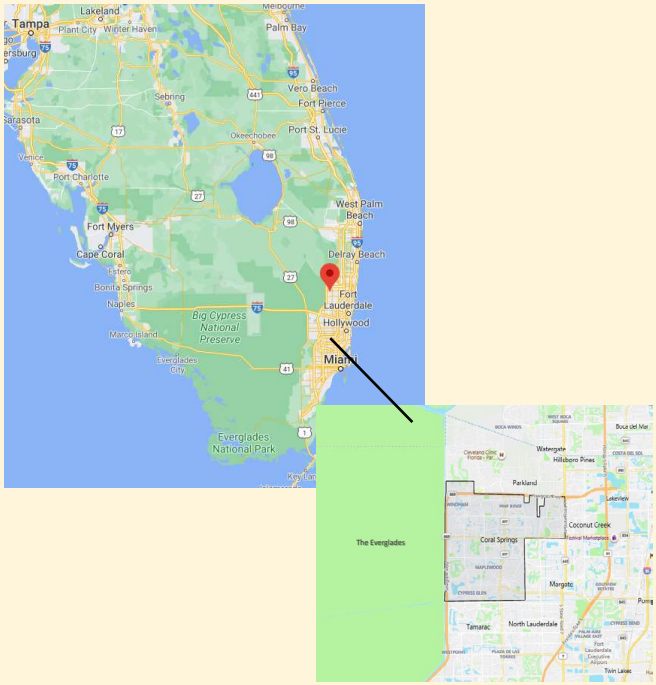
For School Year 2021-2022

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

Number of students 26,634
(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	72.1°
Average maximum temperature	81.8°
Average annual temperature	77.0°
Average monthly precipitation	3.15 inches
Average daylight hours	12.16

(Weather Atlas- weather-us.com)

Coral Springs at a Glance

Economics

Office space	3.2 million sq. feet
Retail space	8.3 million sq. feet
Industrial space	4.0 million sq. feet
Assessed Taxable Property Valuation (2021 Tax Year per DR-420)	$11,757,400,445

Principal Employers

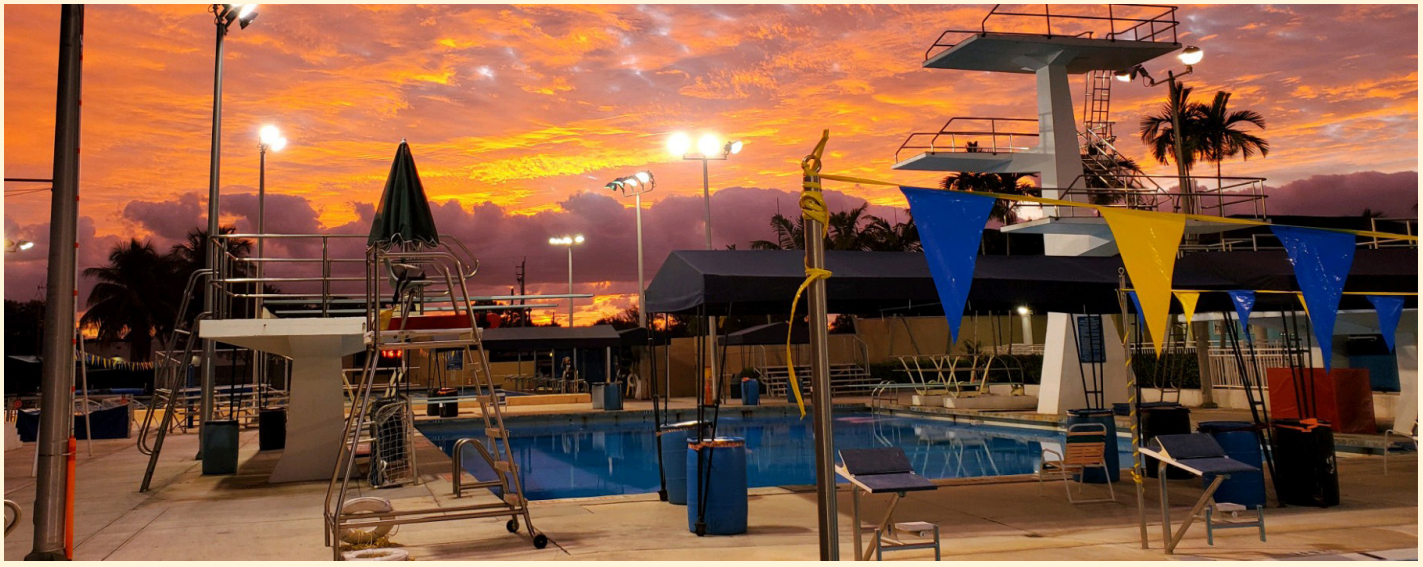
Employer	Employees	% of Total City Employment
Broward County Schools	2,018	3.97%
Fiserv	1,300	2.56%
Publix Supermarkets	1,284	2.53%
Broward Health Coral Springs	1,113	2.19%
City of Coral Springs	879	1.72%
Walmart/Sam's Club	468	0.92%
Coral Springs Auto Mall	378	0.74%
ABB Optical	368	0.72%
Target	306	0.60%
Macy's	220	0.43%
Total	8,328	16.38%

Source: 2020 Comprehensive Annual Financial Report, Coral Springs Economic Development/Costar

Principal taxpayers:	% of Total Assessed Value
Coral-CS/LTD Associates	1.23%
Florida Power & Light	0.86%
Spa the Grove LLC	0.62%
AMFP III Sherwood Forest LLC	0.60%
Morris Coral Springs Assoc. LLC	0.59%
Mid-America Apartments LP	0.49%
Sample Road Investments LLC	0.47%
Club Mira Lago Trust Cort	0.44%
CLP Harbor Inn Owner LLC	0.43%
SCG Atlas Sable Pointe LLC	0.41%

Source: City of Coral Springs Fiscal Year 2020 Comprehensive Annual Financial Report

Property tax millage rate (Fiscal Year 2022):	
General operating	$6.0232
Voter-approved debt	$0.2303
Total	$6.2535
Per capita debt (Fiscal Year 2022):	
General Obligation debt per capita	$109
Revenue Bond debt per capita	$561
Fiscal Year 2022 Net Adopted Budget:	$229,620,192
Fiscal Year 2022 Adopted Capital Budget:	$42,071,000
Fire Assessment (single-family residence)	$249.72
Solid Waste Assessment	$322.00
Stormwater Assessment (per ERU)	$119.13
Bond ratings:	
Moody's Investors Service	Aa1
Standard and Poor's	AAA
Fitch Ratings	AAA



Service Statistics

Police (for FY2021)

Police officers	*225
Number of service calls	115,346
Number of 911 calls	51,775
Average emergency response time	5:22 min.

Fire/EMS (for FY2021)

Uniform strength (career and certified firefighters):	
Coral Springs (including Parkland)	*191
Number of fire stations:	
Coral Springs	5
Parkland	3
Number of service calls (for Coral Springs):	
Fire	116
EMS	9,636
Other	3,974
Average response times (for Coral Springs):	
Fire	4:47 min.
EMS	4:48 min.

*Budgeted positions for FY2022

Parks and Recreation

Number of parks	49
Number of acres	768
Number of park patrons	4,000,000
Number of sports teams	2000+
Number of tennis patrons	180,000
Number of Aquatic Complex visitors	600,000
Number of swim classes	460
Number of swim class participants	3,500



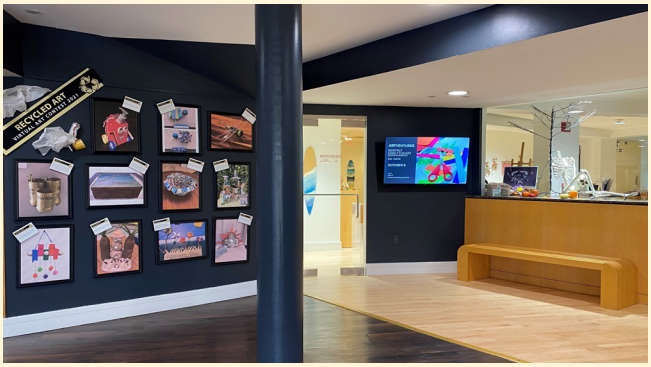
Coral Springs Charter School

Number of students (2020 School Year)	1,676
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	0
Theater attendance	32,407
Museum size	13,500 sq. ft.
Museum attendance (in person & virtual)	306,751
Museum events	52
Museum classes	194

(Stats effected by COVID-19)



Public Works

Tons of waste recycled	7,815 tons
Streets / miles maintained	224 miles
City vehicles and equipment maintained	1,372
Bike path / sidewalks	167 miles

Utility District

Size	11.5 sq. miles
Population served	66,158
Customer accounts	13,282
Miles of water lines	169
Fire hydrants	1,157
Number of wells	18
Average daily water demand	6.135 mgd
Daily water treatment capacity	16 mgd
Permitted maximum day withdrawal	11.37 mgd
Sewer lines / force mains	124/32 miles
Average daily sewer treatment	7.58 mgd
Sewer reserve capacity	9.79 mgd

Total City Staff

Full-time (includes city of Parkland fire staff)	917
Temporary (excludes Summer Recreation)	332
Total	1,249

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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



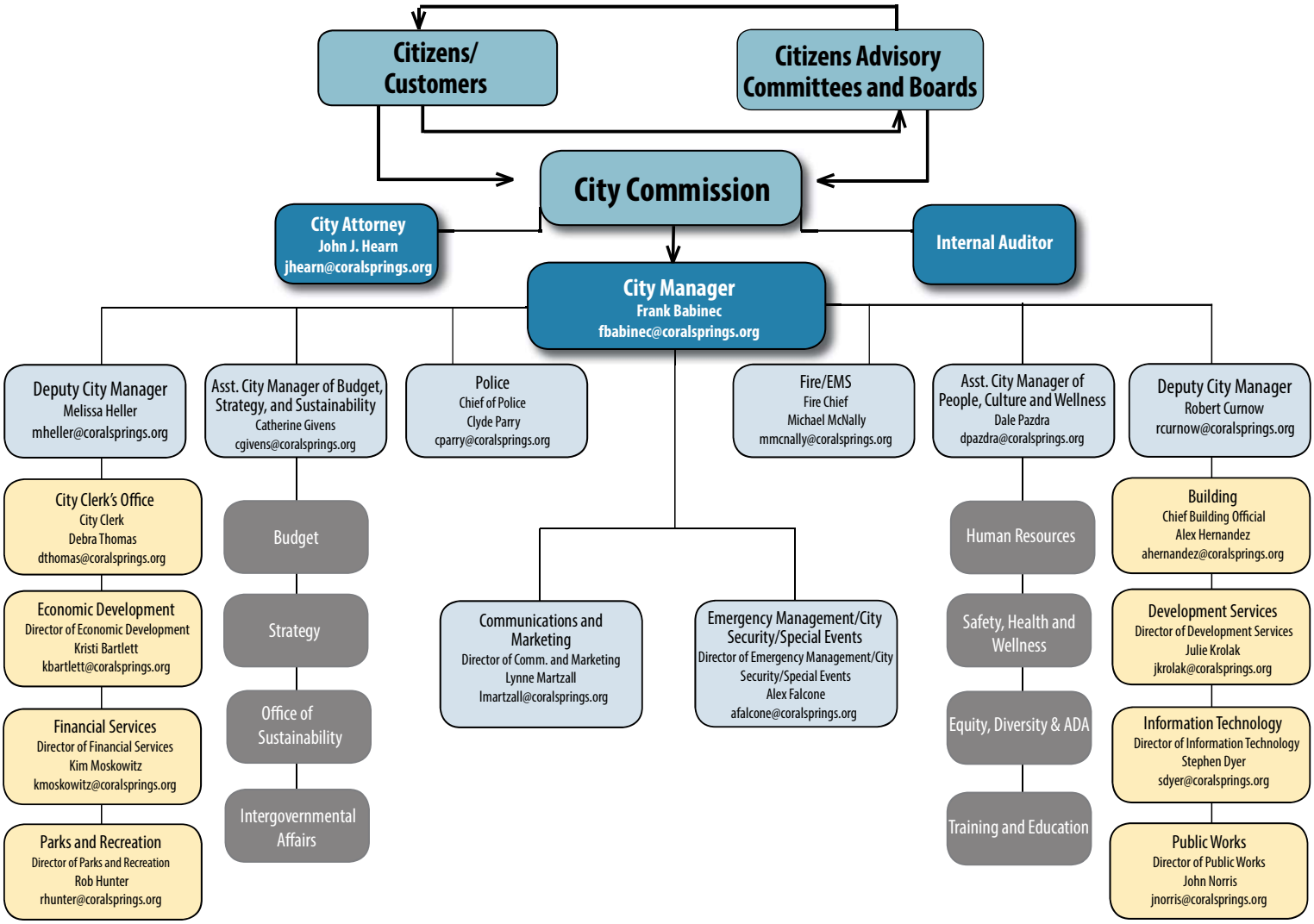
1964 – Master plan for 50,000 residents living in small neighborhoods was developed



1963 – July 1963, Coral Springs was Incorporation as a city

CORAL SPRINGS
EVERYTHING UNDER THE SUN

City of Coral Springs Organization Chart



American Rescue Plan Act of 2021

The American Rescue Plan Act of 2021 is a $1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by President Joe Biden on March 11, 2021. This COVID-19 relief package provides mandatory funding, program changes and tax policies aimed at mitigating the continuing effects of the pandemic. Congress has allocated $350 billion in Coronavirus State and Local Fiscal Recovery Funds to tens of thousands of eligible state, local, territorial, and Tribal governments, including the City of Coral Springs in the amount of $20,013,374. These funds provide flexibility for each government to meet local needs—including support for households, small businesses, impacted industries, essential workers, and the communities hardest hit by the crisis. These funds can also be used to make necessary investments in water, sewer, and broadband infrastructure.

One August 19, 2021 the City of Coral Springs received the first trauch of funds totaling $10,006,687 and is expected to receive the second in August of 2022. The spending period of these funds is from March 3, 2021 to December 31, 2024 (obligated) December 31,2026 (completed and expended). The U.S. Treasury issued an Interim Final Rule which provides the four categories of eligible uses:

(a) To respond to the public health emergency or its negative impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;

(b) To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eleigible workers;

(c) For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency; and

(d) To make necessary investments in water, sewer, or broadbad infrastructure.

The FY2022 budget has allocated the first $10M received into the following categories:

- Public Health $532,000
- Negative Economic Impacts $ 1,352,500
- Water, Sewer, and Broadband Infrastructure $ 3,700,000
- Revenue Replacement $ 4,422,187

In Fiscal Year 2022, the City will begin a community outreach program including a planned community survey, community outreach polls at city events, presentations at committee and group meetings and a facilitated community public forum event to receive feedback on how residents and businesses of the City would like to see the remaining American Rescue Act program funding allocated.

State and local fiscal recovery funds received require compliance and reporting including a one-time Interim report with expenditures by category from the date of award to July 31, 2021 and a revenue replacement calculation including a plan for use of funds. Quarterly Project and Expenditure reports are also required with the first report due on January 31, 2022 covering the period between award date and December 31, 2021.



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 A ssociation Distinguished Budget Presentation Award for thirty consecutive years. In past years, our Annual Budget has received "Special Performance Management 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 2021 Certificate of Excellence from the International City/County Managers Association Center for Performance Analytics, being one of only thirty-two local governments in the nation.

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.



Catherine Givens
Assistant City Manager
Budget and Strategy
Sustainability
(954) 344-5920
cgivens@coralsprings.org

Laurie Bishara
Budget Manager
(954) 344-5938
lbishara@coralsprings.org

Ileana Petrone
Budget Manager
(954) 344-1845
ipetrone@coralsprings.org

Kristin Holowicki
Grants Manager
(954) 344-5902
kholowicki@coralsprings.org

Joanna Kentolall
Grants Coordinator
(954) 344-1090
jkentolall@coralsprings.org

Tyler Kohrt
Senior Financial Analyst
(954) 346-1723
tkohrt@coralsprings.org

Nicole Giordano
Senior Performance
Management Analyst
(954) 344-5928
ngiordano@coralsprings.org

Marissa Williams
Budget Analyst
(954) 344-1133
mjwilliams@coralsprings.org

Vannelys Rivera
Budget Analyst
(954) 344-5928
vrivera@coralsprings.org

Ana Fernandez
Principal Office Assistant
(954) 340-1191
anafernandez@coralsprings.org

Brett Petrovich
Data Analyst
(954) 344-1808
bpetrovich@coralsprings.org

City of Coral Springs
9500 West Sample Road
Coral Springs, FL 33065
www.coralsprings.org
Fax: (954) 344-1198

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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 coming fiscal year. 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 vision, mission and strategic goals that will persist over the lifetime of the Strategic Plan. These long-range policy issues developed by the City Commission in Fiscal Year 2021, emphasize the values of our customers:

- A Family-Friendly Community
- An Active, Healthy Community
- An Attractive Community
- A Thriving, Resilient Business Community
- An Innovative, High-Performing and Sustainble Organization

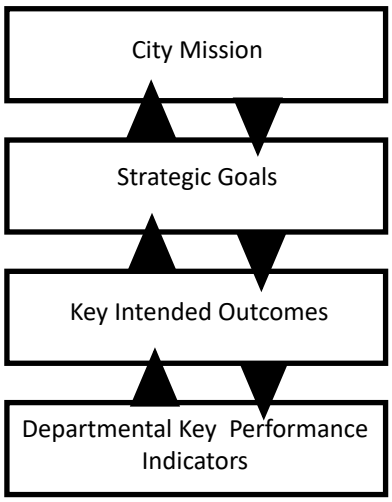
For each strategic goal, an action plan is developed for implementing policy, department operations, and performance indicators. Through this process, the Business Plan was developed:

- 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.

In 2019, a community performance dashboard was established to provide a high-level look at the performance on each of the five (5) strategic goals. The dashboard reinforces the city's commitment to accountability, transparency, and continuous improvement. An overview of the results are provided to the Commission on a quarterly basis, the purpose to understand performance and determine where actions are necessary to improve results.

Additional information on the dashboard can be found http://coralsprings.clearpointstrategy.com.

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 and 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 slow and steady economic recovery, the budget process proceeded in two steps. First, the Budget and Strategy Division asked departments to develop a budget with the expectation of no new money. Departments were then asked by the Budget and Strategy Department to develop returning back to the prior year budgets while allowing for natural cost escalators.

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. Certain General Fund operations are not budgeted and are excluded from the budget to actual presentation. The operations that are not budgeted are the State Contributions for the Police and Fire Pension funds, the Computer Replacement Reserve expenditures, and the Parks Replacement Reserve expenditures. However, intrafund transfers to fund computer replacement expenditures and parks replacement expenditures are budgeted in the General Fund. 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, 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.

Financial Policies

The City's Financial Policies are reviewed annually and updated as needed to ensure compliance with relevant policies. The policies dated July 8, 2021, located at the end of this book are an update from the previous version dated September 12, 2019.

Budget Communication and Public Involvement

The City understands the need for diversified and consumable communication with the public. As part of its commitment to educate residents, the department has employed the use of social media, created brief budget overview videos to explain how the city's budget is created and utilized, hosted an annual Budget Academy for further public education, and collaborated with City Commissioners to elevate upcoming initiatives.

The Budget Academy consisted of two, one-hour sessions (virtual and in person) in addition to staff availability to meet with residents to answer questions who were unable to attend a Budget Academy session. The Budget Academy presented residents with an overview of the city's budget process, including how tax dollars are allocated and used for city services and operations. The video of the virtual Budget Academy can be found here: https://youtu.be/wsos_AhvWCA.

The City also used social media outlets to inform and educate residents. Various communication videos can be found on the Budget & Strategy website or by visiting the City's youtube page at the following link: https://www.youtube.com/watch?v=k4i2SwXtzfE&list=PLtmm_tr9w14-WydeuDaJKJN00Mxi1zHQL&index=1

The 2021-2022 budget process included many options for public engagement. The City administers residential and business surveys on an alternating annual basis. The surveys measures satisfaction with the services received and identifies priorities for the community which becomes the basis for the commission's strategic retreat. The Business Plan which outlines how the City resources will be applied within our five Strategic Goal areas to achieve the goals determined by the Strategic Plan are presented during two public workshops . The City also holds two Budget Hearings which are open to the Public to provide stakeholders multiple opportunities to officially comment on the operating and capital budgets. The City's website lists all opportunites to get involved with the city's budget under- *Get Involved with the Budget* located here: https://www.coralsprings.org/Government/Departments/Budget-Strategy.

FY 2022 Budget Calendar

Date	Description	Time	Location
1/26 – 1/27	CC Strategic Planning individual sessions	Individually scheduled	Chambers
2/8 – 2/11	CC and Sr. Staff Strategic Planning	8:00 – 5:00p.m.	Coral Springs Gymnasium *COVID social distancing*
3/10/2021	Budget Kickoff	2:00 p.m.	Teams meeting
3/12/2021	Budget Training Session I	2:00 p.m.	Teams meeting
3/15/2021	Budget Training Session II	10:00 a.m.	Teams meeting
4/16/2021	Budget Package due to Budget	3:00 p.m.	N:\Budget Forms
5/10– 5/14	Departmental Budget Meetings	Individually scheduled	Everglades Conf Room *COVID social distancing*
5/20/2021	Sr. Staff Budget Meeting	9:00 – 3:00 p.m.	Everglades Conf Room *COVID social distancing*
5/24 – 5/25	CMO Budget Formation	9:00 – 4:00 p.m.	Exec Conf Room *COVID social distancing*
6/2 & 6/7	Business Plan Finalization	morning sessions	Exec Conf Room
6/10/2021	Business Plan Decision Communication	10:00 - 12:00 p.m.	Everglades Conf Room
6/23/2021	CC Business Plan I Workshop*	5:00 – 8:00 p.m.	Chambers *COVID social distancing*
7/28/2021	CC Business Plan II Special Meeting* ▪ TRIM Notification prepared and submitted to CC ▪ Adopt Preliminary Assessment Resolutions	5:15 p.m.	Chambers
9/13/2021	First Public Budget Hearing*	6:30 p.m.	Chambers
9/22/2021	Second Public Budget Hearing* ▪ Adopt Operating Budget and Capital Improvement Program	5:15 p.m.	Chambers

Quarterly CC Retreat dates

- 01/27/2021 Winter Commission Retreat
- 04/28/2021 Spring Commission Retreat
- 06/30/2021 Summer Commission Retreat
- 09/29/2021 Fall Commission Retreat

*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

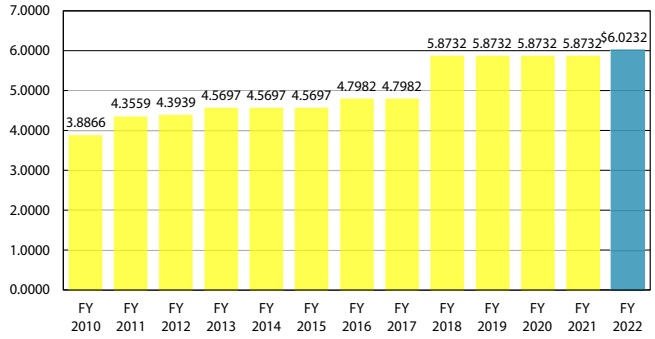
Tax Rate Fiscal Year 2022

General Operating Millage	6.0232
Debt Service Millage	0.2303
Combined City Millage Rate	6.2535

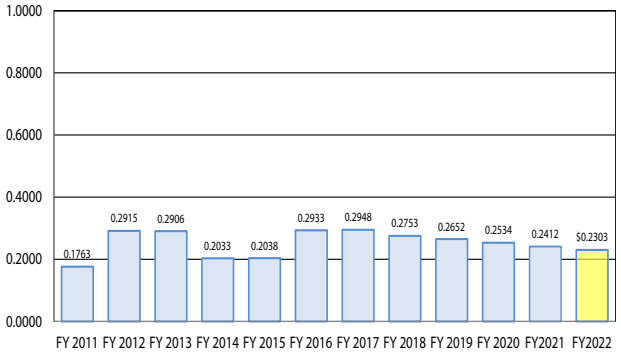
Introduction

The Fiscal Year 2022 Annual Budget, which was adopted on September 22, 2021, is a numerical reflection of the Fiscal Year 2022 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



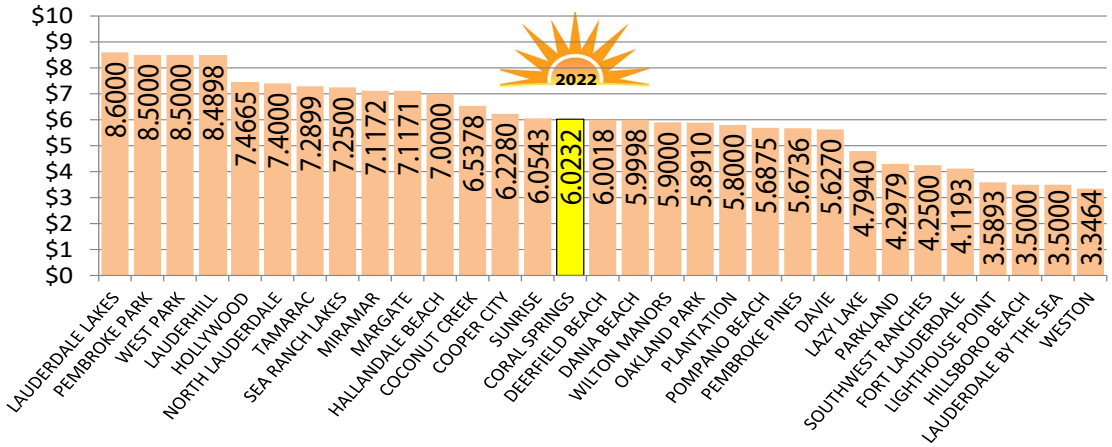
Budget in Brief

The adopted operating net budget for Fiscal Year 2022 for all funds totals $228,021,578. This represents an increase of $14,485,979 or 6.8% compared to the Fiscal Year 2021 net budget, and 1.4% reduction from the proposed net operating budget of $231,360,433. The Fiscal Year 2022 budget reflects community needs as identified in the Fiscal Year 2018-2023-2033 Strategic Plan and 2022 Business Plan.

Highlights of the Fiscal Year 2022 budget include:

- Proposed millage rate of 6.2232 was reduced to an adopted rate of 6.0232 as a result of updates in information from the department of revenue, and updated clarification in reporting requirements for Federal American Rescue Plan Act.
- Total taxable assessed value increased 4.6% in the City of Coral Springs to $11,757,400,445.

Operating millage rate comparison with other municipalities



Comparing Coral Springs Fiscal Year 2022 operating millage rate to other cities' final Fiscal Year 2021 operating millage rates.

- Operating millage rate will increase to 6.0232. Combined with the increase in assessed values, the City will receive approximately $4.4 million in additional property tax revenue.
- The voter-approved debt service millage rate will decrease from 0.2412 to 0.2303, a decrease of 0.0109 or -4.52% mainly driven by the increase in assessed values.
- The combined general operating and debt service millage rate is 6.2535 per $1,000 of assessed value, an increase of 0.1391 or 2.27%.
- The Fire Assessment for residential (single and multi-family homes) will increase by $15.72, from $234.00 to $249.72. Fire for commercial properties will increase by $3.46, from $25.07 to $28.53 per 100 square feet and industrial warehouse will increase by $0.05, from $4.02 to $4.07 per 100 square feet. Institutional properties will see a decrease of $4.71, from $49.53 to $44.82 per 100 square feet.
- Water and Sewer rates will remain the same as FY2021.
- The Residential Solid Waste Special Assessment will increase by $32.00 from $290.00 to $322.00 per single-family home.
- Maintain Stormwater Assessment at a rate of $119.13 per ERU.
- General Fund debt service for franchise and capital revenue bonds, as a percentage of total budget, will remain flat at 5.9% in Fiscal Year 2022. 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 0.12% of total taxable assessed value, the City is well below its self-imposed debt policy limit of 5%.

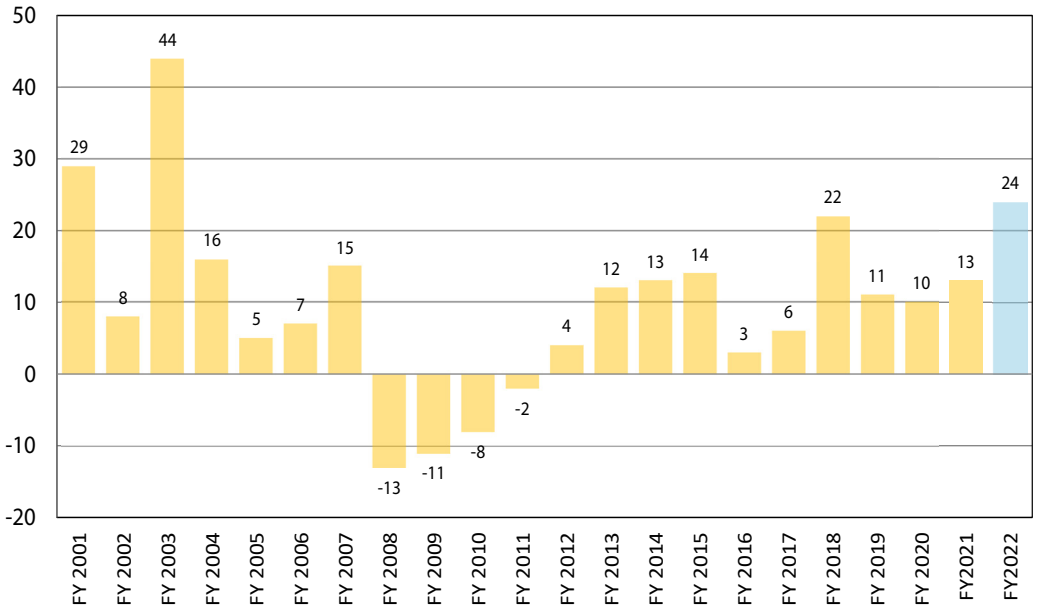
Capital Improvements

- The FY2022 proposed capital improvement plan (CIP) totaled $35,951,463. Through updated taxable revenue projections and clarification on how funds from the American Rescue Plan Act (ARPA) can be allocated, the capital improvement plan was revised. The FY2022 adopted CIP totaled $42,071,000 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 2022 is 855 (excludes Fire/EMS services for Parkland, contractual staff and commission).

Net full-time position changes per fiscal year



Full-time staff changes for Fiscal Year 2022

Fulltime staff change Fiscal Year 2022 will reflect a full- time staff net increase of eighteen (18) positions for the City, and through the contractual agreement with the City of Coconut Creek, six (6) additional dispatch positions will be added for a new total headcount of 917 (excluding five (5) commissioners). Detailed information is provided in the business plan for each add to staff.

(4) Public Safety Telecommunicator: Four (4) Public Safety Telecommunicator positions will be added as we build out operations for the Coral Springs-Coconut Creek Dispatch Communications contract.

(2) Communications Shift Supervisor: Two (2) Shift Supervisors will be added to oversee the operations of the Dispatch Communications Service agreement.

(4) Sworn Police Officers: The City's plans to develop residential and commercial projects increase the demand on police department services. Response times to both priority and non-priority calls will also increase. The additional four (4) sworn police officers will enable the department to continue its community services that make Coral Springs a premier community.

(3) Firefighters: The emergency response that is provided to the residents and visitors remains at an extremely high satisfaction rating on our business and residential surveys. The additional three (3) firefighter/paramedics will ensure adequate response and mitigation measures can take place immediately which is crucial to the service that we provide.

(1) City-wide Health & Safety Officer: One (1) full-time licensed mental health professional with supportive callout coverage through the current Clinician Response Team (CRT) which will provide 24/7 coverage.

(1) Park Ranger - The department currently has one (1) full-time Park Ranger and three (3) part-timers. By adding a second full-time position, the department would be able to cover the weekend, providing better enforcement of city and department policies.

(1) Lifeguard - By converting four (4) part-time positions to one (1) full-time position the department will have more hours each week available to use on a consistent basis.

(1) Sustainability Manager: In an effort to focus on environmental conservation, financial and operational eco-friendly efforts a Sustainability Office will be established. The office will focus on areas of awareness and program formation for residents and businesses.

(1) Plumbing Inspector: The position will provide relief to the plumbing division by reducing the workload for the plumbing chief, allowing them more time to review plans and assist customers.

(1) Electrical Inspector: The position will reduce the workload for the electrical division, providing faster review times and no inspection delays.

(1) Stormwater Technician and (1) Street Technician: Two (2) additional Technicians will help in upgrading roads, sidewalks to ADA standards as well as assist in additional responsibilities such as bus shelter maintenance, speed humps, guardrails, signs, utility road cuts, and stormwater upgrades which all play a role in daily operations.

(1) Senior IT Security Analyst: The Senior Security Specialist will provide staff availability to address securing the City's SCADA Network, personnel depth in supporting the extensive cybersecurity posture the City has invested in over the past five years, address a significant observation from the Department of Homeland Security/CISA report, and mitigate the risks associated with the City falling victim to a cyber-attack.

(1) IT Security Analyst: The position would assist in reducing the amount of time our systems are out of date regarding security patches.

(1) Graphics Designer: This position will support new initiatives to bring business to the city through designed materials and graphics, in digital and print, as well as enhance the city's attractiveness through eye-catching, effective, and branded signs.

Fiscal Year 2022 changes to full-time staff

		FY2021 FTE Count	893.0
Position Name	**Department**	**Fund**	**Incr/(Decr)**
Public Safety Telecommunicator	Police	General Fund	4.0
Communications Shift Supervisor	Police	General Fund	2.0
Law Enforcement Officer	Police	General Fund	4.0
Firefighter/Paramedic	Fire	Fire Fund	3.0
City Wide Health and Safety Officer	Fire	General/Fire Funds	1.0
Plumbing Inspector	Building	General Fund	1.0
Electrical Inspector	Building	General Fund	1.0
Park Ranger	Parks & Recreation	General Fund	1.0
Lifeguard	Parks & Recreation	General Fund	1.0
Stormwater Technician	Public Works	Stormwater Fund	1.0
Streets Technician	Public Works	General Fund	1.0
IT Senior Security Specialist	Information Technology	General & Water/Sewer Funds	1.0
IT Security Specialist	Information Technology	General & Water/Sewer Funds	1.0
Sustainability Manager	Budget & Strategy	General Fund	1.0
Graphic Designer	Communications/Marketing	General Fund	1.0
		Adds to Staff FY2022	24.0
		Net change in Staffing Fiscal Year 2022	**24.0**
		Final FY2022 FTE Count	**917.0**

Financial Condition

The City of Coral Springs, along with the rest of the world, has felt the significant on-going and long-term impacts of the COVID-19 pandemic. Leading up to the prior year budget cycle the city had been steadily increasing the Stabilization Reserve fund, with a Fiscal Year 2020 year-end balance of 18% of budgeted expenditures. Despite the continued impact of COVID-19, 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 increase the current millage of 5.8732 to 6.0232 for Fiscal Year, 2022. 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.

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 November 2020, the City's AAA ratings were reaffirmed from S&P and Fitch Ratings, the City also maintains a Aa1 rating from Moody's Investors Service (Moody's). The City's goal is to maintain the AAA rating 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.

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	2020-2022
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 & $12M Deficit City-wide in FY2020 -23% In State Revenues for FY21 Delayed momentum for Capital and Reserves Recovery slow and set back

Revenues

The City's intergovernmental, franchise, and other demand-driven revenues continue to be seriously impacted by the COVID-19 pandemic. In the past four 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, a millage increase in Fiscal Year 2022 has been adopted.

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 2021 Budget	FY 2022 Budget	$ Change	% Change
Net Operating Budget	$213,535,599	$228,021,578	$14,485,979	6.8%
Capital Improvements (CIP)	19,863,646	42,071,000	22,207,354	111.8%
Total Financial Program	**$233,399,245**	**$270,092,578**	**$36,693,333**	**15.7%**

Net Operating Budget	FY 2021 Budget	FY 2022 Budget	$ Change	% Change
General Fund	$91,218,477	$97,739,673	$6,521,196	7.1%
Special Revenue Funds				
Fire Fund	18,703,505	19,319,992	616,487	3.3%
C.S. Charter School Fund	13,367,709	12,895,482	(472,227)	-3.5%
Public Art Fund	228,200	401,400	173,200	75.9%
Museum Fund	657,949	668,078	10,129	1.5%
Enterprise Funds				
Water and Sewer Fund	19,928,835	19,705,429	(223,406)	-1.1%
Solid Waste Fund	5,693,447	6,343,279	649,832	11.4%
Stormwater Fund	4,086,132	3,127,571	(958,561)	-23.5%
Internal Service Funds				
Health and General Insurance Funds	22,616,217	25,758,290	3,142,073	13.9%
Equipment Services Fund	9,031,585	13,086,360	4,054,775	44.9%
Pension Fund	17,011,397	16,478,829	(532,568)	-3.1%
Debt Service Fund	10,992,146	12,497,195	1,505,049	13.7%
Total Net Operating Budget	**$213,535,599**	**$228,021,578**	**$14,485,979**	**6.8%**

Combined Budget Summary

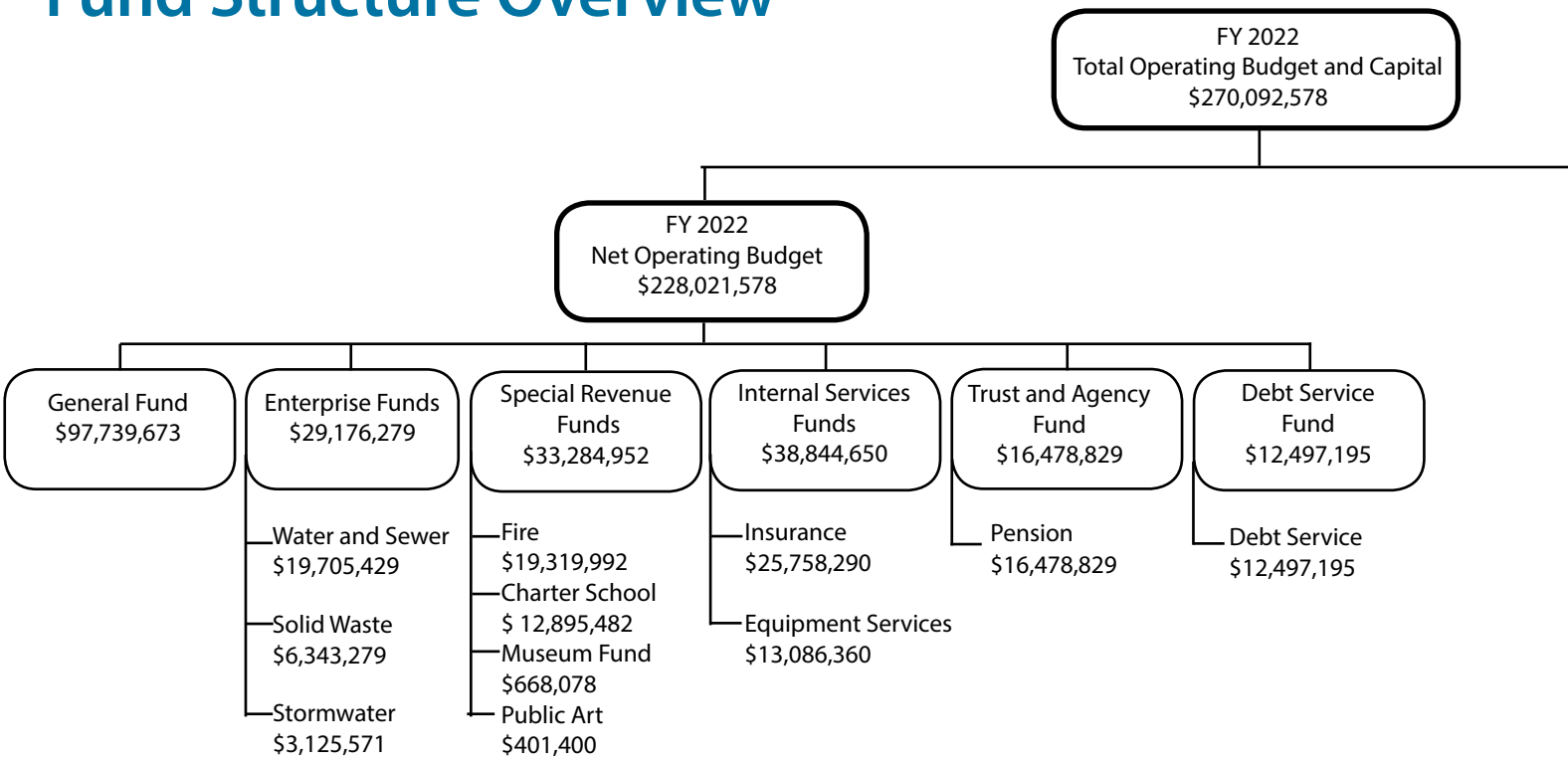
Appropriated Funds Budget - Fiscal Year 2022

	GENERAL FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	PUBLIC ART FUND	SOLID WASTE FUND	WATER & SEWER FUND	MUSEUM FUND	STORM-WATER FUND	FIRE FUND	CHARTER SCHOOL FUND	TOTAL BUDGET
Cash Balance Brought Forward:	$683,394	$0	$0	$381,400	$0	$0	$0	$0	$0	$0	**$1,064,794**
ESTIMATED REVENUES											
Taxes: **Millage Per $1,000**											
Ad Valorem Taxes 6.0232	67,276,316										**$67,276,316**
Ad Valorem Taxes 0.2303 (Voted Debt)		2,572,699									**$2,572,699**
Solid Waste Assessment	2,189,175				6,637,437						**$8,826,612**
Fire Fund Special Assessment									17,279,792		**$17,279,792**
Stormwater Assessment								3,902,976			**$3,902,976**
Sales and Use Taxes	9,034,000										**$9,034,000**
Franchise Fees	10,449,150										**$10,449,150**
Utility Service Taxes	11,820,693										**$11,820,693**
Licenses and Permits	5,074,020										**$5,074,020**
Intergovernmental Revenue	11,337,362								6,456,020	14,315,482	**$32,108,864**
Charges for Services	20,901,999					25,410,247	220,800		4,197,026		**$50,730,072**
Fines and Forfeitures	2,250,251								50,000		**$2,300,251**
Miscellaneous Revenues	4,220,562	10,000				53,798	578,264	0	55,000		**$4,917,624**
Other Financing Sources	142,800	9,914,497	28,084,521	20,000					30,000		**$38,191,818**
TOTAL REVENUES AND OTHER FUNDING SOURCES	$144,696,328	$12,497,195	$28,084,521	$20,000	$6,637,437	$25,464,045	$799,064	$3,902,976	$28,067,838	$14,315,482	**$264,484,886**
TOTAL ESTIMATED REVENUES AND BALANCES	**$145,379,722**	**$12,497,195**	**$28,084,521**	**$401,400**	**$6,637,437**	**$25,464,045**	**$799,064**	**$3,902,976**	**$28,067,838**	**$14,315,482**	**$265,549,680**
EXPENDITURES / EXPENSES											
General Governmental Services	22,219,110										**$22,219,110**
Education	599,420									14,315,482	**$14,914,902**
Public Safety	75,386,547								23,421,559		**$98,808,106**
Physical Environment	10,439,762				6,637,437	21,086,749		3,671,128			**$41,835,076**
Economic Environment	1,002,524					296,701					**$1,299,225**
Culture and Recreation	16,165,114			401,400			719,064				**$17,285,578**
Debt Service	8,645,221	12,497,195				2,297,173			900,519		**$24,340,108**
Capital Improvement Program Exclude Op. CIP			28,084,521								**$28,084,521**
Other Financing Sources (Uses)	10,903,005					1,783,422	80,000		3,745,760		**$16,512,187**
TOTAL EXPENDITURES/EXPENSES	$145,360,703	$12,497,195	$28,084,521	$401,400	$6,637,437	$25,464,045	$799,064	$3,671,128	$28,067,838	$14,315,482	**$265,298,813**
Reserves	$19,019	$0	$0	$0	$0	$0	$0	$231,848	$0	$0	**$250,867**
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	**$145,379,722**	**$12,497,195**	**$28,084,521**	**$401,400**	**$6,637,437**	**$25,464,045**	**$799,064**	**$3,902,976**	**$28,067,838**	**$14,315,482**	**$265,549,680**

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 2022 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).

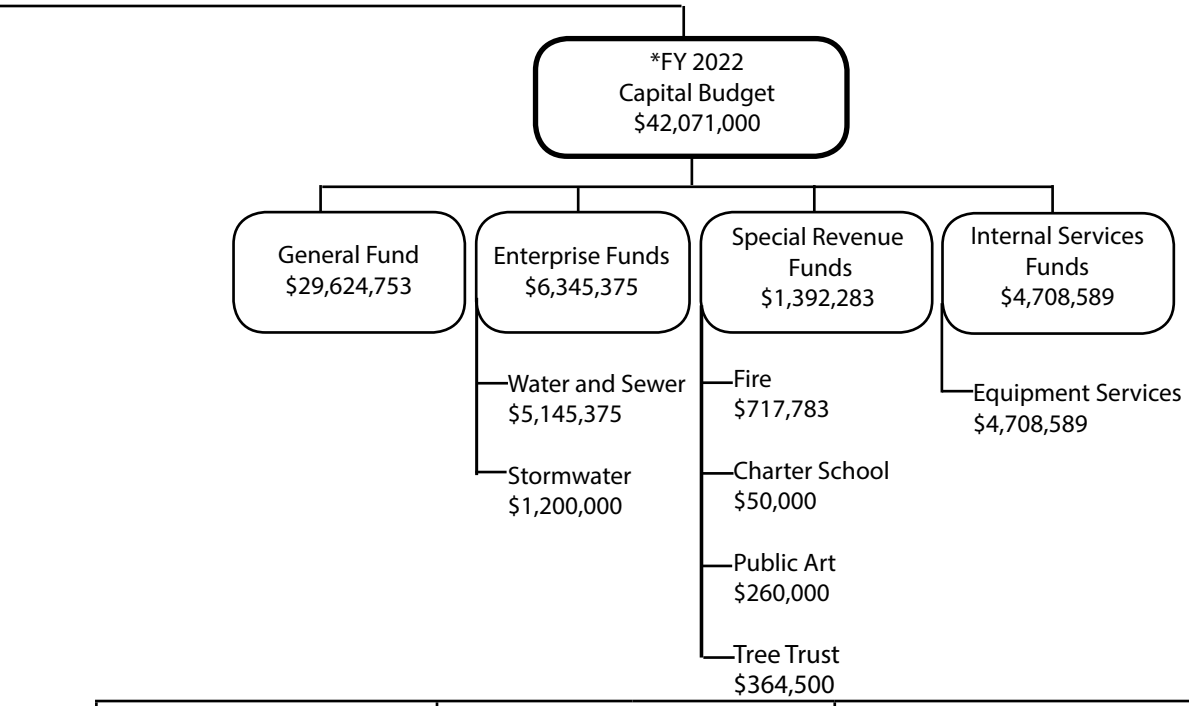
Fund Structure Overview



Fund Name	Fund Type		Fund Description
General Fund*	Governmental-Major	City Operating Fund	Accounts for police, code, parks and recreation, public works, building, emergency medical services, and administration services. Included in Budget/Annual Report
Fire Fund*	Governmental-Major	Special Revenue Fund	Covers the fire department and subsequent divisions, including administration, suppression, inspection, training, and communications. Included in Budget/Annual Report
Water and Sewer Fund*	Proprietary-Major	Enterprise Fund	Provides water and wastewater services to approximately 51% of Coral Springs residents. Included in Budget/Annual Report
Solid Waste Fund*	Proprietary-Nonmajor	Enterprise Fund	Includes the non-franchise portion of the City's residential solid waste special assessment to cover cost of hauler and disposal fees. Included in Budget/Annual Report
Museum Fund*	Nonmajor	Special Revenue Fund	Manages and operates the Coral Springs Museum of Art. Included in Budget/Annual Report
Stormwater Fund*	Proprietary-Nonmajor	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. Included in Budget/Annual Report
Health and General Insurance Funds *	Proprietary-Nonmajor	Internal Service Funds	Contribute to the City's insured general liability, property, workers' compensation, life, and employee medical benefits. Included in Budget/Annual Report
Coral Springs Charter School Fund*	Nonmajor	Special Revenue Fund	Includes the revenues and expenses incurred in the operation of the Coral Springs Charter School. Included in Budget/Annual Report
Equipment Services Fund*	Proprietary-Nonmajor	Internal Service Fund	Accounts for the costs of maintaining the City's fleet. Included in Budget/Annual Report
Pension Fund	Fiduciary Fund	Trust and Agency Fund	Accounts for the accumulation of resources to be used for retirement benefit payments to the City's employees. Included in Annual Report
Debt Service Fund*	Nonmajor	Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, general government debt principal, interest, and related costs paid primarily from taxes levied by the city

*Indicates appropriated funds in accordance with the Budget Ordinance located in Appendix section p. 360

Fund Structure Overview (continued)



Fund Name	Fund Type		Fund Description
Public Art Fund*	Nonmajor	Special Revenue Fund	Includes the Public Art fees collected during the permitting process for new construction and renovations of existing structures. Included in Budget/Annual Report
Tree Trust fund*	Nonmajor	Special Revenue Fund	Accounts for the fines received in accordance with the city's tree preservation ordinance. Included in Budget/Annual Report
General Capital Projects Fund*	Governmental-Major	Capital Projects Fund	Accounts for funds received and expended for the aquisition and construction of major capital facilities other than those financed by proprietary funds, grants, and general oblication, special obligation and revenue bonds and notes. Included in Budget/Annual Report
Capital Revenue Note 2013 Fund	Nonmajor	Capital Projects Fund	Accounts for the acquisition of vehicles and equipment, and construction of improvements within the City funded by this note. Included in Budget/Annual Report
Capital Revenue Bond Series 2015B Fund	Nonmajor	Capital Projects Fund	Accounts for construction and inprovements within the City funded by this fund series. Included in Budget/Annual Report
Special Obligation Bond Series 2017 fund	Nonmajor	Capital Projects Fund	Accounts for thr aquisition and renovation of an existing building which will be used for governmental purposes and to construct addtional parking. Included in Budget/Annual Report
Lease Financing 2019 Fund	Nonmajor	Capital Projects Fund	Accounts for the construction of artifical turf playing fileds at various City parks funded by this lease financing. Included in Budget/ Annual Report
Special Obligation Note 2019 Fund	Nonmajor	Capital Projects Fund	Accounts for the aquisition and installation of an enterprise resource sotware system. Included in Budget/Annual Report
GrantsFund	Governmental-Major	Special Revenue Fund	Accounts for certain federal, state, amd local grants received by the City. Included in Annual Report
Law Enforcement Contraband Forfeiture Fund	Nonmajor	Special Revenue Fund	Accounts for law enforcement related projects funded by the proceeds from forfeited confiscated property. Included in Annual Report
Affordable Housing fund	Nonmajor	Special Revenue Fund	Accounts for the fees charged to developers as means to fund the city's affordable housing program for the benefit of current and future residents

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 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**$27,469,676**	**$29,001,605**	**$36,691,412**	**$36,691,412**
Use of Reserves	-	-	-	-
REVISED BEGINNING BALANCE	**$27,469,676**	**$29,001,605**	**$36,691,412**	**$36,691,412**
REVENUE/SOURCES				
Ad Valorem Taxes	57,817,358	60,342,434	64,985,941	69,465,491
Franchise Fees	12,726,761	12,399,999	10,416,400	10,449,150
Utility Taxes	11,706,237	11,837,977	11,703,656	11,820,693
Intergovernmental Revenues	24,123,907	29,093,052	15,205,113	20,371,362
License and Permits	4,690,439	4,872,600	4,462,021	5,074,020
Charges for Services	16,161,634	17,172,250	19,464,473	20,901,999
Fines and Forfeitures	2,631,353	1,571,252	2,127,304	2,250,251
Interest/Other	4,429,911	4,659,966	4,147,028	4,220,562
SUB TOTAL REVENUES	134,287,600	141,949,530	132,511,937	144,553,528
Transfer from Grants Fund for CDBG			140,000	142,800
Appropriations from fund balance	-	-	-	683,394
TOTAL REVENUE/SOURCES	134,287,600	141,949,530	132,651,937	145,379,722
EXPENDITURES/USES				
General Government	19,611,881	21,398,269	38,519,561	42,437,589
Public Safety	68,382,712	71,286,268	67,147,495	73,170,814
Parks and Recreation	14,381,080	13,293,992	13,899,384	15,491,148
Public Works	8,308,322	6,533,850	6,098,767	7,009,180
Building	-	-	3,036,858	3,430,582
Development Services	6,410,522	6,445,775	3,928,060	3,840,409
Educational Programs	992,614	892,802	-	
Capital Outlay	-	-	21,812	
TOTAL EXPENDITURES/USES	118,087,131	119,850,956	132,651,937	145,379,722
SURPLUS (DEFICIT) OF REVENUES OVER EXPENDITURES	16,200,469	22,098,574	-	-
Other Financing Sources (Uses)				
Transfers In				
Transfers Out	(14,668,540)	(16,585,463)		
Capital Lease	-	2,176,696		
Total Other Financing Sources (Uses)	(14,668,540)	(14,408,767)		-
NET CHANGE IN FUND BALANCE	1,531,929	7,689,807		-
FUND BALANCE END OF YEAR	**$29,001,605**	**$36,691,412**	**$36,691,412**	**$36,691,412**
Total Assets	**$ 42,992,529**	**$48,610,613**		
Liabilities	9,589,890	9,459,527		
Deferred Inflows of resources	4,401,034	2,459,674		
Subtotal Fund balance	$ 29,001,605	$ 36,691,412		
Nonspendable				
Inventory	981,821	796,971		
Long-term note receivable	-	-		
Prepaid Items	-	-		
Advances to other funds	-	-		
Restricted		-		
Landfill	-	-		
Parks	-	-		
Committed				
Stabilization Fund	23,430,136	25,787,040		
Assigned				
Computer Replacement Program	2,357,401	2,614,589		
Facilities Replacement	326,121	647,836		
Parks replacement	725,454	1,788,716		
Subsequent years' expenditures	-	-		
Capital Projects	1,180,672	2,500,000		
Unassigned		2,556,260	-	-
ENDING BALANCE	**$29,001,605**	**$36,691,412**	**$36,691,412**	**$36,691,412**

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 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.

At the end of FY 2020, the General Fund added $7,689,807 to Fund Balance, bringing the Stabilization Fund from 18.00% to 19.30% of budgeted expenditures, less capital and total fund balance to $36,691,412. Of the remaining balance, $796,971 was classified as nonspendable, $2,614,589 has been assigned to the computer replacement program, $647,836 to facilities replacement, $1,788,716 to parks replacements, $2,556,260 to capital projects and $2,556,260 unassigned.

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 FY 2020 to FY 2021. This also assumes that the city revenues and expenditures will be at 100% of budget at the end of 2021.

In FY 2022, $683,394 was allocated from the fund balance to balance the budget. The operating millage was increased .15 and property values increased slightly driving the revenue increase from FY 2021 to FY 2022. This also assumes that the city revenues and expenditures will be at 100% of budget at the end of 2022.

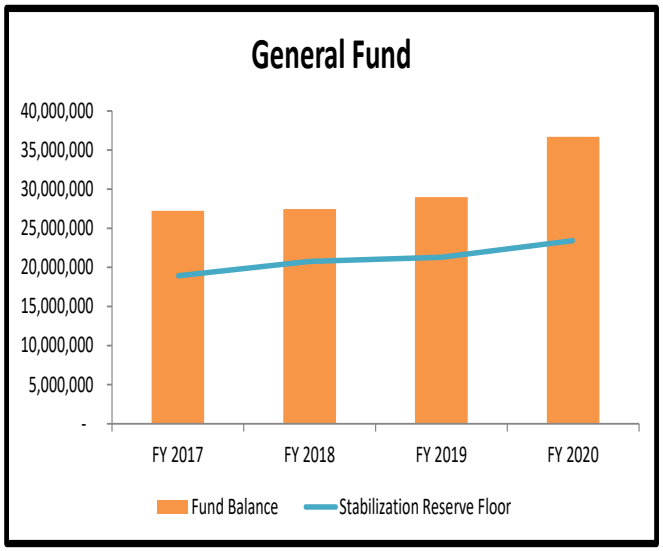


Chart shows historical fund balance related to the stabilization reserve floor

Fire Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**$633,404**	**$1,820,979**	**$2,495,356**	**$2,495,356**
Use of Reserves			-	-
REVISED BEGINNING BALANCE	**$633,404**	**$1,820,979**	**$2,495,356**	**$2,495,356**
REVENUE/SOURCES				
Intergovernmental	484,625	75,863	25,000	50,000
Non-Ad Valorem Special Assessment	12,580,780	13,702,371	16,390,663	17,309,792
Charges for Services	9,752,977	8,803,814	9,959,876	10,653,046
Interest and Other Income	125,137	122,454	55,000	55,000
SUB TOTAL REVENUES	22,943,520	22,704,502	26,430,539	28,067,838
Appropriations from fund balance				
TOTAL REVENUE/SOURCES	22,943,520	22,704,502	26,430,539	28,067,838
EXPENDITURES/USES				
Public Safety	22,356,342	23,283,927	26,430,539	28,067,838
Capital Outlay	352,372	368,424		
TOTAL EXPENDITURES/USES	22,708,714	23,652,351	26,430,539	28,067,838
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	234,806	(947,849)		
Other Financing Sources (Uses)				
Transfers In	1,830,971	2,991,811		
Transfers Out	(878,202)	(1,369,585)		
Total Other Financing Sources (Uses)	952,769	1,622,226		
NET CHANGE IN FUND BALANCE	1,187,575	674,377		
FUND BALANCE END OF YEAR	**$1,820,979**	**$2,495,356**	**$2,495,356**	**$2,495,356**
Nonspendable/Restricted	1,820,979	2,495,356	2,495,356	2,495,356
Contingency Account				
ENDING BALANCE	**$1,820,979**	**$2,495,356**	**$2,495,356**	**$2,495,356**

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 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.

At the end of FY 2020, there was an increase of approximately $670k in fund balance, due primarily to actuals lower than budgeted expenditures across the departmental budget. We did see lower revenue collections but this was offset by the reduction in expenditures across the fund.

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

In FY 2022 it was not necessary to allocate any portion of fund balance to cover expenses.

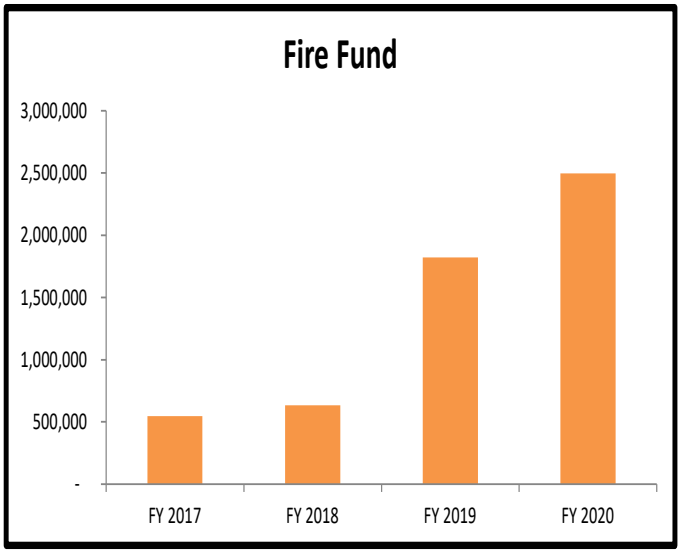


Chart shows historical fund balance levels

Water and Sewer Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**$ 54,809,193**	**$ 57,018,476**	**$ 59,151,275**	**$59,151,275**
Use of Reserves	-		-	-
Adjustment- GASB Statement 65	-		-	-
REVISED BEGINNING BALANCE	**$54,809,193**	**$57,018,476**	**$59,151,275**	**$59,151,275**
REVENUE/SOURCES				
Charges for Services	24,058,025	24,359,646	25,441,970	25,464,045
Appropriations from fund balance	-	-	-	-
TOTAL REVENUE/SOURCES	24,058,025	24,359,646	25,441,970	25,464,045
EXPENSES/USES				
Operating Expenses:				
Operating and Program Costs	12,257,048	11,775,304	13,141,115	13,724,470
Administration	4,197,394	4,431,587	1,357,701	1,482,818
Non-Departmental	941,698	1,112,735	10,943,154	10,256,757
Depreciation	4,445,970	4,646,129	-	-
TOTAL OPERATING EXPENSES/USES	21,842,110	21,965,755	25,441,970	25,464,045
Non Operating Revenues (Expenses)				
Investment Income	426,745	345,019	-	-
Interest Expense	(545,582)	(504,439)	-	-
Other Revenue	64,620	-	-	-
Other (Trustee fees/disposal of capital assets)	(1,175)		-	-
TOTAL NON OPERATING REV (EXP)	(55,392)	(159,420)	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	2,160,523	2,234,471	-	-
Other Financing Sources (Uses)				
Contributions from private source	179,248	2,644	-	-
Capital Contributions	-		-	-
Transfers Out	(130,488)	(104,316)	-	-
Total Other Financing Sources (Uses)	48,760	(101,672)	-	-
CHANGE IN NET POSITION	2,209,283	2,132,799	-	-
FUND BALANCE END OF YEAR	**$57,018,476**	**$59,151,275**	**$59,151,275**	**$59,151,275**
NET ASSETS/POSITION				
Net investment in capital assets	42,181,365	41,581,188	-	-
Restricted (Renewal & Replacement)	-		-	-
Restricted (Impact Fees)	795,369	803,823	-	-
Unrestricted	14,041,742	16,766,264	-	-
NET POSITION END OF YEAR	**$ 57,018,476**	**$ 59,151,275**	**$ 59,151,275**	**$59,151,275**

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 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..

At the end of FY 2020, the fund balance increased by $2.,132,799 primarily due to lower than budgeted expenditures and budgeted appropriations to equity fund capital projects which no portion was used..

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

In FY 2022, due to a portion of CIP funded through ARPA, no fund balance was needed.

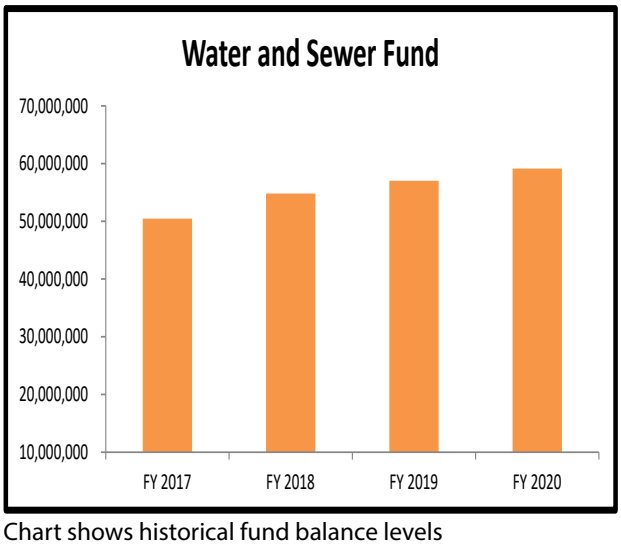


Chart shows historical fund balance levels

Health Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE/NET POSITION	**$4,433,880**	**5,047,697**	**5,047,697**	**$5,047,697**
REVENUE/SOURCES				
Operating Revenue				
Charges for Services				
General Fund	10,078,008	9,847,185	9,931,146	11,870,566
Water and Sewer Fund	581,791	593,559	592,982	700,097
Equipment Services Fund	218,128	1,806,155	216,411	2,106,255
Solid Waste Fund	39,991	39,812	39,675	45,747
Property/Casualty Insurance Fund	36,354	36,193	36,069	41,622
Fire Fund	1,722,683	217,156	1,794,790	249,529
Stormwater Fund	-	138,255	146,438	186,758
Museum Fund	-	-	79,351	93,454
Other Revenue	471,789	696,337	765,000	868,560
Total Operating Revenue	13,148,744	13,374,652	13,601,862	16,162,589
Non Operating Revenue				
Premium/Retirees	999,684	905,322	759,864	792,852
Terminated/Cobra	5,689	5,283	20,000	20,000
Employee W/Dependent	1,374,190	1,727,416	2,047,838	2,810,543
Wellness	100,000	150,000	150,000	150,000
Interest Income	121,383	78,175	49,999	50,000
Appropriated Fund Balance		676,418	500,000	-
Total Non Operating Revenue	2,600,946	3,542,613	3,527,701	3,823,395
TOTAL REVENUE/SOURCES	15,749,690	16,917,265	17,129,563	19,985,984
EXPENSES/USES				
Health Plan	14,815,701	16,575,626	16,789,623	19,660,837
Contingency		-	18,110	3,317
Life Ins/ Long Term Disability	320,172	341,639	321,830	321,830
TOTAL EXPENSES/USES	15,135,873	16,917,265	17,129,563	19,985,984
TRANSFERS - OTHERS			-	-
CHANGE IN NET POSITION	613,817	-	-	-
FUND BALANCE END OF YEAR	**$5,047,697**	**$5,047,697**	**$5,047,697**	**$5,047,697**
NET ASSETS/POSITION				
Designated/Reserved			-	-
Undesignated/Unreserved	5,047,697	5,047,697	5,047,697	5,047,697
NET POSITION END OF YEAR	**5,047,697**	**$5,047,697**	**$5,047,697**	**$5,047,697**
Total Assets	**$5,898,225**	5,241,264	-	-
Net position end of year includes:				
Accounts payable & accrued Liabilities	57,447	92,794	-	-
Compensated absences	15,005	15,816	-	-
Accrued liabilities for estimated claims	778,075	761,373	-	-
Total Liabilities	850,527	869,983	-	-

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 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.

At the end of FY 2020, $737,950 was 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.

In FY 2022, there were no funds budgeted to be allocated from fund balance.

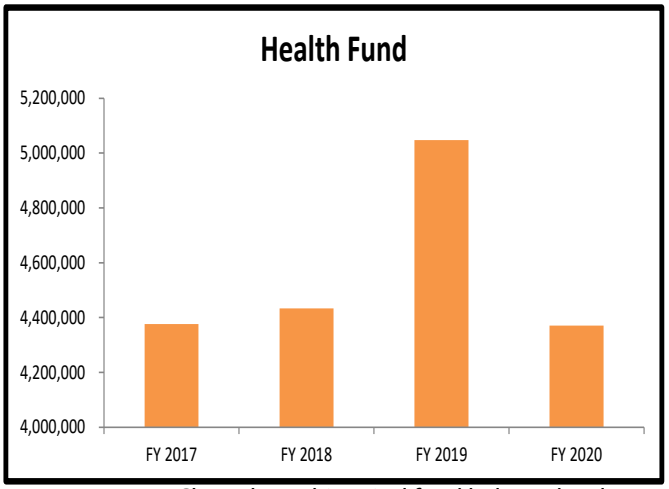


Chart shows historical fund balance levels

General Insurance Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**$2,785,461**	**$3,918,774**	**$3,918,774**	**$3,918,774**
REVENUE/ SOURCES				
Operating Revenue				
Charges for Services				
General Fund	3,164,772	3,392,048	3,399,954	3,748,391
Water and Sewer Fund	915,657	1,022,638	1,042,664	1,136,415
Fire Fund	545,402	604,560	601,415	657,488
Health Fund	5,027	5,219	5,035	5,434
Equipment Services Fund	33,513	34,790	33,563	36,229
Solid Waste	6,144	6,378	6,153	6,642
Stormwater Fund	-	22,150	22,711	27,413
Museum Fund	-	-	12,307	13,284
Total Operating Revenue	4,670,515	5,087,783	5,123,802	5,631,296
Non Operating Revenue				
Motor Vehicle	120,130	159,559	100,000	100,000
Workers' Compensation	335,173	105,515	60,000	105,000
Other	269,610	114,137	50,000	90,000
Interest Income	194,432	138,363	30,000	30,000
Appropriated Fund Balance	-	275,888	200,000	-
Total Non Operating revenue	919,345	793,462	440,000	325,000
TOTAL REVENUE/SOURCES	5,589,860	5,881,245	5,563,802	5,956,296
EXPENSES/USES				
Workers' Compensation	1,834,523	2,062,054	2,261,843	2,337,615
Property	2,446,274	2,519,079	3,003,190	3,307,366
Casualty	175,750	137,760	298,769	311,314
Transfer to Capital Fund		1,162,352		
TOTAL EXPENSES/USES	4,456,547	5,881,245	5,563,802	5,956,296
CHANGE IN NET POSITION	1,133,313	-	-	-
FUND BALANCE END OF YEAR	**$3,918,774**	**$3,918,774**	**$3,918,774**	**$3,918,774**
NET ASSETS/POSITION				
Designated/Reserved			-	-
Undesignated/Unrestricted	3,918,774	3,918,774	3,918,774	3,918,774
NET POSITION END OF YEAR	**$3,918,774**	**$3,918,774**	**$3,918,774**	**$3,918,774**
Total Assets	8,164,528	8,392,363	-	-
Accounts payable and accrued liabilities	96,238	146,181	-	-
Compensated absences	1,515	13,827	-	-
Accrued liability for estimated claims	4,148,000	4,530,000	-	-
	4,245,753	**$4,690,008**	**$** -	**$** -

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

At the end of FY 2020, $1,375,352 was appropriated from fund balance to cover one-time capital projects.

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

In FY 2022, there were no funds budgeted to be allocated from fund balance.

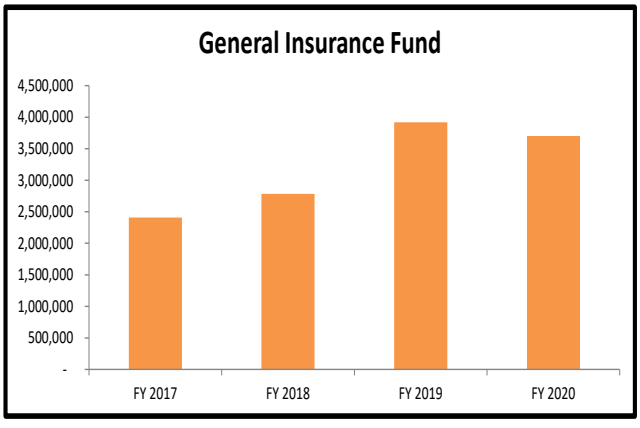


Chart shows historical fund balance levels

Equipment Services Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE/NET POSITION	**$21,309,837**	**$22,410,005**	**$24,564,666**	**$24,564,666**
Adjustment - GASB Statement 75	-		-	-
REVISED BEGINNING BALANCE	**$21,309,837**	**$22,410,005**	**$24,564,666**	**$24,564,666**
OPERATING REVENUE/SOURCES				
Charges for Services	7,414,284	7,761,733	4,882,953	8,399,673
Other	50,117	58,121	200,000	200,000
SUB TOTAL REVENUES	7,464,401	7,819,854	5,082,953	8,599,673
Non Operating Revenues				
Investment Income	233,320	180,515	50,000	100,000
Other Income	29,654	-	-	-
Appropriation from fund balance	-	-	4,252,664	4,708,589
Gain on disposal of capital assets	49,382	72,383	-	-
Total Non Operating Revenues	312,356	252,898	4,302,664	4,808,589
TOTAL REVENUE/SOURCES	7,776,757	8,072,752	9,385,617	13,408,262
EXPENDITURES/USES				
Operating/Administration	3,267,210	2,869,330	8,102,194	8,714,866
Depreciation Expense	3,270,903	3,493,753	1,283,423	4,693,396
TOTAL OPERATING EXPENSES/USES	6,538,113	6,363,083	9,385,617	13,408,262
INCOME (LOSS) BEFORE CONTRIBUTIONS AND TRANSFERS	1,238,644	1,709,669	-	-
EXCESS/DEFICIENCY OF REVENUES OVER EXPENSES	2,477,288	3,419,338	-	-
Other Financing Sources/Uses				
Capital Contributions	198,470	619,407	-	-
Transfers In	101,894	63,585	-	-
Transfers Out	(438,840)	(238,000)	-	-
Total Other Financing Sources/Uses	(138,476)	444,992	-	-
CHANGE IN NET POSITION	1,100,168	2,154,661	-	-
FUND BALANCE END OF YEAR	**$22,410,005**	**$24,564,666**	**$24,564,666**	**$24,564,666**
NET ASSETS/POSITION				
Net investment in capital assets	13,259,539	14,264,206	-	-
Unrestricted	9,150,466	10,300,460	-	-
NET POSITION END OF YEAR	**$22,410,005**	**$24,564,666**	**$24,564,666**	**$24,564,666**

Discussion of changes in Fund Balance or Net Position:

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

At the end of FY 2020, the fund balance increased by $2,154,661, primarily due to lower departmental costs and a delay in vehicle orders.

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

n FY 2022, $4,708,589 has been appropriated from fund balance.

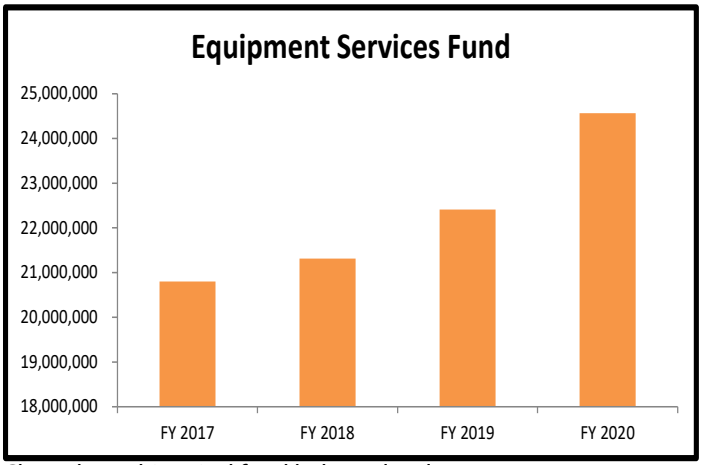


Chart shows historical fund balance levels

Debt Service Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**496,462**	**1,066,144**	**708,478**	**708,478**
Budgeted Reserves	-	-	-	-
Use of Reserves	-	-	-	-
REVISED BEGINNING BALANCE	**$496,462**	**$1,066,144**	**$708,478**	**$708,478**
REVENUE/SOURCES				
Ad Valorem Taxes	2,611,108	2,603,824	2,579,549	2,572,699
Intergovernmental	87,584	81,646	-	-
Interest and Other	48,535	30,413	11,398	10,000
SUB TOTAL REVENUES	2,747,227	2,715,883	2,590,947	2,582,699
Other Financing Sources				
Interest Rebate	-	-	74,205	67,672
Appropriations from fund balance	-	-	21,711	-
Inter-fund transfers for Debt Service				
From General Fund	-	-	7,801,786	8,645,221
From Fire Fund	-	-	207,320	900,519
From Water and Sewer Fund	-	-	87,176	135,318
From Stormwater Fund	-	-	-	137,909
From Equipment Services Fund	-	-	27,827	27,857
From Forfeiture Fund	-	-	181,174	-
Subtotal Other Financing Sources	-	-	8,401,199	9,914,496
TOTAL REVENUE SOURCES	2,747,227	2,715,883	10,992,146	12,497,195
EXPENDITURES/USES				
General Government	-	-	41,400	40,000
Principal	7,604,967	9,030,317	8,394,893	9,305,987
Interest	2,764,864	2,654,535	2,555,853	3,151,207
TOTAL EXPENDITURES/USES	10,369,831	11,684,852	10,992,147	12,497,195
SURPLUS (DEFICIT) OF REVENUES OVER EXPENDITURES	(7,622,604)	(8,968,969)		
Other Financing Sources (Uses)				
Debt Proceeds				
Refunding Bonds Issued	-		-	-
Payment to Refunded Bond Escrow Agent	-		-	-
Transfers In	8,192,286	9,111,303	-	-
Transfers Out	-	(500,000)	-	-
Total Other Financing Sources (Uses)	8,192,286	8,611,303	-	-
NET CHANGE IN FUND BALANCE	569,682	(357,666)	-	-
FUND BALANCE END OF YEAR	**$1,066,144**	**$708,478**	**$708,478**	**$708,478**
Restricted for Bond Reserves			-	-
Assigned to Debt Service	1,066,144	708,478	708,478	708,478
Undesignated			-	-
ENDING BALANCE	**$1,066,144**	**$708,478**	**$708,478**	**$708,478**

Discussion of changes in Fund Balance or Net Position:

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.

At the end of FY 2020: The fund balance decreased by $357,666. This was attributable to the debt issued for the City's purchase of a new Enterprise Resource Planning (ERP) identified in the 5 year IT Strategic Plan.

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

In FY 2022: No fund balance was needed for appropriations.

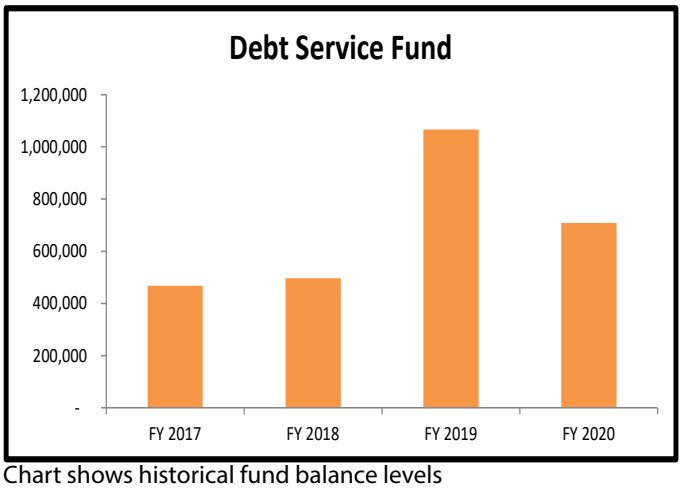


Chart shows historical fund balance levels

Solid Waste Fund Balance

	FY 2019 Actual	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**245,249**	**398,094**	**831,856**	**831,856**
Use of Reserves	-	-	-	-
Adjustment- GASB Statement 65	-	-	-	-
REVISED BEGINNING BALANCE	**$245,249**	**$398,094**	**$831,856**	**$831,856**
REVENUE/SOURCES				
Charges for Services	4,936,075	5,740,333	5,742,998	6,637,437
Appropriations from fund balance	-	-	-	-
TOTAL REVENUE/SOURCES	4,936,075	5,740,333	5,742,998	6,637,437
EXPENSES/USES				
Operating Expenses:				
Operating and Program Costs	4,664,840	5,199,136	5,267,780	5,776,661
Administration	143,091	159,650	172,706	184,108
Non-Departmental	265	-	302,512	676,668
Depreciation	-	-	-	-
TOTAL OPERATING EXPENSES/USES	4,808,196	5,358,786	5,742,998	6,637,437
Non Operating Revenues (Expenses)				
Investment Income	44,543	52,215	-	-
Interest Expense	-	-	-	-
Other Revenue	1,829	-	-	-
Other (Trustee fees/disposal of capital assets)	-	-	-	-
TOTAL NON OPERATING REV (EXP)	46,372	52,215	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	174,251	433,762	-	-
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	152,845	433,762	-	-
FUND BALANCE END OF YEAR	**$398,094**	**$831,856**	**$831,856**	**$831,856**
NET ASSETS/POSITION				
Net investment in capital assets	-	-	-	-
Restricted (Impact Fees)	-	-	-	-
Unrestricted	398,094	831,856	831,856	831,856
NET POSITION END OF YEAR	**$ 398,094**	**$ 831,856**	**$ 831,856**	**$ 831,856**

Discussion of changes in Fund Balance or Net Position:

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

At the end of FY 2020: The fund balance increased by $433,762 as a result of lower operational expenses and unallocated expense reserve budgeted in order to build up fund balance.

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

In FY 2022: No appropriations from fund balance were needed.

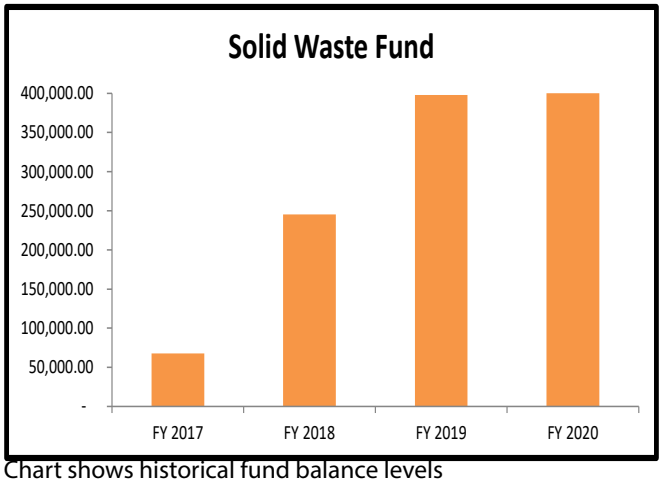


Chart shows historical fund balance levels

Stormwater Fund Balance

	Established FY2020	FY2020 Actual	FY 2021 Budget	FY 2022 Budget
BEGINNING BALANCE	**N/A**	**$0**	**$2,316,809**	**$2,316,809**
Use of Reserves	-	-	-	-
Adjustment- GASB Statement 65	-	-	-	-
REVISED BEGINNING BALANCE	**-**	**-**	**$2,316,809**	**$2,316,809**
REVENUE/SOURCES				
Charges for Services	-	3,827,290	3,896,182	3,902,976
Appropriations from fund balance	-	-	643,040	-
TOTAL REVENUE/SOURCES	-	3,827,290	4,539,222	3,902,976
EXPENSES/USES				
Operating Expenses:				
Operating and Program Costs	-	663,703	2,005,102	2,330,819
Administration	-	905,487	-	-
Non-Departmental	-	-	34,120	372,157
Capital Outlay	-	-	2,500,000	1,200,000
TOTAL OPERATING EXPENSES/USES	-	1,569,190	4,539,222	3,902,976
Non Operating Revenues (Expenses)				
Investment Income	-	34,703	-	-
Interest Expense	-	-	-	-
Other Revenue	-	-	-	-
TOTAL NON OPERATING REV (EXP)	-	34,703	-	-
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	-	2,292,803	-	-
Other Financing Sources (Uses)				
Capital Contributions	-	320,172	-	-
Operating Transfers In				
Transfers Out	-	(296,166)	-	-
Total Other Financing Sources (Uses)	-	24,006	-	-
CHANGE IN NET POSITION	-	2,316,809	-	-
FUND BALANCE END OF YEAR	**$ -**	**$ 1,996,637**	**$ 2,316,809**	**$ 2,316,809**
NET ASSETS/POSITION				
Net investment in capital assets	-	541,332	-	-
Unrestricted	-	1,775,477	2,316,809	2,316,809
NET ASSETS NET POSITION END OF YEAR	**$ -**	**$ 2,316,809**	**$ 2,316,809**	**$ 2,316,809**

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 17% operating budget expenditures, less chargebacks, debt service, interfund transfers and capital costs.

At the end of FY 2020: The fund was established in FY 2020. The fund balance increased by $2,316,809 due to capital funds not yet spent.

In FY 2021: $643,040 was appropriated from fund balance to fund capital projects.

In FY 2022: No appropriations from fund balance were needed.

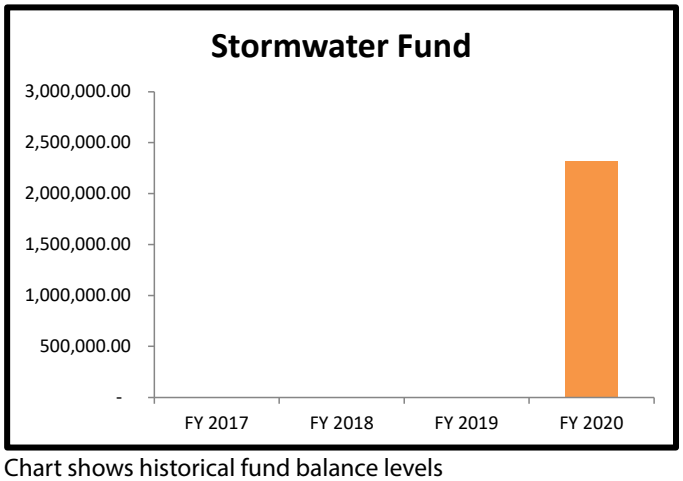


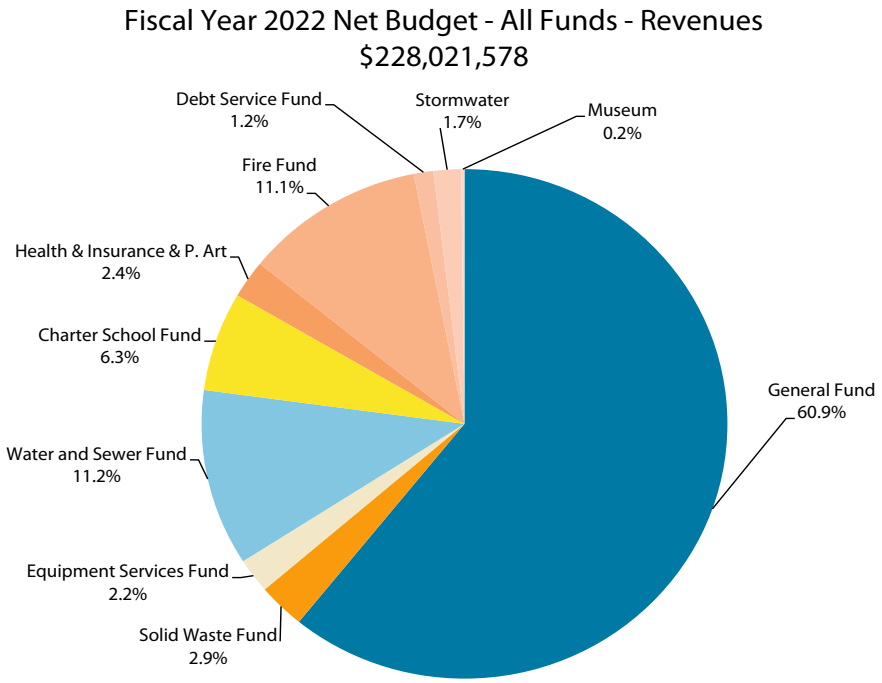
Chart shows historical fund balance levels



Summary of net budgeted revenues — Fiscal Year 2022

	FY 2021 Adopted Net Budget	Percent of Total	FY 2022 Adopted Net Budget	Percent of Total	Dollar Change	Percent Change
General Fund	$126,231,367	59.1%	$138,807,042	60.9%	$12,575,675	10.0%
Fire Fund	23,635,289	11.1%	25,216,683	11.1%	1,581,394	6.7%
Water and Sewer Fund	25,441,970	11.9%	25,464,045	11.2%	22,075	0.1%
Health and General Insurance Funds	4,732,702	2.2%	5,016,955	2.2%	284,253	6.0%
C. S. Charter School Fund	14,787,709	6.9%	14,315,482	6.3%	(472,227)	-3.2%
Public Art Fund	228,200	0.1%	401,400	0.2%	173,200	75.9%
Equipment Services Fund	4,543,164	2.1%	5,049,089	2.2%	505,925	11.1%
Solid Waste Fund	5,742,998	2.7%	6,637,437	2.9%	894,439	15.6%
Debt Service Fund	2,868,037	1.3%	2,650,371	1.2%	(217,666)	-7.6%
Stormwater Fund	4,539,222	2.1%	3,902,976	1.7%	(636,246)	-14.0%
Museum Fund	784,941	0.4%	560,098	0.2%	(224,843)	-28.6%
Total	**$213,535,599**	**100.0%**	**$228,021,578**	**100.0%**	**$14,485,979**	**6.8%**

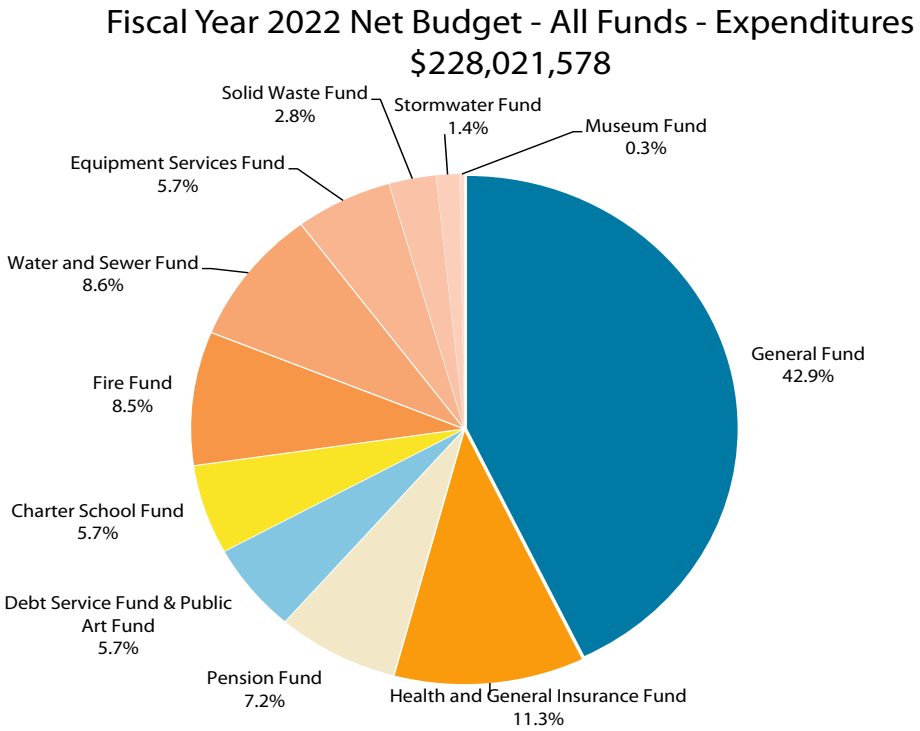
Note: The total net budgeted revenues and expenditures/expenses are equal. However, the total by fund for revenue and expenditure/expenses are different due to inter-fund transfers.



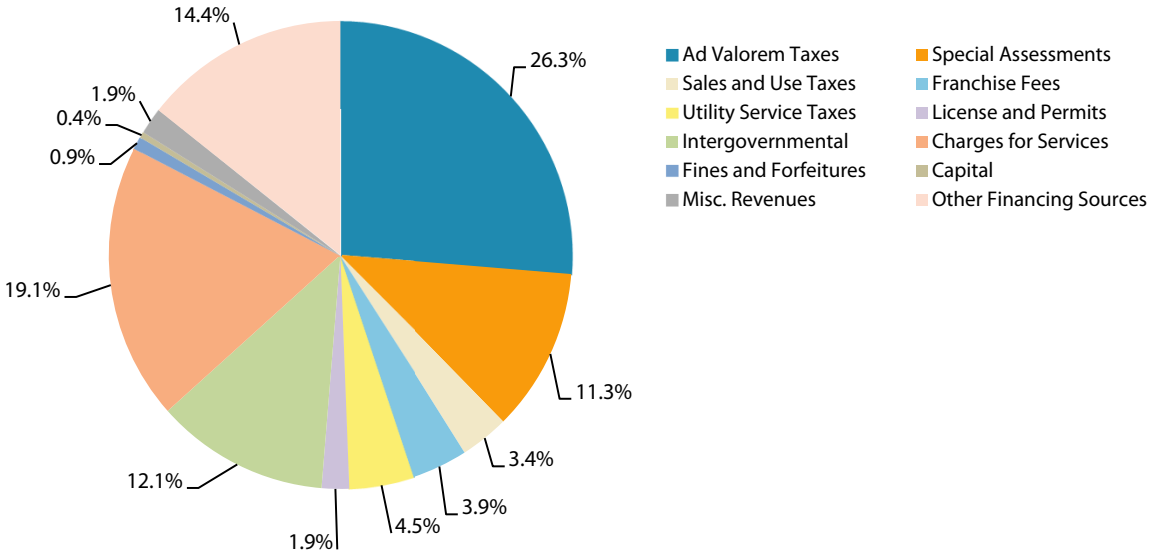
Summary of net budgeted expenditures —Fiscal Year 2022

	FY 2021 Adopted Net Budget	Percent of Total	FY 2022 Adopted Net Budget	Percent of Total	Dollar Change	Percent Change
General Fund	$91,218,477	42.7%	$97,739,673	42.9%	$6,521,196	7.1%
Fire Fund	18,703,505	8.8%	19,319,992	8.5%	616,487	3.3%
Water and Sewer Fund	19,928,835	9.3%	19,705,429	8.6%	-223,406	-1.1%
Health and General Insurance Funds	22,616,217	10.6%	25,758,290	11.3%	3,142,073	13.9%
C.S. Charter School Fund	13,367,709	6.3%	12,895,482	5.7%	-472,227	-3.5%
Public Art Fund	228,200	0.1%	401,400	0.2%	173,200	75.9%
Equipment Services Fund	9,031,585	4.2%	13,086,360	5.7%	4,054,775	44.9%
Pension Fund	17,011,397	8.0%	16,478,829	7.2%	-532,568	-3.1%
Solid Waste Fund	5,693,447	2.7%	6,343,279	2.8%	649,832	11.4%
Debt Service Fund	10,992,146	5.1%	12,497,195	5.5%	1,505,049	13.7%
Stormwater Fund	4,086,132	1.9%	3,127,571	1.4%	-958,561	-23.5%
Museum Fund	657,949	0.3%	668,078	0.3%	10,129	1.5%
Total	**$213,535,599**	**100.0%**	**$228,021,578**	**100.0%**	**$14,485,979**	**6.8%**

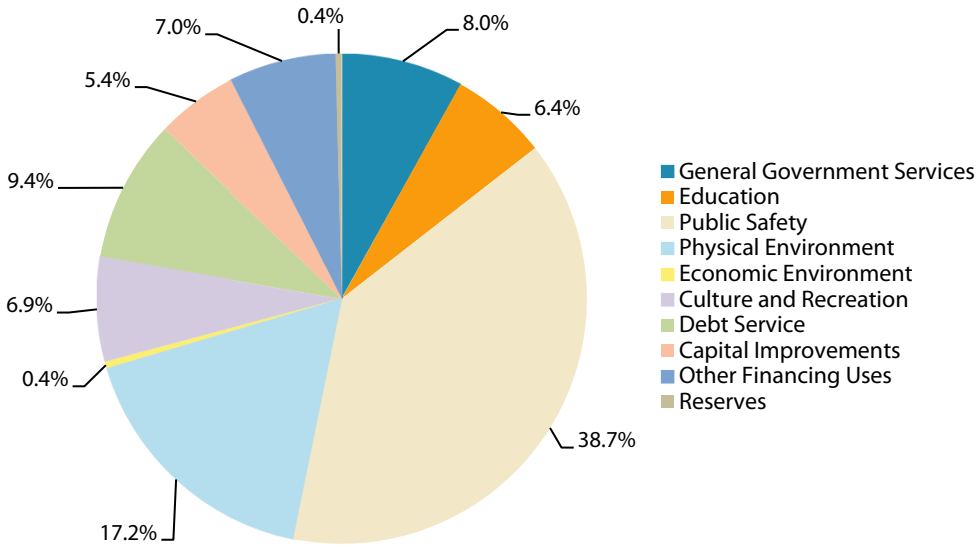
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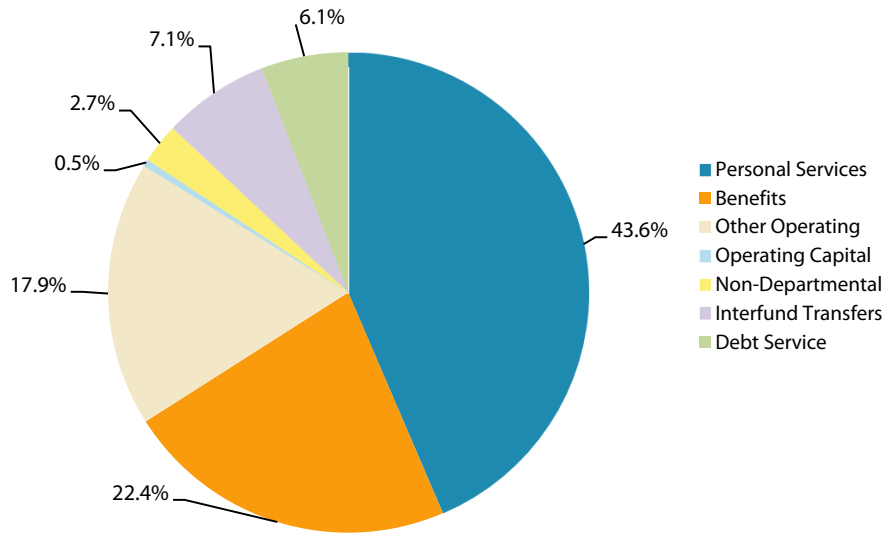
Where the money comes from by source (all funds)



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



Where the money goes by category (General Fund only)



GENERAL FUND BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
General Operating						
Ad Valorem Taxes	$57,817,358	$60,342,435	$62,796,766	**$67,276,316**	$ 4,479,550	7.13%
Solid Waste Assessment-FF	2,184,925	2,232,867	2,189,175	**2,189,175**		0.00%
Franchise Fees						0.00%
Electricity	7,109,364	6,827,053	7,000,000	**7,000,000**	-	0.00%
Solid Waste	3,297,103	3,195,826	3,275,000	**3,307,750**	32,750	1.00%
Towing/Other	135,371	138,946	141,400	**141,400**	-	0.00%
Subtotal - Franchise Fees	10,541,838	10,161,825	10,416,400	**10,449,150**	32,750	0.31%
Utility Service Taxes						
Electricity	9,477,467	9,586,648	9,494,000	**9,588,940**	94,940	1.00%
Water	2,084,934	2,140,894	2,089,656	**2,110,553**	20,897	1.00%
Propane/Natural Gas	143,836	110,436	120,000	**121,200**	1,200	1.00%
Subtotal - Utility Taxes	11,706,237	11,837,978	11,703,656	**11,820,693**	117,037	1.00%
State Intergovernmental Revenues:						
Communications Services Tax	3,185,862	3,105,363	2,650,000	**3,036,000**	386,000	14.57%
Seminole Casino (Local Share)	-	-	-	**185,000**	185,000	0.00%
Shared Revenues	4,718,957	4,327,702	3,575,000	**5,146,000**	1,571,000	43.94%
Alcoholic Beverages/Casino	260,932	208,558	52,000	**53,560**	1,560	3.00%
Sales Tax	8,691,107	7,862,622	6,234,213	**9,034,000**	2,799,787	44.91%
Other Revenue/Municipal Rebate	56,964	62,526	56,000	**57,680**	1,680	3.00%
Subtotal State Intergovernmental	16,913,822	15,566,771	12,567,213	**17,512,240**	4,945,027	39.35%
Other Intergovernmental Revenues						
CARES EMS	40,000	46,845	-		-	0.00%
Community Bus Program Revenues	124,770	329,820	335,000	**335,000**	-	0.00%
First Local Option Fuel Tax	1,363,885	1,210,063	1,190,480	**1,246,700**	56,220	4.72%
Second Local Option Fuel Tax	969,964	850,919	827,274	**989,825**	162,551	19.65%
Public Safety E911	265,002	257,142	245,146	**247,598**	2,451	1.00%
Recycling Material Revenue	9,693	-	-	**-**	-	0.00%
From Sportsplex SBBC	-	40,000	40,000	**40,000**	-	0.00%
Subtotal Other Intergovernmental	2,773,314	2,734,789	2,637,900	**2,859,122**	221,222	8.39%
Subtotal Intergovernmental	19,687,136	18,301,560	15,205,113	**20,371,362**	5,166,249	33.98%
Permits and Business Tax						
Building Permits	3,173,076	3,469,486	2,957,500	**3,500,000**	542,500	18.34%
Not Related State Surcharge	198,696	157,781	157,500	**165,375**	7,875	5.00%
Rebillable Overtime	65,450	33,798	77,021	**47,872**	(29,149)	-37.85%
Engineering Permits	-	39,891	-	**-**	-	0.00%
Other Permits (Waste Hauling)	28,500	6,000	50,000	**50,000**	-	0.00%
Subtotal Permits	3,465,722	3,706,956	3,242,021	**3,763,247**	521,226	16.08%
Business Tax	1,283,249	1,175,549	1,220,000	**1,310,773**	90,773	7.44%
Subtotal Permits and Business Tax	4,748,971	4,882,505	4,462,021	**5,074,020**	611,999	13.72%
Charges For Services						
Parks and Recreation						
Cypress Park	141,316	72,845	118,261	**102,450**	(15,811)	-13.37%
Mullins Park	236,324	120,428	258,008	**218,000**	(40,008)	-15.51%
North Community Park	62,681	99,437	73,178	**43,350**	(29,828)	-40.76%
Neighborhood Parks	110,460	48,973	109,567	**76,250**	(33,317)	-30.41%
Activity Center	49,659	24,239	47,884	**42,580**	(5,304)	-11.08%
Recreation Services	22,886	10,900	19,712	**22,941**	3,229	16.38%
Summer Recreation	363,722	189	380,000	**373,012**	(6,988)	-1.84%
Transportation	22,024	8,246	1,500	**1,515**	15	1.00%
Gymnasium	343,089	184,136	428,018	**396,317**	(31,701)	-7.41%
Aquatics—Cypress Pool	90,510	20,414	103,528	**90,066**	(13,462)	-13.00%
Aquatics—Mullins Pool	46,243	9,593	53,579	**47,413**	(6,166)	-11.51%
Aquatic Complex	1,410,256	810,745	1,500,236	**1,416,451**	(83,785)	-5.58%
Sportsplex	360,640	360,482	347,951	**308,281**	(39,670)	-11.40%
Tennis Center	362,849	344,560	367,951	**352,764**	(15,187)	-4.13%
Cypress Tennis	124,085	61,616	135,122	**129,341**	(5,781)	-4.28%
Subtotal Parks and Recreation	3,746,744	2,176,803	3,944,495	**3,620,729**	(323,766)	-8.21%

General Fund Budget Summary (continued)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues Continued:						
Charges for Services to other funds						
W&S Fund—Admin Services	2,487,616	2,575,154	2,615,871	**2,705,340**	89,469	3.42%
W&S Fund—Economic Development	296,701	296,701	296,701	**296,701**	-	0.00%
Fire Fund—Admin Services	1,968,139	2,027,183	2,087,998	**2,150,638**	62,640	3.00%
Subtotal - Charges for Services - Other Funds	4,752,456	4,899,038	5,000,570	**5,152,679**	152,109	3.04%
Charges for Services—Other						
General Government	1,118,653	880,871	880,282	**913,874**	33,592	3.82%
City Hall in the Mall	1,230,654	714,621	1,143,021	**1,200,172**	57,151	5.00%
Public Safety	2,321,437	2,263,188	2,257,427	**2,321,325**	63,898	2.83%
EMS Transport Fees	2,688,610	2,193,600	2,728,635	**2,810,494**	81,859	3.00%
Dispatch Contract - Coconut Creek	-	1,627,191	1,015,473	**2,262,569**	1,247,096	122.81%
EMS Interfacility Transportation	21,049	34,103	19,570	**20,157**	587	3.00%
Public Emergency Medical Transportation	172,224	491,063	475,000	**500,000**	25,000	5.26%
EMS Contract	-	1,700,000	2,000,000	**2,100,000**	100,000	5.00%
Subtotal - Charges for Services - Other	7,552,627	9,904,637	10,519,408	**12,128,591**	1,609,183	15.30%
Subtotal - Charges For Services	16,051,827	16,980,478	19,464,473	**20,901,999**	1,437,526	7.39%
Fines and Forfeitures						
Court Fines	1,130,727	520,613	954,810	**983,454**	28,644	3.00%
Other Police Fines	154,945	145,281	172,794	**191,396**	18,602	10.77%
Adult Deferred Prosecution	65,188	30,391	90,000	**90,000**	-	0.00%
Misdemeanor Diversion Prog-Admin fee	17,504	7,482	30,000	**30,000**	-	0.00%
Code Compliance Citations and Liens	1,278,840	751,424	605,000	**608,000**	3,000	0.50%
Other Miscellaneous	485,884	345,260	274,700	**347,400**	72,700	26.47%
Subtotal Fines and Forfeitures	3,133,088	1,800,451	2,127,304	**2,250,251**	122,947	5.78%
Other Income:						
Interest	1,004,883	864,709	367,717	**375,071**	7,354	2.00%
Rents & Royalties/Cell Tower Lease Sale	1,352,851	1,531,619	1,427,388	**1,461,645**	34,257	2.40%
Worldfest	-	8,804	-	**-**	-	0.00%
Nuisance Abatement Assessment/Recovery	-	11,989	-	**-**	-	0.00%
CRA Contribution	50,000	155,000	158,150	**161,395**	3,245	2.05%
Charter School Lease	1,420,000	1,420,000	1,420,000	**1,420,000**	-	0.00%
Auction	3,224	6,016	21,004	**21,424**	420	2.00%
MLK Sponsorships/Golf	-	17,985	-	**-**	-	0.00%
COVID19 Funding		210,170	-	**-**	-	0.00%
SW Disposal Rebate	4,200	1,000	2,400	**2,424**	24	1.00%
Solid Waste Disposal Agreement	368,035	452,684	426,731	**454,965**	28,233	6.62%
General PRG Support Grant/Matching Grant		44,073	-	**-**	-	0.00%
Facility Rental	165,464	152,006	150,638	**150,638**	-	0.00%
Other Miscellaneous	174,174	154,682	173,000	**173,000**	-	0.00%
Subtotal Other Income	4,542,831	5,030,737	4,147,028	**4,220,562**	73,534	1.77%
Total General Operating	130,414,211	131,570,836	132,511,937	**144,553,528**	12,041,590	9.09%
Other						
Transfer from Grants Fund for CDBG	-	-	140,000	**142,800**	2,800	2.00%
Appropriation of fund balance for CIP	1,931,126	1,180,672	-	**683,394**	683,394	0.00%
Total Other	1,931,126	1,180,672	140,000	**826,194**	686,194	490.14%
Total Revenues	$132,345,337	$132,541,426	$132,651,937	**$145,379,722**	$12,727,784	9.59%

General Fund Budget Summary (continued)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Expenditures:						
Departmental*						
City Commission	$342,152	$381,727	$409,156	**$457,349**	48,193	11.78%
City Manager's Office	4,742,138	1,288,978	1,540,685	**1,575,166**	34,481	2.24%
Economic Development Office	-	759,722	662,846	**682,524**	19,678	2.97%
Emergency Management	-	363,111	564,956	**772,338**	207,382	36.71%
Communications and Marketing	-	1,411,696	1,502,677	**1,731,225**	228,548	15.21%
Budget and Strategy	-	1,032,931	1,010,619	**1,289,867**	279,248	27.63%
City Clerk	-	744,278	840,181	**872,911**	32,730	3.90%
Human Resources	2,538,673	2,340,564	2,359,921	**2,838,390**	478,469	20.27%
Financial Services	2,708,556	2,929,888	2,949,415	**3,249,168**	299,753	10.16%
Information Technology	4,189,770	4,466,444	5,297,619	**6,057,155**	759,536	14.34%
City Attorney	1,127,778	1,245,136	1,198,235	**1,368,273**	170,038	14.19%
Building	-	2,955,974	3,036,858	**3,430,582**	393,724	12.96%
Development Services	6,451,878	3,524,912	3,928,060	**3,840,409**	(87,651)	-2.23%
Police	54,756,034	54,293,419	55,335,466	**60,033,636**	4,698,170	8.49%
Emergency Medical Services	10,983,295	11,988,146	11,812,029	**13,137,178**	1,325,149	11.22%
Public Works	7,756,460	6,519,904	6,098,767	**7,009,180**	910,413	14.93%
Parks and Recreation	14,549,055	14,047,013	13,899,384	**15,491,148**	1,591,764	11.45%
Total Departmental	110,145,789	110,293,843	112,446,874	**123,836,499**	11,389,625	10.13%
Non-Departmental						
Non-Departmental	1,142,019	679,246	986,835	**989,724**	2,889	0.29%
Contingency	20,000	86,500	702,482	**737,606**	35,124	5.00%
Rebuild Stabilization Fund Contingency	-	-	200,000	**19,019**	(180,981)	-90.49%
Economic Development Incentive	5,763	10,681	150,000	**320,000**	170,000	113.33%
Market Adjustments	4,916	16,563	75,000	**58,445**	(16,555)	-22.07%
Other Post Employment Benefits	116,206	168,000	167,500	**167,500**	-	0.00%
Microsoft Licensing	278,736	220,000	220,000	**401,611**	181,611	82.55%
CRA Special Assessment	352,665	354,315	372,030	**409,046**	37,016	9.95%
Tuition Reimbursement	37,689	26,286	80,000	**80,000**	-	0.00%
Charter School (Lease Expense)	576,781	462,141	587,853	**599,420**	11,567	1.97%
Center for the Arts	412,923	420,374	55,000	**425,000**	370,000	672.73%
Library/Grounds Parking lot Maint	2,910	10,287	10,000	**10,000**	-	0.00%
Computer Replacement Plan	-	-		**10,945**	10,945	-
Subtotal - Non-Departmental	3,453,465	2,454,393	3,628,512	**4,228,317**	599,804	16.53%
Interfund Transfers						
Property/Casualty	1,616,359	1,814,425	1,859,726	**2,039,331**	179,605	9.66%
Fire Fund (Nonprofit Subsidy Churches/Schools)	1,513,746	2,497,510	2,351,426	**2,398,455**	47,029	2.00%
Fire Fund Govt. Assessment	317,225	494,301	443,824	**452,700**	8,876	2.00%
Facility Reserve	-	-	-	**-**	-	100.00%
To Museum Fund	-		424,864	**238,966**	(185,898)	-43.75%
To Capital Fund	5,100,134	5,362,726	3,694,925	**3,540,232**	(154,693)	-4.19%
Subtotal - Interfund Transfers	8,547,464	10,168,962	8,774,765	**8,669,685**	(105,080)	-1.20%
Revenue Bond						
4150 Debt Service	1,537,352	1,536,039	-	**561,796**	561,796	0.00%
Capital Revenue Bond, Series 2010 ($5,913,000/2.8	1,521,145	1,521,213	1,516,808	**410,847**	(1,105,961)	-72.91%
2010 Recovery Zone Bond ($5.9M/20yr/2.79%)	412,348	411,861	411,361		(411,361)	-100.00%
2013 Capital Revenue Note ($4.7M/10yr/1.95%)	519,600	519,600	519,600	**519,600**	-	0.00%
2013 Lease Purchase Financing (Phone)	400,000	400,000	-		-	0.00%
2019 ERP Lease ($4.8M/10yrs/2.070%)			384,718	**385,143**	425	0.11%
2014 Municipal Cmplx Loan Ph.1 ($10M / 2.47%)	248,062	248,062	1,299,062	**2,977,102**	1,678,040	129.17%
2017 Capital Revenue Note ($10M/15yr/2.5%)	691,286	941,375	298,180	**246,606**	(51,574)	-17.30%
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%)	1,405,452	1,405,682	1,405,262	**1,405,192**	(70)	0.00%
2019 Turf Field Lease	-	107,841	682,851	**683,096**	245	0.04%
2019 Body Camera/ Tasers Lease	-	-	183,806	**333,990**	150,184	81.71%
2019 Monitor Defibrillators Lease	-	-	76,378	**98,089**	21,711	28.43%
2021 Line of Credit Fee		-	21,569	**21,570**	1	0.00%
Subtotal - Debt Service	7,737,435	8,093,863	7,801,785	**8,645,221**	843,436	10.81%
			-		-	-
Total Non-Departmental	19,738,366	20,717,218	20,205,062	**21,543,223**	1,355,061	6.62%
			0			0.00%
Total Expenditures	$129,884,155	$131,354,750	$132,651,937	**145,379,722**	$12,727,784	9.59%
Revenues in Excess of Expenditures	**$2,461,182**	**$1,186,677**	**$0**	**$0**	**$ 0**	**0.00%**
Number of FTE's		689.35	700.35	**719.91**	20	2.79%

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 adopted budget is $145,379,722 for Fiscal Year 2022. This represents an increase of $12,727,784 or 9.59% from the Fiscal Year 2021 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 2022 General Fund revenue by source is provided in the chart to the right.

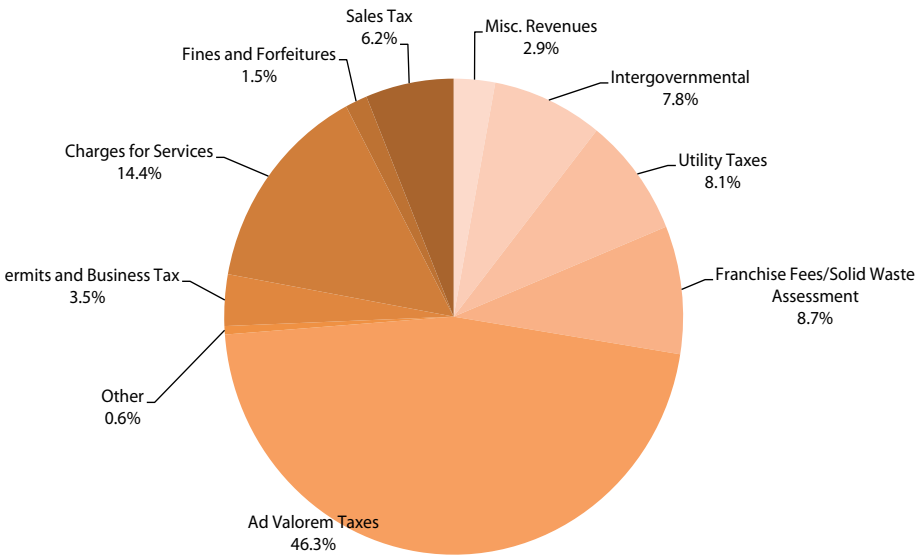
Major revenue sources for the General Fund Fiscal Year 2022 budget include:

Ad valorem taxes: $67,276,316 (46.3% of total revenues)

Ad valorem taxes represent a levy on the assessed value of real and personal property. In Fiscal Year 2022 ad valorem taxes will account for 46.3% of total General Fund revenues.

The general operating adopted tax millage rate is 6.0232, a .15 increase from Fiscal Year 2021. This rate is still below the state-imposed ten mill cap. The ad valorem revenue generated by the Fiscal Year 2022 tax millage rate is based on the July 1, 2021 assessed value provided by the Broward County Property Appraiser's Office.

General Fund total revenues—$145,379,722*



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

Tax year 2021 gross taxable property value increased by 4.6% to 11,757,400,455 at July 1. New additions, annexations, and construction added $44,626,480 or 0.38% to the tax roll.

The voter-approved debt service millage rate will decrease from 0.2412 to 0.2303 in Fiscal Year 2022. This represents a decrease of 0.0109 or -4.52% 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 5.87%, the City is well within its General Fund debt service limitation policy.

Millage rates, combined, historical

	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	Adopted FY 2022	Percent Change
General Operating	5.8732	5.8732	5.8732	6.0232	2.55%
Voter-Approved	0.2652	0.2534	0.2412	0.2303	-4.52%
Total Millage	6.1384	6.1266	6.1144	6.2535	2.27%

Franchise fees: $10,449,150
(7.19% 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 2022 revenues, and percent change from the adopted Fiscal Year 2021 budget. For more details, see Financial Strategy in Business Plan section of the document.

Franchise fees

Type (% of Gross)	FY 2020 Budgeted Receipts	FY 2021 Budgeted Receipts	FY 2022 Budgeted Receipts	Percent Change
Electricity (6%)	$7,000,000	$7,000,000	$7,000,000	0.0%
Solid Waste	3,275,000	3,275,000	3,307,750	1.0%
Towing/Other	140,000	141,400	141,400	0.0%
Total	$10,415,000	$10,416,400	$10,449,150	0.31%

Utility service taxes: $11,820,693
(8.13% 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 2022 utility service tax revenues are projected to increase by 1.00% or $117,037 from Fiscal Year 2021 budgeted revenue.

Utility service taxes

Type (% of Gross)	FY 2020 Budgeted Receipts	FY 2021 Budgeted Receipts	FY 2022 Budgeted Receipts	Percent Change
Electricity (10%)	$9,400,000	$9,494,000	$9,588,940	1.00%
Water (10%)	2,068,967	2,089,656	2,110,553	1.00%
Propane (10%)	140,000	120,000	121,200	1.00%
Total	$11,608,966	$11,703,656	$11,820,693	1.00%

Solid Waste Assessment: $2,189,175
(1.5% 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: $11,337,362
(7.8% 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 2022 are as follows:

Communications Services tax	$3,036,000
State shared revenue	$5,146,000
First local option fuel tax	$1,246,700
Second local option fuel tax	$989,825
Public safety E911	$247,598
Alcoholic beverage license	$53,560
Municipal rebate	$57,680
Seminole Casino (Local Share)	$185,000

The Communications Service Tax revenue is projected to increase by $386,000 or 14.57% driven by returning from the economic impact of the COVID-19 pandemic. The State shared revenue is estimated to increase by $1,571,000 or 43.94% mostly driven by the reopening of the economy, and returning from the economic impact of the COVID-19 pandemic. The First and Second local option fuel taxes are projected to increase by 24.37% or $218,770 in Fiscal Year 2022. Public safety E911 revenues are expected to increase by 1.0% in 2022. The Alcoholic beverage license revenue will increase by 3% and the Municipal rebate by 3%.

Sales tax: $9,034,000
(6.21% 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 increase 44.91% or $2,799,787 for Fiscal Year 2022 budget. More information can be found on the Financial Strategy section of this book.

Permits and business tax: $5,074,020
(3.49% of total revenues)

Building permit revenues are budgeted at $3,500,000, an increase of $542,500 or 18.34% from Fiscal Year 2021. 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 large increase based on the economic recovery that is bringing additional commercial and residential projects to our city. Building permits are 2.4% of total General Fund revenues.

Business tax revenues are expected at $1,310,773 an increase of $90,773 or 7.44% over Fiscal Year 2021 budget. 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: $3,620,729
(2.49% of total revenues)

Parks and Recreation revenues are generated from user fees at the City's parks, pools, and athletic facilities. Fiscal Year 2022 revenues are projected to decrease by -8.21% or $323,766 because of the closing or reduced capacity in the facilities driven by the COVID-19 pandemic.

Charges for services—other funds: $5,152,679
(3.54% of total revenues)

The transfer from the Water and Sewer Fund to the General Fund for administrative services is increasing by $89,469 or 3.42%. The transfer from the Fire Fund to the General Fund for indirect cost is increasing by $62,640, or 3% in Fiscal Year 2022 (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 2021, is budgeted from the Water and Sewer Fund to the General Fund to support the Economic Development Division.

Charges for services—other: $12,128,591
(8.34% 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 2022 revenues are projected to increase 15.3% or $1,609,183 from the Fiscal Year 2021 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 $81,859 over Fiscal Year 2021. This category also includes the new revenue stream of $2,262,569 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 increase 5% or $57,151 to $1,200,172. Public Safety revenues to increase by $37,498. General Government revenues are expected to increase by $33,592 or 3.82% from Fiscal Year 2021 budget.

Fines and forfeitures: $2,250,251
(1.55% of total revenues)

Fines and forfeitures are revenues generated by enforcement and prosecution of municipal ordinances and state statutes. Fiscal Year 2022 revenues are projected to increase $122,947 or 5.78% from Fiscal Year 2021 mainly driven by Code related revenues.

Miscellaneous revenues: $4,220,562
(2.9% 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 1.0% of total General Fund revenues. Rents and royalties include telecommunication tower leases and facility rentals. Fiscal Year 2022 miscellaneous revenues are expected to increase by $73,534 or 1.77% for Fiscal Year 2022. Interest earnings are expected to be $375,071, an increase of $7,354. 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: $142,800
(0.1% of total revenues)

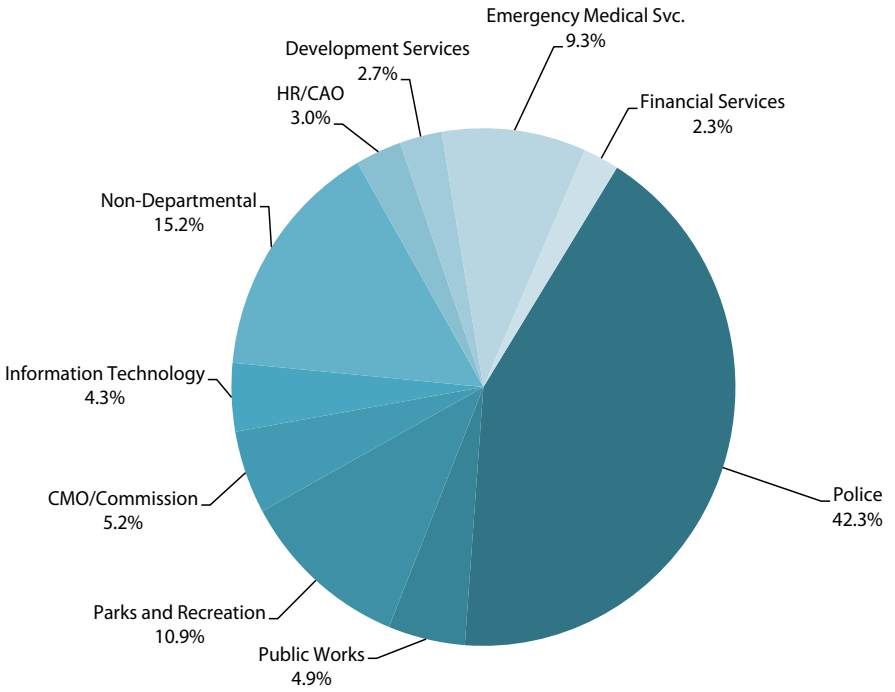
This revenue contains a Community Development Block Grant (CDBG) for $142,800 that is budgeted to be received in Fiscal Year 2022.

Expenditures

The Fiscal Year 2022 General Fund budgeted expenditures total $145,379,722. This adopted budget represents an increase of $12,727,784 or 9.59% from the Fiscal Year 2021 budget of $132,651,937.

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

General Fund total expenditures—$145,379,722



%'s may not add 100% due to rounding

City Commission: $457,349
(0.3% of total expenditures)

The City Commission's budget increased by 11.78% over Fiscal Year 2021. The increase of $48,193 was driven by returning the operating budget to Fiscal Year 2020 levels.

City Manager: $6,924,031
(4.76% 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 $802,067 or 13% in Fiscal Year 2022. The majority of the increase is attributed to a 3.0% in salaries increase, returning operating budgets to Fiscal Year 2020 levels, and the addition of new staff in two departments.

Human Resources: $2,838,390
(1.9% of total expenditures)

Human Resource's budget increased $478,469 or 20.27%. The majority of the increase is attributed to a 3.0% in salaries increase and returning operating budgets to Fiscal Year 2020 levels.

Financial Services: $3,249,168
(2.2% of total expenditures)

Financial Services' budget increased by $299,753 or 10.16% from Fiscal Year 2021 driven by 3.0% in salaries increase and returning operating budgets to Fiscal Year 2020 levels.

Information Technology (IT): $6,057,155
(4.1% of total expenditures)

IT's budget increased by $759,536 or 14.34%. This is mainly due to adds to staff, specifically related to Cyber Security, and returning operating budgets to Fiscal Year 2020 levels.

City Attorney: $1,368,273
(0.9% of total expenditures)

The City Attorney's budget increased by $170,038 or 14.19% driven by departmental reclassifications and returning operating budgets to Fiscal Year 2020 levels.

Development Services—Administration, Code, and Community Development: $3,840,409
(2.6% of total expenditures)

Development Services includes: Administration, Code Compliance and Community Development. The budget for this department decreased by $87,651or -2.23% mainly driven by reducing salary lines that will be funded from external grant sources.

Building: $3,430,582
(2.3% of total expenditures)

The Building Department expenses increased by $393,724 or 12.96% driven mainly by returning operating budgets to Fiscal Year 2020 levels, and the addition of two new positions.

Police: $60,033,636
(41.29% of total expenditures)

The Police Department's budget increased by $4,698,170 or 8.49%, mainly driven by the salaries and benefits for four additional Law Enforcement Officers for Fiscal Year 2022, and returning operating budget lines to Fiscal Year 2020 levels.

Emergency Medical Services (EMS): $13,137,178
(9.04% of total expenditures)

The EMS budget increased $1,325,149 or 11.22% primarily due returning operating budget lines to Fiscal Year 2020 levels, and the addition of three firefighters and one City-wide health and safety officer.

General Fund revenue and expenditure summary

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Ad Valorem Taxes	$57,817,358	$60,011,214	$62,796,766	$67,276,316	$4,479,550	7.1%
Solid Waste Assessment	2,184,925	2,189,175	2,189,175	2,189,175	$0	0.0%
Sales and Use Taxes	8,691,107	8,900,000	6,234,213	9,034,000	$2,799,787	44.9%
Franchise Fees	10,541,838	10,415,000	10,416,400	10,449,150	$32,750	0.3%
Utility Service Taxes	11,706,237	11,608,966	11,703,656	11,820,693	$117,037	1.0%
Licenses and Permits	4,748,971	4,409,005	4,462,021	5,074,020	$611,999	13.7%
Intergovernmental	10,996,029	10,836,074	8,970,900	11,337,362	$2,366,462	26.4%
Charges for Services	16,051,827	17,626,216	19,464,473	20,901,999	$1,437,526	7.4%
Fines and Forfeitures	3,133,088	2,548,735	2,127,304	2,250,251	$122,947	5.8%
Miscellaneous Revenues	4,542,831	4,194,978	4,147,027	4,220,561	$73,534	1.8%
Other Financing Sources	-	137,913	140,000	142,800	$2,800	2.0%
Appropriated Fund Balance	1,931,126	717,726	0	683,394	$683,394	0.0%
Total Revenues	**$132,345,337**	**$133,595,003**	**$132,651,937**	**$145,379,722**	**$12,727,784**	**9.5%**
Uses						
Expenditures:						
Personal Services	57,415,810	58,532,501	61,374,526	64,806,982	3,432,456	5.6%
Benefits	32,820,063	32,523,132	30,946,770	33,066,840	$2,120,070	6.9%
Other Operating	19,909,918	24,352,035	19,917,092	25,295,179	$5,378,087	27.0%
Operating Capital	495,950	559,576	21,812	667,496	$645,684	2960.2%
Non-Departmental	4,573,872	3,674,085	5,674,912	4,228,317	($1,446,595)	-25.5%
Interfund Transfers	6,931,105	5,859,811	6,915,039	8,669,685	$1,754,646	25.4%
Debt Service	7,737,435	8,093,863	7,801,786	8,645,223	$843,437	10.8%
Total Expenditures	**129,884,153**	**133,595,003**	**132,651,937**	**145,379,722**	**12,727,784**	**9.5%**
Rev. in Excess of Exp.	**$2,461,184**	**($0)**	**$0**	**$0**	**($0)**	**n/a**
Total full-time FTE's	**680.8**	**675.19**	**700.35**	**719.91**	**19.56**	**2.79%**

Public Works: $7,009,180
(4.8% of total expenditures)
The Public Works budget decreased by $910,413 or 14.93%, mainly due to the return of operating budget lines to Fiscal Year 2020 levels, and the addition of two new positions.

Parks and Recreation—includes Aquatics, Tennis, and Sportsplex: $15,491,148
(10.66% of total expenditures)

Parks and Recreation's budget increased by $1,591,764 or 11.45%. This increase is mainly driven by returning operating budget lines to Fiscal Year 2020 levels.

Non-departmental: $4,228,317
(2.9% of total expenditures)

The non-departmental budget net increase of $599,804 or 16.53% was mainly driven by the increase of expenses related to the Center of the Arts (other contractual expenses).

Interfund transfers: $8,669,685
(5.96% of total expenditures)

The interfund transfers budget decreased by -$105,080 or -1.2%. This decrease is driven by the ability to shift capital projects and part of the Museum subsidy to the American Rescue Plan Act.

Debt service: $8,645,221
(5.9% of total expenditures)

Debt service consists of capital and franchise revenue bonds. General Fund Debt Service will increase $843,436 or 10.81% over the Fiscal Year 2021 budget mainly driven by the increase in the 2014 Municipal Complex Loan Phase 1. The amounts in 2022 reflect both, principal and interest payments estimated for the fiscal year.

General Fund non-departmental operating expenses

	Item	Adopted FY 2021 Budget	Adopted FY 2022 Budget	$ Change	% Change
Financial	Internal Auditor	25,000	25,000	-	0.00%
	Tuition Reimbursement	80,000	80,000	-	0.00%
	Credit Card Charges	115,000	163,000	48,000	41.74%
Quality Program	Resident/Business Survey	25,000	25,000	-	0.00%
	Benchmarking	15,000	15,000	-	0.00%
Cross Departmental	Innovate Downtown	-	-	-	0.00%
	Election Expense	44,000	44,000	-	0.00%
	Unemployment	20,000	20,000	-	0.00%
	State Lobbyist	40,000	40,000	-	0.00%
	Federal Lobbyist	70,000	70,000	-	0.00%
	Center for the Arts Rentals	-	-	-	0.00%
	Other Contractual Services	184,718	192,107	7,389	4.00%
	Hurricane Preparedness (Safety)	6,500	6,500	-	0.00%
	Special Event Banner Printing	40,000	40,000	-	0.00%
	Census	-	-	-	0.00%
	Innovative Ideas Incentive	-	-	-	0.00%
Special Projects	CRA Assessment	372,030	409,046	37,016	9.95%
	Economic Dev Incentive	150,000	320,000	170,000	113%
Boards & Advisory Committees	Boards and Commission Expense	25,000	25,000	-	0.00%
	Accessibility Issues (Disability)	-	-	-	0.00%
	Historical Advisory Committee	10,000	10,000	-	0.00%
	Sports Commission	-	-	-	0.00%
	Multi-Cultural Events	-	3,000	3,000	0.00%
Grants	Sports Event Grants	35,000	35,000	-	0.00%
	Coral Springs Community Chest	52,500	-	(52,500)	-100.00%
Events	Artoberfest	-	29,750	29,750	0.00%
	Holiday Parade	22,000	22,000	-	0.00%
	Martin Luther King, Jr. Day Celebration	20,000	20,000	-	0.00%
	Festival of the Arts	8,000	8,000	-	0.00%
	Teen Political Forum	7,500	2,500	(5,000)	-66.67%
	Juneteenth / Was Art Walk Events	10,000	10,000	-	0.00%
	Downtown in December	30,000	30,000	-	0.00%
	Bites-N-Sips	50,000	25,000	(25,000)	-50.00%
	Contingency	5,750	6,000	250	4.35%
	Unplugged	20,000	20,000	-	0.00%
	World-Fest	15,165	15,165	-	0.00%
	International Dance	12,000	12,000	-	0.00%
	New Park Events	9,702	9,702	-	0.00%
	911 Day of Remberance	4,000	1,000	(3,000)	-75.00%
	Kreul Classic Tournament	15,000	15,000	-	0.00%
	Community Outreach Pop Up	10,000	10,000	-	0.00%
	Miscellaneous Events	-	-	-	0.00%
	July 4th	40,000	40,000	-	0.00%
Total		**1,588,865**	**1,798,770**	**209,905**	**17.12%**

FIRE FUND BUDGET SUMMARY

	FY2019 Actual	FY2020 Actual	FY2021 Adopted Budget	**FY2022 Adopted Budget**	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Non Ad Valorem Special Assessment Fees						
Non-Ad Valorem Special Assessment Fee	$12,497,605	$13,631,404	$13,565,413	**$14,680,739**	$1,115,326	8.22%
Government Assessment	317,225	494,301	443,824	**452,402**	$8,578	1.93%
Nonprofit Subsidy (Churches & Schools)	1,513,746	2,497,510	2,351,426	**2,146,651**	($204,775)	-8.71%
Sub-Total Non Ad Valorem Special Assessment Fees	14,328,576	16,623,215	16,360,663	**17,279,792**	919,129	5.62%
Partial Year Assessment	83,176	70,967	30,000	**30,000**	-	0.00%
Intergovernmental						
Base Contract (Parkland)	6,557,881	6,213,615	6,228,202	**6,456,020**	227,818	3.66%
Sub-Total Intergovernmental	6,557,881	6,213,615	6,228,202	**6,456,020**	227,818	3.66%
Charges for Services:						
Fire Inspection Services	992,930	688,011	950,000	**1,050,000**	100,000	10.53%
Fire Re-Inspection Fees	13,719	25,438	15,000	**15,000**	-	0.00%
Plan Review Fees	213,642	129,907	200,000	**250,000**	50,000	25.00%
Training Tuition Fees	1,526,805	1,353,846	2,011,048	**2,068,883**	57,835	2.88%
Training Miscellaneous Fees	403,257	323,243	475,626	**728,143**	252,517	53.09%
State Education Incentive Fund	72,990	75,863	50,000	**50,000**	-	0.00%
Off Duty Fire Rescue Service	27,142	37,906	30,000	**35,000**	5,000	16.67%
Sub-Total Charges for Services	3,250,485	2,634,214	3,731,674	**4,197,026**	465,352	12.47%
Fines and Forfeitures:						
Fire Inspection Fines	2,500	20,249	10,000	**25,000**	15,000	150.00%
False Alarm Recovery	15,100	11,600	15,000	**25,000**	10,000	66.67%
Sub-Total Fines and Forfeitures	17,600	31,849	25,000	**50,000**	25,000	100.00%
Other:						
Interest Income	117,587	112,364	50,000	**50,000**	-	0.00%
Miscellaneous Revenue	4,501	16,091	5,000	**5,000**	-	0.00%
Sub-Total Other	122,088	128,455	55,000	**55,000**	-	0.00%
Grants:						
Irma	411,636	-	-	**-**	-	n/a
Sub-Total Grants	411,636	-	-	**-**	-	n/a
Grand Total - Revenues	24,771,442	25,702,315	26,430,539	**$28,067,838**	$1,637,299	6.19%
Expenditures:						
Departmental						
Administration	$919,407	$938,419	$1,116,032	**$1,124,388**	$8,356	0.75%
Communication Service	138,416	132,936	163,623	**170,150**	6,527	3.99%
Suppression	15,162,882	16,275,433	16,573,143	**17,494,038**	920,895	5.56%
Training	2,074,522	1,803,135	2,473,328	**2,771,536**	298,208	12.06%
Community Risk Reduction	1,670,467	1,701,558	1,787,171	**1,861,447**	74,276	4.16%
Total Departmental	19,965,694	20,851,481	22,113,297	**23,421,559**	1,308,262	6.03%
Non-Departmental						
C.I.P.	333,888	318,848	129,000	**0**	(129,000)	-100.00%
OPEB	64,114	27,300	30,600	**30,600**	-	0.00%
Rate Consultant	25,000	-	-	**-**	-	n/a
Contingency	-	-	150,000	**150,000**	-	0.00%
Other Contractual Services	43,622	19,657	21,000	**21,000**	-	0.00%
Microsoft Licensing	17,182	17,182	17,697	**18,228**	531	3.00%
Indirect Costs	1,968,139	2,027,183	2,087,998	**2,150,638**	62,640	3.00%
Economic Conditions	-	52,320	105,569	**104,486**	(1,083)	-1.03%
Financial Strategy	-	4,500	431,000	**-**	(431,000)	-100.00%
Computer Replacement	7,248	24,693	33,250	**105,250**	72,000	216.54%
Sub-Total - Non-Departmental	2,459,193	2,491,683	3,006,114	**2,580,202**	(425,912)	-14.17%
Interfund Transfers:						
Capital	473,350	920,600	680,745	**717,783**	37,038	5.44%
Transfer to Equip Replacement Fund	100,000	100,000	100,000	**100,000**	-	0.00%
Property Casualty Transfer	280,786	315,193	323,063	**347,775**	24,712	7.65%
Sub-Total - Interfund Transfers	854,136	1,335,793	1,103,808	**1,165,558**	61,750	5.59%
Bond Debt Service:						
Revenue Bond-'04 (Refunding)	132,860	132,860	-	**-**	-	n/a
Revenue Bond-'08	100,000	100,000	100,000	**-**	(100,000)	-100.00%
Revenue Bond-'17	121,992	166,125	52,620	**43,519**	(9,101)	-17.30%
Debt Service allocation	50,000	50,000	54,700	**857,000**	802,300	1466.73%
Sub-Total - Debt Service	404,852	448,985	207,320	**900,519**	693,199	334.36%
Total Non-Departmental	3,718,181	4,276,461	4,317,242	**4,646,279**	329,037	7.62%
Grand Total - Expenditures	$23,683,875	$25,127,942	$26,430,539	**$28,067,838**	$1,637,299	6.19%
Revenues in Excess of Expenditures	**$1,087,567**	**$574,373**	**$0**	**$0**	**$0**	

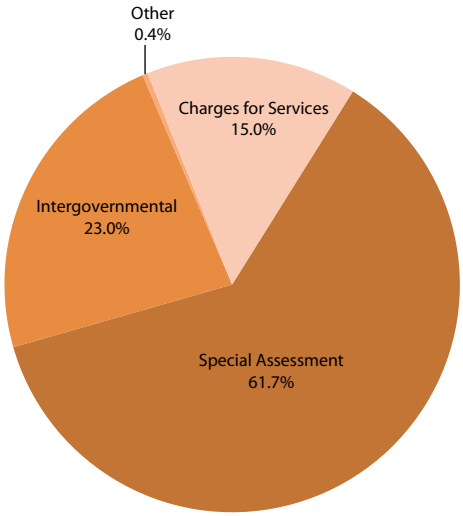
Fire Fund Description

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 adopted budget is $28,067,838 in Fiscal Year 2022. This represents an increase of $1,637,299 or 6.19% over the Fiscal Year 2021 adopted budget.

Revenues

Fire Fund total revenues—$28,067,838



Major revenue sources for the Fire Fund for Fiscal Year 2022 budget include:

Special Assessment: $17,309,792
(61.7% of total revenues)

The primary revenue source for the Fire Fund is a non-ad valorem special assessment which makes up 61.7% of total revenues. The assessment increased $919,129 or 5.6% from Fiscal Year 2021. 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: $6,456,020
(23.0% of total revenues)

Intergovernmental revenues increased by $227,818 or 3.66% 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: $4,197,026
(15.0% 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. 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, plan review fees, and off duty service, while the other areas remained the same as the prior year.

Other: $105,000
(0.4% of total revenues)

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

Fire Assessment rate schedule

Property Use:	Adopted FY 2019	Adopted FY 2020	Adopted FY 2021	Adopted FY 2022	$ Change	% Change
Residential (per unit)						
Single-Family	$200.00	$227.82	$234.00	$249.72	$15.72	6.7%
Multi-Family	$215.00	$227.82	NA	NA	NA	NA
Commercial (per 100 sq. ft., up to 400,000 sq. ft.)	$26.10	$26.99	$25.07	$28.53	$3.46	13.8%
Warehouse/Industrial (per 100 sq. ft., up to 400,000 sq. ft.)	$3.64	$2.71	$4.02	$4.07	$0.05	1.2%
Institutional/Governmental (per 100 sq. ft., up to 400,000 sq. ft.)	$31.87	$54.51	$49.53	$44.82	-$4.71	-9.5%

Expenditures

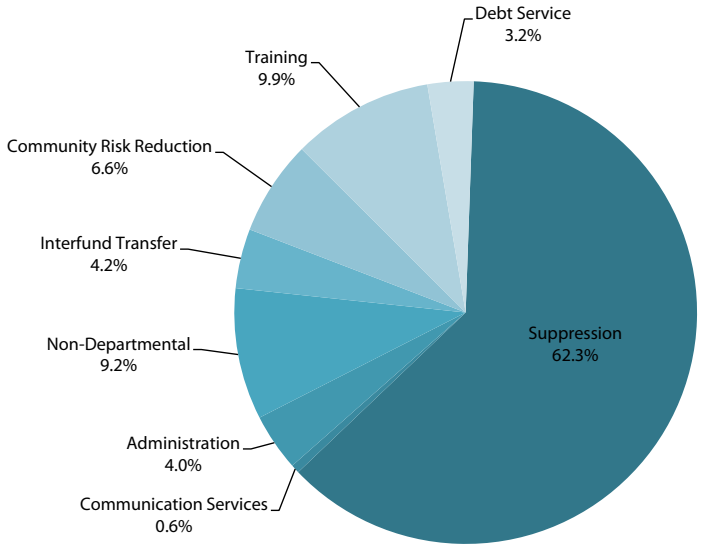
The Fire Fund expenditures increased by $1,637,299 or 6.19% over the Fiscal Year 2021 adopted budget. The increase is primarily attributable to personnel, benefits and debt.

Major expenditures for the Fire Fund budget include:

Suppression: $17,494,038
(62.3% 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 $920,895 or 5.6% from Fiscal Year 2021. This increase is primarily due to the collective bargaining agreement.

Fire Fund total expenditures—$28,067,838*



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

Training: $2,771,536
(9.9% of total expenditures)

The Fire Training Division is responsible for the certification of fire and emergency rescue personnel. The Training Division budget increased by $298,208 or 12.1% from Fiscal Year 2021. The Academy is self-sustaining, meaning revenues offset operational expenditures.

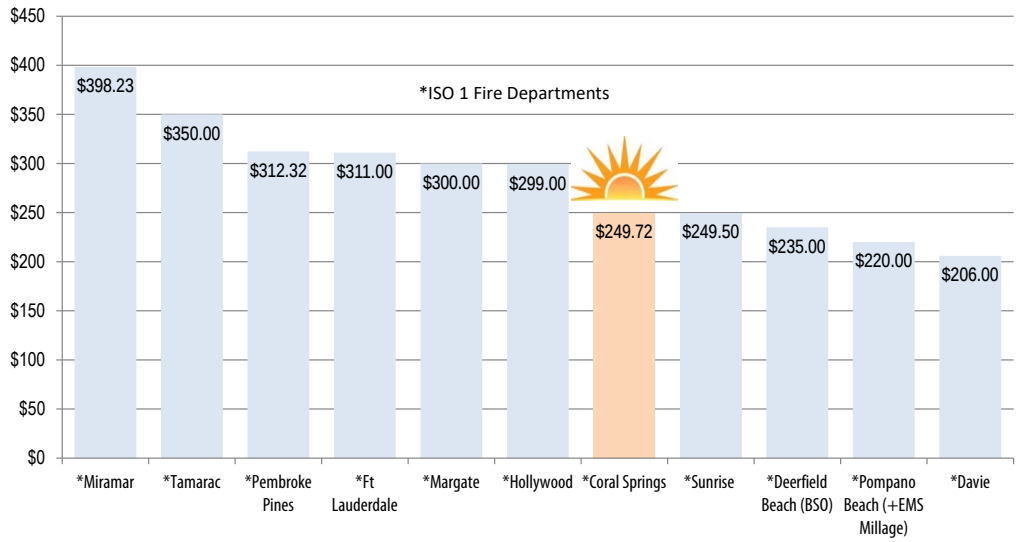
Community Risk Reduction (formerly known as the Inspection Division): $1,861,447
(6.6% of total expenditures)

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 $74,276 or 4.2% from Fiscal Year 2021. This is primarily due to an increase in personal and benefit costs.

Administration: $1,124,388
(4.0% of total expenditures)

Fire's Administration budget increased by $8,356 or 0.8%. This slight increase is from personal and benefits, applying the proper division splits to employees, along with an increase in temporary salaries.

Fire Assessment Adopted rate comparison Fiscal Year 2022



Fire Fund (continued)

Communication Services: $170,150
(0.6% of total expenditures)

The Communication Services Division consists of telecommunicators and emergency call takers. Expenses in this area increased $6,527 or 3.99% from Fiscal Year 2021. The cost of this division is split between the Fire Fund and EMS in the General Fund.

Non-departmental: $2,580,202
(9.2% of total expenditures)

Non-departmental expenses decreased by -$425,912 or -14.2%. The budgeted capital outlay and indirect costs make up 83.3% 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 2022 Fire non-departmental expenditures include the following:

- $2,150,638 to cover indirect costs associated with various City departments
- $717,783 for capital outlay, the entire portion of this is budgeted in interfund transfers
- $150,000 dedicated to financial policy contingency and $104,486 to economic conditions
- $30,600 for contributions to Other Post Employment Benefits (OPEB) and $18,228 for Microsoft licensing costs
- $21,000 for other contractual services and $105,250 for computer replacement

Interfund transfer: $1,165,558
(4.2% of total expenditures)

The cost of property/casualty insurance premiums increased $24,712 or 7.65% from Fiscal Year 2021. 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 $37,038 or 5.44% over the adopted fiscal year 2021 amount.

Debt service: $900,519
(3.2% of total expenditures)

For Fiscal Year 2022, the Debt Service expenditure for the Revenue Bond Note 2017 has decreased by $9,101. This funding is for the Public Safety/ Public Works Campus. There is $54,755 budgeted for the new Enterprise Resource Planning system as well as funding for an open line of credit, in the event of a Hurricane. The largest portion of the debt is for the Special Obligation Bond Series 2020, which is for the renovation of Station 64. Funds were added and reallocated from non-departmental to debt service.

Fire Fund revenue and expense summary

Sources	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Fire Fund Special Assessment	$14,328,576	$16,623,215	$16,360,663	$17,279,792	$919,129	5.6%
Intergovernmental Revenue	6,557,881	6,213,615	6,228,202	6,456,020	$ 227,818	3.7%
Charges for Services	3,250,485	2,634,214	3,731,674	4,197,026	$ 465,352	12.5%
Misc. Revenue/Interest Income	533,724	128,455	55,000	55,000	$ -	0.0%
Fines and Forfeitures	17,600	31,849	25,000	50,000	$ 25,000	100.0%
Partial Year Assessment	83,176	70,967	30,000	30,000	$ -	0.0%
Total Revenues	**$24,771,442**	**$25,702,315**	**$26,430,539**	**$28,067,838**	**$1,637,299**	**6.2%**
Uses						
Expenditures:						
Personal Services	$11,412,049	$12,536,683	$12,909,498	13,357,313	$447,815	3.5%
Benefits	4,728,290	4,734,041	5,006,666	5,184,680	$178,014	3.6%
Other Operating	1,750,833	1,777,622	1,723,805	2,108,030	$384,225	22.3%
Operating Capital	333,888	318,848	129,000	0	($129,000)	-100.0%
Training Division	2,074,522	1,803,135	2,473,328	2,771,536	$298,208	12.1%
Non-Departmental	2,125,305	2,172,835	2,877,114	2,580,202	($296,912)	-10.3%
Interfund Transfers	854,136	1,335,793	1,103,808	1,165,558	$61,750	5.6%
Debt Service	404,852	448,985	207,320	900,519	$693,199	334.4%
Total Expenditures	**$23,683,875**	**$25,127,942**	**$26,430,539**	**28,067,838**	**$1,637,299**	**6.2%**
Rev. in Excess of Exp.	**$1,087,567**	**$574,373**	**$0**	**$0**	**$0**	**n/a**
Total full-time FTE's	**115.20**	**120.92**	**124.64**	**127.00**	**2.36**	**1.89%**

WATER AND SEWER FUND BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Adopted Budget	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Operating Revenues						
Water	$9,695,501	$9,726,383	$10,046,791	$10,046,791	$0	0.0%
Wastewater	13,955,578	14,439,045	15,060,170	15,060,170	$0	0.0%
Private Fire Line Fee	34,968	32,882	28,825	29,689	$864	3.0%
Meter Sales	42,015	26,720	11,255	11,592	$337	3.0%
Backflow Recertification Adm. Fee	24,576	22,036	20,467	20,467	$0	0.0%
Miscellaneous Income	(7,615)	3,421	10,609	10,609	$0	0.0%
Charges for Service	313,001	109,161	231,068	230,929	($139)	-0.1%
Total Operating Revenue	24,058,025 -	**24,359,648**	**25,409,185**	**25,410,247**	**1,062**	**0.0%**
Non-Operating Revenues						
Interest Income - Operating	175,874	119,435	32,785	53,798	$21,013	64.1%
Appropriated Fund Balance	-	136,653	-	-	$0	0.0%
Total Non-Operating Revenue	**175,874**	**256,088**	**32,785**	**53,798**	21,013	**64.1%**
Grand - Total Revenues	**$ 24,233,899**	**$ 24,615,736**	**$ 25,441,970**	**$ 25,464,045**	**$ 22,075**	**0.09%**
Expenses						
Departmental						
Administration	$1,119,332	$1,209,086	$1,357,704	$1,482,818	$125,114	9.22%
Water Distribution	1,147,559	1,147,167	1,273,004	1,412,772	$139,768	10.98%
Wastewater Collection	1,109,978	2,827,905	1,411,249	1,461,832	$50,583	3.58%
Water Treatment	2,842,055	1,207,458	3,241,385	3,273,616	$32,231	0.99%
Total Departmental	**6,218,924**	**6,391,616**	**7,283,342**	**7,631,038**	$347,696	**4.92%**
Non-Operating						
Wastewater Treatment	6,598,843	6,367,023	7,215,477	7,576,250	$360,773	5.00%
Capital	118,220	210,670	548,000	760,000	$212,000	38.69%
Administrative Services	1,834,120	1,925,826	1,983,601	2,043,109	$59,508	3.00%
Revenue and Collection	653,496	649,328	632,270	670,397	$38,127	6.03%
Non-Departmental	297,597	339,501	382,158	771,079	$388,921	101.77%
Transfer To Renewal and Replacement	4,541,750	5,284,000	3,910,000	2,385,375	-$1,524,625	-38.99%
Business Development	296,701	296,701	296,701	296,701	$0	0.00%
Property/Casualty	826,290	927,543	950,700	1,023,422	$72,722	7.65%
Computer Replacement	-	11,149	18,100	9,500	-$8,600	-47.51%
Debt Service						
LOC	-	-	4,135	4,135	$0	0.00%
ERP Debt Service	50,000	50,000	83,041	83,041	$0	0.00%
Revenue Bond-Series 2012 ($8.7M/2.29%/20 years)	618,660	607,689	577,897	607,918	$30,021	5.19%
Revenue Bond-Series 2015 ($4.7M/2.002%/10 years)	573,389	564,213	563,983	563,553	-$430	-0.08%
4150 Debt Service	-	-	-	48,050	$48,050	100.00%
SRF Loans						
Water Plant Imp DW0603010 ($5.4M/2.57%/20 years)	365,738	361,943	361,943	361,943	$0	0.00%
Wells & wellheads DW0603020 ($1.8M/2.79%/20 years)	122,528	121,225	121,225	121,224	-$1	0.00%
Transm. Dist, Interconnect DW0603030 ($3M/2.79%/20 years)	205,415	203,318	203,318	203,318	$0	0.00%
Source & Treatment DW061620 ($1.1M/3.06%/20 years)	77,380	75,902	75,902	75,902	$0	0.00%
Lift Stations Rehab WW822020	35,552	34,926	34,926	34,925	-$1	0.00%
Sewer Rehab WW06160	69,187	68,528	68,528	68,527	-$1	0.00%
Forest Hills Wellfield DW061630	126,252	124,638	126,726	124,637	-$2,089	-1.65%
Subtotal Debt Service	2,244,101	2,212,382	2,221,624	2,297,173	75,549	3.41%
Total Non-Operating	**17,411,118**	**18,224,123**	**18,158,631**	**17,833,006**	**(325,625)**	**-1.72%**
Grand Total - Expenses	**$23,630,041**	**$24,615,736**	**$25,441,970**	**25,464,045**	**$22,075**	**0.09%**
Revenues in Excess of Expenses	**$603,857**	**$0**	**$0**	**$0**	**$0**	**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 2022 Water and Sewer adopted budget totals $25,464,045. This amount represents a increase of $22,075 or .09% from Fiscal Year 2021.

Water bill for average single-family residence

	2021 Average Bill	2022 Average Bill	$ Increase (Decrease)	% Increase (Decrease)
Water	$26.88	$26.88	$0.00	0%
Wastewater	$46.56	$46.56	$0.00	0%
Total Monthly Bill	$73.44	$73.44	$0.00	0%

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.

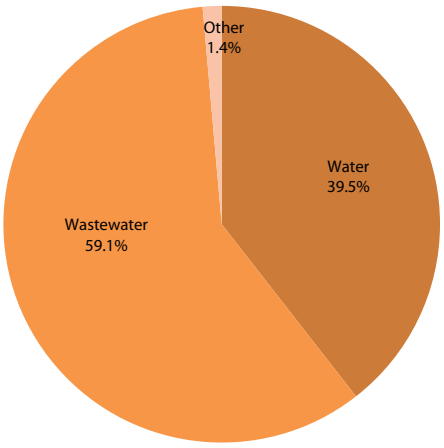
Revenues

The City will maintain the current rates for FY 2022 as opposed to continuing with the 3.5% rate adjustment recommended by the 2013 Water and Wastewater Study for Fiscal Years 2014-2023. The intention of forgoing the FY 2022 rate increase is to provide financial relief to residents effected by the COVID-19 pandemic.

As illustrated in the table above, a typical single family residence in Coral Springs (consumption of 5,000 gallons per month) will not see an increase on the total monthly water bill.

In FY 2022, the City will conduct a new Water & Wastewater study. One of the principal objectives of the study is to develop a multi-year plan of water and wastewater rate revenue increases that will satisfy annual operating, debt service, and capital cost requirements of the new Master Plan as well as maintain adequate operating reserves. The City Commission has approved the continuation of current rates FY 2022.

Water and Sewer Fund
Total Revenues—$25,464,045



Major revenues for the Water and Sewer Fund include:

Water: $10,046,791
(39.4% of total revenue)

Revenue from the sale of water is estimated to remain the same as the Fiscal Year 2021 budget, representing a 0% rate adjustment.

Wastewater: $15,060,170
(59.1% 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 2022, the rate to calculate the volumetric charge will be $4.54 per 1,000 gallons of water use. This represents a 0% annual rate adjustment.

Other: $357,084
(1.4% 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 2022 we will continue our efforts to control expenses and improve services to our customers.

Major expenses in the Water and Sewer Fund include:

Administration: $1,482,818
(5.8% of total expenses)

Administration costs increased by $125,114 or 9.2% from the previous year's budget.

Water Distribution: $1,412,772
(5.5% of total expenses)

The overall Water Distribution division is projected to increase by $139,768 or 10.9%

Wastewater Collection: $1,461,832
(5.7% of total expenses)

The budget in this division increased $50,583 or 3.58%.

Water Treatment: $3,273,616
(12.9% of total expenses)

Water treatment expenses increase by $32,231 or -.99%.

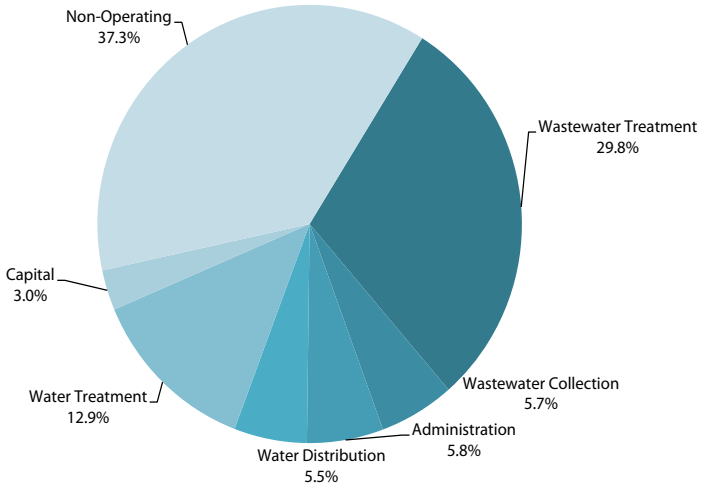
Wastewater Treatment: $7,576,250
(29.8% of total expenses)

Wastewater treatment costs are expected to increase $360,773 or 5%.

Capital: $760,000
(3.0% of total expenses)

Operating capital funds will be used for the ongoing replacement of fire hydrants, installation of water treatment plant fencing, refurbishment of the main water plant generator and the purchase of portable emergency generators at lift stations within the City.

Water and Sewer Fund Total Expenditures—$25,464,045



Water and Sewer Fund revenue and expense summary

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Water	9,695,500.88	9,707,045.00	10,046,791.00	10,046,791.00	$0	0.0%
Wastewater	13,955,578	14,550,889	15,060,170	15,060,170	$0	0.0%
Charges for Services	364,931	282,194	290,969	291,694	$725	0.2%
Meter Sales	42,015	10,927	11,255	11,592	$337	3.0%
Interest Income	175,874	31,632	32,785	53,798	$21,013	64.1%
Appropriated Fund Balance	0	1,375,448	0	0	$0	0.0%
Total Revenues	**$24,233,899**	**$25,958,135**	**$25,441,970**	**$25,464,045**	**$22,075**	**0.09%**
Uses						
Expenses:						
Personal Services	$2,598,712	$2,743,293	$2,867,436	$2,958,355	$90,919	3.2%
Benefits	1,067,873	1,123,689	1,130,642	1,264,713	$134,071	11.9%
Other Operating	2,552,339	3,196,771	3,285,261	3,327,868	$42,607	1.3%
Operating Capital	118,220	335,000	548,000	760,000	$212,000	38.7%
Debt Service	2,244,101	2,212,382	2,221,624	2,297,173	$75,549	3.4%
Renewal and Replacement	4,541,750	5,160,000	3,910,000	2,385,375	($1,524,625)	-39.0%
Insurance	826,290	927,543	950,700	1,023,422	$72,722	7.6%
Other Non-Operating	9,680,757	10,259,457	10,528,307	11,447,139	$918,832	8.7%
Total Expenses	**$23,630,041**	**$25,958,135**	**$25,441,970**	**$25,464,045**	**$22,075**	**0.1%**
Rev. in Excess of Exp.	**$603,857**	**$0**	**($0)**	**($0)**	**($1)**	**n/a**
Total full-time FTE's	**40.5**	**40.5**	**41**	**41**	**0.50**	**1.2%**

STORMWATER FUND BUDGET SUMMARY

	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Adopted Budget	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues					
Stormwater Assessment Fee	$3,822,457	$3,896,182	$3,902,976	$6,794	0%
Interest	27,564	-	-	-	100%
Appropriated Fund Balance		643,040	-	(643,040)	-100%
Total Revenues	$3,850,021	$4,539,222	$3,902,976	-$636,246	-14%
Expenses					
Personal Services	$661,099	$802,946	$858,375	$55,429	7%
Benefits	251,474	279,150	336,958	57,808	21%
Operating expenses	659,995	923,006	1,135,486	212,480	23%
Non Operating					
Debt Service	-	-	137,909	137,909	100%
Non- Departmental	(7,085)	2,400	2,400	-	0%
Capital	1,032,031	2,500,000	1,200,000	(1,300,000)	-52%
Reserve/Fund Balance	931,189	31,720	231,848	200,128	631%
Total Expenditures	$3,528,703	$4,539,222	$3,902,976	-$636,246	-14%
Revenues in Excess of Expenditures	321,318	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: $3,902,976
(100% 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. The ERU rate for FY2022 remains unchanged from FY2021 at $119.13.

Appropriated Fund Balance: $0
(0% of total revenues)

This allocation of fund balance will decrease by $643,040 or 100% compared to FY 2021.

Expenses

Personal Services: $1,195,333
(30.6% of total expenses)

Salaries & benefits related to the Stormwater Collection Program increased $113,237 or 10.59% from the previous year's budget.

Operating Expenses: $1,135,486
(30.2% of total expenses)

Operating expenses representing the cost related to program administration increased $212,480 or 23% from the previous year's budget.

Debt Service: $137,909
(3.5% of total expenses)

This represents the Stormwater funds portion of debt service related to the Public Saftety and Public Works Campus.

Capital: $1,200,000
(30.7% of total expenses)

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

Fund Balance: $231,848
(5.9% 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

Stormwater

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Water	$0	$3,782,735	$3,896,182	$3,902,976	$6,794	0.2%
Interest Income	0	0	0	0	$0	0.0%
Appropriated Fund Balance	0	0	643,040	0	(643,040)	-100.0%
Total Revenues	**$0**	**$3,782,735**	**$4,539,222**	**$3,902,976**	**($636,246)**	**-16.8%**
Uses						
Category						
Expenses:						
Personal Services	0	708,332	802,946	$858,375	$55,429	6.9%
Benefits	0	247,254	279,150	336,958	$57,808	20.7%
Other Operating	0	863,929	925,406	1,135,486	$210,080	22.7%
Capital	0	1,032,031	2,500,000	1,200,000	($1,300,000)	-52.0%
Debt Service	0	0	0	137,909	$137,909	0.0%
Non-departmental	0	0	0	2,400	$2,400	0.0%
Reserve Fund Balance	0	931,189	31,720	231,848	$200,128	630.9%
Total Expenses	**$0**	**$3,782,735**	**$4,539,222**	**$3,902,976**	**($636,246)**	**-16.8%**

HEALTH FUND BUDGET SUMMARY

	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Transfers:						
General Fund	$10,078,008	$9,847,185	$9,931,146	**$ 11,870,566**	$1,939,420	19.53%
Water and Sewer Fund	581,791	593,559	592,982	**700,097**	107,115	18.06%
Fire Fund	1,722,683	1,806,155	1,794,790	**2,106,255**	311,465	17.35%
Solid Waste Fund	39,991	39,812	39,675	**45,747**	6,072	15.30%
General Insurance Fund	36,354	36,193	36,069	**41,622**	5,553	15.40%
Equipment Services	218,128	217,156	216,411	**249,529**	33,118	15.30%
Stormwater Fund	-	138,255	146,438	**186,758**	40,320	27.53%
Museum Fund	-		79,351	**93,454**	14,103	17.77%
Subtotal Transfers	12,676,955	12,678,315	12,836,862	**15,294,029**	2,402,744	18.72%
Appropriated Fund Balance	-	676,418	500,000	**-**	(500,000)	-100.00%
Interest Income	121,383	78,175	49,999	**50,000**	1	0.00%
Recoveries:						
Premium/Retirees	999,684	905,322	759,864	**792,852**	32,988	4.34%
Terminated/Cobra	5,689	5,283	20,000	**20,000**	-	0.00%
Employees W/Dependent	1,374,190	1,727,416	2,047,838	**2,810,543**	762,705	37.24%
Wellness	100,000	150,000	150,000	**150,000**	-	0.00%
Other/Pharmacy Rebate	467,790	696,337	765,000	**868,560**	103,560	13.54%
Subtotal Recoveries	2,947,353	3,484,357	3,742,702	**4,641,955**	899,253	24.03%
Total Revenues	$15,745,691	$16,917,265	$17,129,563	**$19,985,984**	$2,856,421	16.68%
Expenses						
Health-Dental	$14,815,701	$16,575,626	$16,789,623	**$19,660,837**	$2,871,214	17.10%
Contingency	-	-	18,110	**$ 3,317**	(14,793)	-81.68%
Long Term Disability	205,933	225,279	206,000	**$ 206,000**	-	0.00%
Life Insurance	114,239	116,360	115,830	**$ 115,830**	-	0.00%
Total Expenses	$15,135,873	$16,917,265	$17,129,563	**$19,985,984**	$2,856,421	16.68%
Revenues in Excess of Expenses	**$609,818**	**$0**	**$0**	**($0)**	**$0**	**n/a**

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 2022 Health Fund adopted budget is $19,985,984. This represents an increase of $2,856,420 or 16.68 % from the Fiscal Year 2021 adopted budget.

Revenues

Interfund transfers: $15,294,029
(76.52% 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 $2,402,744 or 18.72%. 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: $4,641,955
(23.23% 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 $899,253 or 24.03%. This increase is mainly due to increased projections in employee and retirees' contributions.

Other income: $50,000
(0.25% of total revenues)

This income includes 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 2022 is projected to remain flat at $50,000 from Fiscal Year 2022 budgeted income.

Expenses

Group health/dental program: $19,644,046
(98.37% of total expenses)

This represents health and dental insurance costs for the City, which is self-insured. This expense increased $2,854,426 or 17.1% from Fiscal Year 2021.

Long-term disability: $206,000
(1.03% 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 remain flat at $206,000 in Fiscal Year 2022.

Life insurance: $115,830
(0.58% of total expenses)

The cost of life insurance remains flat.

Contingency: $3,317
(0.02% of total expenses)

A contingency of $3,317 was budgeted to cover for differences in estimates versus actual payments. This expense decreased $14,793 or -81.68% from Fiscal Year 2021.

Health Fund revenue and expense summary

Health Fund

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Interfund Transfers	$12,676,955	$12,678,315	$12,836,862	$15,294,029	$2,457,166	19.1%
Recoveries	2,951,352	3,328,062	3,742,702	4,641,955	$899,253	24.0%
Interest Income	121,383	30,000	50,000	50,000	$0	0.0%
Appropriated Retained Earnings	0	737,950	500,000	0	($500,000)	-100.0%
Total Revenues	**$15,749,690**	**$16,774,328**	**$17,129,564**	**$19,985,984**	**$2,856,420**	**17.0%**
Uses						
Expenses:						
Health-Dental	$14,815,701	$16,424,271	$16,789,624	$19,660,837	$2,871,213	17.1%
Long-Term Disability	205,933	215,000	206,000	206,000	$0	0.0%
Life Insurance	114,239	117,500	115,830	115,830	$0	0.0%
Contingency	0	17,557	18,110	3,317	($14,793)	-81.7%
Total Expenses	**$15,135,873**	**$16,774,328**	**$17,129,564**	**$19,985,984**	**$2,856,420**	**17.0%**
Rev. in Excess of Exp.	**$613,817**	**$0**	**$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 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues							
Transfers:							
	General Fund	$3,164,772	$3,392,048	$3,399,954	**$ 3,748,391**	$348,437	10.25%
	Water and Sewer Fund	915,657	1,022,638	1,042,664	**1,136,415**	93,750	8.99%
	Fire Fund	545,402	604,560	601,415	**657,488**	56,073	9.32%
	Health Fund	5,027	5,219	5,035	**5,434**	400	7.94%
	Equipment Services	33,513	34,790	33,563	**36,229**	2,666	7.94%
	Solid Waste fund	6,144	6,378	6,153	**6,642**	489	7.94%
	Stormwater Fund	-	22,150	22,711	**27,413**	4,702	20.70%
	Museum Fund	-	-	12,307	**13,284**	977	7.94%
Subtotal Transfers		4,670,515	5,087,783	5,123,802	**5,631,296**	507,494	9.90%
	Appropriation Fund Balance	-	275,888	200,000	**-**	(200,000)	-100.00%
	Interest Income/Other	194,432	138,363	30,000	**30,000**	-	0.00%
Recoveries:							
	Motor Vehicle	120,130	159,559	100,000	**100,000**	-	0.00%
	Property Damage	269,610	114,137	50,000	**90,000**	40,000	80.00%
	Workers' Comp	335,173	105,515	60,000	**105,000**	45,000	75.00%
Subtotal Recoveries		724,913	379,211	210,000	**295,000**	70,000	33.33%
Total Revenues		$5,589,860	$5,881,245	$5,563,802	**$5,956,296**	$392,494	7.05%
Expenses							
	Workers' Compensation	$1,834,523	$2,062,054	$2,261,843	**$2,337,615**	$75,773	3.35%
	Property/Motor Vehicle Liability	2,446,274	2,519,079	3,003,190	**3,307,366**	304,177	10.13%
	Casualty/General Claims	175,750	137,760	298,769	**311,314**	12,545	4.20%
	Transfer to Capital Fund	-	1,162,352	-	**-**	-	
Total Expenses		$4,456,547	$5,881,245	$5,563,802	**$5,956,296**	$392,494	7.05%
Revenues in Excess of Expenses		**$1,133,313**	**$0**	**$0**	**$0**	**$0**	**0.00%**
Positions				2.50	**2.50**	0.00	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 2022 General Insurance Fund adopted budget totals $5,956,296. This represents an increase of $392,494 or 7.05% from the Fiscal Year 2021 adopted budget.

Revenues

Interfund Transfers: $5,631,296
(92.1% 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 2022.

Recoveries: $295,000
(3.8% of total revenues)

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

Other Income: $30,000
(4.1% of total revenues)

Includes Interest earnings from fund balance which are projected to remain flat in FY 2022.

Expenses

Workers' compensation: $2,337,615
(40.65% of total expenses)

Workers' compensation claims are estimated to increase by $75,773 or 3.35%.

Property/motor vehicle liability: $3,307,366
(53.98% of total expenses)

This represents a $304,177 or 10.13% increase for property/motor vehicle liability from FY 2021.

Casualty/general claims: $311,314
(5.37% of total expenses)

Casualty/general claims are expected to increase by 4.2% from Fiscal Year 2021 budget.

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

General Insurance Fund revenue and expense summary

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Interfund Transfers	$4,670,515	$5,087,784	$5,123,802	$5,631,296	$507,494	9.9%
Recoveries	724,913	140,000	210,000	295,000	$85,000	40.5%
Interest Income	194,432	30,000	30,000	30,000	$0	0.0%
Appropriation from Fund Balance	-	1,375,352.00	200,000.00	-	-$200,000	-1
Total Revenues	**$5,589,860**	**$6,633,136**	**$5,563,802**	**$5,956,296**	**$392,494**	**5.9%**
Uses						
Expenses:						
Workers' Compensation	$1,834,523	$2,092,563	$2,261,843	$2,337,615	$75,773	3.4%
Property/Motor Veh. Liability	2,446,274	3,181,743	3,003,190	$3,307,366	$304,177	10.1%
Casualty/General Claims	175,750	296,478	298,769	$311,314	$12,545	4.2%
Transfer to Capital Fund	-	1,062,352.00	-	0	$0	0.0%
Total Expenses	**$4,456,547**	**$6,633,136**	**$5,563,802**	**$5,956,296**	**$392,494**	**5.9%**
Rev. in Excess of Exp.	**$1,133,313**	**$0**	**$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 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Intergovernmental	$13,561,752	$14,066,543	$13,572,446	**$14,315,482**	$743,036	5.47%
Other Revenue/ Miscellaneous	143,460	66,813	1,215,263	**0**	($1,215,263)	-100.00%
Appropriation of Fund Balance	0	-	-	**0**	$0	n/a
Total Revenues	$13,705,212	$14,133,356	$14,787,709	**$14,315,482**	($472,227)	-3.19%
Expenditures						
Operating Expenses (CSUSA)	$12,395,873	$12,883,275	$12,152,446	**$12,845,482**	$693,036	5.70%
Transfer to General Fund-Lease	1,420,000	1,420,000	1,420,000	**1,420,000**	-	0.00%
Capital	798,072	1,937,991	1,215,263	**50,000**	(1,165,263)	-95.89%
Total Expenditures	$14,613,945	$16,241,266	$14,787,709	**$14,315,482**	($472,227)	-3.19%
Revenues in Excess of Expenditures	**($908,733)**	**($2,107,910)**	**$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 2022 Charter School Fund adopted budget is $14,315,482. This represents an decrease of $472,227, or -3.19% from the Fiscal Year 2021 adopted budget.

Revenues

Intergovernmental: $14,315,482
(100.0% 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: $0
(0% of total revenues)

Fund balance is used to pay for expenses such as building capital improvements.

Expenditures

Operating expenditures CSUSA: $12,845,482
(89.73% of total expenditures)

This represents the funds needed to operate the Coral Springs Charter School. Total operating expenses decreased $693,036 or 5.7%.

Transfer to General Fund: $1,420,000
(9.9% 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: $50,000
(.35% of total expenditures)

Capital expenditures will be used for air conditioning improvements.

PUBLIC ART FUND BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Public Art Fees	$272,463	$30,516	$15,000	**$15,000**	$ -	0.0%
Interest	24,030	16,138	5,000	**5,000**	-	0.0%
Appropriated Fund Balance			208,200	**381,400**	173,200	83.2%
Total Revenues	$296,493	$46,654	$228,200	**$401,400**	$ 173,200	75.9%
Expenditures						
Operating Expenses	$36,557	$48,018	$43,200	**$141,400**	$98,200	227.3%
Capital	41,800	74,750	185,000	**260,000**	75,000	40.5%
Total Expenditures	$78,357	$122,768	$228,200	**$401,400**	$173,200	75.9%
Revenues in Excess of Expenditu	**$218,136**	**($76,114)**	**$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 2022 budget for the Public Art Fund totals $401,400, a increase of $173,200 or 75.9% from Fiscal Year 2021.

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 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Operating Revenues						
Fuel and Maintenance Transfers						
General Fund	$2,648,012	$2,698,432	$2,779,364	**$2,702,272**	(77,092)	-2.77%
Water and Sewer Fund	244,195	256,403	264,093	**331,901**	67,808	25.68%
Fire Fund	398,669	418,600	431,155	**421,069**	(10,086)	-2.34%
Stormwater Fund	-	81,960	84,418	**208,058**	123,640	146.46%
Solid Waste Fund	-	-	-	**2,477**	2,477	100.00%
Vehicle Charge Back Transfers						
General Fund	3,047,932	3,073,979	-	**3,290,233**	3,290,233	100.00%
Water and Sewer Fund	351,555	367,763	386,151	**425,044**	38,893	10.07%
Fire Fund	723,921	738,247	749,702	**773,734**	24,032	3.21%
Stormwater Fund	-	126,349	147,570	**200,242**	52,672	35.69%
Solid Waste Fund	-	-	-	**4,143**	4,143	100.00%
Miscellaneous Revenues					-	
Interest Income	233,320	180,514	50,000	**100,000**	50,000	100.00%
Auction	105,254	205,559	200,000	**200,000**	-	0.00%
Charges for Fleet Services					-	
City of Parkland	45,490	50,919	35,000	**35,000**	-	0.00%
City of Margate	4,627	7,203	5,500	**5,500**	-	0.00%
Total Operating Revenue	7,802,975	8,205,928	5,132,953	**8,699,673**	3,566,720	69.49%
Non-Operating Revenues						
Appropriations from Fund Balance						
Financial Strategy	-	-	-	**-**	-	0.00%
Equipment Purchases	2,363,442	4,445,319	4,252,664	**4,708,589**	455,925	11%
Total Non-Operating Revenue	2,363,442	4,445,319	4,252,664	**4,708,589**	455,925	10.72%
Grand Total Revenues	$10,166,417	$12,651,247	$9,385,617	**$13,408,262**	4,022,645	42.86%
Expenses						
Operating Expenses						
Personal	$896,209	$909,201	$982,546	**$1,031,997**	$49,451	5.03%
Benefits	384,049	388,056	397,892	**440,974**	43,082	10.83%
Other Expenses	1,770,129	1,561,369	2,401,092	**2,533,306**	132,214	5.51%
Charge Back Expense	4,123,408	4,306,338	1,283,423	**4,693,396**	3,409,973	266%
Total Operating Expenses	7,173,795	7,164,964	5,064,953	**8,699,673**	3,634,720	71.76%
Non-Operating Expenses						
Transfer to Capital Fund	438,840	238,000	68,000	**-**	(68,000)	-100.00%
Equipment Purchases	2,363,442	4,445,319	4,252,664	**4,708,589**	455,925	11%
Total Non-Operating Expenses	2,802,282	4,683,319	4,320,664	**4,708,589**	387,925	8.98%
Grand Total Expenses	9,976,077	11,848,283	$9,385,617	**$ 13,408,262**	$4,022,645	42.86%
Revenues in Excess of Expenses	$190,340	$802,964	$0	$0	**$ -**	**n/a**

Equipment Services Fund Description

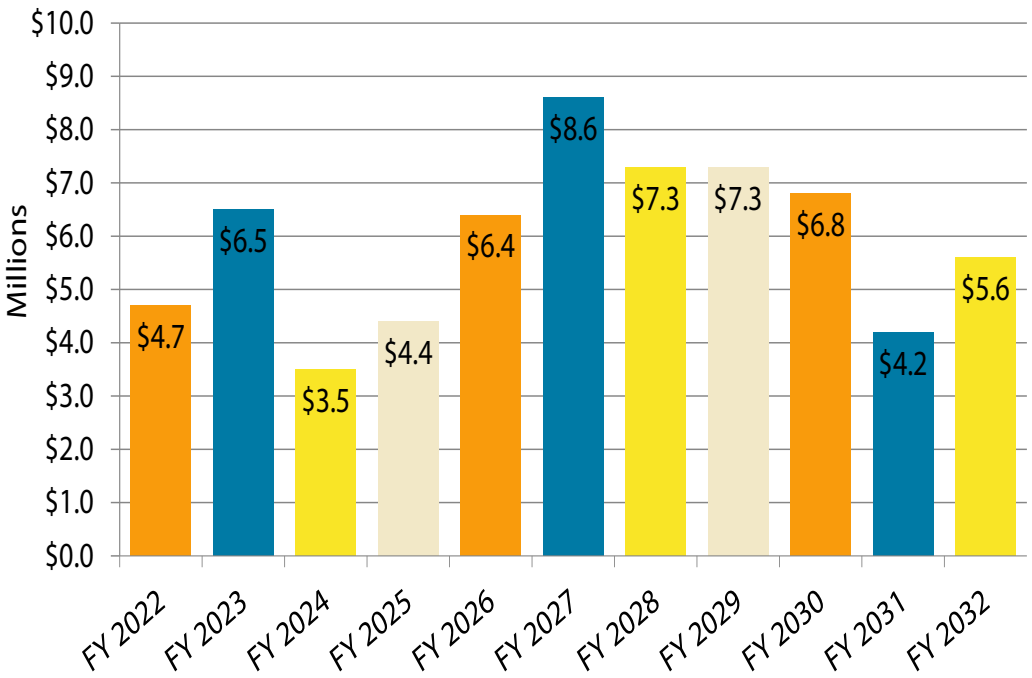
The Equipment Services Fund is an internal service fund used to account for the purchase, operation, and maintenance costs of the City's vehicles and other major equipment; such as mowers and emergency generators. The City's fleet inventory includes emergency vehicles (patrol units, rescues, fire trucks), 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 2022 Equipment Services Fund adopted budget totals $13,408,262. This represents an increase of $4,022,645 or 42.86% from Fiscal Year 2021.

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 2022 through Fiscal Year 2032 is estimated to be $5.9 million.

Ten-year fleet replacement cost



Revenues

Major revenues in the Equipment Services Fund include:

Interfund transfers: $8,359,173
(62.3% 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 2022, interfund transfers into the Equipment Services Fund are allocated as follows:

- Chargeback: General Fund: $3,290,233; Fire $773,734; Water and Sewer Fund $425,044; Stormwater Fund $200,242; Solid Wate Fund $4,143.
- Fuel and maintenance transfers: General Fund $2,702,272; Fire $421,069; Water and Sewer Fund $331,901; Stormwater Fund $208,058; Solid Waste $2,477

Appropriated Fund Balance: $4,708,589
(35.1% of total revenues)

This revenue appropriation represents replacement of vehicles and equipment.

Miscellaneous Income: $340,500
(2.5% 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 FY 2022 is budgeted at $100,000, an increase of $50,000 from FY 2021 budgeted levels.
- Auction of vehicles is estimated at $200,000, remaining at the same FY 2021 budgeted level.
- Charges for Fleet Services is estimated at $40,500, remaining at the FY 2021 budgeted level.

Equipment Service Fund revenue and expense summary

Sources	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Interfund Transfers	$7,414,284	$7,761,733	$4,842,453	$8,359,173	$3,516,720	72.6%
Parkland Maintenance Fee	45,490	35,000	35,000	35,000	$0	0.0%
Margate Maintenance Fee	4,627	5,500	5,500	5,500	$0	0.0%
Interest	233,320	50,000	50,000	100,000	$50,000	100.0%
Other	105,254	200,000	200,000	200,000	$0	0.0%
Approp Fund Balance (Fin. Strategy)	0	0	0	0	$0	0.0%
Approp Fund Balance (Equip. Purchases	2,363,442	4,380,240	4,252,664	4,708,589	$455,925	10.7%
Total Revenues	**$10,166,417**	**$12,432,473**	**$9,385,617**	**$13,408,262**	**$4,022,645**	**32.4%**
Uses						
Expenses:						
Personal Services	$896,209	$974,988	$982,546	$1,031,997	$49,451	5.0%
Benefits	379,237	405,410	401,592	440,974	$39,382	9.8%
Other Operating	1,855,426	2,127,497	2,397,391	2,533,306	$135,915	5.7%
Vehicle Chargeback	4,123,408	4,306,338	1,283,423	4,693,396	$3,409,973	265.7%
Interfund Transfers	438,840	238,000	68,000	0	($68,000)	-100.0%
Equipment Purchases	2,363,442	4,380,240	4,252,664	4,708,589	$455,925	10.7%
Total Expenses	**$10,056,562**	**$12,432,473**	**$9,385,617**	**$13,408,262**	**$4,022,645**	**32.4%**
Rev. in Excess of Exp.	**$109,855**	**$0**	**$0**	**$0**	**$0**	
Total full-time FTE's	**15**	**15**	**15**	**15**	**0.0**	**0.0%**

PENSION FUND BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues						
Transfers:						
General Fund	$14,077,934	$19,678,227	$14,725,960	**$14,293,244**	-$432,716	-2.94%
Fire Fund	1,876,259	1,721,099	1,854,654	**1,738,143**	(116,511)	-6.28%
Museum Fund	-	6,498	35,334	**27,800**	(7,534)	-21.32%
Water and Sewer Fund	209,511	178,352	227,497	**235,149**	7,652	3.36%
Solid Waste Fund	4,153	5,818	3,723	**8,287**	4,564	122.59%
Stormwater Fund	-	37,805	51,953	**57,192**	5,239	10.08%
General Insurance Fund	11,686	15,395	14,513	**15,025**	512	3.53%
Health Fund	25,611	24,509	21,532	**24,248**	2,716	12.61%
Equipment Services	61,185	59,589	76,231	**79,741**	3,510	4.60%
Total Revenues	$16,266,339	$21,727,292	$17,011,397	**$16,478,829**	-$532,568	-3.13%
Expenses						
Police Pension Sworn	$10,254,797	$12,465,587	$10,490,455	**$9,935,449**	-$555,006	-5.29%
EMS/Fire Pension Certified	2,820,586	5,967,784	2,844,901	**2,642,307**	(202,594)	-7.12%
ICMA(401)a - General Employees	1,653,303	1,642,352	1,833,008	**1,864,390**	31,382	1.71%
ICMA(401)a - Management	740,643	874,237	873,350	**1,015,098**	141,748	16.23%
OPEB	191,528	159,822	214,200	**214,200**	-	0.00%
General Employees Pension	600,000	611,635	750,001	**800,000**	49,999	6.67%
City Commission Pension	5,482	5,875	5,482	**7,385**	1,903	34.71%
Total Expenses	$16,266,339	$21,727,292	$17,011,397	**$16,478,829**	-$532,568	-3.13%
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 2022 Pension Fund allocation is $16,640,761. This represents a decrease of -$370,636 or -2.18% from the Fiscal Year 2021 budget, primarily due to a -$406,105 decrease in Police (Sworn) Pension and -$202,594 decrease in EMS/Fire Certified Pension.

Revenues

The $16,478,829 Pension budget has been allocated as follows:

- $14,293,244 transfer from General Fund
- $1,738,143 transfer from Fire Fund
- $27,800 transfer from the Museum Fund (new in FY 2021)
- $235,149 transfer from Water and Sewer Fund
- $8,287 transfer from Solid Waste Fund
- $57,192 transfer from Stormwater Fund
- $15,025 transfer from General Insurance Fund
- $24,248 transfer from Health Fund
- $79,741 transfer from Equipment Services Fund

Expenses

Police pension expense: $9,935,449
(60.29% of total expenses)

This represents a -$555,006 or -5.29%, decrease from Fiscal Year 2021 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: $2,642,307
(16.03% of total expenses)

This defined benefit plan was established in 2005 for firefighters and paramedics. This represents a decrease of -$202,594 or -7.12%. 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: $1,871,775
(11.31% of total expenses)

This represents a $38,767 or 2.11% increase from Fiscal Year 2020. This is a defined contribution plan available to full-time general employees.

Management (ICMA) expense: $1,015,098
(6.16% of total expenses)

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

General employee pension expense: $800,000
(4.85% 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 $49,999 due to a true up for Fiscal Year 2022 actuarial valuation.



OPEB: $219,846
(1.30% 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: $7,385
(0.04% of total expenses)

This is a former Commission closed pension plan with only one remaining participant.

SOLID WASTE FUND BUDGET SUMMARY

	FY 2019 Actual	FY 2020 Actual	FY 2021 Adopted Budget	**FY 2022 Adopted Budget**	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues:						
Solid Waste Non Franchise	$4,936,075	$5,740,333	$5,742,998	**$6,637,437**	$894,439	15.57%
Other Income	46,373	52,213	-	**-**	$0	100.00%
Interfund Transfer (from General Fund)			-	**-**	-	n/a
	$4,982,448	$5,792,546	$5,742,998	**$6,637,437**	894,439	15.57%
Expenditures:						
Operating Expenses	$4,664,840	$5,199,135	$5,267,780	**$5,776,661**	$508,881	9.66%
Personal Services	86,326	100,023	114,403	**114,679**	276	0.24%
Benefits	56,764	59,627	58,303	**69,429**	11,126	19.08%
Reserve	-	386,027	302,512	**676,668**	374,156	123.68%
Interfund Transfer (to Capital)	21,671		0	**0**	$0	n/a
	$4,829,601	$5,744,812	$5,742,998	**$6,637,437**	$894,439	15.57%
Revenues in Excess of Expenditure	**$152,847**	**$47,734**	**$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 2022, payments to the hauler and disposal providers will increase by the level of inflation and residential assessment was adjusted to cover the costs associated with COVID-19; as the amount of residential garbage and trash increased significantly last year. Commercial rates will increase by the CPI factors. The Fiscal Year 2022 Solid Waste Fund proposed budget totals $6,637,437 which is an increase of $894,439 or 15.57% from Fiscal Year 2021.

Solid Waste Assessment

2016	2017	2018	2019	2020	2021	2022
$234.75	$239.75	$248.000	$260.00	$290.00	$290.00	$322.00

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

Revenues

Solid Waste Non-Franchise: $6,637,437
(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: $5,776,661
(87.0% 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: $184,108 (2.8% 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: $676,668
(10.2 % of total)

This represents funds set aside as contingency for anticipated increase in waste hauler contract and replenishment of fund balance resulting from the COVID-19 impact.



MUSEUM FUND BUDGET SUMMARY

	FY 2020 Actual	FY 2021 Adopted Budget	FY 2022 Adopted Budget	$ Change From FY21 Budget	% Change From FY21 Budget
Revenues					
Museum	$116,487	$220,800	**$220,800**	$0	0.0%
Grants/Contributions	-	139,277	**139,298**	21	0.0%
Transfer from ARP Fund	-	-	**200,000**	200,000	100.0%
Transfer from General Fund	187,311	344,864	**158,966**	(185,898)	-53.9%
Transfer from GF- PFM Settlement	137,063	80,000	**80,000**	-	0.0%
Total Revenues	**440,861**	784,941	**799,064**	14,123	1.8%
Interest/Misc Revenue	(1,598)	-	**-**	-	0.0%
Appropriation	-	-	**-**	-	0.0%
Total Revenues	**$439,263**	$784,941	**$799,064**	$14,123	1.8%
Expenses					
Personal Services	$340,581	$468,107	**$487,312**	$19,205	4.1%
Benefits	59,762	163,049	**170,190**	7,141	4.4%
Operating expenses	90,446	73,785	**61,562**	(12,223)	-16.6%
PFM settlement	48,000	80,000	**80,000**	-	0.0%
Total Expenditures	**$538,789**	$784,941	**$799,064**	$14,123	1.8%
Revenues in Excess of Expenditures	**-$99,527**	**$0**	**$0**	**$0**	**0.0%**



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 2022, the Museum Fund adopted budget totals $799,064 which is an increase of $14,123 or 1.8% from Fiscal Year 2021.

Revenues

Museum: $ 220,800
(27.6% 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:/Contributions $139,298
(17.4% of total)

This revenue represents grants and contributions received by the Museum through individuals, corporations or other entities.

Transfer From ARP Fund: $200,000
(25.0% of total)

This revenue represents temporary funding from the American Rescue Plan to support operations of the Museum.

Transfer From General Fund: $158,966
(19.9% of total)

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

Expenses

Personal Services/Benefits: $657,502
(82.3% of total)

This represents the cost for Museum staff salaries/benefits.

Operating expenses: $61,562
(7.7% of total)

This represents the costs associated with operations of the Museum.

PFM Settlement: $80,000
(10.0% of total)

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

DEBT SERVICE FUND BUDGET SUMMARY

	FY 2019 Actual	FY2020 Actual	FY2021 Budget	**FY 2022 Adopoted Budget**	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues						
Ad Valorem Taxes	$2,606,442	$2,464,792	$2,579,549	**$ 2,572,699**	$ (6,850)	-0.27%
Transfer from General Fund	7,737,435	8,093,863	7,801,786	**8,645,221**	843,436	10.81%
Transfer from Fire Fund	404,852	448,985	207,320	**900,519**	693,199	334.36%
Transfer from Water & Sewer Fund	50,000	50,000	87,176	**135,318**	48,142	55.22%
Transfer from Stormwater Fund		-	-	**137,909**	137,909	0.00%
Transfer from Equipment Service Fund	-	-	27,827	**27,857**	30	0.11%
Transfer from Forfeiture Fund	-	318,826	181,174	**-**	(181,174)	-100.00%
Transfer from Capital Projects		199,629	-	**-**	-	0.00%
Appropriated Fund Balance	-	-	21,711	**-**	(21,711)	-100.00%
Interest Rebate-Revenue Bond Series 2010	87,584	81,646	74,205	**67,672**	(6,533)	-8.80%
Other	11,653	140,861	-	**-**	-	0.00%
Interest Income	41,545	28,583	11,399	**10,000**	(1,399)	-12.27%
Total Revenues	$10,939,511	$11,827,185	$10,992,146	**$12,497,195**	$1,505,049	13.69%
Expenditures						
General Obligation Bond-2005B (Refunding)	$534,844	$0	$0	**$0**	$0	0.00%
General Obligation Bond-2013 - (Refunding) Public Safety	1,049,506	1,583,193	1,573,543	**1,566,923**	(6,620)	-0.42%
General Obligation Bond-2015 Public Safety	1,006,452	1,006,232	1,006,006	**1,005,776**	(230)	-0.02%
General Obligation Bond-Other	-	-	750	**-**	(750)	-100.00%
Total General Obligation Bond	2,590,802	2,589,425	2,580,299	**2,572,699**	(7,600)	-0.29%
Franchise Revenue Bond-2014 (Refunded 2004)	1,670,212	1,668,899	-	**-**	-	0.00%
Capital Revenue Bond-2015 (Refunded 2008)	1,621,145	1,621,213	1,616,808	**-**	(1,616,808)	-100.00%
Capital Revenue (RZED) Bond Series 2010	499,090	492,421	485,566	**478,519**	(7,047)	-1.45%
Capital Revenue Note 2013	519,600	519,599	519,600	**519,600**	0	0.00%
Capital Revenue Bond 2015B	1,405,452	1,405,682	1,405,262	**1,405,192**	(70)	0.00%
Municipal Complex-Phase 1 Loan 2014	248,062	248,062	1,299,062	**2,977,102**	1,678,040	129.17%
Municipal Complex-Phase 2 Series 2016A	923,000	923,000	923,000	**923,000**	-	0.00%
Municipal Complex-Phase 2 Series 2016B	79,190	79,190	79,190	**79,190**	-	0.00%
Capital Revenue Note 2017	813,278	1,107,500	350,800	**290,125**	(60,675)	-17.30%
ERP Debt Service	-	425,276	545,991	**546,593**	602	0.11%
TURF Field Lease	-	107,841	682,851	**683,096**	245	0.04%
Defibrillator Lease	-	98,089	98,089	**98,089**	-	0.00%
Body Camera Lease	-	398,655	364,980	**333,990**	(30,990)	-8.49%
Special Obligation Bonds, Series 2020		-	-	**1,550,000**	1,550,000	0.00%
Other - Trustee Fees	-	-	650	**-**	(650)	-100.00%
Total Revenue Bonds	7,779,029	9,095,427	8,371,848	**9,884,496**	1,512,649	18.07%
Other						
Interfund Transfer to Capital Project ERP	-	500,000	-	**-**	-	0.00%
Line of Credit Financing	-	-	30,000	**30,000**	-	0.00%
Issuance Costs	-	-	10,000	**10,000**	-	0.00%
Total Other	-	500,000	40,000	**40,000**	-	0.00%
Total Expenditures	$10,369,831	$12,184,852	$10,992,146	**$ 12,497,195**	$ 1,505,049	13.69%
Revenues in Excess of Expenditures	**$569,680**	**-$357,667**	**$0**	**$0**	**$0**	**0.00%**



Debt Service Fund Description

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 2022 Debt Service Fund budget is $12,497,195. This represents an increase of $1,505,049 or 13.69% from the Fiscal Year 2021 budget primarily due to the Special Obligation Bond, Series 2020 for the Westside Complex & Fire Station 64 projects.

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 2022 budget include:

Ad valorem taxes: $2,572,699
(20.6% of total revenues)

Ad valorem taxes represent a levy of 0.2303 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: $9,846,824
(78.8% 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.

Debt Service Fund Description

Allocation of Non-Voted Debt Service for Fiscal Year 2022

	Municipal Complex Loan Ph. I 2014 & Ph. 2 2016	Capital Revenue Bonds (RZED) 2010*	Capital Revenue Bond 2015B	Capital Revenue Note 2013	Special Obligation Bond Series 2020	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	$3,979,292	$410,847	$1,405,192	$519,600	$561,796	$246,606	$385,143	$683,096	$432,079	$21,570	**$8,645,221**
Fire Fund					$802,245	$43,519	$50,460			$4,295	**$900,519**
Water & Sewer Fund					$48,050		$83,133			$4,135	**$135,318**
Equipment Service Fund							$27,827				**$27,827**
Stormwater Fund					$137,909						**$137,909**
Allocations by Issuance	**$3,979,292**	**$410,847**	**$1,405,192**	**$519,600**	**$1,550,000**	**$290,125**	**$546,593**	**$683,096**	**$432,079**	**$30,000**	**$9,846,824***

* RZED debt service shown net of interest rebate. Only the net expected RZED debt service ($478,519-$67,672) 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 2022 are budgeted at $145,379,722. The debt service allocated to the General is $8,645,221, 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: $2,572,699 21% 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 0.2303 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 2022 the General Obligation debt outstanding is $14.6 million which is 0.12% of the total taxable assessed value.

General obligation debt outstanding shall not exceed 5% of the City's taxable assessed value: current = 0.12%

General Obligation Bonds Outstanding

Series	Purpose	Outstanding
2013	Mullins Master Plan, Public Safety add'n	$7,242,680
2015	PS Comm., 2 Fire Stations, Safety Town...	$7,313,289
TOTAL		**$14,555,969**

Ad Valorem Millage Rate Charged for General Obligation Bonds

FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
0.2948	0.2753	0.2652	0.2534	0.2412	0.2303

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

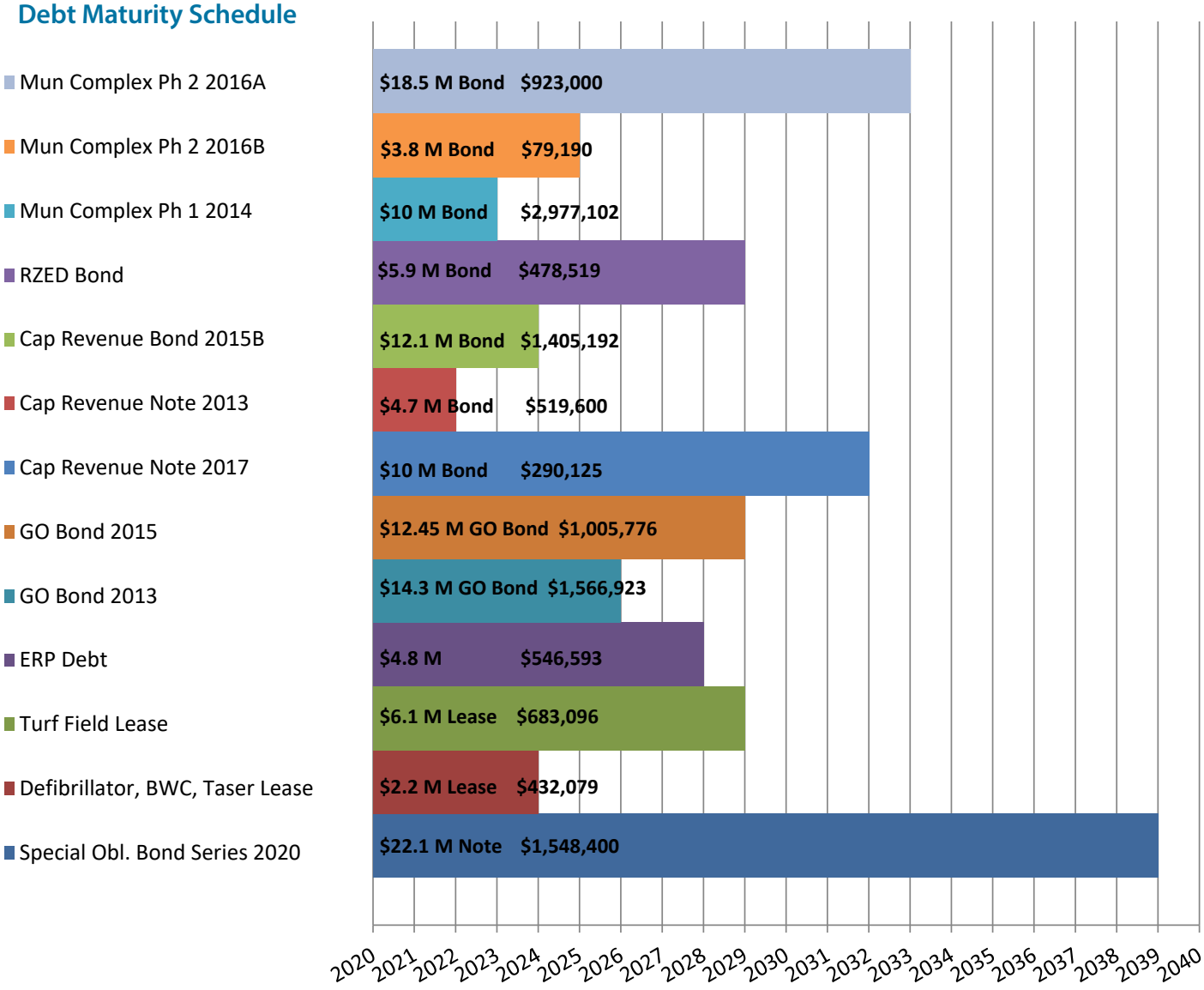
Much like an individual's credit rating, a bond rating is a measure of an organization's credit worthiness. The higher the bond rating, the more favorable the interest rates that can be obtained. Coral Springs has the highest bond rating (triple A) from two of the three rating gencies.

GO Refunding Bond Series 2013
This bond, issued April 25, 2013, matures October 1, 2026. Debt service totals $1,566,923 leaving a balance of $7,242,680. 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 $1,005,776 leaving a year-end balance of $7,313,289.

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	$2,977,102	$6,237,000
Capital Revenue (RZED) Bond 2010	$5,913,000	FY2030	$478,519 ($410,847 net)	$2,870,839
Capital Revenue Bond 2015B	$12,089,000	FY2025	$1,405,192	$4,028,000
Capital Revenue Note 2013	$4,679,582	FY2023	$519,600	$519,600
Capital Revenue Note 2017	$10,000,000	FY2033	$290,125	$8,446,000
ERP Debt 2019	$4,800,000	FY2029	$546,593	$3,526,000
Turf Field Lease 2019	$6,104,000	FY2030	$683,096	$4,993,000
Defibrillator, BWC, Taser Lease 2020	$2,176,696	FY2024	$432,079	$838,049
Special Obligation Bond, Series 2020	$22,135,000	FY2040	$1,548,400	$21,370,000

Debt Service Fund Description - cont.

Revenue Bond (non-voted) Debt Service: $9,884,496 79% 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 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 seven 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 ten 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 five year period with an interest rate of 2.070%. The lease will be funded through forfeiture funds, grant funds and operating funds.

Special Obligation Bond, Series 2020

The City issued a special obligation bond, series 2020, for the purpose of funding certain capital improvements of the City. The Series 2020 project consists of the design, acquisition, construction, demolition, improvement, upgrade, renovation, equipping and furnishing of certain public works, public safety, fire safety and parks and recreation projects within the City.

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 2022 is 2.54.

Gross Revenue	Less: Operating Expenses	Net Available Revenue	Debt Service Total	Coverage
$25,464,045	$19,620,110	$5,843,935	$2,297,173	2.54

Water and Sewer Debt	Par Value	Matures	Debt Service	Outstanding
SRF Loan: Lift Station 20A/20B Rehab	$536,159	FY2029	$34,926	$221,252
SRF Loan: Sewer Rehab Phase II	$1,046,756	FY2033	$68,527	$653,349
SRF Loan: Water Treatment Plant Improvements, Phase 1 and 2	$5,431,530	FY2032	$361,943	$3,137,735
SRF Loan: Raw Water Supply Wells	$1,846,683	FY2031	$121,224	$958,952
SRF Loan: Transmission, Distribution, Interconnects	$3,052,141	FY2033	$203,318	$1,839,542
SRF Loan: Source and Treatment	$1,119,826	FY2032	$75,902	$649,648
SRF Loan: Forest Hills Wellfield	$2,378,188	FY2033	$124,638	$1,511,741
SRF Loans Total	**$15,411,283**		**$990,478**	**$8,972,218**
2012 Bank Loan	$8,745,000	FY2031	$607,918	$4,670,000
2015 Bank Loan	$4,772,000	FY2024	$563,553	$1,095,000
Water/Sewer Total Debt	**$28,928,283**		**$2,161,949**	**$14,737,218**

Debt Management - cont.

Debt Ratios

The City's Total Taxable Value for the Fiscal Year 2022 budget is $11,757,400,445 and the population estimate as of July 2021 is 133,759.

Fund	Debt	Principal Outstanding October 1	Principal Payments	Principal Outstanding September 30	% of Taxable Value	Per Capita
Debt Service	GO Bonds	$16,733,429	$2,177,460	$14,555,969	0.12%	$109
Debt Service	Revenue Bonds	$82,177,076	$7,128,527	$75,048,549	0.64%	$561
Water & Sewer	SRF Loans	$9,709,024	$736,806	$8,972,218	0.08%	$67
Water & Sewer	Revenue Bonds	$6,761,000	$996,000	$5,765,000	0.05%	$43
TOTALS		**$115,380,529**	**$11,038,793**	**$104,341,736**	**0.89%**	**$780**



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.

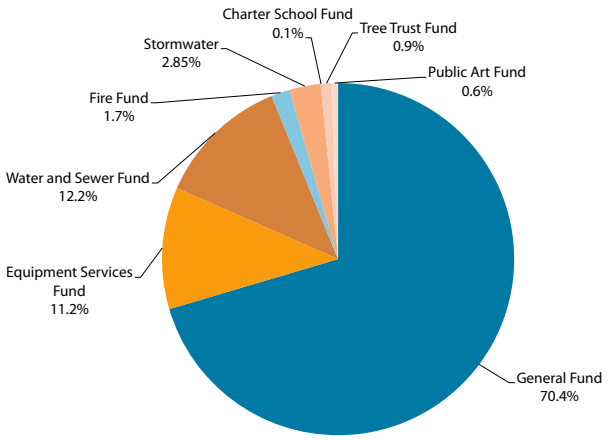
The FY 2022 proposed capital improvement plan totaled $35,951,463. Through updated taxable revenue projections and clarification on how funds from the American Rescue Plan Act (ARPA) can be allocated, the capital improvement plan was revised to a final adopted plan totaling $42,071,000; including $9,506,687 in projects funded through the American Rescue Plan.

The FY 2022 capital expenditures totaling $42,071,000 are programmed as follows:

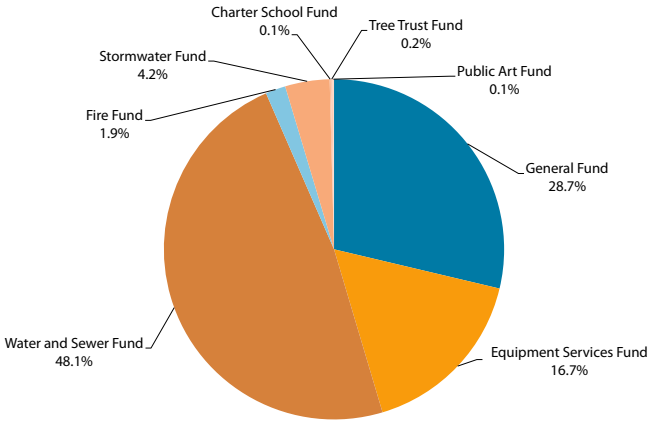
General Fund	$29,624,753
Water and Sewer Fund	$5,145,375
Equipment Service Fund	$4,708,589
Stormwater Fund	$1.200,000
Fire Fund	$717,783
Charter School Fund	$50,000
Tree Trust Fund	$364,500
Public Art Fund	$260,000

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.

Capital expenditure Fiscal Year 2022



Capital expenditure Fiscal Years 2022-2027



The six-year Capital Improvement Program includes Fiscal Year 2022 budget and expenditure projections for the next five years. The total capital plan for Fiscal Years 2022 through 2027 is $205,792,536.

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 2022 through 2027.

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

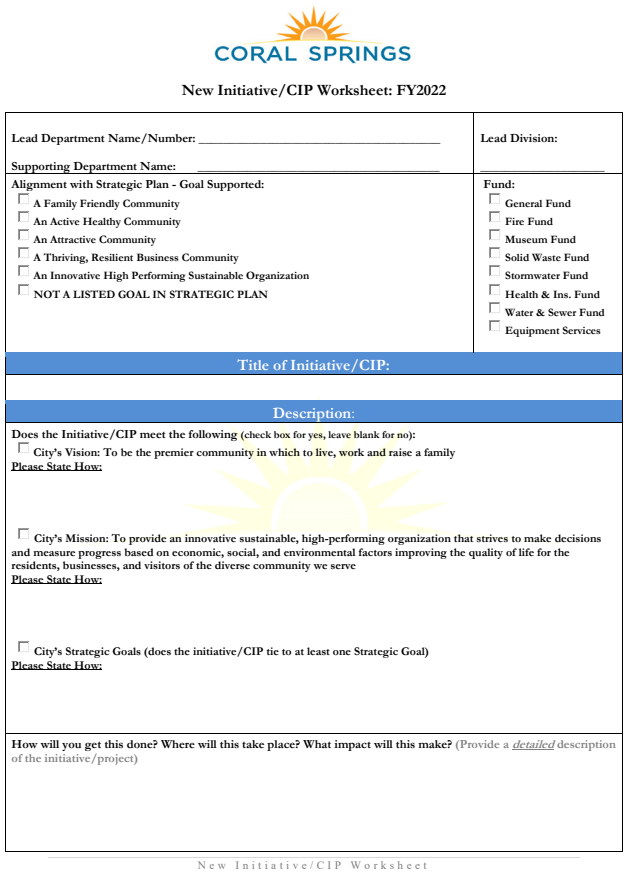
- A capital expenditure is defined as a major construction, expansion, purchase, or major repair/replacement of buildings, utility systems, streets, or other physical structures or property which has an estimated total cost of $5,000 or more and generally has an expected life of at least five years.
- Capital items under $5,000 are generally included in the various Fiscal Year 2022 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 request must complete a New Initiative/ CIP Worksheet Project Description form . The request includes the following information: project title, department/division, linkage to strategic goal, 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 for the request.

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 2022 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.



CORAL SPRINGS

New Initiative/CIP Worksheet: FY2022

Lead Department Name/Number: _____ Supporting Department Name: _____	Lead Division: _____
Alignment with Strategic Plan - Goal Supported: ☐ A Family Friendly Community ☐ An Active Healthy Community ☐ An Attractive Community ☐ A Thriving, Resilient Business Community ☐ An Innovative High Performing Sustainable Organization ☐ NOT A LISTED GOAL IN STRATEGIC PLAN	Fund: ☐ General Fund ☐ Fire Fund ☐ Museum Fund ☐ Solid Waste Fund ☐ Stormwater Fund ☐ Health & Ins. Fund ☐ Water & Sewer Fund ☐ Equipment Services
Title of Initiative/CIP:	
Description:	
Does the Initiative/CIP meet the following (check box for yes, leave blank for no): ☐ City's Vision: To be the premier community in which to live, work and raise a family Please State How: ☐ City's Mission: To provide an innovative sustainable, high-performing organization that strives to make decisions and measure progress based on economic, social, and environmental factors improving the quality of life for the residents, businesses, and visitors of the diverse community we serve Please State How: ☐ City's Strategic Goals (does the initiative/CIP tie to at least one Strategic Goal) Please State How:	
How will you get this done? Where will this take place? What impact will this make? (Provide a *detailed* description of the initiative/project)	

New Initiative/CIP Worksheet

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. The Project Description form for each project also identifies any 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 to review and discuss all capital projects listed on their CIP plan. Those projects found to be non-recurring or non-critical were move to an unfunded capital list (see pp. 299-300). This list totaling over $29M is reviewed by departments and adjusted annually as part of the budget process- becoming an appendix to the CIP plan. A strategy for funding 100% of the identified recurring capital needs was built into the City's five year forecast. The Fiscal Year 2022 adopted CIP budget is the first year to have funded 100% of these recurring projects.

Any new projects recommended for inclusion in the Fiscal Year 2022 capital budget were evaluated by the CIP Review Committee made up of the City Manager, Deputy City Managers, Assistant City Managers, the department requesting the capital, and staff from the Budget and Strategy Department. This committee discusses all capital requests with further justification, research, and analysis during the budget meetings. Each project is evaluated and prioritized considering its linkage to strategic goals, regulatory compliance satisfaction, external funding components, impact on the operating budget and implication of project deferral. 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. 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 adopted 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
2022	$ 1,009,350	$ 502,669	$ 1,814,457
2023	314,270	527,802	2,027,989
2024	464,950	554,193	2,117,232
2025	920,850	581,902	1,778,284
2026	409,450	610,997	1,979,831
2027	773,970	641,547	1,847,408
2028	306,950	673,625	2,214,083
2029	991,000	707,306	1,930,389
2030	530,750	742,671	2,142,310
2031	281,270	779,805	2,640,844
2032	692,951	818,795	2,766,688

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 2022, the City will invest nearly $4.7M 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
2022	$ 4,708,589	$ 4,693,396	$ 100,000	$ 36,437	$ 3,764,910
2023	6,564,091	4,928,066	100,000	37,649	2,266,534
2024	3,549,649	5,174,469	100,000	22,665	4,014,019
2025	4,486,482	5,433,193	100,000	40,140	5,100,870
2026	6,464,369	5,704,852	100,000	51,009	4,492,361
2027	8,569,773	5,990,095	-	44,924	1,957,607
2028	7,374,530	6,289,600	-	19,576	892,252
2029	7,338,580	6,604,079	-	8,923	166,674
2030	6,280,995	6,934,283	-	1,667	821,629
2031	4,252,158	7,280,998	-	8,216	3,858,685
2032	5,698,319	7,645,048		38,587	5,844,001

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 2022

Funding Source	Budget
Operating	
General Fund	$0
Fire Fund	$0
Water and Sewer Fund	$760,000
Equipment Service Fund	$4,708,589
Equity Financing	
General Fund	$3,540,232
Fire Fund	$717,783
Equipment Service Fund	$0
Stormwater Fund	$1,200,000
Renewal & Replacement	$2,385,375
Grants	
CDBG	$646,536
HOME Grant	$262,265
SHIP Grant	$583,033
Dept of Transportation	$17,086,000
American Rescue Plan	$9,506,687
Tree Trust Fund	$364,500
Public Art Fund	$260,000
Charter School Fund	$50,000
Total Fiscal Year 2022 CIP	**$42,071,000**

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.

Department of Transportation—refers to funding administered by FDOT at the request of Broward MPO.

American Rescue Plan—refers to Coronavirus State and Local Fiscal Recovery funds allocated by Congress to eligible state, local, territorial, and Tribal governments distributed by the Treasury.

Other Funds- refers to special revenue financing from Tree Trust, Public Art and Charter School funds.

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 2022.

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 2022 totals $5,468,589. Please see CIP Operating Capital Fiscal Year 2022 table for individual project costs.

General Fund

The General Fund does not have projects funded through operating capital in Fiscal Year 2022.

Fire Fund

The Fire Fund's does not have projects funded through operating capital in Fiscal Year 2022.

Water and Sewer Fund

The Water and Sewer Fund's operating capital of $760,000 will be used for ongoing replacement of fire hydrants, the purchase of portable generators for lift stations and dead end water main automatic flushers. Operating capital will also be used for the installation of fencing around the water plant and refurbishment of the water plant main energy generator.

Equipment Services Fund

In Fiscal Year 2022, the City is projecting a $4,708,589 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 2022

Fund	Budget
Water & Sewer Fund	
Fire Hydrant Replacement Prog.	$100,000
Dead End Water Main Auto. Flusher	$50,000
Portable EmergGen. for lift stat.	$95,000
Refurbish Water Plant Main Generator	$400,000
Water Treatment Plant Fencing	$115,000
Total Water & Sewer Operating CIP	**$760,000**

Fund	Budget
Equipment Service Fund	
Vehicle & Equip. Replacement	$4,708,589
Total FY 2022 Operating Capital	**$5,468,589**

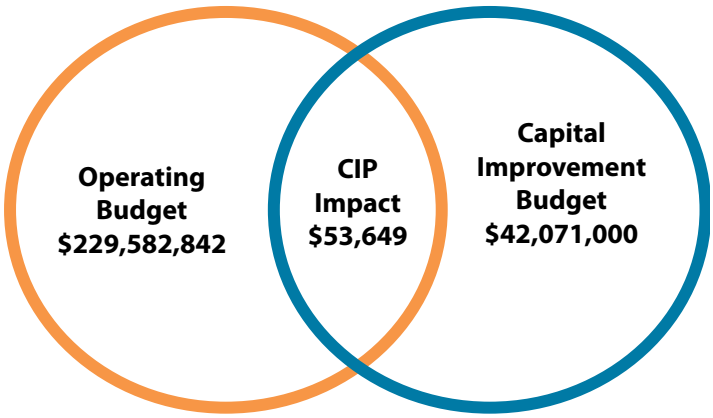
Impact of CIP on the City's Operating Budget (cont.)

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 2022 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 2022



The operating impacts of other CIP projects are measurable and have been included in the operating budget. For example, the addition of seven vehicles due to additions to staff will result in an impact on the City's operating budget by increasing gasoline and depreciation costs. The additional fuel and maintenance cost for this new fleet is estimated at $17,965 and the annual depreciation charge for the use of this equipment is projected at $42,684.

Some capital projects are associated with the reduction of operating expenses. For example, the Parks' light fixture replacement program is expected to 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 2022, 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 2022 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 2022 is $1,405,682.

The City will also continue to budget debt service related to the Municipal Complex in FY 2022. Debt service totaling $2,977,102 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 2022 for this 20 year borrowing.

In Fiscal Year 2022, 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 2022 is $290,125 for this 15 year borrowing. In FY2021, the City borrowed $24.9M to finance the Westside Complex and Fire Station 64 campus constructions. In FY2022, debt service of $1,550,000 is budgted for this 20 year borrowing.

Additionally in Fiscal Year 2022, the City will begin payment on a $6.1M loan to finance seven turf fields within the city. Debt service of $683,096 is budgeted in FY 2022 for this ten year borrowing. Also in FY2022, 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 $ 546,593 and $432,079 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

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

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 2022, debt service totaling $990,478 is allocated in the Water and Sewer fund for the repayment of existing SRF loans.

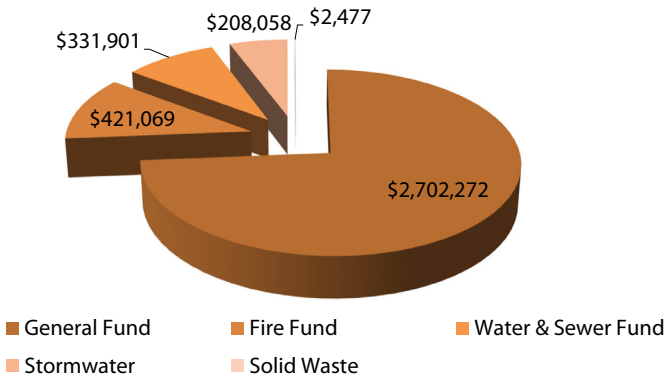
The City will also continue repayment of an $8.7 million bank loan secured in Fiscal Year 2013 for the rehabilitation of booster stations and improvements on the water and sewer system. The interest rate for this loan is 2.29%. Principal and interest repayment for Fiscal Year 2022 is programmed at $607,918. 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 2022, $563,553 is allocated for the repayment of this 2.002% ten year loan.

Fleet Assets

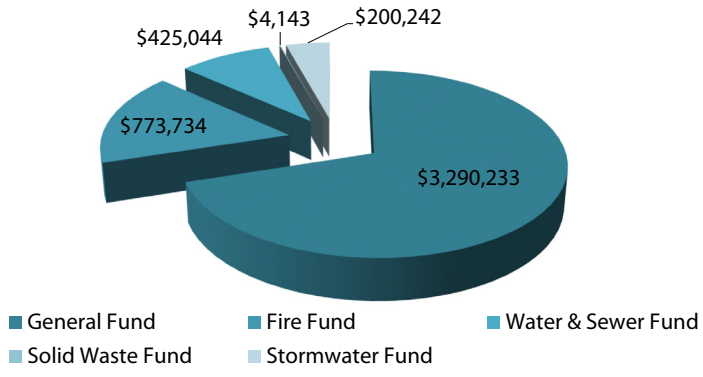
Replacement of vehicles and fleet equipment is funded in the Equipment Services Fund. This internal service fund provides for the operating and maintenance costs of the City's vehicles and major equipment. Fuel, maintenance and depreciation expenses are determined on a full-recovery basis for each fleet 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.

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 Maintenance & Gas



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 deferred funding of General Fund vehicle depreciation chargebacks in Fiscal Year 2021. The Five-Year forecast includes plans to recuperate this fund by increasing the depreciation charge over future years. The total chargeback allocation for Fiscal Year 2022 is $4,693,396 of which $3,290,233 is charged to the General Fund, $773,734 is charged to the Fire Fund, $425,044 is charged to the Water and Sewer Fund, $200,242 is charged to the Stormwater Fund and $4,143 is charged to the Solid Waste 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 2022 totals $3,665,777. The impact to the City's general operating fund is $2,702,272. The Fire Fund allocation for Fiscal Year 2022 is $421,069, Water and Sewer Fund's allocation is $331,901, Stormwater Fund allocation is $208,058 and the Solid Waste allocation is $2,477.

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 2022, the City projects $1,491,834 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 $646,536. 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 adopted projects for FY 2022 federal funding. This year's total grant funds impact the City's operating budget by supplementing 4.1% of the total capital expenditure for Fiscal Year 2022.

FY2022 Capital Projects Financed Via Grants

Source of Grant	Project	Allocation
CDBG	Housing Rehabilitation	$195,311
	Royal Palm Blvd Sidewalk Replacement	$95,000
	Forest Hills Park ADA Compliant Restroom/Storage Replacement	$50,000
	NW 4th Street Design	$30,000
	NW 89th Ave Sidewalk Project	$65,000
	NW 35th Court Sidewalk Project	$90,000
	Youth scholarships	$50,000
	Senior recreational activities & Therapeutical Activity	$71,225
HOME Grant	Housing Rehabilitation	$262,265
SHIP Grant	Housing Rehabilitation	$583,033

Capital Improvement Summary by Fund

Fund Name	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Fire Fund	$717,783	$650,759	$775,759	$592,206	$592,206	$591,506	$3,920,219
General Fund	29,624,753	5,354,842	7,631,258	5,501,145	5,417,916	5,547,576	59,077,489
Public Art Fund	260,000	0	0	0	0	0	260,000
Tree Trust Fund	364,500	0	0	0	0	0	364,500
Water and Sewer Fund	5,145,375	13,025,000	5,605,000	15,922,000	53,605,000	5,605,000	98,907,375
Equipment Services Fund	4,708,589	6,564,091	3,549,649	4,486,482	6,403,869	8,630,273	34,342,953
Charter School Fund	50,000	70,000	100,000	0	0	0	220,000
Solid Waste Fund	0	0	0	0	0	0	0
Insurance fund	0	0	0	0	0	0	0
Stormwater Fund	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,700,000
Total	**$42,071,000**	**$27,164,692**	**$19,161,666**	**$28,001,833**	**$67,518,991**	**$21,874,355**	**$205,792,536**



CIP Budget by Funding Source - All Funds

Funding Source	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Operating								
General Fund	$21,812	$0	$18,000	$0	$61,000	$0	$0	79,000
Fire Fund	129,000	0	0	125,000	0	0	0	125,000
W&S Fund	548,000	760,000	845,000	245,000	245,000	245,000	245,000	2,585,000
Solid Waste Fund	0	0	0	0	0	0	0	0
Equipment Services Fund	4,252,664	4,708,589	6,564,091	3,549,649	4,486,482	6,403,869	8,630,273	34,342,953
Total Operating	**4,951,476**	**5,468,589**	**7,427,091**	**3,919,649**	**4,792,482**	**6,648,869**	**8,875,273**	**37,131,953**
Equity Financing								
General Fund	3,694,925	3,540,232	4,106,992	4,489,408	4,210,296	4,248,066	4,317,726	24,912,719
Fire Fund	680,745	717,783	650,759	650,759	592,206	592,206	591,506	3,795,219
Insurance Fund	0	0	0	0	0	0	0	0
Solid Waste Fund	0	0	0	0	0	0	0	0
Stormwater Fund	2,500,000	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,700,000
Equipment Services Fund	68,000	0	0	0	0	0	0	0
Total Equity Financing	**4,443,670**	**5,458,015**	**6,257,751**	**6,640,167**	**6,302,502**	**6,340,272**	**6,409,232**	**37,407,938**
Grants								
CDBG Grant	635,799	646,536	384,552	324,552	384,552	324,552	384,552	2,449,295
FDOT	0	0	0	1,972,000	0	0	0	1,972,000
SHIP Grant	583,033	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
HOME Grant	262,265	262,265	262,265	262,265	262,265	262,265	262,265	1,573,590
Total Grants	**1,481,097**	**1,491,834**	**1,229,850**	**3,141,850**	**1,229,850**	**1,169,850**	**1,229,850**	**9,493,083**
Renewal and Replacement								
Renewal and Replacement	3,910,000	2,385,375	12,180,000	5,360,000	15,677,000	53,360,000	5,360,000	94,322,375
Total R&R Fund	**3,910,000**	**2,385,375**	**12,180,000**	**5,360,000**	**15,677,000**	**53,360,000**	**5,360,000**	**94,322,375**
Other Funds								
Charter School Fund	1,000,000	50,000	70,000	100,000	0	0	0	220,000
Total Other Funds	**1,000,000**	**50,000**	**70,000**	**100,000**	**0**	**0**	**0**	**220,000**
Tree Trust Fund								
Tree Trust Fund	496,000	364,500	0	0	0	0	0	364,500
Total Tree Trust Fund	**496,000**	**364,500**	**0**	**0**	**0**	**0**	**0**	**364,500**
Public Art Fund								
Public Art Fund	185,000	260,000						260,000
Total Public Art Fund	**185,000**	**260,000**	**0**	**0**	**0**	**0**	**0**	**260,000**
Dept of Transportation								
Dept of Transportation	0	17,086,000	0	0	0	0	0	17,086,000
Total Department of Transportatic	**0**	**17,086,000**						**17,086,000**
American Rescue Plan								
General Fund	**0**	7,506,687						7,506,687
W&S Fund	0	2,000,000	0	0	0	0	0	2,000,000
Total American Rescue Plan	**0**	**9,506,687**	**0**	**0**	**0**	**0**	**0**	**9,506,687**
Broward County Surtax								
Broward County Surtax	896,403	0	0	0	0	0	0	0
Total Broward County Surtax	**896,403**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total CIP	**$19,863,646**	**$42,071,000**	**$27,164,692**	**$19,161,666**	**$28,001,833**	**$67,518,991**	**$21,874,355**	**$205,792,536**

General Fund CIP Summary by Funding Source

Funding Source	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Operating—General Fund								
Emergency Medical Services	$0	$0	$18,000	$0	$61,000	$0	$0	$79,000
Building	21,812	0	0	0	0	0	0	0
Operating—General Fund Total	**21,812**	**0**	**18,000**	**0**	**61,000**	**0**	**0**	**79,000**
Equity Financing								
Aquatic Complex	80,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Development Services	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Emergency Medical Services	69,300	105,632	99,513	99,513	165,413	165,413	164,713	800,197
Information Services	480,000	499,300	520,189	521,737	523,354	525,043	526,809	3,116,431
Parks and Recreation	914,000	705,000	705,000	705,000	705,000	705,000	705,000	4,230,000
Police	578,025	584,665	365,290	351,158	404,529	390,610	409,204	2,505,456
Public Works	383,600	998,235	1,227,000	1,277,000	1,327,000	1,377,000	1,427,000	7,633,235
Transportation	984,000	455,000	955,000	1,300,000	955,000	955,000	955,000	5,575,000
City Manager	176,000	0	105,000	105,000	0	0	0	210,000
Building	0	62,400	0	0	0	0	0	62,400
Equity Financing Total	**3,694,925**	**3,540,232**	**4,106,992**	**4,489,408**	**4,210,296**	**4,248,066**	**4,317,726**	**24,912,719**
CDBG Grant								
Aquatics- Cypress Pool	43,000	44,000	40,000	40,000	40,000	40,000	40,000	244,000
Development Services	167,252	195,311	270,311	210,311	270,311	210,311	270,311	1,426,866
Parks and Recreation	76,212	127,225	74,241	74,241	74,241	74,241	74,241	498,429
Transportation	349,335	280,000	0	0	0	0	0	280,000
CDBG Grant Total	**635,799**	**646,536**	**384,552**	**324,552**	**384,552**	**324,552**	**384,552**	**2,449,295**
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	583,033	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
SHIP Grant Total	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**3,498,198**
Department of Transportation								
Transportation	0	17,086,000	0	0	0	0	0	17,086,000
Department of Transportation Total	**0**	**17,086,000**	**0**	**0**	**0**	**0**	**0**	**17,086,000**
FDOT								
Transportation	0	0	0	1,972,000	0	0	0	1,972,000
FDOT Total	**0**	**0**	**0**	**1,972,000**	**0**	**0**	**0**	**1,972,000**
Broward County Surtax								
Transportation	399,486	0	0	0	0	0	0	0
Broward County Surtax Total	**399,486**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
American Rescue Plan								
Emergency Medical Services	0	46,277	0	0	0	0	0	46,277
Information Services	0	1,752,210	0	0	0	0	0	1,752,210
Parks and Recreation	0	535,000	0	0	0	0	0	535,000
Police	0	97,700	0	0	0	0	0	97,700
Public Works	0	2,468,000	0	0	0	0	0	2,468,000
Transportation	0	750,000	0	0	0	0	0	750,000
City Manager	0	1,857,500	0	0	0	0	0	1,857,500
American Rescue Plan Total	**0**	**7,506,687**	**0**	**0**	**0**	**0**	**0**	**7,506,687**
Total General Fund CIP	**$5,597,320**	**$29,624,753**	**$5,354,842**	**$7,631,258**	**$5,501,145**	**5,417,916**	**5,547,576**	**59,077,489**

Major Capital Projects by Department

Department/Fund	Capital Project	FY 2022 Budget	Funding Source
City Manager Office	Small Business Resiliency Program	$1,300,000	American Rescue Plan
	Mental Health for Community	$150,000	American Rescue Plan
	City Facilities Security Plan	$165,000	American Rescue Plan
Development Services	Housing Rehabilitation	$262,265	HOME Grant
	Housing Rehabilitation	$195,311	CDBG Grant
	Housing Rehabilitation	$583,033	SHIP Grant
Public Works	Air Conditioning Repairs and Improvements	$1,618,000	Equity/ American Rescue Plan
	Charter School Facility & Repair	$581,235	Equity
	Roof Repair & Replacement	$1,177,000	Equity
Transportation	University Drive Interconnectivity Project	$886,000	Dept of Transportation
	University Drive Widening Project	$16,200,000	Dept of Transportation
	Existing Walkways Renovation	$100,000	Equity
	Resurface and Restripe Parking Lots	$100,000	Equity
	Intersection approach upgrade to ADA	$100,000	Equity
	Road Resurfacing Program	$750,000	Equity
Parks & Recreation	Asphalt pathway overlay	$100,000	Equity
	Athletic Field Renovations	$100,000	Equity
	Kiwanis Park	$500,000	Equity
	15-year Playground Replacement	$205,000	Equity
	Light Fixture Replacement Program	$300,000	Equity
Police	Law Enforcement Officer-Adds to Staff Capital	$237,544	Equity
Information Services	Digital Equity Plan - Broadband	$1,700,000	American Rescue Plan
	Network/Internet/Data Infrastructure	$504,608	Equity/ American Rescue Plan
Equipment Services	Vehicle and Equipment Replacement	$4,648,589	Equipment Fund Operating
Water and Sewer Fund	Refurbish Waterplant Main Energy Generator	$400,000	Operating-W&S Fund
	Force Main Valve Repair/Repl Program	$100,000	Renewal and Replacement
	Water and Wastewater Pumps	$150,000	Renewal and Replacement
	Force Main System Improvements	$475,375	Renewal and Replacement
	Force Main Integrity Evaluation	$100,000	Renewal and Replacement
	Water Treatment Plant Fencing	$115,000	Operating-W&S Fund
	Cast Iron Water Main Replacement	$1,820,000	American Rescue Plan
	SCADA Cybersecurity	$180,000	American Rescue Plan
	Lift Station Rehab Program	$1,400,000	Renewal and Replacement
	Water Main Valve Repair/Repl. Program	$100,000	Renewal and Replacement
	Fire Hydrant Replacement Program	$100,000	Operating-W&S Fund
Fire Fund	Fire Stations Painting & Improvements	$130,000	Fire Fund Equity
	Self Contained Breathing Apparatus & bottles	$169,662	Fire Fund Equity
Stormwater Fund	Meadows and Dells Stormwater Improvements	$500,000	Stormwater Fund
	Westchester Stormwater Improvements	$250,000	Stormwater Fund
	Stormwater Master Plan	$450,000	Stormwater Fund
Tree Trust Fund	Median Improvements	$364,500	Tree Trust Fund
Public Art Fund	Artwalk Artwall	$100,000	Public Art Fund
	Artwalk Sculpture	$100,000	Public Art Fund

Major Capital Projects by Location

Citywide Projects

Force Main Valve Repair/Rplc Program
Air Conditioning Repairs and Improv.
Water and Wastewater Pumps
Stormwater Master Plan
Road Resurfacing Program
Fire Station Painting and Improvements
Network/Internet/Data Infrastructure
Small Business Resiliency Program
Housing Rehabilitation
Roof Repairs & Replacement
Resurface and Restripe Parking Lots
Vehicle and Equipment Replacement
Force Main System Improvements
Force Main Integrity Evaluation
Add to Staff- Law Enforcement Officer (4)
Digital Equity Plan-Broadband
Lift Station Rehab Program
Water Main Valve Repair/Rplc Program
Self Contained Breathing Apparatus & Bottles
City Facility Security Plan
Cast Iron Water Main Replacement
Fire Hydrant Replacement Program
Mental Health for Community
Median Improvements

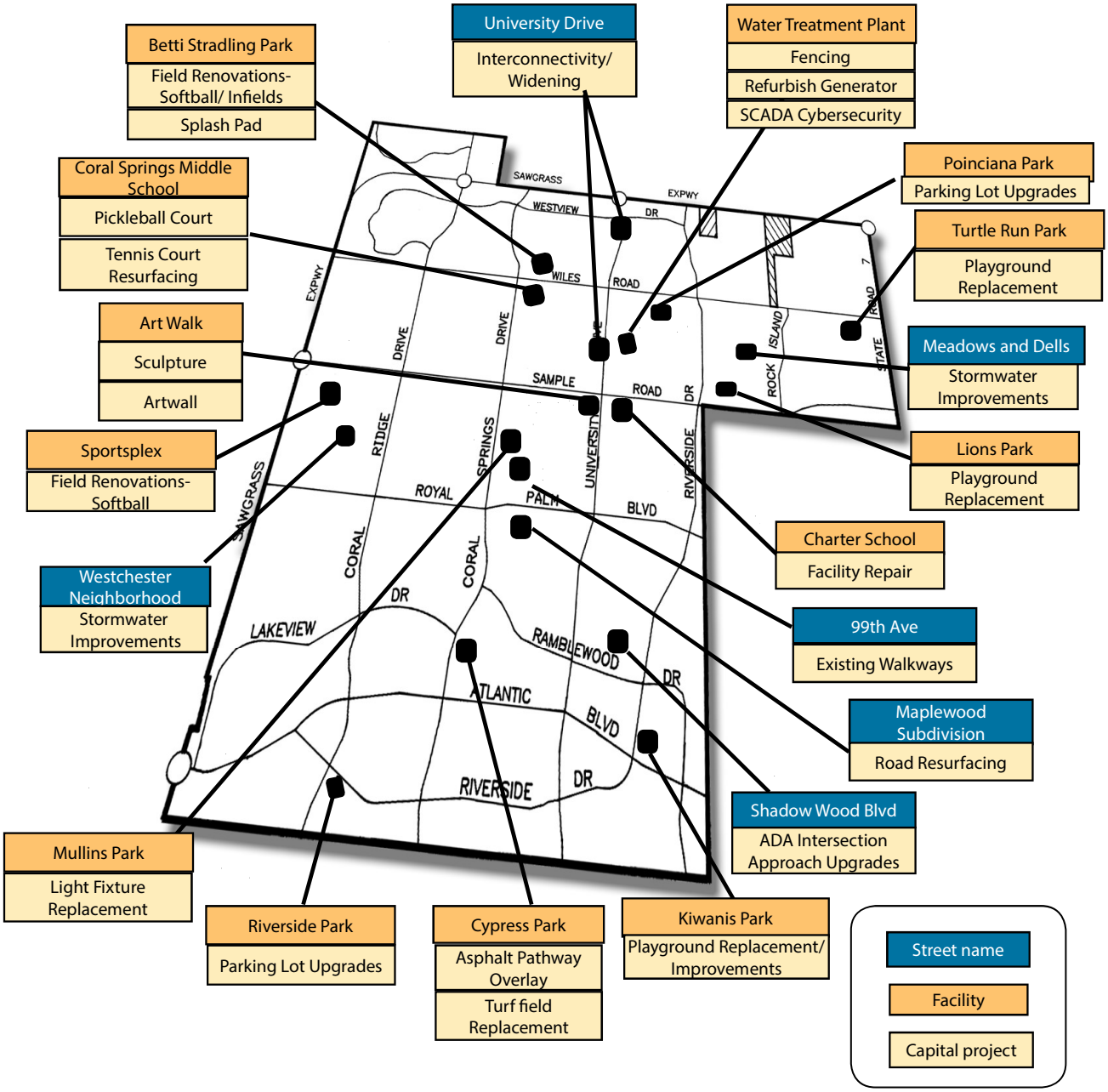


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Introduction

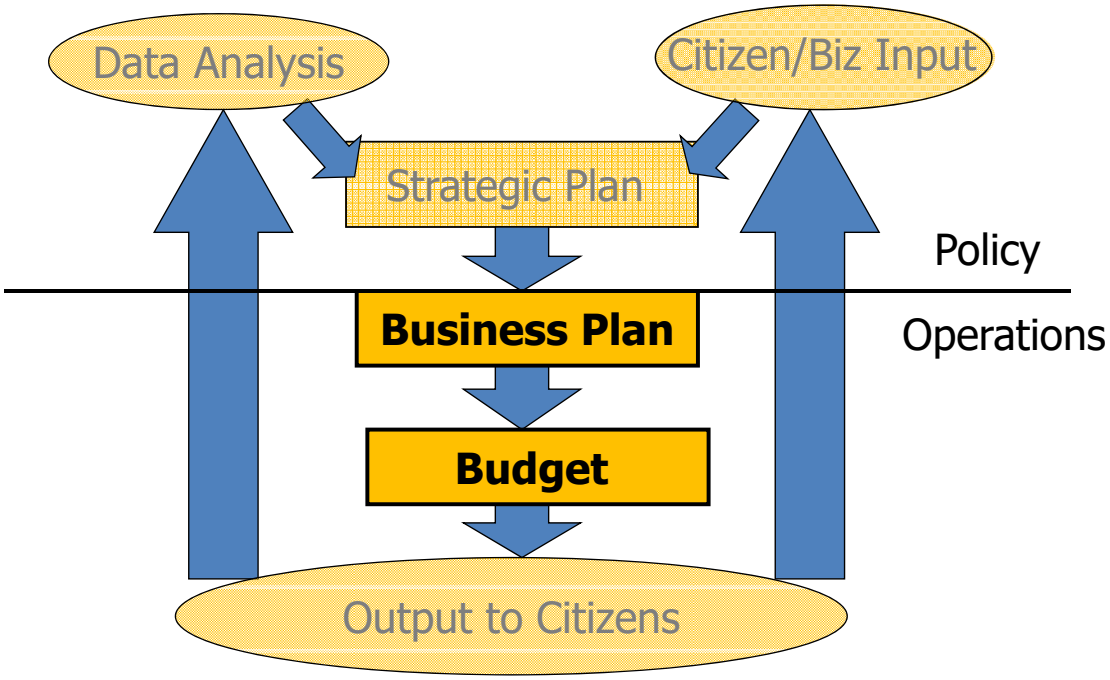
The Strategy Behind the Plan

The Business Plan outlines how City resources will be applied within our five Strategic Goal areas to achieve the goals determined by the Strategic Plan. The City of Coral Springs adopted a new strategic plan in Fiscal Year 2021 consisting of a vision, mission, strategic goals and core values to provide direction for the future. While it has evolved over the years, true to the spirit of continuous improvement, it is still the linchpin in linking our day-to-day activities with the vision staff aspires to achieve. The Business Plan gives "feet" to the strategic goals and establishes a structure for resource allocation.

With the strategic goals established, 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 direction in a specific, transparent, 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. As part of the strategic planning process staff analyzes local demographic and economic factors to identify emerging issues and items of concern to our community. Direct citizen and business feedback is solicited through surveys, focus groups, and town meetings which becomes the basis for the Commission's strategic retreat. At the three-day retreat the Commission and staff review the citizen input and information provided in the strategic planning workbook. They ensure the strategic goals mirror the city's vision and the goals of the community. Initiatives are established to meet the strategic goals based off community feedback and needs. The City Commission and staff renews its vision, mission, and strategic goals on an annual basis, to ensure we are meeting the needs of the community through our organizational action. The strategic plan is available to the public on the city website at: https://www.coralsprings.org/Government/Departments/Budget-Strategy.

Our **Service and Operations Strategy** is organized by strategic goals to document the steps taken to achieve key results for each of the strategic goals. Key Performance Indicators, set by the Commission, are the measurable results staff intends to achieve.



Market Environment

Overview

As staff geared towards Fiscal Year 2022 and prepared for the City's budget, the City evolved into recovery of issues that were present in Fiscal Year 2021 due to the COVID-19 pandemic. Business and life on all levels have improved, but it is still not at pre-pandemic levels. Staff anticipates and are planning the economy will continue to get stronger and be an improvement from the prior fiscal year.

Looking forward to Fiscal Year 2022, the Budget and Strategy Department worked closely with all departments to determine what will be in the upcoming budget. Utilizing the resources and tools available to have in depth conversations, the City continues to strive towards long-term sustainability of the budget and delivering services to be a premier community.

During Fiscal Year 2021, the City saw many revenue sources decline due to the pandemic and some continued to underperform compared to pre-pandemic levels. The City explored alternative routes such as utilizing technology to hold virtual meetings, recreational classes, and online training in order to continue providing services staff are committed to. Innovation and critical thinking allow the City to continue operations and make improvements.

Amidst this uncertainty, 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.

The State of Florida was hit hard by the pandemic during Fiscal Year 2021 as many avoided traveling and social gatherings which is a highlight of South Florida. This required a thorough analysis of the City's budgeted revenue, expenditures, and the services the city provides. A question leadership has stressed is "Can we afford to own what we own?". As the budget and strategy team prepared for Fiscal Year 2022, monitoring how the County, State, and Nation are performing on an economic level is imperative to assist in our budgeting process. According to the Office of Economic and Demographic Research (EDR), Florida is expected to exceed revenue expectations during the recovery period of the COVID-19 pandemic. Coral Springs is vigilant and conservative in forecasts for revenue projections, protecting the downside risk.

Recovery continues in the United States, as the GDP increased by 6.7% the second quarter of 2021, the best period for GDP since the third quarter of 2003. This increase reflected the continued economic recovery, reopening of establishments and continued government response related to the COVID-19 pandemic, showing growth over GDP 2021 Q1 increase.

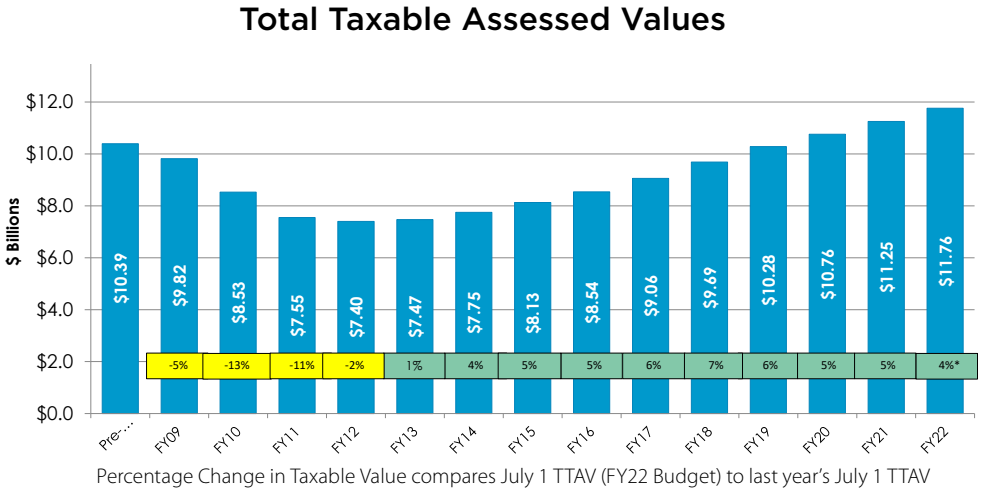
Economic recovery can be seen in Florida's current, Quarter 3 of 2021, unemployment rate of 4.9%, which is just at the 4.9% March 2020 rate when the COVID-19 pandemic first began impacting the state. Florida's unemployment rate remains below the national rate. The highest unemployment rate for the state of Florida was an average of 13% in Quarter 2 (April – June) of 2020. Florida did see substantially more tourism related activity summer of 2021 as the nationwide rollout of vaccines continued. Increased tourism activity will support ongoing job recovery, especially in the state's leisure and hospitality related industries. According to US Census data, Florida's population grew by 2.7 million or 14.6% between 2010 and 2020 and is expected to continue the trend of higher median home prices and lower inventories of existing homes. The City of Coral Springs continues to experience an increase in population count emphasizing growth through relocation and expansion.

In Fiscal Year 2022, the City is planning to utilize funds available through the American Rescue Plan Act (ARPA). The ARPA provides $1.9 trillion in relief to respond to COVID-19, $350B to states and local governments and $20M allocated to the City of Coral Springs. Eligible uses of funds include response to the public health emergency or its negative economic impacts, response to workers performing essential work during the pandemic by providing premium pay to eligible workers, the provision of government services to the extent of the reduction in revenue due to the pandemic, and to make necessary investments in water, sewer, or broadband infrastructure.

The City continues to plan for short-term and long-term financial situations. The current financial planning has proven resourceful in identifying emerging issues which may affect the ability to provide the level and type of service the community has come to expect. It is the history of planning and analysis that has helped the City mitigate the COVID-19 crisis and continue to plan towards a balanced budget for FY 2022.

Real Estate Trends

Ad valorem property taxes, which are based on assessed values, make up 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%.



Percentage Change in Taxable Value compares July 1 TTAV (FY22 Budget) to last year's July 1 TTAV

Housing Market

Single-family home sellers enjoy a strong market. Data for 2021 shows the average sales price for the year in Coral Springs remains very high at $516,025 which is 93% of the listing price, and a median 28 days on the market (Miami Association of Realtors, June 2021).

Broward County has seen a 33% decrease in active listings of single-family homes from June 2020 to June 2021; the inventory for condos decreased by almost 30% (Miami Association of Realtors, June 2021).

Median sales prices in Coral Springs June 2021 were $520,000 for single-family homes and $170,000 for condos, an increase of 22% for single family and an increase of 2% for condos when compared to a year ago (Miami Association of Realtors, June 2021). In Broward County, median sales prices of single-family homes reached $500,000 in June 2021, an increase of 29% from the previous year. The median sales price of condos in Broward County was $239,350, an increase of 23% from the previous year (Miami Association of Realtors, June 2021).

There has been a 99% decrease in foreclosures since 2010; roughly eight in May 2021 down from a peak of 4,500 in May 2010 (Corelogic, May 2021). The number of cases in all phases of foreclosure (lis pendens, final judgments, and REOs) is declining.

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 the return of Barnes and Noble to The Walk later this year. Royal Eagle Plaza underwent a renovation to accommodate new tenants such as Aldi's, Hand & Stone Massage, Huey Magoo's and Planet Smoothie. Other centers under renovation include Ramblewood Square (approved, starting soon) 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. The Park also welcomed Hughey & Phillips while Exclusive Trim and Advanced Equipment and Services opened new buildings adding hundreds of new jobs to the City.

Numerous local businesses expanded in FY 2020. United Medco, Privacy Glass Solutions LLC and Therapia Staffing all added jobs in the Commerce Park. Broward Health Coral Springs opened a state-of-the art cardiac catheterization lab in Downtown Coral Springs.

Business development continues to grow with 580 new business tax receipt applications during FY 2020 and 470 YTD through May 2021.

Economic Development

The Economic Development Office (EDO) directly impacts the City's Growing Local Economy Strategic Goal. The City completed an economic development strategic plan in late 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 has a robust BRE program to reach out to local companies to discuss business climate and resources. The EDO made 86 retention/expansion visits in FY 2020 and 141 in 2021. Retention visits were temporarily suspended due to the impact of COVID-19 but have resumed.

The EDO continues its sponsorship of the Coral Springs Coconut Creek Regional Chamber of Commerce Biz Academy with virtual classes from January 2021 through June 2021. These seminars educate the local business community on topics including Small Business 101, Mindset of a CEO, Franchising and E-commerce and Cybersecurity.

The second annual "Savor the Springs" restaurant week was held in October 2020. Over twenty 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.

Two grant programs were implemented in response to the pandemic totalling over $550,000 in small business assistance. The Back in Business Grant program provided $1,000 grants to 250 Coral Springs businesses to assist with reopening expenses. The Small Business Grant program aided 61 businesses with $5,000 grants for operating expenses.

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 engages on Facebook, Twitter and Instagram including documenting BRE activities on social media and tagging appropriate businesses and partner organizations. In 2020, posts and followers increased significantly with Facebook, Twitter and Instagram followers increasing from 971 to 1671 and there was a total of 274 social media posts. 2021 also had an increase in social media followers with a total of 2442 at the end of the fiscal year. The EDO website has also been improved with new data, photos and content that utilizes infographics and GIS to provide visitors with real time information.

Economic Development Strategic Plan

In 2019, the City and EDO embarked on an economic development strategic planning process. The nine-month effort engaged residents and businesses using 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 businesses from within; establish a vision and define a value proposition for the Commerce 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. These activities and initiatives are 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) continue to partner 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

The CRA continued its efforts to create a sense of place in the Downtown through the sponsorship of events such as Bites 'n' Sips. The newly-purchased holiday signature piece for FY22 intends to serve as a fun selfie spot for residents and visitors.



Improvements to the Downtown/CRA District

CRA Commercial Enhancement Grant Program: The purpose of the CRA Commercial Enhancement Grant Program is to encourage existing building owners or tenants located within a section of the Community Redevelopment Agency (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 and the applicant is responsible for 50% of the hard costs, plus 100% of associated costs such as engineering and permits. Commercial buildings may receive up to $25,000. Signs, painting, awnings/canopies, exterior windows/doors/storefronts, lighting, landscaping, enclosures are allowable projects.

The City established the Downtown Mixed-Use (DT-MU) Zoning District in January 2018 to create a zoning framework that requires all new development within the District to be pedestrian-friendly and mixed-use with an emphasis on the creation of places with an identity to transform Downtown Coral Springs. This mirrors downtown redevelopment trends and allows the City to be more economically competitive and attractive to a diverse demographic. In addition to the Downtown Mixed-Use Zoning, the Commission adopted Design Guidelines to influence the aesthetics of the Downtown and its future redevelopment. The guidelines include but are not limited to architectural styles such as Art Deco and South Florida Contemporary as well as wall, window, awning and other signage. The CRA invested in infrastructure upgrades including new, native landscaping from Coral Hills Drive to 99th Street. Several businesses in the CRA took advantage of the Commercial Enhancement Matching Grant program to renovate the facade of their properties.

The CRA installed decorative signposts on the newly named Walter Skip Campbell, Jr. Drive. Light posts on Sample Road are being replaced with new LED lights to improve visibility and safety along the corridor. Exciting redevelopment projects are underway in the Downtown. The Financial Plaza was demolished in March to make way for Cornerstone, which includes Class-A office space, 350 residential units, Hyatt Place hotel, entertainment, retail and restaurants. City Village, located on the Northwest corner of the intersection, is slated for redevelopment of a mixed-use development as well.

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

The Coral Springs IT Department is responsible for protecting technology infrastructure from cyber attacks and data breaches. It is the IT department's goal to ensure that its systems are kept current through a patch management policy. New policies for end users include enrolling in multi factor authentication and cyber security awareness training. The City has enhanced its backup strategy with a goal to implement multiple backup streams to mitigate the risk of data loss. 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 Tyler Technologies 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, utility billing, 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 implementing a 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 Action Plan

City of Coral Springs
2022 Legislative Action Agenda

Compensation for Essential Workers

The City of Coral Springs encourages the Legislature to extend compensation coverage to Essential Workers outside the scope of first responders and health care workers. The City of Coral Springs SUPPORTS legislation that would provide wage-replacement benefits to those employees activated to work in other capacities, whom may have an increased risk or greater likelihood of contracting the condition due to the worker's occupation, or in support of continuity of operations outside of first response or the health care field.

Home Rule and Local Tax Revenue

We maintain the importance of preserving local Home Rule authority and tax revenues in order to provide for the needs of our residents, businesses and visitors. The City of Coral Springs SUPPORTS the Legislative Action Agenda adopted by the Florida League of Cities, supporting home rule and other municipal issues.

Recovery Residences

The City of Coral Springs encourages the Legislature to allow for greater local control and oversight of recovery residences. The City of Coral Springs SUPPORTS legislation that would mandate certification of recovery residences. The City of Coral Springs SUPPORTS legislation implementing recommendations by the Sober Homes Task Force regarding fire-safety codes and night/day community treatment facilities.

Cybersecurity

The City of Coral Springs SUPPORTS legislation to strengthen privacy policies, standards, and procedures in order to identify, deter, protect against, detect, and respond to cybersecurity threats and actions. The City of Coral Springs SUPPORTS legislation to foster a more secure cyberspace.

Medical Marijuana

The City of Coral Springs SUPPORTS legislation restoring municipal authority to regulate medical marijuana facilities within municipal boundaries.

COVID 19 Presumption

The City of Coral Springs SUPPORTS legislation to provide Workers' Compensation Coverage for public servants responding to COVID-19.

Legislative Action Plan: Funding Requests

Project title	Project description	Funding amount requested	Total Project Cost
Public Safety/Public Works Building Hardening Project	The West Side Complex supports multiple City departments such as Public Safety, Public Works and Central Stores. The current Westside building is not built to withstand a moderate hurricane. The new building is an expansion of the Fire Academy facility which will support the additional classroom space needed as the increase in student population and classes provided continue to increase year after year. The facility will hold Fire Academy graduations onsite, host large seminars, retreats and classroom rentals which can equate to additional revenue along with marketing exposure for the City. The West Side Complex is the headquarters for the following divisions: Public Works Street Division, Equipment Services Division and Central Stores where all City supplies are stored. All City Fleet are maintained and repaired in the equipment services division.	$800,000	$23,250,000
Everglades Greenway Loop	This project will develop an approximate 10-mile Everglades Greenway Loop which will serve as an enhanced multi-use space, to improve walkability and safe biking in the City of Coral Springs. This loop opens up the largest subtropical wilderness in the United States to nature enthusiasts, providing for greater educational opportunities about the wetlands and its impact on our ecosystem.	$800,000	$2,000,000
Creation of a Nature Trail Preserve	This project will create an elevated, wooden walking path through the existing 6.15 acres of wet hammock within Kiwanis Park. The creation of a nature trail, which will not disrupt existing native Florida trees or natural vegetation, will serve as a location for nature enthusiasts to experience environmental and wildlife education. The path will be constructed with all-natural materials and offer additional outdoor activity space for youth programming and activities.	$500,000	$1,000,000
Charter School Enhancement	The Coral Springs Charter School is housed in a 20 year old building that is in dire need of improvements and repairs. Roofing, interior class renovations, storage space and enhancements to science labs are needed to provide a quality environment for the students to learn and excel at the school. The City is also considering relocation of the school and construction of a new building.	$800,000	$40,000,000

Legislative Action Plan: Funding Requests (cont.)

Project title	Project description	Funding amount requested	Total Project Cost
Parks & Recreation Security Initiatives	The Parks and Recreation safety initiative will place security cameras and devices in parks to ensure the safety of the residents and visitors to the City's parks.	$100,000	$200,000
City Security Initiatives	This project will provide security enhancements throughout the City including lockdown for the Fire Academy, Bollards for a City building and exterior lighting improvements at the City's water plant. This will ensure the safety of the residents and visitors to the City's faciltiies.	$200,000	$400,000
Sidewalk Improvements	This project will provide sidewalks in various areas of the City including pathways that connect to the downtown area. The City has a lack of adequate walkways in the community which is a safety concern to many residents because pedestrians and children are forced to walk on the streets and valley gutters.	$500,000	$1,000,000
Total Funding Requests		**$5,300,000**	**$67,850,000**



Workforce Analysis

Fostering an Engaging and Inclusive Work Environment

During 2021, a new management position for Diversity, Equity and Inclusion (DEI) was created within the Human Resources Department. The position will explore new opportunities to engage our employees on various topics that promote and support inclusive workplace practices. Having a dedicated resource on the Human Resources team will augment the current environment which is consistently rated by employees as caring, supportive and welcoming of diverse perspectives. The DEI function will also address organization needs related to the Americans with Disabilities Act (ADA). Earlier in the year, the Human Resources Department partnered with a local training consultant who facilitated cultural competency training for more than seventy (70) senior leaders, members of city management and human resources staff. The purpose of the leadership training program was to initiate fresh dialogue on the topic of cultural competency and provide a baseline understanding of how our employees can grow/celebrate individual differences. In the coming year, our DEI Manager will identify new strategic priorities and coordinate citywide employee training to increase our organization's cultural competence.

Delivering Impactful Health & Wellness Programs including Mental Health Support

The City of Coral Springs recognizes the significant role that mental well-being plays in the overall health of its employees and continues to make strides to provide enhanced access to care. During recent months, all employee groups participated in the Behavioral Health Access Program (BHAP) training. The in-depth training was a positive step forward and will help eliminate the stigma surrounding mental health issues which may impact our workforce. The mental wellbeing support model originally developed by our Fire Department is now available to all employees citywide. One of the key components of the BHAP program involved the creation of a peer support team to provide first-hand support to employees. More than one hundred employees were nominated by their peers, and all have completed a comprehensive training program in partnership with the University of Central Florida. Utilization of our Employee Health and Wellness Center has been consistently strong (80-90% utilization) since its opening in June 2020. The scope of services being offered through the Health and Wellness Center is continually being re-evaluated and new access to total wellbeing services are being considered for the coming year. Our goal is to expand our office footprint at the Broward Health campus which will create additional space to house our Clinician Response Team and enable the growth of wellbeing services such as acupuncture, chiropractic care, and progressive wellness checks.

Maximizing Workforce Productivity and Embracing Innovation

During the last two years, the Human Resources and Financial Services Departments have jointly worked to implement a new Human Capital Management (HCM) solution as part of the new ERP, to support the efficient delivery of HR and Payroll services. The new system is planned to go live in January 2022 and will provide many new enhancements to expand self-service options for employees and managers. The new platform will enable greater workforce productivity and provide a centralized portal (one-stop-shop) for all HR/Payroll needs. Additionally, a new fully integrated electronic time and attendance system will be implemented in the new year to replace legacy paper timesheets and other standalone time collection devices. The new time and attendance solution is expected to improve the accuracy of citywide time reporting and will establish enhanced workflows for seamless approvals. Change management will continue to be a major focus in the coming year as we support employees who are learning to navigate/adapt to new HR/Payroll processes that have changed due to the HCM implementation.

Emerging Issues

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

Rising Healthcare Claims

At the height of the pandemic, employee health concern claims dropped sharply when people avoided visiting doctors' offices. Now as coronavirus vaccinations are widely available, more workers are expected to seek long-delayed care. Visits for routine and preventive maintenance which trended significantly downward during the strictest lockdown periods of the pandemic have returned to normal with newly diagnosed cancers and other chronic diseases. According to a recent Kaiser Family Foundation (KFF) Employer Health Benefit Survey, sixty-seven percent of covered workers are in a plan that is self-funded. The claims for these employers in upcoming years could be significant as costs for care that was postponed or skipped may result in long-term health consequences.

Post COVID-19 Mental Health Crisis

Children, students in high school and college, adults and the elderly have felt the devastating toll of the pandemic causing concern about the long-term impact on mental health. For some, the feelings of anxiety and depression that emerged during the pandemic will resolve as routines resume. But for others mental health may persist or appear down the road, creating a strain on an already under-sourced mental health system. Past crises have proved concern about the long-term impact on the mental health of healthcare workers and essential personnel who have contributed to burnout, substance misuse, and PTSD. Funding from the $1.9 trillion COVID-19 relief bill enacted this year included funding for treating mental health and substance use disorders, school-based mental health programs, and supporting the mental health workforce.

Inflation concerns

The U.S. Federal Reserve kept its benchmark interest rates unchanged for a period of time during the pandemic as the economic recovery continues amidst growing concerns over inflation. The U.S. Labor Department reported that consumer prices rose 0.6% in May, with a 12-month increase of 5%, marking the largest 12-month increase since the period ending August 2008. Prices paid by U.S. consumers have been on the rise with used cars up 29.7%, electricity up 4% and groceries up 2.2% year-over-year in May. While the markets offer evidence that the recent bout of post COVID-19 price increases could fade in a few months, there are conflicting signals for economists. Continued demand for houses and other products has outpaced supply which is a sign that inflation could be a problem.

Cyberattacks

Cyberattacks have become a serious problem for the private sector causing problems not just for the target of the attack but for all Americans. For example, the May cyberattack on Colonial Pipeline forced the company to shut off gasoline supply to much of the Eastern Seaboard, resulting in shortages throughout the South. Closer to home in Oldsmar Florida, hackers accessed a water-treatment plant briefly raising the lye in drinking water to dangerous levels and Broward County Schools was targeted by the Conti ransomware gang that caused a shutdown of its computer system. As the United States emerges from the coronavirus lockdown, the White House administration through the Department of Homeland Security has made cybersecurity of the U.S. a national-security priority. As more businesses grow and evolve to be increasingly reliant on digital infrastructure, they may be willing to pay ransoms, propelling deceptive groups engaging in ransomware attacks to become more incentivized to continue.

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, with the most recent one conducted in 2020. As a result of delays related to COVID-19 and previous litigation, it is anticipated that completed city level data from the 2020 Census will be delivered by October 1, 2021. The Decennial Census 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. The Decennial Census Survey provided an array of other socioeconomic data in the past; however, 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 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.

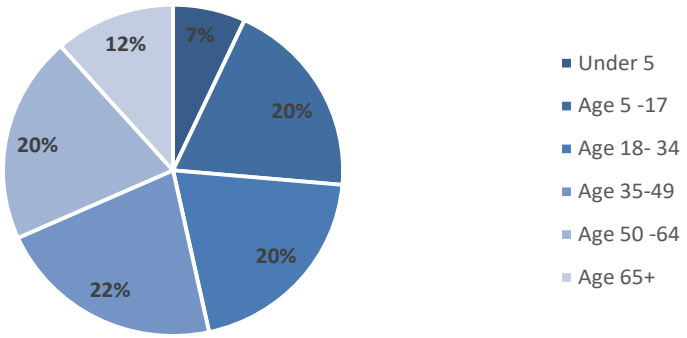
The analysis below uses the best available data for each category. Where appropriate, trending was done using the Census data for 1990, 2000 and 2010, along with the 2015-2019 ACS 5-year estimates (most recent estimates available from the ACS).

Several 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 2010-2014 ACS report came out.

Census 2020 kicked off Wednesday, April 1st, 2020, and is the first time residents were 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.

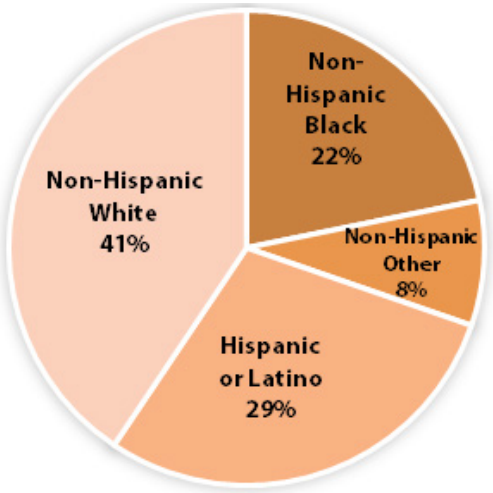
Population age

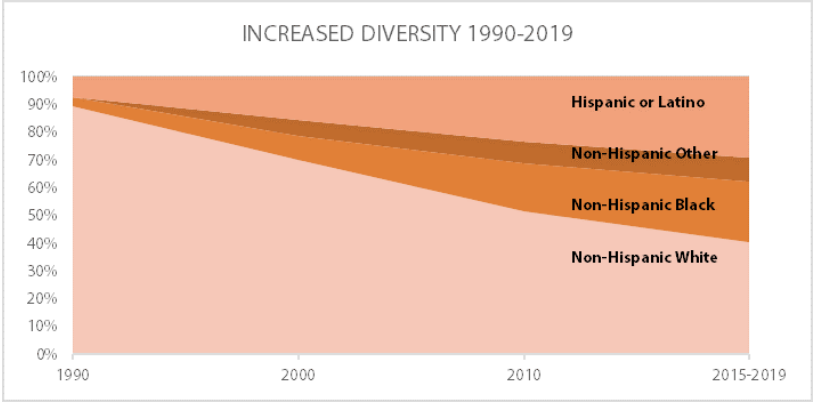
- Coral Springs is a "young" community with 26.4% of its population under 18 years of age.
- The largest 5-year segment is 15-19 years of age.
- Median age has continued to trend up and is now 37.4 years old.
- Persons 65 and older also increased and this trend will continue through 2030 as Baby Boomers age.



Growing Hispanic Population

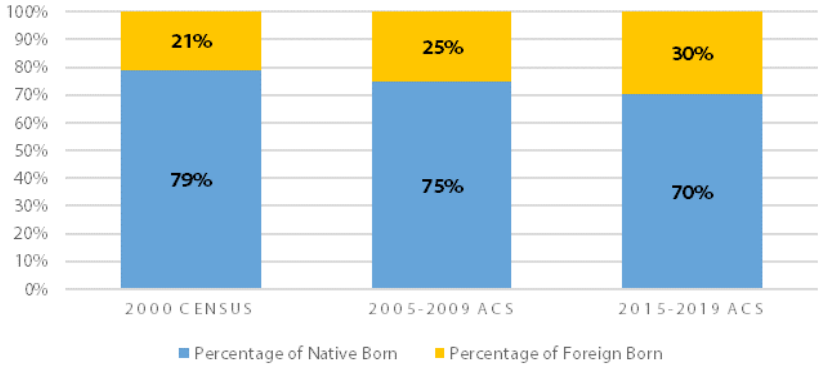
- Coral Springs has a Majority Minority population that first emerged in 2011-2015 ACS data. The racial make-up of the City has held steady in the past year. However, the Hispanic population continues to grow steadily.
- Hispanic population growth is a trend across South Florida and will continue to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





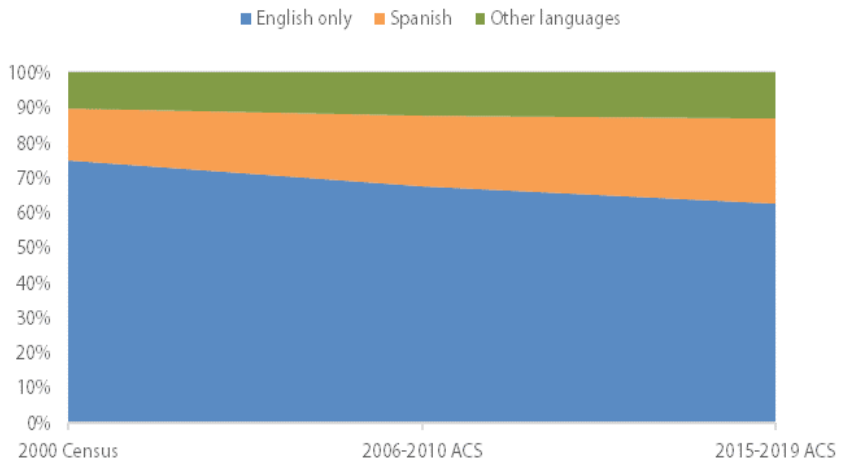
Place of birth

- Foreign-born population in the City has increased its share of the population from 11% in 1990 to 30% in 2015-2019.
- The overwhelming majority of the Foreign-born population were born in a Latin American country.



Language Spoken at Home

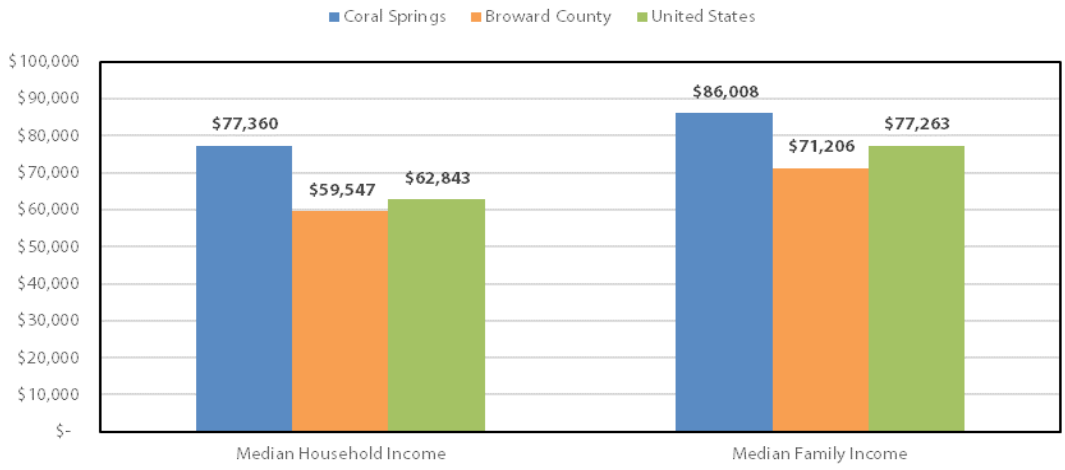
- Over one-third of the households in Coral Springs speak another language at home.
- Young adults and children are often relied upon to translate for the head of household.



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.

Income

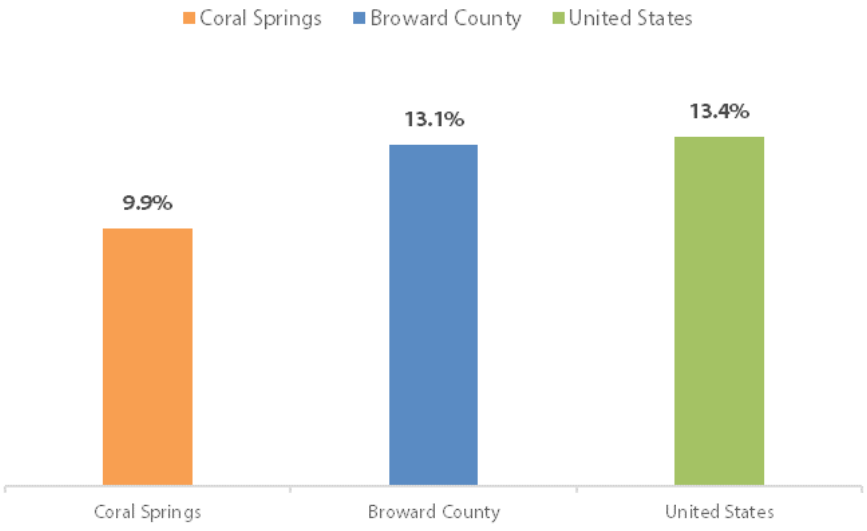
- Residents in Coral Springs have a higher median household income than the County average and the U.S. Average.
- The average median household income has increased in the City, County and U.S.

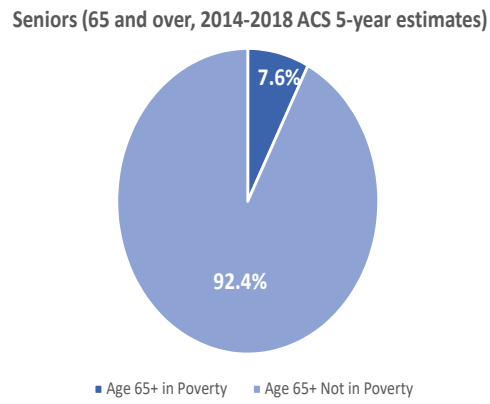


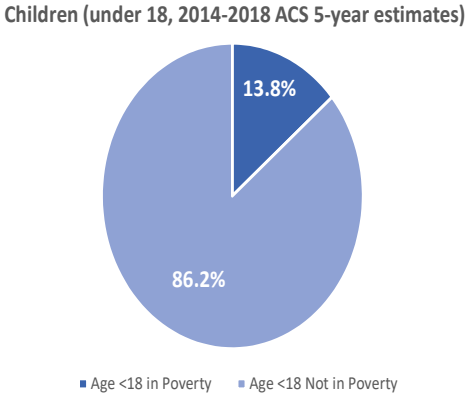
A household consists of all people who occupy a housing unit regardless of relationship. A household may consist of a person living alone or multiple unrelated individuals or families living together. Median family income is typically higher than median household income because of the composition of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

Population below poverty level

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





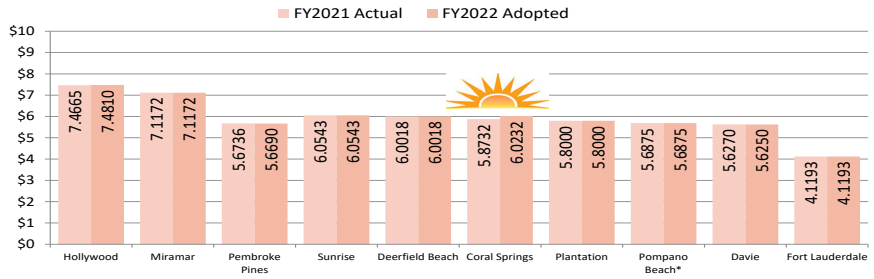


Financial Strategy

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 ongoing 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 2022 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:

Increasing operating millage rate to 6.0232 in Fiscal Year 2022;

Decreasing the Debt Service millage rate from 0.2412 to 0.2303;

Bringing back reduced departmental expenditures to FY 2020 Adopted Budget for operations;

Maintaining Merit Pool at 3% of Budgeted Salaries, while engaging long-term workforce planning city-wide;

Keeping Water and Sewer rates flat;

Increasing the residential Solid Waste Special Assessment from$290.00 to $322.00 per single-family household;

Increasing the Fire Special Assessment Fee from $234.00 to $249.72 per residential property;

Utilizing American Rescue Plan Act for one-time capital projects;

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. COVID-19 reimbursement received in Fiscal Year 2021 will cover any shortfalls in revenues as no surplus is expected for Fiscal Year 2021.

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 credited the vehicle depreciation expenditures from the General Fund for Fiscal Year 2021, but resumes funding in Fiscal Year 2022.

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 46% 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. 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, Flora Fine Foods Headquarter and distribution center had their groundbreaking, we welcomed Trader Joes, Huey Magoo's, Crumblcookie, Scenthound, NutriFlo IV Lounge, Chicken Salad Chick, Hand and Stone Massage, Dollar Zone, Casa Décor and More, a second Aldi Grocery location, and look forward to Barnes & Noble Grand Re-Opening in late 2021, as well as the Amazon Delivery Station announced coming to Commerce Park in 2022. 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 Cornerstone project scheduled to be completed by the end of 2023.

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 COVID-19

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 July of 2021, the Delta Variant required that the City continue to monitor emergency management procedures, continue operations on the vaccination site, work to open up additional testing sites for residents, and to bring monoclonal antibody treatment access to City residents.

In the meantime, another hurricane season is upon us. The City secured an open line of credit in Fiscal Year 2021 of $25M to last through this year's hurricane season, COVID-19 impacts, and any other unforeseen circumstances that occur through the end of the year.

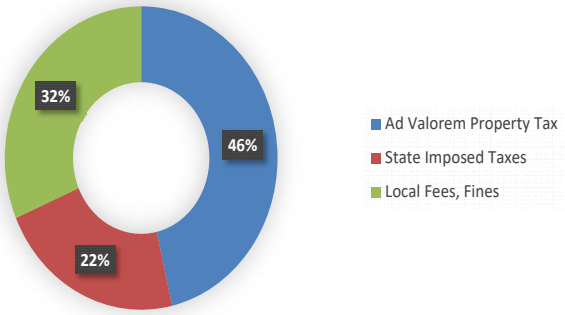


General Fund Revenue Outlook

The primary source of revenue for the City is ad valorem property taxes, which comprise 46% of total budgeted revenues for the General Fund. The City receives another 22% of its General Fund revenues from other State-imposed taxes and utility fees. The remaining 32% comes from a wide variety of smaller intergovernmental and other demand-driven sources. The Fiscal Year 2022 Budget includes an increase of 7.13% in the ad valorem revenue driven by the .15 millage increase and 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

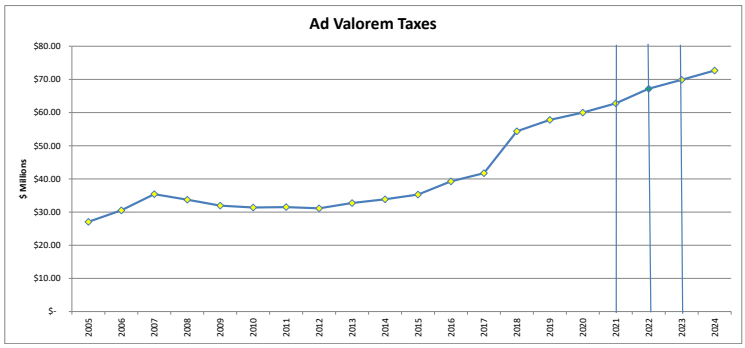


Ad Valorem (Property Tax) Revenue

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 2024, from 6.0232 to 6.1732, or +0.15.

Homesteaded properties are protected by the Save Our Homes legislation and will only see an assessed value increase of 1.4% over last year. Overall the total taxable values for the City grew 4.67% for Fiscal Year 2022. Forecasts are for a conservative 4% property value growth each year. Since property values were set January 2021, any new impacts will be realized in the 2023 budget.

Forecast of Ad Valorem (Property Tax) Revenues



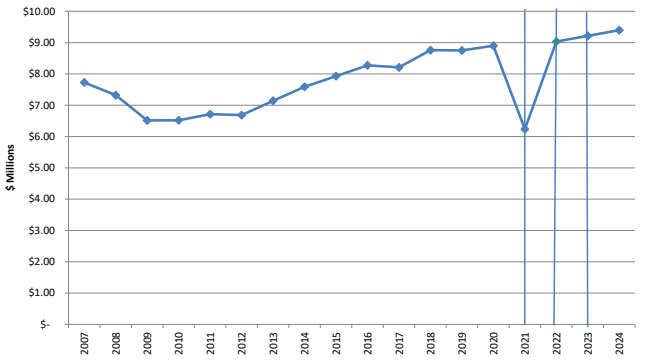
State-Imposed Taxes, Utility Taxes and Fees

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.

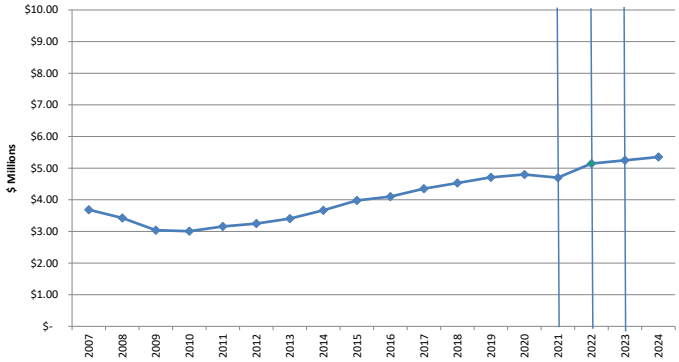
Utility taxes, franchise fees, and demand-driven revenues fluctuate with the economy or are based upon sources that are declining due to cultural shifts or advancements in technology. With little to no growth in these revenues, the City must increase its reliance on Ad Valorem (Property Tax) revenue, while also diversifying its revenue sources.

Major General Fund Revenues	Fiscal Year 2021 Budget	Fiscal Year 2022 Budget	% Change
Electric Utility Service Tax	$9.49 million	$9.58 million	1.0%
Half-cent Sales Tax	$6.23 million	$9.03 million	44.9%
Electric Franchise Fee	$7.00 million	$7.00 million	0.0%
Solid Waste Franchise Fee	$5.46 million	$5.49 million	1.0%
State Shared Revenues	$3.57 million	$5.14 million	43.9%
Communication Service Tax	$2.65 million	$3.03 million	14.6%
Total General Fund Revenues	**$132.65 million**	**$145.37 million**	**9.6%**

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, there was a -21% 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 40% increase, bringing this revenue back to Fiscal Year 2019 levels with a moderate 1% increase. Assuming recovery continues into Fiscal Year 2022, we anticipate a standard 2% growth to this revenue at that point.

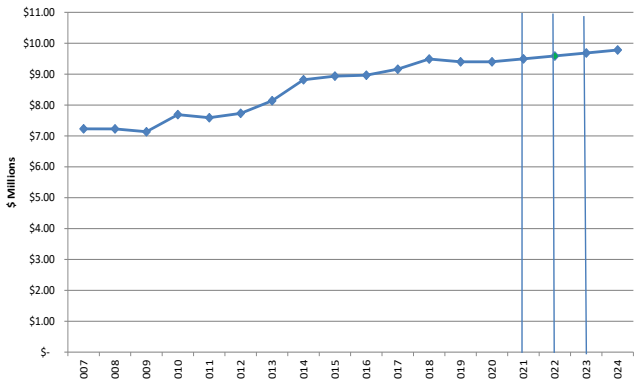
State shared revenues are comprised of revenues from the state sales tax and the municipal fuel tax. As the economy continues to expand, the City predicts this revenue source will grow however Coral Springs' share, same as for the Half-Cent Sales Tax, will shrink. A conservative 2% is forecasted due to the shrinking share of this blended revenue. 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 18.34% increase from Fiscal Year 2021, but is a -2% decline to this revenue in 2022 (from the 2020 adopted budget).

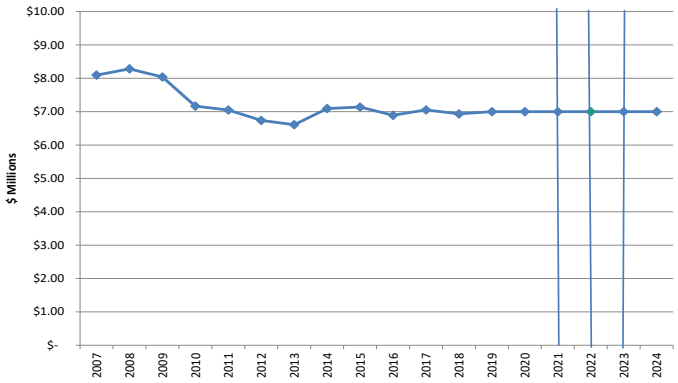
The City levies a 10% utility service tax on all electricity payments made within the City, through FPL. Electricity charges are made up of a base rate and a fuel rate. The City receives no tax on fuel rate increases, only on the base rate. Because this tax is based on the consumption of electricity, 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 2022 budget reflects a 0% increase from 2021.

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 proposed budget estimates a 16.08% increase in this revenue.

Parks revenues, which includes Parks, Aquatics and Tennis Centers, is projected to decline by -8.21% in the upcoming fiscal year. These revenues continue to be directly impacted by the COVID-19 event. While we have had some re-openings of facilities and related programs, any future closures due to the Delta Variant 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 FY 2022 Budget, the City utilized the existing five-year forecast process for the General Operating Fund, 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 FY2022 we are proposing to increase the FY 2021 millage rate of 5.8732 to 6.0232. 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.

Given these uncertainties, the five-year forecast includes implementing the following recommendations:

Proactive responses to the Pandemic

- FY 2022: COVID-19 related reductions in departmental operating budgets were returned to Fiscal Year 2020 levels to remove budgetary constraints from departments providing service levels to residents.

Diversify Revenue Options

- FY 2022: 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.
- FY 2022: Begin a series of millage increases to keep up with inflation in future years

Some assumptions included in the General Fund Five-Year forecast chart to the right, on the next page:

- 4% conservative annual growth in property values;
- 0% to 2% conservative annual growth in Top 10 revenues;
- 3% to 5.5% increase in Budgeted Salaries for General Employees, Fire/EMS and Police;
- 10% estimated increase in Health Benefits; 5% in other benefits;
- 3% estimated increase in other operating costs.

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 . Due to rising costs of goods and services, as well as the lack of growth in state revenues, FY 2024 and FY 2025 are showing an unbalanced budget. The Budget and Strategy team will visit the budget prior to those year to strategize balancing the budget.

Our success to date has been largely dependent upon planning ahead for the financial realities we project in coming years.

Link to Strategic Plan

Coral Spring's Strategic Plan (discussed in Budget Process Overview on pages 26-27 and included in detail in the Business Plan on pages 171-196 as well as in the Departmental budgets on pages 320-368) includes numerous goals and initiatives to indicate actionable Key Performance Indicators (KPI) which are updated quarterly and visible at https://coralsprings.clearpointstrategy.com/. The General Fund five-year forecast makes assumption that all of the initiatives and goals in that plan are completed on time, and that any one-time or ongoing financial impact resulting from implementing the Strategic Plan are included in the five-year financial forecast.

General Fund Five-Year Forecast Summary

General Fund
Five-Year Forecast

As of 9/22/2021

	0.1500		0.0000		0.1500		0.0000		0.1500		0.0000	
	6.0232		6.0232		6.1732		6.1732		6.3232		6.3232	
	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	Projected Fiscal Year 2027	% Δ
Revenues/Financing Sources												
Ad Valorem Taxes	$ 67,276,316	7.1%	$69,967,368	4.0%	$74,578,208	6.6%	$77,561,336	4.0%	$80,663,789	4.0%	$83,890,341	4.0%
Solid Waste Special Assessment	$ 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%	2,189,175	0.0%
Utility Franchise Fees	$ 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%	10,617,878	0.3%
Utility Service Taxes	$ 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%	12,423,667	1.0%
Intergovernmental Revenues	$ 20,371,362	34.0%	20,426,238	0.3%	20,673,181	1.2%	20,927,284	1.2%	21,188,642	1.2%	21,457,354	1.3%
Licenses and Permits	$ 5,074,020	13.7%	5,259,682	3.7%	5,454,628	3.7%	5,659,321	3.8%	5,874,248	3.8%	6,099,922	3.8%
Charges for Services	$ 20,901,999	7.4%	21,672,687	3.7%	22,368,185	3.2%	23,039,477	3.0%	23,776,151	3.2%	24,490,231	3.0%
Fines and Forfeitures	$ 2,250,251	5.8%	2,301,306	2.3%	2,354,110	2.3%	2,408,721	2.3%	2,460,897	2.2%	2,514,752	2.2%
Miscellaneous	$ 4,220,562	1.8%	4,302,973	2.0%	4,389,531	2.0%	4,405,992	0.4%	4,422,772	0.4%	4,436,115	0.3%
Interfund Transfers	$ 826,194	490.1%	2,352,486	184.7%	148,577	-93.7%	151,549	2.0%	154,579	2.0%	157,671	2.0%
Total Revenues	**$ 145,379,722**	**9.6%**	**$150,893,043**	**3.8%**	**$154,729,518**	**2.5%**	**$159,071,103**	**2.8%**	**$163,614,372**	**2.9%**	**$168,277,106**	**2.8%**
Expenditures/Financing Uses												
City Commission	$ 457,349	11.8%	$473,430	3.5%	$487,146	2.9%	$501,362	2.9%	$516,025	2.9%	$531,146	2.9%
City Manager's Office	$ 1,575,166	1.6%	1,624,394	3.1%	1,672,727	3.0%	1,722,584	3.0%	1,773,951	3.0%	1,821,719	2.7%
Budget and Strategy	$ 1,289,867	27.6%	1,331,183	3.2%	1,369,685	2.9%	1,409,447	2.9%	1,450,406	2.9%	1,492,600	2.9%
Communications and Marketing	$ 1,731,225	15.2%	1,787,559	3.3%	1,841,829	3.0%	1,897,890	3.0%	1,955,703	3.0%	1,995,021	2.0%
City Clerk	$ 872,911	3.9%	901,516	3.3%	928,621	3.0%	956,629	3.0%	985,509	3.0%	1,015,289	3.0%
Economic Development Office	$ 682,524	3.0%	704,966	3.3%	726,685	3.1%	749,127	3.1%	772,281	3.1%	796,168	3.1%
Emergency Management	$ 772,338	36.7%	797,766	3.3%	821,593	3.0%	846,220	3.0%	871,612	3.0%	897,792	3.0%
Human Resources	$ 2,838,390	20.3%	2,930,375	3.2%	3,016,449	2.9%	3,105,367	2.9%	3,196,999	3.0%	3,291,429	3.0%
Financial Services	$ 3,249,168	9.6%	3,313,553	2.0%	3,409,477	2.9%	3,508,624	2.9%	3,610,777	2.9%	3,716,030	2.9%
Information Technology	$ 6,057,155	14.3%	6,257,537	3.3%	6,453,101	3.1%	6,666,658	3.3%	6,887,388	3.3%	7,115,538	3.3%
City Attorney's Office	$ 1,368,273	14.2%	1,411,806	3.2%	1,453,923	3.0%	1,497,398	3.0%	1,542,204	3.0%	1,588,381	3.0%
Police Department	$ 60,033,636	5.1%	62,233,936	3.7%	64,040,497	2.9%	65,905,977	2.9%	67,828,175	2.9%	69,808,860	2.9%
Emergency Medical Services	$ 13,137,178	7.9%	13,819,778	5.2%	14,416,235	4.3%	15,041,196	4.3%	15,695,063	4.3%	16,379,217	4.4%
Development Services	$ 3,840,409	-3.4%	4,228,021	10.1%	4,349,646	2.9%	4,475,413	2.9%	4,605,005	2.9%	4,738,544	2.9%
Building	$ 3,430,582	11.6%	3,543,001	3.3%	3,644,964	2.9%	3,750,350	2.9%	3,858,916	2.9%	3,970,760	2.9%
Public Works	$ 7,009,180	9.8%	7,245,136	3.4%	7,476,510	3.2%	7,715,765	3.2%	7,962,850	3.2%	8,218,025	3.2%
Parks and Recreation	$ 15,491,148	6.0%	16,112,271	4.0%	16,587,484	2.9%	17,078,928	3.0%	17,585,983	3.0%	18,109,160	3.0%
Non-Departmental	$ 4,228,317	17.2%	4,294,618	1.6%	5,516,625	28.5%	5,796,110	5.1%	6,085,850	5.0%	6,386,260	4.9%
Interfund Transfers	$ 5,129,453	1.0%	5,100,460	-0.6%	5,323,045	4.4%	5,559,124	4.4%	5,809,647	4.5%	6,075,630	4.6%
Capital Financing	$ 12,185,453	5.8%	12,781,736	4.9%	13,133,028	2.7%	12,604,155	-4.0%	10,221,398	-18.9%	10,290,006	0.7%
Total Expenditures	**$ 145,379,722**	**9.6%**	**$150,893,044**	**3.8%**	**$156,669,269**	**3.8%**	**$160,788,324**	**2.6%**	**$163,215,742**	**1.5%**	**$168,237,576**	**3.1%**
Surplus/(Deficit)	**$ 0**		**($0)**		**($1,939,750)**		**($1,717,221)**		**$398,630**		**$39,530**	

Fiscal Year 2022 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 assets 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. The Fiscal Year 2022 budget represents 100% funding of these recurring capital projects.

In Fiscal Year 2021, 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. During the Fiscal Year 2022 budget process, 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 adopted 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 adopted capital expenditures for Fiscal Year 2022 of $42 million, of which approximately $29.6 million is for projects in the General Fund.

The Water and Sewer Fund is budgeting $5.1 million in improvements to the water and wastewater infrastructure, the Fire Fund is budgeting over $717 thousand in capital improvements, the Equipment Service Fund is budgeting $4.7 million for the replacement of vehicles in Fiscal Year 2022 and the Stormwater Fund is budgeting $1.2M 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. Additionally, the Department of Transportation will fund $17.1 million in transportation related capital improvements within the City. Other financing sources include operating capital supported by revenues, and equity. In Fiscal Year 2022, operating capital is estimated at $4,708,589 for the Equipment Services Fund and $760,000 for the Utilities Fund. Public Art Fund projects total $260,000, Charter School Fund projects total $50,000 and Tree Trust Fund projects total $364,500. Equity from the General Fund ($3,540,232), Fire fund ($717,783) and Stormwater Fund ($1,200,000) will be used for improvement and construction projects.

Fire Fund

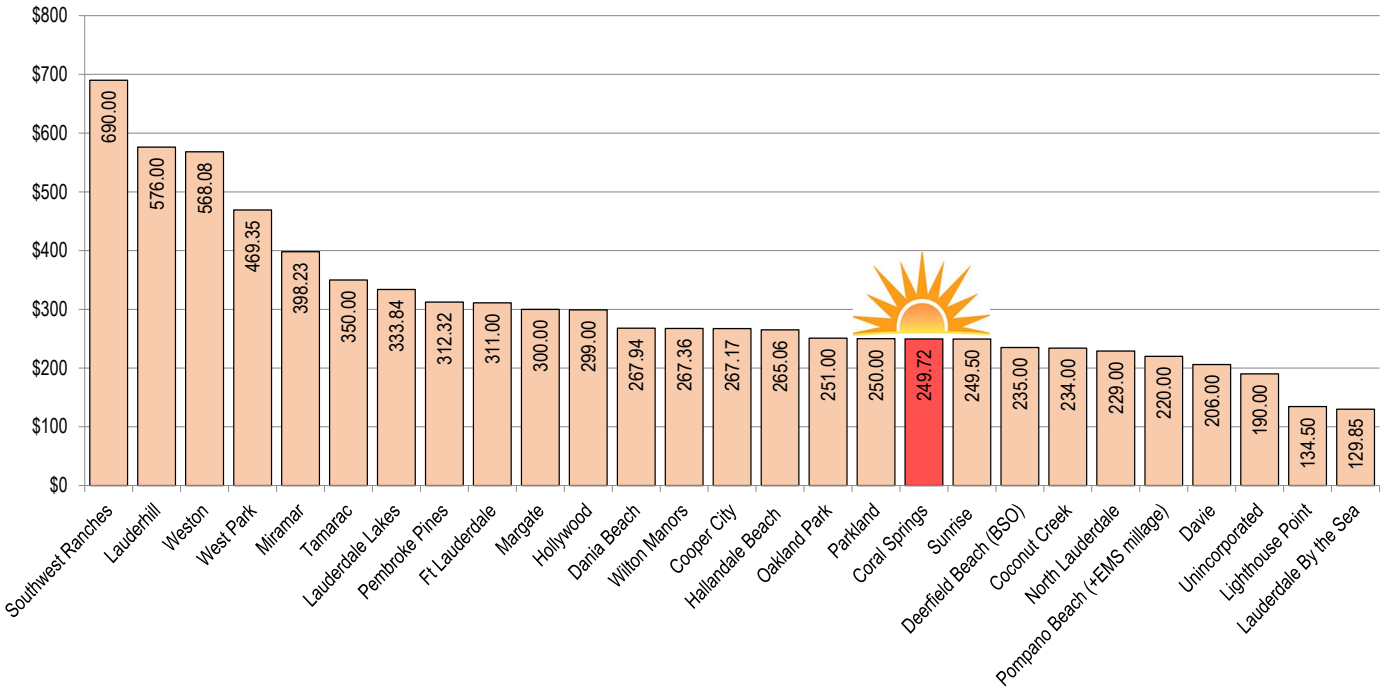
The Coral Springs-Parkland Fire Department is rated an "ISO Class 1" fire department by the Insurance Services Office. It is the highest rating a fire department can attain for fire protection services in the United States. The Coral Springs Fire Department is proposing to add 3 firefighter paramedics as well as 1 Health and Safety Officer. The City has also started the projects for station 64 renovation. 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. Capital funds will be used for various training equipment, portable radio replacements, self contained breathing apparatus/bottles, fire station painting and improvements, and other items.

Regarding long-range financial plans for the Fire Fund, we work to develop and monitor a five year forecast that allows us to understand future financial situations. Some key factors that we take into account when developing a long range plan for the Fire Fund consist of the Collective Bargaining Agreement, other agreements within the Fire Department (Parkland agreement), the Debt Schedule and future payments, the capital replacement plan, expansion of the department, costs to continue operations as well as increasing efficiency within the department.

Currently, the collective bargaining agreement is set to expire in Fiscal Year 2023. At expiration, a new agreement will be proposed and adopted allowing us to understand the percent increases we may apply for future years. We are able to use the collective bargaining agreement to see what wage provisions will take place in a desired fiscal year, at the end of the agreement, the percent awarded for non-topped out employees is 6%. After Fiscal Year 2023, the percent increase drops down to 5% which is what the increase has been historically. Depending on the adopted agreement for Fiscal Year 2024, we may see changes to the forecast. The City has set all operational budgets to increase by a rate of 3% for long-range planning. When information is made available, forecast are updated to reflect any new information.

As of Fiscal Year 2022, the Fire Fund has roughly $900,000 budgeted for Debt Service payments relating to the westside complex, the City's Enterprise Resource Planning (ERP) system, an open line of credit in the event of a hurricane and new for FY 2022 is the Series 2020 Special Obligation bond for the Fire Station 64 remodeling and the Building 4150. The Fire Fund is projected to see an increase in debt payments during FY2025 where the budgeted allocation will increase to $1.1 million. In FY 2026, it will drop down to $965k as the westside complex issued debt will decrease, this debt is set to be paid off in FY 2033. Once the westside complex debt is paid off, the budgeted debt amount will be close to $800k for the Fire Station 64 remodeling and Building 4150.

Adopted Fire Assessment rate comparison Fiscal Year 2022



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 2022, debt service totaling $990,476 is allocated in the Water and Sewer Fund for repayment of SRF loans.

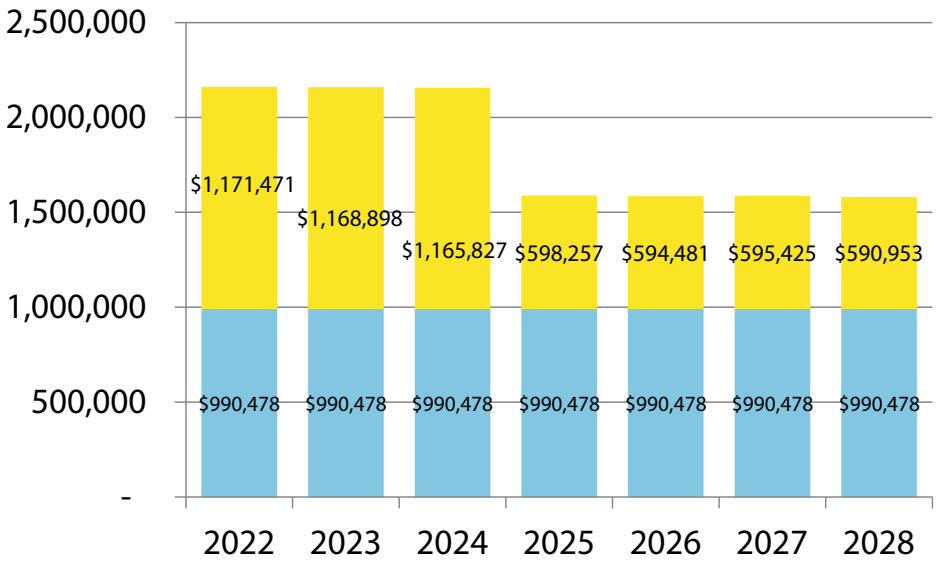
In Fiscal Year 2014, the City began repayment of an $8.7 million bank loan secured during 2012 to continue rehabilitation of booster stations and complete Phase III of water treatment plant improvements. The interest rate for this loan is 2.29% with a debt service of $607,918 for Fiscal Year 2022. In 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 $563,553 which has been budgeted in Fiscal Year 2022.

Operating capital funds will be used for the refurbishment of the water plant main energy generator, the installation of fencing at the water plant, the ongoing replacement of fire hydrants and the 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 2022.

In 2011, the City authorized Eckler Engineering to provide a Ten Year Water and Wastewater Systems Master Plan. The Master Plan presents the results of a comprehensive engineering study of present and future demands on the City's water and wastewater systems for the purpose of planning necessary improvements for meeting future demands. Additionally, the City must also comply with regulatory changes that may impact the water and wastewater systems. The goal is to prepare a plan that can be utilized for immediate and long-term budgeting and financing of utility improvements throughout the planning period. The planning period for the latest comprehensive Master Plan is ten years, from 2014 through 2023. This plan is a living document that will continually evolve throughout the planning period. An update to the Master Plan was made in 2018 and a feasibility study to upgrade the City's water treatment plant process to membrane treatment is currently underway. If this is determined to be cost effective and feasible, the Master Plan will be updated before a new rate study is requested.

The 2013 Water and Wastewater Rate Study recommended a 3.5% annual rate adjustment for year 2014-2023. One of the principle objectives of the rate study is 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. In FY 2022, in order to provide financial relief to residents effected by the COVID-19 pandemic, the City maintained the current rates in lieu of the recommended 3.5% rate adjustment . The capital improvement plan for FY 2022, included $2M in funding from the American Rescue Plan.

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. The City also enhanced its single stream residential collection program by providing 65-gallon roll-out recycling carts to all residences to capture the growing volume of paper, bottles, cans, and plastics all together.

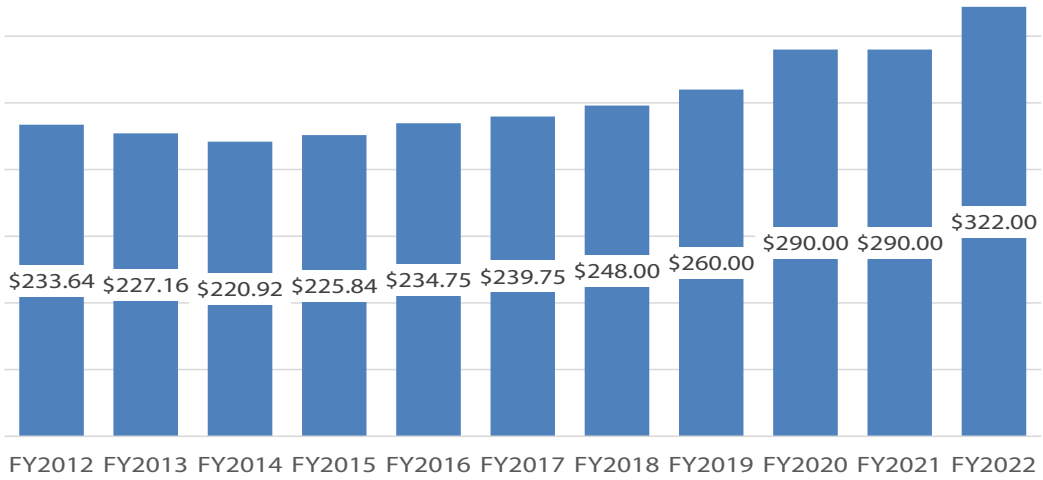
In July 2018, the City executed an Agreement with Waste Management to process residential recyclables that included significant increases in operational costs. Contamination issues and major changes in domestic and global markets have significantly impacted revenues. In January 2020, the City received notification from Waste Management that as of August 1, 2020, mixed paper will no longer be a program material and considered contamination. In FY 2021, the city's recycling program began processing by Wheelabrator's waste to energy facility and is currently examining other cost-effective program options for recycling of specific materials.

Due to the COVID-19 pandemic, an increase in the amount of trash generated as families spent more time at home resulted in an increase in disposal costs. Due to this disposal cost increase, the adopted solid waste assessment increased from $290.00 to $322.00 for FY 2022.

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 eight part-time crew members, 2 full-time crew members and one full-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 five working days. Thanks to this program, resident complaints about litter are down.

Residential Solid Waste Assessment




CORAL SPRINGS
EVERYTHING UNDER THE SUN

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 114 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. One performance indicator was not measured due to the COVID-19 pandemic.

Of the available 113 results, 96 (84.96%) key performance indicators met or exceeded their targets for Fiscal Year 2021, 7 (6.19%) were within 5% of their target and 10 (8.84%) 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 2018-2021 Strategic Plan. As of the end of Fiscal Year 2021, 16 of those targets have been met, 7 fell within five percent of their goal, 2 did not achieve the target, and 1 was not measured due to COVID-19.

Two KIOs did not meet their target for the year:

- Increase in CRA Tax Revenue
- Net New Taxable Value as % of Total Taxable Assessed Value (BCPA) (Goal is to exceed 5 Yr Avg)

Initiative Analysis

The Fiscal Year 2021 Business Plan included 100 new and ongoing initiatives. Departments completed 73 initiatives, 22 initiatives are still "in progress" and 5 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.

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Key Intended Outcomes

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
City Manager's Office	A Family-Friendly Community	• Effectiveness	Coral Springs Charter School graduation rate	95%	100%	95%	99%	95%	-	95%
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Ratings of value for tax dollars and fees (Res. & Biz Surveys)	75%	78%	65%	68%	75%	78%	65%
Budget & Strategy	A Family-Friendly Community	• Effectiveness	Ratings of Quality of Life (Res. & Biz Surveys)	96%	94%	96%	98%	95%	94%	96%
Budget & Strategy	A Thriving, Resilient Business Community	• Effectiveness	Increase % of Total Taxable Value from previous year (New 2022)	1.44%	0.63%	1.16%	0.65%	0.86%	0.38%	5%
Budget & Strategy	A Thriving, Resilient Business Community	• Effectiveness	Increase % of Non-residential tax base growth from previous year	4.60%	3.40%	4.60%	3.90%	2.25%	2.50%	2.50%
Communications & Marketing	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Customer satisfaction with communications (Internal Survey)	95%	100%	95%	98%	95%	92%	95%
Economic Development	A Thriving, Resilient Business Community	• Effectiveness	Increase % of CRA Tax Revenue from previous year	4%	0.15%	4%	4.95%	2%	1.15%	2%
Economic Development	A Thriving, Resilient Business Community	• Effectiveness	Business rating of the image of the City (Biz Survey)	-	-	97%	96%	-	-	95%
Economic Development	A Thriving, Resilient Business Community	• Effectiveness	Increase the # of businesses signed up for the real time crime center/crime prevention partnership (New 2022)	-	-	-	-	-	-	5
Economic Development	A Thriving, Resilient Business Community	• Effectiveness	Coral Springs' June unemployment rate (Goal is to be below State)	3.50%	3.10%	10.40%	10.90%	10.40%	5.40%	5.70%
Economic Development	A Thriving, Resilient Business Community	• Effectiveness	Retain businesses who received a retention visit (New for 2019)	70%	98.23%	70%	96.08%	70%	97.87%	70%
Emergency Management	An Active, Healthy Community	• Effectiveness	Promote events that ensure an active lifestlye (participants) (New 2022)	-	-	-	-	-	-	50,000
Financial Services	An Innovative, High-Performing and Sustainable Organization	• Impact	Maintain AAA bond ratings with two of the three financial agencies (S&P, Fitch, Moody's)	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Fire/EMS	A Family-Friendly Community	• Effectiveness	Response time in less than 8 mins, 90% of time (Emergency Fire/EMS calls)	90%	97%	90%	97%	90%	98%	90%
Fire/EMS	An Active, Healthy Community	• Effectiveness	Meet or Exceed National average of ROSC rate (New 2022)							Yes
Human Resources	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Employee satisfaction rating (Employee Survey)	92%	91%	92%	92%	92%	93%	92%
Human Resources	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Ratings of customer service (Res. & Biz Surveys)	95%	94%	95%	96%	95%	93%	95%
Human Resources	A Family-Friendly Community	• Effectiveness	City Government respects religious & ethnic diversity (Res. Survey)	92%	98%			92%	94%	-
Parks & Recreation	An Attractive Community	• Impact	Resident rating of appearnance of Parks & Rec facilities (Res. Survey)	95%	95%			95%	95%	-
Parks & Recreation	An Active, Healthy Community	• Demand	Rating of quality of recreation programs for Youth (Res. Survey)	90%	96%			90%	95%	-
Parks & Recreation	An Active, Healthy Community	• Demand	Rating of quality of recreation programs for Adults (Res. Survey)	85%	89%			85%	87%	-
Parks & Recreation	An Active, Healthy Community	• Demand	Rating of quality of recreation programs for Seniors (Res. Survey)	85%	88%			85%	86%	-
Parks & Recreation	An Active, Healthy Community	• Demand	Athletic League Participation	8,100	4203	8,100	6,857	9,120	11,666	12,000
Police	A Family-Friendly Community	• Effectiveness	Crime rate/100,000 residents (Calendar Year)	2,500	1,940.08	2,500	1,414.17	2,500	-	2,500
Police	A Family-Friendly Community	• Effectiveness	Response time to Part 1 crime of 5 minutes or less 90% of the time (Part 1: murder, manslaughter, sex offenses, robbery, aggravated assault, burglary, motor vehicle threft, and arson)	5:00	4:33	5:00	5:22	5:00	5:22	5:00
Public Works	An Attractive Community	• Effectiveness	Ratings of litter collection from major streets (Res. & Biz Surveys)	87%	90%	87%	96%	85%	88%	85%
Public Works	An Attractive Community	• Effectiveness	Rating of condition/appearance of medians (Res. Survey)	90%	91%	-	-	90%	91%	-
Public Works	An Attractive Community	• Effectiveness	Ratings of City efforts at maintaining quality of neighborhoods (Res. & Biz Surveys)	85%	82%	90%	92%	85%	84%	85%

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Departmental Scorecard

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual
City Attorney	Responsible City Government	Effectiveness	Preparation of Legislation within 10 workdays of request accompanied by backup material	99%	100%	99%	100%	99%	100%
City Attorney	Responsible City Government	Effectiveness	Number of days lost from on the job injuries (Per 100 employees)	49	37.00	49	76.00	49	181.21
City Attorney	Responsible City Government	Effectiveness	Percentage of subrogation eligible dollars recovered	47%	85.00%	47%	76.00%	47%	60.31%
Budget & Strategy	Responsible City Government	Effectiveness	Internal customer satisfaction rating	98%	99%	98%	98%	99%	99%
Budget & Strategy	Responsible City Government	Effectiveness	Facilitate or support cross-functional process improvement teams # per year	2.00	4.00	2.00	7.00	3.00	4.00
Budget & Strategy	Responsible City Government	Effectiveness	Grant measures: Grant Applications Submitted	21	36	24	56	30	37
Budget & Strategy	Responsible City Government	Effectiveness	Grant measures: Grants Awarded	11	14	9	34	15	17
Budget & Strategy	Responsible City Government	Effectiveness	Grant measures: Active Grants worked during FY	40	47	30	77	50	63
Budget & Strategy	Responsible City Government	Effectiveness	Receive the GFOA Distinguished Budget Presentation award	Yes	Yes	Yes	Yes	Yes	Yes
Budget & Strategy	Responsible City Government	Efficiency	Payroll regular salaries adopted budget versus actual, net of policy changes	2%	-0.09%	2%	0.17%	2%	-2.65%
Budget & Strategy	Responsible City Government	Efficiency	Produce monthly financial statements within seven business days of period close	Yes	Yes	Yes	Yes	Yes	Yes
Building	Growing Local Economy	Effectiveness	Requested inspections completed within one day	95%	100%	95%	100%	90%	100%
Building	Growing Local Economy	Effectiveness	Percent of plan reviews completed within 15 working days	90%	95%	90%	93%	90%	93%
Building	Growing Local Economy	Effectiveness	QTRAC Data (10 Minute wait Times)	30.00	9.46	12.00	3.52	10.00	0.00
Building	Growing Local Economy	Effectiveness	"Building" Records Requests within 10 business days	90%	95%	90%	94%	90%	96%
Building	Growing Local Economy	Effectiveness	Percent of ePermit plan reviews within 3 working days, 95% of the time (New beginning FY2021)	-	-	-	-	95%	75%
Communications & Marketing	Responsible City Government	Effectiveness	Customer satisfaction with communications (Internal Survey)	95%	100%	95%	98%	95%	97%
Communications & Marketing	Responsible City Government	Effectiveness	Awareness of Coral Springs magazine by new residents (Res. Survey)	80%	84%	-	-	85%	93%
Communications & Marketing	Responsible City Government	Effectiveness	New promotional/informational campaigns produced (Social media and City TV)	60	90	60	80	60	87
City Clerk's Office	Responsible City Government	Efficiency	Timely disposal of eligible paper records	320	689	210	322	250	290
City Clerk's Office	Responsible City Government	Effectiveness	Provide Public Records Management Training on a Yearly Basis	-	-	1	1	1	1
City Manager's Office	Responsible City Government	Demand	LinkedIn Learning: Number of users (New beginning FY2020)	200	398	250	253	300	318
Development Services	Responsible City Government	Effectiveness	Department customer satisfaction rating	95%	100%	95%	100%	95%	100%
Development Services	Growing Local Economy	Effectiveness	Cycle time for small permits by the Zoning Division (Building Plan Review) (Days)	2	1.82	2	1.36	2	1.43
Development Services	Growing Local Economy	Effectiveness	Cycle time for sign permits by the Zoning Division (Building Plan Review) (Days)	2.00	1.39	2.00	2.50	2.00	1.53
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	8.25	8.00	8.75	8.00	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	39.25	45.00	42.25	45.00	43.25
Development Services	Premier Community in South Florida	Efficiency	Timeliness ratio of CDBG spending: annual CDBG allocation available by July 31	1.50	1.48	1.50	1.53	1.50	1.50
Development Services	Premier Community in South Florida	Effectiveness	Number of trees planted within the City	1,000	3,170	1,000	2,923	1,000	1,374
Development Services	Premier Community in South Florida	Effectiveness	Number of formal and informal neighborhood partnerships each year	10	11	10	10	10	10
Development Services	Growing Local Economy	Effectiveness	Process business tax applications within 7 business days (New beginning FY2020)	-	-	85%	83%	85%	94%

Departmental Scorecard

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual
Development Services	Growing Local Economy	Effectiveness	Percent of code cases brought into voluntary compliance prior to administrative/judicial process	75%	79%	75%	69%	75%	80%
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%	84%
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%	92%	-	-
Economic Development	Growing Local Economy	Effectiveness	Retain businesses who received a retention visit	70%	98.23%	70%	96.08%	70%	97.87%
Economic Development	Growing Local Economy	Effectiveness	Increase in traffic to the Economic Development website	20%	57.29%	20%	127.51%	20%	24.28%
Economic Development	Growing Local Economy	Effectiveness	Increase social media followers for EDO	20%	147%	20%	51%	10%	21%
Emergency Management	Responsible City Government	Effectiveness	Community Outreach Events	-	-	10	12	12	19
Emergency Management	Responsible City Government	Effectiveness	Enrollment in "Alert Coral Springs"	-	-	2,000	72,522	2,000	86,622
Emergency Management	Responsible City Government	Effectiveness	Emergency Operations Center (EOC) Usage (New beginning FY2020)	-	-	-	-	5	5
Emergency Management	Responsible City Government	Effectiveness	Business Continuity Outreach Programs (New Beginning FY2021)	-	-	-	-	3	20
Emergency Management	Responsible City Government	Effectiveness	Number of Special Events produced throughout the city to include virtual/hybrid and live events	-	-	-	-	16	23
Financial Services	Responsible City Government	Effectiveness	Internal customer satisfaction rating (Financial Services Internal Survey)	94%	98%	94%	98%	95%	99%
Financial Services	Responsible City Government	Effectiveness	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting award	Yes	Yes	Yes	Yes	Yes	Yes
Financial Services	Responsible City Government	Effectiveness	Water billings past due more than 180 days as percentage of outstanding bills	3%	1.22%	3%	1.56%	5%	3.54%
Financial Services	Responsible City Government	Effectiveness	Number of repeat items in management letters prepared by the City's external auditors	0	0	0	0	0	0
Financial Services	Responsible City Government	Effectiveness	Percentage of invoices paid within 30 days	95%	94%	95%	93%	90%	94%
Financial Services	Responsible City Government	Efficiency	Out of stock level of the total inventory at Central Stores	2.50%	0.80%	2.50%	0.71%	2.50%	0.73%
Financial Services	Responsible City Government	Effectiveness	Percentage of purchase requisitions under $5,000 processed within 3 business days (New beginning FY2021)	-	-	-	-	80%	87%
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%	98%
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%
Fire/EMS	Responsible City Government	Effectiveness	Provide inspection report to customer within 12 days	90%	95%	90%	100%	90%	100%
Fire/EMS	Responsible City Government	Effectiveness	Perform annual fire inspections (comm. prop. & applicable multi-family res. units)	6,400	6,611	6,600	5,431	6,600	7,421
Fire/EMS	Responsible City Government	Effectiveness	Provide public education programs to residents ages 5-11	4,000	10,007	4,000	5,867	4,000	44,335
Fire/EMS	Responsible City Government	Effectiveness	Provide a minimum number of FL Firefighter Minimum Standards classes	7	7	7	6	6	12
Fire/EMS	Responsible City Government	Effectiveness	Provide a minimum number of EMT classes	6	9	6	6	7	16
Fire/EMS	Responsible City Government	Effectiveness	Provide a minimum number of Specialty classes	70	153	70	242	60	199
Fire/EMS	Responsible City Government	Effectiveness	Provide a minimum number of Paramedic classes	6	8	5	3	5	24
Fire/EMS	Responsible City Government	Effectiveness	Satisfaction rating with the quality of the Fire Department (Res. Survey)	95%	99%	-	-	95%	100%
Fire/EMS	Responsible City Government	Effectiveness	Satisfaction rating with the quality of the Emergency Paramedics (Biz. Survey)	-	-	95%	100%	-	-
Fire/EMS	Responsible City Government	Effectiveness	Maintain Community Emergency Response Team (CERT) force	60	50	60	50	45	50
Fire/EMS	Responsible City Government	Impact	Maintain Fire Explorers program participation	25	28	25	25	30	22

Departmental Scorecard

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual
Human Resources	Responsible City Government	Effectiveness	Percentage of employees who would recommend working for the City to a friend	90%	90%	92%	92%	90%	93%
Human Resources	Responsible City Government	Effectiveness	Employee engagement index	85%	87%	85%	85%	85%	90%
Human Resources	Responsible City Government	Effectiveness	Percentage of employees that are satisfied with wellness activities	90%	92%	90%	97%	90%	95%
Human Resources	Responsible City Government	Effectiveness	Percentage of employees that value Employee Benefits Package	90%	90%	90%	94%	90%	92%
Human Resources	Responsible City Government	Effectiveness	Percentage of employees satisfied with Volunteer Services	85%	99%	90%	100%	90%	100%
Human Resources	Responsible City Government	Effectiveness	Percentage of employees satisfied with the Onboarding process with the City	85%	85%	85%	100%	85%	96%
Human Resources	Responsible City Government	Effectiveness	Employees satisfied with the Culture of Inclusiveness/Belonging	85%	94%	85%	93%	85%	96%
Human Resources	Responsible City Government	Effectiveness	Acknowledge to customer requests within 2 days	95%	91%	85%	86%	85%	89%
Human Resources	Responsible City Government	Effectiveness	Employee satisfaction with the City culture of learning & innovation (New beginning FY2020)	-	-	90%	88%	90%	91%
Information Technology	Responsible City Government	Effectiveness	IT Development Projects implemented (In accordance with City's Business Plan and IT Work Program)	8.00	30.00	8.00	17.00	1.50	3.00
Information Technology	Responsible City Government	Effectiveness	Customer satisfaction rating from survey of Information Technology	95%	100%	95%	100%	95%	100%
Information Technology	Responsible City Government	Effectiveness	Meet service level agreement regarding network availability	99.50%	99.55%	99.50%	99.47%	99.50%	97.68%
Information Technology	Responsible City Government	Effectiveness	Meet service level agreement regarding application availability	99%	99.88%	99%	99.80%	99%	99.96%
Information Technology	Responsible City Government	Effectiveness	Meet service level agreement regarding server availability	99%	99.96%	99%	99.95%	99%	100%
Parks & Recreation	City Investment in Today and Future	Impact	Customer service rating of summer recreation program	95%	100%	95%	-	95%	94%
Parks & Recreation	City Investment in Today and Future	Impact	Number of Senior Classes	1,250	1,236	939	391	1,500	644
Parks & Recreation	City Investment in Today and Future	Demand	Increase members and reduce member turnover: Aquatic Complex membership	4,000	3,990	4,000	2,857	4,000	2,558
Parks & Recreation	City Investment in Today and Future	Demand	Increase members and reduce member turnover: Aquatic Complex membership turnover	50%	35%	50%	36%	40%	10%
Parks & Recreation	City Investment in Today and Future	Effectiveness	Maintain customer service ratings at the Tennis Center	95%	100%	90%	100%	95%	98%
Parks & Recreation	City Investment in Today and Future	Demand	Membership turnover at the Tennis Center	30%	15%	30%	13%	20%	33%
Parks & Recreation	City Investment in Today and Future	Effectiveness	Customer service rating for court maintenance at the Tennis Center	90%	92%	90%	93%	90%	90%
Parks & Recreation	City Investment in Today and Future	Impact	Number of tennis special events	35	58	9	68	45	30
Parks & Recreation	Growing Local Economy	Demand	Sports Commission: Number of room nights	3,000	3,200	3,000	1,356	3,000	315
Parks & Recreation	Responsible City Government	Effectiveness	Maintenance & appearance of City parks (Res. Survey)	95%	95%	-	-	95%	95%
Parks & Recreation	Responsible City Government	Impact	Customer service rating for parks and recreation staff (Res. Survey)	95%	95%	-	-	95%	94%
Parks & Recreation	Responsible City Government	Effectiveness	Safety rating of City parks (Res. Survey)	90%	92%	-	-	90%	94%
Parks & Recreation	Responsible City Government	Impact	Cost recovery ratio for the Recreation Division	60%	54%	60%	40%	40%	30%
Parks & Recreation	Responsible City Government	Impact	The combined cost recovery for the Aquatic Complex Division	65%	76.43%	65%	69.41%	70%	39.59%
Police	Premier Community in South Florida	Effectiveness	Police Department's overall quality rating (Res. Survey)	95%	96%	-	-	95%	96%
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%	81%
Police	Premier Community in South Florida	Effectiveness	Average Police response time (from time of call to arrival) - (Previous year)	5:00	4:43	5:00	4:82	5:00	5:22

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Departmental Scorecard

As of Q4 2021

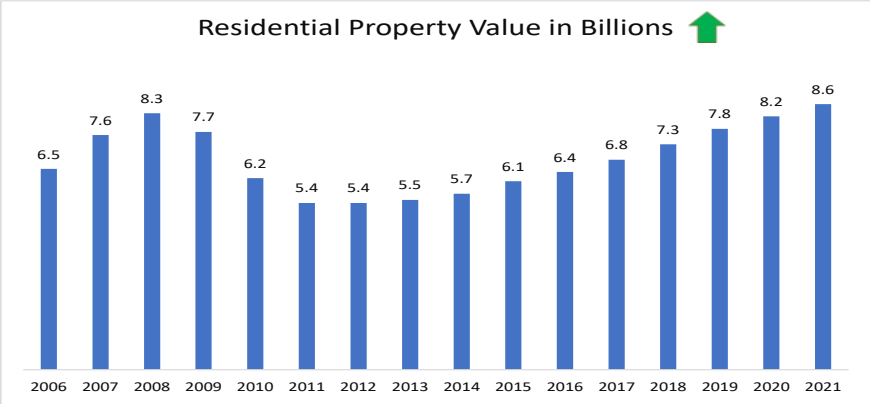
Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual
Police	Premier Community in South Florida	Effectiveness	Stabilize the residential burglary rate at a 0% increase adjusted for population (Uniform Crime Report) (Previous year)	0%	-16.00%	0%	-47.33%	0%	-
Police	Premier Community in South Florida	Effectiveness	Maintain 0% increase in crime rate as adjusted for population (Uniform Crime Report) (Previous year)	0%	0.12%	0%	-0.27%	0%	-
Police	Premier Community in South Florida	Effectiveness	Clearance rate for crimes (Uniform Crime Report) (Previous year)	30	28	30	29	30	-
Police	Premier Community in South Florida	Effectiveness	Reduce or maintain percent change in number of robberies (Uniform Crime Report) (Previous year)	0%	0%	0%	-23.64%	0%	-
Police	Premier Community in South Florida	Effectiveness	Traffic crashes per 1,000 citizens (Previous year)	31	22.72	31	17.16	31	17.56
Police	Premier Community in South Florida	Impact	Number of high school students that are awarded safe driving certificates at graduation	200	314	250	334	250	90
Police	Downtown Becoming Vibrant	Effectiveness	Police Department's Satisfaction rating by businesses (Biz Survey)	-	-	93%	99%	-	-
Police	Downtown Becoming Vibrant	Effectiveness	Safety rating by businesses (Biz Survey)	-	-	94%	96%	-	-
Public Works	Responsible City Government	Effectiveness	Public Works & Utilities Satisfaction Rating (Res. Survey)	90%	93%	-	-	90%	94%
Public Works	City Investment in Today and Future	Effectiveness	Ratings of litter collection from major streets (Res. & Biz Surveys)	87%	90%	87%	90%	85%	88%
Public Works	Responsible City Government	Effectiveness	City Hall internal customer satisfaction rating for janitorial services	90%	99%	90%	97%	90%	94%
Public Works	Responsible City Government	Effectiveness	Availability rate of all vehicles/equipment for all departments	94%	95%	96%	91%	95%	95%
Public Works	Responsible City Government	Effectiveness	Facilities routine work orders completed within 15 working days	90%	92%	90%	96%	90%	93%
Public Works	Premier Community in South Florida	Effectiveness	Pot hole repair response time (Days)	2	1	2	1	2	1
Public Works	Premier Community in South Florida	Effectiveness	Complete litter removal of 159 miles of road rights-of-way in ten working days (Days)	5	6.42	10	8.63	10	10.23
Public Works	Premier Community in South Florida	Effectiveness	Fire hydrants serviced	1,155	1,160	1,155	1,157	1,155	1,157
Public Works	Premier Community in South Florida	Effectiveness	Miles of street sweeping per year to meet NPDES standards	1,000	1,173	914	1,173	1,000	1,377
Public Works	City Investment in Today and Future	Effectiveness	Length of sanitary sewer pipe liner rehabilitated (Linear Feet)	8,000	12,198	8,000	9,484	8,000	8,817
Public Works	City Investment in Today and Future	Effectiveness	Number of serviced valves per year	1,000	1,097	1,000	1,379	1,000	1,013
Public Works	City Investment in Today and Future	Effectiveness	Percent of "unaccounted for" water	10%	9.55%	10%	9.40%	10%	9.85%
Public Works	Premier Community in South Florida	Effectiveness	Catch basins vactored per year (New beginning FY2020)	-	-	129	190	140	252

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		-

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.

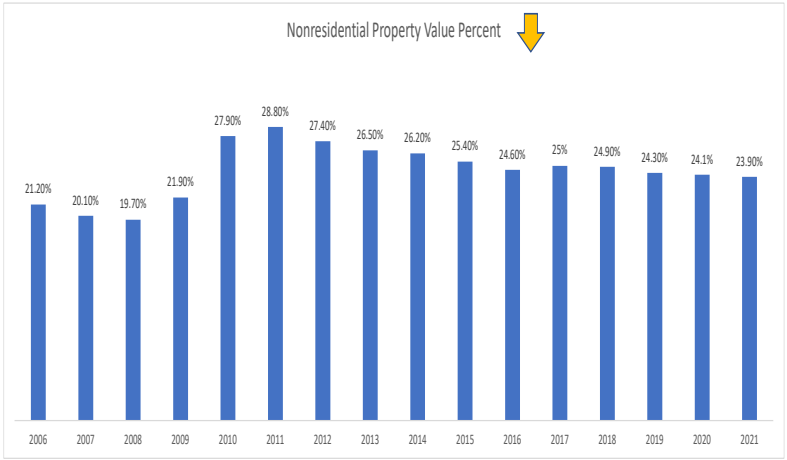


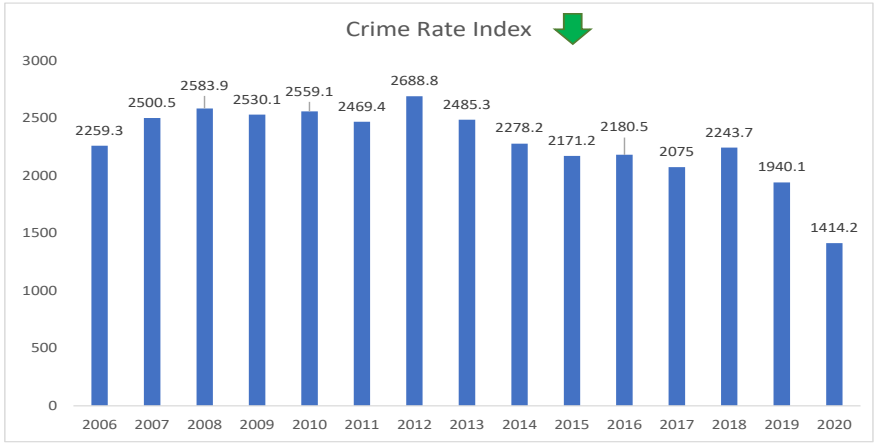
Residential property values continue to increase, surpassing where they were 10 years ago.

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.

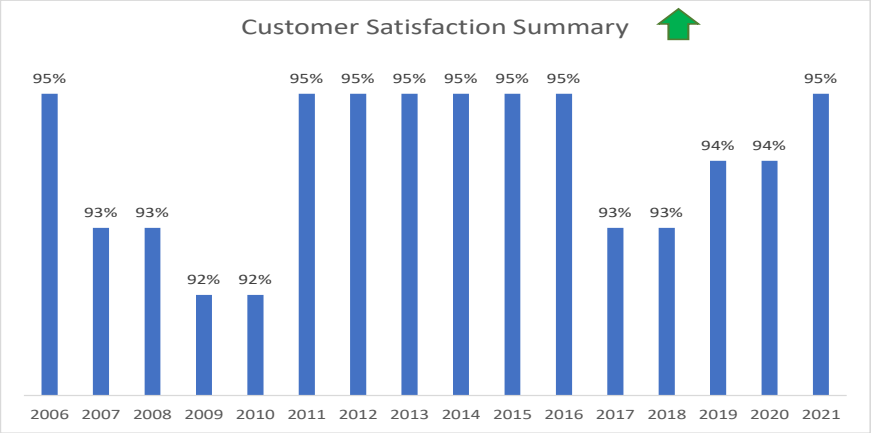
New commercial construction has decreased slightly over the past four years.

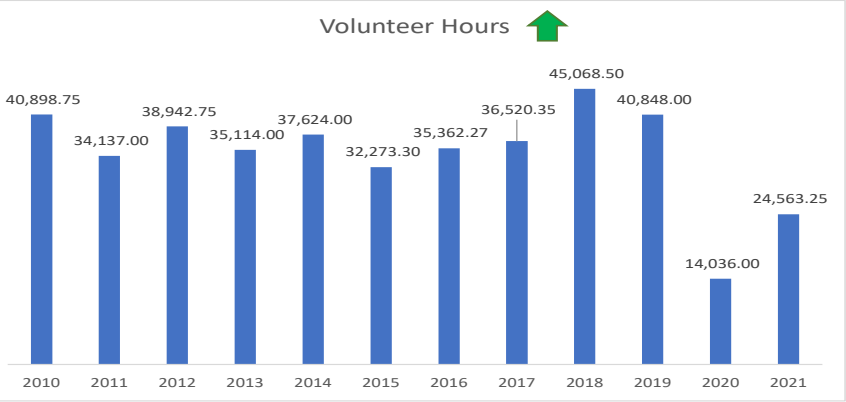




The incidents of major crimes per 100,000 population hit an all-time low in 2020.

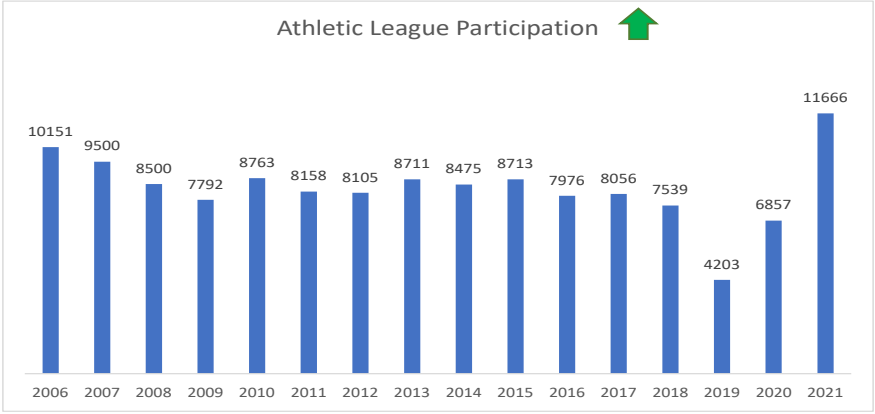
The City has consistently received high ratings in customer satisfaction from our residents. The Residential Survey is conducted every other year.





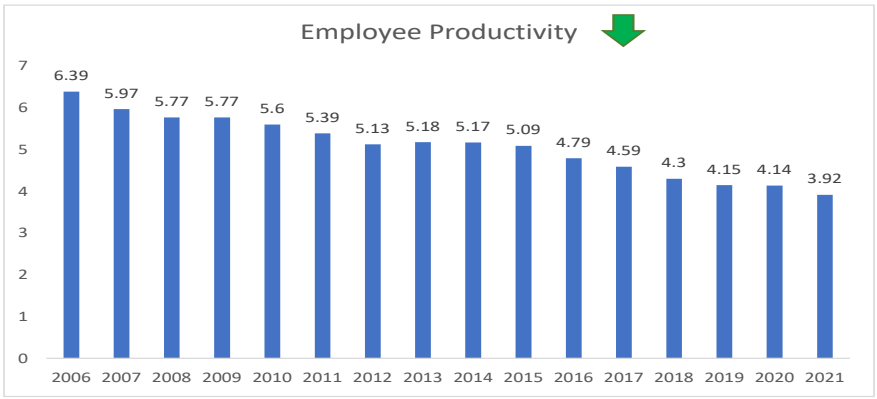
The number of volunteer hours decreased in 2020 due to COVID-19.

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. In FY 2021 aquatics programs were captured as part of our athletic leagues, causing the increase over previous years.



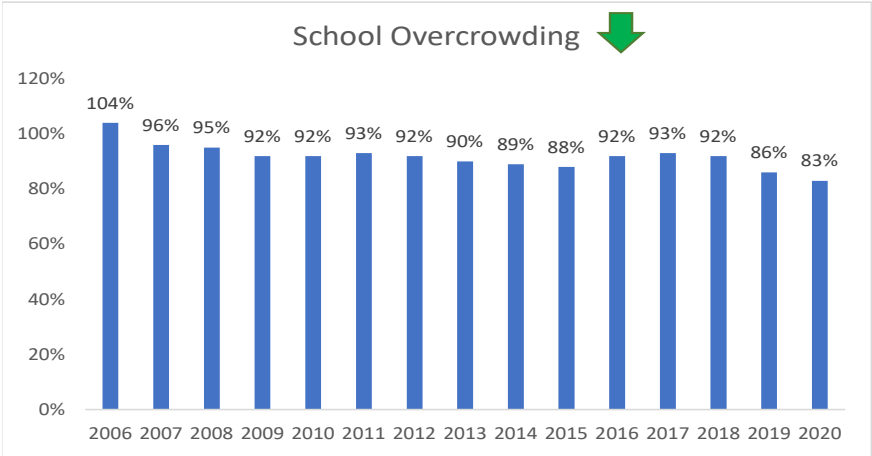


All employees are surveyed annually by the Human Resources Department to determine overall job satisfaction. Employees' ratings of satisfaction are consistently high.



It will take fewer than five full-time employees to generate one million dollars of revenue.

Overcrowding has continued to decrease for Coral Springs public schools. Enrollment and capacity numbers are provided by the Broward County School District.



Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.01	Pension Systems Analyst	Human Resources	The internal job change is complete. Employee has been onboarded and is making progress with absorbing new duties. Invoice for quarterly staffing is near complete and wire transfer instructions have been obtained. Quarterly billing has been established for funding.	C	Within Budget	100%
Responsible City Government	1.02	Museum Subsidy	City Manager's Office	Subsidy provided to the museum fund in the start of the new fiscal year.	C	Within Budget	100%
Responsible City Government	1.03	Fire Department 50th Anniversary	Fire/EMS	Due to COVID, this event was scaled back quite a bit. We hosted a "Movie in the Park" event that had a large showing and was a very successful event. Social distancing and other restrictions required the original plan to be changed.	C	Within Budget	100%
Responsible City Government	1.04	QLess: Improving Customer Service- Passport Services	Human Resources	QLess continues to be fully implemented and operating efficiently at our passport location at Coral Square Mall (funding for license renewal was covered in the FY21 budget)	C	Within Budget	100%
Responsible City Government	1.05	ESRI Enterprise Advantage Program (EEAP)	Information Technology	The GIS Team is working on one activity with Esri for the AP, expert support with Field Maps app for damage reporting during EOC activation. We are awaiting the release of a new feature to automate the filling in of address data for the app. The activity will continue until all remaining credits have been used. Approximately 3 credits remain with 0 unallocated to a specific activity.	IP	Within Budget	96%
Responsible City Government	1.06	Records Scanning - Hardware and Software Purchases	Building	COMPLETE. The new scanner has been installed and is working very well. The Building Department is now providing customers with high quality plans and documents in a larger format.	C	Within Budget	100%
Responsible City Government	1.07	Website: Refresh	Communications & Marketing	The new website was successfully launched on February 23, 2021 and is now available for full public use. Updates and additions continue on a regular basis, as needed, using the new website team with members from each city department. The old website remains accessible as a back-up and will be removed in the near future. Marketing staff is proud of this great accomplishment after more than a year of planning and cooperation from staff members across every city department and division. The new site is graphically pleasing, concise, easy to navigate, and mobile-device friendly. The ADA compliance features also make this a site user-friendly.	C	Within Budget	100%
Responsible City Government	1.08	Fire Policy/Procedural Manual: Development	Fire/EMS	This project is complete. The system is online and working. We have began pushing out policies to the membership.	C	Within Budget	100%
Responsible City Government	1.09	Virtual Slice of the Springs Meeting (Ongoing) 1 of 2 (March)	Development Services	Live stream event held on March 4, 2021 virtually. Updates were provided by the following departments: • Community Development • Economic Development • Fire Rescue • Budget & Strategy • Parks & Recreation • Emergency Management • Public Works • Police	C	Within Budget	100%
Responsible City Government	1.10	City Logo and City Image Use Policy (External/Internal)	Communication & Marketing	The City Logo policy has been drafted and reviewed by the City Attorney's Office. The document will continually be monitored to ensure compliance. Staff will begin training and implementation of the new policy.	C	Within Budget	100%
Responsible City Government	1.11	Historical Museum (Interactive Display Grant & Renovation)	Communication & Marketing	The Museum of Coral Springs History officially opened with a ceremony and ribbon cutting on July 10, 2021, the city's 58th birthday. The event was attended by more than 100 supporters, committee members, the city commission, and historical guests. Tours of the facility, including demonstrations of the interactive display, and outdoor exhibits including a "Gabby Green Bean" character and Tommy the horse, entertained attendees, who were also treated to ice cream. The museum is available for tours by appointment, and several tours have already been hosted. Residents may sign up and learn more at www.coralsprings.org/history. The final report for the State of Florida grant was submitted on July 30, 2021 and the final grant funds have been processed.	C	Within Budget	100%
Responsible City Government	1.12	Lockdown System - Academy	Emergency Management | Fire	Project will be presented as an initiative in the FY 2022 budget proposal.	N	Not Defined	0%

Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.13	City Hall Lobby Security Improvements	Emergency Management	Construction is anticipated to begin September 15, 2021 with a projected completion in December.	IP	Within Budget	90%
Responsible City Government	1.14	City Studies: Indirect	Budget & Strategy	The cost allocation has been submitted by the vendor, GSG. Staff to review the findings for implementation in FY22.	IP	IP	80%
Responsible City Government	1.15	Power of Art Project: Completion/Grant	Budget & Strategy | Communication & Marketing |Development Services	The Bloomberg team presented to the Commission at the March 15th, Regular Commission meeting. The program was evaluated on it's effectiveness and community impact. Recommendations were provided to staff for future art installations and engaging the community. Overall, the Power of Art brought people together, bolstering unity and fostering a sense of community.	C	Within Budget	100%
Responsible City Government	1.16	Virtual Slice of the Springs Meeting (Ongoing) 2 of 2 (Fall)	Development Services | Communication & Marketing	The event was held at City Hall on August 12, 2021. Updates were provided by the following departments: • Community Development • Economic Development • Fire Rescue • Budget & Strategy • Parks & Recreation • Emergency Management • Police • Public Works	C	Within Budget	100%
Responsible City Government	1.17	Residential Fire Sprinkler Feasibility Study	Fire/EMS	This project is complete. The survey has been completed and delivered to the CRR Division.	C	Within Budget	100%
Responsible City Government	1.18	Grant Enhancements: Writing Expansion - Hiring of Grant Consultant (2019 - 2021)	Budget & Strategy	Consultant work to remain ongoing and part of the department operations. Staff will continue to work with the consultant on researching projects for next fiscal year, in which grant funds may be utilized.	C	Within Budget	100%
Responsible City Government	1.19	Communications Shift Supervisor (1) + Telecommunicator (11)	Police	In 2021 we have hired 9 Public Safety Telecommunicators. 3 began in our March Academy, 3 started in the June Academy and 3 in our August Academy. We are working with C&M on enhanced recruitment initiatives that will increase applicant flow in order to generate a minimum of 4 new hires in all forthcoming recruitment academies. Barring retention challenges, we are on-track to meet our go-live date.	IP	IP	20%
Responsible City Government	1.20	Advanced Life Support Transport Vehicles (2)	Fire/EMS	This project is complete. Both units are in-service and on the road.	C	Within Budget	100%
Responsible City Government	1.21	Behavioral Health Access Program City-wide Implementation	Human Resources	Initial citywide introduction and employee training sessions have been completed. Additional makeup sessions were offered and concluded early August. Ongoing Mental Wellness Resource training for new hires has been incorporated into the phase 2 onboarding program. Continuing education and interactive training to improve communication skills for the peer support and clinician teams are regularly occurring. Many employees are benefiting from the services offered under the Behavioral Health Access Program. The coralspringsstrong.org website continues to be updated with content accessible to employees, retirees and families.	C	Within Budget	100%
Responsible City Government	1.22	Diversity Equity & Inclusion Training Program - Leadership Development	Human Resources	All senior leaders and a many supervisors and managers have completed cultural competence training facilitated by an outside training consultant. A survey related to the training program is being administered and volunteers are self-identifying to participate in a follow up focus group. HR management is evaluating short and long term objectives related to DEI programming and will prepare for additional training for all employees during FY22.	C	Within Budget	100%
Responsible City Government	1.23	Linkedin Learning Subscriptions (Ongoing)	City Manager's Office	The LinkedIn Learning subscription was implemented and utilized by staff to expand training and resources to employees. Staff continues to research alternate programs to provide training resources to employees.	C	Within Budget	100%
Responsible City Government	1.24	Dual Factor Authentication	Information Technology	Waterplant – 50% Central Stores – 10%	IP	IP	40%
Responsible City Government	1.25	Radio Frequency Identification (RFID) Track and Inventory City Assets	Information Technology	- Onsite assessment Completed. - Waiting on quotes	IP	Within Budget	50%
Responsible City Government	1.26	In House Records Management Microfilm Conversion Project: Phase 2	City Clerk	Task has been completed.	C	Within Budget	100%
Responsible City Government	1.27	Records Management and Computer Application Purchases (Ongoing)	City Clerk	Task has been completed.	C	Within Budget	100%

Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
Responsible City Government	1.28	Community Engagement through the Budget Academy	Budget & Strategy	An online and in-person budget academy was held on August 23, 2021 at noon and 6pm. There were 14 participants in the academy. Given the feedback received staff has made some adjustments for next year.	C	Within Budget	100%
City Investment in Today and Future	2.01	Additional Pickleball Courts at Cypress Park	Parks & Recreation	Project has been completed.	C	Within Budget	100%
City Investment in Today and Future	2.02	GO Signs/Street Indexing Signs	Development Services	Four Indexing Signs were repaired. Additionally, four Grand Opening Signs were purchased, bringing the City's total to 10 signs. Throughout FY21/22, Community Development and Communications and Marketing staff will work to increase advertising of the Grand Opening Sign program to new businesses so that more people will be aware of the program. Cleaning was completed Q3 for all Indexing Signs.	C	Within Budget	100%
City Investment in Today and Future	2.03	Old Chamber Building	Public Works	The project scope includes demolition of existing Old Chamber building in Heron Bay and site restoration. Project was completed in December 2020 by Anzco.	C	Within Budget	100%
City Investment in Today and Future	2.04	Fire: Command Pickup Trucks (2) (2020-2021)	Fire/EMS	These vehicles are done and on the road.	C	Within Budget	100%
City Investment in Today and Future	2.05	Air Conditioning Replacement	Public Works	Replacements for FY21 are ongoing. Staff is working to complete FY21 and identify the FY22 priorities.	IP	IP	78%
City Investment in Today and Future	2.06	Turtle Creek Bike Lane (Broward Co)	Public Works	Bike lanes have been installed along Turtle Creek Drive. The initiative is complete.	C	Within Budget	100%
City Investment in Today and Future	2.07	Parks: Renovate Cypress Wheel Field Restrooms	Parks & Recreation	Renovated restrooms have reopened.	C	Within Budget	100%
City Investment in Today and Future	2.08	Parks: Renovate the locker rooms (Cypress Hammock Park)	Parks & Recreation	Project has been completed	C	Within Budget	100%
City Investment in Today and Future	2.09	Castlewood Park Playground (CDBG)	Parks & Recreation	Construction has been completed.	C	Within Budget	100%
City Investment in Today and Future	2.10	Parks: Soccer Goals at Cypress- 6401	Parks & Recreation	PO was generated for equipment. The remaining $ 4,343.03 6401 funds to be re-allocated to the Cypress North Field Renovation Project.	C	Within Budget	100%
City Investment in Today and Future	2.11	Rock Island Bike Lane (Broward Co)	Public Works	The Florida Department of Transportation has completed the Rock Island Road Improvement Project. The project is one of many within a larger plan to create enhanced bicycle, pedestrian, and public transportation access.	C	Within Budget	100%
City Investment in Today and Future	2.12	Public Safety Building 2nd floor UPS Replacement	Police	We have cut over to Temporary Power in the Data Server Room and all consoles inside the center. City staff has identified that there are additional items in the PSB that we were not initially aware of that still need to be transferred over to temporary power. Additional temporary power may have to be established to accommodate these new findings. Staff should have the transfer of all equipment to temporary power in the next 2-4 weeks. At this time the projected completion is 10 weeks after (December 2021)	IP	IP	50%
City Investment in Today and Future	2.13	Parks: Court Resurfacing at Tennis Complex - 6401	Parks & Recreation	Project is completed.	C	Within Budget	100%
City Investment in Today and Future	2.14	Parks: EWF for Playgrounds - 6401	Parks & Recreation	EWF was installed at 4 more park locations . Riverside, Volunteer, Country and Whispering Oaks	C	Within Budget	100%
City Investment in Today and Future	2.15	Wiles Road LED Street Lighting Phase II Rock Island to Riverside (Broward Co)	Public Works	Contractor submitted revised plans to Broward County for approval. Project to start in phase 2 beginning FY22.	IP	IP	18%
City Investment in Today and Future	2.16	Parks: Tennis Center parking lot LED lighting - 6401	Parks & Recreation	Tennis Center Parking lot LED lighting Completed.	C	Within Budget	100%
City Investment in Today and Future	2.17	Parks: Bumper Blocks - 6401	Parks & Recreation	Recycled parking stops have been ordered and delivered.	C	Within Budget	100%
City Investment in Today and Future	2.18	Curbing on Sample - Phase 2: Construction	Public Works	Project inspection conducted by Broward County in September. The contractor has repairs to make based off the inspection report. Staff anticipates some milling and resurfacing of the area. Landscape work is ongoing.	IP	IP	80%
City Investment in Today and Future	2.19	Roof Replacement at Charter School (previously Remodel Science Labs)	Public Works	Repairs are scheduled for FY22. Project remains ongoing.	IP	IP	44%
City Investment in Today and Future	2.20	Parks: Fencing Tennis Courts and Athletic Fields - 6401	Parks & Recreation	CIP Fence Repair Projects continue. The remaining 6401 Fence Repair funds ($11,530) are being re-allocated to the Cypress North Renovation Project to cover additional cost.	C	Within Budget	100%
City Investment in Today and Future	2.21	Parks: Irrigation pump, motor, wells - 6401	Parks & Recreation	Pump ordered for cypress east and installed.	C	Within Budget	100%

Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
City Investment in Today and Future	2.22	Parks: Mullins and Cypress Park Wind Screen - 6401	Parks & Recreation	Windscreens have been ordered and scheduled for delivery. Installs to take place by the end of the month.	C	Within Budget	100%
City Investment in Today and Future	2.23	Parks: Light Poles Mullins J Box at Aiello - 6401	Parks & Recreation	The contractor completed the project, all ground level components have been replaced.	C	Within Budget	100%
City Investment in Today and Future	2.24	RCIP: Asphalt pathway overlay	Parks and Recreation	Repairs have been completed and staff is receiving on the final invoices.	C	Within Budget	100%
City Investment in Today and Future	2.25	Canopy (shade) structure replacement within North Community Park	Parks & Recreation	The contractor has applied for permits and the city has received the commencement for work paperwork and has signed off on them. The work should begin in November with a January completion date.	IP	IP	77%
City Investment in Today and Future	2.27	Parks: Resurface deck at Mullins Park Pool - 6401	Parks & Recreation	Resurfacing of the Mullins deck has been completed. Vendor payment has been processed to close out the project.	C	Within Budget	100%
City Investment in Today and Future	2.28	Parks: Dog Park and Dog Park parking Lot LED lighting - 6401	Parks & Recreation	Dog Park and and Dog Parking Lot LED lighting has been completed.	C	Within Budget	100%
City Investment in Today and Future	2.29	Parks: Painting of Tennis Center - 6401	Parks & Recreation	Exterior painting project completed.	C	Within Budget	100%
City Investment in Today and Future	2.30	Parks: Park Amenities at Sportsplex - 6401	Parks & Recreation	Amenities delivered and installed in parks.	C	Within Budget	100%
City Investment in Today and Future	2.31	Parks: Park Amenities at various parks - 6401	Parks & Recreation	Amenities delivered and installed in parks.	C	Within Budget	100%
City Investment in Today and Future	2.32	Parks: Cypress East Parking Lot LED lighting - 6401	Parks & Recreation	Vendor is completing the remaining fixtures at Riverside.	C	Within Budget	100%
City Investment in Today and Future	2.33	Parks: Canopy Replacements - 6401	Parks & Recreation	Canopies have been replaced at Riverside and Mullins Park Tot Lot. The remaining fund of $ 6007.50 will be re-allocated to the Cypress North Renovation Project due to additional costs.	C	Within Budget	100%
City Investment in Today and Future	2.34	RCIP: Athletic Field Renovations 2021	Parks and Recreation	Contract is being reviewed by the City Attorney's Office.	IP	IP	80%
City Investment in Today and Future	2.35	Parks: Mullins Parking Lot LED lighting - 6401	Parks & Recreation	Mullins Parking Lot LED Lighting has been completed.	C	Within Budget	100%
City Investment in Today and Future	2.36	Lift Station Improvement Projects (5)	Public Works	Lift stations 14A and 19C are 100% complete. Lift Station 15C is 98% complete. Sidewalk repair pending Lift Station 20C is 98% complete. Connected to FPL power Lift Station 17B is 85% complete. It is still on bypass pumping and MOT was removed. Fence and sod was installed	IP	Within Budget	90%
City Investment in Today and Future	2.37	Parks: Court Resurfacing – Dede 1 NCP tennis 2, Mullins - 6401	Parks & Recreation	The project has been completed at Mullins Park. Staff also had pickle ball lines added to the Mullins Park and NCP Park tennis courts.	C	Within Budget	100%
City Investment in Today and Future	2.38	Parks: Storage room and new flooring at Veterans Building - 6401	Parks & Recreation	The storage area has been completed. Staff has also completed the installation of the new flooring. Remaining funds of $ 3,000.00 to be re-allocated to the Cypress North Renovation Project.	C	Within Budget	100%
City Investment in Today and Future	2.39	RCIP: Light Fixture Replacement Program	Parks and Recreation	The vendor completed the basketball courts and the project is now complete.	C	Within Budget	100%
City Investment in Today and Future	2.40	Sewer camera trailer	Public Works	Request to award purchase of one customized CUES Trailer to CUES, Inc. of Orlando, FL via Houston-Galveston Area Council (H-GAC) Contract No. SC01-21 in the amount of $94,580, approved at the June 2, 2021 Regular City Commission Meeting. Staff to issue PO and move forward with purchase.	C	Within Budget	100%
City Investment in Today and Future	2.41	Landscape Operation Enhancement	Public Works	Contract work for FY21 has been completed. Staff will be implementing an in-house irrigation unit for FY22.	C	Within Budget	100%
City Investment in Today and Future	2.42	Replace/Continue irrigation control system upgrade Phase 2	Parks & Recreation	Materials on site and staff has been installing the equipment.	C	Within Budget	100%
City Investment in Today and Future	2.43	Police Dispatch Redundant A/C	Police	A/C RFP bid came $200k over budget. We made contact with city staff and we are in the process of exploring better economical options that will be within budget.	IP	IP	10%
City Investment in Today and Future	2.44	Traffic Calming Program: 110th Avenue	Development Services	The Traffic Management Team is working with FG Construction and Broward County Schools. Surveying stations have been marked and construction will begin on October 20, 2021. The project is expected to be completed in Q1/FY2022.	IP	IP	80%

Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
City Investment in Today and Future	2.45	Artwalk Sculpture (Public Art)	Development Services	The interactive ArtWalk sculpture will be located at NE corner of 94th/NW 31st. The artist will have six (6) months to complete the fabrication and installation of the sculpture and is expected to be completed in Q2/FY2022.	IP	Within Budget	75%
City Investment in Today and Future	2.46	Artwalk Artwall (Public Art)	Development Services	Staff continues to review options for the Artwall with engineering to determine a cost effective solution for the project. Public Art Budget for FY22 includes funds to impliment this project.	IP	Within Budget	50%
City Investment in Today and Future	2.47	Parks: Concrete Pads for Amenities - 6401	Parks & Recreation	Pads were completed and repaired by the asphalt contractor.	C	Within Budget	100%
City Investment in Today and Future	2.48	Parks: Tree Division Landscape equipment - 6401	Parks & Recreation	Staff entered requisition and Purchasing has generated a PO (093054) for Tree Division. This project is now completed.	C	Within Budget	100%
City Investment in Today and Future	2.49	Parks: Fencing at Cypress and Betti - 6401	Parks & Recreation	CIP Fence Repair Projects continue. The remaining 6401 Fence Repair funds ($11,530) are being re-allocated to the Cypress North Renovation Project to cover additional cost.	C	Within Budget	100%
City Investment in Today and Future	2.50	Fire: Add to Fleet- 2 vehicles	Fire/EMS	Due to COVID back orders, these vehicles are not available to purchase from any approved vendor.	D	Within Budget	40%
City Investment in Today and Future	2.51	Landscaping Irrigation System Phase 2 of 3	Public Works	Phase two of the system control upgrades has been completed. Phase three will complete the total project. Expected to be done by the end of the calendar year.	C	Within Budget	100%
City Investment in Today and Future	2.52	Wiles Road LED Street Lighting Phase III Riverside to University	Public Works	The project will start in January 2023.	N	Not Defined	0%
City Investment in Today and Future	2.53	Intersection approach upgrade to ADA	Public Works	As of March, the ADA Intersection Project has been completed 100%. Six additional locations were upgraded on NW 101 Lane next to Parkside Elementary, this project has been completed 100%.	C	Within Budget	100%
City Investment in Today and Future	2.54	Resurface and Restripe Parking Lots	Public Works	Public Safety Building will be sealcoated in September, weather pending.	IP	IP	60%
City Investment in Today and Future	2.55	Road Resurfacing Program	Public Works	Annual Road Resurfacing project was completed on July 23rd, this includes Kensington Commons, Electra Lab & Riverside Drive North of Wiles Road, this project has been completed 100%.	C	Within Budget	100%
City Investment in Today and Future	2.56	15-year Playground Replacement	Parks and Recreation	Contractor is in the process of relocating the playground in Kiwanis Park to Westchester Park. Purchase order pending for new exercise area for Betti Stradling Park. A new playground for Kiwanis Park have been selected. Awaiting account number to submit requisition to Purchasing.	IP	Within Budget	85%
City Investment in Today and Future	2.57	Medium/Heavy Duty Truck Lift Replacement	Public Works	Lift replacement on hold. Contractor will purchase and install truck lift once the new maintenance facility is 75% completed.	N	Not Defined	0%
Premier Community in South Florida	3.01	Educational Guides for Residents	Development Services	The educational guide is complete and has been uploaded to the city website. https://www.coralsprings.org/h...	C	Within Budget	100%
Premier Community in South Florida	3.02	Civil Unrest Team (CUTS) division, equipment	Police	Equipment purchased. Training to be held at a later date following social distancing guidelines.	C	Within Budget	100%
Premier Community in South Florida	3.03	Adding Radio Authentication to All Public Safety Radios	Police	We have successfully cut over and are able to communicate on Broward County's P25 radio system. There was an additional cost that we had to incur for the radio consolettes in dispatch. It was necessary to continue interoperability with the county. The additional cost is $3,885.00.	C	Within Budget	100%
Premier Community in South Florida	3.04	CDBG Action Plan (2018-2021) (Ongoing)	Development Services	Youth and Senior programs are in session. Capital improvement projects are complete with the exception of the Sample Road ADA compliance program.	IP	Within Budget	86%
Premier Community in South Florida	3.05	Historic Preservation (2019-2021) (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.	N	Not Defined	0%
Downtown Becoming Vibrant	4.01	Infrastructure Improvements in Downtown	Economic Development/CRA	BA provided the 3D rendering of the Master Parking. Staff will work to bring in other departments to move the project forward. Staff also met with Scott Backman to discuss ideas for West Sample Road. Chen Moore met with staff to discuss the Art Walk. They are going to send over the original proposed plans and staff will circulate. Improvements have been included in the FY22 CRA budget.	IP	IP	50%
Downtown Becoming Vibrant	4.02	Downtown LED Street Lights	Public Works | CRA	Project is complete. Staff is working with FPL on any final restorations.	C	Within Budget	100%
Growing Local Economy	5.01	E-Plan Review - Bluebeam Licenses	Building	Cost of bluebeam is in ongoing expense in the general fund operating budget.	C	Within Budget	100%

Business Plan Initiative Analysis

As of Q4 2021

Goals	-	Initiatives	Department	Analysis	Time Status	Budget Status	Percent Complete
Growing Local Economy	5.02	Savor the Springs Restaurant Week	Economic Development	Event successfully held in October. Businesses were able to social distance and provide to-go options in order to hold the event safely.	C	Within Budget	100%
Growing Local Economy	5.03	Plan for Business Incentives	Economic Development	The program launched in April and there have been three applications already totaling over $150K which is the entire budget. Staff will review and make recommendations.	C	Within Budget	100%
Growing Local Economy	5.04	Guide to Doing Business in the City: EDO Website Upgrade	Communications & Marketing | Economic Development	Updating the EDO website is a part of the ongoing work of the department and is complete for this year.	C	Within Budget	100%
Growing Local Economy	5.05	Que-Less: Queuing System - Replace QTRAC for One Stop Shop	Building	This initiative is complete. IT has installed in the One Stop Shop and we are ready for when we reopen to the public.	C	Within Budget	100%
Growing Local Economy	5.06	Business Excellence Awards	Economic Development	The business winners were recognized at the May 19, Regular City Commission Meeting. Winners in each category are as follows: Large Company (50+ employees): Lupin Research Inc.Small Company (Under 49 employees): Advanced Equipment and ServicesCompany to Watch: Karma Bath & Body Co.Legacy Award: Blue StreamHeart of the Community: ScentsAbility CandlesCommissioners Award: Broward Health Coral Springs.	C	Within Budget	100%
Growing Local Economy	5.07	Coral Springs Regional Chamber Business Academy (Ongoing)	Economic Development	Program began in January, six classes planned through June. All of the classes have been held. Planning for next year will begin over the summer with a focus on business sustainability and resiliency.	C	Within Budget	100%
Growing Local Economy	5.08	Economic Development Marketing and Branding (2016-2022) (Ongoing)	Economic Development	EDO Marketing and branding is complete for FY21.	C	Within Budget	100%

Reference Key

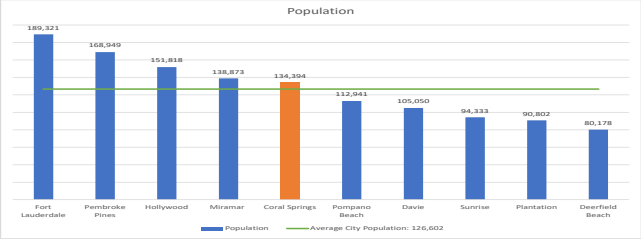
Closed Out/ Completed	C	On Target/ In Progress	IP	Behind Schedule/ Late	L	Discussion Needed	DN	Retreat/Workshop Item	RW	Delay/ Hold	D	No Miltestone	N	No Update Available

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.

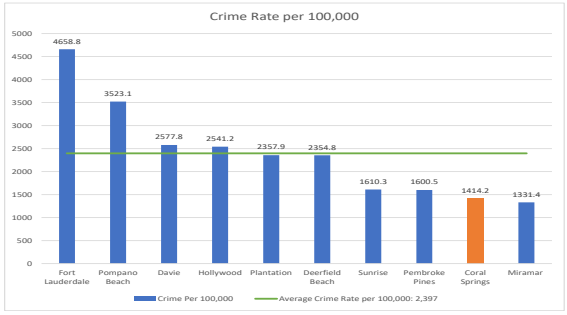
The following factors have been chosen for the purposes of this benchmarking summary report: Population, Crime Rate, Single Family Fire Assessment Rate, Solid Waste Assessment, Stormwater Assessment, City Taxable Value, Millage Rates, Taxable Values for Single Family Homes, Median Household Income, Number of Households, Median Age, Median Value of Owner-Occupied Units and School Grades.

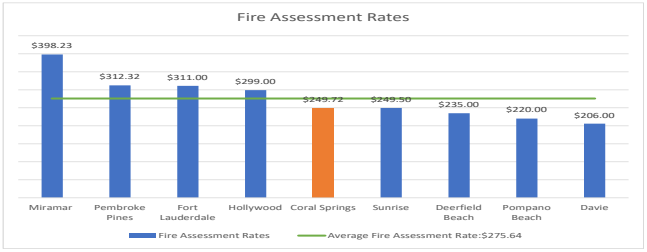
The following cities were selected based on population size: Fort Lauderdale, Pembroke Pines, Hollywood, Miramar, Coral Springs, Pompano Beach, Davie, Sunrise, Plantation, and Deerfield Beach



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)

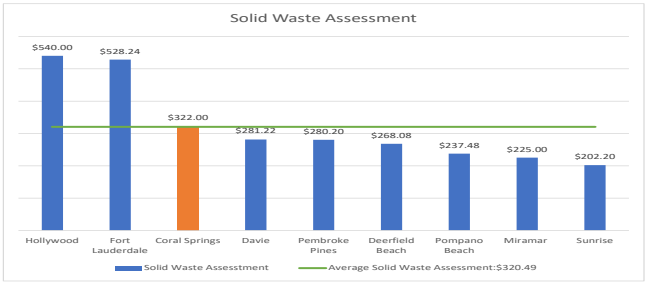
This chart compares crime rate for the ten most populated cities in Broward County. Coral Springs has the second lowest crime rate when compared to the most populated cities in Broward County.
Source: Florida Department of Law Enforcement



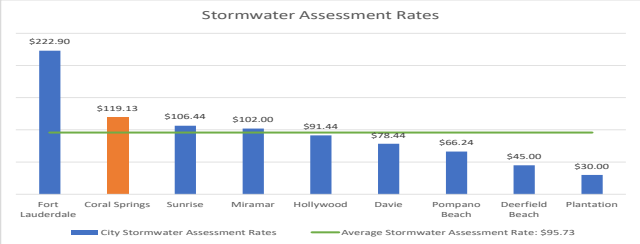


This chart compares the fire assessment for the most populated cities in Broward County who assess a fire assessment fee. Coral Springs has the fourth lowest single family assessment fee relative to the most populated cities in Broward County.
Source: Broward County Property Appraiser/City websites

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

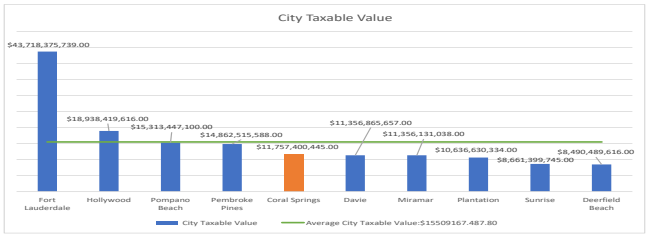


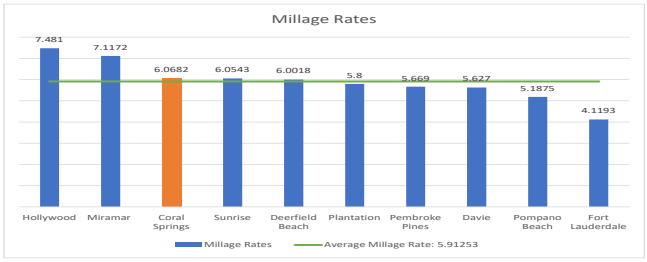
Benchmarking Summary Report - continued



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 2021.
Source: Broward County Property Appraisers

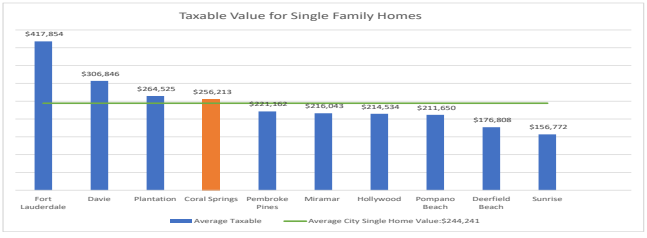




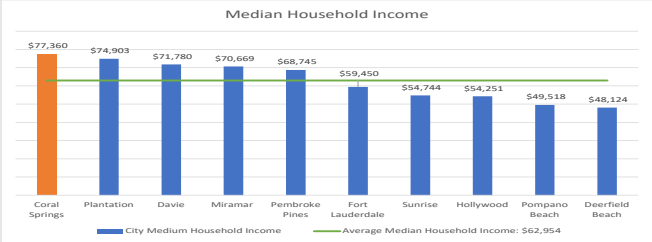
This chart illustrates the millage rate by city for the ten most populated cities in Broward County.
Source: Broward County Property Appraisers

** 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

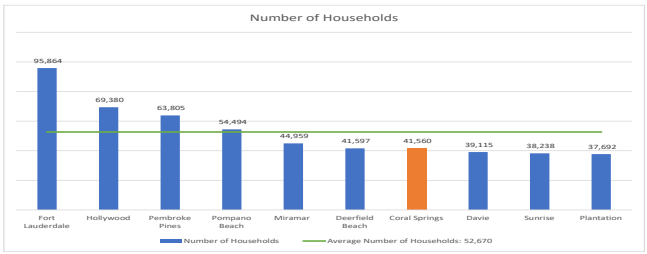


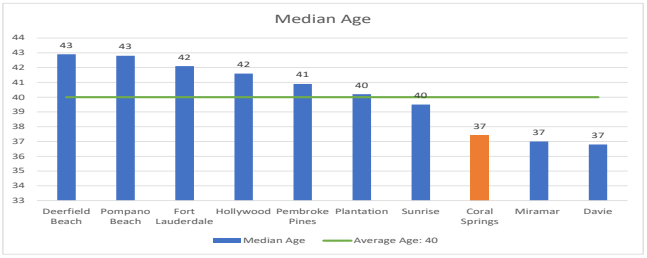
This chart compares the median household income for the ten most populated cities in Broward County. Coral Springs has the highest median household income when compared to the ten most populated cities in Broward County.

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 7th largest number of Households out of the ten most populated cities in Broward County.

Source: Broward County Planning & Development Management Division



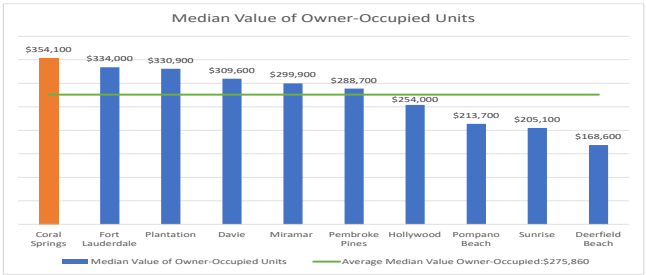


This chart compares the median age of residents for the ten most populated cities in Broward County. Coral Springs residents fall under the median average age of 40 years old, making it one of the most populated cities within Broward County with a younger median age population.

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

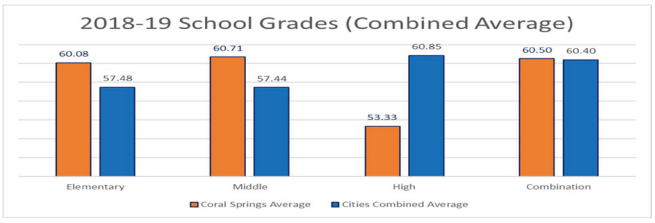


Benchmarking Summary Report - continued

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. In 2019 school grades were not calculated due to COVID-19 and the school's inability to administer testing. Per Executive Order 2021-EO-02 schools received the option to opt-out of reporting their school grades. Therefore, we are using the available numbers to benchmark school performance.

The school grading scale is as follows:

Grade	Rating Scale
A	62 - 100
B	54 - 61
C	41 - 53
D	32 - 40
F	0 - 31

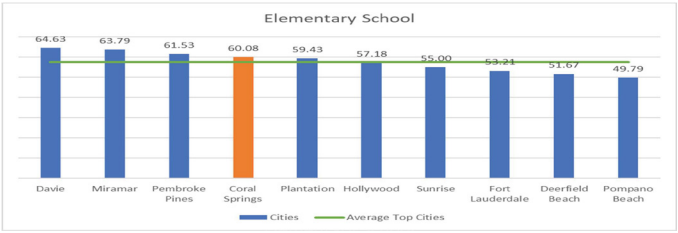


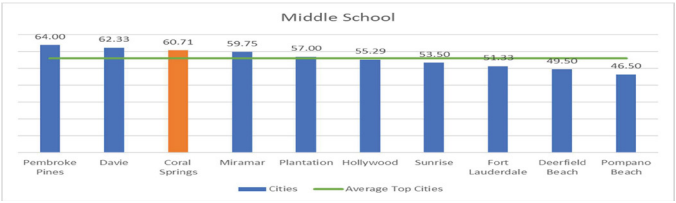
This chart illustrates Coral Springs' average rating by school level (Elementary, Middle, High Schools and combination schools) and compares it to the combined average rating for the nine most populated cities in Broward County. The following cities were selected for this benchmarking comparison: Fort 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

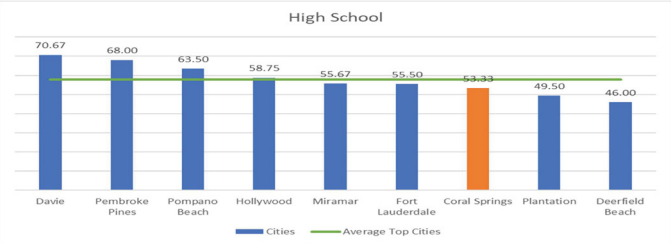




This chart illustrates the rating for Coral Springs' middle schools relative to the rating for middle schools for the ten most populated cities in Broward County.

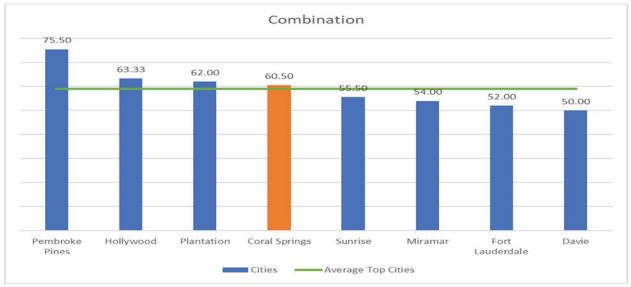
Source: Florida Department of Education

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, strength, weakness, opportunities, challenges (SWOC) analyses, Slice of the Springs meetings and good, old-fashioned customer contact, we gain an understanding of our customers views.

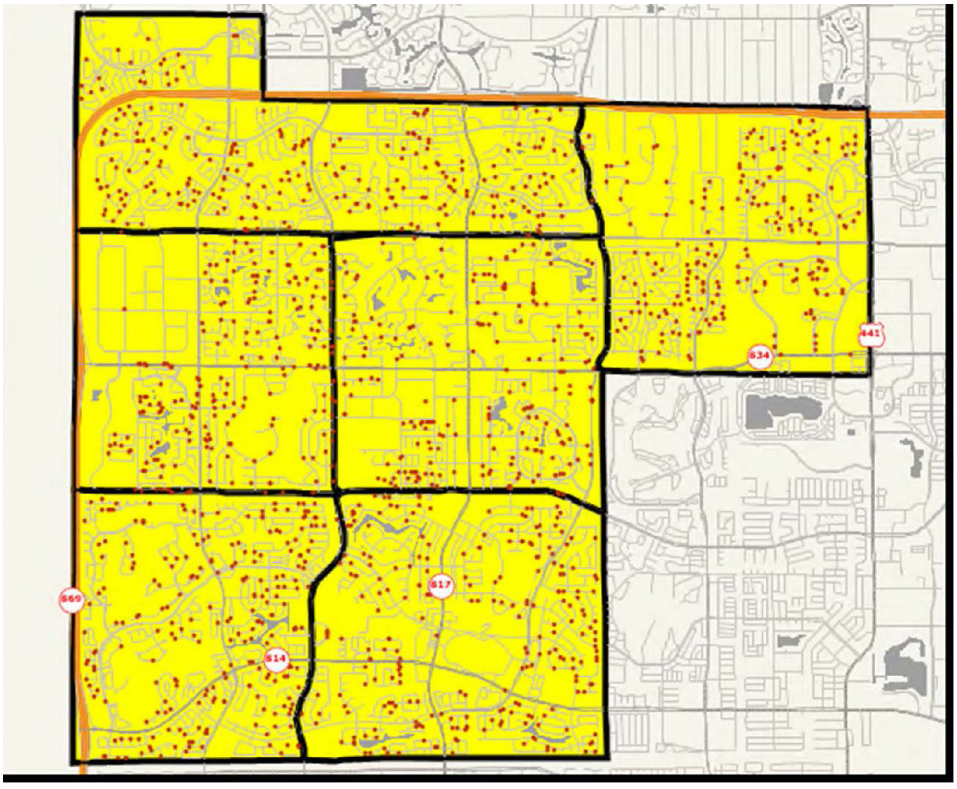
Residential Survey Summary

Purpose and Methodology

ETC Institute administered surveys to residents in the City of Coral Springs during the winter of 2020-2021. 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 ten days after the surveys were mailed, residents who received the survey were contacted by email to encourage participation. The goal was to receive at least 1,200 completed surveys, including at least 200 in each of the 6 geographic areas. These goals were far exceeded, with a total of 1,361 residents completing the survey, including over 200 in each of the 6 geographic areas. The results for the random sample of 1,361 households have a precision of at least +/-2.6% at the 95% level of confidence. The results for each of the 6 areas have a precision of at least +/-6.8% at the 95% level of confidence.

Survey Respondents by General Location



Major Findings

The major City services that were rated best included: the quality of fire services (92%), the quality of emergency medical services (91%), the quality of police services (86%), and the quality of City parks and recreation programs (80%). Residents were least satisfied with Code Compliance Division (51%).

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) police services, (2) maintaining the quality of neighborhoods in the City, (3) parks and recreation programs, and (4) emergency medical services.

Public Safety Services
The public safety services that were rated best included: how quickly EMS personnel respond to emergencies (87%), how quickly fire personnel respond to emergencies (84%), and how quickly police respond to emergencies (82%). Residents were least satisfied with police social media outreach (60%). 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.

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 (76%). 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, (3) the quality of recreation programs for youth, and (4) outdoor athletic facilities/fields.

City Communications
The areas of communication that were rated best included: the quality of the Coral Springs News Magazine (72%), the City's website (CoralSprings.org)(70%), and the availability of information about City services (62%). Residents were least satisfied with City Commission meetings on City TV Channel 25/99 (45%).

Public Works/Utilities
The areas of public works/utilities that were rated best included: bulk trash pick-up (79%), yard waste collection services (77%), residential trash collection services (76%), curbside recycling services (75%), and the City Waste Transfer Station (75%). Residents were least satisfied with bike lane availability on major streets (48%). The areas of maintenance that residents thought were most important to emphasize over the next two years were: (1) the condition of major City streets, (2) the adequacy of street lighting on major streets, and (3) the condition of neighborhood streets.

Customer Service
Over 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 (77%), the accuracy of the information received from staff (72%), and overall customer service (72%).

How Coral Springs Compares to Other Communities

Overall Satisfaction
The City of Coral Springs is once again setting the standard with regard to the overall quality of City services. Seventy-five percent (75%) 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 48% and a Florida average of 49%.

Satisfaction with Specific Areas

Coral Springs rates above the U.S. Average in 48 of the 52 areas that were assessed on the survey. Coral Springs is setting the standard for service delivery in 23 areas (rating 15% or more above the national average). Listed on the next page are the comparisons for all 53 areas (sorted largest to smallest by difference).

Satisfaction with Specific Areas

Service	Coral Springs	U.S . Average	Difference
Coral Springs Aquatic/Pool Facilities	76%	33%	43%
Public Works	76%	42%	34%
Customer service by City employees	72%	42%	30%
Quality of services provided by the City	75%	48%	27%
Bulk trash pickup service	79%	54%	25%
Condition of major City streets	73%	48%	25%
City communication with residents	71%	46%	25%
Condition on of neighborhood streets	68%	45%	23%
Condition/appearance of medians	73%	50%	23%
Availability of information about City services	62%	42%	20%
Outdoor athletic facilities/fields	84%	64%	20%
How quickly police responds to emergencies	82%	62%	20%
Sidewalk maintenance in your neighborhood	58%	38%	20%
Parks & Recreation	80%	61%	19%
How well your issue are handled	68%	49%	19%
Police services	86%	68%	18%
City efforts to prevent crimes	73%	55%	18%
As a place to live	88%	71%	17%
As a City that is moving in the right direction	65%	48%	17%
How well the City is planning for the future	62%	45%	17%
City efforts to keep you informed on local issues	59%	43%	16%
As a place to work	70%	54%	16%
Maintenance & appearance of City parks	85%	70%	15%
As a place to raise children	84%	70%	14%
Accuracy of the information you received	72%	58%	14%
Adequacy of City street lighting of major streets	71%	57%	14%
Enforcement of exterior maintenance of residential prop.	56%	43%	13%
Litter collection on City streets	71%	59%	12%
How quickly they responded to your request	68%	57%	11%
Fire services	92%	81%	11%
City's website: CoralSprings.org	70%	59%	11%
Emergency Medical Services (EMS)	91%	81%	10%
Yardwaste collection services	77%	67%	10%
Value for City taxes and fees	47%	37%	10%
Frequency that Police officers patrol your neighborhood	65%	56%	9%
Quality of recreation programs for youth	70%	62%	8%
Quality of life	79%	72%	7%
Courteousness of City staff	77%	70%	7%
Curbside recycling services	76%	69%	7%
How quickly EMS personnel respond to emergencies	87%	80%	7%
City's social media outreach	59%	53%	6%

Satisfaction with Specific Areas - Continued

Service	Coral Springs	U.S . Average	Difference
Enforcement of exterior maintenance of commercial prop.	57%	51%	6%
How quickly fire personnel respond to emergencies	84%	79%	5%
Hazardous waste drop-off	70%	65%	5%
How easy they were to contact	69%	64%	5%
Overall aesthetics of the City	68%	64%	4%
Residential trash collection services	75%	72%	3%
Fire prevention/education programs provided by the City	63%	62%	1%
As a place to retire	56%	56%	0%
Quality of recreation programs for adults	55%	55%	0%
Enforcement of local traffic laws	64%	65%	-1%
Code Compliance	51%	53%	-2%
Walking and biking paths in the City	55%	58%	-3%

Overall Satisfaction

"The City of Coral Springs is once again setting the standard with regard to the overall quality of City services."

75% of residents surveyed are satisfied with the overall quality of services compared to a national average of 48% and a Florida average of 49%.

Other Findings

- Eighty-eight percent (88%) of residents feel Coral Springs is an "excellent" or "good" place to live; 8% gave a rating of "neutral", and only 4% gave a rating of "below average" or "poor". Eighty-four percent (84%) feel Coral Springs is an "excellent" or "good" place to raise children, 11% gave a rating of "neutral", and only 5% 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 84% feel safe walking alone in their neighborhood in general.
- Sixty-three percent (63%) of residents were "very satisfied" or "satisfied" with the quality of downtown events; 8% were "dissatisfied" or "very dissatisfied".
- The most frequently mentioned ways that residents get information about the City were: the City website (54%), social media generated by the City (49%), and the Sun-Sentinel Newspaper (24%).
- Eighty percent (80%) of residents reported they read the Coral Springs' magazine "all the time" or "sometimes"; 15% reported they read the magazine "seldom" or "never" and 5% did not know.
- The City services or facilities that were used most often were: MyCoralSprings on website, CoralSprings.org (48%), police services (25%), the Coral Springs Center for the Performing Arts (22%), One Stop Shop (Water Billing) (23%), and City Hall in the Mall (22%).
- The top four reasons residents indicated they originally made the decision to move to Coral Springs were: the nice neighborhoods (64%), housing (53%), the location (50%), and the quality education system (48%).
- Fifty-four percent (54%) 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 18% were "dissatisfied" or "very dissatisfied".
- The types of economic development that residents would most like to see in the City include: high value jobs (55%), retail/restaurants (39%), healthcare (32%), and information technology (32%).
- Nearly half (46%) of residents felt they had a good understanding of the important issues facing the City of Coral Springs; 26% did not, and 29% did not know.
- Fifty-eight percent (58%) of residents think the City of Coral Springs is continually improving as a place to live; 21% disagreed, and 21% did not know.

Opportunities for Improvement

In order to help the City identify opportunities for improvement, ETC Institute conducted 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 high 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. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Based on the results of the Importance-Satisfaction (I-S) Priorities Analysis, ETC Institute recommends the following:

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years in order to raise the City's overall satisfaction rating are listed below:

- City efforts to maintain quality neighborhoods (IS Rating = 0.1563)
- Code Compliance Division (IS Rating = 0.1066)

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: the availability of information about recreation programs
- Public Works and Utilities: walking and biking paths in the City

Trends: Significant Increases and Decreases from last Survey in 2021

The significant increases and decreases among all of the items that were assessed from 2019 to 2021 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	2021	2019	Difference
Senior bus service	92%	86%	6%
City Clerk's Records Request	95%	90%	5%
MyCoralSprings App on a smartphone	93%	89%	4%
A victim of crime in the past 12 months (no)	94%	90%	4%
Effectiveness of drainage system in neighborhoods	81%	78%	3%
Taxes are just right	36%	33%	3%
As a place to work	94%	91%	3%
City summer camp program	92%	95%	-3%
Quality of recreation programs for seniors	85%	88%	-3%
Availability of info. about recreation programs	88%	91%	-3%
Bike lane availability on major streets	77%	80%	-3%
Enforcement of ext. maint. of residential property	76%	79%	-3%
City Hall Reception/Information Desk	90%	96%	-6%
Continously improving as a place to live (yes)	58%	64%	-6%

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.

Satisfaction with City Customer Service: Most (96%) of the businesses surveyed rated the City's customer service as "very good" or "good;" only 5% 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 Division Call Center (93%)

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 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:

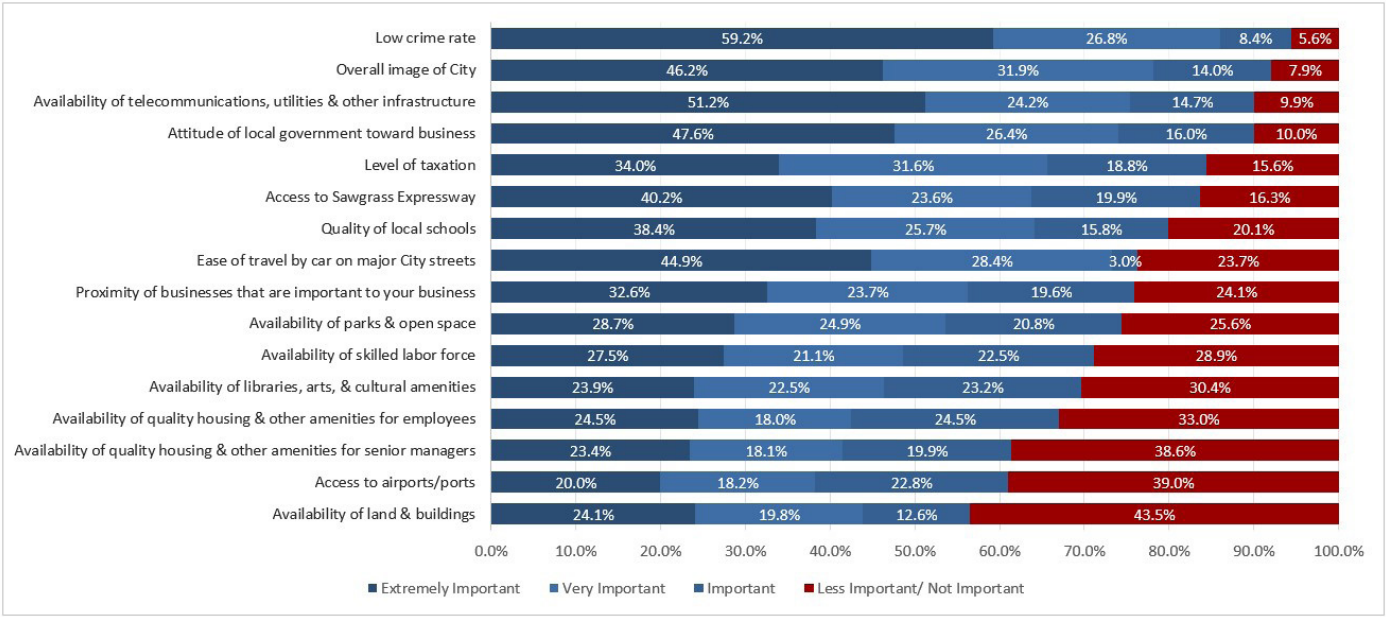
Likelihood of Recommending the City as a Business Location: Most (94%) of the businesses surveyed were "very likely," "likely" or "somewhat likely" to recommend Coral Springs as a business location to friends, family and coworkers; only 6% were "not likely" or "not likely at all" to recommend Coral Springs 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 (percentages do 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%)

Reasons to Move to Coral Springs



Communication

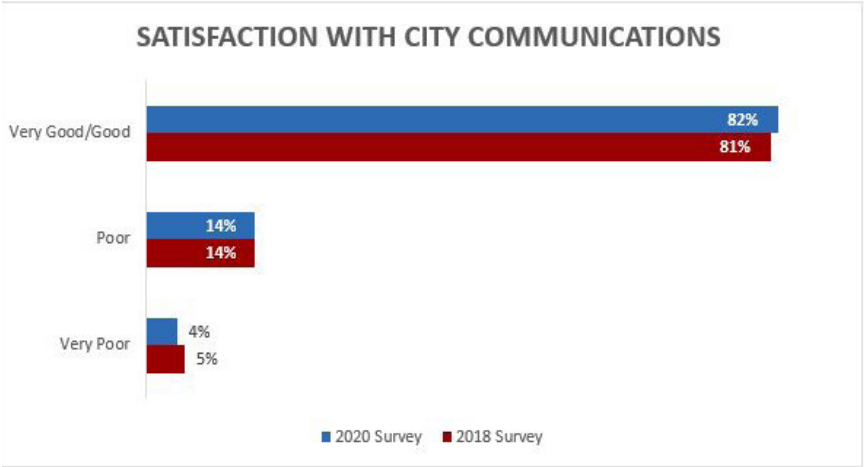
Use of the City's Website: Fifty-six percent (56%) of the businesses surveyed indicated their organization had used the City's website, and 44% of businesses had not use the City's website.

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%)

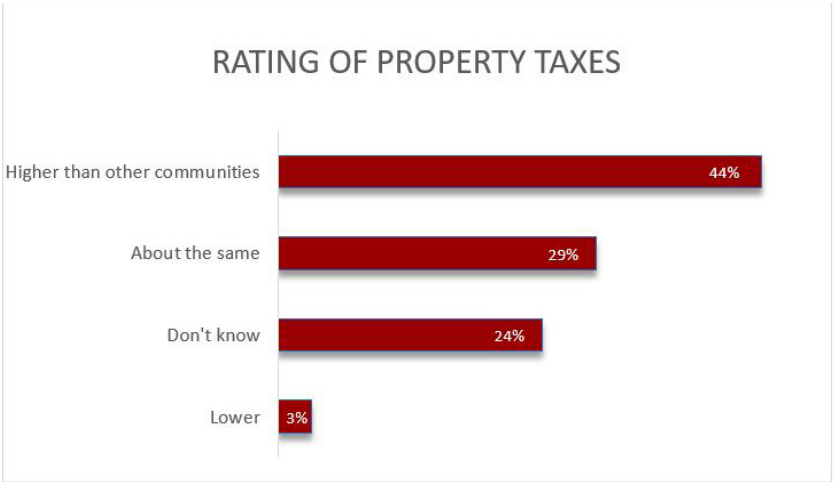
Best Ways to Communicate With Businesses: The top three ways that respondents felt it would best for the City to communicate with businesses were: emails (60%), direct mail (58%), and the City website (23%).

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."



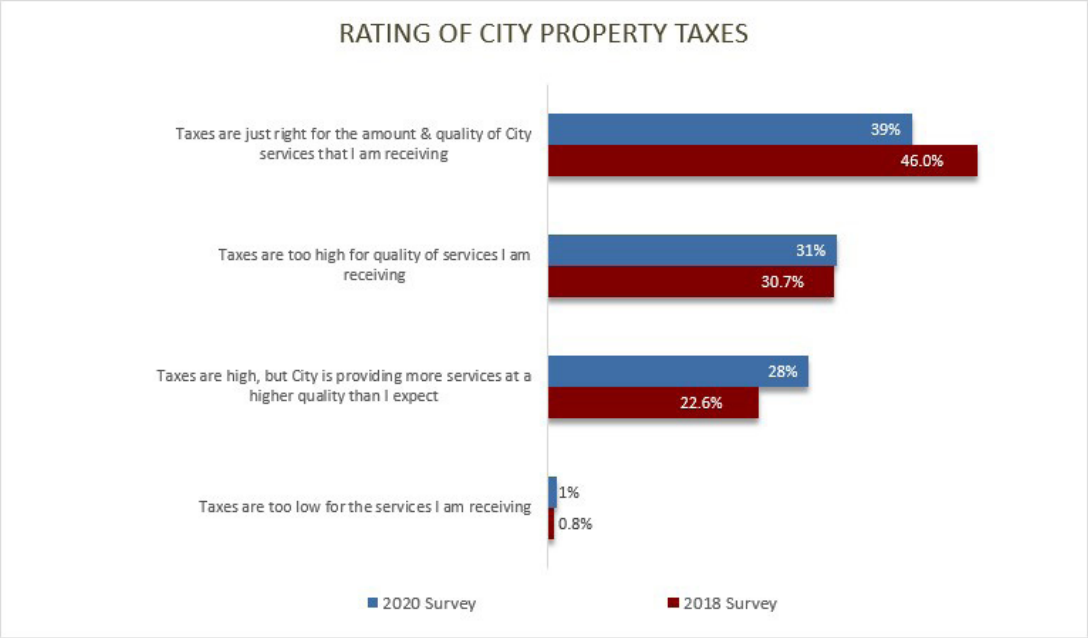
Property Taxes

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.



Ratings of the 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 Division 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 and 16% were unsure.

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.

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
- Behaviorial Health Access Program (BHAP)

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 November 2020, the City was reaffirmed from Fitch Ratings, receiving the (AAA) bond rating and as of August 2020, 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.

In 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 32 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.

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:

- A Family-Friendly Community
- An Active, Healthy Community
- An Attractive Community
- A Thriving, Resilient Business Community
- An Innovative, High-Performing and Sustainable Organization

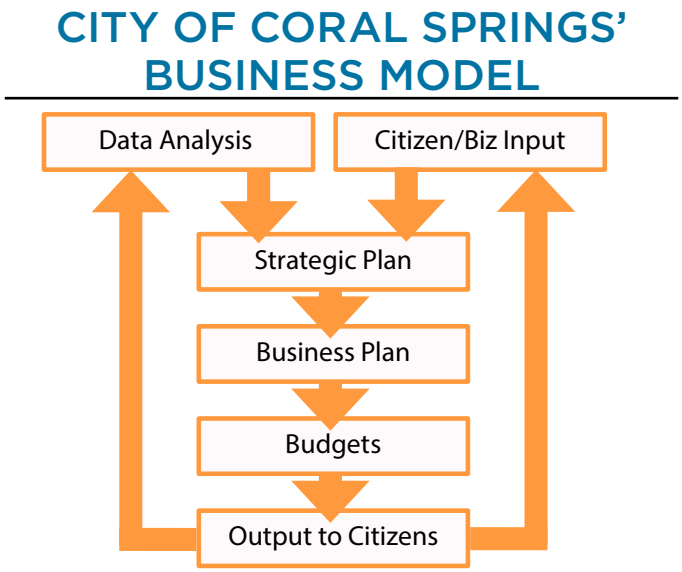
While the Strategic Plan sets out the vision, the Business Plan outlines tangible plans for making the vision a reality. In each of the goal areas, department directors have developed initiatives that will direct the way the City operates in order to address our five strategic goals and achieve the vision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

New Initiatives

New for the FY2022 Business Plan is a breakout of our initiatives by Strategic Initiatives and Business Initiatives. The initiatives are geared towards specific projects, programs or actions departments use or implement to accomplish the newly identified Strategic Goals. The City's Strategic Plan contains specific strategic initiatives to address concerns in the community and to continuously improve results within each outcome. Those Strategic Initiatives are identified first in each of the five goals listed throughout the Business Plan.

Annually, the City of Coral Springs develops initiatives that detail what will be accomplished in the upcoming fiscal year. The planning of these initiatives is based off feedback provided by the public through surveys and environmental scans. These initiatives with performance measures, provides the strongest links between the operating and capital outlay budgets. 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.



A FAMILY-FRIENDLY COMMUNITY

ENGAGE OUR DIVERSE COMMUNITY, ENHANCE SCHOOL PARTNERSHIPS, AND ASSURE PREMIER PUBLIC SAFETY SERVICES.

STRATEGIC INITIATIVES

Engage youth through innovative programming

Lead Department: Parks & Recreation
Operating Expenses: Existing Funds



Recreation is in everyone's lives and as a community we must adjust and adapt to ongoing trends within the recreation industry to suit our residents' needs. One of these trends is the need for youth programing which will improve the quality of life for the youth of our community. We need to do this by continuing to develop new programming and redeveloping current programming. This initiative aims to create a series of new programs that will bring multi-generations together and interact in fun and educational programs.

Building a community for our children while upgrading and sharing facilities

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

Staff will continue to build a connection between the schools, community, and our youth through programs and access to facilities. Staff will review contracts with Broward County Schools. Plans will be developed for enhancements of facilities at one middle school approximately per year.

Maintain Public School Partnership

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

Schools are one of the most important aspects of family-friendly life in the City of Coral Springs. In an effort to maintain relations with the public schools within the community, staff will revisit city programs to assist Coral Springs schools, principals and parents; seek opportunities within the business community to partner; research additional programming for our elementary, middle, and high youth; and partner with school board representatives for our Coral Springs schools.

Revisit Sports Policy

Lead Department: Parks & Recreation *Operating Expenses: Existing Funds*

Sports and physical activity are a way of life for many residents here in Coral Springs, serving over 12,000 registered participants annually. Change is constant within the youth and adult world of sports, and we must respond and pivot to the current and future trends. With the rise of travel ball for most sports, the City needs to be more transparent with our recognized programs and solve their struggles year after year. With the new sports like Pickleball and Lacrosse's resurgence, staff will evaluate if we offer the right programs for the community's annual needs. Staff meets four times a year with the Sports Coalition Group and will use this platform to discuss future changes to the policy that will benefit each recognized program's overall operations and residents of Coral Springs.

BUSINESS INITIATIVES

Adds to staff: Firefighters/Paramedics (3)

Lead Department: Fire Rescue/EMS *Operating Expenses: $301,344 Capital Outlay: $18,441*

The emergency response that is provided to the residents and visitors remains at an extremely high satisfaction rating on our business and residential surveys. The staffing of the emergency units to ensure that the adequate response and mitigation measures can take place immediately is crucial to the service that we provide. This initiative to add three (3) Firefighter/Paramedics which will increase the current staffing to 167 in operations. The minimum staffing each day is 41 and the fire service utilizes a staffing factor to determine total staffing needed in operations.

Adds to staff: City Wide Health and Safety Officer

Lead Department: Fire Rescue/EMS *Operating Expenses: $184,810 Capital Outlay: $58,648*

This initiative will be for a full-time licensed mental health professional with supportive callout coverage through the current Clinician Response Team (CRT) which will provide 24/7 coverage. This initiative will provide support when law enforcement and fire departments respond to persons suffering from behavioral health issues. The purpose is to provide a non-threatening approach for intervention and determination of treatment through a licensed professional. This will also assist the patients with future resources and needs to guide them to be healthier and safe. The second part of this initiative is to work with the law enforcement victim advocate and expand the emotional support we provide to our victims and their families. The direct contact and guidance with families who have lost a loved one will provide them with the resources to assist with their emotional recovery.

Adds to staff: Law Enforcement Officers (4)

Lead Department: Police Department *Operating Expenses: $552,330 Capital Outlay: $267,996*

The Police Department is currently budgeted for 221 Police Officers who provide the community with a variety of services including but not limited to law enforcement services, mental health services, special events, and community outreach services. Over the past few years, the time that police department personnel have spent providing these services has increased while the amount of time officers spent on proactive enforcement and crime prevention has decreased. Moreover, with the City's plans to develop residential and commercial projects increase the demand on police department services. Response times to both priority and non-priority calls will also increase. The additional personnel will enable the department to continue its community services that make Coral Springs a premier community.

Replace Mobile Radios in Patrol Supervisor Vehicles

Lead Department: Police Department *Operating Expenses: $97,700* ***(ARPA Funded)***

Radios are a lifeline between dispatch and law enforcement personnel. The replacement of the mobile radios will increase radio interoperability between the communication center and all department officers.

Hometown Heroes Banner Program

Lead Department: Communications & Marketing
Operating Expenses: $2,500 ***(ARPA Funded)***

Recognizing the heroism and sacrifice of our city's military veterans and active-duty service members has been a long-standing tradition in Coral Springs, this highlight is an additional way to highlight their sacrifice. Indexing signs have always led to the City's roadways being more appealing and attractive. Adding this banner program will only add to the enhancement to our city's image. In addition, we are a family friendly community that supports and welcomes members of our military, this program enhances existing programming.



Security Maintenance Account

Lead Department: Emergency Management, Security, Special Events *Operating Expenses: $17,048*

The centralization of security maintenance related to infrastructure will enable departments to schedule and manage repairs through the security contractor. Departments will have their security system related issues addressed in one area, reducing staff time.

Historical Advisory Committee

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

The City will continue to enhance the historical program's outreach to the community through our newly launched interactive activities. Through public education about our city's history, we will further bolster the message that Coral Springs was a planned community – and always intended to be a city with "something for everyone." The new interactive display exhibit at the Museum of Coral Springs History is truly innovative. Through tours conducted by staff and trained volunteers Communications & Marketing will continue to look for ways to creatively showcase our city's history, while accommodating ADA compliance.

CDBG Action Plan

Lead Department: Development Services *FY 2022 CDBG Allocation: $50,000*

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 using funds to provide housing, a suitable living environment, and better economic opportunities for low to moderate income residents in the City of Coral Springs. 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 2021/2022 Action Plan for the strategic goal "A Family-Friendly Community":

- Youth Scholarship Program: $50,000



AN ACTIVE, HEALTHY COMMUNITY

EXPAND LEISURE, CULTURAL, RECREATIONAL, AND SPORTING ACTIVITIES AND EVENTS FOR RESIDENTS OF ALL AGES.

STRATEGIC INITIATIVES

Establish Bike Lanes

Lead Department: Development Services *Capital Expenses: Grant Funds*

Incorporation of bike lanes throughout the City will continue to be an important part of ongoing efforts to encourage and construct various modes of transportation. Throughout the next year, city staff will work to use approximately $600,000 in Mobility Advancement Program funds for bike lane planning to establish a comprehensive plan for adding sidewalks and various types of bike lanes citywide. Additional mobility advancement program funding will be available in subsequent years for design, followed by construction. Staff will also continue to work with the County and State to incorporate bike lanes whenever feasible and appropriate as other roadway improvements come online.

Redevelop Kiwanis Park with a Community Center

Lead Department: Parks & Recreation *Capital Expenses: Grant Funds*

The senior citizens of Coral Springs have longed for increased space to add more senior programming opportunities. This initiative expands senior programming and offers new activities for our seniors. The site will offer a raised walking path, an elevated boardwalk throughout the wet hammock, a nature garden, a new pavilion, and a playground. Along with the outdoor activities, a new community center will allow indoor basketball, Pickleball, Badminton, and other indoor activities.

Create a Recreation Center (access card, youth 9-18 programming)

Lead Department: Parks & Recreation *Operating Expenses: $25,000*

Explore the opportunity to develop a recreational discount card for underprivileged residents. Currently, an allotment of scholarship funds are available for programs to individuals who meet specific criteria. The idea to provide a discount card would allow individuals who meet certain criteria to be issued a discount card for the year permitting them to register for multiple programs throughout the year at a discounted rate.

Enhance Everglades Strategy

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

To 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 partner with key stakeholders and present a conceptual plan.

BUSINESS INITIATIVES

Expansion of Employee Health & Wellness Center

Lead Department: Human Resources *Operating Expenses: $67,856*

The expansion of the City's current Health and Wellness Center space will provide the ability to offer additional services to City employees, families, and retirees in the areas of preventative and personalized medical care, as well as provide a more personalized and accessible service model for behavioral and wellness services. An overall reduction in health claims costs administered by the ASO provider will also result.

Add to staff: Park Ranger

Lead Department: Parks & Recreation *Operating Expenses: $28,895 Capital Outlay: $2,450*

The Parks and Recreation Master Plan identified the need to provide enhancements to current recreation programs and the addition of new programs and services. Converting current three (3) part-time positions to one (1) full-time position, will provide the department the needed positions to develop and implement the programs identified in the Parks and Recreation Master Plan and by the future expansion of community recreation facilities. There is a need for an additional Park Ranger position. The department currently has one (1) full-time Park Ranger and three (3) part-timers. By adding a second full-time position, the department would be able to cover the weekend, providing better enforcement of city and department policies.

Add to staff: Lifeguard

Lead Department: Parks & Recreation
Operating Expenses: ($10,137)

The Parks and Recreation Master Plan identified the need to provide enhancements to current recreation programs and the addition of new programs and services. Converting current part-time hours to full-time hours, will provide the department the needed positions to develop and implement the programs identified in the Parks and Recreation Master Plan and by the future expansion of community recreation facilities. There is a need for an additional full-time lifeguard for Aquatics. Due to increased obligation's based on students, there available has become more limited in recent years. By converting four (4) part-time positions to one (1) full-time position the department will have more hours each week available to use on a consistent basis.



CDBG Action Plan

Lead Department: Development Services *FY 2022 CDBG Allocation: $71,225*

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 using funds to provide housing, a suitable living environment, and better economic opportunities for low to moderate income residents in the City of Coral Springs. 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 2021/2022 Action Plan for the strategic goal "An Active, Healthy Community":

- Senior Recreation and Functional Training: $44,000
- Senior Recreation and Therapeutic Program: $27,225

AN ATTRACTIVE COMMUNITY

PRESERVE AND ENHANCE THE COMMUNITY'S APPEARANCE AND MAINTENANCE OF ITS VITAL INFRASTRUCTURE.

STRATEGIC INITIATIVES

To install City signage (Entryway and Park signs citywide)

Lead Department: City Manager's Office
*Capital Expenses: ~~$250,000~~ (**Removed from budget - Alternative funding sources to be determined**)*



The entryway and park signs are not consistent in theme or design. We have a mix of designs that incorporate the new city logo, and the old logo. In addition, there are no interactive signs currently in use in the city allowing for messaging and other important data to be displayed. This program will look to meet the needs of the physical locations in-which signs need to be updated and/or upgraded. Projects to include the entryway and replacement of various parks signs.

Create a communal gathering in the downtown

Lead Department: Emergency Management, Security, Special Events *Operating Expenses: Existing Funds*

As the City realizes our shared vision of a revitalized downtown, it is crucial that the City develops a unique atmosphere by which residents can gather to enjoy the downtown amenities. This project seeks to infuse several elements including events, interactive downtown décor, walking paths, and natural gathering areas for reflection and communal enjoyment.

Stormwater Improvements in Commerce Park

Lead Department: Public Works *Capital Expenses: Existing Funds*

Stormwater improvements within Commerce Park are needed to reduce existing flooding issues within the public rights-of-way areas in the southern portion of the Commerce Park south of NW 39th Street. These improvements will also reduce the flow within the substandard drainage ditches by diverting stormwater runoff from the rights-of-way directly to canal system, which would reduce the flooding issue within the public rights-of-way.

Stormwater Improvements in Westchester neighborhood

Lead Department: Public Works *Capital Expenses: Existing Funds*

City staff is working to improve the stormwater system/infrastructure and mitigate flooding in the Westchester neighborhood, between Sample Road and Royal Palm Boulevard and Coral Ridge Drive and NW 123rd Avenue.

Stormwater Improvements in Meadow and the Dells

Lead Department: Public Works *Capital Expenses: Existing Funds*

Drainage improvements are needed in the Meadows and Dells neighborhoods to improve the accumulation and distribution of stormwater and avoid any possible flooding in the area due to heavy rainfall. The purpose of this project is to improve the existing drainage system and increase storage capacity within the basins. In doing so, this project will eliminate standing water and provide flood mitigation with the occurrence of heavy rainfall.

Create a Destination City - Surf Park

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

In an effort to increase attraction and the economy within the City of Coral Springs and become a destination city for the surrounding communities, the City is working to develop a surf park through a public-private partnership. Additional potential components to the project are an outdoor amphitheater, splash pad, and restrooms. The artificial wave pool will bring more than surfing enthusiasts to the city.

Maintain Aesthetics (cleaning median and sidewalks)

Lead Department: Public Works
Operating Expenses: $87,704

This is an ongoing effort to not only maintain, but improve the aesthetics of the right-of-way areas within the City of Coral Springs. Improvement will come from a variety of programs including litter pickup, pressure washing, sidewalk replacement programs, irrigation maintenance and landscape maintenance. City staff will focus efforts in the areas of most need to ensure a uniform and clean community.

Establish an in-house street sweeping program. This will ensure regular cleaning of all neighborhood roads, arterials and collectors. Street sweeping will remove trash, vegetative debris and sediment. Funding will be used to hire one (1) Stormwater Technician.



BUSINESS INITIATIVES

Return overtime budget to pre-Covid

Lead Department: Building Department *Operating Expenses: $18,388*

The Building Department experiences heavy workload volumes due to multiple construction projects, VIP projects, staffing shortages and yearly vacation coverage. In order to process permits and inspections in a timely manner and to accommodate evening and weekend inspection requests, staff must stay late and/or work weekends in order to provide these services to our customers. Overtime is needed to maintain the current level of service when application and inspection volumes are high.

Add to staff: Electrical Inspector I

Lead Department: Building Department *Operating Expenses: $102,118 Capital Outlay: $31,200*

The addition of an electrical inspector will reduce overtime, provide coverage to ensure inspections are not cancelled or suspended, improve customer service and faster plan review. The position will reduce the workload for the electrical division, providing faster review times and no inspection delays.

Add to staff: Plumbing Inspector

Lead Department: Building Department *Operating Expenses: $102,118 Capital Outlay: $31,200*

The addition of an plumbing inspector will reduce overtime, provide coverage to ensure inspections are not cancelled or suspended, improve customer service and faster plan review. The position will provide relief to the plumbing division by reducing the workload for the plumbing chief, allowing them more time to review plans and assist customers.

Add to staff: Graphic Designer

Lead Department: Communications & Marketing *Operating Expenses: $58,815*

This position will directly support initiatives already underway and planned for multiple priorities. In addition to enhancing in-house customer service levels in the department, this position will provide cost-effective design services to complete projects that will directly impact the community, such as city signage. This position will support new initiatives to bring business to the city through

designed materials and graphics, in digital and print, as well as enhance the city's attractiveness through eye-catching, effective, and branded signs.

Continue Irrigation Control System Upgrade (Phase 3)

Lead Department: Parks & Recreation *Capital Expenses: $35,000* ***(ARPA Funded)***

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 3 funding will complete the upgrades to the irrigation control system.

Continue fencing replacement and repair

Lead Department: Parks & Recreation *Capital Expenses: ~~$55,000~~* ***(Cut, alternative funding TBD)***

The Parks Department (including the Tennis Center and Sportsplex) has an abundant amount of PVC and Galvanized fencing within its system. Much of this fencing is over 20 years old and has 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 materials (PVC cracked posts and slats, mesh fabric, poles, gates, hinges) are being compromised. This fencing initiative will replace and repair old fencing to ensure the safety of our patrons, provide proper functionality and is aesthetically pleasing while serving an essential role in providing security to valuable assets.

Streetlight tree trimming/canopy tree trimming

Lead Department: Public Works *Operating Expenses: $30,000*

This initiative will focus on the impact of street lighting on the roadway. It will take place on main thoroughfares, secondary roads, and residential roadways. The most recent citywide survey showed dissatisfaction with street lighting in certain areas of the City which will be the started focus. City light monitors will measure lighting levels before and after tree trimming. By implementing this streetlight tree trimming initiative, it will help produce safer neighborhoods and higher visibility at night.

Add to staff: Streets Technician

Lead Department: Public Works *Operating Expenses: $61,704*

A major role of a Streets Service technician is to provide on site installation, repair maintenance and/or construction on concrete valley gutters, curbing, sidewalks and bikepaths. Currently, the Streets Department has only 3 technicians to maintain 161 miles of sidewalk and bikepaths. Two additional Streets Technicians will help in upgrading roads, sidewalks to ADA standards as well as assist in additional responsibilities such as bus shelter maintenance, speed humps, guardrails, signs, utility road cuts, and stormwater upgrades which all play a role in daily operations.

Annual pressure cleaning of City Hall facade and roofing

Lead Department: Public Works
Operating Expenses: $15,000



This initiative will help restore the fresh look of the Municipal Complex and prolong the service life of the entire roofing system. The Municipal Complex has been occupied for the past 3 years and due to the ongoing demolition of the Cornerstone project the facade of the complex is starting to have excess buildup of dirt, leaving the building looking unattractive. By incorporating pressure washing into the general maintenance of the facility the City prolongs the expected life span of the roofing system, maintains the exterior appearance and preserves the life of the exterior paint to assist with the visual appearance of the complex.

Tree vs Hardscape Mitigation Program

Lead Department: Public Works *Operating Expenses: $20,000*

This program would fund the removal and mitigation of trees that are damaging sidewalks and valley gutter. Currently the burden to remove right of way trees falls on the property owner. It is difficult to get a property owner to pay thousands of dollars to remove a tree that is not on their property. This process involves code violations and liens on property and is not a customer friendly process. This process would remove the burden from the property owner and allow the City to install root barriers or remove the tree, if necessary. Under this program the City will use innovative methods to preserve the canopy that exists and remove/replace trees that are planted in too small of an area.

Water Treatment Plant Fencing

Lead Department: Public Works
Capital Expenses: $115,000

The installation of fencing around the Water Treatment Plant will provide an aesthetic feature to the site and improve the security of the property.



Building 4150 Complex Maintenance and Utilities

Lead Department: Public Works
Operating Expenses: $171,744

The 4150 Complex is expected to be completed and occupied by April 2022, this state-of-the-art facility will be the main headquarters of the Coral Springs Fire and Public Works Departments. The new constructed facility will have the latest in building automation technology and will require constant maintenance and upkeep. This initiative will ensure adequate funds are available to maintain the facility and limit costly break down due to lack of maintenance.

Facilities Replacement Plan

Lead Department: Public Works *Capital Expenses: $300,000* ***(ARPA Funded)***

The City of Coral Springs maintains 132 city-owned facilities and 49 park pavilions including 219 roof sections and 242 air conditioning units. During the budget process the question of "Can we afford to own what we own?" was asked regarding capital items. As our facilities age, replacement of these roofs, air conditioners and general maintenance requires consistent funding to be set aside in the current facilities replacement plan in order to cover anticipated expenses.

CDBG Action Plan

Lead Department: Development Services *FY 2022 CDBG Allocation: $686,944*

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 using funds to provide housing, a suitable living environment, and better economic opportunities for low to moderate income residents in the City of Coral Springs. 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 2021/2022 Action Plan for the strategic goal "An Attractive Community":

- NW 89th Drive Sidewalk Replacement: $65,000
- Royal Palm Boulevard Sidewalk Replacement: $95,000
- NW 35th Court Sidewalk Replacement Phase II: $90,000

- NW 40th Street Design: $30,000
- Home Repair: $195,311
- Forest Hills Park ADA Compliant Restroom/Storage Replacement: $50,000
- Planning and Administration: $161,633

Traffic Management

Lead Department: Development Services, Public Works *Capital Outlay: Existing Funds*

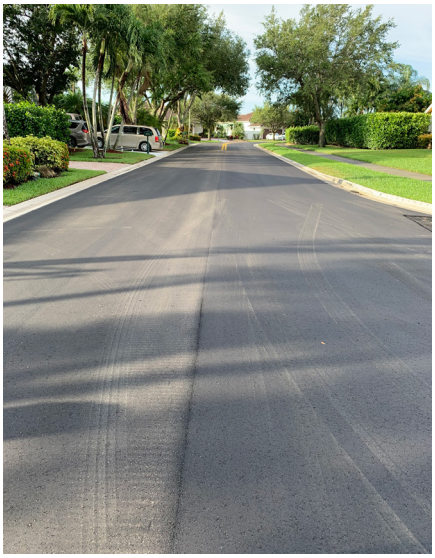
The Transportation Improvement Plan for Fiscal Year 2022 shows the efforts planned or underway to ensure acceptable levels of service and safe driving conditions are maintained in the City. The City's Traffic Management Team (TMT) meets monthly to address issues pertaining to the safe and efficient use of the roadway network. Projects include, but are not limited to, traffic calming, road resurfacing, turn lanes at intersections, as well as pedestrian and bicycle infrastructure improvements. The TMT will continue to investigate new technologies and services that might increase the safety, sustainability and efficiency of the road network for all modes of transportation.

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 master arms and 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.

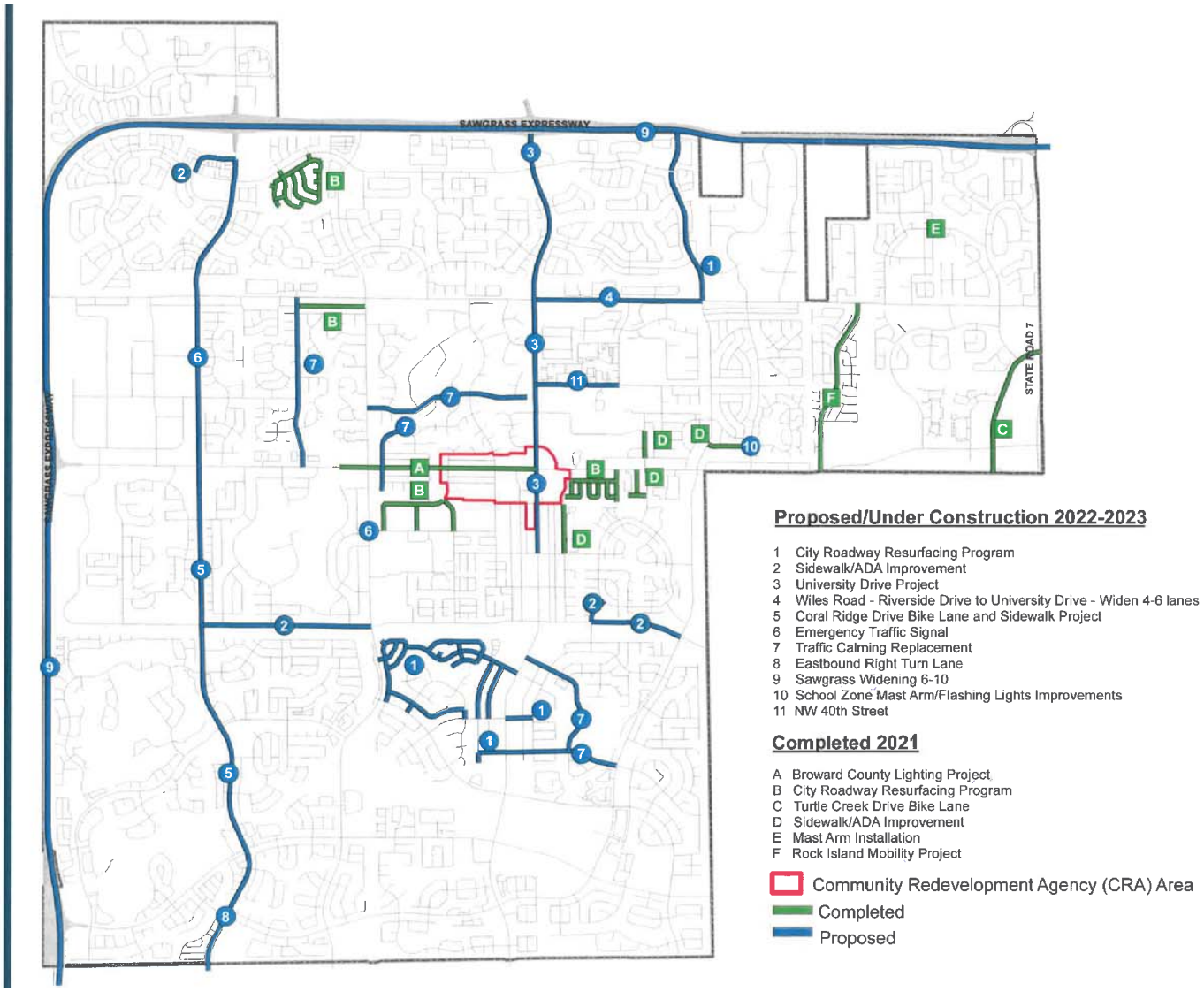
For Fiscal Year 2022, the recurring capital funds will be used to replace six temporary rubber speed cushions with permanent asphalt materials for projects on Shadow Wood Boulevard, NW 20th Street, and NW 104th Avenue. Excess funding would be utilized for the repair of speed cushions and maintaining the thermoplastic pavement markings and signage to improve the safety and visibility of all traffic calming locations through the City. Operating costs include labor for the installation and repair of speed cushions.



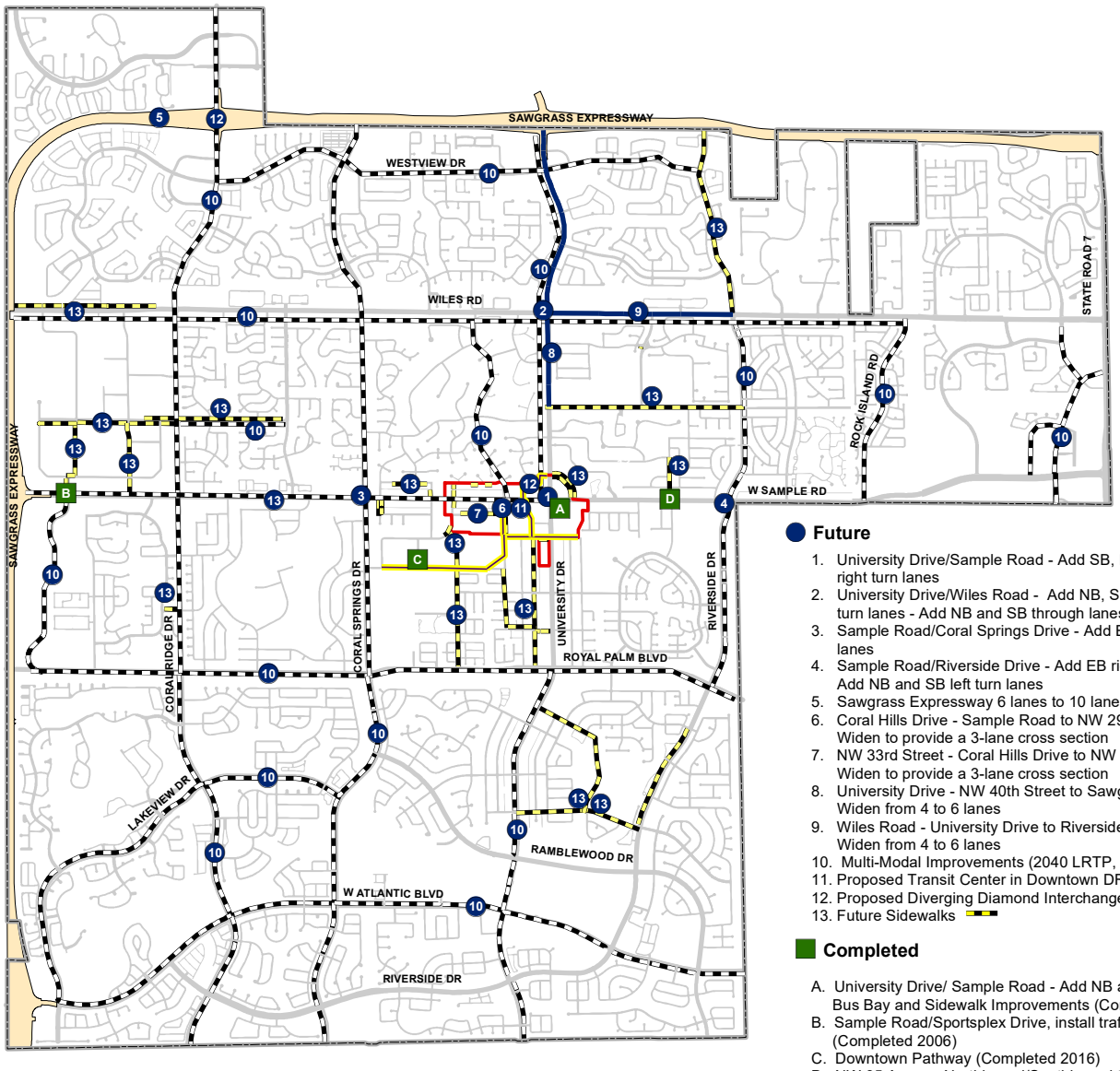




2021-2023 SHORT RANGE TRANSPORTATION IMPROVEMENT PLAN



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

A THRIVING, RESILIENT BUSINESS COMMUNITY

ENCOURAGE AND SUPPORT ECONOMIC DEVELOPMENT AND REDEVELOPMENT AS WELL AS THE EXPANSION AND RETENTION OF EXISTING BUSINESSES.

STRATEGIC INITIATIVES

Promote Business Recruitment & Attraction

Lead Department: Economic Development *Operating Expenses: $18,000* ***(ARPA Funded)***

City staff will work with site selectors, industry associations, brokers, and partners to recruit and attract new businesses to the City of Coral Springs.

Identify Minority-Owned Businesses

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The City will update the business tax receipt application to identify minority and women owned businesses within the city. Data collection will enable city staff to provide outreach and education on programs available to those businesses.

Support the attraction of a rooftop bar in the downtown

Lead Department: Economic Development *Operating Expenses: Existing Funds*

In an effort to take advantage of the sunsets in the City, staff will work with local developers to attract a rooftop bar to the downtown.

Encourage co-working space

Lead Department: Economic Development *Operating Expenses: Existing Funds*

City staff will continue to pursue and encourage the development of new businesses and innovation through the ever changing office landscape; this could be co-working or accelerator/incubator space.

Endorse Buy Coral Springs Campaign

Lead Department: Communications & Marketing
Operating Expenses: $10,000 ***(ARPA Funded)***

This campaign is intended to drive more revenue to local businesses, improve business communication and educate residents about what areas of commerce can be found within the City of Coral Springs. The campaign will engage residents about the benefits of shopping local and how it impacts the city's local economy, while developing community support for locally owned businesses.



Support Cornerstone Development

Lead Department: Economic Development
Operating Expenses: Existing Funds

In 2018, a private developer acquired the Financial Plaza building and parking lot on the southwest corner of University Drive and Sample Road and is working on developing a large mixed-use project called Cornerstone. The project is a component of the city's vision for a walk-able downtown and will serve as a catalyst for additional redevelopment in the Community Redevelopment Agency (CRA).

Support City Village Development

Lead Department: Economic Development
Operating Expenses: Existing Funds

City staff is working closing with the City Village developer to bring this mixed-use project to fruition. The development will include retail, restaurants, residential and office space on the northwest corner of University Drive and Sample Road. A developer agreement will address the tax incentive provided by the Community Redevelopment Agency (CRA).



Continue Downtown Grocery Store Attraction

Lead Department: Economic Development
Operating Expenses: Existing Funds

City staff will continue efforts to attract a retail destination that would provide grocery services and grab-n-go meals to the downtown.

Distribute Business Survey

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

A survey will continue to be distributed to improve services and programs provided to the business community. This process continues to be formed and produced on a bi-annual basis to assist in the formation of the Strategic Plan.

Continue SW 10th Street connectivity

Lead Department: Development Services *Operating Expenses: Existing Funds*

The City Commission has endorsed the Broward Metropolitan Planning Organization (MPO), County and State in pursuing a Sawgrass Expressway connector to Interstate 95. Recently, the State removed the 'No Build' Alternative from the potential alternatives for the project. As such, staff will continue to monitor which of the Build Alternatives the State ultimately moves forward with, participate in public outreach sessions when available, and advocate for the project's completion.

Redevelop City Signage Program

Lead Department: Development Services *Operating Expenses: $10,000*

This initiative addresses the need to update and brand all city signs for uniformity. Staff will plan, organize and evaluate all city signage. In addition, the team will identify a common sign theme for the City. The 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, while still maintaining the high level of aesthetics residents expect.

BUSINESS INITIATIVES

Retail Strategies Re-engagement

Lead Department: Economic Development *Operating Expenses: $10,000*

The City plans to re-engage Retail Strategies with potential retailers utilizing their established relationships to market the City. This provides us with an advantage as the City does not have the same type of connections and gives the City an edge in the retail recruitment game and creates awareness of the opportunities within the City. Retail Strategies can also work with local brokers and property owners to learn more about the community.

Part-Time Staff request

Lead Department: Economic Development *Operating Expenses: $10,000*

The City will look to utilize part-time staff funds for New Business Outreach support as well as Social Media Support.

Work Based Learning

Lead Department: Economic Development *Operating Expenses: Existing Funds*

The work-based learning initiative meets the City's vision by providing the opportunity to young individuals to participate in activities that aim to define talent development pathways that will meet the skills needed in the local business community. Many local businesses have expressed challenges in recruiting talent. In most cases, this is due to the low unemployment rates and in other instances are due to limited individuals with the required skill sets for the job. This new initiative will allow businesses to connect with young individuals to facilitate career awareness and communicate skill needs. These efforts may result in future business growth by increasing the local availability of skilled workforce, which ultimately supports the overall economic prosperity of the City of Coral Springs. The impact of this program is expected to allow the local economy to grow by supporting the development of the future workforce talent which is one of the most valuable resources.







AN INNOVATIVE, HIGH-PERFORMING AND SUSTAINABLE ORGANIZATION

COMMITMENT TO ETHICAL GOVERNANCE, ADHERENCE TO CORE VALUES, AND TRANSPARENCY WHILE EXCEEDING CUSTOMER EXPECTATIONS AND CONSERVING NATURAL RESOURCES.

STRATEGIC INITIATIVES

Establish Neighborhoods with Integrity

Lead Department: Development Services *Operating Expenses: $25,000*

The Neighborhoods with Integrity Program is a multi-departmental effort to build relationships within our neighborhoods and address community needs in a proactive and positive manner. Those relationships will develop knowledgeable and confident leaders to serve their associations and improve neighborhoods. During this first year, staff has used this time to establish a team, collect input, research common neighborhood issues, build contacts, enhance existing programs, develop new strategies, evaluate results, and attend the Neighborhoods USA (NUSA) annual conference. It is anticipated that this initiative will be ongoing each year and staff intends to continue to recruit residents and businesses to participate in community-led activities, such as tournaments and street clean-ups which will continue to foster relationships within the City's neighborhoods.

Communicate the value of tax dollars

Lead Department: City Manager's Office *Operating Expenses: ~~$2,000~~* ***(Cut from Budget - Alternative Funding Source to be determined)***

The City of Coral Springs provides a vast variety of programs, facilities, events, and general services to the residents, businesses and visitors. In an effort to ensure all parties are knowledgeable on the services provided and value of those services, the City will communicate the significance of tax dollars.

Establish a Sustainability Office

Lead Department: City Manager's Office *Operating Expenses: $116,156*

In an effort to focus on environmental conservation, financial and operational eco-friendly efforts a Sustainability Office will be established. The office will focus on areas of awareness and program formation for residents and businesses. The funding will be used to hire one (1) Sustainability Manager.

Research Charter School Location

Lead Department: Economic Development *Operating Expenses: Existing Funds*

In an effort to maintain the Downtown aesthetics, staff is researching other suitable locations for the Charter School.

Adopt Strategic Plan

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

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. The Strategic Plan records the City's mission, vision, and core values, as well as the long-term goals and the action plans to reach those goals. The City Commission has created a Strategic Plan that is being utilized for the 2021-2022 Business Plan and Budget.

Communicate CIP Financing Plan

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

To ensure continuous funding for recurring Capital Improvement Program (CIP) projects, City staff meets to review and discuss all capital projects listed on their CIP plan. The plan allows for a systematic evaluation of all potential projects and specifies funding sources for all approved projects.

Implement a Comprehensive City Facilities Security Plan

Lead Department: Emergency Management, Security, Special Events *Capital Expenses: $165,000* ***(ARPA Funded)***

The safety and security of our residents and employees is paramount. This initiative seeks to implement a comprehensive plan that improves the security at our City facilities. This plan is comprised of multiple components including enhanced CCTV systems, physical improvements, lockdown systems, and other ancillary betterments that address identified vulnerabilities.

Expand Dispatch Communication Services

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

In Fiscal Year 2020, the City drafted and completed the creation of an Interlocal Agreement for 911 dispatch services to the City of Coconut Creek. After contract execution by both Coral Springs and Coconut Creek, the implementation team began to setup the infrastructure, hire and train 911 Communicators, and define the software parameters to begin the initial phases of the project. During this time, City staff has been making preparations on interoperability to Broward County Regional Dispatch. Collectively the dispatch component along with the interoperability software will provide consistent 911 communications coverage for the Northwest quadrant of Broward County.



Establish an ADA Compliance Strategy

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

The Americans with Disabilities Act (ADA) Standards for Accessible Design requires 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.

Begin ERP Phase 3

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

The City has invested in standardizing its core business processes through the implementation of a new Enterprise Resource Planning system (ERP). Disparate systems and processes will be replaced with a more integrated approach to managing core processes in Finance, Budget, Purchasing, Payroll, Human Resources, Fleet Facilities and Asset Management. Implementation of a ERP solution will also enable the City to provide online service tools such as self-service for employees, online solicitation tools for vendors and standardized eGovernment tools for constituents. The implementation of the new ERP platform will be a phased process involving Finance, Budget, Human Resources, Information Technology, and representatives from key using departments across the city. Considerable time and effort is needed to ensure the preservation of existing data and the uninterrupted functionality of these key internal services.

Rebuild Fire Station 64

Lead Department: Fire Rescue *Capital Expenses: Existing Funds*

This project is for the replacement of Fire Station 64 located at 500 Ramblewood Drive. Land development actions are being processed along with the creation of a community center and critical improvements to Kiwanis Park. The Fire Station project will allow the City to serve the residents of the surrounding neighborhood from a modern facility with state of the art technologies. This project will enable the Fire Department to work cooperatively with the residents through public programming at the new multi-generational community center.

Develop Public Safety and Public Works Campus

Lead Department: Public Works
Capital Expenses: Existing Funds



The Public Safety and Public Works Campus will provide new hardened facilities for Fire Administration, Equipment Service/Fleet and Central Stores. The project scope involves renovations and additions to the 4150 Building, renovations and additions to the Carpenter Shop and site parking improvements to the entire campus area.

Install Solar in the Parks

Lead Department: Parks & Recreation
Operating Expenses: Grant Funding

An element of the City's Strategic Plan is the use of renewable energy. The installation of environmentally beneficial technologies, like solar power, would provide the community safe and attractive facilities, while avoiding disruptive construction and costly monthly energy bills. City staff is developing an initiative for the installation of solar power in city parks. Utilization of funds to hire a consultant to review possibilities for solar in parks and other City properties.

Emergency Communications Interoperability

Lead Department: Information Technology *Operating Expenses: Existing Funds*

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 Marjory Stoneman Douglas tragedy. The City is in the final stages of implementing a solution, pending Broward County approval to connect to their CAD test environment. This will allow the computer systems from different agencies to communicate with each other regardless of disparate software. This emergency communications interoperability solution will provide closest available unit dispatch, decrease call transfer times and accurately share incident information across jurisdictions, thereby reducing response times for incidents.

BUSINESS INITIATIVES

National, State, and Local Membership dues

Lead Department: City Commission *Operating Expenses: $5,614*

Being members of National, State, and Local organizations provides us with the most current information, training resources and access to cutting-edge programs and practices utilized by other local governments. Memberships to these organizations provides knowledge and networking opportunities that are beneficial to our municipality.

U.S. Conference of Mayors

Lead Department: City Commission *Operating Expenses: $9,181*

The United States Conference of Mayors is the official non-partisan organization of cities with populations of 30,000 or more. There are over 1,400 such cities in the country today. Each city is represented in the Conference by its chief elected official, the mayor. Membership in the United States Conference of Mayors is an important way cities across the United States stay connected with each other and engaged with issues at the national level. Being members of a national organization provides the city with the most current information, best practices, business connections, networking, and an opportunity to promote our city.

Digital Budget Book

Lead Department: Budget & Strategy *Operating Expenses: $15,100*

The digital budget book provides an easy and time efficient way to build a budget document that meets Government Finance Officers Association (GFOA) and ADA standards and is designed to be mobile-friendly. The digital budget book is a web-based solution that will provide a higher level of clarity, engagement and understanding to the citizens of Coral Springs than our current published budget document. This initiative will be completed by Budget staff and will address ADA compliance concerns, cut down on the staff time required to build our current documents and provide a more interactive budget book for our residents all while meeting GFOA best practices and criteria for a Budget Presentation Award.

Operating Line Item Increase

Lead Department: Emergency Management, Security, Special Events *Operating Expenses: $30,000*

The increase to operating line items enables the Emergency Management Department to improve staff development, operation and maintenance of security infrastructure. This request will address several needs within the Emergency Management Department including labor issues, maintenance issues, improvements to City Hall security and the ability to improve professional training of staff.

Branded Email Signatures

Lead Department: Communications & Marketing *Operating Expenses: ~~$4,500~~* ***(Cut from budget - Alternative funding sources TBD)***

With the high volume of email communications used by employees, we should be able to enhance our brand and unique identity in a digital format – in the same way we all have formatted business cards, letterhead and envelopes. Our reliance on email to interface with the public should be well-branded and similar across all departments.

GASB No. 87 Lease Reporting

Lead Department: Finance *Operating Expenses: $40,000*

The Accounting Division and the Purchasing Division will coordinate with our external auditors and with a consultant to properly analyze, record and report lease transactions in accordance with the requirements in the new GASB No. 87.

Public Records & Record Management Training

Lead Department: City Clerk *Operating Expenses: Existing Funds*

The Office of the City Clerk provides city-wide Public Records and Records Management training to employees, to address the need for complete and overall training on general retention information as well exemptions and guidelines tailored to each department. By providing the training every employee will understand their responsibility as the custodian of the records they create.

Residential Plan Records & State Retention

Lead Department: City Clerk *Operating Expenses: Existing Funds*

The Office of the City Clerk is the custodian of records within the City of Coral Springs, those records are maintained through the minimum State retention periods. The Office of the City Clerk is reducing the amount of records retained in offsite storage. Reducing the retention period of residential plans will facilitate the disposal of records currently located in offsite storage. By implementing State minimum retention requirements allows for a continued reduction in the amount of plan records maintained in offsite storage to reduce cost and staff resources allocated to this task.

Online Notary Service

Lead Department: City Manager's Office
Operating Expenses: ~~$716~~ ***(Cut from Budget - Alternative Funding Sources TBD)***

This initiative will enable City Departments to provide online notary service will allow us to improve the quality of life for the residents, businesses, and visitors of our diverse community by offering the extra convenience for online notarization for important documents. It will provide increased security and fraud prevention as well as create automatic, digital records of the notarizations.



Ballistic Soft Armor and Helmets

Lead Department: Fire Rescue/EMS
Capital Expenses: $28,700 ***(ARPA Funded EMS Portion)***

The Fire Department has ballistic vests which have a level IIIA rating. This initiative will create a recurring capital improvement request to cover the cost of the replacement. The current ballistic gear was purchased in 2019. The soft armor panels have a manufacture five (5) year life and must be taken out of service at that time.

Ballistic Rifle Vest

Lead Department: Fire Rescue/EMS *Capital Expenses: $44,000* ***(ARPA Funded - EMS Portion)***

The Fire Department has been carrying ballistic vests since 2019 which have a level IIIA rating. This initiative is to purchase rifle rate plates for the current carriers. The goal when wearing these vest is to operate in the warm or cold zone, however, there is no way to guarantee that a risk is not present and these plates will protect against rifle rounds. The higher level of protection to first responders will enable staff to safely work in areas dictated by policy.

Lucas Device project increase

Lead Department: EMS *Capital Expenses: $9,927* ***(ARPA Funded - EMS Portion)***

The Emergency Medical Services division currently owns Lucas Chest Compression Devices which are first generation and are no longer supported for software upgrades. Lucas Devices are battery powered cardiac compression machines that are utilized when providing CPR to patients in cardiac arrest. Funds are being requested to increase the projects balance for future replacements.

Online Campaign Finance Reporting System

Lead Department: City Clerk *Operating Expenses: ~~$7,088~~* ***(Cut from Budget - Alternative Funding Sources TBD)***

An online campaign finance reporting system will simplify the process of filing campaign reports for candidates interested in serving the community. It will also increase transparency by providing easier access for all members of the community to view campaign reports.

Fire Fund Contractual Services

Lead Department: Fire Rescue *Operating Expenses: $19,487*

This initiative will increase the current contractual services line item for software and upgrades from previous years. Mid year 2019 the Fire Department purchased Lexipol software, a program that provides the department with all of the standard operating procedures and standard operating guidelines. Also in 2019, the department purchased First Arriving software package to provide real time call notification, automatic call mapping and the ability to push out training or other job related notifications. The Fire Department is also upgrading all Fire Station fire alarm monitoring totaling $8,600 annually.



Regional Institute of Public Safety Gear & Accessories

Lead Department: Fire Rescue
Capital Expenses: $48,527

The purchase of new bunker gear for the training academy instructors will replace the gear that has met its ten-year life span. The gear is needed to continue teaching courses that involve firefighter training.

Blue Door (Multi-Force Door) Training Equipment

Lead Department: Fire Rescue *Capital Expenses: $9,000*

Currently the Fire Department does not experience the opportunity to perform live forcible entry training due to the lack of vacant structures within the Fire Departments jurisdiction. With the addition of the Multi-Force Door (blue door), this will provide realistic training for making entry into the various structures located throughout the City of Coral Springs and Parkland. With the addition of the Forcible entry prop, and the ability to train, it will allow members to enter structures quickly and potentially decreasing overall property damage while increasing the survivability of potential victims. With the addition of a training prop, this will allow members to train without having to wait for a vacant property that is either being demolished or refurbished to become available.

Supporting the Citywide Behavioral Health Access Program (BHAP)

Lead Department: Human Resources
Operating Expenses: $68,800

The purpose of the Behavioral Health Access Program is to assist all City of Coral Springs employees, retirees, and families by providing mental health resources focusing on education, guidance, and crisis intervention. The benefits of the program include a reduction in symptoms of stress, quicker return to a productive functioning state, increased job satisfaction, personal confidence, and extended longevity. The program impact will be to improve the quality of life both during and after employment with the City by providing mental health resources and guidance for employees, retirees, and families.



Funding of College Intern Program (sustainability plan for the future)

Lead Department: Human Resources *Operating Expenses: $30,000*

The College Intern Program will allow interns to contribute to a variety of projects in support of the City's strategic priorities and other department initiatives. Additional project support will alleviate the strain on existing staff who already have a full workload.

Employee Policy Change

Lead Department: Human Resources *Operating Expenses: Existing Funds*

To provide enhanced benefits that promote a positive employee and family centric workplace; the HR team recommends adding a paid parental leave policy for FY22 no waiting period for full-time employees who want to start a family. Additionally, to demonstrate our ongoing commitment to employee well-being offer sixteen (16) hours of additional personal time off for full-time employees starting in January 2022. The additional time off would enable employees to take off their birthday or use time when needed for their mental well-being. Part-time employees with at least six months of continuous service would be eligible for holiday pay when the scheduled holiday falls on one of their regularly scheduled workdays. The number of hours paid will be based on their normal hours worked.

Security Gate Enhancements - Passport Services

Lead Department: Human Resources *Operating Expenses: $30,000* ***(ARPA Funded)***

The replacement of the existing security gate at the Passport Services Office within the Coral Square Mall will provide a safer, more secure retail environment and sustain future operations. The existing gate is no longer capable of being repaired.

Policy Administration - new platform

Lead Department: Human Resources *Operating Expenses: $16,086*

The Human Resources department does not have a systematic or reliable process to track the adherence or acknowledgment of administrative employee polices which are new or have been changed. For several years the public safety departments have been utilizing other systems, however, there is nothing currently available for tracking policy adherence for general employees. There are multiple solutions in the marketplace that can help better organize and manage the ongoing administration of policy change management.

Blue Stream Circuits for Fire Stations

Lead Department: Information Technology *Operating Expenses: $30,000*

Data connectivity between City facilities ensures that the organization is operating properly and providing an environment in which to be a high-performing, sustainable organization.

Disaster Recovery Site

Lead Department: Information Technology *Operating Expenses: $62,550*

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.

Server and Network Infrastructure

Lead Department: Information Technology *Capital Expenses: $19,408* ***(ARPA Funded)***

City government cannot function without properly maintained network and server infrastructure. This initiative ensures that the appropriate level of funding will be available to keep the infrastructure maintained by adding a 4% annual escalator to this projects funding.

Crowdstrike identity protection

Lead Department: Information Technology *Operating Expenses: $50,000* ***(ARPA Funded)***

This initiative will continue to increase security with the Information Technology Services Department. The City's IT security personnel will be able to implement this tool which will immediately mitigate the risks identified from recent CISA/Department of Homeland Security penetration test.

Add to staff: Senior IT Security Specialist

Lead Department: Information Technology *Operating Expenses: $122,372 Capital Outlay: $3,950*

The addition of a Senior Security Specialist will enhance the City's cybersecurity posture and alleviate some of the security duties currently being handled by others in the department. This will allow the personnel primarily responsible for software and applications to focus less on security and more so on providing more online services to our businesses and residents enabling Coral Springs to be the premier community in which to live, work and raise a family. The Senior Security Specialist will provide staff availability to address securing the City's SCADA Network, personnel depth in supporting the extensive cybersecurity posture the City has invested in over the past five years, address a significant observation from the Department of Homeland Security/CISA report, and mitigate the risks associated with the City falling victim to a cyber-attack.

Add to staff: IT Security Specialist

Lead Department: Information Technology *Operating Expenses: $105,174 Capital Outlay: $3,950*

The addition of a Security Specialist would immediately enhance the City's cybersecurity posture and alleviate some of the security duties currently being handled by others in the department. This will allow the personnel primarily responsible for software and applications to focus less on security and more so on providing more online services to our businesses and residents enabling Coral Springs to be the premier community in which to live, work and raise a family. The Security Specialist would assist in cyber-hygiene responsibilities that are currently being completed by staff, which would allow employees to bring their attention back to their top priorities and primary duties. The position would assist in reducing the amount of time our systems are out of date regarding security patches.

SUMMARY OF FISCAL YEAR 2022 INITIATIVES

A Family-Friendly Community	
Strategic Initiatives	
Engage Youth Through Innovative Programming	Parks & Recreation
Building a Community for our children while upgrading and sharing facilities	Parks & Recreation
Maintain Public School Partnership	City Manager's Office
Revisit Sports Policy	Parks & Recreation
Business Initiatives	
Adds to staff: Firefighters/Paramedics (3)	Fire Rescue/EMS
Add to staff: City Wide Health and Safety Officer	Fire Rescue/EMS
Adds to staff: Law Enforcement Officers (4)	Police Department
Replace Mobile Radios in Patrol Supervisor Vehicles	Police Department
Hometown Heroes Banner Program	Communications & Marketing
Security Maintenance Account	Emergency Management (EM), Security, Special Events
Historical Advisory Committee	Communications & Marketing
CDBG Action Plan	Development Services
An Active, Healthy Community	
Strategic Initiatives	
Establish Bike Lanes	Development Services
Redevelop Kiwanis Park with a Community Center	Parks & Recreation
Create a Recreation Center (access card, youth 9-18 programs)	Parks & Recreation
Enhance Everglades Strategy	City Manager's Office
Business Initiatives	
Expansion of Employee Health & Wellness Center	Human Resources
Add to staff: Park Ranger	Parks & Recreation
Add to staff: Lifeguard	Parks & Recreation
CDBG Action Plan	Development Services
An Attractive Community	
Strategic Initiatives	
To install City signage (Entryway and Park signs citywide)	City Manager's Office
Create a communal gathering in the downtown	EM, Security, Special Events
Stormwater Improvements in Commerce Park	Public Works
Stormwater improvements in Westchester neighborhood	Public Works
Stormwater improvements in Meadow and Dells	Public Works
Create a Destination City - Surf Park	City Manager's Office
Maintain Aesthetics (cleaning median and sidewalks)	Public Works
Business Initiatives	
Return overtime budget to pre-Covid	Building
Add to staff: Electrical Inspector I	Building
Add to staff: Plumbing Inspector	Building
Add to staff: Graphic Designer	Communications & Marketing

SUMMARY OF FISCAL YEAR 2022 INITIATIVES

Continue Irrigation Control System Upgrade (phase 3)	Parks & Recreation
Continue fencing replacement and repair	Parks & Recreation
Streetlight tree trimming/canopy tree trimming	Public Works
Add to staff: Streets Technician (1)	Public Works
Annual pressure cleaning of City Hall facade and roofing	Public Works
Tree vs Hardscape Mitigation program	Public Works
Water Treatment Plant Fencing	Public Works
Building 4150 Complex Maintenance and Utilities	Public Works
Facilities Replacement plan	Public Works
CDBG Action Plan	Development Services
Traffic Management	Development Services
A Thriving, Resilient Business Community	
Strategic Initiatives	
Promote Business Recruitment & Attraction	Economic Development
Identify Minority-Owned Businesses	Economic Development
Support the attraction of a rooftop bar in the downtown	Economic Development
Encourage co-working space	Economic Development
Endorse Buy Coral Springs Campaign	Communications & Marketing
Support Cornerstone Development	Economic Development
Support City Village Development	Economic Development
Continue Downtown Grocery Store attraction	Economic Development
Distribute Business Survey	City Manager's Office
Continue SW 10th Street connectivity	Development Services
Redevelop City Signage program	Development Services
Business Initiatives	
Retail Strategies Re-engagement	Economic Development
Part Time Staff request	Economic Development
Work Based Learning	Economic Development
An Innovative, High-Performing and Sustainable Organization	
Strategic Initiatives	
Establish Neighborhoods with Integrity	Development Services
Communicate the value of Tax Dollars	City Manager's Office
Establish a Sustainability Office	City Manager's Office
Research Charter School Location	Economic Development
Adopt Strategic Plan	City Manager's Office
Communicate CIP Financing Plan	City Manager's Office
Implement a Comprehensive City Facilities Security Plan	EM, Security, Special Events
Expand Dispatch Communication Services	City Manager's Office
Establish an ADA Compliance Strategy	City Manager's Office
Begin ERP Phase 3	City Manager's Office
Rebuild Fire Station 64	Fire Rescue
Develop Public Safety and Public Works Campus	Public Works

SUMMARY OF FISCAL YEAR 2022 INITIATIVES

Install Solar in the Parks	Parks & Recreation
Emergency Communications Interoperability	Information Technology
Business Initiatives	
National, State, and Local Membership dues	City Commission
U.S. Conference of Mayors	City Commission
Digital Budget Book	Budget & Strategy
Operating Line Items Increase	EM, Security, Special Events
Branded Email Signatures	Communications & Marketing
GASB No. 87 Lease Reporting	Finance
Public Records & Records Management Training	City Clerk
Residential Plan Records & State Retention	City Clerk
Online Notary Service	City Manager's Office
Ballistic Soft Armor and Helmets	Fire Rescue/EMS
Ballistic Rifle Vest	Fire Rescue/EMS
Lucas Device project increase	EMS
Online Campaign Finance Reporting System	City Clerk
Fire Fund Contractual Services	Fire Rescue
Regional Institute of Public Safety Gear & Accessories	Fire Rescue
Blue Door (Multi-Force Door) Training Equipment	Fire Rescue
Supporting the Citywide Behavioral Health Access Program (BHAP)	Human Resources
Funding of College Intern Program (sustainability plan for the future)	Human Resources
Employee Policy change	Human Resources
Security Gate Enhancements - Passport Services	Human Resources
Policy Administration - new platform	Human Resources
Blue Stream Circuits for Fire Stations	Information Technology
Disaster Recovery Sites	Information Technology
Server and Network Infrastructure	Information Technology
Crowdstrike identity protection	Information Technology
Add to staff: Senior IT Security Specialist	Information Technology
Add to staff: IT Security Specialist	Information Technology

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General Fund- City Manager's Office

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Equity Financing								
Stair Enclosure	$150,000	$0	$0	$0	$0	$0	$0	$0
Panic Replacement-CH/CH in Mall	26,000	0	0	0	0	0	0	0
Recurring Replacment Funding	0	0	105,000	105,000	0	0	0	210,000
Equity Financing Total	176,000	0	105,000	105,000	0	0	0	210,000
American Rescue Plan								
Endorse Buy Coral Springs Campaign	0	10,000	0	0	0	0	0	10,000
Security Gate Enhancements - Passport Services	0	30,000	0	0	0	0	0	30,000
Crowdstrike Identity Protection	0	50,000	0	0	0	0	0	50,000
Promote Business Recruitment and Attraction	0	18,000	0	0	0	0	0	18,000
Mental Health for Community	0	150,000	0	0	0	0	0	150,000
Personal Protective Equipment/Sanitation	0	50,000	0	0	0	0	0	50,000
Public Awareness/Advertising	0	32,000	0	0	0	0	0	32,000
Small Business Resiliency Program	0	1,300,000	0	0	0	0	0	1,300,000
Non-Profit Capacity Support	0	52,500	0	0	0	0	0	52,500
Implement City Facilities Security Plan	0	165,000	0	0	0	0	0	165,000
American Rescue Plan Total	$0	**$1,857,500**	$0	$0	$0	$0	$0	$1,857,500
Total City Manager's Office	**$176,000**	**$1,857,500**	**$105,000**	**$105,000**	**$0**	**$0**	**$0**	**$2,067,500**

City Manager's Office projects- FY 2022

PROJECT NAME	Endorse Buy Coral Springs Campaign	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Thriving, Resilient Business Community	Project Cost	10,000	-	-	-	-	-	10,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Communications & Marketing	Total Project Cost	10,000	-	-	-	-	-	10,000
DESCRIPTION	This project represents funding for a campaign is intended to drive more revenue to local businesses, improve business communication and educate residents about what areas of commerce can be found within the City of Coral Springs.								

PROJECT NAME	Security Gate Enhancements	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	30,000	-	-	-	-	-	30,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Emergency Management	Total Project Cost	30,000	-	-	-	-	-	30,000
DESCRIPTION	This project represents funding for a new security gate at Passport Services.								

PROJECT NAME	Crowdstrike Identity Protection	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	50,000	-	-	-	-	-	50,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Information Technologies	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project represents funding for this initiative which will continue to increase security with the Information Technology Services Department by implementing this tool which will immediately mitigate the risks identified from recent CISA/Department of Homeland Security penetration test.								

PROJECT NAME	Promote Business Recruitment and Attraction	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Thriving, Resilient Business Community	Project Cost	18,000	-	-	-	-	-	18,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Economic Development	Total Project Cost	18,000	-	-	-	-	-	18,000
DESCRIPTION	This project represents funding for City staff working with site selectors, industry associations, brokers, and partners to recruit and attract new businesses to the City of Coral Springs.								

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City Manager's Office projects- FY 2022 continued

PROJECT NAME	Mental Health for Community	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Active, Healthy Community	Project Cost	150,000	-	-	-	-	-	150,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	City Manager's Office	Total Project Cost	150,000	-	-	-	-	-	150,000
DESCRIPTION	The city's leadership has a strong commitment to the total well-being of our employees and residents. Various solutions and resources are being evaluated to encourage others to develop healthier habits and seek support for issues that impact their well-being. This project represents new opportunities to increase mental health support options that can have a positive impact on the lives of others.								

PROJECT NAME	Personal Protective Equipment & Sanitation	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	50,000	-	-	-	-	-	50,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire/EMS	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project is for the purchase of personal protective equipment and sanitation.								

PROJECT NAME	Public Awareness/Advertising	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	32,000	-	-	-	-	-	32,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Communications & Marketing	Total Project Cost	32,000	-	-	-	-	-	32,000
DESCRIPTION	Through creative writing and design, the city will develop and mail a magazine to all homeowners containing important public health information related COVID-19 vaccination, testing and prevention.								

PROJECT NAME	Small Business Resiliency Program	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Thriving, Resilient Business Community	Project Cost	1,300,000	-	-	-	-	-	1,300,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Economic Development	Total Project Cost	1,300,000	-	-	-	-	-	1,300,000
DESCRIPTION	The growth and retention of our Coral Springs businesses increase the quality of life and economic prosperity within the city. This funding would focus on areas to assist businesses to include: small business programs to promote resiliency, redevelopment and workforce development.								

PROJECT NAME	Non-Profit Capacity Support	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family-Friendly Community	Project Cost	52,500	-	-	-	-	-	52,500
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Human Resources	Total Project Cost	52,500	-	-	-	-	-	52,500
DESCRIPTION	This project represents funding support to local non-profit entities.								

PROJECT NAME	Implement City Facilities Security Plan	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	165,000	-	-	-	-	-	165,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Emergency Management	Total Project Cost	165,000	-	-	-	-	-	165,000
DESCRIPTION	This project represents funding to implement a comprehensive plan to improves the security at our City facilities. This plan is comprised of multiple components including enhanced CCTV systems, physical improvements, lockdown systems, and other ancillary betterments.								

City Manager's Office projects- future projects

PROJECT NAME	Recurring CIP Funding	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	105,000	105,000	-	-	-	210,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	City Manager	Total Project Cost	-	105,000	105,000	-	-	-	210,000
DESCRIPTION	This project represents a placeholder for recurring CIP needs currently funded through debt services.								

General Fund- Information Technology

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Equity Financing								
Virtual Infrastructure Growth	$150,000	$0	$0	$0	$0	$0	$0	$0
Data Center Infrastructure	80,000	0	0	0	0	0	0	0
Firewall	0	14,100	14,805	15,545	16,323	17,139	17,996	95,907
Network/Internet/Data Infrastructure	250,000	485,200	505,384	506,192	507,031	507,904	508,813	3,020,524
Equity Financing Total	**480,000**	**499,300**	**520,189**	**521,737**	**523,354**	**525,043**	**526,809**	**3,116,431**
Loan								
Network/Internet/Data Infrastructure	0	20,210	0	0	0	0	0	20,210
Digital Equity Plan - Broadband	0	1,700,000	0	0	0	0	0	1,700,000
Mobile Device Cybersecurity	0	32,000	0	0	0	0	0	32,000
American Rescue Plan Total	0	1,752,210	0	0	0	0	0	1,752,210
Information Services Total	**$480,000**	**$2,251,510**	**$520,189**	**$521,737**	**$523,354**	**$525,043**	**$526,809**	**$4,868,641**

Information Technology projects- FY 2022

PROJECT NAME	Network/Internet/Data Infrastruct	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	505,410	505,384	506,192	507,031	507,904	508,813	3,040,734
FUNDING SOURCE	General Fund Equity/ ARP	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	505,410	505,384	506,192	507,031	507,904	508,813	3,040,734
DESCRIPTION	City government cannot function without properly maintained network and server infrastructure. This project represents fuding to ensure that the appropriate level of funding will be available to keep the infrastructure maintained								

PROJECT NAME	Fire Wall	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	14,100	14,805	15,545	16,323	17,139	17,996	95,908
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	14,100	14,805	15,545	16,323	17,139	17,996	95,908
DESCRIPTION	This project represents funds set aside for annual maintenance and depreciation on Firewall equipment replacement.								

PROJECT NAME	Digital Equity Plan- Broadband	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	1,700,000	-	-	-	-	-	1,700,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	1,700,000	-	-	-	-	-	1,700,000
DESCRIPTION	Many essential activities for education, social interaction, and employment require reliable broadband internet connection. This projectwould provide free access to WIFI broadband at City facilities (including City parks), helping bridge the digital divide in our community.								

PROJECT NAME	Mobile Device Cybersecurity	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	32,000	-	-	-	-	-	32,000
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Information Technology	Total Project Cost	32,000	-	-	-	-	-	32,000
DESCRIPTION	This project represents funding for this toll to protectagainst cyber-attacks caused by IOS and Android devices.								

General Fund- Development Services

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
CDBG Grant								
Neighborhood Partnership	$15,000	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Housing Rehabilitation- CDBG	152,252	195,311	195,311	195,311	195,311	195,311	195,311	1,171,866
Commercial Façade	0	0	60,000	0	60,000	0	60,000	180,000
CDBG Grant	**167,252**	**195,311**	**270,311**	**210,311**	**270,311**	**210,311**	**270,311**	**1,426,866**
Equity Financing								
Traffic Management	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Equity Financing	**30,000**	**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	583,033	583,033	583,033	583,033	583,033	583,033	583,033	3,498,198
SHIP Grant	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**583,033**	**3,498,198**
Total Development Services	**$1,042,550**	**$1,070,609**	**$1,145,609**	**$1,085,609**	**$1,145,609**	**$1,085,609**	**$1,145,609**	**$6,678,654**

Development Services projects- FY 2022

PROJECT NAME	Traffic Management	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	195,311	195,311	195,311	195,311	195,311	195,311	1,171,866
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	195,311	195,311	195,311	195,311	195,311	195,311	1,171,866
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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.								

Development Services projects- FY 2022 continued

PROJECT NAME	Neighborhood Partnership	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	-	15,000	15,000	15,000	15,000	15,000	75,000
FUNDING SOURCE	CDBG	Operating Impact	-		-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	-	15,000	15,000	15,000	15,000	15,000	75,000
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.								

PROJECT NAME	Commercial Façade	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	-	60,000	-	60,000	-	60,000	180,000
FUNDING SOURCE	CDBG	Operating Impact	-		-	-	-	-	
DEPARTMENT	Development Services	Total Project Cost	-	60,000	-	60,000	-	60,000	180,000
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 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Equity Financing								
Communications Chair Repl	$3,700	$3,700	$3,700	$3,700	$3,700	$3,700	$3,700	$22,200
Handgun Replacement	0	5,000	5,000	5,000	5,000	5,000	5,000	30,000
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	8,000	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
Taser Replacement	0	0	0	0	35,000	35,000	35,000	105,000
Total Station Replacement	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000
K-9 Tactical Vests	0	1,400	1,400	1,400	1,400	1,400	1,400	8,400
Rapid ID Devices	11,000	11,000	11,000	11,000	11,000	11,000	11,000	66,000
SWAT Weapons	0	8,000	8,000	8,000	8,000	8,000	8,000	48,000
Combat Gauze	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
SET- Ballistic Vests	0	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Bear Tactical Vests	0	7,500	7,500	7,500	7,500	7,500	7,500	45,000
SWAT Sniper replacement	0	6,000	6,000	6,000	6,000	6,000	6,000	36,000
CUTS Equipment	0	13,500	13,500	13,500	13,500	13,500	13,500	81,000
Public Safety Building 2nd floor UPS Replacement	144,750	0	0	0	0	0	0	0
Redundant A/C	160,000	0	0	0	0	0	0	0
CAD	43,727	43,727	43,727	43,727	43,727	43,727	43,727	262,362
Radio System	66,649	66,649	66,649	66,649	66,649	66,649	66,649	399,894
Radio Consoles and Consolettes (5)	31,851	31,851	31,851	31,851	31,851	31,851	31,851	191,106
OSPS Central Square API	9,948	10,446	10,968	11,516	12,092	12,697	13,332	71,051
Ballistic Helmets-SWAT	5,000	5,000	5,000	5,000	5,000	5,000	5,000	30,000
Ballistic Shields and Breaching Tools- SWAT	2,400	2,400	2,400	2,400	2,400	2,400	2,400	14,400
Tactical (SRT) Vests- SWAT	37,000	37,000	37,000	37,000	37,000	37,000	37,000	222,000
CAD Dispatch	0	28,948	30,395	31,915	33,510	35,186	36,945	196,899
Dispatch Computer Replacement (every 2 years)	0	0	16,200	0	16,200	0	16,200	48,600
Law Enforcement Officer Capital 4	0	237,544	0	0	0	0	0	237,544
Equity Financing Total	**578,025**	**584,665**	**365,290**	**351,158**	**404,529**	**390,610**	**409,204**	**2,505,456**
American Rescue Plan								
Mobile Radios in Patrol Supervisor Vehicles	0	97,700	0	0	0	0	0	97,700
American Rescue Plan Total	0	97,700	0	0	0	0	0	97,700
Police Total	**$578,025**	**$682,365**	**$365,290**	**$351,158**	**$404,529**	**$390,610**	**$409,204**	**$2,603,156**

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Police projects- FY 2022

PROJECT NAME	CAD	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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	Radio System	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	10,446	10,968	11,516	12,092	12,697	13,332	71,051
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	10,446	10,968	11,516	12,092	12,697	13,332	71,051
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	CAD Dispatch	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	28,948	30,395	31,915	33,510	35,186	36,945	196,899
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	28,948	30,395	31,915	33,510	35,186	36,945	196,899
DESCRIPTION	This project represents funds set aside for annual depreciation of Computer Aided Disatch Software, licenses, and maintenance								

PROJECT NAME	Rapid ID Devices	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

Police projects- FY 2022 (continued)

PROJECT NAME	Surveillance Equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

PROJECT NAME	Livescans	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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	Law Enforcement Officer Capital (4)	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family Friendly Community	Project Cost	237,544						237,544
FUNDING SOURCE	General Fund Equity	Operating Impact	43,017	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	280,561	-	-	-	-	-	237,544
DESCRIPTION	This project is for the purchase of capital related to the 4 sworn police officer positions including vehicle and equipment.								

PROJECT NAME	Tactical (SWAT) Vests	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

Police projects- FY2022 (continued)

PROJECT NAME	Radar Gun Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

PROJECT NAME	Bear Tactical Vests	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 replacement of current SWAT Sniper rifles with newer rifles which are lighter, smaller and more maneuverable.								

PROJECT NAME	SWAT Weapons	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 is for the replacement of MP5 guns for team members used by Special Weapons and Tactical Team.								

PROJECT NAME	CUTS Team equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	13,500	13,500	13,500	13,500	13,500	13,500	81,000
FUNDING SOURCE	General Fund Operating	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	13,500	13,500	13,500	13,500	13,500	13,500	81,000
DESCRIPTION	This project represents the purchase of equipment for the Civil Unrest Team (CUTS).								

PROJECT NAME	SET- Ballistic Vests	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 will facilitate the purchase of replacement ballistic vests for Strategic Enforcement Team (SET) Detectives.								

PROJECT NAME	K-9 Tactical Vests	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	1,400	1,400	1,400	1,400	1,400	1,400	8,400
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	1,400	1,400	1,400	1,400	1,400	1,400	8,400
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 handguns for officers in the Police department.								

Police projects- FY2022 (continued)

PROJECT NAME	Mobile Radios in Patrol Supervisor Vehicles	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family Friendly Community	Project Cost	97,700	-	-	-	-	-	97,700
FUNDING SOURCE	American Rescue Plan	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	97,700	-	-	-	-	-	97,700
DESCRIPTION	This project is for the replacement mobile radios toincrease radio interoperability between the communication center and all department officers.								

Police future capital projects

PROJECT NAME	Dispatch Computer Replacement (every 2 years)	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	16,200	-	16,200	-	16,200	48,600
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	16,200	-	16,200	-	16,200	48,600
DESCRIPTION	This project is for the replacement of computers within Dispatch.								

PROJECT NAME	Taser Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	-	-	35,000	35,000	35,000	105,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Police	Total Project Cost	-	-	-	35,000	35,000	35,000	105,000
DESCRIPTION	This project is for the replacement of taser equipment within the Police department.								



General Fund- Emergency Medical Services

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
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
Suction Units	3,500	0	0	0	0	0	0	0
Handtevi Bags	1,100	0	0	0	0	0	0	0
Lucas Devises	16,800	16,800	30,163	30,163	30,163	30,163	30,163	167,615
Nitrous Kits	6,500	0	0	0	0	0	0	0
Monitor/Defibrillator	0	0	0	0	70,000	70,000	70,000	210,000
Handheld Subscriber radios	15,800	15,800	15,800	15,800	15,800	15,800	15,800	94,800
EMS Equipment	2,600	13,700	13,700	13,700	13,700	13,700	13,700	82,200
Ballistic Soft Armor and Helmets	0	0	14,350	14,350	10,250	10,250	9,550	58,750
Ballistic Rifle Plates	0	0	2,500	2,500	2,500	2,500	2,500	12,500
Add to Staff: City Wide Health and Safety Officer CIP	0	29,324	0	0	0	0	0	29,324
Add to Staff: Firefighter/Paramedics (3)		7,008	0	0	0	0	0	7,008
Equity Financing Total	**69,300**	**105,632**	**99,513**	**99,513**	**165,413**	**165,413**	**164,713**	**800,197**
Operating General Fund								
Stair Chairs- one time	0	0	18,000	0	0	0	0	18,000
Handheld Subscriber radios	0	0	0	0	61,000	0	0	61,000
Operating General Fund Total	**0**	**0**	**18,000**	**0**	**61,000**	**0**	**0**	**79,000**
American Rescue Plan								
Lucas Devises		9,927	0	0	0	0	0	9,927
Ballistic Soft Armor and Helmets	0	14,350	0	0	0	0	0	14,350
Ballistic Rifle Plates	0	22,000	0	0	0	0	0	22,000
American Rescue Plan Total	0	46,277	0	0	0	0	0	46,277
EMS Total	**$69,300**	**$151,909**	**$117,513**	**$99,513**	**$226,413**	**$165,413**	**$164,713**	**$925,474**



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Emergency Medical Services projects- FY 2022

PROJECT NAME	EMS Equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	13,700	13,700	13,700	13,700	13,700	13,700	82,200
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Emergency Medical Services	Total Project Cost	13,700	13,700	13,700	13,700	13,700	13,700	82,200
DESCRIPTION	This project is for the replacement of EMS equipment including Autovents, Handtevi Bags, Nitrous Kits and Suction Units.								

PROJECT NAME	Dive Rescue Equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	3,000	21,000	3,000	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	21,000	3,000	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	15,800	15,800	15,800	76,800	15,800	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	76,800	15,800	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	Lucas Devises	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	26,727	30,163	30,163	30,163	30,163	30,163	177,542
FUNDING SOURCE	ARP/General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	26,727	30,163	30,163	30,163	30,163	30,163	177,542
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	Add to Staff-CW Health and Safety Officer Capital	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	29,324	-	-	-	-	-	29,324
FUNDING SOURCE	General Fund Equity	Operating Impact	5,046						
DEPARTMENT	Emergency Medical Services	Total Project Cost	34,370	-	-	-	-	-	29,324
DESCRIPTION	This project represents the equipment and vehicle associated with the Citywide Health & Safety Officer add to staff.								

PROJECT NAME	Add to Staff-Firefighter/ Paramedics	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	7,008	-	-	-	-	-	7,008
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	7,008	-	-	-	-	-	7,008
DESCRIPTION	This project represents the purchse of equipment associated with three Firefighter/Paramedics add to staff.								

EMS projects- FY 2022 continued

PROJECT NAME	Ballistic Soft Armor and Helmets	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	14,350	14,350	14,350	10,250	10,250	9,550	73,100
FUNDING SOURCE	ARP/General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	14,350	14,350	14,350	10,250	10,250	9,550	73,100
DESCRIPTION	This project represents the purchase of soft armor and helmets.								

PROJECT NAME	Ballistic Rifle Plates	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	22,000	2,500	2,500	2,500	2,500	2,500	34,500
FUNDING SOURCE	ARP/General Fund Equity	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	22,000	2,500	2,500	2,500	2,500	2,500	34,500
DESCRIPTION	This project represents the purchase rifle rate plates for the current carriers.								

Emergency Medical Services future capital projects

PROJECT NAME	Monitor/ Defibrillator	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	-	-	70,000	70,000	70,000	210,000
FUNDING SOURCE	General Fund Operating	Operating Impact							
DEPARTMENT	Emergency Medical Services	Total Project Cost	-	-	-	70,000	70,000	70,000	210,000
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 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
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	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Drainage and Swale Improvements	0	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Air Condition Tech- Vehicle	0	0	0	0	0	0	0	0
Roof Repair & Replacement	177,000	177,000	177,000	177,000	177,000	177,000	177,000	1,062,000
Sample Rd Master Parking Plan	0	0	0	0	0	0	0	0
Charter School Facility Repair, Replacement & Relocation	50,000	581,235	810,000	860,000	910,000	960,000	1,010,000	5,131,235
Equity Financing Total	**377,000**	**968,235**	**1,197,000**	**1,247,000**	**1,297,000**	**1,347,000**	**1,397,000**	**7,453,235**
Loan								
Roof Replacement	0	1,000,000	0	0	0	0	0	1,000,000
Air Conditioning Replacement	0	1,468,000	0	0	0	0	0	1,468,000
American Rescue Plan Total	0	2,468,000	0	0	0	0	0	2,468,000
Public Works Total	**$377,000**	**$3,436,235**	**$1,197,000**	**$1,247,000**	**$1,297,000**	**$1,347,000**	**$1,397,000**	**$9,921,235**

Public Works projects- FY 2022

PROJECT NAME	Air Conditioning Repairs and Repla	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	1,618,000	150,000	150,000	150,000	150,000	150,000	2,368,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	1,618,000	150,000	150,000	150,000	150,000	150,000	2,368,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	1,177,000	177,000	177,000	177,000	177,000	177,000	2,062,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	1,177,000	177,000	177,000	177,000	177,000	177,000	2,062,000
DESCRIPTION	This project is for the major repair and replacement of roofs in 35 locations throughout the city.								

PROJECT NAME	Charter School Facility Rpr & Rplcn	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	581,235	810,000	860,000	910,000	960,000	1,010,000	5,131,235
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	581,235	810,000	860,000	910,000	960,000	1,010,000	5,131,235
DESCRIPTION	This project represent funds set aside for repairs and replacments related to the Charter School Facility.								

PROJECT NAME	Drainage and Swale Improvements	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
DESCRIPTION	This project will alleviate drainage deficiencies city wide, eliminating flooding hazards.								

PROJECT NAME	Speed Hump Repair and Restripe	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	35,000	35,000	35,000	35,000	35,000	35,000	210,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	35,000	35,000	35,000	35,000	35,000	35,000	210,000
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 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
CDBG Grant								
Sample Road ADA Compliant Prjct	$102,335	$0	$0	$0	$0	$0	$0	$0
NW 85th Avenue Sidewalk Rplcmnt	70,000	0	0	0	0	0	0	0
NW 91st Avenue Sidewalk Rplcmnt	112,000	0	0	0	0	0	0	0
NW 35th Court Sidewalk Rplcmnt	65,000	90,000	0	0	0	0	0	90,000
NW 89th Avenue Sidewalk Replacement		65,000	0	0	0	0	0	65,000
Royal Palm Boulevard Sidewalk Replacement		95,000	0	0	0	0	0	95,000
NW 4th Street Design		30,000	0	0	0	0	0	30,000
CDBG Grant Total	**349,335**	**280,000**	**0**	**0**	**0**	**0**	**0**	**280,000**
Equity Financing								
Bridge Repairs	0	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Existing Walkways Renovation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Guardrail Maintenance and Repair	0	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Resurface & Restripe Parking Lots	64,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Road Resurfacing Program	500,000	0	500,000	500,000	500,000	500,000	500,000	2,500,000
Street Light Upgrades	6,600	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Bus Shelters Repairs & Replacement	0	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Intersection approach upgrade to ADA	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Master Parking Lot Refurbishing- ADA Cmpl.	0	50,000	50,000	50,000	50,000	50,000	50,000	300,000
NW 39th Street Sidewalk & Drainage	0	0	0	345,000	0	0	0	345,000
Curb/Culdesac replacement	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Rock Island Bike Lane Project	135,000	0	0	0	0	0	0	0
Turtle Creek bike lanes	85,000	0	0	0	0	0	0	0
Equity Financing Total	**990,600**	**485,000**	**985,000**	**1,330,000**	**985,000**	**985,000**	**985,000**	**5,755,000**
Department of Transportation								
University Drive Interconnectivity Prjct	0	886,000	0	0	0	0	0	886,000
Rock Island Bike Lane Project	0	0	0	0	0	0	0	0
Turtle Creek bike lanes	0	0	0	0	0	0	0	0
University Drive Widening Project	0	16,200,000	0	0	0	0	0	16,200,000
Department of Transportation Total	**0**	**17,086,000**	**0**	**0**	**0**	**0**	**0**	**17,086,000**
FDOT								
NW 39th Street Sidewalk & Drainage	0	0	0	1,972,000	0	0	0	1,972,000
FDOT Total	0	0	0	1,972,000	0	0	0	1,972,000
Broward County Surtax								
Milling Paving & Resurfacing Alleyways	399,486	0	0	0	0	0	0	0
Broward County Surtax Total	**399,486**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
American Rescue Plan								
Road Resurfacing	0	750,000	0	0	0	0	0	750,000
American Rescue Plan Total	**0**	**750,000**	**0**	**0**	**0**	**0**	**0**	**750,000**
Transportation Total	**$1,739,421**	**$18,601,000**	**$985,000**	**$3,302,000**	**$985,000**	**$985,000**	**$985,000**	**$25,843,000**

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Transportation projects- FY 2022

PROJECT NAME	NW 35th Court Sidewalk Rplcmnt	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	90,000						90,000
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	90,000	-	-	-	-	-	90,000
DESCRIPTION	Funds will be used to remove existing asphalt and replace with concrete sidewalk that is in compliance with current ADA standards and detectable warnings.								

PROJECT NAME	NW 89th Avenue Sidewalk Replacen	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	65,000						65,000
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	65,000	-	-	-	-	-	65,000
DESCRIPTION	Funds will be used to remove existing asphalt and replace with concrete sidewalk that is in compliance with current ADA standards and detectable warnings.								

PROJECT NAME	Royal Palm Boulevard Sidewalk Repl	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	95,000						95,000
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	95,000	-	-	-	-	-	95,000
DESCRIPTION	Funds will be used to remove existing asphalt and replace with concrete sidewalk that is in compliance with current ADA standards and detectable warnings.								

PROJECT NAME	40th Street Design	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	30,000						30,000
FUNDING SOURCE	CDBG Grant	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Public Works	Total Project Cost	30,000	-	-	-	-	-	30,000
DESCRIPTION	Funds will be used to create the design, survey, and cost estimates for this project.								

PROJECT NAME	Existing Walkways Renovation	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 represents a maintenance program to resurface or reseal City parking lots.								

PROJECT NAME	Road Resurfacing Program	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	750,000	500,000	500,000	500,000	500,000	500,000	3,250,000
FUNDING SOURCE	American Rescue Plan	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	750,000	500,000	500,000	500,000	500,000	500,000	3,250,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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- FY 2022 (continued)

PROJECT NAME	Bridge Repair	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	10,000	10,000	10,000	10,000	10,000	10,000	60,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	886,000		-	-	-	-	886,000
FUNDING SOURCE	Dept. of Transportation/ Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	886,000	-	-	-	-	-	886,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	40,000	40,000	40,000	40,000	40,000	40,000	240,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	40,000	40,000	40,000	40,000	40,000	40,000	240,000
DESCRIPTION	This project is for the replacement of curbs and cul-de-sacs throughout the City.								

PROJECT NAME	Street Light Upgrades	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	30,000	30,000	30,000	30,000	30,000	30,000	180,000
DESCRIPTION	This project is for								

PROJECT NAME	University Drive Widening Project	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	16,200,000	-	-	-	-	-	16,200,000
FUNDING SOURCE	Dept. of Transportation/ Equity	Operating Impact							
DEPARTMENT	Transportation	Total Project Cost	16,200,000	-	-	-	-	-	16,200,000
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.								

Transportation future capital projects

PROJECT NAME	NW 39th Street Sidewalk and Drainag	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
CDBG Grant								
Youth Recreation Scholarship	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$300,000
Sr. Recreational and Therapeutical Activity	26,212	27,225	24,241	24,241	24,241	24,241	24,241	148,429
Forest Hills Park ADA Compliant Restroom/Storage Replacement		50,000	0	0	0	0	0	50,000
CDBG Grant Total	**76,212**	**127,225**	**74,241**	**74,241**	**74,241**	**74,241**	**74,241**	**498,429**
Equity Financing								
15-year Playground Replacement	114,000	205,000	205,000	205,000	205,000	205,000	205,000	1,230,000
Light Fixture Replacement Program	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Irrigation Equipment	100,000	0	0	0	0	0	0	0
Athletic Field Renovations	50,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Asphalt pathway overlay	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Fencing replacement and repair	150,000	0	0	0	0	0	0	0
Canopy Shade Structures	100,000	0	0	0	0	0	0	0
Equity Financing Total	**914,000**	**705,000**	**705,000**	**705,000**	**705,000**	**705,000**	**705,000**	**4,230,000**
American Rescue Plan								
Irrigation Equipment	0	35,000	0	0	0	0	0	35,000
Kiwanis Park	0	500,000	0	0	0	0	0	500,000
American Rescue Plan Total	0	535,000	0	0	0	0	0	535,000
Parks Total	**$990,212**	**$1,367,225**	**$779,241**	**$779,241**	**$779,241**	**$779,241**	**$779,241**	**$5,263,429**

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Parks & Recreation projects- FY 2022

PROJECT NAME	Youth Recreation Scholarship	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family-Friendly Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Active, Healthy Community	Project Cost	27,225	24,241	24,241	24,241	24,241	24,241	148,430
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	27,225	24,241	24,241	24,241	24,241	24,241	148,430
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family-Friendly Community	Project Cost	205,000	205,000	205,000	205,000	205,000	205,000	1,230,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	205,000	205,000	205,000	205,000	205,000	205,000	1,230,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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	Forest Hills Park ADA Compliant Restroom/Storage Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	A Family-Friendly Community	Project Cost	50,000						50,000
FUNDING SOURCE	CDBG Grant	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project provides funding for the replacment of the parks irrigation control system upgrade.								

PROJECT NAME	Athletic Field Renovations	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Active, Healthy Community	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 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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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	Kiwanis Park	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Active, Healthy Community	Project Cost	500,000						500,000
FUNDING SOURCE	American Rescue Plan	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	500,000	-	-	-	-	-	500,000
DESCRIPTION	This funding is for the redevelopment of Kiwanis Park including raised walking path, elevated boardwalk,a nature garden, new pavillion and playground.								

PROJECT NAME	Irrigation Equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	35,000						35,000
FUNDING SOURCE	General Fund Equity	Operating Impact							
DEPARTMENT	Parks and Recreation	Total Project Cost	35,000	-	-	-	-	-	35,000
DESCRIPTION	This funding represents phase three of the irrigation control system upgrade project.								

General Fund- Sportsplex

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Equity Financing								
Pickleball	$0	$0	$0	$0	$0	$0	$0	$0
Equity Financing Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Loan								
Turf Fields	0	0	0	0	0	0	0	0
Loan Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Sportsplex Total	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**



General Fund- Aquatics

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
CDBG Grant								
Sr. Rec and Therapeutical Activity	$43,000	$44,000	$40,000	$40,000	$40,000	$40,000	$40,000	$244,000
CDBG Grant Total	**43,000**	**44,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**244,000**
Equity Financing								
Chemical Feeder Repl for 3 Pools	5,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Fitness Equipment Replacement	35,000	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Motor Pump Repl— 3 pool sites	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Pool Heater Replacement	25,000	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Equity Financing Total	**80,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Aquatics Total	**$123,000**	**$144,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$140,000**	**$844,000**

Aquatics projects FY 2022

PROJECT NAME	Chemical Feeder Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	10,000	10,000	10,000	10,000	10,000	10,000	60,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Active, Healthy Community	Project Cost	40,000	40,000	40,000	40,000	40,000	40,000	240,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	
DEPARTMENT	Aquatics	Total Project Cost	40,000	40,000	40,000	40,000	40,000	40,000	240,000
DESCRIPTION	This project is for the ongoing replacement of the cardio- Fitness Equipment at the Aquatics Complex.								

PROJECT NAME	Motor Pump Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	35,000	35,000	35,000	35,000	35,000	35,000	210,000
FUNDING SOURCE	General Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Aquatics	Total Project Cost	35,000	35,000	35,000	35,000	35,000	35,000	210,000
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.								

Fire Fund

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Operating-Fire Fund								
Residential Fire Sprinkler Feasibility Study	$10,000	$0	$0	$0	$0	$0	$0	$0
Add to Fleet- 2 vehicles	94,000	0	0	0	0	0	0	0
Self Contained Breathing Apparatus/bottles	0	0	0	125,000	0	0	0	125,000
City Security Lockdown	25,000	0	0	0	0	0	0	0
Operating-Fire Fund Total	**129,000**	**0**	**0**	**125,000**	**0**	**0**	**0**	**125,000**
Equity- Fire Fund								
Dive Rescue Equipment	0	0	0	0	0	0	0	0
Tactical Rescue Training Equipment	0	32,500	32,500	32,500	32,500	32,500	32,500	195,000
Traffic Pre-Emption	14,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Portable Radio Replacement	0	94,487	94,487	94,487	46,020	46,020	46,020	421,521
Thermal Imagers	0	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Gas Meters	2,500	2,500	2,500	2,500	2,500	2,500	2,500	15,000
Fire Stations Painting & Improvements	103,021	130,000	130,000	130,000	130,000	130,000	130,000	780,000
Personal Protective Equipment (PPE)	426,793	95,000	95,000	95,000	95,000	95,000	95,000	570,000
Fireworks	0	0	0	0	0	0	0	0
Park Summit Left Turn Lane	0	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/bottles	125,431	169,662	169,662	169,662	163,676	163,676	163,676	1,000,014
Computer Replacements	0	0	50,760	50,760	50,760	50,760	50,760	253,800
Ballistic Soft Armor and Helmets	0	14,350	14,350	14,350	10,250	10,250	9,550	73,100
Ballistic Rifle Plates	0	22,000	2,500	2,500	2,500	2,500	2,500	34,500
Add to Staff: Firefighter/Paramedics (3)		11,433	0	0	0	0	0	11,433
RIPS Gear & Accessories	0	48,527	0	0	0	0	0	48,527
Blue Door Training equipment	0	9,000	0	0	0	0	0	9,000
City Wide Health and Safety Officer CIP	0	29,324	0	0	0	0		29,324
Equity- Fire Fund Total	**680,745**	**717,783**	**650,759**	**650,759**	**592,206**	**592,206**	**591,506**	**3,795,219**
Broward County Surtax								
Emergency Traffic Signal- Stations 71 & 80	496,917	0	0	0	0	0	0	0
Broward County Surtax Total	496,917	0	0	0	0	0	0	0
Fire Total	**$1,306,662**	**$717,783**	**$650,759**	**$775,759**	**$592,206**	**$592,206**	**$591,506**	**$3,920,219**

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Fire Department projects FY 2022

PROJECT NAME	Ballistic Soft Armor and Helmets	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	14,350	14,350	14,350	10,250	10,250	9,550	73,100
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	14,350	14,350	14,350	10,250	10,250	9,550	73,100
DESCRIPTION	This project is for the replacement purchase of ballistic soft armor and helmets.								

PROJECT NAME	Ballistic Rifle Plates	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	22,000	2,500	2,500	2,500	2,500	2,500	34,500
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	22,000	2,500	2,500	2,500	2,500	2,500	34,500
DESCRIPTION	This project is for the replacement purchase of ballistic rifle plates.								

PROJECT NAME	Add to Staff: Firefighter/Paramedi	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	11,433	-	-	-	-	-	11,433
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	11,433	-	-	-	-	-	11,433
DESCRIPTION	This project represents funds for the purchse of equipment related to 3 Firefighter/Paramedics.								

PROJECT NAME	RIPS Gear & Accessories	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	48,527	-	-	-	-	-	48,527
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	48,527	-	-	-	-	-	48,527
DESCRIPTION	This project is for the purchase of gear and acessories for the Coral Springs Regional Institute of Public Safety.								

PROJECT NAME	Blue Door Training equipment	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	9,000	-	-	-	-	-	9,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	9,000	-	-	-	-	-	9,000
DESCRIPTION	This project is for the purchase of equipment to provide realistic training for making entry into the various structures located throughout the City.								

PROJECT NAME	City Wide Health and Safety Officer CIP	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	29,324	-	-	-	-	-	29,324
FUNDING SOURCE	Fire Fund Equity	Operating Impact	5,046						5,046
DEPARTMENT	Fire	Total Project Cost	34,370	-	-	-	-	-	34,370
DESCRIPTION	This funding is for the purchase of capital related to the add to staff of a citywide health and safety officer including vehicle and equipment								

PROJECT NAME	Traffic Pre-Emption	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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 FY 2022 (continued)

PROJECT NAME	Gas Meters	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 Improve	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	130,000	130,000	130,000	130,000	130,000	130,000	780,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	130,000	130,000	130,000	130,000	130,000	130,000	780,000
DESCRIPTION	This project is for the routine, on-going repairs and maintenance of the fire stations.								

PROJECT NAME	Personal Protective Equipment (PP	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	95,000	95,000	95,000	95,000	95,000	95,000	570,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	95,000	95,000	95,000	95,000	95,000	95,000	570,000
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	169,662	169,662	294,662	163,676	163,676	163,676	1,125,014
FUNDING SOURCE	Fire Fund Equity/Operating	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	169,662	169,662	294,662	163,676	163,676	163,676	1,125,014
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	Portable Radio Replacement	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	94,487	94,487	94,487	46,020	46,020	46,020	421,521
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	94,487	94,487	94,487	46,020	46,020	46,020	421,521
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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Fire	Total Project Cost	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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.								

Fire Department projects FY 2022 (continued)

PROJECT NAME	Tactical Rescue Training Equipmen	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	32,500	32,500	32,500	32,500	32,500	32,500	195,000
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	32,500	32,500	32,500	32,500	32,500	32,500	195,000
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.								

Fire Department projects FY 2022 (continued)

PROJECT NAME	Computer Replacements	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	50,760	50,760	50,760	50,760	50,760	253,800
FUNDING SOURCE	Fire Fund Equity	Operating Impact							-
DEPARTMENT	Fire	Total Project Cost	-	50,760	50,760	50,760	50,760	50,760	253,800
DESCRIPTION	This project is for the regular replacment of computers, printers and related equipment within the Fire Deprtment.								



Water & Sewer Fund

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Renewal and Replacement								
Infiltration/Inflow Correction Program	1,000,000	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Water Meter Replacement Program	60,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
Lift Station Rehab Program	150,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,400,000
Galvanized Water Service Replacement Prgrm	450,000	0	450,000	450,000	450,000	450,000	450,000	2,250,000
Force Main Valve Repair/Repl. Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Force Main System Improvements	750,000	475,375	750,000	750,000	750,000	750,000	750,000	4,225,375
Cast Iron Water Main Replacement	1,000,000	0	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	7,000,000
Water Main Valve Repair/Repl. Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Water Storage Tanks & Clearwell Cleaning	0	0	300,000	0	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	0	0	0	0	1,000,000
Water and Wastewater Pumps	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Water Wells Rehabilitation Services	250,000	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Evaluation and Preliminary Design of Proposed Wellfield	0	0	280,000	0	0	0	0	280,000
New Eastern Wellfield	0	0	0	0	6,125,000	0	0	6,125,000
New Eastern Wellfield Transmission Main	0	0	0	0	4,192,000	0	0	4,192,000
Accelators Rehabilitation	0	0	3,240,000	0	0	0	0	3,240,000
WTP Membrane Upgrade	0	0	0	0	0	48,000,000	0	48,000,000
Renewal and Replacement Total	**4,110,000**	**2,385,375**	**12,180,000**	**5,360,000**	**15,677,000**	**53,360,000**	**5,360,000**	**94,322,375**
Operating-W&S Fund								
Fire Hydrant Replacement Program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Security Improvements	53,000	0	0	0	0	0	0	0
Painting WTP	0	0	600,000	0	0	0	0	600,000
Dead End Water Main Automatic Flushers	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Portable Emergency Generators for Lift Stns.	95,000	95,000	95,000	95,000	95,000	95,000	95,000	570,000
Camera Equipment	50,000	0	0	0	0	0	0	0
RefurbishWater Plant Main Energy Generator		400,000	0	0	0	0	0	400,000
Water Treatment Plant Fencing	0	115,000	0	0	0	0	0	115,000
Operating-W&S Fund Total	348,000	760,000	845,000	245,000	245,000	245,000	245,000	2,585,000
American Rescue Plan								
Cast Iron Water Main Replacement	0	1,820,000	0	0	0	0	0	1,820,000
SCADA Cybersecurity	0	180,000	0	0	0	0	0	180,000
American Rescue Plan Total	**0**	**2,000,000**	**0**	**0**	**0**	**0**	**0**	**2,000,000**
Total	**4,458,000**	**5,145,375**	**13,025,000**	**5,605,000**	**15,922,000**	**53,605,000**	**5,605,000**	**98,907,375**



Water & Sewer Fund projects FY 2022

PROJECT NAME	Water Meter Replacement Progra	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,400,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	8,400,000
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.								



Water & Sewer Fund projects FY 2022 (continued)

PROJECT NAME	Force Main System Improvements	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	475,375	750,000	750,000	750,000	750,000	750,000	4,225,375
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	475,375	750,000	750,000	750,000	750,000	750,000	4,225,375
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 Replacemen	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	1,820,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,820,000
FUNDING SOURCE	American Rescue Plan/Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	1,820,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,820,000
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. Pro	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

PROJECT NAME	Water and Wastewater Pumps	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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	Fire Hydrant Replacement Progran	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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	Water Treatment Plant Fencing	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	115,000	-	-	-	-	-	115,000
FUNDING SOURCE	Water & Sewer Operating	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	115,000	-	-	-	-	-	115,000
DESCRIPTION	The project provides funding for the installation of fencing surrounding the Water treatment Plant.								

PROJECT NAME	Force Main Integrity Evaluation	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

Water & Sewer Fund projects FY 2022 (continued)

PROJECT NAME	Water Main Valve Repair/ Repl Pr	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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.								

PROJECT NAME	Portable Emergency Generators fo	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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	Refurbish Water Plant Main Energy Generator	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	400,000	-	-	-	-	-	400,000
FUNDING SOURCE	Operating - Water and Sewer	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	400,000	-	-	-	-	-	400,000
DESCRIPTION	This project provides funding for the refurbishment of the main water plant generator.								

PROJECT NAME	SCADA Water Security	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	180,000	-	-	-	-	-	180,000
FUNDING SOURCE	American Rescue Plan	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	180,000	-	-	-	-	-	180,000
DESCRIPTION	This project represents funding for the implimentation of a SCADA cybersecurity system which controls the safty of drinking water.								

Water & Sewer fund future projects

PROJECT NAME	Additional Downtown Improveme	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	1,000,000	-	-	-	-	1,000,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	1,000,000	-	-	-	-	1,000,000
DESCRIPTION	This project is for the installation of underground utility infrastructure in the new downtown area.								

PROJECT NAME	Galvanized Water Service Replacement Program	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	450,000	450,000	450,000	450,000	450,000	2,250,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							
DEPARTMENT	Utilities	Total Project Cost	-	450,000	450,000	450,000	450,000	450,000	2,250,000
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	Water Wells Rehabilitation Service	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	250,000	250,000	250,000	250,000	250,000	1,250,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	250,000	250,000	250,000	250,000	250,000	1,250,000
DESCRIPTION	This project is for the rehabilitation of existing water wells, required to restore them to their original design capacity and production.								

PROJECT NAME	Painting WTP	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	600,000	-	-	-	-	600,000
FUNDING SOURCE	Water & Sewer Operating	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	Accelerators Rehabilitation	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	3,240,000	-	-	-	-	3,240,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	3,240,000	-	-	-	-	3,240,000
DESCRIPTION	This project is for the rehabilitation of the four (4) existing lime softening treatment units (Accelators) at the City's Water Treatment Plant.								

PROJECT NAME	Evaluation and Preliminary Design of Proposed Wellfield	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	280,000	-	-	-	-	280,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	280,000	-	-	-	-	280,000
DESCRIPTION	This project represent funding for the evaluation of production capacity and preliminary design for proposed new Eastern Wellfield to be located in the Crossing Area. It is anticipated that a total of seven new raw water production wells can be located within the existing FPL transmission line areas to the northeast of Coral Springs High School.								

PROJECT NAME	Water Storage Tanks & Clearwell Cleaning	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	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 represents funding for the cleaning of all water storage tanks and clearwells for mandatory inspections. All finished water storage tanks and clearwells must be inspected every 5 years per FAC 62-555.350								

Water & Sewer fund future projects

PROJECT NAME	New Eastern Wellfield	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	-	-	6,125,000	-	-	6,125,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	-	-	6,125,000	-	-	6,125,000
DESCRIPTION	This project represents funding for the engineering design and construction of seven new raw water production wells for the proposed new Eastern Wellfield.								

PROJECT NAME	New Eastern Wellfield	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	-	-	4,192,000	-	-	4,192,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	-	-	4,192,000	-	-	4,192,000
DESCRIPTION	This project represents funding for the new raw water transmission main to connect proposed Eastern Wellfield to the Water Treatment Plant								

PROJECT NAME	WTP Membrane Upgrade	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	-	-	-	48,000,000	-	48,000,000
FUNDING SOURCE	Renewal and Replacement	Operating Impact							-
DEPARTMENT	Utilities	Total Project Cost	-	-	-	-	48,000,000	-	48,000,000
DESCRIPTION	This project is for the upgrade of the existing conventional lime softening water treatment plant to a membrane-based treatment or combination of existing conventional lime softening and membranes. Major improvements are necessary to convert the existing treatment process to membranes including but not limited to additional infrastructure, electrical upgrades, chemicals systems, stripping towers, transfer pumps and two deep wells.								

PROJECT NAME	Infiltration/ Inflow Correction Prog	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	Project Cost	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
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	5,000,000
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.								



Equipment Service Fund

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Operating-Equipment Services Fund								
Contingency for Equip Purchases	$56,000	$60,000	$60,000	$60,000	$60,000	$60,000	$60,000	$360,000
Vehicles and Equipment Replacement	4,196,664	4,648,589	6,504,091	3,489,649	4,426,482	6,343,869	8,570,273	33,982,953
Operating-Equipment Services Fund Total	**4,252,664**	**4,708,589**	**6,564,091**	**3,549,649**	**4,486,482**	**6,403,869**	**8,630,273**	**34,342,953**
Equity Financing Equipment Fund								
Shop Equipment 4150 Bldg	0	0	0	0	0	0	0	0
Fleet Vehicle	0	0	0	0	0	0	0	0
Medium/Heavy Duty Truck Lift Rplcmnt	68,000	0	0	0	0	0	0	0
Equity Financing Equipment Fund Total	**68,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total	**$4,320,664**	**$4,708,589**	**$6,564,091**	**$3,549,649**	**$4,486,482**	**$6,403,869**	**$8,630,273**	**$34,342,953**

Equipment Service Fund projects FY 2022

PROJECT NAME	Replacement of Vehicles and Equipment	**Budget**	**FY 2022 Budget**	**FY 2023 Plan**	**FY 2024 Plan**	**FY 2025 Plan**	**FY 2026 Plan**	**FY 2027 Plan**	**Total**
STRATEGIC GOAL	An Innovative, High-Performing and Sustainable Organization	**Project Cost**	4,708,589	6,564,091	3,549,649	4,486,482	6,403,869	8,630,273	34,342,953
FUNDING SOURCE	Equipment Service Fund Operating	**Operating Impact**	-	-	-	-	-	-	-
DEPARTMENT	Fleet	**Total Project Cost**	4,708,589	6,564,091	3,549,649	4,486,482	6,403,869	8,630,273	34,342,953
DESCRIPTION	This project represents the vehicles and equipment scheduled for replacement in Fiscal Year 2022.								



Charter School Fund

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Charter School Fund								
Roof Replacement	$0	$0	$0	$0	$0	$0	$0	$0
Air Conditioning Repair and Repl.	750,000	50,000	0	0	0	0	0	50,000
Repair of Exterior Stucco Cracking	0	0	70,000	100,000	0	0	0	170,000
Charter School relocation due diligence	0	0	0	0	0	0	0	0
Remodel Science Labs	250,000	0	0	0	0	0	0	0
Charter School Fund Total	**$1,000,000**	**$50,000**	**$70,000**	**$100,000**	**$0**	**$0**	**$0**	**$220,000**

Charter School Fund projects FY 2022

PROJECT NAME	Air Conditioning Repair and Repl.	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	50,000	-	-	-	-	-	50,000
FUNDING SOURCE	Charter School Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Charter School	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project is for the repair and replacement of air conditioning units in the Charter School.								

Charter School Fund future capital projects

PROJECT NAME	Repair of Exterior Stucco Cracking	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Equity- Stormwater								
Corporate Park Drainage	$2,000,000	$0	$0	$0	$0	$0	$0	$0
Meadows and Dells Drainage	500,000	500,000	500,000	500,000	0	0	0	1,500,000
Westchester Drainage	0	250,000	500,000	0	0	0	0	750,000
Master Plan Design	0	450,000	0	0	0	0	0	450,000
Master Plan Projects		0	500,000	1,000,000	1,500,000	1,500,000	1,500,000	6,000,000
Equity- Stormwater Total	2,500,000	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	8,700,000
Stormwater Fund Total	**$2,500,000**	**$1,200,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$1,500,000**	**$8,700,000**

Stormwater Fund projects FY 2022

PROJECT NAME	Meadows and Dells Drainage	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	500,000	500,000	500,000				1,500,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	500,000	500,000	500,000	-	-	-	1,500,000
DESCRIPTION	This project will make improvements to the Meadow and Dells area's drainage infrastructure.								

PROJECT NAME	Master Plan Design	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	450,000	-		-	-		450,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	450,000	-	-	-	-	-	450,000
DESCRIPTION	This plan will evaluate drainage conditions in all neighborhoods and prioritize improvements throughout the city.								

PROJECT NAME	Westchester Drainage	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	250,000	500,000	-	-	-		750,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	250,000	500,000	-	-	-	-	750,000
DESCRIPTION	This project will make improvements to the Westchester area's drainage infrastructure.								

Stormwater Fund future capital projects

PROJECT NAME	Master Plan Projects	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	-	500,000	1,000,000	1,500,000	1,500,000	1,500,000	6,000,000
FUNDING SOURCE	Stormwater Fund	Operating Impact							-
DEPARTMENT	Public Works	Total Project Cost	-	500,000	1,000,000	1,500,000	1,500,000	1,500,000	6,000,000
DESCRIPTION	This project will make improvements to the Westchester area's drainage infrastructure.								

Public Art Fund

CIP by funding source/total project cost

Funding Source Project Name	FY 2021 Budget	FY 2022 Adopted	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total Cost FY 2022-2027
Public Art Fund								
Artwalk Sculpture	$100,000	$100,000	$0	$0	$0	$0	$0	$100,000
Artwalk Opportunity projects	10,000	10,000	0	0	0	0	0	10,000
Artwalk Artwall	75,000	100,000	0	0	0	0	0	100,000
Fitness Center	0	50,000	0	0	0	0	0	50,000
Public Art Fund Total	185,000	260,000	0	0	0	0	0	260,000
Public Art Fund Total	**$185,000**	**$260,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$260,000**

Public Art Fund projects FY 2022

PROJECT NAME	Artwalk Sculpture	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 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 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	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 of unknow 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 the Coral Springs Museum of Art.								

PROJECT NAME	Fitness Center	Budget	FY 2022 Budget	FY 2023 Plan	FY 2024 Plan	FY 2025 Plan	FY 2026 Plan	FY 2027 Plan	Total
STRATEGIC GOAL	An Attractive Community	Project Cost	50,000	-	-	-	-	-	50,000
FUNDING SOURCE	Public Art Fund	Operating Impact	-	-	-	-	-	-	-
DEPARTMENT	Development Services	Total Project Cost	50,000	-	-	-	-	-	50,000
DESCRIPTION	This project represents funding for the public art component of the fitness center located at Mullins Park.								

FLEET REPLACEMENT PROGRAM

Department/Fund	Division/Program Name	Div #	Vehicle/Equipment Type	Year	Item ID	Budget FY 2022
Police	Patrol	4201	Patrol Vehicle, FS, Tahoe	2014	9364	49,786
			Patrol Vehicle, FS, Tahoe	2014	9366	49,786
			Patrol Vehicle, FS, Tahoe	2015	9389	49,786
			Patrol Vehicle, FS, Tahoe	2014	9368	49,786
			Patrol Vehicle, FS, Tahoe	2014	9369	49,786
			Patrol Vehicle, FS, Tahoe	2014	9371	49,786
			Patrol Vehicle, FS, Tahoe	2015	9390	49,786
			Patrol Vehicle, FS, Tahoe	2015	9393	49,786
			Patrol Vehicle, FS, Tahoe	2014	9381	49,786
			Patrol Vehicle, FS, Tahoe	2015	9395	49,786
			Patrol Vehicle, FS, Tahoe	2015	9397	49,786
			Patrol Vehicle, FS, Tahoe	2015	9399	49,786
			Patrol Vehicle, FS, Tahoe	2015	9404	49,786
			Patrol Vehicle, FS, Tahoe	2015	9406	49,786
			Patrol Vehicle, FS, Tahoe	2015	9408	49,786
			Patrol Vehicle, FS, Tahoe	2015	9409	49,786
			Patrol Vehicle, FS, Tahoe	2015	9411	49,786
			Patrol Vehicle, FS, Tahoe	2015	9422	49,786
			Patrol Vehicle, FS, Tahoe	2015	9423	49,786
			Patrol Vehicle, FS, Tahoe	2015	9426	49,786
			Patrol Vehicle, FS, Tahoe	2015	9427	49,786
			Patrol Vehicle, FS, Tahoe	2015	9428	49,786
			Patrol Vehicle, FS, Tahoe	2017	9452	49,786
			Patrol Vehicle, FS, Tahoe	2015	9424	49,786
			Patrol Vehicle, FS, Tahoe	2020	9620	49,786
			Patrol Vehicle, FS, Tahoe	2020	9624	49,786
			Patrol Vehicle, FS, Tahoe	2015	9413	49,786
			Patrol Vehicle, FS, Tahoe	2015	9414	49,786
			Patrol Vehicle, FS, Tahoe	2015	9415	49,786
	Traffic Unit	4202	Motorcycle	2019	8459	22,340
			Motorcycle	2019	8460	22,340
			Motorcycle	2019	8461	22,340
			Motorcycle	2013	8452	22,340
			Message Board	2012	8507	17,815
			Message Board	2012	8508	17,815
	Humane Unit	4205	Truck, PU 3/4 Ton	2013	9911	45,700
			Truck, PU 3/4 Ton	2012	9912	45,700
	General Investigations	4301	SUV- Pathfinder	2018	8124	37,040
			Admin Specialty Vehicle	2013	8086	37,040
			Admin Specialty Vehicle Grand Cherokee	2020	8137	32,540
			Admin Specialty Vehicle	2014	8096	37,040
			Admin Vehicle—Impala	2015	8104	37,040
Fire/EMS	Emergency Medical Services	4702	Rescue Transport Vehicle	2016	7762	357,750
			Rescue Transport Vehicle	2016	7761	357,750
	Community Risk Reduction	4901	Ford Escape	2015	7002	35,157
	Administration	4601	SUV-Tahoe	2015	7744	41,333
			Ford Escape	2016	7011	35,157
			SUV-Tahoe	2015	7745	41,333
Development Services	Administration	3001	SUV Small	2014	6102	29,975
	Code Compliance	5403	Ford Escape	2012	7621	29,975
			Ford Escape	2012	6001	29,975



FLEET REPLACEMENT PROGRAM (CONTINUED)

Department/Fund	Division/Program Name	Div #	Vehicle/Equipment Type	Year	Item ID	Budget FY 2022
Building	Buidling	5301	Truck, Pickup 1/2 ton Mini EC	2012	6002	29,975
Parks & Recreation	Sportsplex/Tennis	8409	Workman	2015	1166	16,550
			Mower, Reelmaster replced with 2 ground mowers	2015	1169	68,400
			Workman w/Sprayer Attachment- replaced with Aerfier	2014	1153	31,500
	Mullins Park	8102	5 Gang Rotary Mower	2016	1249	74,410
			Paint Machine	2015	1292	4,500
			Arrow Board	2015	2026	6,000
			Arrow Board	2015	2025	6,000
			Combinator	2013	1291	34,205
			Pickup Truck, 1/2 Ton	2015	2204	33,988
	Neighborhood Parks	8116	Pickup Truck, 1/2 Ton	2015	2219	33,860
			Mower, Reel Master	2010	1797	68,103
			Pickup Truck, 3/4 Ton	2015	2033	36,860
			Pickup Truck, 1/2 Ton	2015	2005	33,860
			Pickup Truck, 3/4 Ton	2015	2032	36,860
			Pickup Truck, 1/2 Ton EC	2015	2010	33,860
			Showmobile Truck, 1-1/2 Ton	2012	2004	62,860
			Truck, 1/2 Ton -Frontier	2015	2019	27,890
	Beautification/Landscape	8118	Bucket Truck	2012	5715	173,652
			Crew Cab Dump Body- Izuzu	2014	2212	57,875
	Irrigation	8119	Truck, Cab-Chassis 1 ton	2015	2034	64,860
	Cypress Park	8101	Front End Loader w/ box blade	2006	2100	98,000
			Workman	2016	1346	16,550
Public Works	Streets	5601	Mobile Air Compressor- replaced with two trailers		4473	21,000
			3/4 Ton Cab-Chassis w utility body	2015	4423	56,410
			Truck, Pickup 1/2 ton	2014	4413	36,360
			Gator	2015	146	16,550
			Gator	2014	145	16,550
			Cab & Chasis, 1 Ton Dump body	2015	4424	49,060
			Pickup Truck, 3/4 Ton-EC	2015	4007	33,960
			Pickup Truck, 3/4 Ton EC	2015	4009	33,960
			Pickup Truck, 3/4 Ton	2013	4010	33,960
Equipment Services	Equipment Maintenance	5701	Light Tower	2002	5721	25,300
			Light Tower	2002	5722	25,300
			Contingency			60,000
Utilities	Water Distribution	6002	Trac Hoe, Small	2008	3320	54,050
			Trailer	2008	3321	11,412
			1 Ton Cab & Chassis w/utility body & crane *	2015	3322	5,000
			F350 Cab & Chasis	2015	3006	51,740
			Generator, Utilities, 125 KW	2002	Gen-67	93,800
	Water Treatment	6003	Gator	2016	1692	16,550
	Wastewater Collection	6005	Cab & Chassis- heavy duty truck	2015	3323	108,860
			F350 Utility Body w/crane	2015	3317	108,860
Total Fleet Budget—FY 2022						4,708,589

*** Equipment to be refurbished in FY 2022**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Financial Services																
1602	Pickup Truck, 1/2 Ton Ext Cab	2019	5007	**7**	**$0**	$0	$0	$0	$32,140	$0	$0	$0	$0	$0	$0	**$32,140**
1602	Van, 7 Passenger Mini	2020	5008	**8**	**$0**	$0	$0	$0	$0	$0	$34,330	$0	$0	$0	$0	**$34,330**
1602	1/2 Ton Mini	2017	5006	**7**	**$0**	$0	$25,080	$0	$0	$0	$0	$0	$0	$30,840	$0	**$55,920**
1702	Mini Van, Cargo	2015	5511	**7**	**$0**	$0	$0	$0	$0	$0	$38,930	$0	$0	$0	$0	**$38,930**
1702	Forklift	2015	5512	**15**	**$0**	$0	$0	$0	$0	$0	$0	$0	$44,650	$0	$0	**$44,650**
	Financial Services Total				**$0**	**$0**	**$25,080**	**$0**	**$32,140**	**$0**	**$73,260**	**$0**	**$44,650**	**$30,840**	**$0**	**$205,970**

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
City Managers Office																
0503	Pickup, crewcab	2018	8123	**7**	**$0**	$0	$0	$42,530	$0	$0	$0	$0	$0	$0	$54,110	**$96,640**
0503	Full Size Transit Van	2016	5200	**10**	**$0**	$0	$0	$0	$32,832	$0	$0	$0	$0	$0	$0	**$32,832**
	City Manager's Office				**$0**	**$0**	**$0**	**$42,530**	**$32,832**	**$0**	**$0**	**$0**	**$0**	**$0**	**$54,110**	**$129,472**

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Communication and Marketing																
0604	Chevy Tahoe	2018	5201	**7**	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
	Communications and Maketing				**$0**	**$0**	**$0**	**$54,400**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$66,900**	**$121,300**

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Police																
4107	Armored Truck/Bear CAT for SWAT	2009	9905	**10**	**$0**	$356,064	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$356,064**
4107	Mobile Command Center	2019	9757	**15**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4107	Trailer	2017	8517	**10**	**$0**	$0	$0	$0	$0	$17,917	$0	$0	$0	$0	$0	**$17,917**
4107	Van, Cargo DRW EXTL/HR	2019	9917	**7**	**$0**	$0	$0	$0	$50,790	$0	$0	$0	$0	$0	$0	**$50,790**
4107	Van, mini transit	2016	9994	**7**	**$0**	$51,310	$0	$0	$0	$0	$0	$0	$61,260	$0	$0	**$112,570**
4107	Dive Trailer	2018	8518	**10**	**$0**	$0	$0	$0	$0	$0	$8,063	$0	$0	$0	$0	**$8,063**
4201	Patrol Vehicle, Full Size	2014	9364	**7**	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9365	**7**	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2014	9366	**7**	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9388	**7**	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Unmarked Taurus	2017	9459	**7**	**$0**	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697	$0	**$97,357**
4201	Unmarked Taurus	2017	9460	**7**	**$0**	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697	$0	**$97,357**
4201	Unmarked Taurus	2017	9461	**7**	**$0**	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697	$0	**$97,357**
4201	Patrol Vehicle, SUV	2015	9416	**7**	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Admin Interceptor Vehicle to Charger	2020	8134	**7**	**$0**	$0	$0	$0	$0	$35,670	$0	$0	$0	$0	$0	**$35,670**
4201	Patrol Vehicle, SUV Tahoe	2020	9625	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV replc w Tahoe	2015	9421	**7**	**$0**	$0	$0	$0	$0	$0	$64,520	$0	$0	$0	$0	**$64,520**
4201	Patrol Vehicle, SUV Tahoe	2020	9626	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9627	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2015	9389	**7**	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Tahoe	2020	9648	**7**	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9653	**7**	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9628	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9629	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2013	9353	**7**	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Tahoe	2020	9630	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2013	9348	**7**	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2014	9368	**7**	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Tahoe	2020	9650	**7**	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9631	**7**	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2014	9369	**7**	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9370	**7**	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4201	Patrol Vehicle, SUV Tahoe	2013	9357	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Full Size	2014	9371	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9372	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Tahoe	2020	9632	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2015	9390	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9373	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9391	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9374	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9375	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9392	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, SUV Tahoe	2020	9654	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Full Size	2015	9393	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9377	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Tahoe	2020	9655	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9379	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Tahoe	2020	9633	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9380	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2020	9634	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2013	9362	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2017	9454	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2016	9429	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, SUV Explorer	2016	9430	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, SUV Explorer	2016	9431	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size	2015	9394	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size	2014	9381	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9382	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9395	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9396	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9383	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2014	9385	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Tahoe	2020	9652	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Full Size	2015	9397	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size	2015	9398	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size	2015	9399	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2016	9432	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, SUV Explorer	2016	9433	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, SUV Explorer	2016	9434	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9400	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9401	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9402	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9403	7	**$0**	$51,280	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$114,340**
4201	Patrol Vehicle, Full Size	2015	9404	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9405	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4201	Patrol Vehicle, Full Size	2015	9406	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size rplc w Tahoe	2015	9407	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9408	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size	2015	9409	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer rplc w Tahoe	2015	9410	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size	2015	9411	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2017	9435	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2017	9436	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer rplc w Explor	2015	9418	7	**$0**	$0	$0	$0	$0	$0	$64,520	$0	$0	$0	$0	**$64,520**
4201	Patrol Vehicle, SUV Explorer	2015	9419	7	**$0**	$49,786	$0	$0	$0	$0	$0	$0	$63,060	$0	$0	**$112,846**
4201	Patrol Vehicle, SUV Explorer	2017	9437	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2015	9420	7	**$0**	$0	$0	$0	$0	$0	$64,520	$0	$0	$0	$0	**$64,520**
4201	Patrol Vehicle, SUV Explorer	2017	9438	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2017	9439	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2015	9422	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2015	9423	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2017	9440	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2015	9425	7	**$0**	$0	$0	$0	$0	$0	$64,520	$0	$0	$0	$0	**$64,520**
4201	Patrol Vehicle, SUV Explorer	2015	9426	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2015	9427	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2015	9428	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9489	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9490	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, Full Size TIA Escape	2018	9466	7	**$0**	$0	$0	$35,460	$0	$0	$0	$0	$0	$0	$43,610	**$79,070**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9491	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, SUV Tahoe	2020	9639	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Chev Tahoe	2018	9467	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Chev Tahoe	2018	9473	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9600	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size to be rplcd w SUV	2017	9441	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Tahoe	2020	9601	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size to be rplcd w SUV	2017	9442	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9443	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Chev Tahoe	2018	9474	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Full Size	2017	9444	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9445	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9446	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9447	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9448	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Tahoe	2020	9602	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9640	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Full Size	2017	9449	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9450	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4201	Patrol Vehicle, Full Size	2017	9451	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Full Size	2017	9452	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Tahoe	2020	9603	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9475	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9492	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, SUV Tahoe	2020	9604	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9476	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9605	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9477	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Explorer	2015	9417	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Full Size TIA Escape	2018	9465	7	**$0**	$0	$0	$35,460	$0	$0	$0	$0	$0	$0	$43,610	**$79,070**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9493	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, Chev Tahoe	2018	9478	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Full Size	2017	9455	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Explorer	2015	9424	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Chev Tahoe	2018	9479	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Chev Tahoe	2018	9480	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Full Size	2017	9456	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Chev Tahoe	2018	9481	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9606	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size TIA Escape	2018	9464	7	**$0**	$0	$0	$35,460	$0	$0	$0	$0	$0	$0	$43,610	**$79,070**
4201	Patrol Vehicle, SUV Tahoe	2020	9607	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size TIA Escape	2019	9494	7	**$0**	$0	$0	$0	$36,520	$0	$0	$0	$0	$0	$0	**$36,520**
4201	Patrol Vehicle, Full Size TIA Escape	2018	9463	7	**$0**	$0	$0	$35,460	$0	$0	$0	$0	$0	$0	$43,610	**$79,070**
4201	Patrol Vehicle, SUV Tahoe	2020	9608	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2017	9458	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, Chev Tahoe	2018	9482	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Full Size	2017	9457	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Tahoe	2020	9609	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2018	9462	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9610	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9483	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Chev Tahoe	2018	9484	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9641	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9611	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9612	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9642	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9613	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Full Size	2017	9453	7	**$0**	$0	$52,820	$0	$0	$0	$0	$0	$0	$64,950	$0	**$117,770**
4201	Patrol Vehicle, SUV Tahoe	2020	9614	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9643	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9615	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9468	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4201	Patrol Vehicle, SUV Tahoe	2020	9616	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9617	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9469	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9618	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9470	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2012	9330	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, Chev Tahoe	2018	9471	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9645	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9619	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9646	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9620	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Tahoe	2020	9621	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9472	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9622	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, SUV Tahoe	2020	9623	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2018	9485	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, SUV Tahoe	2020	9647	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4201	Patrol Vehicle, SUV Tahoe	2020	9624	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size	2015	9413	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size	2015	9414	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, Full Size	2015	9415	7	**$49,786**	$0	$0	$0	$0	$0	$0	$61,220	$0	$0	$0	**$111,006**
4201	Patrol Vehicle, SUV Explorer	2020	9649	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, SUV Explorer	2012	9344	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4201	Patrol Vehicle, Chev Tahoe	2018	9486	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Chev Tahoe	2018	9487	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Patrol Vehicle, Chev Tahoe	2018	9488	7	**$0**	$0	$0	$54,400	$0	$0	$0	$0	$0	$0	$66,900	**$121,300**
4201	Mini Van	2019	9916	7	**$0**	$0	$0	$0	$32,360	$0	$0	$0	$0	$0	$0	**$32,360**
4201	Van, transport 12 passenger	2016	9982	7	**$0**	$60,020	$0	$0	$0	$0	$0	$0	$73,820	$0	$0	**$133,840**
4201	Patrol Vehicle, Chev Tahoe	2020	9635	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2020	9636	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2020	9637	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	Patrol Vehicle, Chev Tahoe	2020	9638	7	**$0**	$0	$0	$0	$56,030	$0	$0	$0	$0	$0	$0	**$56,030**
4201	SUV- Durango	2020	8140	7	**$0**	$0	$0	$0	$0	$35,670	$0	$0	$0	$0	$0	**$35,670**
4201	Ford Fusion	2014	9387	10	**$0**	$0	$30,000	$0	$0	$0	$0	$0	$0	$0	$0	**$30,000**
4201	Explorer PI	2016	9973	7	**$0**	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0	$0	**$72,890**
4202	Unmarked- Durango	2020	8318	7	**$0**	$0	$0	$0	$0	$35,670	$0	$0	$0	$0	$0	**$35,670**
4202	Unmarked- Durango	2020	8317	7	**$0**	$0	$0	$0	$0	$35,670	$0	$0	$0	$0	$0	**$35,670**
4202	Motorcycle	2019	8458	3	**$0**	$23,120	$0	$0	$25,640	$0	$0	$28,430	$0	$0	$31,530	**$108,720**
4202	Motorcycle	2019	8459	3	**$22,340**	$0	$0	$24,770	$0	$0	$27,470	$0	$0	$30,460	$0	**$105,040**
4202	Motorcycle	2019	8460	3	**$22,340**	$0	$0	$24,770	$0	$0	$27,470	$0	$0	$30,460	$0	**$105,040**
4202	Motorcycle	2018	8454	3	**$0**	$0	$23,930	$0	$0	$26,540	$0	$0	$29,430	$0	$0	**$79,900**
4202	Motorcycle	2019	8461	3	**$22,340**	$0	$0	$24,770	$0	$0	$27,470	$0	$0	$30,460	$0	**$105,040**
4202	Motorcycle	2018	8453	3	**$0**	$0	$23,930	$0	$0	$26,540	$0	$0	$29,430	$0	$0	**$79,900**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4202	Motorcycle	2018	8456	3	**$0**	$0	$23,930	$0	$0	$26,540	$0	$0	$29,430	$0	$0	**$79,900**
4202	Motorcycle	2018	8455	3	**$0**	$0	$23,930	$0	$0	$26,540	$0	$0	$29,430	$0	$0	**$79,900**
4202	Motorcycle	2013	8452	3	**$22,340**	$0	$0	$24,770	$0	$0	$27,470	$0	$0	$30,460	$0	**$105,040**
4202	Motorcycle	2018	8457	3	**$0**	$0	$23,930	$0	$0	$26,540	$0	$0	$29,430	$0	$0	**$79,900**
4202	Trailer, Speed Command	2009	8500	10	**$0**	$0	$0	$0	$0	$0	$0	$21,100	$0	$0	$0	**$21,100**
4202	Message Board Trailer	2018	8520	10	**$0**	$0	$0	$0	$0	$0	$21,270	$0	$0	$0	$0	**$21,270**
4202	Message Board	2018	8519	10	**$0**	$0	$0	$0	$0	$0	$21,270	$0	$0	$0	$0	**$21,270**
4202	Message Board	2012	8507	10	**$17,815**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$23,950	**$41,765**
4202	Message Board	2012	8508	10	**$17,815**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$23,950	**$41,765**
4202	Trailer, Motorcycle (2)	2012	8509	12	**$0**	$0	$14,970	$0	$0	$0	$0	$0	$0	$0	$0	**$14,970**
4202	Trailer (6)	2012	8510	12	**$0**	$0	$16,396	$0	$0	$0	$0	$0	$0	$0	$0	**$16,396**
4202	Pickup, Crew Cab	2014	9996	7	**$0**	$49,875	$0	$0	$0	$0	$0	$0	$67,331	$0	$0	**$117,206**
4202	Admin Vehicle—Taurus	2017	8316	7	**$0**	$0	$34,990	$0	$0	$0	$0	$0	$0	$43,030	$0	**$78,020**
4203	Chevy Tahoe, SUV—K9	2018	8618	5	**$0**	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0	$0	**$115,710**
4203	Patrol Vehicle, SUV—K9	2020	8622	5	**$0**	$0	$55,190	$0	$0	$0	$0	$63,990	$0	$0	$0	**$119,180**
4203	Chevy Tahoe, SUV—K9	2018	8619	5	**$0**	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0	$0	**$115,710**
4203	Chevy Tahoe, SUV—K9	2018	8620	5	**$0**	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0	$0	**$115,710**
4203	Patrol Vehicle, SUV—K9	2020	8623	5	**$0**	$0	$55,190	$0	$0	$0	$0	$63,990	$0	$0	$0	**$119,180**
4203	Chevy Tahoe, SUV—K9	2018	8621	5	**$0**	$53,580	$0	$0	$0	$0	$62,130	$0	$0	$0	$0	**$115,710**
4204	Admin -SUV (GMC Arcadia)	2017	8110	7	**$0**	$0	$36,896	$0	$0	$0	$0	$0	$0	$45,378	$0	**$82,274**
4205	Truck, PU 3/4 Ton	2013	9911	7	**$45,700**	$0	$0	$0	$0	$0	$0	$56,200	$0	$0	$0	**$101,900**
4205	Truck, PU 3/4 Ton	2015	9913	7	**$0**	$47,070	$0	$0	$0	$0	$0	$0	$57,890	$0	$0	**$104,960**
4205	Truck, PU 3/4 Ton	2012	9912	7	**$45,700**	$0	$0	$0	$0	$0	$0	$56,200	$0	$0	$0	**$101,900**
4207	Explorer Interceptor	2016	9972	7	**$0**	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0	$0	**$72,890**
4210	Gator	2018	8906	10	**$0**	$0	$0	$0	$0	$15,005	$0	$0	$0	$0	$0	**$15,005**
4301	SUV, Chevy Tahoe PPV	2014	9974	7	**$0**	$0	$0	$0	$0	$0	$52,118	$0	$0	$0	$0	**$52,118**
4301	Grand Cherokee	2020	8142	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4301	Patrol Vehicle, SUV Explorer	2020	8141	7	**$0**	$0	$0	$0	$0	$57,710	$0	$0	$0	$0	$0	**$57,710**
4301	Admin Vehicle—SUV Traverse	2020	8126	7	**$0**	$0	$0	$0	$36,150	$0	$0	$0	$0	$0	$0	**$36,150**
4301	SUV- Pathfinder	2018	8124	7	**$37,040**	$0	$0	$0	$0	$0	$0	$45,550	$0	$0	$0	**$82,590**
4301	Impala	2018	8122	7	**$0**	$0	$0	$36,040	$0	$0	$0	$0	$0	$0	$44,320	**$80,360**
4301	Admin -SUV	2018	8116	7	**$0**	$0	$0	$35,090	$0	$0	$0	$0	$0	$0	$47,800	**$82,890**
4301	Admin. Traverse	2017	8112	7	**$0**	$0	$34,080	$0	$0	$0	$0	$0	$0	$41,910	$0	**$75,990**
4301	Admin SUV (Chevy Traverse)	2017	8111	7	**$0**	$0	$42,460	$0	$0	$0	$0	$0	$0	$52,210	$0	**$94,670**
4301	SUV, Expedition, 4 door	2014	9971	7	**$0**	$46,730	$0	$0	$0	$0	$0	$0	$57,470	$0	$0	**$104,200**
4301	Admin Specialty Vehicle-Durango	2020	8136	7	**$0**	$0	$0	$0	$0	$35,840	$0	$0	$0	$0	$0	**$35,840**
4301	Admin Interceptor Vehicle	2013	8082	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Specialty Vehicle- F-150	2020	8135	7	**$0**	$0	$0	$0	$0	$38,820	$0	$0	$0	$0	$0	**$38,820**
4301	Admin Specialty Vehicle - Jeep Cherokee	2021	8143	7	**$0**	$0	$0	$0	$0	$0	$38,870	$0	$0	$0	$0	**$38,870**
4301	Admin Vehicle—Taurus	2014	8093	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Vehicle—Impala	2015	8099	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Specialty Vehicle - Jeep Cherokee	2021	8145	7	**$0**	$0	$0	$0	$0	$0	$38,870	$0	$0	$0	$0	**$38,870**
4301	Admin. Ford Fusion	2016	8100	7	**$0**	$34,440	$0	$0	$0	$0	$0	$0	$42,350	$0	$0	**$76,790**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4301	Admin Specialty Vehicle	2013	8086	7	**$37,040**	$0	$0	$0	$0	$0	$0	$45,550	$0	$0	$0	**$82,590**
4301	Admin Specialty Vehicle Rpl w Patrol	2014	8092	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4301	Admin Vehicle—Taurus	2014	8094	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Specialty Vehicle	2014	8095	7	**$0**	$38,580	$0	$0	$0	$0	$0	$0	$47,440	$0	$0	**$86,020**
4301	Admin Vehicle—Charger	2015	8101	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Vehicle—Impala	2015	8102	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	AdminSUV Grand Cherokee	2019	8127	7	**$0**	$0	$0	$0	$34,800	$0	$0	$0	$0	$0	$0	**$34,800**
4301	Admin Pickup Truck	2020	8138	7	**$0**	$0	$0	$0	$0	$38,820	$0	$0	$0	$0	$0	**$38,820**
4301	Admin Specialty Vehicle Grand Cherokee	2020	8137	7	**$32,540**	$0	$0	$0	$0	$0	$0	$40,040	$0	$0	$0	**$72,580**
4301	Admin Vehicle—Impala	2015	8103	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Vehicle—Impala	2017	8106	7	**$0**	$0	$34,990	$0	$0	$0	$0	$0	$0	$43,030	$0	**$78,020**
4301	Admin Specialty Vehicle Grand Cherokee	2020	8139	7	**$0**	$0	$0	$0	$0	$37,740	$0	$0	$0	$0	$0	**$37,740**
4301	Admin Specialty Vehicle Rpl w Patrol	2014	8098	7	**$0**	$0	$0	$0	$0	$0	$59,440	$0	$0	$0	$0	**$59,440**
4301	SUV, Expedition, 4 door	2015	9979	7	**$0**	$33,970	$0	$0	$0	$0	$0	$0	$41,780	$0	$0	**$75,750**
4301	Admin Specialty Vehicle	2014	8096	7	**$37,040**	$0	$0	$0	$0	$0	$0	$45,550	$0	$0	$0	**$82,590**
4301	Admin Vehicle—Traverse	2018	8120	7	**$0**	$0	$0	$36,040	$0	$0	$0	$0	$0	$0	$44,320	**$80,360**
4301	Admin Vehicle—Camry	2017	8107	7	**$0**	$0	$35,670	$0	$0	$0	$0	$0	$0	$43,870	$0	**$79,540**
4301	Admin Vehicle—Charger	2017	8108	7	**$0**	$0	$38,740	$0	$0	$0	$0	$0	$0	$47,650	$0	**$86,390**
4301	Admin Vehicle—Pathfinder	2017	8109	7	**$0**	$0	$39,290	$0	$0	$0	$0	$0	$0	$48,330	$0	**$87,620**
4301	Admin Vehicle—Impala	2015	8104	7	**$37,040**	$0	$0	$0	$0	$0	$0	$45,550	$0	$0	$0	**$82,590**
4301	Admin Vehicle—Nissan Pathfinder	2018	8117	7	**$0**	$0	$0	$40,470	$0	$0	$0	$0	$0	$0	$49,780	**$90,250**
4301	Admin Vehicle—Jeep Cherokee	2021	8144	7	**$0**	$0	$0	$0	$0	$0	$44,220	$0	$0	$0	$0	**$44,220**
4301	Admin Vehicle—Altima	2018	8118	7	**$0**	$0	$0	$36,040	$0	$0	$0	$0	$0	$0	$44,320	**$80,360**
4301	Nissan Pathfinder	2018	8119	7	**$0**	$0	$0	$40,470	$0	$0	$0	$0	$0	$0	$49,780	**$90,250**
4301	Admin Vehicle—Impala to Traverse	2020	8128	7	**$0**	$0	$0	$0	$0	$36,010	$0	$0	$0	$0	$0	**$36,010**
4301	Admin Vehicle— Explorer XLT non-PPV	2020	8129	7	**$0**	$0	$0	$0	$0	$41,240	$0	$0	$0	$0	$0	**$41,240**
4301	Admin Vehicle—SUV Traverse	2020	8125	7	**$0**	$0	$0	$0	$36,150	$0	$0	$0	$0	$0	$0	**$36,150**
4301	Admin Specialty Vehicle- Pickup F150	2020	8130	7	**$0**	$0	$0	$0	$0	$38,820	$0	$0	$0	$0	$0	**$38,820**
4301	Admin Specialty Vehicle	2018	8121	7	**$0**	$0	$0	$36,040	$0	$0	$0	$0	$0	$0	$44,320	**$80,360**
4301	Admin Vehicle—Durango	2020	8131	7	**$0**	$0	$0	$0	$0	$35,840	$0	$0	$0	$0	$0	**$35,840**
4301	Admin Vehicle—Traverse	2020	8132	7	**$0**	$0	$0	$0	$0	$36,010	$0	$0	$0	$0	$0	**$36,010**
4301	Admin Vehicle—SUV Traverse	2017	8114	7	**$0**	$0	$34,080	$0	$0	$0	$0	$0	$0	$41,910	$0	**$75,990**
4301	Admin Vehicle—Maxima	2017	8115	7	**$0**	$0	$34,190	$0	$0	$0	$0	$0	$0	$42,050	$0	**$76,240**
4301	SUV- Full Size	2018	8113	7	**$0**	$0	$34,080	$0	$0	$0	$0	$0	$0	$41,910	$0	**$75,990**
4301	Admin Vehicle- Traverse	2020	8133	7	**$0**	$0	$0	$0	$0	$36,010	$0	$0	$0	$0	$0	**$36,010**
4305	Full Size Cargo Van	2014	9980	7	**$0**	$40,260	$0	$0	$0	$0	$0	$0	$49,510	$0	$0	**$89,770**
4305	Full Size Cargo Van	2014	9981	7	**$0**	$40,260	$0	$0	$0	$0	$0	$0	$49,510	$0	$0	**$89,770**
4305	Express Van	2020	9919	7	**$0**	$0	$0	$0	$0	$45,310	$0	$0	$0	$0	$0	**$45,310**
4305	Van, Cargo	2018	9914	7	**$0**	$0	$0	$35,630	$0	$0	$0	$0	$0	$0	$43,820	**$79,450**
4305	Van, Cargo ID	2018	9915	7	**$0**	$0	$0	$35,630	$0	$0	$0	$0	$0	$0	$43,820	**$79,450**
4305	Van, Transit	2016	9995	7	**$0**	$33,580	$0	$0	$0	$0	$0	$0	$41,300	$0	$0	**$74,880**
4503	Van, Transit	2020	9918	7	**$0**	$0	$0	$0	$0	$35,730	$0	$0	$0	$0	$0	**$35,730**
4503	Gator	2018	8905	10	**$0**	$0	$0	$0	$0	$0	$15,455	$0	$0	$0	$0	**$15,455**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4503	Van, Ford Transit	2018	9998	**7**	**$0**	$0	$0	$32,590	$0	$0	$0	$0	$0	$0	$40,090	**$72,680**
4503	Generator, 300 Kw-Public Safety	2013	Gen- 81	**20**	**$0**	$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	**$0**
	Police Total				**$1,840,884**	**$2,037,915**	**$2,036,705**	**$1,856,160**	**$2,508,120**	**$1,803,272**	**$2,520,937**	**$2,287,530**	**$1,929,451**	**$2,268,058**	**$2,244,940**	**23,333,971**



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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Fire/EMS																
	Front Line Rescues															
4702	Rescue Transport Vehicle	2020	7779	**6**	**$0**	$0	$0	$0	$434,850	$0	$0	$0	$0	$0	$582,740	**$1,017,590**
4702	Rescue Transport Vehicle	2020	7778	**6**	**$0**	$0	$0	$0	$434,850	$0	$0	$0	$0	$0	$582,740	**$1,017,590**
4702	Rescue Transport Vehicle	2015	7734	**6**	**$0**	$0	$0	$0	$0	$456,590	$0	$0	$0	$0	$0	**$456,590**
4702	Rescue Transport Vehicle	2015	7735	**6**	**$0**	$0	$0	$0	$0	$456,590	$0	$0	$0	$0	$0	**$456,590**
4702	Rescue Transport Vehicle	2016	7762	**6**	**$357,750**	$0	$0	$0	$0	$0	$479,420	$0	$0	$0	$0	**$837,170**
4702	Rescue Transport Vehicle	2016	7761	**6**	**$357,750**	$0	$0	$0	$0	$0	$479,420	$0	$0	$0	$0	**$837,170**
4702	Rescue Transport Vehicle	2019	7767	**6**	**$0**	$375,640	$0	$0	$0	$0	$0	$503,390	$0	$0	$0	**$879,030**
	Reserve Rescues															
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**
4702	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	Rescue Transport Vehicle	2010	7754		**n/a**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
4702	Cert Canteen Vehicle	2006	7743		**n/a**	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	**$0**
	Front Line Pumper Trucks															
4801	Truck, Pumper	2017	7748	**10**	**$0**	$0	$0	$0	$953,570	$0	$0	$0	$0	$0	$0	**$953,570**
4801	Truck, Pumper	2018	7765	**10**	**$0**	$0	$0	$0	$0	$986,940	$0	$0	$0	$0	$0	**$986,940**
4801	Truck, Pumper	2019	7768	**10**	**$0**	$0	$0	$0	$0	$0	$1,021,480	$0	$0	$0	$0	**$1,021,480**
4801	Truck, Pumper	2019	7769	**10**	**$0**	$0	$0	$0	$0	$0	$0	$1,057,230	$0	$0	$0	**$1,057,230**
4801	Quint 80 Firetruck/Ladder	2015	7733	**10**	**$0**	$0	$0	$1,340,050	$0	$0	$0	$0	$0	$0	$0	**$1,340,050**
4801	Pierce 100' Plattform	2016	7760	**10**	**$0**	$0	$0	$0	0	$1,263,238	$0	$0	$0	$0	$0	**$1,263,238**
	Reserve Apparatus															**$0**
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**
4805	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															
4601	Ford F250	2019	7775	**7**	**$0**	$0	$0	$0	$73,610	$0	$0	$0	$0	$0	$0	**$73,610**
4601	SUV-Tahoe	2015	7744	**7**	**$41,333**	$0	$0	$0	$0	$0	$0	$50,850	$0	$0	$0	**$92,183**
4601	Suburban	2008	T7703	**7**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4601	Pickup F250	2022	7780	**7**	**$0**	$0	$0	$0	$0	$0	$78,310	$0	$0	$0	$0	**$78,310**
4801	Pickup F250	2022	7781	**7**	**$0**	$0	$0	$0	$0	$0	$78,310	$0	$0	$0	$0	**$78,310**
4801	Pickup F250	2022	7024	**7**	**$0**	$0	$0	$0	$0	$0	$78,310	$0	$0	$0	$0	**$78,310**
4801	SUV-Tahoe	2015	7745	**7**	**$41,333**	$0	$0	$0	$0	$0	$0	$50,850	$0	$0	$0	**$92,183**
4801	Full Size PU- Double Cab	2020	7023	**7**	**$0**	$0	$0	$0	$0	$51,510	$0	$0	$0	$0	$0	**$51,510**
4801	Pickup Truck	2017	7764	**7**	**$0**	$67,370	$0	$0	$0	$0	$0	$0	$82,840	$0	$0	**$150,210**
4702	Tahoe	2016	7711	**7**	**$0**	$41,154	$0	$0	$0	$0	$0	$0	$50,615	$0	$0	**$91,769**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4801	3/4 Ton Pickup Truck	2019	7776	**7**	**$0**	$0	$0	$0	$73,610	$0	$0	$0	$0	$0	$0	**$73,610**
4601	Dodge Ram	2019	7770	**7**	**$0**	$0	$0	$41,792	$0	$0	$0	$0	$0	$0	$51,399	**$93,191**
	Reserve SUV's															
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	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2008	1533	**5**	**$0**	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2008	1534	**5**	**$0**	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2008	1535	**5**	**$0**	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2008	1536	**5**	**$0**	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2009	1537	**5**	**$0**	$0	$28,300	$0	$0	$0	$0	$32,810	$0	$0	$0	**$61,110**
4801	Extrication Tool	2015	1592*	**5**	**$0**	$0	$0	$29,150	$0	$0	$0	$0	$33,790	$0	$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 (Ramblewooc	2014	Gen-83	**20**	**$0**	$4,000	$0	$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	$236,723	$0	$0	$0	**$236,723**
4805	Generator, 600 Kw (Academy)	2009	Gen-74	**20**	**$0**	$0	$0	$0	$0	$0	$0	$308,371	$0	$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	$50,890	$0	$0	$0	$0	$0	$0	$64,740	$0	**$115,630**
4901	Safety Trailer	2015	7757	**10**	**$0**	$0	$0	$0	$108,340	$0	$0	$0	$0	$0	$0	**$108,340**
4702	Ford Escape	2017	7012	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4901	Chevy Tahoe	2016	7724	**7**	**$0**	$41,220	$0	$0	$0	$0	$0	$0	$50,690	$0	$0	**$91,910**
4702	Ford Escape	2017	7713	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4702	Ford Escape	2017	7718	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4801	Ford Escape	2017	7738	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4702	Ford Escape	2017	7758	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4901	Ford Escape	2015	7002	**7**	**$35,157**	$0	$0	$0	$0	$0	$0	$43,239	$0	$0	$0	**$78,396**
4702	Ford Escape	2016	7759	**7**	**$0**	$32,590	$0	$0	$0	$0	$0	$0	$40,090	$0	$0	**$72,680**
4901	Chevy Tahoe	2014	7710	**7**	**$0**	$0	$0	$0	$0	$0	$54,150	$0	$0	$0	$0	**$54,150**
4901	Full Size PU- Double Cab	2020	7022	**7**	**$0**	$0	$0	$0	$0	$33,540	$0	$0	$0	$0	$0	**$33,540**
4901	Full Size PU- Double Cab	2020	7021	**7**	**$0**	$0	$0	$0	$0	$33,540	$0	$0	$0	$0	$0	**$33,540**
4601	Ford Escape	2016	7011	**7**	**$35,157**	$0	$0	$0	$0	$0	$0	$43,239	$0	$0	$0	**$78,396**
4901	Pickup Silverado	2018	7766	**7**	**$0**	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697	**$97,357**
4901	Full Size PU- Double Cab	2020	7015	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7016	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7017	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7018	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**
4901	Full Size PU- Double Cab	2020	7019	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
4901	Full Size PU- Double Cab	2020	7020	**7**	**$0**	$0	$0	$0	$0	$44,175	$0	$0	$0	$0	$0	**$44,175**
	Other															
4601	EMS cart (diesel) with Trailer	2015	7742	**7**	**$0**	$65,750	$0	$0	$0	$0	$0	$0	$83,650	$0	$0	**$149,400**
4801	Mobile Air Compressor truck/Air Van	1996	7709	**10**	**$0**	$248,063	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$248,063**
4801	Fire Academy Trailer	2014	7008	**15**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$16,023	$0	**$16,023**
4901	Cargo Van- high roof	2016	7747	**7**	**$0**	$51,660	$0	$0	$0	$0	$0	$0	$63,530	$0	$0	**$115,190**
4901	Ford Escape	2017	7746	**7**	**$0**	$0	$33,568	$0	$0	$0	$0	$0	$0	$41,293	$0	**$74,860**
4801	Dive Boat Sta 80	2012	7005	**10**	**$0**	$35,100	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$35,100**
4801	Dive Boat Trailer Sta 80 (together in cost a	2012	7006	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Dive Team Trailer	2017	7707	**10**	**$0**	$0	$0	$0	$15,070	$0	$0	$0	$0	$0	$0	**$15,070**
4801	Forklift/Lull- remove	2016	T7763	**15**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4801	Gator UTV Trailer	2020	7774	**7**	**$0**	$0	$0	$0	$0	$20,570	$0	$0	$0	$0	$0	**$20,570**
4805	Truck, Pumper Pierce	1989	T726	**5**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Fire/EMS Total				**$868,480**	**$1,125,497**	**$254,258**	**$1,454,652**	**$2,093,900**	**$3,567,566**	**$2,269,400**	**$2,490,752**	**$605,655**	**$122,055**	**$1,270,576**	**$16,122,790**



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Development Services																
3001	Truck, Pickup Frontier	2015	6621	**10**	**$0**	$0	$0	$30,080	$0	$0	$0	$0	$0	$0	$0	**$30,080**
3001	SUV Small	2014	6102	**7**	**$29,975**	$0	$0	$0	$0	$0	$0	$36,850	$0	$0	$0	**$66,825**
3001	Admin Vehicle, Hybrid	2016	6104	**7**	**$0**	$34,440	$0	$0	$0	$0	$0	$0	$42,350	$0	$0	**$76,790**
	Code Compliance															
5403	Full Size PU-D cab	2020	6649	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$33,280	$0	$0	**$33,280**
5403	Full Size PU-D cab	2020	6648	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$33,280	$0	$0	**$33,280**
5403	Ford Escape	2013	7623	**10**	**$0**	$36,352	$0	$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	$33,280	$0	$0	**$33,280**
5403	Colorado	2020	6651	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$30,080	$0	$0	**$30,080**
5403	Ford Escape	2018	6647	**10**	**$0**	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	$0	**$32,870**
5403	Ford Escape- rplcd w Ford Maverick-hybri	2012	7621	**10**	**$29,975**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$40,270	**$70,245**
5403	Ford Escape	2013	7624	**10**	**$0**	$36,352	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$36,352**
5403	Truck, Pickup 1/2 Ton Mini	2012	6001	**10**	**$29,975**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$40,270	**$70,245**
5403	Ford Escape Hybrid	2010	6600	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$30,080	$0	$0	**$30,080**
5403	Ford Escape Reg	2014	6603	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2014	6604	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2014	6605	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5403	Ford Escape	2017	6606	**10**	**$0**	$0	$0	$0	$0	$29,380	$0	$0	$0	$0	$0	**$29,380**
5403	Ford Escape	2017	6607	**10**	**$0**	$0	$0	$0	$0	$31,910	$0	$0	$0	$0	$0	**$31,910**
	Development Services Total				**$89,925**	**$107,145**	**$100,710**	**$30,080**	**$0**	**$61,290**	**$32,870**	**$36,850**	**$202,350**	**$0**	**$80,540**	**$741,760**
	Building															
5301	Truck, Pickup 1/2 Ton Mini	2012	6013	**10**	**$0**	$28,350	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$28,350**
5301	Escape	2018	6024	**10**	**$0**	$0	$0	$0	$0	$0	$30,260	$0	$0	$0	$0	**$30,260**
5301	Escape	2018	6025	**7**	**$0**	$0	$0	$27,225	$0	$0	$0	$0	$0	$0	$32,942	**$60,167**
5301	Truck, Pickup 1/2 Ton Mini-EC	2013	6007	**10**	**$0**	$28,350	$0	$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	$34,660	$0	$0	**$34,660**
5301	Ford Escape Reg	2014	6017	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5302	Truck, Pickup 1/2 Ton Mini-EC	2015	6008	**10**	**$0**	$0	$0	$30,080	$0	$0	$0	$0	$0	$0	$0	**$30,080**
5302	Truck, Pickup 1/2 Ton Mini-EC	2017	6022	**10**	**$0**	$0	$0	$0	$0	$31,910	$0	$0	$0	$0	$0	**$31,910**
5302	Truck, Pickup 1/2 Ton Mini- rplc w escape	2008	6020	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$34,660	$0	$0	**$34,660**
5302	Truck, Pickup (Prop) 1/2 Ton- rplc w escap	2008	6021	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$34,660	$0	$0	**$34,660**
5302	Truck, Pickup 1/2 Ton Mini-EC	2016	6012	**10**	**$0**	$0	$0	$0	$28,520	$0	$0	$0	$0	$0	$0	**$28,520**
5303	Ford Escape Reg	2014	6015	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5303	Ford Escape Reg	2014	6016	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
5304	SUV-small Escape	2019	6026	**10**	**$0**	$0	$0	$0	$0	$0	$0	$33,600	$0	$0	$0	**$33,600**
5304	Truck, Pickup 1/2 Ton Mini-EC	2012	6002	**10**	**$29,975**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$40,270	**$70,245**
	Building Total				**$29,975**	**$56,700**	**$100,710**	**$57,305**	**$28,520**	**$31,910**	**$30,260**	**$33,600**	**$103,980**	**$0**	**$73,212**	**$546,172**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Public Works--Streets																
5601	Concrete Mixer	2017	1493	**6**	**$0**	$6,490	$0	$0	$0	$0	$0	$7,658	$0	$0	$0	**$14,148**
5601	Truck, Pickup 3/4 Ton	2016	4426	**7**	**$0**	$49,820	$0	$0	$0	$0	$0	$0	$61,260	$0	$0	**$111,080**
5601	1 Ton Dump Truck, Cab-Chassis	2015	4422	**7**	**$0**	$0	$0	$0	$0	$0	$63,940	$0	$0	$0	$0	**$63,940**
5601	Directional Arrows	2015	4450	**8**	**$0**	$6,180	$0	$0	$0	$0	$0	$0	$0	$7,840	$0	**$14,020**
5601	Cab-Chassis w/Dump body	2019	4455	**8**	**$0**	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	$0	**$62,080**
5601	Cab-Chassis w/Dump body	2019	4454	**8**	**$0**	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	$0	**$62,080**
5601	Cab-Chassis w/Dump body-Diesel	2015	4441	**8**	**$0**	$63,010	$0	$0	$0	$0	$0	$0	$0	$79,840	$0	**$142,850**
5601	Cab-Chassis w/Dump body	2016	4442	**8**	**$0**	$0	$56,810	$0	$0	$0	$0	$0	$0	$0	$71,980	**$128,790**
5601	Mobile Air Compressor- replaced with 2 tr		4473	**10**	**$21,000**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$31,640	**$52,640**
5601	Truck, Sewer Vacuum	2011	4480	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$573,550	$0	**$573,550**
5601	Backhoe	2010	4459	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$134,390	$0	$0	**$134,390**
5601	Cab-Chassis w/Dump body	2019	4453	**8**	**$0**	$0	$0	$0	$0	$62,080	$0	$0	$0	$0	$0	**$62,080**
5601	3/4 Ton Cab-Chassis w utility body	2015	4423	**7**	**$56,410**	$0	$0	$0	$0	$0	$0	$69,370	$0	$0	$0	**$125,780**
5601	Truck, Pickup 1/2 Ton crew cab hybrid	2018	4427	**7**	**$0**	$0	$0	$41,170	$0	$0	$0	$0	$0	$0	$50,630	**$91,800**
5601	Truck, Pickup 3/4 Ton rep w 1/2 ton	2013	4410	**7**	**$0**	$0	$0	$0	$0	$40,190	$0	$0	$0	$0	$0	**$40,190**
5601	Truck, Pickup 1/2 ton	2014	4413	**7**	**$36,360**	$0	$0	$0	$0	$0	$0	$44,710	$0	$0	$0	**$81,070**
5601	Truck, Pickup 3/4 Ton rep w 1/2 ton	2013	4421	**7**	**$0**	$0	$0	$0	$0	$40,190	$0	$0	$0	$0	$0	**$40,190**
5601	Pickup Truck, 1/2 Ton crew cab	2016	4425	**7**	**$0**	$35,480	$0	$0	$0	$0	$0	$0	$43,630	$0	$0	**$79,110**
5601	Pickup Truck, 1/2 crew cab hybrid	2018	4428	**7**	**$0**	$0	$0	$41,170	$0	$0	$0	$0	$0	$0	$50,630	**$91,800**
5601	Truck, Pickup 1/2 Ton	2015	4440	**7**	**$0**	$38,190	$0	$0	$0	$0	$0	$0	$46,980	$0	$0	**$85,170**
5601	Cab-Chassis w/Dump body	2016	4420	**8**	**$0**	$0	$56,810	$0	$0	$0	$0	$0	$0	$0	$71,980	**$128,790**
5601	Cab-Chassis W/Dump body	2014	4412	**7**	**$0**	$0	$0	$0	$0	$79,750	$0	$0	$0	$0	$0	**$79,750**
5601	Skid Steer Loader w/Tracks	2011	4472	**8**	**$0**	$0	$0	$0	$0	$108,300	$0	$0	$0	$0	$0	**$108,300**
5601	Pickup, 1/2 T, 8' bed, EC gas	2012	4002	**7**	**$0**	$0	$0	$0	$31,970	$0	$0	$0	$0	$0	$0	**$31,970**
5601	Truck, Pickup 1/2 Ton EC	2014	4008	**7**	**$0**	$0	$0	$0	$0	$0	$43,410	$0	$0	$0	$0	**$43,410**
5601	Backhoe Caterpillar	2017	4460	**10**	**$0**	$0	$0	$0	$0	$143,000	$0	$0	$0	$0	$0	**$143,000**
5601	Cab-Chassis w/Dump body (FY 2015 Inter	2020	4431	**7**	**$0**	$0	$0	$0	$0	$194,730	$0	$0	$0	$0	$0	**$194,730**
5601	Truck, Dump Freightliner	2021	4451	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$179,830	$0	$0	**$179,830**
5601	Loader	2017	4463	**10**	**$0**	$0	$0	$0	$0	$294,700	$0	$0	$0	$0	$0	**$294,700**
5601	Mule, Litter Cart 4X4/was Workman	2006	1495	**7**	**$0**	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	$0	**$23,300**
5601	Gator	2015	0146	**7**	**$16,550**	$0	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	**$39,850**
5601	Workman, with Trailer	2009	0139/0151	**7**	**$0**	$14,160	$0	$0	$0	$0	$0	$0	$17,410	$0	$0	**$31,570**
5601	Roller, 3 Ton	2006	4477	**7**	**$0**	$0	$0	$0	$0	$90,890	$0	$0	$0	$0	$0	**$90,890**
5601	Truck, Dump 2 1/2 Ton	2017	4438	**10**	**$0**	$0	$0	$0	$0	$117,050	$0	$0	$0	$0	$0	**$117,050**
5601	F250 Super Duty 385 HP	2015	4403	**7**	**$0**	$0	$0	$0	$0	$0	$46,400	$0	$0	$0	$0	**$46,400**
5601	F250 Super Duty 385 HP	2015	4404	**7**	**$0**	$0	$0	$0	$0	$0	$46,400	$0	$0	$0	$0	**$46,400**
5601	F250 Super Duty 385 HP	2015	4405	**7**	**$0**	$29,357	$0	$0	$0	$0	$0	$0	$36,106	$0	$0	**$65,463**
5601	Gator w trailer (147)	2014	140	**7**	**$0**	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	$0	**$15,770**
5601	Gator w trailer (148)	2014	141	**7**	**$0**	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	$0	**$15,770**
5601	Gator w trailer (149)	2014	142	**7**	**$0**	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	$0	**$15,770**
5601	Gator	2014	143	**7**	**$0**	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	$0	**$15,770**
5601	Gator	2014	144	**7**	**$0**	$0	$0	$0	$0	$0	$15,770	$0	$0	$0	$0	**$15,770**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
5601	Gator	2018	138	**7**	**$0**	$0	$0	$13,620	$0	$0	$0	$0	$0	$0	$19,170	**$32,790**
5601	Gator	2014	145	**7**	**$16,550**	$0	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	**$39,850**
5601	Cab & Chasis, 1 Ton Dump body	2015	4424	**7**	**$49,060**	$0	$0	$0	$0	$0	$0	$60,350	$0	$0	$0	**$109,410**
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**	**$33,960**	$0	$0	$0	$0	$0	$0	$41,770	$0	$0	$0	**$75,730**
5601	Pickup Truck, 3/4 Ton EC	2015	4009	**7**	**$33,960**	$0	$0	$0	$0	$0	$0	$41,770	$0	$0	$0	**$75,730**
5601	Pickup, 3/4 Ton,EC 8' bed, gas	2019	4011	**7**	**$0**	$0	$0	$0	$40,920	$0	$0	$0	$0	$0	$0	**$40,920**
5601	Pickup Truck, 3/4 Ton	2013	4010	**10**	**$33,960**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$45,640	**$79,600**
5601	Pressure Cleaner with Tank	2014	0162	**10**	**$0**	$0	$14,685	$0	$0	$0	$0	$0	$0	$0	$0	**$14,685**
5601	Pressure Cleaner & Trailer	2017	0160	**10**	**$0**	$0	$0	$0	$0	$11,050	$0	$0	$0	$0	$0	**$11,050**
5601	Pressure Cleaner & Trailer	2017	0161	**10**	**$0**	$0	$0	$0	$0	$11,050	$0	$0	$0	$0	$0	**$11,050**
5601	Pressure Cleaner & Trailer	2011	1812	**10**	**$0**	$14,258	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$14,258**
5601	Pressure Cleaner & Trailer	2011	1813	**10**	**$0**	$14,258	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$14,258**
5601	Pressure Cleaner & Trailer	2011	1811	**10**	**$0**	$14,258	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$14,258**
5601	Track Paver	2019	4444	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Solid Waste/PW Admin															
5502	Dodge Ram	2019	5507	**7**	**$0**	$0	$0	$26,269	$0	$0	$0	$0	$0	$0	$32,308	**$58,577**
	Facilities															
5801	Pick up Truck 1/2 Ton -Hybrid	2020	4017	**7**	**$0**	$0	$0	$0	$0	$43,680	$0	$0	$0	$0	$0	**$43,680**
5801	Van, Transit	2018	4482	**7**	**$0**	$0	$0	$37,400	$0	$0	$0	$0	$0	$0	$46,000	**$83,400**
5801	Van, Utility	2018	4429	**7**	**$0**	$0	$0	$31,590	$0	$0	$0	$0	$0	$0	$38,870	**$70,460**
5801	Van, Cargo	2014	4418	**7**	**$0**	$0	$0	$0	$0	$44,420	$0	$0	$0	$0	$0	**$44,420**
5801	Transit Van	2018	4434	**7**	**$0**	$0	$0	$33,790	$0	$0	$0	$0	$0	$0	$41,560	**$75,350**
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**
5801	Generator, City Hall, 283 KW remove	2019	GEN-52/53	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Public Works Total				**$297,810**	**$285,460**	**$128,305**	**$225,009**	**$72,890**	**$1,405,240**	**$302,300**	**$312,228**	**$519,606**	**$661,230**	**$500,408**	**$4,710,487**

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Equipment Services																
5501	Admin. Ford Escape replcd w PU truck	2014	5703	**7**	**$0**	$0	$0	$0	$0	$0	$37,490	$0	$0	$0	$0	**$37,490**
5701	Truck, Silverado, Pickup EC	2006	SPW9	**7**	**$0**	$0	$0	$43,661	$0	$0	$0	$0	$0	$0	$53,697	**$97,357**
5701	Truck, Pickup 3/4 Ton	2013	5705	**7**	**$0**	$48,470	$0	$0	$0	$0	$0	$0	$58,649	$0	$0	**$107,119**
5701	Truck, Pickup	2015	5737	**7**	**$0**	$34,880	$0	$0	$0	$0	$0	$0	$42,900	$0	$0	**$77,780**
5701	Van, Freestar, 7 Passenger	2016	5739	**7**	**$0**	$32,690	$0	$0	$0	$0	$0	$0	$40,200	$0	$0	**$72,890**
5701	Van, Mini Passenger	2016	5717	**7**	**$0**	$0	$30,500	$0	$0	$0	$0	$0	$0	$37,510	$0	**$68,010**
5701	Van, Mini Passenger	2016	5716	**7**	**$0**	$0	$30,500	$0	$0	$0	$0	$0	$0	$37,510	$0	**$68,010**
5701	Van, Mini Passenger	2019	5746	**7**	**$0**	$0	$0	$0	$32,360	$0	$0	$0	$0	$0	$0	**$32,360**
5701	Van, Mini Passenger	2019	5745	**7**	**$0**	$0	$0	$0	$32,360	$0	$0	$0	$0	$0	$0	**$32,360**
5701	Message Board	2012	5735	**7**	**$0**	$0	$0	$0	$0	$16,110	$0	$0	$0	$0	$0	**$16,110**
5701	Message Board	2018	5748	**7**	**$0**	$0	$18,900	$0	$0	$0	$0	$0	$0	$23,250	$0	**$42,150**
5701	Ford Escape Hybrid	2020	5764	**7**	**$0**	$0	$0	$0	$0	$37,630	$0	$0	$0	$0	$0	**$37,630**
5701	Light Tower (4,000 WATT)	2002	5721	**20**	**$25,300**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$25,300**
5701	Light Tower (4,000 WATT)	2002	5722	**20**	**$25,300**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$25,300**
5701	Light Tower	2003	5723	**20**	**$0**	$0	$10,910	$0	$0	$0	$0	$0	$0	$0	$0	**$10,910**
5701	Light Tower	2003	5724	**20**	**$0**	$0	$10,910	$0	$0	$0	$0	$0	$0	$0	$0	**$10,910**
5701	Light Tower	2005	5725	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5726	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5727	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5728	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5729	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5730	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5731	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5732	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5733	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Light Tower	2005	5734	**20**	**$0**	$0	$0	$12,844	$0	$0	$0	$0	$0	$0	$0	**$12,844**
5701	Generator, Fleet, 150 KW	2005	Gen-07	**20**	**$0**	$0	$0	$60,140	$0	$0	$0	$0	$0	$0	$0	**$60,140**
5701	Generator, Fleet Pool, 150 KW	2005	Gen-08	**20**	**$0**	$0	$0	$60,140	$0	$0	$0	$0	$0	$0	$0	**$60,140**
5701	Gen, Fleet Pool, 65 KW	2006	Gen-17	**20**	**$0**	$0	$0	$0	$42,197	$0	$0	$0	$0	$0	$0	**$42,197**
5701	Gen, Fleet Pool, 65 KW	2007	Gen-76	**20**	**$0**	$0	$0	$0	$0	$39,192	$0	$0	$0	$0	$0	**$39,192**
5701	Gen, Utilities Spare, 600 KW	2007	SPW1	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Gen, GYM, 350 KW	2007	SPW2	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Gen, City Hall South, 175 KW	2007	SPW3	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Gen, Utilities, 65 KW	2007	SPW4	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Gen, Utilities, 65 KW	2007	SPW5	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Gen, Gun Range, 65 KW	2007	SPW6	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
5701	Generator on Trailer 55KW	2003	Gen-02	**20**	**$0**	$47,500	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$47,500**
5701	Generator, 65kw	2010	Gen-18	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$57,664	$0	$0	**$57,664**
5701	Generator, 100kw	2010	Gen-19	**20**	**$0**	$0	$0	$0	$0	$0	$0	$0	$65,196	$0	$0	**$65,196**
	Equipment Services Total				**$50,600**	**$163,540**	**$101,721**	**$292,383**	**$106,917**	**$92,932**	**$37,490**	**$0**	**$264,609**	**$98,270**	**$53,697**	**$1,262,159**

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Water and Sewer																
6001	Pickup truck, 3/4 T	2012	3300	**8**	**$0**	$0	$0	$0	$0	$0	$0	$42,360	$0	$0	$0	**$42,360**
6001	Small SUV	2016	3010	**10**	**$0**	$0	$0	$0	$35,620	$0	$0	$0	$0	$0	$0	**$35,620**
6002	SUV, Small Hybrid	2011	3001	**8**	**$0**	$0	$0	$0	$0	$0	$38,760	$0	$0	$0	$0	**$38,760**
6002	1 1/2 Ton Dump Truck	2011	3337	**8**	**$0**	$0	$0	$0	$0	$0	$82,140	$0	$0	$0	$0	**$82,140**
6002	Air Compressor	2011	3326	**10**	**$0**	$24,250	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$24,250**
6002	Cab & Chassis EC	2018	3347	**10**	**$0**	$0	$0	$0	$0	$0	$61,820	$0	$0	$0	$0	**$61,820**
6002	Directional Arrows, DOT	2008	3340	**7**	**$0**	$0	$0	$6,560	$0	$0	$0	$0	$0	$0	$8,080	**$14,640**
6002	Backhoe w/ Extended Boom	2014	3343	**10**	**$0**	$0	$122,130	$0	$0	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Backhoe w/ Extended Boom	2014	3342	**10**	**$0**	$0	$122,130	$0	$0	$0	$0	$0	$0	$0	$0	**$122,130**
6002	Truck, 1 Ton Utility, Cab-Chassis	2014	3003	**7**	**$0**	$0	$0	$0	$0	$64,620	$0	$0	$0	$0	$0	**$64,620**
6002	Trac Hoe, Small	2008	3320	**10**	**$54,050**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$72,630	**$126,680**
6002	Trailer	2008	3321	**10**	**$11,412**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$18,570	**$29,982**
6002	1 Ton Cab & Chassis w/utility body & cran	2015	3322	**8**	**$5,000**	$112,130	$0	$0	$0	$0	$0	$0	$0	$142,050	$0	**$259,180**
6002	Truck, 3/4 Ton PU	2016	3334	**7**	**$0**	$49,190	$0	$0	$0	$0	$0	$0	$60,500	$0	$0	**$109,690**
6002	1 Ton Cab & Chassis w/utility body	2011	3316	**7**	**$0**	$0	$0	$0	$0	$63,380	$0	$0	$0	$0	$0	**$63,380**
6002	Generator 150KW, PW lot	2013	Gen-79	**20**	**$0**	$4,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$4,000**
6002	Generator, Utilities, 125 KW	2002	Gen-67	**20**	**$93,800**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$93,800**
6002	Pickup Truck, 3/4 Ton	2022	3017	**7**	**$0**	$0	$0	$0	$0	$0	$43,940	$0	$0	$0	$0	**$43,940**
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**	**$51,740**	$0	$0	$0	$0	$0	$0	$63,640	$0	$0	$0	**$115,380**
6002	Forklift	2005	3341	**15**	**$0**	$0	$0	$0	$0	$0	$0	$0	$34,800	$0	$0	**$34,800**
6005	Cab & Chassis- heavy duty truck	2015	3323	**7**	**$108,860**	$0	$0	$0	$0	$0	$0	$133,890	$0	$0	$0	**$242,750**
6005	Sewer Jet Cleaner	2011	3336	**8**	**$0**	$0	$0	$0	$0	$0	$214,880	$0	$0	$0	$0	**$214,880**
6005	Pickup Truck, 3/4 Ton	2014	3007	**7**	**$0**	$39,280	$0	$0	$0	$0	$0	$0	$48,320	$0	$0	**$87,600**
6005	Truck, Sewer TV Equipment/Grout	2007	3009	**10**	**$0**	$0	$0	$0	$0	$0	$97,500	$0	$0	$0	$0	**$97,500**
6005	Pickup, Ford F-350 Super Duty	2019	3348	**7**	**$0**	$0	$0	$63,063	$0	$0	$0	$0	$0	$0	$76,306	**$139,369**
6005	Van, Transit	2020	3349	**7**	**$0**	$0	$0	$0	$0	$47,040	$0	$0	$0	$0	$0	**$47,040**
6005	Pickup Truck, 3/4 Ton	2019	3338	**7**	**$0**	$0	$0	$0	$41,970	$0	$0	$0	$0	$0	$0	**$41,970**
6005	Vacuum Pump	2008	3324	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$84,070	$0	**$84,070**
6005	Freightliner Vactor truck	2018	3012	**10**	**$0**	$0	$0	$0	$0	$538,840	$0	$0	$0	$0	$0	**$538,840**
6005	F350 Utility Body w/crane	2015	3317	**8**	**$108,860**	$0	$0	$0	$0	$0	$0	$0	$137,910	$0	$0	**$246,770**
6005	Van, Transit Cargo	2016	3309	**10**	**$0**	$0	$0	$0	$37,630	$0	$0	$0	$0	$0	$0	**$37,630**
6005	Cab-Chassis for Vacuum Equip.EQ 1790	2005	3328	**10**	**$0**	$67,195	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$67,195**
6005	Generator, Utilities, 65 KW	2006	Gen-14	**20**	**$0**	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-15	**20**	**$0**	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2006	Gen-16	**20**	**$0**	$0	$0	$0	$37,384	$0	$0	$0	$0	$0	$0	**$37,384**
6005	Generator TS175T	2013	Gen-80	**20**	**$0**	$4,000	$0	$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	$37,384	$0	$0	$0	**$37,384**
6005	Generator, Utilities, 65 KW	2007	Gen-75	**20**	**$0**	$0	$0	$0	$0	$37,384	$0	$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**

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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**
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	$249,590	$0	$0	$0	$0	$0	$0	$306,960	**$556,550**
6003	Gator	2016	1692	**7**	**$16,550**	$0	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	**$39,850**
6003	Workman	2018	1693	**7**	**$0**	$0	$0	$13,380	$0	$0	$0	$0	$0	$0	$18,820	**$32,200**
6003	Truck, 3/4 Ton Utility Body	2014	3005	**7**	**$0**	$0	$0	$0	$0	$0	$74,800	$0	$0	$0	$0	**$74,800**
6003	SUV-Mid Size- replcd w PU 1/2 Ton	2019	3332	**7**	**$0**	$0	$0	$0	$38,140	$0	$0	$0	$0	$0	$0	**$38,140**
6003	Loader w/ 3 Cubic Yard Bucket	2017	3315	**10**	**$0**	$0	$0	$0	$400,710	$0	$0	$0	$0	$0	$0	**$400,710**
6003	Truck, 1/2 Ton Nissan	2013	3307	**7**	**$0**	$0	$0	$0	$0	$0	$41,130	$0	$0	$0	$0	**$41,130**
6003	Truck, Cab & Chassis W/Dump	2007	3304	**7**	**$0**	$164,630	$0	$0	$0	$0	$0	$0	$231,660	$0	$0	**$396,290**
6003	Ford, Escape	2014	3004	**10**	**$0**	$0	$33,570	$0	$0	$0	$0	$0	$0	$0	$0	**$33,570**
6003	Ford, Escape	2019	3013	**10**	**$0**	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	$0	**$38,920**
6003	Ford, Escape	2019	3011	**10**	**$0**	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	$0	**$38,920**
6003	Ford, Escape	2019	3008	**10**	**$0**	$0	$0	$0	$0	$0	$0	$38,920	$0	$0	$0	**$38,920**
6003	Generator, 350 KW-Forest Hills Park	2008	Gen-09	**20**	**$0**	$0	$0	$0	$0	$0	$389,200	$0	$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 Plant	2007	Gen-05	**20**	**$0**	$0	$0	$0	$0	CIP	$0	$0	$0	$0	$0	**$0**
6003	Generator, 300 KW (Mullins Park)	2009	Gen-78	**20**	**$0**	$0	$0	$0	$0	$0	$0	$429,280	$0	$0	$0	**$429,280**
6003	Generator, Utilities, 150 KW	2004	Gen-72	**20**	**$0**	$0	$55,195	$0	$0	$0	$0	$0	$0	$0	$0	**$55,195**
6003	Dump Truck- Utilites	2015	Add to Fleet	**8**	**$0**	$184,070	$0	$0	$0	$0	$0	$0	$0	$271,950	$0	**$456,020**
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	$96,000	$0	$0	**$96,000**
	SUV-Midsize (Durango)		T7724	**7**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
	Water and Sewer Total				**$450,272**	**$648,745**	**$333,024**	**$332,593**	**$666,222**	**$751,264**	**$1,044,170**	**$846,614**	**$609,190**	**$498,070**	**$501,366**	**$6,681,530**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Aquatics																
8301	Pickup Truck, 3/4 Ton	2010	2240	**7**	**$0**	$0	$0	$0	$31,370	$0	$0	$0	$0	$0	$0	**$31,370**
	Aquatics Total				**$0**	**$0**	**$0**	**$0**	**$31,370**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$31,370**
Sportsplex/Tennis																
8409	Gator w dumpbed	2018	1167	**7**	**$0**	$0	$26,700	$0	$0	$0	$0	$0	$0	$37,570	$0	**$64,270**
8409	Pickup Truck, 3/4 Ton EC Tennis	2012	2020	**7**	**$0**	$0	$0	$0	$38,400	$0	$0	$0	$0	$0	$0	**$38,400**
8409	Workman	2019	1149	**7**	**$0**	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	$0	**$30,910**
8409	Trailer	2014	1110	**10**	**$0**	$0	$10,751	$0	$0	$0	$0	$0	$0	$0	$0	**$10,751**
8409	Workman	2015	1166	**7**	**$16,550**	$0	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	**$39,850**
8409	Power Roller	2013	1176	**4**	**$0**	$0	$0	$10,020	$0	$0	$0	$11,280	$0	$0	$0	**$21,300**
8409	Pickup Truck, 1/2 Ton-EC	2014	2006	**7**	**$0**	$28,350	$0	$0	$0	$0	$0	$0	$34,880	$0	$0	**$63,230**
8409	Pickup Truck 1/2 Ton	2016	2016	**7**	**$0**	$28,280	$0	$0	$0	$0	$0	$0	$34,770	$0	$0	**$63,050**
8409	Golf Cart/Service	2018	1180	**5**	**$0**	$18,890	$0	$0	$0	$0	$21,900	$0	$0	$0	$0	**$40,790**
7812	Mower, Zero Turn	2019	1145	**6**	**$0**	$0	$0	$0	$27,080	$0	$0	$0	$0	$0	$36,290	**$63,370**
7812	Skid Loader	2004	1895	**7**	**$0**	$0	$0	$0	$0	$0	$0	$84,700	$0	$0	$0	**$84,700**
7812	Paint machine/Field Marker	2009	1140	**5**	**$0**	$0	$5,790	$0	$0	$0	$0	$6,710	$0	$0	$0	**$12,500**
7812	Blower	2015	1120	**5**	**$0**	$8,978	$0	$0	$0	$0	$10,400	$0	$0	$0	$0	**$19,378**
7812	Paint machine/Field Marker	2009	1141	**5**	**$0**	$0	$5,790	$0	$0	$0	$0	$6,710	$0	$0	$0	**$12,500**
7812	SandPro	2019	1159	**5**	**$0**	$0	$37,300	$0	$0	$0	$0	$37,300	$0	$0	$0	**$74,600**
7812	Spreader	2019	1182	**5**	**$0**	$0	$7,740	$0	$0	$0	$0	$7,740	$0	$0	$0	**$15,480**
7812	Mower, Reelmaster- replced with two gro	2015	1169	**6**	**$68,400**	$0	$0	$0	$0	$0	$91,680	$0	$0	$0	$0	**$160,080**
7812	Mower, Push/Walk behind	2019	1266	**7**	**$0**	$0	$0	$0	$12,210	$0	$0	$0	$0	$0	$0	**$12,210**
7812	Turf Aerator (DNR)	2009	1184	**10**	**$0**	$0	$0	$0	$0	$0	$0	$22,440	$0	$0	$0	**$22,440**
7812	Workman, Dump Bed	2017	1161	**7**	**$0**	$0	$0	$28,040	$0	$0	$0	$0	$0	$0	$39,450	**$67,490**
7812	Workman, Dump Bed* replaced with a Ga	2008	1163	**7**	**$0**	$15,390	$0	$0	$0	$0	$0	$0	$18,930	$0	$0	**$34,320**
7812	Pickup Truck, 3/4 Ton	2016	2036	**7**	**$0**	$37,970	$0	$0	$0	$0	$0	$0	$37,970	$0	$0	**$75,940**
7812	Workman w/Sprayer Attachment- replace	2014	1153	**7**	**$31,500**	$0	$0	$0	$0	$0	$0	$38,740	$0	$0	$0	**$70,240**
	Sportsplex/Tennis Total				**$116,450**	**$137,858**	**$94,071**	**$38,060**	**$77,690**	**$30,910**	**$123,980**	**$238,920**	**$126,550**	**$37,570**	**$75,740**	**$1,097,799**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
Parks and Recreation																
	Cypress Park															
8101	Showmobile-Stage	2007	1173	**10**	**$0**	$195,790	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$195,790**
8101	Pickup Truck, 3/4 Ton	2015	2210	**7**	**$0**	$35,140	$0	$0	$0	$0	$0	$0	$43,220	$0	$0	**$78,360**
8101	Skid Loader	2008	2198	**8**	**$0**	$0	$0	$0	$0	$0	$71,770	$0	$0	$0	$0	**$71,770**
8101	SandPro	2014	1368	**5**	**$0**	$0	$31,040	$0	$0	$0	$0	$39,620	$0	$0	$0	**$70,660**
8101	Spreader	2018	1392	**7**	**$0**	$7,370	$0	$0	$0	$0	$0	$0	$10,380	$0	$0	**$17,750**
8101	Toro Mowes/Rotary 5 Gong	2021	13004	**6**	**$0**	$0	$0	$0	$0	$93,680	$0	$0	$0	$0	$0	**$93,680**
8101	Mower, Zero Turn	2017	T1352	**6**	**$0**	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	$0	**$54,730**
8101	Pickup Truck, 1/2 Ton Mini	2016	2277	**7**	**$0**	$28,350	$0	$0	$0	$0	$0	$0	$34,880	$0	$0	**$63,230**
8101	Pickup Truck,F-250 Super Cab	2020	2281	**7**	**$0**	$0	$0	$0	$0	$50,460	$0	$0	$0	$0	$0	**$50,460**
8101	Paint Machine	2015	1390	**5**	**$0**	$0	$0	$0	$4,650	$0	$0	$0	$0	$5,390	$0	**$10,040**
8101	Nissan leaf	2019	2280	**7**	**$0**	$0	$0	$28,650	$0	$0	$0	$0	$0	$0	$35,250	**$63,900**
8101	Pickup Truck, 3/4 Ton	2015	2031	**7**	**$0**	$36,360	$0	$0	$0	$0	$0	$0	$46,050	$0	$0	**$82,410**
8101	Pickup Truck, Nissan Frontier	2021	2039	**7**	**$0**	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	$0	**$32,870**
8101	Front End Loader w/ box blade	2006	2100	**10**	**$98,000**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$131,710	**$229,710**
8101	Workman with Dumpbed	2013	1344	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8101	Workman with Dumpbed	2013	1345	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8101	Workman	2016	1346	**7**	**$16,550**	$0	$0	$0	$0	$0	$0	$23,300	$0	$0	$0	**$39,850**
8101	Workman with Dumpbed- repl w John Ge	2014	1343	**7**	**$0**	$0	$0	$0	$0	$0	$16,670	$0	$0	$0	$0	**$16,670**
8101	Workman, Dump Bed	2019	1341	**7**	**$0**	$0	$0	$0	$29,440	$0	$0	$0	$0	$0	$0	**$29,440**
8101	Mower, Zero Turn- to be rplcd w lely spre	2013	1353	**6**	**$0**	$0	$0	$0	$8,540	$0	$0	$0	$0	$0	$11,450	**$19,990**
	Mullins Park															
8102	5 Gang Reel Mower	2019	12000	**6**	**$0**	$0	$0	$0	$90,450	$0	$0	$0	$0	$0	$121,220	**$211,670**
8102	5 Gang Rotary Mower	2016	1249	**6**	**$74,410**	$0	$0	$0	$0	$0	$99,720	$0	$0	$0	$0	**$174,130**
8102	Tractor	2007	2102	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$101,840	$0	$0	**$101,840**
8102	Forklift (Prop)	2012	T1299	**8**	**$0**	$35,100	$0	$0	$0	$0	$0	$0	$0	$43,524	$0	**$78,624**
8102	Pickup-F250	2013	2021	**7**	**$0**	$28,843	$0	$0	$0	$0	$0	$0	$34,900	$0	$0	**$63,743**
8102	Workman W/Sprayer	2021	12010	**7**	**$0**	$0	$0	$0	$0	$0	$54,750	$0	$0	$0	$0	**$54,750**
8102	Top Dresser	2002	2801	**8**	**$0**	$33,940	$0	$0	$0	$0	$0	$0	$0	$47,750	$0	**$81,690**
8102	Workman with Dumpbed- rplcd w John D	2020	12007	**7**	**$0**	$0	$0	$0	$0	$0	$16,670	$0	$0	$0	$0	**$16,670**
8102	Workman with Dumpbed	2014	1287	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8102	Ballpro	2014	1267	**5**	**$0**	$0	$26,520	$0	$0	$0	$0	$30,498	$0	$0	$0	**$57,018**
8102	Paint Machine	2021	12011	**5**	**$0**	$0	$0	$0	$4,650	$0	$0	$0	$0	$5,390	$0	**$10,040**
8102	Paint Machine	2015	1292	**7**	**$4,500**	$0	$0	$0	$0	$0	$0	$6,340	$0	$0	$0	**$10,840**
8102	Mower, Zero Turn	2016	1283	**6**	**$0**	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	$0	**$54,730**
8102	Pickup Truck, 1/2 Ton Mini (Nissan Frontie	2021	2040	**7**	**$0**	$0	$0	$0	$0	$0	$32,870	$0	$0	$0	$0	**$32,870**
8102	Toro Reel Master	2021	12008	**6**	**$0**	$0	$0	$0	$0	$82,390	$0	$0	$0	$0	$0	**$82,390**
8102	Soil Renovator	2009	1297	**5**	**$0**	$0	$25,550	$0	$0	$0	$0	$29,620	$0	$0	$0	**$55,170**
8102	Mower, Reel	2016	1958	**6**	**$0**	$76,000	$0	$0	$0	$0	$0	$101,850	$0	$0	$0	**$177,850**
8102	Skid Loader	2004	1195	**7**	$0	$0	$0	$0	$0	$0	$84,700	$0	$0	$0	$0	**$84,700**
8102	Arrow Board	2015	2026	**7**	**$6,000**	$0	$0	$0	$0	$0	$0	$7,390	$0	$0	$0	**$13,390**
8102	Arrow Board	2015	2025	**7**	**$6,000**	$0	$0	$0	$0	$0	$0	$7,390	$0	$0	$0	**$13,390**
8102	Trailer	2020	12001	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$15,410	$0	$0	**$15,410**

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Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
8102	Mower, Zero Turn	2016	1285	**6**	**$0**	$23,390	$0	$0	$0	$0	$0	$31,340	$0	$0	$0	**$54,730**
8102	Workman w/Dump Bed	2010	D1269-need new #	**7**	**$0**	$0	$26,700	$0	$0	$0	$0	$0	$0	$37,570	$0	**$64,270**
8102	Combinator	2013	1291	**5**	**$34,205**	$0	$0	$0	$0	$43,670	$0	$0	$0	$0	$55,730	**$133,605**
8102	Sod Cutter	2018	1258	**5**	**$0**	$6,810	$0	$0	$0	$0	$7,890	$0	$0	$0	$0	**$14,700**
8102	Pickup Truck, 1/2 Ton	2015	2204	**7**	**$33,988**	$0	$0	$0	$0	$0	$0	$41,800	$0	$0	$0	**$75,788**
8102	Workman with Dumpbed	2013	D1288-need new #	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8102	Pickup Truck, 3/4 Ton-EC Diesel	2016	2008	**7**	**$0**	$49,190	$0	$0	$0	$0	$0	$0	$60,500	$0	$0	**$109,690**
8102	Workman with Dumpbed	2013	1795	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8102	Trailer	2021	2106	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$0	$23,140	$0	**$23,140**
8102	Steer Skid Loader	2008	2199	**8**	**$0**	$0	$0	$0	$0	$69,040	$0	$0	$0	$0	$0	**$69,040**
	North Community Park															
8103	Workman w/Dump Body	2019	1964	**7**	**$0**	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	$0	**$30,910**
8103	Workman w/Dumnp Body	2019	1965	**7**	**$0**	$0	$0	$0	$0	$30,910	$0	$0	$0	$0	$0	**$30,910**
8103	Mower, Zero Turn	2016	1953	**6**	**$0**	$23,920	$0	$0	$0	$0	$0	$31,096	$0	$0	$0	**$55,016**
8103	Pickup, 3/4 Ton	2015	2029	**7**	**$0**	$36,860	$0	$0	$0	$0	$0	$0	$46,690	$0	$0	**$83,550**
8103	Truck, Pickup 1/2 Ton	2017	2037	**7**	**$0**	$0	$36,190	$0	$0	$0	$0	$0	$0	$44,520	$0	**$80,710**
8103	Pickup Truck, 3/4 Ton	2015	2028	**7**	**$0**	$34,120	$0	$0	$0	$0	$0	$0	$43,220	$0	$0	**$77,340**
8103	Pickup Truck, 3/4 Ton	2016	2035	**7**	**$0**	$37,900	$0	$0	$0	$0	$0	$0	$46,620	$0	$0	**$84,520**
8103	Pickup Truck, 3/4 Ton	2018	2260	**7**	**$0**	$0	$36,190	$0	$0	$0	$0	$0	$0	$44,520	$0	**$80,710**
8103	Workman Chemical Sprayer	2019	1993	**6**	**$0**	$0	$0	$0	$56,420	$0	$0	$0	$0	$0	$75,610	**$132,030**
8103	Paint Machine	2013	1992	**5**	**$0**	$4,637	$0	$0	$0	$0	$5,333	$0	$0	$0	$0	**$9,970**
8101	Pickup-F150	2020	2038	**7**	**$0**	$0	$0	$0	$0	$39,820	$0	$0	$0	$0	$0	**$39,820**
8103	Workman w dump bed- diesel	2019	1966	**7**	**$0**	$0	$0	$0	$0	$30,480	$0	$0	$0	$0	$0	**$30,480**
8103	Spreader LELY	2015	1959	**5**	**$0**	$0	$0	$8,130	$0	$0	$0	$0	$10,380	$0	$0	**$18,510**
8103	BallPro	2015	1940	**7**	**$0**	$35,520	$0	$0	$0	$0	$0	$0	$50,000	$0	$0	**$85,520**
	Neighborhood Parks															
8116	Zero Turn Mower	2017	1752	**5**	**$0**	$23,390	$0	$0	$0	$0	$29,850	$0	$0	$0	$0	**$53,240**
8116	Truck, Pickup 3/4 Ton	2018	2261	**7**	**$0**	$0	$0	$37,280	$0	$0	$0	$0	$0	$0	$45,860	**$83,140**
8116	Toro Sand Pro	2021	17007	**7**	**$0**	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	$0	**$32,240**
8116	Toro sandpro	2019	17000	**7**	**$0**	$0	$0	$0	$0	$43,190	$0	$0	$0	$0	$0	**$43,190**
8116	Pickup Truck, 1/2 Ton	2015	2219	**7**	**$33,860**	$0	$0	$0	$0	$0	$0	$41,650	$0	$0	$0	**$75,510**
8116	Pickup Truck, 3/4 Ton Deisal	2016	2208	**7**	**$0**	$46,120	$0	$0	$0	$0	$0	$0	$56,720	$0	$0	**$102,840**
8116	Pickup Truck, 1/2 Ton Mini	2017	2274	**7**	**$0**	$0	$29,200	$0	$0	$0	$0	$0	$0	$35,930	$0	**$65,130**
8116	1 T Truck, reg cab, diesel	2014	2226	**7**	**$0**	$0	$0	$0	$0	$63,380	$0	$0	$0	$0	$0	**$63,380**
8116	Paint Machine	2020	17003	**5**	**$0**	$0	$0	$5,220	$0	$0	$0	$0	$6,660	$0	$0	**$11,880**
8116	Truck, Pickup 3/4 Ton	2016	2224	**7**	**$0**	$34,120	$0	$0	$0	$0	$0	$0	$43,220	$0	$0	**$77,340**
8116	Ball Pro	2016	1755	**7**	**$0**	$24,630	$0	$0	$0	$0	$0	$0	$34,660	$0	$0	**$59,290**
8116	Ball Pro	2015	1762	**7**	**$0**	$24,630	$0	$0	$0	$0	$0	$0	$34,660	$0	$0	**$59,290**
8116	Mower, Reel Master	2019	1796	**6**	**$0**	$76,000	$0	$0	$0	$0	$0	$101,850	$0	$0	$0	**$177,850**
8116	Toro Sand Pro	2021	1748	**7**	**$0**	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	$0	**$32,240**
8116	Mower, Reel Master	2010	1797	**6**	**$68,103**	$0	$0	$0	$0	$0	$91,270	$0	$0	$0	$0	**$159,373**
8116	Pickup Truck, 3/4 Ton	2015	2033	**7**	**$36,860**	$0	$0	$0	$0	$0	$0	$45,330	$0	$0	$0	**$82,190**
8116	Mower, Zero Turn - to be rplcd w two trail	2012	1143	**6**	**$0**	$0	$0	$0	$0	$0	$0	$0	$27,599	$0	$0	**$27,599**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
8116	Top Dresser	2015	2804	**8**	**$0**	$0	$35,640	$0	$0	$0	$0	$0	$0	$0	$52,650	**$88,290**
8116	Sod Cutter	2016	1763	**5**	**$0**	$6,810	$0	$0	$0	$0	$7,890	$0	$0	$0	$0	**$14,700**
8116	Pickup Truck, 1/2 Ton	2015	2005	**7**	**$33,860**	$0	$0	$0	$0	$0	$0	$41,650	$0	$0	$0	**$75,510**
8116	Pickup Truck, 3/4 Ton	2015	2032	**7**	**$36,860**	$0	$0	$0	$0	$0	$0	$45,330	$0	$0	$0	**$82,190**
8116	Truck, 1 Ton Dump Diesel	2016	2259	**7**	**$0**	$48,590	$0	$0	$0	$0	$0	$0	$59,760	$0	$0	**$108,350**
8116	Workman w/Dump Bed	2019	1796	**7**	**$0**	$0	$0	$0	$29,440	$0	$0	$0	$0	$0	$0	**$29,440**
8116	Versa-Vac	2017	1294	**10**	**$0**	$0	$0	$0	$29,570	$0	$0	$0	$0	$0	$0	**$29,570**
8116	Workman - diesel	2016	1798	**7**	**$0**	$0	$0	$0	$0	$0	$32,460	$0	$0	$0	$0	**$32,460**
8116	Tractor	2007	2101	**10**	**$0**	$0	$0	$0	$0	$0	$0	$0	$101,840	$0	$0	**$101,840**
8116	Workman w/ Sprayer Attachment	2015	D1793-need new #	**7**	**$0**	$47,230	$0	$0	$0	$0	$0	$0	$58,080	$0	$0	**$105,310**
8116	Generator, 10 Kw-Mullins Park	2009	Gen-10	**20**	**$0**	$0	$0	$0	$0	$0	$0	$5,460	$0	$0	$0	**$5,460**
8116	Generator, 7 Kw-Mullins Park	2019	Gen-08	**10**	**$0**	$0	$0	$0	$0	$0	$0	$5,920	$0	$0	$0	**$5,920**
8116	Pickup Truck, 1/2 Ton EC	2015	2010	**7**	**$33,860**	$0	$0	$0	$0	$0	$0	$41,650	$0	$0	$0	**$75,510**
8116	Truck, 1 Ton Dump Cab-Chassis	2015	2231	**7**	**$0**	$55,160	$0	$0	$0	$0	$0	$0	$67,840	$0	$0	**$123,000**
8116	Showmobile Truck, 1-1/2 Ton	2012	2004	**7**	**$62,860**	$0	$0	$0	$0	$0	$0	$77,310	$0	$0	$0	**$140,170**
8116	Truck, 1/2 Ton -Frontier	2015	2019	**7**	**$27,890**	$0	$0	$0	$0	$0	$0	$34,300	$0	$0	$0	**$62,190**
8116	Pickup Truck, 1/2 Ton EC	2016	2220	**7**	**$0**	$31,970	$0	$0	$0	$0	$0	$0	$39,330	$0	$0	**$71,300**
8116	Toro Sand Pro	2021	12009	**7**	**$0**	$0	$0	$0	$0	$0	$32,240	$0	$0	$0	$0	**$32,240**
	Beautification/Landscape															
8118	Crew Cab Landscape Truck	2014	2006 listed 2x	**7**	**$0**	$23,560	$0	$0	$0	$0	$0	$0	$28,508	$0	$0	**$52,068**
8118	Pickup Truck, 1/2 Ton—Hybrid	2019	2233	**7**	**$0**	$0	$0	$0	$34,560	$0	$0	$0	$0	$0	$0	**$34,560**
8118	Pickup Truck, 1/2 Ton	2015	2242	**7**	**$0**	$29,130	$0	$0	$0	$0	$0	$0	$35,810	$0	$0	**$64,940**
8118	Pickup, 3/4 Ton	2014	2023	**7**	**$0**	$0	$0	$0	$0	$0	$40,740	$0	$0	$0	$0	**$40,740**
8118	Truck with Water Tank and Pump	2015	2270*	**7**	**$0**	$0	$0	$0	$0	$51,620	$0	$0	$0	$0	$0	**$51,620**
8118	Pickup Truck, 1/2 Ton Mini	2017	2278	**7**	**$0**	$0	$29,200	$0	$0	$0	$0	$0	$0	$35,930	$0	**$65,130**
8118	Lift, Trailer Mounted electric	2013	2135	**7**	**$0**	$0	$0	$0	$60,500	$0	$0	$0	$0	$0	$0	**$60,500**
8118	Truck-1 Ton Dump	2015	2232	**7**	**$0**	$74,730	$0	$0	$0	$0	$0	$0	$91,910	$0	$0	**$166,640**
8118	Truck, Pickup, F-250 Super Cab	2020	2282	**7**	**$0**	$0	$0	$0	$0	$34,800	$0	$0	$0	$0	$0	**$34,800**
8118	Pressure Cleaner with Tank	2014	1807	**10**	**$0**	$0	$14,685	$0	$0	$0	$0	$0	$0	$0	$0	**$14,685**
8118	Bucket Truck	2012	5715	**10**	**$173,652**	$0	$0	$0	$0	$0	$0	$0	$0	$0	$233,380	**$407,032**
8118	Chipper	2018	2215	**7**	**$0**	$44,280	$0	$0	$0	$0	$0	$0	$54,470	$0	$0	**$98,750**
8118	C&C, F550 DRW, 11' stakebody	2011	T2218	**7**	**$0**	$0	$0	$0	$71,760	$0	$0	$0	$0	$0	$0	**$71,760**
8118	Directional Arrows, DOT	2020	1192	**7**	**$0**	$0	$0	$0	$0	$6,960	$0	$0	$0	$0	$0	**$6,960**
8118	Directional Arrows, DOT	2015	2027	**7**	**$0**	$8,401	$0	$0	$0	$0	$0	$0	$10,330	$0	$0	**$18,731**
8118	Brush Chipper	2012	5714-need new #	**7**	**$0**	$0	$0	$0	$50,670	$0	$0	$0	$0	$0	$0	**$50,670**
8118	Chipper, Cab-Chassis	2015	2211	**7**	**$0**	$79,940	$0	$0	$0	$0	$0	$0	$101,260	$0	$0	**$181,200**
8118	Crew Cab Dump Body- Izuzu	2014	2212	**7**	**$57,875**	$0	$0	$0	$0	$0	$0	$71,170	$0	$0	$0	**$129,045**
	Irrigation															
8119	Directional Arrows/ trailer	2019	1189	**7**	**$0**	$0	$0	$6,560	$0	$0	$0	$0	$0	$0	$8,080	**$14,640**
8119	Directional Arrows/ trailer	2019	1190	**7**	**$0**	$0	$0	$0	$10,630	$0	$0	$0	$0	$0	$0	**$10,630**
8119	Directional Arrows/ trailer	2011	1191	**7**	**$0**	$0	$0	$0	$10,630	$0	$0	$0	$0	$0	$0	**$10,630**
8119	Backhoe/Trencher and Trailer	2014	1197/1198	**8**	**$0**	$142,830	$0	$0	$0	$0	$0	$0	$0	$180,930	$0	**$323,760**
8119	Mini Trencher	2004	2223	**8**	**$0**	$0	$0	$0	$0	$0	$14,780	$0	$0	$0	$0	**$14,780**
8119	Truck, 1Ton Cab-Chassis	2014	2230	**7**	**$0**	$0	$0	$0	$0	$0	$58,920	$0	$0	$0	$0	**$58,920**

TEN-YEAR REPLACEMENT PLAN

Dept #	Item Description	Year	ID #	Life	Adopted 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	Plan FY 2032	Total Cost FY22-32
8119	1 Ton Cab & Chasis	2015	2206	7	**$0**	$57,920	$0	$0	$0	$0	$0	$0	$71,230	$0	$0	**$129,150**
8119	Pickup Truck ,Ford F-350 Super Duty	2020	2235	7	**$0**	$0	$0	$0	$60,630	$0	$0	$0	$0	$0	$0	**$60,630**
8119	Truck, F350 Super Cab	2020	2236	7	**$0**	$0	$0	$0	$0	$94,080	$0	$0	$0	$0	$0	**$94,080**
8119	Truck, Cab-Chassis 1 ton	2015	2034	7	**$64,860**	$0	$0	$0	$0	$0	$0	$79,770	$0	$0	$0	**$144,630**
	Recreation Services															
8205	12 Passenger Van	2014	2228	7	**$0**	$60,020	$0	$0	$0	$0	$0	$0	$73,820	$0	$0	**$133,840**
	Transportation															
8209	Bus, 16 Passenger w-handicap lift	2011	2271	7	**$0**	$0	$0	$0	$204,020	$0	$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 w	2010	2272	7	**$0**	$0	$0	$0	$34,690	$0	$0	$0	$0	$0	$0	**$34,690**
	Parks and Recreation Total				**$904,193**	**$1,941,232**	**$290,915**	**$85,840**	**$791,250**	**$765,390**	**$958,173**	**$1,004,314**	**$1,814,954**	**$504,594**	**$770,940**	**$9,831,795**
	Grand Total				**$4,648,589**	**$6,504,091**	**$3,465,499**	**$4,426,482**	**$6,409,019**	**$8,509,773**	**$7,392,840**	**$7,250,808**	**$6,220,995**	**$4,220,688**	**$5,638,319**	**$64,687,103**
	Contingency				**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$660,000**
	CIP Fleet Budget				**$4,708,589**	**$6,564,091**	**$3,525,499**	**$4,486,482**	**$6,469,019**	**$8,569,773**	**$7,452,840**	**$7,310,808**	**$6,280,995**	**$4,280,688**	**$5,698,319**	**$65,347,103**




CORAL SPRINGS
EVERYTHING UNDER THE SUN

COMPUTER REPLACEMENT PROGRAM

Department/Fund	Division/Location	Item	Quantity	Unit Price	Total Cost	Budget By Division
City Commission	City Commission	Optiplex 390	1	$1,400	$1,400	$23,700
		Surface Pro	5	$2,500	$12,500	
		Optiplex 7050	7	$1,400	$9,800	
City Attorney	City Attorney	Dell Latitude 7280	1	$1,400	$1,400	$7,000
		Optiplex 7050	3	$1,400	$4,200	
		Optiplex 7020	1	$1,400	$1,400	
	Risk Management	Optiplex 7050	2	$1,400	$2,800	$2,800
City Manager's Office	City Manager's Office	Optiplex 7050	5	$1,400	$7,000	$13,750
		Latitude E6530	1	$1,850	$1,850	
		Latitude E6540 W/DOCK	1	$2,100	$2,100	
		Optiplex 390	2	$1,400	$2,800	
	City Clerk	Optiplex 7050	5	$1,400	$7,000	$9,800
		Optiplex 390	1	$1,400	$1,400	
		Dell Latitude 7280	1	$1,400	$1,400	
	Budget and Strategy	Optiplex 7050	5	$1,400	$7,000	$7,000
	Communications and Marketing	30" Cinema Apple Monitor	1	$1,400	$1,400	$70,150
		Optiplex 390	1	$1,400	$1,400	
		HP LATEX 560 Printer	1	$23,000	$23,000	
		ViewCast Streaming Video	1	$3,800	$3,800	
		IMAC 27"	1	$4,000	$4,000	
		IMAC W 27"	1	$4,000	$4,000	
		IMAC 27" 32gb	1	$4,000	$4,000	
		Macbook Pro 15	1	$2,500	$2,500	
		Suface Book 2	1	$2,500	$2,500	
		IMAC 27' 5K Retina	1	$2,500	$2,500	
		IMAC W 27" Monitor	2	$2,500	$5,000	
		IMAC 27"	1	$3,000	$3,000	
		Latitude 7280	1	$1,850	$1,850	
		Optiplex 7050	5	$1,400	$7,000	
		Surface Pro	3	$1,400	$4,200	
Development Services	Development Service Admin	Optiplex 390	3	$1,400	$4,200	$4,200
	Code Enforcement	Optiplex 390	10	$1,400	$14,000	$21,000
		Optiplex 7050	5	$1,400	$7,000	
	Planning & Zoning	Dell Latitude 7280	2	$1,850	$3,700	$24,500
		Hitachi CP-WX3030WN	2	$1,500	$3,000	
		HP Designjet T2530 Plotter	1	$15,000	$15,000	
		Optiplex 390	2	$1,400	$2,800	
	Neighborhood Service	Optiplex 390	3	$1,400	$4,200	$5,600
		Optiplex 7250	1	$1,400	$1,400	
Building	Building	Optiplex 390	11	$1,400	$15,400	$44,800
		Optiplex 7050	21	$1,400	$29,400	
Finance	Administration	Optiplex 390	1	$1,400	$1,400	$5,200
		HP Laserjet Pro 300 M375NW	1	$1,000	$1,000	
		Optiplex 7050	2	$1,400	$2,800	
	Accounting	Dell Latitude 7280	3	$1,400	$4,200	$14,600
		Optiplex 390	2	$1,400	$2,800	
		HP Pr0400 M401DN	1	$1,000	$1,000	
		HP Laserjet Pro M402dne	1	$1,000	$1,000	
		Optiplex 7050	4	$1,400	$5,600	
	Purchasing	Optiplex 390	2	$1,400	$2,800	$7,000
		Dell Latitude 7280	3	$1,400	$4,200	
	Revenue and Collection	Optiplex 390	8	$1,400	$11,200	$12,600
		Optiplex 7020	1	$1,400	$1,400	
	Central Stores	Optiplex 9020 sff	1	$1,400	$1,400	$5,600
		Optiplex 390	3	$1,400	$4,200	

COMPUTER REPLACEMENT PROGRAM-CONTINUED

Human Resources	City Hall in the Mall	Optiplex 390	3	$1,400	$4,200	$7,000
		Optiplex 7050	2	$1,400	$2,800	
	Community Relations	Optiplex 390	1	$1,400	$1,400	$5,600
		Optiplex 7280	1	$1,400	$1,400	
		Optiplex 7050	2	$1,400	$2,800	
	Volunteer Services	Optiplex 390	4	$1,400	$5,600	$5,600
	Human Resources	Optiplex 390	8	$1,400	$11,200	$19,600
		Dell Latitude 7280	1	$1,400	$1,400	
		Optiplex 7050	4	$1,400	$5,600	
		Surface Pro	1	$1,400	$1,400	
Information Technology	Information Services	Dell Latitude 7290	1	$1,850	$1,850	$62,650
		Dell Percision 7730	13	$1,850	$24,050	
		Dell Ultrasharp U3014 Monitor	3	$1,200	$3,600	
		KONICA	1	$2,600	$2,600	
		Latitude 5590	1	$1,850	$1,850	
		Latitude 6520	8	$1,850	$14,800	
		Latitude 7290	1	$1,850	$1,850	
		Latitude 7490	1	$1,850	$1,850	
		Latitude E6250	1	$1,850	$1,850	
		Latitude E6540	2	$1,850	$3,700	
		Latitude E7240	1	$1,850	$1,850	
		Optiplex 7050	1	$1,400	$1,400	
		Optiplex 9020 sff	1	$1,400	$1,400	
Parks and Recreation	Irrigation	Optiplex 380	1	$1,400	$1,400	$2,800
		Optiplex 7050	1	$1,400	$1,400	
	Landscape	Optiplex 390	1	$1,400	$1,400	$2,800
		Optiplex 7050	1	$1,400	$1,400	
	Mullins	Optiplex 390	2	$1,400	$2,800	$7,000
		Optiplex 7050	3	$1,400	$4,200	
	Cypress Park	Optiplex 390	2	$1,400	$2,800	$2,800
	Neighborhood PRKS	Optiplex 7050	2	$1,400	$2,800	$2,800
	Recreation Services	Optiplex 390	4	$1,400	$5,600	$16,800
		Latitude 7280	1	$1,400	$1,400	
		Optiplex 7050	7	$1,400	$9,800	
	Sportsplex/Tennis Center	Optiplex 7050	5	$1,400	$7,000	$7,000
Aquatics	Aquatics	Latitude E6540 Laptop w/Dock	1	$1,850	$1,850	$14,450
		Optiplex 7050	9	$1,400	$12,600	
Police	Office of the Chief	Optiplex 380	1	$1,400	$1,400	$5,600
		Optiplex 7050	3	$1,400	$4,200	
	Vice and Intelligence	Optiplex 390	6	$1,400	$8,400	$16,000
		Terastation Pro 2.0	1	$2,000	$2,000	
		Optiplex 7050	4	$1,400	$5,600	
	BEAR Unit	Optiplex 390	1	$1,400	$1,400	$4,200
		Optiplex 7050	2	$1,400	$2,800	
	Office of Professional Standards	Optiplex 390	1	$1,400	$1,400	$7,000
		Optiplex 7050	4	$1,400	$5,600	
	Patrol	Optiplex 390	2	$1,400	$2,800	$41,200
		Optiplex 7040	1	$1,400	$1,400	
		Optiplex 7050	15	$1,400	$21,000	
		Latitude 7214	4	$4,000	$16,000	
	Community Involvement	Optiplex 7050	1	$1,400	$1,400	$1,400
	Central Records	Optiplex 390	1	$1,400	$1,400	$17,250
		Optiplex 7050	10	$1,400	$14,000	
		Latitude E6540	1	$1,850	$1,850	
	Emergency Management	Latitude 7290	12	$1,850	$22,200	$46,500
		Latitude E6540	12	$1,850	$22,200	
		Latitude Tablet - 5285	1	$2,100	$2,100	
	Human Resources	Optiplex 390	4	$1,400	$5,600	$5,600
	Fiscal Mgmt	Optiplex 390	1	$1,400	$1,400	$1,400
	PD Building/Fleet	Optiplex 390	1	$1,400	$1,400	$9,800
		Optiplex 7050	6	$1,400	$8,400	

COMPUTER REPLACEMENT PROGRAM-CONTINUED

Police	K-9 Unit	Optiplex 7050	2	$1,400	$2,800	$2,800
	Special Investigations	Optiplex 390	2	$1,400	$2,800	$16,800
		Optiplex 7050	8	$1,400	$11,200	
		Optiplex 9020	2	$1,400	$2,800	
	Training	Optiplex 390	3	$1,400	$4,200	$9,800
		Optiplex 7050	4	$1,400	$5,600	
	General Investigations	Optiplex 390	1	$1,400	$1,400	$16,800
		Optiplex 7050	11	$1,400	$15,400	
	Tactical Gang	Optiplex 7020	1	$1,400	$1,400	$32,800
		Optiplex 7050	11	$1,400	$15,400	
		GETAC	1	$4,000	$4,000	
		DELL 7214	3	$4,000	$12,000	
	Traffic Unit	Optiplex 390	4	$1,400	$5,600	$31,200
		Optiplex 7050	4	$1,400	$5,600	
		Zebra RW420 Label	20	$1,000	$20,000	
	Youth Liaison	Optiplex 390	2	$1,400	$2,800	$72,400
		Optiplex 7050	4	$1,400	$5,600	
		GETAC w/doc	2	$4,000	$8,000	
		Dell 7214	14	$4,000	$56,000	
	Criminal ID	Optiplex 7050	11	$1,400	$15,400	$15,400
	Humane Unit	Optiplex 7050	3	$1,400	$4,200	$4,200
	Communications Center	Optiplex 7050	3	$1,400	$4,200	$64,200
		GETAC	7	$4,000	$28,000	
		Latitude 7214	8	$4,000	$32,000	
Public Works	Administration	Dell Latitude 7200	1	$1,400	$1,400	$5,600
		Optiplex 7050	3	$1,400	$4,200	
	Streets	Optiplex 7050	6	$1,400	$8,400	$8,400
	Facilities	Optiplex 7050	3	$1,400	$4,200	$4,200
EMS	EMS	Getac S400 Laptop	0	$0	$0	$0
Center for the Arts	Center for the Arts	HP Color Laserjet CP4525	1	$3,450	$3,450	$25,750
		HP Pro Pagewide 772DW	1	$4,100	$4,100	
		Mac Surface Studio	2	$1,400	$2,800	
		Optiplex 390	3	$1,400	$4,200	
		Optiplex 7050	8	$1,400	$11,200	
Subtotal General Fund					$878,800	$902,500
		Contingency				$15,000
Total General Fund						**$917,500**
Fire Fund	Administration	Dell Latitude 7280	1	$1,400	$1,400	$19,850
		Optiplex 390	2	$1,400	$2,800	
		Latitude E6540	1	$4,000	$4,000	
		Optiplex 7050	7	$1,400	$9,800	
		Latitude E6530	1	$1,850	$1,850	
	Fire Station 42	Optiplex 7050	3	$1,400	$4,200	$4,200
	Fire Station 43	Optiplex 390	1	$1,400	$1,400	$4,200
		Optiplex 7020	1	$1,400	$1,400	
		Optiplex 7050	1	$1,400	$1,400	
	Fire Station 64	Optiplex 7050	3	$1,400	$4,200	$4,200
	Fire Station 71	Optiplex 7050	3	$1,400	$4,200	$4,200
	Fire Station 80	Optiplex 7050	4	$1,400	$5,600	$5,600
	Fire Station 95	Optiplex 7050	3	$1,400	$4,200	$4,200
	Stations 42, 97, and 109	Optiplex 390	2	$1,400	$2,800	$2,800
	Inspection	Dell Latitude 5285	11	$1,400	$15,400	$21,000
		Optiplex 7050	2	$1,400	$2,800	
		Optiplex 390	2	$1,400	$2,800	
	Training Center	Optiplex 390	17	$1,400	$23,800	$35,000
		Optiplex 7050	8	$1,400	$11,200	
Subtotal Fire Fund						**$105,250**

COMPUTER REPLACEMENT PROGRAM-CONTINUED

Water and Sewer Fund	Water/Sewer Admin	Dell E6540 Laptop	1	$1,850	$1,850	$1,850
	Water Distribution	Optiplex 7050	1	$1,400	$1,400	$1,400
	Water Treatment	Optiplex 7050	1	$1,400	$1,400	$1,400
Subtotal Water and Sewer Fund						**$4,650**
Equipment Services	Fleet	Optiplex 390	2	$1,400	$2,800	$15,400
		Optiplex 7050	9	$1,400	$12,600	
Subtotal Equipment Services Fund						**$15,400**
Total Computers Replacement Budget—FY 2022						**$1,042,800**



TEN-YEAR COMPUTER REPLACEMENT PLAN

City Commission -0100

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Seat 3	2017	Optiplex 390	18420	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Commission	2018	Optiplex 7050	21920	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
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
Ron Stein	2017	Optiplex 7050	21991	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
New Develop.	2017	Optiplex 7050	21992	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Seat 1	2012	Optiplex 7050	21890	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
SKYPE	2018	Optiplex 7050	21891	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Seat 2	2018	Optiplex 7050	21892	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 14,001.00	$ 16,801.00
Seat 5	2018	Optiplex 7050	21893	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Seat 4	2018	Optiplex 7050	21894	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Commission	2019	Latiude 5400	24234	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Commission	2018	Surface Pro	23231	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ 7,500.00
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	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
	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**	**$ -**	**$ 23,801.00**	**$ 97,701.00**

City Attorney -2502

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Assistant City Attorney	2018	Dell Latitude 7280	21766	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2007	HP M3027x MFP Laser		$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Executuve Assistant/Attorney	2018	Optiplex 7020	21708	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
City Attorney	2018	Optiplex 7050	21705	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy City Attorney	2018	Optiplex 7050	21707	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistant	2018	Optiplex 7050	21706	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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**	**$ -**	**$ 7,000.00**	**$ 28,000.00**

Risk Management -8801

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Risk Assistant	2016	Dell E6540 Laptop	20662	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Printer	2001	HP 4350TN LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Risk Management Assistant	2012	Optiplex 7050	21682	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Risk Management Coordinator	2012	Optiplex 7050	21683	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Risk Management Coordinator	2015	Latitude	20535	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 2,800.00**	**$ -**	**$ 3,700.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ 3,700.00**	**$ -**	**$ -**	**$ -**	**$ 6,500.00**	**$ 19,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

City Manager-0501

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer	2005	HP 4650DN Color Laser		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Deputy City Manager	2012	Optiplex 390	17942	$ 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
Executive Assistant	2018	Optiplex 7050	21604	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Asst. to the City Manager	2017	Optiplex 7050	21895	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Asst. to the City Manager	2018	Optiplex 7050	21895	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistance	2017	Optiplex 7050	21765	$ 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
CRA Administrator	2010	Latitude E6500 Laptop	17314	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Deputy City Manager - laptop	2012	Latitude E6500 Laptop	18262	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
City Manager - Laptop	2012	Latitude E6500 Laptop	18497	$ -	$ -	$ -	$ 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
Admin Manager	2019	Optiplex 7070	24103	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Project Manager	2014	Latitude E6540 W/DOCK	19699	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 6,300.00
City Manager	2016	Dell Latitude 9410	24946	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
City Manager - Laptop	2011	Vostro 3300 Laptop	16877	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Total				**$ 13,750.00**	**$ -**	**$ 6,700.00**	**$ 5,550.00**	**$ 3,950.00**	**$ 9,800.00**	**$ 5,300.00**	**$ 6,950.00**	**$ 3,950.00**	**$ -**	**$ 15,100.00**	**$ 71,050.00**

City Clerk -3501

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
City Clerk	2017	Dell Latitude 7280	21780	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Records Mgmt. Coordinator	2016	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2013	HP525F MFP		$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 6,900.00
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
Asst. City Clerk	2017	Optiplex 7050	21714	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21601	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21600	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21602	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Costa	2017	Optiplex 7050	21599	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Multiple Users	2010	Latitude D610 Laptop									$ -		$ -		$ -
City Clerk - Laptop	2015	Latitude E6520 Laptop	20614	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00		$ -	$ -	$ 3,700.00
City Clerk - Laptop	2015	Latitude E6520 Laptop	20329	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Personal Harbor	2015	Optiplex 9020	20344	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 9,800.00**	**$ 16,450.00**	**$ 1,850.00**	**$ 3,250.00**	**$ -**	**$ 22,800.00**	**$ 5,300.00**	**$ 1,850.00**	**$ 1,400.00**	**$ 13,000.00**	**$ 11,650.00**	**$ 87,350.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Budget & Strategy -1901

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Senior Financial Analyst	2005	Optiplex GX280		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2007	HP 8150DN Laser		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
Senior Financial Analyst	2018	Optiplex 7050	21912	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Financial Analyst	2018	Optiplex 7050	21914	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Shared PC	2018	Optiplex 7050	21915	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Financial Analyst	2018	Optiplex 7050	21928	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Financial Analyst	2018	Optiplex 7050	21927	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Budget Laptop	2015	Latitude E6540	20536	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Budget Analyst	2019	Surface Pro	23910		$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ 6,900.00
Intern	2015	Optiplex 9020 sff	20226	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Senior Financial Analyst	2009	Optiplex 960		$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ 4,600.00
Director of Budget	2017	Surface Pro	21669	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
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**	**$ 8,850.00**	**$ 50,550.00**

Economic Development Office -0502

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
EDO Coordinator	2015	Dell Latitude E6540	20516		$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ 5,400.00
Chief Economic Dev Officer	2015	HP Laserjet MFP M575DN	20197	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Chief Economic Dev Officer	2016	Latitude E5470 Laptop w/Dock	21027	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ 6,300.00
EDO Coordinator	2015	Optiplex 9020	20195	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
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
Total				**$ -**	**$ 7,350.00**	**$ 2,100.00**	**$ 4,850.00**	**$ -**	**$ 7,350.00**	**$ 2,100.00**	**$ -**	**$ 4,850.00**	**$ 7,350.00**	**$ 2,100.00**	**$ 38,050.00**

Emergency Management- 0503

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Emergency Management	2020	Dell Inspirion	24278										$ -		$ -
Emergency Management	2020	Optiplex 7070	24353	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -		$ 2,800.00
Total				**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,400.00**	**$ -**	**$ -**	**$ 2,800.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Communication & Marketing -0604

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Creative Service Coord.	2006	23" Viewsonic Monitor	15056										$ -		$ -
Editor/ Producer	2006	Primera Bravo DVD Duplicator	15209	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Printer-poster	2018	HP LATEX 560 Printer	23175	$ 23,000.00	$ -	$ -	$ -	$ 23,000.00	$ -	$ -	$ -	$ 23,000.00	$ -	$ -	$ 69,000.00
TIGHTROPE	2006	HEADED CONTROL/CAROUSEL	15524	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	$ -
TIGHTROPE	2006	250GB VIDEO ON DEMAND	15526	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
TIGHTROPE	2006	12X2 A/V ROUTER	15527	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Printer-MAC	2007	HP 5200TN LaserJet MAC	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Editor/ Producer	2020	Dell Latitude 5500	24526	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Creative Services Coordinator	2010	30" Cinema Apple Monitor	17397	$ 1,400.00	$ -	$ -	$ 1,400.00	$ -	$ -	$ 1,400.00	$ -	$ -	$ 1,400.00	$ -	$ 5,600.00
City Radio	2015	Optiplex 380 - replaced in 2015	17635	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Communications/ Mktg. Manager	2015	HP ZR30W	18941	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 2,000.00
Creative Service Coord.	2013	Precision T3600 MT GIS PC	18983	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Communications/ Mktg. Manager	2013	Precision T3600 MT GIS PC	18984	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Broadcast Comms. Coordinator	2017	Surface Pro 17"	21663	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
City TV	2014	ViewCast Streaming Video	19753	$ 3,800.00	$ -	$ -	$ 3,800.00	$ -	$ -	$ 3,800.00	$ -	$ -	$ 3,800.00	$ -	$ 15,200.00
Creative Service Coord.	2018	IMAC 27" 32gb	23455	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ 16,000.00
Intern/Videographer	2018	IMAC 27"	23607	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ 16,000.00
Editor/ Producer	2018	IMAC W 27"	23608	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ 16,000.00
Communications/ Mktg. Manager	2015	Macbook Pro 13"	23470	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 7,500.00
Editor/Producer	2018	Macbook Pro 15	23519	$ 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	$ -	$ -	$ 7,500.00
Graphics Designer	2018	IMAC W 27" Monitor	23453	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 7,500.00
Conference Room	2018	IMAC 27' 5K Retina	23452	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ 10,000.00
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	$ -	$ -	$ 7,500.00
Communications/ Mktg. Manager	2018	IMAC W 27" Monitor/desktop	23454	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 2,500.00	$ -	$ -	$ 7,500.00
Server-MAC	2018	IMAC 27"	23606	$ 3,000.00	$ -	$ -	$ 3,000.00	$ -	$ -	$ 4,000.00	$ -	$ -	$ 4,000.00	$ -	$ 14,000.00
Printer	2015	HP Color LaserJet MFP M577F	24029	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ 6,300.00
Communication Coordinator	2017	Surface Pro	24208	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 4,600.00
Broadcast Comms. Coordinator	2016	Dell Latitude E5470	20819	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Office Assistant/Historain	2017	Optiplex 390 - replaced in 2017	18417	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant/Historain	2016	Dell Latitude E7270	20831	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Event Coordinator	2019	Dell Latitude Laptop 5400	24321	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 3,600.00
Graphics Designer	2017	Optiplex 7050	21886	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Interent Assistant	2017	Optiplex 7050	21884	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Video Room	2017	Optiplex 7050	21888	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Skype	2018	Optiplex 7050	21891	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
????	2017	Optiplex 7050	21885	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Inter /Front desk	2018	Latitude 7280	21773	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Principal Office Assistant	2019	Optiplex 7060	23755	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Communications/ Mktg. Manager	2018	Suface Book 2	23182	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ 7,500.00
Intern/Graphics Designer	2014	Optiplex 9020 Mini Tower	23754	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Graphics Designer	2017	Surface Pro	21664	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Conference Room	2017	Surface Pro	21661	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Writer/Media Relations Coord.	2017	Surface Pro 17"	21662	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 70,150.00**	**$ 7,500.00**	**$ 24,950.00**	**$ 32,600.00**	**$ 32,750.00**	**$ 27,200.00**	**$ 36,750.00**	**$ 13,300.00**	**$ 41,250.00**	**$ 33,300.00**	**$ 23,550.00**	**$ 343,300.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Development Service Administration -3100

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Vacant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Development Services Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Director of Development Services	2017	Dell Latitude 7280	21774	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 3,400.00
Laptop	2017	Dell Latitude 7280	21772	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 1,700.00	$ -	$ -	$ -	$ 3,400.00
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		$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Assistant Director of Development Ser	2013	Dell Precision 5180	21756	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Laptop	2016	Latitude E5470	20817	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 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**	**$ -**	**$ 9,650.00**	**$ 50,450.00**

Neighborhood Services -3004

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Inspector 1	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Atria	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Comm. Develop. /Housing Admin.	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Comm.Develop./Housing Admin.	2013	Dell Precision 5180	21755	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Neighborhood Coordination Asst	2013		21757	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Transportation Planner	2017	Optiplex 7250	21324	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ 3,600.00**	**$ -**	**$ -**	**$ 3,600.00**	**$ 5,600.00**	**$ -**	**$ 3,600.00**	**$ -**	**$ -**	**$ 9,200.00**	**$ 31,200.00**

Planning & Zoning -3001

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Senior Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Landscape Inspector	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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	2009	Latitude E6500 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Assistant Planner	2013	Dell Precision 5180	21753	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Associate Planner	2013	Dell Precision 5180	21751	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Shared GIS PC #1	2013	Precision T3600 MT GIS PC		$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Shared GIS PC #2	2013	Precision T3600 MT GIS PC		$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Chief Planner	2013	Dell Precision 5180	21752	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 5,400.00
Printer	2014	HP M525DN MFP		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00		$ -		$ 4,200.00
Slice of the Springs	2014	Hitachi CP-WX3030WN		$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ 4,500.00
Slice of the Springs	2014	Hitachi CP-WX3030WN		$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ -	$ 1,500.00	$ -	$ -	$ 4,500.00
Printer - Color	2020	HP Laserjet M751	24329	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -		$ 6,900.00
Public Use Laptop	2004	Latitude D600 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Zoning/CC Meetings	2008	Latitude D830 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Planning & Zoning Manager	2008	Latitude D830 Laptop w/Dock		$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ -		$ -
Plotter	2014	HP Designjet T2530 Plotter	23174	$ 15,000.00	$ -	$ -	$ -	$ 15,000.00	$ -	$ -	$ -	$ 15,000.00	$ -	$ -	$ 45,000.00
Total				**$ 24,500.00**	**$ 7,200.00**	**$ 3,900.00**	**$ 3,450.00**	**$ 28,900.00**	**$ 4,600.00**	**$ -**	**$ 9,300.00**	**$ 26,950.00**	**$ -**	**$ 10,000.00**	**$ 118,800.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Code Enforcement- 5403

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Clerical Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office assitant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP Laserjet 500 MFP - M525dn	20491	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Inspector 1	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Broken	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2008	Itronix VR-2 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Code Compliance Officer	2014	GETAC F110/V110 Lind		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Code Compliance Officer	2014	GETAC F110/V110 Lind	19917	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Broken	2014	GETAC F110/V110 Lind	19919	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Code Compliance Officer	2014	GETAC F110/V110 Lind	19920	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Code Compliance Manager	2014	Panasonic Toughbook	20079	$ -	$ -	$ 5,000.00	$ -	$ -	$ -	$ 5,000.00	$ -	$ -	$ -		$ 10,000.00
Code Compliance Manager	2013	Dell Precision 5180	21758	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Code Compliance Officer	2014	Latitude E6540		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
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	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21881	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Code Compliance Supervisor	2017	Optiplex 7050	21874	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Kitchen	2017	Optiplex 7050	21873	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Code Compliance Manager	2019	Laditude 5500	24110	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Senior Office Assistant	2017	Optiplex 7050	21875	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21868	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanner Desk	2017	Optiplex 7050	21872	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Code Compliance Administrator	2017	Optiplex 7050	21879	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21878	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21876	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Code Officer	2019	Optiplex 7060	23760	$ -	$ -	$ 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	2019	Optiplex 7060	23762	$ -	$ -	$ 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	23764	$ -	$ -	$ 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	23766	$ -	$ -	$ 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	2014	Optiplex 7060	23768	$ -	$ -	$ 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	23770	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Office Assistant	2015	Optiplex 9020	20345	$ -	$ -	$ -	$ 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**	**$ 38,800.00**	**$ 193,750.00**

Total Development Services				**$ 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**	**$ 67,650.00**	**$ 394,200.00**

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Building- 5101-5304

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
DESK #14	2019	Dell Latitude 5290	24114	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
DESK #33	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #31	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #6	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #38	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #32	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #26	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #16	2017	Optiplex 390	21699	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #9	2017	Optiplex 390	21324	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #25	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #21	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #5	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #35	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
GIS-COPIER	2005	OCETOS 400 - SCANNER PORTION		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
GIS-COPIER	2005	OCETOS 400 - CONTROLLER PART		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Printer Color	2004	HP2550N Color LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Printer #G	2018	HP Laserjet M527F	23314	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -		$ 4,200.00
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		$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -		$ 6,900.00
DESK #10	2017	Optiplex 7050	21558	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #20	2017	Optiplex 7050	21678	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #27	2017	Optiplex 7050	21317	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #24	2017	Optiplex 7050	21684	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #2	2017	Optiplex 7050	21318	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #7	2017	Optiplex 7050	21320	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #11	2017	Optiplex 7050	21325	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #42	2017	Optiplex 7050	21399	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #3	2017	Optiplex 7050	21316	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #37	2017	Optiplex 7050	21692	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #8	2017	Optiplex 7050	21323	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #40	2017	Optiplex 7050	21674	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #4	2018	Optiplex 7050	21787	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #19	2017	Optiplex 7050	21321	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #12B	2017	Optiplex 7050	21697	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #18	2017	Optiplex 7050	21319	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #28	2017	Optiplex 7050	21698	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Chief Building Official	2020	Laitiude 5400	24247	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
DESK #29	2017	Optiplex 7050	21702	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #23	2017	Optiplex 7050	21677	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
DESK #1	2017	Optiplex 7050	21322	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
FRONT	2010	Latitude D6520 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Development Services Coordinator	2016	Latitude E5470	20816	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
DESK #13	2015	Optiplex 9020	20377	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
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**	**$ 48,500.00**	**$ 173,350.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Finance Administration -1501

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Director of Financial Services	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP606x - B/W	20692	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 8,000.00
Printer	2012	HP Laserjet Pro 300 M375NW		$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 100.00	$ 2,100.00
Printer	2014	HP1606DN		$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 2,000.00
City Controller	2018	Optiplex 7050	21925	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2018	Optiplex 7050	21898	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Director of Financial Services	2012	Latitude 6520		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Conference Room	2015	Latitude E6540 Laptop	19969	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 5,200.00**	**$ -**	**$ 4,700.00**	**$ 4,000.00**	**$ -**	**$ 5,200.00**	**$ 3,700.00**	**$ 1,000.00**	**$ 4,000.00**	**$ -**	**$ 8,000.00**	**$ 35,800.00**

Accounting- 1601

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Accountant	2018	Dell Latitude 7280	21749	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Accounting Assistant	2018	Dell Latitude 7280	21746	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Payroll Technician	2018	Dell Latitude 7280	21748	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanner	2016	Canon Image Forumula	21002	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Payroll Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Accountant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP LaserJet MFP M525DN	20294	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Printer - PD Records	2013	HP Pr0400 M401DN		$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ 3,000.00
Printer - Finance	2018	HP Laserjet Pro M402dne	Under $1000	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ 3,000.00
Printer	2014	HP425DN MFP		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Accountant	2018	Optiplex 7050	21921	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Accounting Analyst	2018	Optiplex 7050	21924	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Accountant	2018	Optiplex 7050	21922	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fin. Report/ Comp. Administration	2018	Optiplex 7050	21923	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 14,600.00**	**$ -**	**$ 2,100.00**	**$ 4,200.00**	**$ -**	**$ 14,600.00**	**$ -**	**$ 4,200.00**	**$ 2,100.00**	**$ -**	**$ 14,600.00**	**$ 56,400.00**

Revenue & Collection-1602

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
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
Printer	2016	HP Laserjet M606dn	21109	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
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
Scanner	2016	Canon DR 6010C	20805	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ 8,100.00
Total				**$ 12,600.00**	**$ -**	**$ 2,700.00**	**$ 2,100.00**	**$ -**	**$ 12,600.00**	**$ 2,700.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ 15,300.00**	**$ 50,100.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Purchasing- 1701

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Purchasing Administrator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Purchasing Agent II	2018	Dell Latitude 7280	21770	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Purchasing Agent II	2018	Dell Latitude 7280	21768	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Purchasing Agent II	2018	Dell Latitude 7280	21767	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP LaserJet MFP M525DN	20293	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
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**	**$ -**	**$ 7,000.00**	**$ 28,000.00**

Central Stores- 1702

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Purchasing Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Purchasing Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Purchasing Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2007	HP 4350DTN LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Central Stores Coordinator	2016	Optiplex 9020 sff	20364	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ 16,800.00**

Total Finance				**$ 45,000.00**	**$ -**	**$ 10,900.00**	**$ 12,400.00**	**$ -**	**$ 45,000.00**	**$ 6,400.00**	**$ 6,600.00**	**$ 10,300.00**	**$ -**	**$ 50,500.00**	**$ 187,100.00**

City Hall in the Mall- 1007

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Applicants	2012	Optiplex 390	17900	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390	17908	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Rec Trac	2012	Optiplex 390	18123	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP Laserjet Color - M651N	20291	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -		$ 6,900.00
Passport Service Supervisor	2017	Optiplex 7050	21318	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Blade PC	2018	Optiplex 7050	21685	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 7,000.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ -**	**$ 7,000.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ -**	**$ 7,000.00**	**$ 27,900.00**

Community Relations- 1001

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Community Relations Manager	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Comm. Relations Coordinator	2017	Optiplex 7050	21356	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21887	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7280	21776	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ 16,800.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Human Resources- 1000

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
HR Manager	2017	Dell Latitude 7280	21778	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Pension Administrator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Intern	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21607	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Human Resource Analyst	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
HR Support Specialist	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Front counter	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Front counter	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Human Resource Partner	2017	Latitude 7280	21775	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Color Printer	2015	HP LaserJet M651N Color Printe	20291	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
	2018	Optiplex 7050	21402	$ 1,400.00					$ 1,400.00				$ -	$ 1,400.00	$ 4,200.00
HR Support Specialist	2012	Canon DR-6010C		$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 5,400.00
Sr. Human Resource Coordinator	2018	Optiplex 7050	21919	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Human Resource Coordinator	2018	Optiplex 7050	21918	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
HR Support Specialist	2017	Optiplex 7050	21355	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Director of Human Resources	2016	Latitude E5570	20952	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Conference room	2015	Latitude E6540	20534	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
HR - CIGNA	2015	Optiplex 9020		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Director of Human Resources	2017	Surface Pro	21688	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 19,600.00**	**$ -**	**$ 3,700.00**	**$ 7,550.00**	**$ -**	**$ 19,600.00**	**$ 3,700.00**	**$ 2,700.00**	**$ 4,850.00**	**$ -**	**$ 23,300.00**	**$ 85,000.00**

Volunteer Services- 1008

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Shared PC	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Trout	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Volunteer Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Volunteer Desk	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2013	HP MFP M577	23382	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 4,200.00
Total				**$ 5,600.00**	**$ 2,100.00**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ 2,100.00**	**$ -**	**$ -**	**$ -**	**$ 5,600.00**	**$ 21,000.00**

Total Human Resources				**$ 37,800.00**	**$ 2,100.00**	**$ 3,700.00**	**$ 11,000.00**	**$ -**	**$ 37,800.00**	**$ 5,800.00**	**$ 2,700.00**	**$ 8,300.00**	**$ -**	**$ 41,500.00**	**$ 150,700.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Information Technology- 2001

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
IT Support Specialist	2,019	Dell Optiplex 7050	21197	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	-	-	-	$ 2,800.00
IT Security Analyst	2019	Dell Optiplex 7050	23761			$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Business Analyst	2019	Dell Optiplex 7070	24117	$ -	$ -	$ 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
Conf. Room	2015	Dell E6540 Laptop	19969	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
PSB 2nd Floor-Old RPT	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
IT Support Specialist	2019	Dell Latitude 5500	24145		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Solutions/ System Analyst	2016	Dell Latitude 7214	20901	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
GIS Data Entry	2018	Dell Latitude 7290	23596	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Director	2019	Dell Latitude 7290	24094	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
	2019	Dell Latitude 7290	24095	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 180.00	$ 3,880.00
Service Desk Monitoring	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Solutions/ System Analyst	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Cisco Works	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
IT Support Specialist	2019	Dell Latitude 7400	24156		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
What's Up Gold	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
IS Training room	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Support	2014	Optiplex 390		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Network Analyst	2019	Dell Latitude E5470	20822	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Solutions/ System Analyst	2016	Dell Latitude E7250	20768	$ -	$ -	$ 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 Training Room	2018	Dell Percision 7730	23518	$ 1,850.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,650.00
IT Training Room	2018	Dell Percision 7730	23517	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23507	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23512	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23506	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23516	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23515	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23059	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23511	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23508	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23514	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Spare (Back Corner)	2017	Optiplex 7050	21346	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
IT Training Room	2018	Dell Percision 7730	23510	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Training Room	2018	Dell Percision 7730	23513	$ 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
Printer - Color	2008	HP LaserJet M575 DN	20547	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Loaner Laptop	2011	GETAC		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Fire Loaner	2016	DELL 7214	21026	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
IS Loaner	2011	GETAC		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
IS Loaner	2016	DELL 7214	21059	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
GIS	2014	Latitude 5590	23478	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
????	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Network Analyst	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Applications Manager	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Solutions/ System Analyst	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
IT Support Specialist	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Network Specialist	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Network Analyst	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Programmer/ Analyst	2014	Latitude 6520		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
GIS	2018	Latitude 7290	23597	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Printer-GIS	2012	KONICA		$ 2,600.00	$ -	$ -	$ -	$ -	$ 2,600.00	$ -	$ -	$ -	$ -	$ 2,600.00	$ 7,800.00
GIS-Plotter/Scanner	2011	KIP 7100 Plotter/Scanner		$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -		$ -
Scanner	2014	Canon DR-6010C		$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ 5,400.00
Programmer/ Analyst	2013	Dell Ultrasharp U3014 Monitor		$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ 3,600.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Information Technology- 2001 (continued)

IT Support Specialist	2013	Dell Ultrasharp U3014 Monitor		$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ 3,600.00
GIS/ Security Administrator	2013	Dell Ultrasharp U3014 Monitor		$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ -	$ 1,200.00	$ 3,600.00
Programmer/ Analyst	2019	Precision Tower 5810	21736	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
IT Support Specialist	2013	Dell Precision 5180	21734	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
GIS/ Security Administrator	2013	Precision T3600 GIS PC		$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
Printer	2014	M525 MFP		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 4,200.00
Network Analyst	2014	GETAC		$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Project Support Specialist	2014	Latitude 7490	23479	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
		Dell Latitude 7490	23480										$ -		$ -
Infrastructure Manager	2019	Apple Macbook Pro	24064	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ 6,900.00
IT Training Room	2014	Latitude D830		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Support	2017	Optiplex 7050	21553	$ -	$ -	$ 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
Development/Testing	2017	Optiplex 7050	21714	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
GIS-Plotter	2011	HP Designjet SD Pro	23521	$ -	$ -	$ -	$ 18,000.00	$ -	$ -	$ -	$ 18,000.00	$ -	$ -	$ -	$ 36,000.00
PD Purchased wait	2014	Latitude E6250		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
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
IT Support Specialist	2019	Optiplex 7070	24102	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Network Analyst	2019	Optiplex 7070	24101	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Network Analyst	2019	Optiplex 7070	24104	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Applications Manager	2014	Latitude E6540 w/dock	19966	$ 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 Analyst	2016	MS Surface Pro 4	23372	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Support Specialist	2018	Optiplex 7050	21786	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 4,200.00
Business Analyst	2019	Optiplex 7070	24118	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
IT Director	2016	Origin EON Notebook	20864	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Senior Programmer Analyst	2016	Optiplex 9020	20380	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
IT Support Specialist	2014	Optiplex 9020	20006	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Network Analyst	2014	Optiplex 9020	19988	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Database Analyst	2014	Optiplex 9020		$ -	$ -	$ 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
Network Analyst	2014	Optiplex 9020	19996	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
GIS Data Entry	2014	Optiplex 9020 Mini Tower	19801	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
GIS Data Entry	2014	Optiplex 9020 Mini Tower	19802	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Infrastructure Manager	2015	Optiplex 9020 sff	19986	$ 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	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Total				**$ 62,650.00**	**$ 21,900.00**	**$ 53,750.00**	**$ 45,750.00**	**$ 61,400.00**	**$ 21,300.00**	**$ 17,600.00**	**$ 81,050.00**	**$ 63,650.00**	**$ 16,950.00**	**$ 24,280.00**	**$ 470,280.00**

Aquatic Complex- 8303

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
PRINTER	2001	HP 812C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer	2009	HP CM2320 Multifunction Printer		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer (*backup only)	2007	HP 4350DTN LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
PRINTER	2001	ITHACA SERIES 80+		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	$ -	$ -	$ -	$ 3,700.00
Parks & Recreation Coordinator	2017	Optiplex 7050	21349	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Recreation Coordinator	2017	Optiplex 7050	21351	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21350	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21357	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21362	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Aquatics	2017	Optiplex 7050	21352	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Pro Store	2017	Optiplex 7050	21342	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Recreation Associate	2019	Optiplex 7070	24107	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Aquatics Manager	2015	Latitude E6540 Laptop w/Dock		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Total				**$ 11,650.00**	**$ -**	**$ 1,400.00**	**$ 1,850.00**	**$ 1,850.00**	**$ 9,800.00**	**$ -**	**$ 3,250.00**	**$ 1,850.00**	**$ -**	**$ 9,800.00**	**$ 41,450.00**

Cypress Pool-8301

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
PRINTER	2001	HP 842C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
PRINTER	2002	HP 940C DESKJET PRINTER		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
PRINTER	2019	HP Lasesrjet Pro M479dn		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ 4,000.00
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
Total				**$ -**	**$ -**	**$ 4,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,800.00**	**$ -**	**$ -**	**$ -**	**$ 9,600.00**

Mullins Pool-8302

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
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		$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 2,000.00
Shared	2012	Optiplex 7050	21336	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Front Office	2012	Optiplex 7050	21337	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 2,800.00**	**$ -**	**$ 1,000.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ 1,000.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ 10,400.00**

Total Aquatics				**$ 14,450.00**	**$ -**	**$ 8,600.00**	**$ 1,850.00**	**$ 1,850.00**	**$ 12,600.00**	**$ -**	**$ 10,450.00**	**$ 1,850.00**	**$ -**	**$ 12,600.00**	**$ 64,250.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Cypress Park-8101

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Parks & Rec Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ 8,400.00**

Mullins Park-8102

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Shared	2012	Optiplex 390	17885	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Shared	2017	Optiplex 7050	21331	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Shared	2017	Optiplex 7050	21333	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Shared	2017	Optiplex 7050	21332	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 7,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,000.00**	**$ 21,000.00**

Neighborhood Parks-8116

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Parks & Rec Coordinator	2017	Optiplex 7050	21327	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2017	Optiplex 7050	21328	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ 8,400.00**

Landscape- 8118

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Parks & Rec Coordinator	2011	Optiplex 390	18030	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PRINTER	1996	HP 560 Color Deskjet Printer		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Parks & Rec Coordinator	2017	Optiplex 7050	21330	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ 8,400.00**

Irrigation- 8119

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Parks & Rec Coordinator	2011	Optiplex 390	18030	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PRINTER	1996	HP 560 Color Deskjet Printer		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Parks & Rec Coordinator	2017	Optiplex 7050	21330	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,800.00**	**$ 8,400.00**

Total Parks				**$ 18,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,200.00**	**$ 54,600.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Recreation Services-8205

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Gymnasium Front Desk	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator - Sartory Cen	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks Administrator	2017	Latitude 7280	21764	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Director of Parks and Recreation	2017	Optiplex 7050	21470	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2017	Optiplex 7050	21362	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2017	Optiplex 7050	21339	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21340	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2017	Optiplex 7050	21347	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Recreation Superintendent	2017	Optiplex 7050	21361	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2018	Optiplex 7050	23281	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2002	HP 4100 Laser Printer		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		$ -
Back Printer	2014	HP M525DN Laser Printer		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -		$ 4,200.00
Total				**$ 16,800.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 16,800.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 16,800.00**	**$ 54,600.00**

Total Parks & Recreation Services				**$ 35,000.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 35,000.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ -**	**$ 35,000.00**	**$ 109,200.00**

Sportsplex Tennis-7810

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Assistant Director of Parks and Recrea	2016	Latitude E5470	20824	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Front Desk	2017	Optiplex 7050	21314	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Manager - Tennis Center	2017	Optiplex 7050	21360	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Parks & Rec Coordinator	2017	Optiplex 7050	21358	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistant	2017	Optiplex 7050	21359	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ -**	**$ 1,850.00**	**$ -**	**$ -**	**$ 5,600.00**	**$ 1,850.00**	**$ -**	**$ -**	**$ -**	**$ 7,450.00**	**$ 22,350.00**

Sportsplex Athletic Complex-7812

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
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 #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Pro Shop	2017	Optiplex 7050	21342	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2005	HPLaserjet M606X	20506	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
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		$ -	$ 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**	**$ -**	**$ 1,400.00**	**$ 21,000.00**

Cypress Tennis-8401

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Cypress - Tennis Shop	2016	Optiplex 7040	20811	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Printer	2004	HP 4300DTN Laser Printer									$ -	$ -	$ -		$ -
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**	**$ -**	**$ 8,850.00**	**$ 51,750.00**

Office of the Chief-4101

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Chief of Police	2016	Dell 5570	20944	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Chief of Police	2012	Optiplex 380		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP LaserJet MFP M575DN	20295	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Captain	2018	Optiplex 7050	23724	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fiscal/Accred Admin	2017	Optiplex 7050	21527	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistant	2017	Optiplex 7050	21525	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Chief of Police	2014	Optiplex 7060	23605	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Printer	2014	HP 551DN Color Laser		$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Fiscal/Accred Admin	2016	Lattitude E7270	20833	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 5,600.00**	**$ -**	**$ 8,550.00**	**$ 2,100.00**	**$ -**	**$ 5,600.00**	**$ 3,700.00**	**$ 4,850.00**	**$ 2,100.00**	**$ -**	**$ 9,300.00**	**$ 41,800.00**

Office of Professional Standards- 4102

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Part Time Desk	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2016	Latitude 5570	20837	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Printer	2015	HP Laserjet 500 MFP - M525dn	20492	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Tapit	2019	Optiplex 7050	21519	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2018	Optiplex 7050	21521	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2018	Optiplex 7050	21523	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2018	Optiplex 7050	21520	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2013	HP Laserjet Pro 300 M375NW		$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 2,000.00
Total				**$ 7,000.00**	**$ 1,000.00**	**$ 1,850.00**	**$ 2,100.00**	**$ -**	**$ 7,000.00**	**$ 2,850.00**	**$ -**	**$ 2,100.00**	**$ -**	**$ 8,850.00**	**$ 32,750.00**

Vice and Intel- 4103

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
OffSite	2012	Optiplex 390	18011	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2012	Optiplex 390	18103	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
VIN Office	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
VIN Office	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
VIN Office	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
????	2016	Latitude 6250		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Investigator	2016	Latitude 6250		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Deputy Police Chief	2016	Latitude 6520		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Youth Liaison Officer	2007	Latitude D620 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Printer	2015	HP Laserjet M606X	20504	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Terastation	2006	Terastation Pro 2.0		$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ 6,000.00
Investigator	2017	Optiplex 7050	21490	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2017	Optiplex 7050	21488	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Tech Office	2010	Compaq DC7900		CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Investigator	2016	Latitude e5570	20956	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Investigator	2018	Optiplex 7050	21492	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2017	Optiplex 7050	21489	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2016	Latitude E5570	20953	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Law Enforcemenet Office	2016	Latitude E5570	20955	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Investigator	2016	Latitude E5570	20954	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
VIN Unit	2016	Latitude 7214	21041	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2010	Latitude E6500 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Investigator	2015	Latitude E6500 Laptop		$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Printer	2013	HP 400 Color Laserjet Pro M451DW		$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -		$ 6,900.00
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
Total				**$ 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**	**$ 26,950.00**	**$ 119,900.00**

PD Human Resources- 4104

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
HR Support Specialist	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Background Investigator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2008	HP 3600DN Color Laser		$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -		$ -
Scanner	2004	Canon DR-3060		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Law Enforcement Captain	2016	Latitude E6520		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Printer	2014	HP M525DN		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -		$ 4,200.00
Human Resource Administrator	2015	Optiplex 9020	20350	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 5,600.00**	**$ -**	**$ 3,950.00**	**$ 1,400.00**	**$ -**	**$ 5,600.00**	**$ 1,850.00**	**$ 2,100.00**	**$ 1,400.00**	**$ -**	**$ 7,450.00**	**$ 29,350.00**

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 #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
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	2018	Latitude 7290	23566	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Emergency Manager (on Hold)	2019	Optiplex 7770	24060	$ -	$ -	$ 1,450.00	$ -	$ -	$ -	$ -	$ 1,450.00	$ -	$ -	$ -	$ 2,900.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
EOC Laptop	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Emergency Manager	2017	Latitude Tablet - 5285		$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 6,300.00
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	2014	GETAC		$ -	$ 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
Emergency Management Coordinator	2015	Optiplex 9020	20007	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
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 #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Prosper	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
PC# 2	2017	Optiplex 7050	21558	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PC #1	2017	Optiplex 7050	21559	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Prosper	2014	Optiplex 7060	23723	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Total				**$ 2,800.00**	**$ -**	**$ 1,400.00**	**$ 4,000.00**	**$ -**	**$ 2,800.00**	**$ -**	**$ 5,400.00**	**$ -**	**$ -**	**$ 2,800.00**	**$ 19,200.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Law Enforcement Officer	2016	Dell Latitude 7214 - Rugged	20847	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ 7,500.00
Law Enforcement Officer	2016	Dell Latitude 7214 - Rugged	20848	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ 7,500.00
Law Enforcement Sergeant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Briefing Room	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Law Enforcement Captain	2016	Optiplex 7040	20802	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Law Enforcement Captain	2016	Dell Latitude E7270	20832	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Deputy Police Chief	2016	Latitude 6520		$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ -	$ 3,700.00
Printer	DNR	HP 995CK DeskJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Substation - Coral Square Mall	2015	HP laser jet color 400	20559	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 6,300.00
Law Enforcement Lieutenant	2017	Optiplex 7050	21499	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Patrol Unit	2016	DELL 7214	20992	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	Latitude 7214	20847	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Motorcycle Officer	2016	DELL 7214	21043	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	20925	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	20999	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit - Loaner	2016	dell Latitude	20968	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit - Loaner	2016	DELL LATITUDE	21044	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Bike Unit	2016	DELL 7214	21012	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	21028	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Spare	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Lieutenat	2016	DELL 7214	21019	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20986	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2017	Optiplex 7050	21503	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2016	Latitude 7214	20981	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7204	20878	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	21047	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2017	Optiplex 7050	21502	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2018	Optiplex 7050	21497	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21501	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21507	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2016	DELL 7214	21009	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit Loaner	2016	DELL 7204	20913	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL LATITUDE	20959	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20808	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21050	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	20971	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL LATITUDE	21069	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Traffic Unit	2016	Latitude 7204	20808	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2016	DELL LATITUDE	21007	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214	20906	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7202	20905	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	Dell Latitiude	21015	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	DELL 7214	20980	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	21014	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	DELL 7214	20807	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	20998	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	21039	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	Dell Latitiude	21029	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	Latitude 7214	20971	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	21501	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	21058	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201 (continued)

Law Enforcement Officer	2016	Latitude 7214	20957	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21045	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Road Patrol	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20966	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21051	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21022	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20977	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2016	DELL 7204	20923	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2016	Dell	21021	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Traffic Accident Investigator	2016	DELL 7214	21073	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude	20978	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL LATITUDE	21038	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20894	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Spare	2016	DELL 7214	21046	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	20898	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Lieutenant	2016	DELL 7214	20960	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	DELL 7204	20915	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2016	DELL 7214	20972	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	GETAC		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21051	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	Dell Latitude 7214	20984	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell 7214	20962	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Training Unit	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	21055	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Traffic Acciddent Investigator	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	21070	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20979	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	20900	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20964	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2016	DELL 7214	20983	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Oficer	2016	DELL 7214	20920	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	21017	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	21005	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Spare	2016	DELL LATITUDE	21061	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Spare/Loaner	2016	DELL 7214	20846	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21010	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2016	DELL 7214	20845	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21004	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21064	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20973	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell 7214	21060	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -		$ 8,000.00
Law Enforcement Sergeant	2016	DELL 7214	20995	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Hildebrant	2016	Dell Latitude	21025	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	DELL 7214	20957	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Anrade	2016	DELL 7214	21001	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	Dell Latitude 7214	20982	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Patrol Unit	2016	DELL 7214	20969	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21057	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214	21018	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell 7214	20921	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL 7214	20909	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Traffic Accidden Investigator	2016	Dell Latitude 7214	21034	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enfocement Officer	2016	Dell Latitude 7214	20965	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21035	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7204	20912	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21013	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201 (continued)

Law Enforcement Officer	2016	DELL 7214	21023	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20910	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	DELL LATITUDE	21008	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
N/A	2016	Latitude 7214	20844	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21063	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20919	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7204	20810	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude	20881	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	20908	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21071	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21067	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Youth Liaison Officer	2016	Latitude 7214	20991	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21016	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Lieutenant	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21049	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	20987	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2016	DELL 7204	20914	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	21003	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2017	Optiplex 7050	21505	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2016	HP Laserjet CP4525	18899	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ -		$ 6,900.00
Law Enforcement Sergeant	2017	Optiplex 7050	21510	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy Police Chief	2017	Optiplex 7050	21526	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Lieutenant	2017	Optiplex 7050	21508	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21506	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21511	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21504	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21496	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21495	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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
Report Writing	2019	Optiplex 7050	23722	$ -	$ -	$ 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	2016	Dell 7214	21003	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ 2,500.00	$ 7,500.00
Law Enforcement Officer	2019	Dell Latitude Rugged 12	23678	$ -	$ 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
Spare	2013	Latitude 7214	21056	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Law Enforcement Officer	2016	Latitude 7214	20970	$ -	$ 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	2016	Dell Latitude	21000	$ -	$ 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	$ -	$ -	$ 5,400.00
Printer	2013	HP MFP M527F	23383	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -		$ 4,200.00
Law Enforcement Captain	2016	Latitude E7270	20834	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Spare	2018	Dell 7214	21959	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Spare	2014	GETAC		$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Spare	2014	GETAC		$ -	$ 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
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
Printer	2019	HP Laserjet M653dn Color	24123	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
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

TEN-YEAR COMPUTER REPLACEMENT PLAN

Patrol- 4201 (continued)

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
Volunteer - Purchasing 3 Floor	2015	Optiplex 9020	20487	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Law Enforcement Officer	2016	Dell 7214 Rugged Laptop	20904										$ -		$ -
Total				**$ 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**	**$ 33,600.00**	**$ 32,200.00**	**$ 1,312,800.00**

Traffic- 4202

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
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
Motorcycle Officer	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Motorcycle Officer	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
General Use	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Motorcycle Officer	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer - Admin	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Motorcycle Officer	2015	Dell Optiplex 9202 sff	20386	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Law Enforcement Captain	2017	Optiplex 7050	21518	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Traffic Accident Investigator	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2017	Optiplex 7050	21517	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer - Admin	2017	Optiplex 7050	21516	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Motorcycle Officer	2017	Optiplex 7050	21514	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2019	Optiplex 7060	24065			$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Law Enforcement Officer	2019	Dell Latitude Rugged 12	23680	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
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
Traffic Spare 1	2014	GETAC V200 Tablet		$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ 13,500.00
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
Traffic Spare 4	2018	GETAC V200 Tablet	23712	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ -	$ -	$ 4,500.00	$ -	$ 13,500.00
TCP Printer	2014	Zebra RW420 Label		$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ 1,000.00	$ -	$ -	$ 3,000.00
Total				**$ 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**	**$ 11,200.00**	**$ 309,600.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Humane Unit- 4205

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Humane Officer	2017	Optiplex 7050	21368	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Humane Officer	2017	Optiplex 7050	21367	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Humane Officer	2017	Optiplex 7050	21366	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Humane Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Humane Officer	2016	DELL 7214	20989	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Humane Officer	2016	Dell Latitiude	20926	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ 12,000.00**	**$ -**	**$ 4,200.00**	**$ -**	**$ 12,000.00**	**$ -**	**$ -**	**$ 4,200.00**	**$ 36,600.00**

Community Involvement- 4207

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Community Involvement Coordinator	2003	{{X Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Shared	2006	Optiplex GC520		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Community Involvement Coordinator	2017	Optiplex 7050	21529	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Community Involvement Coordinator	2019	Surface Pro	24233	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00	$ -	$ -	$ -	$ 2,300.00		$ 6,900.00
Total				**$ 1,400.00**	**$ 2,300.00**	**$ -**	**$ -**	**$ -**	**$ 3,700.00**	**$ -**	**$ -**	**$ -**	**$ 2,300.00**	**$ 1,400.00**	**$ 11,100.00**

Bike Unit- 4209

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Investigator	2016	Dell Latitude 7214	20895	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7214	21037	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2016	DELL 7214	21072	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Dell 7214	21024	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
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				**$ -**	**$ -**	**$ 3,450.00**	**$ 21,600.00**	**$ -**	**$ -**	**$ 3,450.00**	**$ 16,000.00**	**$ 5,600.00**	**$ -**	**$ -**	**$ 50,100.00**

Training Unit- 4210

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Law Enforcement Officer	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanning Desk - Dispatch	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Training Office	2018	Optiplex 7050	21536	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Range Master	2017	Optiplex 7050	21384	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Community Room	2017	Optiplex 7050	21535	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2017	Optiplex 7050	21537	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Training printer	2019	HP Color LaserJet CM 3530fs M	24139	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
	2016	Latitude Laptop E7270	20835	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Law Enforcement Lieutenant	2016	Latitude Laptop E7270	20836	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,820.00	$ 5,520.00
Range Master	2015	HPLaserjet M577F	24343	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Total				**$ 9,800.00**	**$ -**	**$ 7,150.00**	**$ 2,100.00**	**$ -**	**$ 9,800.00**	**$ 3,700.00**	**$ 3,450.00**	**$ 2,100.00**	**$ -**	**$ 13,470.00**	**$ 51,570.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Substation Unit- 4211

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer	2006	HP3800N Colorjet	20559	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	DELL 7204	20806	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Report Writing	2019	Optiplex 7050	23719	$ -	$ -	$ 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
Law Enforcement Officer	2019	Optiplex 7060	23851	$ -	$ -	$ 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		HP4050TN		$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Total				**$ -**	**$ -**	**$ 10,450.00**	**$ 10,100.00**	**$ -**	**$ -**	**$ -**	**$ 18,450.00**	**$ 2,100.00**	**$ -**	**$ -**	**$ 41,100.00**

Bear Unit- 4212

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Desk 1	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant/BIKE OFF	2017	Optiplex 7050	21500	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Desk 2	2017	Optiplex 7050	21546	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2016	Latitude 7214	20882	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
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
Total				**$ 4,200.00**	**$ 4,200.00**	**$ -**	**$ 4,000.00**	**$ -**	**$ 4,200.00**	**$ 4,200.00**	**$ 4,000.00**	**$ -**	**$ -**	**$ 4,200.00**	**$ 29,000.00**

General Investigations- 4301

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Criminal Inves. Specialist	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Investigator	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2015	HP M606x - B/W Standard	20505	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Law Enforcement Sergeant	2018	Optiplex 7050	23725	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2017	Optiplex 7050	23726	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2017	Optiplex 7050	23727	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2016	DELL 7214	20896	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Investigator	2019	Optiplex 7050	23737	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2017	Optiplex 7050	23729	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2019	Optiplex 7050	23730	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2012	Optiplex 7050	23738	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2019	Optiplex 7050	23731	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2012	Optiplex 7050	19257	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2019	Optiplex 7050	23732	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator	2018	Optiplex 7050	23733	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2013	HP Color Laserjet M452	23386	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 4,200.00
Crime Analyst	2019	Dell Precision 5810	21759	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ -	$ -	$ 1,800.00	$ 7,200.00
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
Law Enforcement Sergeant	2016	Latitude E7270	20834	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Printer	2020	HP Color Laserjet MFP M577F	24227	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,500.00	$ -	$ -	$ 6,950.00
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
Total				**$ 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**	**$ -**	**$ 20,450.00**	**$ 103,300.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Special Investigations- 4302

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Principal Office Assistant	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare PC	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Investigator/Child Abuse/Sex Crime	2019	Latitude 5500	24111	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Printer	2003-replace	HP4200TN		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -
Analyzer	2005	Toshiba Satellite A60-S1561		CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Investigator	2018	Optiplex 7050	21637	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
N/A	2016	DELL 7214	21011	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Sergeant	2018	Optiplex 7050	21635	$ 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		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2010	Latitude E6520 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2015	Latitude E6520 Laptop		$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Investigator	2015	Latitude E6520 Laptop		$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Investigator	2010	Latitude E6520 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Investigator	2010	Latitude E6520 Laptop		$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Printer	2013	HP MFP M527F	23384	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -		$ 4,200.00
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
Total				**$ 15,400.00**	**$ 7,650.00**	**$ -**	**$ 5,400.00**	**$ -**	**$ 20,950.00**	**$ 2,100.00**	**$ 4,000.00**	**$ 1,400.00**	**$ 5,550.00**	**$ 15,400.00**	**$ 77,850.00**

Central Records- 4501

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Scanner	2012	Canon DR-6010C		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -		$ 2,800.00
Scanner	2012	Canon DR-6010C		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -		$ 2,800.00
Lobby	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Scanning Desk	2017	Optiplex 7050	21552	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21549	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21555	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21551	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21553	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21550	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21557	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Principal Office Assistant	2017	Optiplex 7050	21554	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Records Supervisor	2017	Optiplex 7050	21548	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Records Supervisor	2017	Optiplex 7050	21556	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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
Printer	2019	HP Laserjet PRO M479fdn		$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00		$ -		$ 4,200.00
Records Supervisor	2014	Latitude E6540		$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Lobby	2015	Optiplex 9020	20359	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 17,250.00**	**$ 4,200.00**	**$ 2,100.00**	**$ 4,200.00**	**$ 1,850.00**	**$ 15,400.00**	**$ 4,200.00**	**$ 4,900.00**	**$ 3,250.00**	**$ -**	**$ 15,400.00**	**$ 72,750.00**

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TEN-YEAR COMPUTER REPLACEMENT PLAN

Youth Liaison 4303

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Youth Liaison Officer	2010	Optiplex 380	17453	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Youth Liaison Officer	2010	Optiplex 380	17457	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Senior Office Assistant	2012	Optiplex 390	17955	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Shared PC	2012	Optiplex 390	18064	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy Police Chief	2016	Latitude 5570	20874	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Law Enforcement Officer	2015	Latitude D830 Laptop	16320	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Law Enforcement Sergeant	2018	Dell Latitude 7214	21962	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2017	Optiplex 7050	21539	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21543	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy Police Chief	2017	Optiplex 7050	21544	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Sergeant	2017	Optiplex 7050	21540	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Youth Liason Officer	2015	Latitude E6500 Laptop	17315	$ -	$ 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
Printer	2013	HP Color LaserJet M452	23387	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 6,900.00
JIC Trailer	2013	HP Laserjet Pro 300 M375NW	18946	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 4,200.00
JIC Trailer	2008	Optiplex 740		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
JIC Trailer	2008	Optiplex 740		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Emergency Management Coordinator	2015	Latitude E6540 Laptop	20339	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Law Enforcement Sergeant	2009	Vostro 1510 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Services Coordinator	2009	Vostro 1510 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Liason Officer	2009	Vostro 1510 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Youth Liaison Officer	2009	Vostro 1510 Laptop		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Total				**$ 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**	**$ 10,250.00**	**$ 258,500.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Criminal ID- 4305

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
LATENT	2006	LATENT FINGERPRINT STATION		CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	CIP	$ -
Crime Scene Technician	2013	Optiplex 3010		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Digital Evidence - Patti Patruno	2011	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
CSI - Lab	2016	Optiplex 7040	20852	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 2,800.00
CSI -Volunteer	2016	Optiplex 7040	20854	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 2,800.00
CSI - Annex room	2016	Optiplex 7040	20855	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 2,800.00
CSI - Volunteer	2016	Optiplex 7040	20853	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -	$ 1,400.00	$ 2,800.00
Scanner	2008	Scanner		$ -	CIP	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Booking Room	2006	PC CTJ5L81		operating	$ -	$ -	$ -	$ -	$ -	$ -		$ -	$ -	$ -	$ -
Crime Scene Inv. Unit Supvr.	2018	Optiplex 7050	21590	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2008	HP Laserjet Color - M651N	20498	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Printer	2015	HP Color Laserjet M651dn	20493	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -		$ 4,200.00
Video Forensic System	2015	Optiplex 9020	20095	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -		$ -	$ -		$ 1,400.00
Crime Scene Technician	2018	Optiplex 7050	21589	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Property Room	2018	Optiplex 7050	21584	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Crime Scene Technician	2018	Optiplex 7050	21585	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Property Tech	2018	Optiplex 7050	21588	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Crime Lab Technician	2018	Optiplex 7050	21586	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Latent Fingerprint Examiner	2018	Optiplex 7050	21582	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Crime Scene Technician	2016	DELL 7214	21048	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -		$ 8,000.00
Crime Scene Technician	2018	Dell Latitude	21957	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -		$ 8,000.00
Crime Scene Technician	2016	DELL 7214	20897	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -		$ 8,000.00
Crime Scene Technician	2018	Optiplex 7050	21587	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Crime Scene Technician	2018	Optiplex 7050	21583	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Law Enforcement Officer	2018	Optiplex 7050	21591	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Digital Evidence	2017	Optiplex 7050	21630	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Property Room	2014	Optiplex 7060	23759	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
	2014	Getac S400 Laptop		$ -	$ 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
Crime Analyst	2015	Optiplex 9020	20486	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Digital Evidence	2014	Optiplex 9020 Mini Tower		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Crime Lab Technician		Optiplex 7050											$ -		$ -
Total				**$ 16,800.00**	**$ 6,570.00**	**$ 2,800.00**	**$ 25,750.00**	**$ 5,600.00**	**$ 21,970.00**	**$ 1,400.00**	**$ 18,800.00**	**$ 8,350.00**	**$ 6,570.00**	**$ 21,000.00**	**$ 135,610.00**

Building Fleet/ Maintenance- 4503

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Sr Fleet Facilities Coord.	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2018	Optiplex 7050	21597	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Facilities Technician	2018	Optiplex 7050	21593	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Custodian	2018	Optiplex 7050	21596	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Motorcycle Officer	2016	DELL 7214	21075	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Facilities Technician	2017	Optiplex 7050	21592	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fleet / Facilties Coordinator	2018	Optiplex 7050	21595	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Gas Boy PC	2018	Optiplex 7050	21594	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2019	HP Laserjet Pro M521dn MFP	24115	$ -	$ -	$ 1,000.00	$ -	$ -	$ -	$ -	$ 1,000.00	$ -	$ -		$ 2,000.00
Total				**$ 9,800.00**	**$ -**	**$ 1,000.00**	**$ 4,000.00**	**$ -**	**$ 9,800.00**	**$ -**	**$ 5,000.00**	**$ -**	**$ -**	**$ 9,800.00**	**$ 39,400.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Communications Center- 4502

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Communications Technical Coord.	2017	Dell Latitude E5570	21208	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
	2017	Dell Latitude E5570	21209	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Comm Tech Coord	2017	Delll Latitude E5570	21208	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
	2017	Delll Latitude E5570	21209	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Dispatch Spare	2016	Dell Latitude 7214	21074	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	DELL 7214	21020	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Communications Administrator	2015	Latitude E5500 Laptop		$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Dispatch Spare	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	DELL 7214	21033	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	DELL 7214	21006	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	Dell Latitiude	20917	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Law Enforcement Officer	2016	Latitude 7214	20961	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	Latitude 5414	21019	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	DELL 7214	20987	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare - Loaner	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch Spare - Loaner	2016	Dell Latitude 7214		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Communications Administrator	2017	Optiplex 7050	21644	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Call Taker 3	2017	Optiplex 7050	19262	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Dispatch Spare	2013	GETAC		$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC		$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC		$ 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	2013	GETAC		$ 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	2013	DELL 7214	21054	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ 12,000.00
Dispatch Spare	2013	GETAC		$ 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	2013	GETAC		$ 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		$ 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
Dispatch Spare	2016	DELL 7214	21066	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Call Taker 1	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
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 4	2018	Optiplex 7050	21640	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Call Taker 5	2017	Optiplex Mini Tower 910		$ -	$ -	$ 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
Supervisor	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Main Channel	2017	Optiplex 7050	21648	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Fire Channel	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Info Channel	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Backup Main	2019	Optiplex 7050	23738	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2018	Optiplex 7050	21650	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
Dispatch Spare	2017	Optiplex Mini Tower 910		$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -		$ 4,000.00
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

Communications Center- 4502 (continued)

Dispatch Spare	2016	Latitude 7214	21057	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Dispatch Spare	2018	Dell Latitude	21955	$ -	$ 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 Training Office	2016	Latiude 5570	20838	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Camera Monitoring PC	2013	Optiplex 9010 Small Form380		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Code Compliance Supervisor	2015	HP Laserjet M606X	24340	$ -	$ -	$ 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
2-Channel	2015	HP Laserjet M606X	24341	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -		$ 6,800.00
Supervisor	2015	HP Laserjet M606X	24339	$ -	$ -	$ 3,400.00	$ -	$ -	$ -	$ -	$ 3,400.00	$ -	$ -		$ 6,800.00
Dispatch Spare	2018	Latitude 7214	21251	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Dispatch	2014	Optiplex 9020 Mini Tower		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Dispatch	2014	Optiplex 9020 Mini Tower		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Dispatch	2014	Optiplex 9020 Mini Tower		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Communications Shift Supervisor	2015	Optiplex 9020 sff	20260	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Communications Technical Coord.	2012			$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Backup Main		Optiplex 7050SFF											$ -		$ -
Total				**$ 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**	**$ 37,850.00**	**$ 6,050.00**	**$ 560,300.00**

Total Police				**$ 422,350.00**	**$ 198,570.00**	**$ 172,000.00**	**$ 707,300.00**	**$ 238,600.00**	**$ 367,070.00**	**$ 81,000.00**	**$ 762,900.00**	**$ 289,700.00**	**$ 176,270.00**	**$ 245,970.00**	**$3,667,280.00**

EMS- 4702

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Admin Office	2020	Latutude 7290	24167			$ 1,650.00	$ -	$ -	$ -	$ 1,650.00	$ -	$ -	$ -	$ 1,650.00	$ 4,950.00
Deputy Fire Chief	2011	Getac S400 Laptop		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ -	$ 12,000.00
Captain	2011	Getac S400 Laptop		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ -	$ 12,000.00
Community Paramedic	2011	Getac S400 Laptop		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ -	$ 12,000.00
Assistant Fire Chief	2011	Getac S400 Laptop		$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00		$ -	$ -	$ 12,000.00
Admin Office	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 43	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 43	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 80	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 42	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet ST-109	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-ST 97	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet-St 109	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Tablet	2016	Panasonic Toughbook 20		$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -		$ 12,000.00
Total				**$ -**	**$ -**	**$ 81,650.00**	**$ 16,000.00**	**$ -**	**$ -**	**$ 81,650.00**	**$ 16,000.00**	**$ -**	**$ -**	**$ 1,650.00**	**$ 292,950.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Public Works Admin- 5501

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Director of Public Works	2017	Dell Latitude 7200	21761	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Solid Waste Inspector	2019	Dell Latitude 5400	24228	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Horticulture Contract Coordinator	2017	Dell Latitude 7280	21909	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Director of Public Works	2016	Latitude E6250	20330	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Admin Office	2017	Optiplex 7050	21712	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21713	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Admin Office	2017	Optiplex 7050	21715	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Public Works Analyst	2014	Optiplex 7060	23858	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Total				**$ 5,600.00**	**$ 1,400.00**	**$ 3,250.00**	**$ 1,850.00**	**$ -**	**$ 5,600.00**	**$ 3,250.00**	**$ 3,250.00**	**$ -**	**$ -**	**$ 7,450.00**	**$ 31,650.00**

Public Works Streets- 5601

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Public Works Lead Worker	2012	Optiplex 380		$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
	2020	Latitude 5500	24356	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ 1,200.00	$ -	$ -	$ -	$ 1,200.00	$ 3,600.00
Public Works Project Technician	2017	Latitude E5510 Laptop	21762	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Senior Office Assistant	2017	Optiplex 7050	21382	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Public Works Lead Worker	2017	Optiplex 7050	21377	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21381	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Public Works Project Technician	2017	Optiplex 7050	21380	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Streets Superintendent	2017	Optiplex 7050	21379	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Equipment Operator II	2017	Optiplex 7050	21378	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Equipment Operator II	2015	Optixplex 9020 Mini Tower	20297	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
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**	**$ 9,600.00**	**$ 37,150.00**

Public Works Facilities- 5801

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Metasys Laptop	2017	Dell Latitude 7280	21262	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 3,700.00
Facilities Superintendent	2017	Optiplex 7050	21710	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Team Room	2017	Optiplex 7050	21709	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Electrician	2017	Optiplex 7050	21711	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Team Room	2009	Latitude E6500 Laptop		$ -	$ 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	2015	Optiplex 9020	20363	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 4,200.00**	**$ 3,650.00**	**$ -**	**$ 3,250.00**	**$ -**	**$ 7,850.00**	**$ -**	**$ 1,850.00**	**$ 1,400.00**	**$ 3,650.00**	**$ 4,200.00**	**$ 30,050.00**

Total Public Works				**$ 18,200.00**	**$ 6,900.00**	**$ 4,450.00**	**$ 6,500.00**	**$ -**	**$ 23,700.00**	**$ 4,450.00**	**$ 5,100.00**	**$ 2,800.00**	**$ 5,500.00**	**$ 21,250.00**	**$ 98,850.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Center for the Arts/ Museum

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Museum	2001	HP 5000DN Color LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer 2nd floor	2017	HP M653DN	23457	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ 6,900.00
Printer	2012	HP Color Laserjet CP4525		$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Artistic Director/City Center	2017	Mac Surface Studio	21255	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Marketing Director/City Center	2017	Mac Surface Studio	21257	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Ticket Printer	2017	Lemur S26 Option 2" 200DPI		$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 1,300.00	$ -	$ -	$ -	$ 2,600.00
Museum	2014	Apple Macbook Pro		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Museum	2014	Apple Macbook Pro		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR		$ -
Museum	2014	Apple Macbook Pro		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer 1st loor	2019	HP Laserjet M4555H MFP	24106	$ -	$ -	$ 2,600.00	$ -	$ -	$ -	$ -	$ 2,600.00	$ -	$ -	$ -	$ 5,200.00
General Manager/City Center	2017	Mac Surface Studio	21256	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Community Relations Liaison	2019	Optiplex 7060	23854	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Guest Services	2014	Optiplex 7060	23856	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Museum Director	2014	Optiplex 7060	23855	$ -	$ -	$ 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
Back of the Box Office	2014	Optiplex 390	17907	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -		$ 2,800.00
Artistic Director/City Center	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Technical Director/City Center	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Museum	2014	HP Pro Pagewide 772DW	23576	$ 4,100.00	$ -	$ -	$ -	$ 4,100.00	$ -	$ -		$ 4,100.00	$ -	$ -	$ 12,300.00
Technical Director	2016	Optiplex 7040	21106	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Workstation	2017	Optiplex 7050	20255	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21395	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Conference Room	2012	Optiplex 7050	21388	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
No Listing	2017	Optiplex 7050	21393	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21389	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Extra PC	2017	Optiplex 7050	21390	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Theater sound room	2019	Latitude 5590	23783	$ -	$ -	$ 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
Executive Assistant/City Center	2014	Optiplex 7060	23857	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Education Director/City Center	2015	Optiplex 9020 sff	20254	$ -	$ -	$ -	$ 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
Executive Director	2015	Optiplex 9020 sff	20258	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 25,750.00**	**$ -**	**$ 11,450.00**	**$ 19,650.00**	**$ 5,500.00**	**$ 21,650.00**	**$ 1,850.00**	**$ 17,400.00**	**$ 15,950.00**	**$ 1,400.00**	**$ 21,650.00**	**$ 142,250.00**

Total General Fund				**$ 902,500.00**	**$ 299,270.00**	**$ 449,950.00**	**$ 905,850.00**	**$ 394,450.00**	**$ 758,970.00**	**$ 291,950.00**	**$ 976,000.00**	**$ 515,750.00**	**$ 266,270.00**	**$ 677,951.00**	**$ 6,540,461.00**

Fire Administration- 4601

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Division Chief	2018	Dell Latitude 7280	21791	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Knox Medical Safes	2015	Dell Precision 7730	23502										$ -		$ -
Public Education Officer	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Clerical Assistant	2012	Optiplex 390	17999	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Chief	2016	Dell Latitude E5470	20825	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Printer	2014	HP Laserjet MFP M575DN	20500	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
Public Education Officer	2016	Panasonic CF 54	21147	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20798	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20797	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Assistant Fire Chief	2016	Panasonic CF 54	20799	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Fire Chief	2009	Dell Vostro Laptop	16480	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Fire Marshall	2014	Getac S400 Laptop	19327	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Printer	2014	HP M525DN LaserJet	19790	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ -	$ 2,000.00	$ -	$ -	$ -	$ 4,000.00
Division Chief	2014	Latitude E6540	19963	$ 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	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Assistant Fire Chief	2017	Optiplex 7050	21431	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2018	Optiplex 7050	21427	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 7050	21426	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Lieutenant	2018	Optiplex 7050	21429	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Conference Room	2017	Optiplex 7050	21432	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
	2020	Latitude 7290	24400	$ -	$ -	$ 1,650.00	$ -	$ -	$ -	$ -	$ 1,650.00	$ -	$ -	$ -	$ 3,300.00
Deputy Fire Chief	2018	Optiplex 7050	21889	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Division Chief	2013	Latitude E6530	19022	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
Total				**$ 19,850.00**	**$ 4,000.00**	**$ 8,950.00**	**$ 16,000.00**	**$ 5,850.00**	**$ 18,000.00**	**$ 1,850.00**	**$ 23,100.00**	**$ 5,850.00**	**$ 4,000.00**	**$ 15,850.00**	**$ 123,300.00**

Fire Station- 42

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
PC	2017	Optiplex 7050	21453	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PC	2017	Optiplex 7050	21452	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21450	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,200.00**	**$ 12,600.00**

Fire Station- 43

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
PC	2017	Optiplex 390	21438	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
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	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer	2016	HP Laserjet Pro MFP M521D	20759	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
PC	2017	Optiplex 7050	21436	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ 1,400.00**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ 1,400.00**	**$ 3,450.00**	**$ 4,200.00**	**$ 22,300.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Station- 64

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer - Station 64	2016	HP Laserjet Pro MFP M521D	20764	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
PC	2017	Optiplex 7050	21439	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PC	2017	Optiplex 7050	21440	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PC	2017	Optiplex 7050	21441	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ 19,500.00**

Fire Station- 71

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer - Station 71	2016	HP Laserjet Pro MFP M521D	20765	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Captains	2017	Optiplex 7050	21442	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Report Writing	2017	Optiplex 7050	21443	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Report Writing	2017	Optiplex 7050	21444	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ 19,500.00**

Fire Station- 80

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer	2016	HP Laserjet Pro MFP M521D	20762	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
Workstation	2017	Optiplex 7050	21446	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Report Writing	2017	Optiplex 7050	21445	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Batallion Chief	2017	Optiplex 7050	21448	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Front	2017	Optiplex 7050	21447	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 5,600.00**	**$ 23,700.00**

Fire Station- 95

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Printer	2016	HP Laser Jet 521dn - MFP	20763	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ 6,900.00
PC	2017	Optiplex 7050	21454	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
PC	2017	Optiplex 7050	21451	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Report Writing	2017	Optiplex 7050	21449	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ -**	**$ -**	**$ -**	**$ 3,450.00**	**$ 4,200.00**	**$ 19,500.00**

Fire Station- 97 & 109

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Workstation	2012	Optiplex 390	17795	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -		$ 2,800.00
Printer-109	2016	HP Laserjet Pro MFP M521D	20760	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00		$ 6,900.00
Printer	2012	HP 400 Color MFP M475DN		$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00		$ 6,900.00
Workstation	2017	Optiplex 7050	21456	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21455	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Total				**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 6,900.00**	**$ 5,600.00**	**$ -**	**$ -**	**$ -**	**$ 6,900.00**	**$ 4,200.00**	**$ 29,200.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Training- 4805

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Batallion Chief	2020	Dell Latitude 7290	24167										$ -		$ -
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
Workstation Downstairs	2012	Optiplex 390		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Senior Office Assistant	2017	Optiplex 390	17838	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Asst. Chief Training Officer	2017	Optiplex 390	17861	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17864	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Executive Assistant	2017	Optiplex 390	17883	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Division Chief	2017	Optiplex 390	17901	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17949	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17964	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17965	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17979	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	17980	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2017	Optiplex 390	17992	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	18010	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	18012	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Division Chief EMS	2017	Optiplex 390	18014	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Equipment Technician	2017	Optiplex 390	18023	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Deputy Fire Chief	2017	Optiplex 390	18108	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 390	18527	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Office Assistant	2013	Optiplex 390	19024	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Workstation	2013	Optiplex 390	19025	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
2nd Floor	2013	Optiplex 390	19026	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Asst. Chief Training Officer	2016	Dell Latitude E5470	20828	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Lieutenant	2016	Dell Latitude E5470	20827	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -		$ 3,700.00
Printer	2015	HP Color Laserjet M615DN	20385	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 6,900.00
PC	2003	Optiplex GX270		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
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
Printer	2009	HP M3035 Multifunction Printe	17137	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Workstation	2017	Optiplex 7050	21575	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Students PC	2017	Optiplex 7050	21569	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21571	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21580	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21589	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Workstation	2017	Optiplex 7050	21565	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Public Education Officer	2008	Latitude D830 Laptop	20333	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Total				**$ 32,200.00**	**$ 9,750.00**	**$ 7,150.00**	**$ 7,650.00**	**$ -**	**$ 37,750.00**	**$ 7,900.00**	**$ 3,450.00**	**$ 7,650.00**	**$ 5,550.00**	**$ 34,050.00**	**$ 153,100.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Fire Inspections- 4901

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Fire Inspector II	2015	Dell Optiplex 7050	21329	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
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 Marshall	2015	Dell Optiplex 9020	20229	$ -	$ -	$ -	$ 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 Inspection Captain	2015	Dell Optiplex 9020	20008	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Fire Inspector	2018	Dell Latitude 5285	23268	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23269	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23270	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23271	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23272	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23273	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23274	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23275	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23276	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23277	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fire Inspector	2018	Dell Latitude 5285	23278	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 1,400.00	$ 1,400.00		$ 5,600.00
Fire Inspector II	2016	Optiplex 390	20256	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Fire Marshall	2012	Optiplex 390		$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 1,400.00	$ -	$ 4,200.00
Fire Marshall	2016	Dell Latitude E5470	20826	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
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
Printer	2009	HP 3035 Multifunction LaserJet		$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Fire Inspection Lieutenant	2017	Dell Optiplex 7050	21939	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare Desk	2017	Dell Optiplex 7050	21938	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Printer/Troino	0	HP 1000 LaserJet		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Fire Inspector II	0	HP 2200 Business Jet Printer		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
No Listing	2015	Optiplex 9020 sff	20253	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ 2,800.00
Total				**$ 21,000.00**	**$ -**	**$ 1,850.00**	**$ 21,650.00**	**$ -**	**$ 21,000.00**	**$ 1,850.00**	**$ -**	**$ 23,050.00**	**$ 4,200.00**	**$ 18,650.00**	**$ 113,250.00**

Total Fire				**$ 105,250.00**	**$ 13,750.00**	**$ 17,950.00**	**$ 48,100.00**	**$ 30,000.00**	**$ 108,950.00**	**$ 11,600.00**	**$ 26,550.00**	**$ 39,350.00**	**$ 37,900.00**	**$ 99,350.00**	**$ 538,750.00**

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TEN-YEAR COMPUTER REPLACEMENT PLAN

Water & Sewer Administration- 6001

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Civil Engineer	2015	Dell E6540 Laptop	20342	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ 5,550.00
	2020	Dell Latitude 5500	24546	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Utilities Services Tech	2017	Optiplex 7050	21315	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
Utilities Mechanic	2020	Optiplex 7060	23859	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Uitilities Electrician	2020	Surface Pro	24254	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -		$ 3,700.00
Senior Office Assistant	2015	Optiplex 9020	20361	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00		$ 2,800.00
Office Assistant	2016	Optiplex 9020	20512	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00		$ 2,800.00
UFO ROOM	2015	Optiplex 9020	20514	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00		$ 2,800.00
Utilities Operation Manager	2016	Optiplex 9020	20376	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00		$ 2,800.00
Server	2008	Dell Power Edge 1800		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
Server	2008	Dell Power Edge 1900		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Printer (Admin)	2016	HP CM2320 Color Multifunctio	20890	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,450.00
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
Civil Engineer	2020	Precision 3431	24229	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ -	$ -	$ 1,600.00	$ -	$ -	$ 3,200.00
Total				**$ 1,850.00**	**$ 4,850.00**	**$ 5,100.00**	**$ 3,700.00**	**$ 12,300.00**	**$ -**	**$ 8,550.00**	**$ 1,400.00**	**$ 5,550.00**	**$ 7,000.00**	**$ 1,850.00**	**$ 52,150.00**

Water & Sewer Distribution- 6002

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Water Conservation Coordinator	2016	Dell E6540 Laptop	20619	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -		$ 5,550.00
Field Operations Supervisor	2015	Dell E6540 Laptop		$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00		$ 3,700.00
Water Convervation Coordinator	2017	Optiplex 7050	21386	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Utilities Locator Tech	2017	Optiplex 7050	21315	$ -		$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
	2020	Surface Pro	24254	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ 5,400.00
	2020	Surface Pro	24255	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ 5,400.00
Field Operations Supervisor	2015	Optiplex 9020	20515	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ 2,800.00
	2020	Surface Pro	24256	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ -	$ -	$ -	$ 1,800.00	$ 5,400.00
Water Convervation Coordinator	2016	Pan Toughbook 54	20132	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 8,000.00
Printer	2018	HP color laserjet M577	23315	$ -	$ 2,700.00	$ -	$ -	$ -	$ -	$ 2,700.00	$ -	$ -	$ -	$ -	$ 5,400.00
Total				**$ 1,400.00**	**$ 4,550.00**	**$ 7,250.00**	**$ 4,000.00**	**$ 2,800.00**	**$ 3,250.00**	**$ 9,950.00**	**$ 4,000.00**	**$ -**	**$ 4,650.00**	**$ 6,800.00**	**$ 48,650.00**

Water & Sewer Treatment- 6003

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Civil Engineer	2019	Dell Presicion 5820	23609	$ -	$ 2,500.00	$ -	$ -	$ -	$ -	$ 2,500.00	$ -	$ -	$ -	$ -	$ 5,000.00
Mechanic Equipment Room	2016	Dell Latitude E5470	20829	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Utilities Mechanic	2017	Optiplex 7050	21386	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Chief Water Plant Operator	2018	Optiplex 7050	23330	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 2,800.00
Telemetry Base	2019	Optiplex 7060	23811	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Workstation	2019	Optiplex 7060	23858	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ 2,800.00
Spare PC (water plant)	2015	Optiplex 9020	20510	$ -	$ -	$ -	$ 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
Printer	2015	HP LaserJet M606x	20537	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ -	$ -	$ 2,100.00	$ -	$ -	$ 4,200.00
Water Plant	2013	GETAC		$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ 12,000.00
Telemetry Backup	2006	Optiplex GX520		DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	$ -
Utilities Mechanic	2016	Surface Pro 3	20666	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Utilities Mechanic	2020	Surface Pro 3	24255	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Utilities Mechanic	2016	Surface Pro 3	20667	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ 5,550.00
Total				**$ 1,400.00**	**$ 7,900.00**	**$ 10,200.00**	**$ 4,900.00**	**$ -**	**$ 5,400.00**	**$ 11,300.00**	**$ 2,800.00**	**$ 4,900.00**	**$ 4,000.00**	**$ 8,800.00**	**$ 61,600.00**

TEN-YEAR COMPUTER REPLACEMENT PLAN

Wastewater- 6005

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Utilities Coordinator	2019	Optiplex 7060	23911	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -		$ 2,800.00
	2016	Pan Toughbook	21132	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00	$ 12,000.00
Utilities Mechanic	2015	Optiplex 9020	20379	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ -		$ 1,400.00
Video Recording Truck	2013	Optiplex XE Desktop		$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -		$ 2,800.00
Total				**$ -**	**$ 1,400.00**	**$ 4,000.00**	**$ 1,400.00**	**$ 1,400.00**	**$ -**	**$ 5,400.00**	**$ -**	**$ 1,400.00**	**$ -**	**$ 4,000.00**	**$ 19,000.00**

Total Water & Sewer fund				**$ 4,650.00**	**$ 18,700.00**	**$ 26,550.00**	**$ 14,000.00**	**$ 16,500.00**	**$ 8,650.00**	**$ 35,200.00**	**$ 8,200.00**	**$ 11,850.00**	**$ 15,650.00**	**$ 21,450.00**	**$ 181,400.00**

Equipment Service Fund- 5701

Description/User	Installed	Model	Tag #	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	FY 22-32
Assistant Superintendent	2019	Dell Latitude 5490	23744	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Garage	2012	Optiplex 390	17770	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Mechanic	2012	Optiplex 390	17840	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Mechanic	2016	Latitude E5470	20829	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ 3,450.00	$ 10,350.00
Printer	2016	HP LASERJET	20889	$ -	$ -	$ -	$ -	$ 3,450.00	$ -	$ -	$ -	$ -	$ 3,450.00		$ 6,900.00
Mechanic	2016	Dell Latitude E6540	20615	$ -	$ -	$ 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	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Garage	2017	Optiplex 7050	20812	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Garage	2017	Optiplex 7050	21371	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Garage	2017	Optiplex 7050	21372	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Senior Office Assistant	2017	Optiplex 7050	21369	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare	2017	Optiplex 7050	21375	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Fleet Superintendent	2017	Optiplex 7050	21373	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Lead Mechanic	2017	Optiplex 7050	21370	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Generator Technician	2017	Optiplex 7050	21374	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ -	$ -	$ -	$ -	$ 1,400.00	$ 4,200.00
Spare	2006	Latitude D610 Laptop	15226	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ -	$ -	$ 1,850.00	$ -	$ 5,550.00
Total Equipment Services				**$ 15,400.00**	**$ 3,700.00**	**$ 5,300.00**	**$ -**	**$ 3,450.00**	**$ 19,100.00**	**$ 5,300.00**	**$ -**	**$ -**	**$ 7,150.00**	**$ 20,700.00**	**$ 80,100.00**

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				**$ 1,027,800.00**	**$ 335,420.00**	**$ 499,750.00**	**$ 967,950.00**	**$ 444,400.00**	**$ 895,670.00**	**$ 344,050.00**	**$ 1,010,750.00**	**$ 566,950.00**	**$ 326,970.00**	**$ 819,451.00**	**$ 7,239,161.00**

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	$85,000
General Fund	Aquatics	Lower Deck Lighting -Aquatics	$350,000
General Fund	Aquatics	Spectator Seating Shade Program	$50,000
General Fund	Aquatics	Replace teaching pool liner	$130,000
General Fund	Aquatics	Event Parking Lot Upgrades	$250,000
General Fund	Aquatics	Unfunded Recurring Capital- FY2020 & FY2021	$43,400
	Aquatics Total		**$1,328,400**
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	Parks and Recreation	Cypress- Replace PVC Fencing	$150,000
General Fund	Parks and Recreation	Cypress-Landscape Upgrades	$10,000
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	Linear Park landscaping	$75,000
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- Table and Chairs	$10,000
General Fund	Parks and Recreation	Mullins Gym-Floor Covers and Bars	$20,000
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	$25,000
General Fund	Parks and Recreation	NCP- Replace Pathway & Parking Lot Lights w LED	$40,000
General Fund	Parks and Recreation	NCP- Replace PVC Fencing	$150,000
General Fund	Parks and Recreation	NCP-Pathway Overlay	$100,000
General Fund	Parks and Recreation	New Restroom/Storage Building at Lions Park	$300,000
General Fund	Parks and Recreation	NP- Field Renovations at Lions Park	$50,000
General Fund	Parks and Recreation	NP- Replace PVC Fencing at Various Parks	$150,000
General Fund	Parks and Recreation	NP-Overlay Pathways and Parking Lots Various Parks	$150,000
General Fund	Parks and Recreation	NP-Replace Court Light Fixtures Lions PK	$80,000
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	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		**$20,992,500**

APPENDIX OF UNFUNDED PROJECTS- CONTINUED

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	PSB 2nd Floor UPS Batteries	$20,000
General Fund	Police	Parking Enforcement Vehicle	$28,000
General Fund	Police	Unfunded Recurring Capital- FY2020 & FY2021	$83,700
	Police Total		**$461,200**
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	Fence Replacement & repair	$30,000
General Fund	Sportsplex/Tennis	Court Lighting	$200,000
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	Replace Windows- Phase II	$80,000
General Fund	Sportsplex/Tennis	Replace Kitchen Appliances	$35,000
General Fund	Sportsplex/Tennis	Renovate Baseball Infield	$50,000
	Sportsplex/Tennis Total		**$587,500**
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	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		**$3,844,000**
General Fund Total			**$27,635,100**
Solid Waste Fund	Public Works	Waste Transfer Station Improvements	$1,488,071
Solid Waste Fund Total			**$1,488,071**
Total Unfunded Projects			**$29,123,171**

PROJECT AND ACCOUNT NUMBERS- FY 2022

The following pages include account and project numbers for Fiscal Year 2022 Capital improvements. In Fiscal Year 2022, the City migrated to a new ERP system- Tyler Munis. The information provided in each table includes:

- Fund name and number
- Department name
- Funding source
- Project title
- Account number
- Project number & project string
- Fiscal Year 2022 approved budget



Project and Account Numbers for FY 2022 Capital Projects

Operating—Water and Sewer Fund (402)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
402 Water and Sewer Fund						
Water & Sewer	536	Operating	Water Treatment Plant Fencing	402-70-9030-536-564001-	n/a	$ 115,000
			Refurbish Water Plant Generator	402-70-9030-536-563000-	n/a	$ 400,000
			Fire Hydrant Replacement Program	402-70-9030-536-563000-	n/a	$ 100,000
			Dead End Water Main Automatic Flushers	402-70-9030-536-564001-	n/a	$ 50,000
			Portable Emergency Generators for Lift Stations	402-70-9030-536-564001-	n/a	$ 95,000
Subtotal Operating—Water and Sewer Fund						**$ 760,000**



Operating—Equipment Services Fund (511)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
511 Equipment Services Fund						
Police	521	Operating	29 Patrol Vehicle, Tahoe	511-09-4201-521-564001	ESPD225001-Vehicles	$ 1,443,794
			4 Motorcycle	511-09-4202-521-564001	ESPD225002-Vehicles	$ 89,360
			2 Message Board	511-09-4202-521-564001	ESPD225003-Equipment	$ 35,630
			2 Truck, PU 3/4 Ton	511-09-4205-521-564001	ESPD225004-Vehicles	$ 91,400
			4 Admin Specialty Vehicle	511-09-4301-521-564001	ESPD225005-Vehicles	$ 148,160
			Admin Specialty-Vehicle	511-09-4301-521-564001	ESPD225006-Vehicles	$ 32,540
Fire/EMS	522	Operating	2 Rescue Transport Vehicle	511-10-4702-526-564001	ESEM225007-Vehicles	$ 715,500
			1/2 Ton Silverado	511-10-4601-522-564001	ESFD225008-Vehicles	$ 35,157
			2 SUV-Tahoe	511-10-4601-522-564001	ESFD225010-Vehicles	$ 82,666
			1/2 Ton Silverado	511-10-4601-522-564001	ESFD225009-Vehicles	$ 35,157
Building	529	Operating	Hybrid Maverick	511-08-5301-529-564001	ESBD225012-Vehicles	$ 29,975
Administration	515	Operating	1 Hybrid Maverick	511-08-3001-515-564001	ESDS225047-Vehicles	$ 29,975
Code Compliance	529	Operating	2 Hybrid Maverick	511-08-5403-529-564001	ESDS225011-Vehicles	$ 59,950
Parks—Mullins	572	Operating	5 Gang Rotary Mower	511-12-8102-572-564001	ESPR225016-Equipment	$ 74,410
			Paint Machine	511-12-8102-572-564001	ESPR225017-Equipment	$ 4,500
			2 Arrow Board	511-12-8102-572-564001	ESPR225018-Equipment	$ 12,000
			Combinator	511-12-8102-572-564001	ESPR225019-Equipment	$ 34,205
			Pickup Truck, 1/2 Ton	511-12-8102-572-564001	ESPR225020-Vehicles	$ 33,988
Parks—Neighborhood	572	Operating	Pickup Truck, 1/2 Ton	511-12-8116-572-564001	ESPR225021-Vehicles	$ 33,860
			Mower, Reel Master	511-12-8116-572-564001	ESPR225022-Equipment	$ 68,103
			2 Pickup Truck, 3/4 Ton	511-12-8116-572-564001	ESPR225023-Vehicles	$ 73,720
			2 Pickup Truck, 1/2 Ton	511-12-8116-572-564001	ESPR225024-Vehicles	$ 67,720
			Showmobile Truck	511-12-8116-572-564001	ESPR225025-Vehicles	$ 62,860
			Mid size truck	511-12-8116-572-564001	ESPR225026-Vehicles	$ 27,890
Beautification/Landscape	572	Operating	Bucket Truck	511-12-8118-572-564001	ESPR225027-Vehicles	$ 173,652
			Izuzu Dump Truck	511-12-8118-572-564001	ESPR225028-Vehicles	$ 57,875
Sportsplex—Tennis Center	572	Operating	Workman	511-12-8409-572-564001	ESPR225013-Equipment	$ 16,550
			2 Ground Mowers	511-12-8409-572-564001	ESPR225014-Equipment	$ 68,400
			Aerifier	511-12-8102-572-564001	ESPR225015-Equipment	$ 31,500
Irrigation	572	Operating	Truck, Cab-Chassis 1 ton	511-12-8119-572-564001	ESPR225029-Vehicles	$ 64,860
Cypress Park	572	Operating	Front End Loader w/ box blade	511-12-8101-572-564001	ESPR225030-Vehicles	$ 98,000
			Workman	511-12-8101-572-564001	ESPR225031-Equipment	$ 16,550
Public Works—Streets	541	Operating	2 Trailers	511-11-5601-541-564001	ESPW225032-Equipment	$ 21,000
			1 Ton Cab & Chasis	511-11-5601-541-564001	ESPW225033- Vehicles	$ 56,410
			Pickup Truck, 1/2 Ton	511-11-5601-541-564001	ESPW225034- Vehicles	$ 36,360
			2 Gator	511-11-5601-541-564001	ESPW225035-Equipment	$ 33,100
			Cab & Chasis, 1 Ton Dump body	511-11-5601-541-564001	ESPW225036- Vehicles	$ 49,060
			3 Pickup Truck, 3/4 Ton	511-11-5601-541-564001	ESPW225037- Vehicles	$ 101,880

Operating—Equipment Services Fund (511)

Department/Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Equipment Services—Fleet	519	Operating	2 Light Tower	511-11-5701-519-564001	ESEQ225038-Equipment	$ 50,600
			Contingency	511-11-5701-519-564001	ESEQ225039-Vehicles	$ 60,000
Water & Sewer Fund	536	Operating	Small Excavator with Trailer	511-11-6002-536-564001	ESUT225040-Equipment	$ 54,050
			Trailer	511-11-6002-536-564001	ESUT225041-Equipment	$ 11,412
			1 Ton Cab & Chassis-refurb	511-11-6002-536-564001	ESUT225042-Vehicles	$ 5,000
			1 Ton Cab & Chasis	511-11-6002-536-564001	ESUT225043-Vehicles	$ 51,740
			Generator, Utilities, 125 KW	511-11-6002-536-564001	ESUT225044-Equipment	$ 93,800
			Gator	511-11-6003-536-564001	ESUT2225045-Equipment	$ 16,550
			2 1-Ton Cab & Chassis w crane body	511-11-6003-536-564001	ESUT225046-Vehicles	$ 217,720
Subtotal Operating—Equipment Services Fund						**$ 4,708,589**
Total Operating—all funds						**$ 5,468,589**

Equity Financing (Fund 324)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Information Technology	513	Equity Financing	Network/Internet/Data Infrastructure	324-70-9030-513-564001	CPIT324062-Equipment	$ 485,200
			Firewall		CPIT324065-Equipment	$ 14,100
Subtotal Information Services						**$ 499,300**
Development Services	515	Equity Financing	Traffic Management	324-70-9030-515-563001	CPDS324003-Imprvments	$ 30,000
Subtotal Development Services						**$ 30,000**
Building		Equity Financing	Add to Staff: Electrical Inspector I	324-70-9030-529-564001	CPBD223001-Vehicles	$ 31,200
			Add to Staff: Plumbing Inspector	324-70-9030-529-564001	CPBD223002-Vehicles	$ 31,200
Subtotal Building						**$ 62,400**
Aquatics	572	Equity Financing	Pool Heater Replacement—Aquatics	324-70-9030-572-564001	CPPR324004-Equipment	$ 35,000
			Motor Pump Repl— 3 pool sites	324-70-9030-572-564001	CPPR324005-Equipment	$ 15,000
			Fitness Equipment Replacement	324-70-9030-572-564001	CPPR324006-Equipment	$ 40,000
			Chemical Feeder Repl for 3 Pools	324-70-9030-572-564001	CPPR324007-Equipment	$ 10,000
Subtotal Aquatic						**$ 100,000**

Equity Financing (Fund 324)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Emergency Medical Services	526	Equity Financing	Dive Rescue Equipment	324-70-9030-526-564001	CPEM324008-Equipment	$ 20,000
			EMS Equipment	324-70-9030-526-564001	CPEM324061-Equipment	$ 13,700
			Stair Chairs	324-70-9030-526-564001	CPEM324010-Equipment	$ 3,000
			Handheld Subscribers (radios)	324-70-9030-526-564001	CPEM324012-Equipment	$ 15,800
			Lucas Devises	324-70-9030-526-564001	CPEM324014-Equipment	$ 16,800
			Add to Staff: Firefighter/Paramedics (3)	324-70-9030-526-564001	CPEM223003-Equipment	$ 7,008
			Add to Staff: City Wide Health and Safety Officer CIP	324-70-9030-526-564001	CPEM223005-Equipment	$ 7,324
					CPEM223005-Vehicles	$ 22,000
Subtoal EMS						**$ 105,632**
Police	521	Equity Financing	Surveillance Equipment	324-70-9030-521-564001	CPPD324017-Equipment	$ 32,500
			Law Enforcement Officer Capital 4	324-70-9030-521-564002	CPPD223006- Equipment	$ 38,400
					CPPD223006- Vehicles	$ 199,144
			Morphotrak Latent Station	324-70-9030-521-564001	CPPD324018-Equipment	$ 7,500
			Rapid ID Devices	324-70-9030-521-564001	CPPD324019-Equipment	$ 11,000
			Bear Tactical Vests	324-70-9030-521-564001	CPPD324066-Equipment	$ 7,500
			Handgun Replacement	324-70-9030-521-564001	CPPD324068-Equipment	$ 5,000
			SWAT Sniper replacement	324-70-9030-521-564001	CPPD324067-Equipment	$ 6,000
			SWAT Weapons	324-70-9030-521-564001	CPPD324069-Equipment	$ 8,000
			Communications Chair Repl	324-70-9030-521-564001	CPPD324047-Equipment	$ 3,700
			Livescan	324-70-9030-521-564001	CPPD324021-Equipment	$ 6,000
			SET- Ballistic Vests	324-70-9030-521-564001	CPPD324072-Equipment	$ 3,000
			K-9 Tactical Vests	324-70-9030-521-564001	CPPD324073-Equipment	$ 1,400
			CAD	324-70-9030-521-564001	CPPD324048-Software	$ 43,727
			CAD Dispatch	324-70-9030-521-564001	CPPD324070-Equipment	$ 28,948
			Radio System	324-70-9030-521-564001	CPPD324049-Equipment	$ 66,649
			Radio Consoles and Consolettes (5)	324-70-9030-521-564001	CPPD324050-Equipment	$ 31,851
			OSPS Central Square API	324-70-9030-521-564001	CPPD324051-Software	$ 10,446
			Ballistic Helmets	324-70-9030-521-564001	CPPD324052-Equipment	$ 5,000
			Ballistic Shields and Breaching Tools	324-70-9030-521-564001	CPPD324053-Equipment	$ 2,400
			Tactical (SRT) Vests	324-70-9030-521-564001	CPPD324019-Equipment	$ 37,000
			CUTS Equipment	324-70-9030-521-564001	CPPD324071-Equipment	$ 13,500
			Total Station Replacement	324-70-9030-521-564001	CPPD324055-Equipment	$ 3,000
			Radar Gun Replacement	324-70-9030-521-564001	CPPD324056-Equipment	$ 8,000
			Combat Gauze	324-70-9030-521-564001	CPPD324022-Supplies	$ 5,000
Subtotal Police						**$ 584,665**
Parks and Recreation	572	Equity Fininacing	Asphalt pathway overlay	324-70-9030-572-563001	CPPR324057-RepairMain	$ 100,000
			Athletic Field Renovations	324-70-9030-572-563001	CPPR324023-Imprvments	$ 100,000
			15-year Playground Replacement	324-70-9030-572-564001	CPPR324024-Equipment	$ 205,000
			Light Fixture Replacement Program	324-70-9030-572-564001	CPPR324025-Imprvments	$ 300,000
Subtotal Parks and Recreation						**$ 705,000**

Renewal and Replacement Fund —W&S (403)

Department	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
			Water Main Valve Repair/Repl. Program	403-11-6003-536-565019	WSUT403011-Improvments	$ 100,000
			Lift Station Rehab Program	403-11-6003-536-565060	WSUT403004-Improvments	$ 1,400,000
			Water and Wastewater Pumps	403-70-9200-536-564001	WSUT403005-RepairMain	$ 150,000
			Water Meter Repalcement Program	403-70-9030-536-563000	WSUT403006-Imprvments	$ 60,000
			Force Main Integrity Evaluation	403-11-6003-536-565019	WSUT403007-StudieEval	$ 100,000
			Force Main Valve Repair/Repl Program	403-11-6003-536-565019	WSUT403010-Imprvments	$ 100,000
			Force Main System Improvement	403-11-6003-536-565019	WSUT403008-Improvments	$ 475,375
Total R&R						**$ 2,385,375**

Charter School (Fund 111)

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Coral Springs Charter School Fund	578	Charter School Fund	Air Conditioning Replacement	111-13-0801-578-563001	N/A	$ 50,000
Total Charter School Fund						**$ 50,000**

CORAL SPRINGS

EVERYTHING UNDER THE SUN

Public Art (Fund 113)

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Public Art	579	Public Art Fund	Artwalk Sculpture	113-17-8002-579-564001	N/A	$ 100,000
			Fitness Center			$ 50,000
			Artwalk Artwall			$ 100,000
			Artwalk Opportunity projects			$ 10,000
Total Public Art Fund						**$ 260,000**

Tree Trust Fund (Fund 102

Fund	TFA #	Funding Source	Project Title	Account #	Project #	Budget FY 2022
Tree Trust Fund	541	Tree Trust Fund	Median Improvements	102-70-9010-541-563001	N/A	$ 180,000
			Median Improvements (FY2021 rebudget)			$ 184,500
Total Tree Trust Fund						**$ 364,500**

CORAL SPRINGS

EVERYTHING UNDER THE SUN

Grants (Funds 106 and 127)

Department	TFA #	Funding Source	Project Title	Expenditure Account #	Revenue Account #	Project #	Budget FY 2022
106 Grant Funding—CDBG							
Development Services	515	CDBG	Housing Rehabilitation	106-07-3004-515-583005		GRDS221801-Housing	$ 195,311
					106-07-3004-331-321502	GRDS221801-FEDERAL-USHUD	$ (195,311)
			Royal Palm Boulevard Sidewalk Replacement	106-11-5601-541-563001		GRTR221806-Imprvments	$ 95,000
					106-11-5601-331-331502	GRTR221806-FEDERAL-USHUD	$ (95,000)
			NW 89th Avenue Sidewalk Replacement	106-115601-541-563001		GRTR221805-Imprvments	$ 65,000
					106-11-5601-331-331502	GRTR221805-FEDERAL-USHUD	$ (65,000)
			NW 4th Street Design	106-11-5601-541-563001		GRTR221807-Imprvments	$ 30,000
					106-11-5601-331-331502	GRTR221807-FEDERAL-USHUD	$ (30,000)
			NW 35th Court Sidewalk Replacement	106-11-5601-541-563001		GRTR221809-Imprvments	$ 90,000
					106-11-5601-331-331502	GRTR221809-FEDERAL-USHUD	$ (90,000)
			Youth recreation scholarships	106-12-8205-572-582000		GRPR221802-PublicSvcs-YthScholar	$ 50,000
					106-12-8205-331-331502	GRPR221802-FEDERAL-USHUD	$ (50,000)
Parks and Recreation	572	CDBG	Forest Hills Park ADA Compliant Restroom/Storage	106-12-8116-572-563001		GRPR221808-Imprvments	$ 50,000
					106-12-8116-331-331502	GRPR221808-FEDERAL-USHUD	$ (50,000)
			Sr. Rec and therapeutical activity	106-12-8204-572-534003		GRPR221803-PublicSvcs	$ 27,225
					106-12-8204-331-331502	GRPR221803-FEDERAL-USHUD	$ (27,225)
Aquatic Complex	572	CDBG	Sr. Rec and therapeutical activity	106-12-8303-572-534003		GRPR221804-PublicSvcs-SenFunTrg	$ 44,000
					106-11-8303-331-331502	GRPR221804-FEDERAL-USHUD	$ (44,000)
Subtotal CDBG							**$646,536**
106 Grant Funding—HOME							
Development Services	515	HOME	HOME GRANT FY 2021/2022	106-07-3004-515-583004		GRDS221810-Housing	$ 262,265
					106-07-3004-331-331505	GRDS221810-FEDERAL-USHUD	$ (262,265)
Subtotal HOME							**$262,265**
127 Grant Funding—SHIP							
Development Services	515	SHIP	SHIP FY 2022		127-07-3004-334-334502	GRDS221901-INTERNAL-STATE-FLHFC	$ (524,730)
				127-07-3004-515-546026		GRDS221901-Housing-HsRehabDis	$ 174,091
				127-07-3004-515-546027		GRDS221901-Housing	$ 350,639
				127-07-3004-515-546028		GRDS221902-PlanAdmin-Planning	$ 58,303
					127-07-3004-334-334502	GRDS221902-STATE-FLFFC	$ (58,303)
Subtotal SHIP							**$583,033**

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American Rescue Plan (Funds 125)

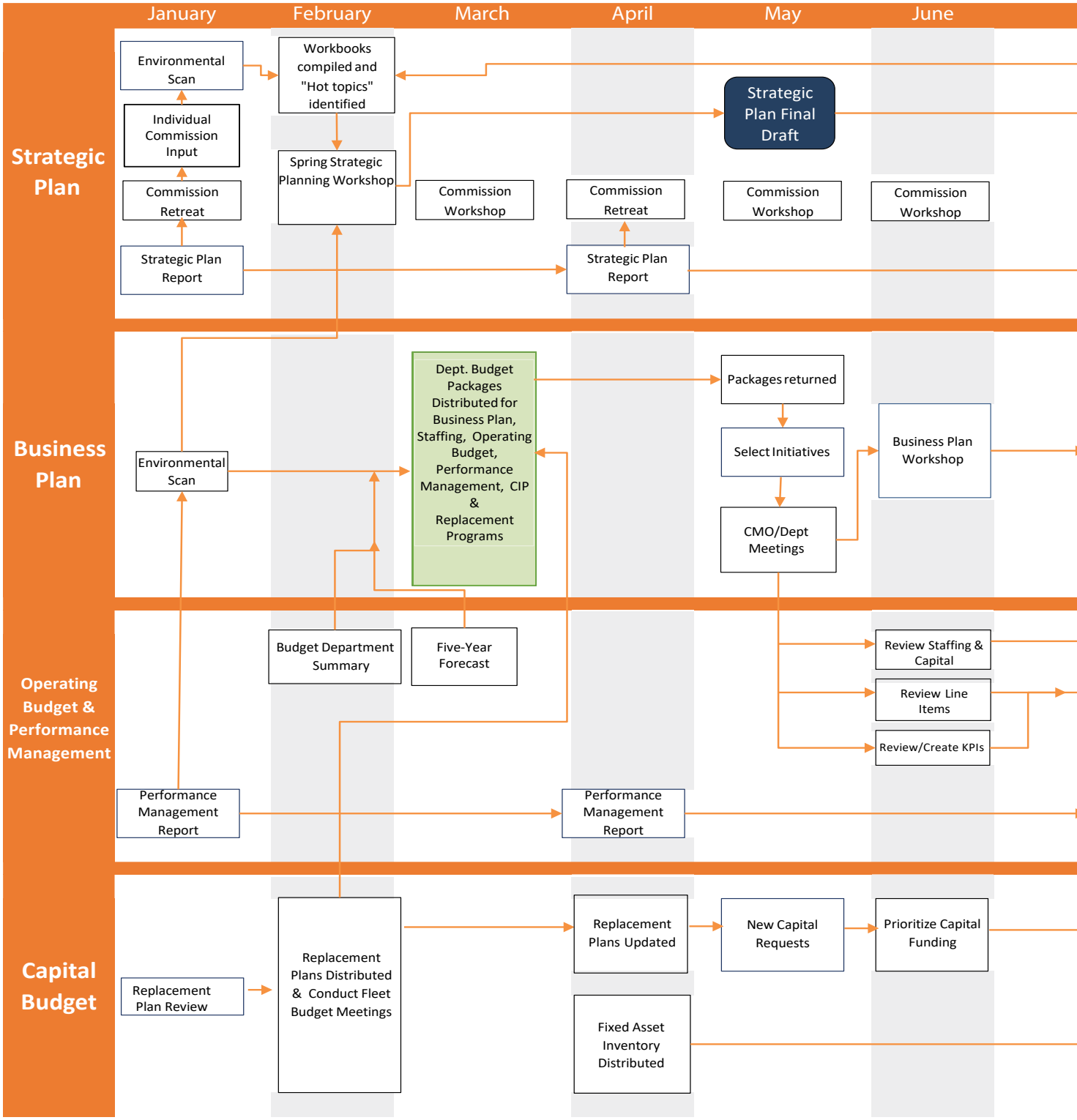
125 Funding—American Rescue Plan						
City Manager- C&M	0604	Endorse Buy Coral Springs Campaign	125-02-0604-552-540003	N/A	GRCM221701-Expenses	10,000
City Manager- EM	0503	Implement City Facilities Security Plan	125-70-9030-525-563001	N/A	GRCM221702-Imprvments	165,000
City Manager- EM	0503	Security Gate Enhancements - Passport Services	125-70-9030-525-563001	N/A	GRCM221703-Imprvments	30,000
City Manager- EM	0503	Crowdstrike Identity Protection	125-03-1000-513-545050	N/A	GRCM221704-Expenses	50,000
City Manager- Economic Dev	0502	Promote Business Recruitment and Attraction	125-02-0502-552-540003	N/A	GRCM221705-Expenses	18,000
City Manager- CMO	0501	Mental Health for Community	125-02-0501-512-531020	N/A	GRCM221706-Expenses	150,000
City Manager- EMS/Fire	4601	Personal Protective Equipment/Sanitation	125-02-0503-525-552009	N/A	GRCM221707-Expenses	50,000
City Manager- EM	0503	Public Awareness/Advertising	125-02-0503-525-547002	N/A	GRCM221708-Expenses	32,000
City Manager- Economic Dev	0502	Small Business Resiliency Program	125-02-0502-552-582000	N/A	GRCM221709-Expenses	1,300,000
City Manager- HR Com. Relations	1001	Non-Profit Capacity Support	125-03-1001-512-582001	N/A	GRCM221710-Expenses	52,500
Emergency Medical Services		Lucas Devises	125-70-9030-526-564001	N/A	GREM221715- Equipment	9,927
Emergency Medical Services		Ballistic Soft Armor and Helmets	125-70-9030-526-564001	N/A	GREM221716- Equipment	14,350
Emergency Medical Services		Ballistic Rifle Plates	125-70-9030-526-564001	N/A	GREM221717- Equipment	22,000
Information Services		Network/Internet/Data Infrastructure	125-70-9030-513-564001	N/A	GRIT221718-Equipment	20,210
Information Services		Digital Equity Plan - Broadband	125-70-9030-513-563001	N/A	GRIT221711- Imprvments	1,700,000
Parks and Recreation		Irrigation Equipment	125-70-9030-572-630001	N/A	GRPR221719-Imprvments	35,000
Parks and Recreation		Kiwanis Park	125-70-9030-572-630001	N/A	GRPR221712-Imprvments	500,000
Police		Mobile Radios in Patrol Supervisor Vehicles	125-70-9030-521-564001	N/A	GRPD221720	97,700
Public Works		Air Conditioning Replacement	125-70-9030-541-564001	N/A	GRPW221713-Equipment	1,468,000
Information Services		Mobile Device Cybersecurity	125-70-9030-513-564001	N/A	GRIT221724	32,000
Public Works		Roof Replacement	125-70-9030-541-562001	N/A	GRPW221714-Imprvments	1,000,000
Transportation		Road Resurfacing	125-70-9030-541-563001	N/A	GFTR221721-RepairMain	750,000
Water and Sewer Fund		SCADA Cybersecurity	125-70-9030-536-564001	N/A	GRUT221723-Equipment	180,000
Water and Sewer Fund		Cast Iron Water Main Replacement	125-70-9030-536-563000	N/A	GRUT221722-Imprvments	1,820,000
Subtotal American Rescue Plan						**$9,506,687**
Total Fund 106						$908,801
Total Fund 125						$9,506,687
Total Fund 127						$583,033
Total Grant/ARP Funding						**$10,998,521**


CORAL SPRINGS
EVERYTHING UNDER THE SUN

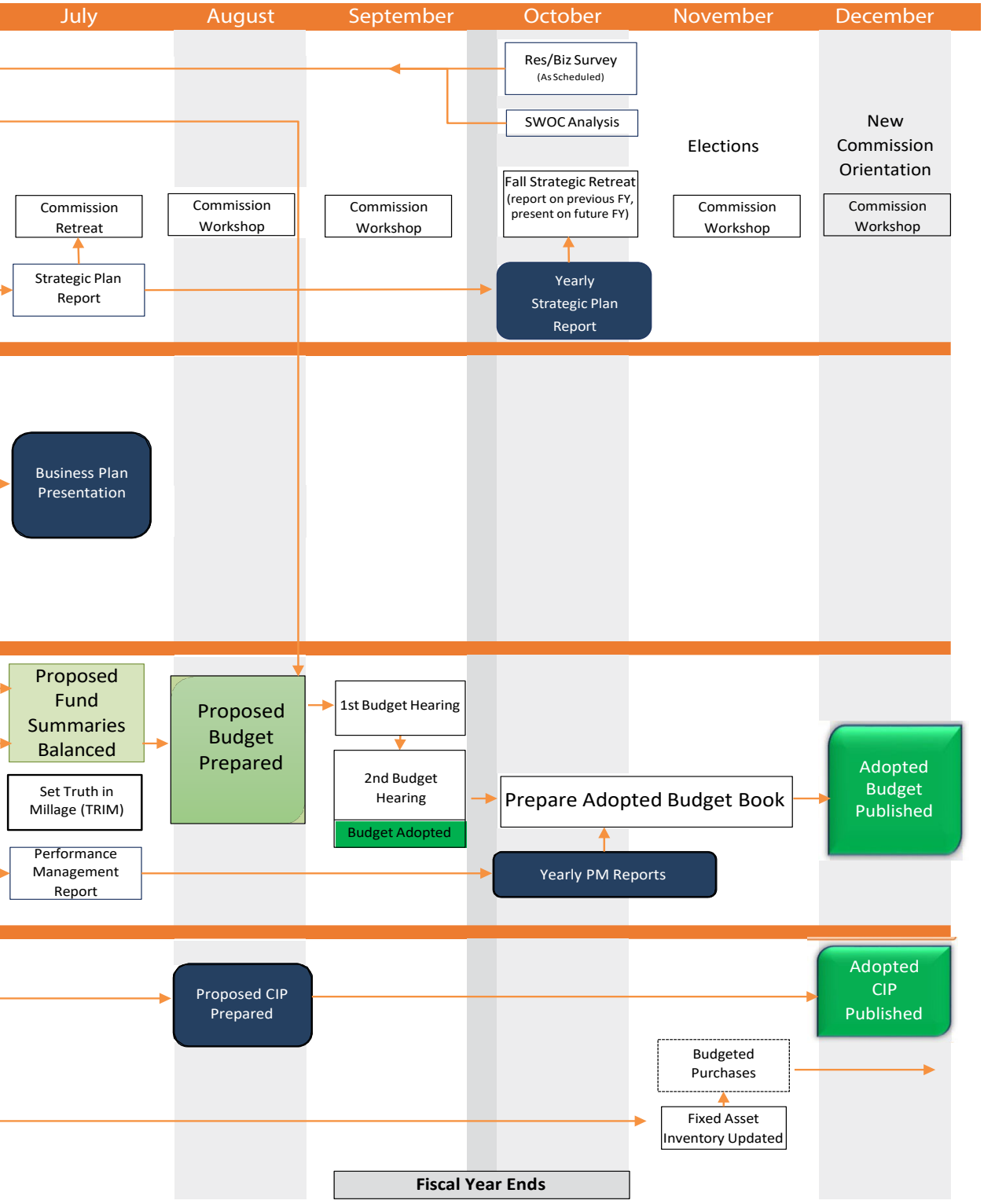
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City of Coral Springs
Strategic Planning & Performance Management Process Map
2022



Note: The Strategic Plan is a multi-year plan. In certain years the Business Plan Environmental Scan are the first element. Community input is obtained in October for



the retreat in February.

Fiscal Year 2022 Department Divisions

Fund	Major	Nonmajor	Department	Division
001	X		General Fund- City Commission	City Commission
	X		General Fund- City Manager's Office	Administration
	X			Economic Development
	X			Emergency Management
	X			Communications & Marketing
	X			Budget & Strategy
	X			Community Redevelopment Agency (CRA)
	X			City Clerk
	X		General Fund- Human Resources	Human Resources
	X			Community Relations
	X			City Hall in the Mall
	X			Volunteer Services
	X		General Fund- Financial Services	Administration
	X			Museum
	X			Accounting
	X			Utility Billing/Revenue & Collection
	X			Purchasing Administration
	X			Central Stores
	X		General Fund- Information Technology	Information Technology
	X		General Fund- City Attorney	City Attorney
	X		General Fund- Development Services	Community Dev/Planning and Zoning
	X			Community Dev/Neighborhood/Environmental Services
	X			Code Compliance
	X			Administration
	X		General Fund-Building	Building-Administrative Services
	X			Building-Structural
	X			Building-Electrical
	X			Building-Plumbing
	X			Building-Mechanical
	X		General Fund- Police	Office of the Chief
	X			Office of Professional Standards
	X			Vice and Intelligence
	X			Human Resources
	X			SWAT (was Special Response Team)
	X			Special Events
	X			Off Duty Detail
	X			Fiscal Management
	X			Dive Team
	X			CUTS
	X			Patrol Unit
	X			Traffic Unit
	X			K-9 Unit
	X			Strategic Enforcement Team
	X			Humane Unit
	X			Crossing Guards
	X			Community Involvement
	X			Bicycle Unit
	X			Training
	X			Street Intelligence Unit (was Substation Unit)
	X			BEAR Unit (Burglary Enforcement and Reduction)
	X			Law Enforcement Trainee
	X			General Investigations
	X			Special Investigations
	X			Youth Liaison
	X			Crime Scene Investigations
	X			Central Records
	X			Communications Center
	X			Building/Fleet Maintenance

Fiscal Year 2022 Department Divisions

Fund	Major	Nonmajor	Department	Division
	X		General Fund- Emergency Medical Services	Emergency Medical Services
	X			Communication Services
	X			Contract Services
	X			Training
001	X		General Fund- Public Works	Administrative Services
	X			Solid Waste/Recycling
	X			Streets
	X			Arbor and Horticultural
	X			Facilities Management
	X			Engineering
	X		General Fund- Parks & Recreation	Sportsplex
	X			Sportsplex/Athletic Complex
	X			Cypress Park
	X			Mullins Park
	X			North Community Park
	X			Neighborhood Parks
	X			Beautification
	X			Landscape
	X			Irrigation
	X			Environmental Sensitive Land
	X			Activity Center
	X			Recreation Services
	X			School Break
	X			Summer Recreation
	X			Transportation
	X			Gymnasium
	X			Aquatics—Cypress Pool
	X			Aquatics—Mullins Pool
	X			Aquatic Complex
	X			Cypress Tennis
	X			Tennis Center of Coral Springs
	X		General Fund- Coral Springs Charter School	Charter School
	X		General Fund- Coral Springs Center For The Arts	Center For The Arts
102		X	Tree Preservation Fund	Tree Preservation Fund
109	X		Fire Fund	Administration
	X			Communication Services
	X			Suppression
	X			Training
	X			Community Risk Reduction
111		X	Coral Springs Charter School Fund	Coral Springs Charter School Fund
113		X	Public Art Fund	Public Art Fund
118		X	Museum Fund	Museum
150	N/A	N/A	Community Redev Agency Trust Fund	(CRA)
402	X		Water & Sewer Fund	Administration
	X			Water Distribution
	X			Water Treatment
	X			Wastewater Treatment
	X			Wastewater Collection
410		X	Solid Waste Fund	Solid Waste
420		X	Stormwater Fund	Administration
501		X	General Insurance Fund	Workers' Compensation
		X		Property/Motor Vehicle
		X		Casualty/General Liability
502		X	Health Fund	Health Plan/Life/LTD
510		X	Equipment Services Fund	Fleet Services
		X		Fleet Services—City of Parkland
		X		Fleet Services—City of Margate

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

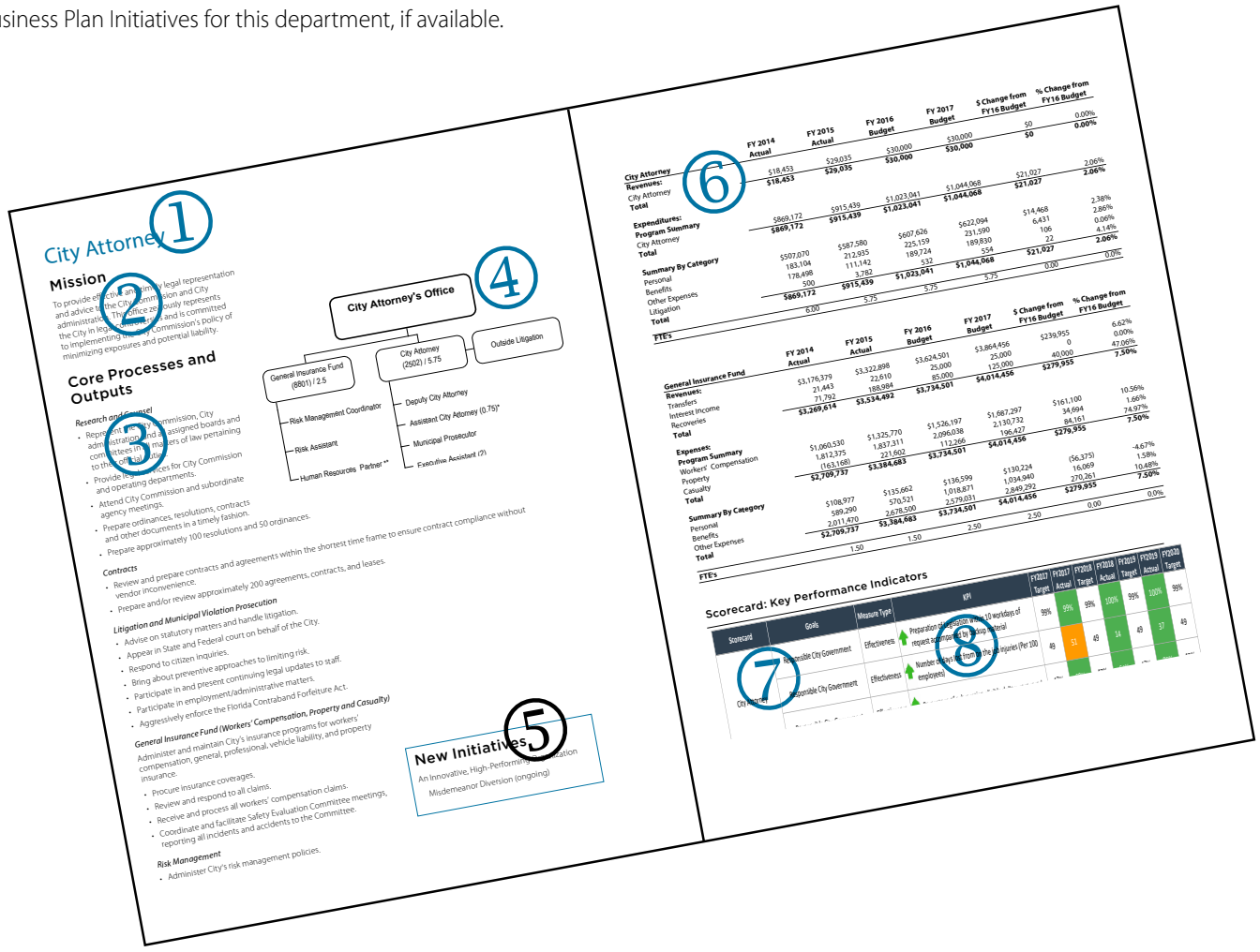
A summary of the budgeted departmental revenues and expenditures.

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

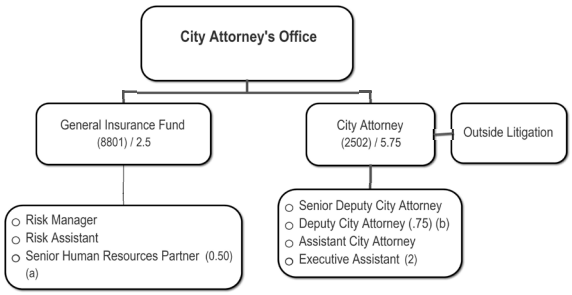


To provide effective and timely legal representation and advice to the City Commission and City administration. This office zealously represents the City in legal controversies and is committed to implementing the City Commission's policy of minimizing exposures and potential liability.

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.



(Department/ Division Number) / Number of FTEs (Full-Time Equivalent)
(a)Position split 50% Human Resources Div. 1000; 50* General Insurance Fund Div. 8801
(b)Position split 75% City Attorney Div. 2502; 25% Water and Sewer Fund Div. 6001

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.
- 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.
- 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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
City Attorney	$17,504	$7,482	$30,000	$30,000	$0	0.00%
Total	**$17,504**	**$7,482**	**$30,000**	**$30,000**	**$0**	**0.00%**
Expenditures:						
Program Summary						
City Attorney	$1,127,778	$1,245,136	$1,198,235	$1,368,273	$170,038	14.19%
Total	**$1,127,778**	**$1,245,136**	**$1,198,235**	**$1,368,273**	**$170,038**	**14.19%**
Summary By Category						
Personal Services	$772,477	$807,847	$790,620	$858,720	$68,100	8.61%
Benefits	251,773	263,013	267,850	298,521	30,671	11.45%
Operating Expenses	101,921	174,215	139,211	210,478	71,267	51.19%
Operating Capital/Other	1,607	61	554	554	0	0.00%
Total	**$1,127,778**	**$1,245,136**	**$1,198,235**	**$1,368,273**	**$170,038**	**14.19%**
Positions	5.75	5.75	5.75	5.75	0.00	0.00%
FTE's	5.75	5.75	5.75	5.75	0.00	0.00%

General Insurance Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Transfers	$4,670,515	$5,087,783	$5,123,802	$5,631,295	$507,493	9.90%
Interest Income	192,276	138,363	30,000	30,000	0	0.00%
Recoveries	727,069	379,211	210,000	295,000	85,000	40.48%
Others	0	0	200,000	0	(200,000)	-100.00%
Total	**$5,589,860**	**$5,605,357**	**$5,563,802**	**$5,956,295**	**$392,493**	**7.05%**
Expenditures:						
Program Summary						
Workers' Compensation	$1,834,523	$2,002,586	$2,261,843	$2,337,616	$75,773	3.35%
Property	2,446,274	3,681,431	3,003,190	3,307,366	304,176	10.13%
Casualty	175,750	137,760	298,769	311,313	12,544	4.20%
Total	**$4,456,547**	**$5,821,777**	**$5,563,802**	**$5,956,295**	**$392,493**	**7.05%**
Summary By Category						
Personal Services	$152,209	$183,299	$163,057	$167,950	$4,893	3.00%
Benefits	1,047,251	884,239	1,350,705	1,405,934	55,229	4.09%
Other Expenses	3,257,087	3,591,887	4,050,040	4,382,411	332,371	8.21%
Operating Capital	0	1,162,352	0	0	0	n/a
Total	**$4,456,547**	**$5,821,777**	**$5,563,802**	**$5,956,295**	**$392,493**	**7.05%**
Positions	2.50	2.50	2.50	2.50	0.00	0.00%
FTE's	2.50	2.50	2.50	2.50	0.00	0.00%

Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
City Attorney	An Innovative, High-Performing and Sustainable Organization	Effectiveness	↑ Preparation of Legislation within 10 workdays of request accompanied by backup material	99%	100%	99%	100%	99%	100%	99%
City Attorney	An Innovative, High-Performing and Sustainable Organization	Effectiveness	↓ Number of days lost from on the job injuries (Per 100 employees)	49	37.00	49	76.00	49	181.21	49
City Attorney	An Innovative, High-Performing and Sustainable Organization	Effectiveness	↑ Percentage of subrogation eligible dollars recovered	47%	85.00%	47%	76.00%	47%	60.31%	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

Vision

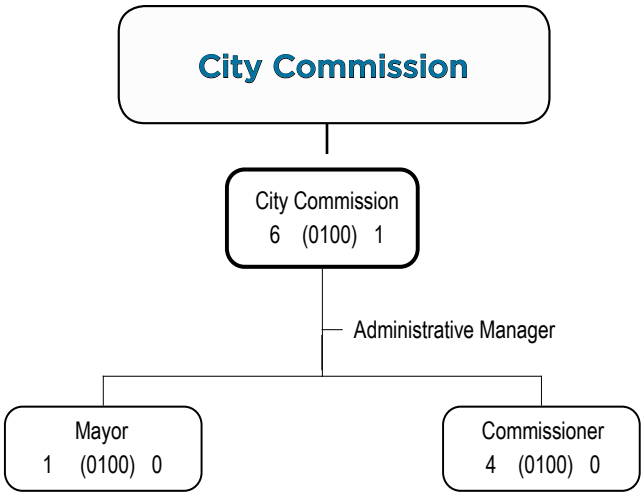
To be the premier community in which to live, work, and raise a family.

Mission

To provide an innovative, sustainable, high-performing organization that strives to make decisions and measures progress based on economic, social, and environmental factors improving the quality of life for the residents, busiensses, and visitors of the diverse community we serve.

Core Processes

- Provide policy direction for City operations.
- Promote public participation in government through regular and special City Commission meetings, public hearings, retreats, and workshops.



Left Number = Number of Positions
Right Number = Number of FTEs (Full-Time Equivalent)
Center Number = Department/Division Number

Revenues and Expenditures by Program and Category

City Commission	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Expenditures:						
Program Summary						
City Commission	$342,152	$381,727	$409,155	$457,349	$48,194	11.78%
Total	**$342,152**	**$381,727**	**$409,155**	**$457,349**	**$48,194**	**11.78%**
Summary By Category						
Personal Services	$123,987	$166,994	$178,221	$181,839	$3,618	2.03%
Benefits	113,136	119,442	122,460	136,029	13,569	11.08%
Other Expenses	105,029	94,016	108,474	139,481	31,007	28.58%
Capital	0	1,275	0	0	0	n/a
Total	**$342,152**	**$381,727**	**$409,155**	**$457,349**	**$48,194**	**11.78%**
FTE's	6.00	6.00	6.00	6.00	0.00	0.00%

CITY MANAGER'S OFFICE

Mission



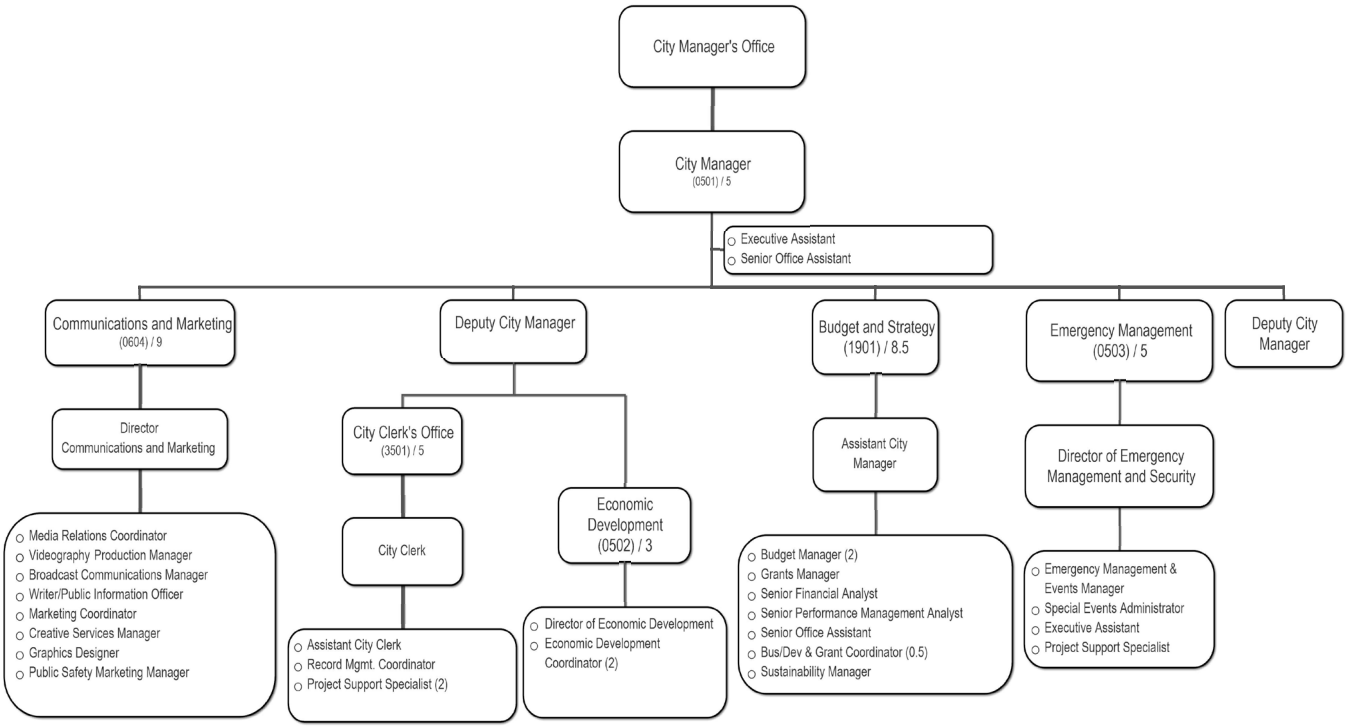
To provide leadership, support and direction needed to successfully achieve the City's Strategic Plan.

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.
- Respect: Exhibit concern and consideration in an inclusive and collaborative environment.
- Accountability: Takes pride in work by exhibiting responsibility and ownership for decisions, actions, and results.
- Innovation: Lead staff into the future by encouraging innovation, supporting changes that are aligned with our mission, and developing employees through training and mentoring.
- Leadership: Commit to the success of the organization by creating a learning environment to ensure employees realize their potential through clear direction and meaningful feedback.
- 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 build long-term financial sustainability through innovative, data-driven, and forward-thinking strategies that fulfill the City's Strategic Plan. Promoting transparency while cultivating positive relationships with Federal, State, and local governments that provide fiscal and cooperative resources to support our diverse community for a resilient and sustainable future.

City Annual Budget
Manages the City Annual Budget and Capital Improvement Plan (CIP) for long-term sustainability and financial transparency.
- Presents monthly financial reports to City Manager.
- Forecasts economic conditions, tracks revenue projections, and monitors expenditures.
- Performs cost benefit analyses.
- Serves the residents by answering tax inquiries and fiscal records requests.
- Oversees the City Financial Policies.
- Collaborates with Police and Fire pension boards, Charter School Advisory Committee, and Financial Advisory Committees.

Strategic Planning Process
The City's Strategic Plan includes 5 Strategic goals, 40 workplan high level projects and over 100 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 links the mission, vision, core values, strategic goals, key intended outcomes, and departmental key performance objectives to the employee work plan.
- Oversees annual Business Plan.
- Prepares Commission workshops, monthly or as requested.
- Facilitate 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.

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.

Initiatives

A Family-Friendly Community
- Building a community for our children while upgrading & sharing facilities
- Maintain Public School Partnership
- Hometown Hereos Banner Program
- Historical Advisory Committee - Interactive Display
- Security Maintenance Account

An Active, Healthy Community
- Enhance Everglades Strategy

An Attractive Community
- Install City Signage
- Create a communal gathering in the downtown
- Create a Destination City - Surf Park
- Add to staff: Convert PT to FT Graphic Designer

A Thriving, Resilient Businss Community
- Promote Business Recruitment & Attraction
- Identify Miniority-Owned Business
- Support the Attraction of a rooftop bar
- Encourage co-working space
- Endorse Buy Coral Springs campaign
- Support Cornerstone Development
- Support Village Square Development
- Continue Downtown Grocery Store Attraction
- Distribute Business Survey
- Retail Strategies Re-engagement
- Work Based Learning
- Part-time Staff Request

- Oversees administration of grant funding.
- Manage grant databases.

Sustainability
Work to create contemporary needs without compromising the ability of future generations through practical and local solutions focused in the areas of: energy efficiency, environmental conservation and protection, operational service longevity, financial sustainability, education and outreach as well as policy development.

- Forms and manages the Sustainability Plan.
- Provides education and outreach aimed to increase the community's environmental awareness.
- Policy development to incorporate environmental practices.
- Partners with departments on operational longevity to ensure proficiency and efficiency.
- Coordinate with Budget team to ensure all financial sustainability through the 5 year forecast, stress testing and modeling, funding CIP, and adhering to financial policies.

Intergovernmental Affairs
Manage and maintain relationships with outside agencies to include State & Federal lobbyists, Senators, Representatives, Broward County, Broward County School Board, Water Districts, private industries, and other municipalities.

- Develop and coordinate Federal and State legislative programs.
- Research and review State and Federal legislation impacting the City.
- Develop reports and policy recommendations to City Management and the City Commission.
- Protect the City's interest in various stakeholder processes and work to resolve City issues with external partners.
- Foster relationships with other government agencies.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

An Innovative, High-Performing and Sustainable Organization

- Establish Neighborhoods with Integrity
- Communicate the value of tax dollars
- Establish a Sustainability Office
- Research Charter School location
- Communicate CIP Financing Plan
- Implement a Comprehensive City Facilities Security Plan
- Expand Dispatch
- Establish an ADA Compliance Strategy
- Begin ERP Phase 3
- National, State, and Local Membership Dues
- US Conference of Mayors Membership
- ClearGov Digital Budget Book
- Operating Line Increase
- Email Signatures - Branded
- Public Records & Record Management Training
- Residential Plan records & State retention
- Online Notary Service
- Online Campaign Finance

City Clerk

To provide public notices, municipal elections, records management, and public meeting administration to sustainably serve our diverse community with accountability, integrity, and superior service.

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

- Official custodian of the City seal.
- Serve as the City's records custodian by preserving the integrity of agency records.
- Coordinate the fulfillment of agency public records requests.
- Provide annual public records training to City staff.
- Codify ordinances into the City's Land Development Code and Code Ordinance publications.
- Transmit resolutions to respective parties.
- Oversee the life cycle of agency records: active, inactive, and off-site storage holdings.
- 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.

City Manager's Office (continued)

- 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 and other legally required disclosures.

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 in accordance with all applicable regulations.

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 on 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.

Lobbyist registration
- Coordinate and completion of lobbyists registrations forms.
- Collect annual lobbyists 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

Inform, engage, and connect with residents and businesses through effective, creative and innovative communications strategies that enhance the city's image, goals, and priorities

Public Information/Social Media
- Responsible for providing city news and information in real time utilizing digital platforms to include social media, eNews, press releases and text message options.
- Manage media relations as city public information officer, including crisis communication, serving as city's spokesperson.
- Develop and implement marketing campaigns for city initiatives, programs, and activities - including the creation of strategic communication plans to support all departments.
- Ensure adherence to the city's social media policy compliance for more than 30 social media platforms.
- Maintain and create social content for the City Commission for individual Commission Seat platforms.

Creative Services and Branding
- Responsible for the graphic design and creative support used for marketing, signage, events, and activities.
- Maintain the image of the city and its services through creative branding strategies, while ensuring the continuity of logo use.
- Provide design and other graphic services for publications, print, signage, digital and video formats.
- Oversee the city's historical archives and historical educational through the Coral Springs Historical Museum.

Broadcast Communications
- Create and develop website ADA compliant content, including online forms and documents. Oversee broadcast services for CityTV and radio, ensuring FCC compliance.
- Develop, design and manage content for all city websites.
- Produce and manage programming and advertisement on CityTV.
- Provide live broadcast and live streaming services for all Commission and Public Meetings, ensuring transparency in government.
- Program the city's radio station, 1670 AM, primarily utilized during emergency situations.
- Ensuring all available online services available through the city's website remain operational and secure.

Video and Photography Production
- Through the use of advanced video and photo production, which include directing, scripting and post-production editing, elevate the city's image, core services and public safety programming.
- Provide multimedia, video, and photographic support for all departments for use in marketing strategies, event promotion, recruitment, positive imaging, training, and historical archives.
- Produce live events, public service announcements and programming for use by broadcast and social media.
- Oversee the city's Drone program to include FAA training and equipment maintenance.

Provide and implement emergency communications strategies
- Under the Incident Command Structure (ICS) when called upon.

Economic Development

To position the City of Coral Springs for sustainable growth by facilitating innovative tools and resources for business attraction, expansion and retention in a healthy, diverse business climate to encourage job creation, economic prosperity and quality of life.
- Serve as a liaison with Federal, State and local governmental entities as well as private sector partners to coordinate all economic development activities.
- Serve as the communication liaison between city government and the business community.
- 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 levels through marketing and branding (explore retaining marketing firm).
- Assist, support, grow and retain businesses in Coral Springs.
- Continue to increase local property values through key tenant improvement projects.
- Maximize the potential of the Coral Springs Commerce 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
- Serve as the administrator of the Coral Springs CRA including implementation of CRA programs and work plans.
- Promote, create and implement workforce development initiatives such as work-based learning and training grants, along with our local and state partners.

Provide essential services during emergency situations
- Utilize the Incident Command Structure (ICS) when called upon.

Emergency Management/City Security/Special Events

Through utilization of cross-departmental expertise, we provide innovative management processes to organize our City's preparation and response towards emergencies, events and City security.

- Develop policies, procedures and plans necessary to direct the emergency management & Security functions of the City of Coral Springs.
- Coordinate exercises and trainings aimed at improving the efficiency and effectiveness of the City's response to critical situations.
- In partnership with the Office of Economic Development and the Chamber of Commerce, increase disaster preparedness in the business community by focusing on continuity and resilience planning.
- Develop and implement solutions to organizational challenges, relating to events, security and critical situations.
- Administer the FEMA financial recovery process for declared emergencies and mutual aid deployments.
- In partnership with the Department of Budget and Strategy, Identify and manage select grant opportunities, to benefit the City of Coral Springs.
- Coordinate the implementation of City-wide events in an efficient and family friendly manner.

Provide essential services during emergency situations
- Utilize the Incident Command Structure (ICS) when called upon

Revenues and Expenditures by Category

City Manager's Office	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
City Clerk	$20,105	$15,548	$18,735	$18,637	($98)	-0.52%
Communications & Marketing	$33,772	$8,849	$0	$0	$0	n/a
Total	**$53,877**	**$24,397**	**$18,735**	**$18,637**	**($98)**	**-0.52%**
Expenditures:						
Program Summary						
City Manager's Office Admin.	$1,013,856	$1,288,978	$1,540,685	$1,575,166	$34,481	2.24%
Budget & Strategy	838,454	1,032,931	1,010,619	1,289,867	279,248	27.63%
City Clerk	804,437	744,278	840,181	872,911	32,730	3.90%
Communications & Marketing	1,447,103	1,411,696	1,502,677	1,731,225	228,548	15.21%
Economic Development	478,926	759,722	662,846	682,524	19,678	2.97%
Emergency Management	159,362	363,111	564,956	772,338	207,382	36.71%
Total	**$4,742,138**	**$5,600,716**	**$6,121,964**	**$6,924,031**	**$802,067**	**13.10%**
Summary By Category						
Personal Services	$2,814,557	$3,461,415	$ 3,706,767	$ 4,092,235	$ 385,468	10.40%
Benefits	899,176	1,130,250	1,168,339	1,372,652	204,313.00	17.49%
Other Expenses	1,014,442	1,004,489	1,244,408	1,454,644	210,236.00	16.89%
Operating Capital	13,964	4,562	2,450	4,500	2,050.00	83.67%
Total	**$4,742,139**	**$5,600,716**	**$6,121,964**	**$6,924,031**	**$802,067**	**13.10%**
Positions	25.50	25.50	32.50	34.50	2.00	6.15%

*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

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Internal customer satisfaction rating	98%	99%	98%	98%	99%	99%	99%
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Facilitate or support cross-functional process improvement teams # per year	2.00	4.00	2.00	7.00	3.00	4.00	3
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Grant measures: Grant Applications Submitted	21	36	24	56	30	37	30
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Grant measures: Grants Awarded	11	14	9	34	15	17	15
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Grant measures: Active Grants worked during FY	40	47	30	77	50	63	50
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Receive the GFOA Distinguished Budget Presentation award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Efficiency	Payroll regular salaries adopted budget versus actual, net of policy changes	2%	-0.09%	2%	0.17%	2%	-2.65%	2%
Budget & Strategy	An Innovative, High-Performing and Sustainable Organization	Efficiency	Produce monthly financial statements within seven business days of period close	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Communications & Marketing	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Customer satisfaction with communications (Internal Survey)	95%	100%	95%	98%	95%	97%	95%
Communications & Marketing	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Awareness of Coral Springs magazine by residents (Res. Survey)	80%	84%			85%	93%	85%
Communications & Marketing	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Increase or maintain engagement on main social platforms up to 10% of total engagement (Facebook, Twitter, and Instagram) (New 2022)	-	-	-	-	-	-	1,200
Communications & Marketing	An Innovative, High-Performing and Sustainable Organization	Effectiveness	New promotional/informational campaigns produced (Social media and City TV)	60	90	60	80	60	87	60
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Efficiency	Timely disposal of eligible paper records	320	689	210	322	250	290	290
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide Public Records Management Training on a Yearly Basis	-	-	1	1	1	1	1
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of meeting summaries submitted for approval by next regularly scheduled meeting (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of monthly meeting listed amendments completed within 1 business day of request (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of offsite storage retrieval requests processed within 2 business days of request (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of registered lobbyists applications processed within 1 business day of receipt (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of public records requests assigned to departments within 1 business day of receipt (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of board/committee applications processed within 1 business day of receipt (New 2022)	-	-	-	-	-	-	98%
City Clerk's Office	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of delivery recipients notified within 1 business day of delivery received date (New 2022)	-	-	-	-	-	-	98%
Economic Development	A Thriving, Resilient Business Community	Effectiveness	Increase in traffic to the Economic Development website	20%	57.29%	20%	129.63%	20%	24.28%	20%
Economic Development	A Thriving, Resilient Business Community	Effectiveness	Increase social media followers for EDO	20%	147%	20%	51%	10%	23%	10%
Emergency Management	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Community Outreach Programs	-	-	10	12	12	19	12
Emergency Management	An Innovative, High-Performing and Sustainable Organization	Effectiveness	New enrollment in "Alert Coral Springs"	-	-	2,000	72,522	2,000	86,622	2,000
Emergency Management	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Emergency Operations Center (EOC) Usage	-	-	20	2	5	5	20
Emergency Management	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Business Continuity Outreach Programs	-	-	-	-	3	20	3
Emergency Management	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Number of Special Events produced throughout the city to include virtual/hybrid and live events	-	-	-	-	12	23	16
Emergency Management	A Family-Friendly Community	Demand	Attendees at Signature Events	12,000	17,500	12,000	35,000	12,000	-	12,000

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	

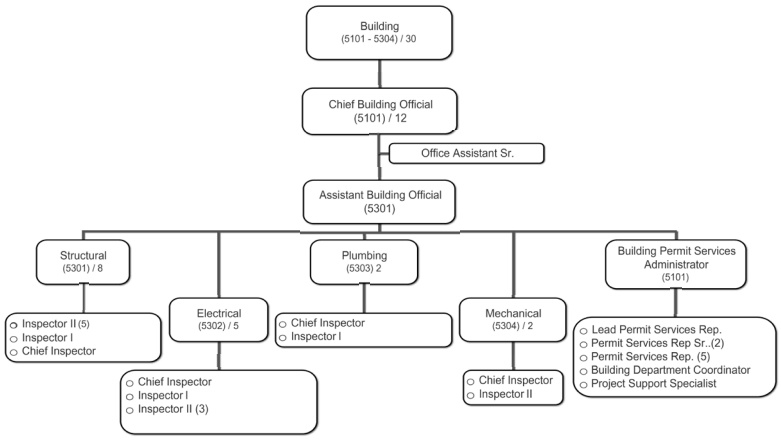
BUILDING

Mission

To serve the community with excellence, innovation, and integrity by demonstrating honesty and fairness in all aspects of our responsibilities. The department will continue to administer and enforce all federal, state, and local building codes to promote life safety, health, and welfare by ensuring all construction of buildings and structures comply with the minimum intent of the codes. To be the premier community in which to live, work and raise a family, we will continue to strive for excellence when performing plan review and field inspections for all residential, commercial, and industrial construction.

Core Processes and Outputs

- Continue to serve our customers via our innovative online services, One Stop Shop and convenient drop-off and pick-up services.
- Provide efficient paper plan reviews within 15 business days or less, 99% of the time.
- Provide efficient e-plan reviews within 3 business days or less, 98% of the time.
- Issue approximately 10,000 building permits annually.
- Conduct approximately 25,000 building inspections within1 business day, 97% of the time.
- Maintain approximately 15,000 contractor license insurance information records.
- Conduct Pre-Construction, Pre-Submittal, Permit Review and CO meetings to ensure successful completion of projects.
- Process approximately 3,000 open permit search requests within 3 business days.
- Process approximately 1,000 record requests within 10 business days, 95% of the time,
- Provide notification of permit status to approximately 10,000 permit holders and property owners.
- Respond to a high volume of incoming calls for Building Department via the dedicated Customer Call Center.
- Process approximately 200 building code cases annually while maintaining approximately 350 active codes per year.
- Process 40 Year Certifications as required by Broward County.



Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

An Attractive Community

- Add to staff: Electrical Inspector
- Add to staff: Plumbing Inspector
- Return to Overtime Budget

Table of Contents

Revenues and Expenditures by Category

Building	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Program Summary						
Revenue	$3,440,946	$3,682,906	$3,198,994	$3,720,500	$521,506	16.30%
Total	**$3,440,946**	**$3,682,906**	**$3,198,994**	**$3,720,500**	**$521,506**	**16.30%**
Expenditures:						
Program Summary						
Building	$2,834,626	$2,955,974	$3,036,858	$3,430,582	$393,724	12.96%
Total	**$2,834,626**	**$2,955,974**	**$3,036,858**	**$3,430,582**	**$393,724**	**12.96%**
Expenditures:						
Summary By Category						
Personal Services	$1,786,381	$2,001,456	$2,045,665	$2,243,766	$198,101	9.68%
Benefits	722,564	740,481	764,499	900,283	135,784	17.76%
Other Expenses	325,681	214,037	226,694	286,533	59,839	26.40%
Total	**$2,834,626**	**$2,955,974**	**$3,036,858**	**$3,430,582**	**$393,724**	**12.96%**
Positions	27.00	26.00	27.00	29.00	2.00	7.41%
FTE's	27.00	26.00	27.00	29.00	2.00	7.41%

Scorecards: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Building	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Requested inspections completed within one day	95%	100%	95%	100%	90%	100%	97%
Building	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percent of plan reviews completed within 15 working days	90%	95%	90%	93%	90%	93%	99%
Building	An Innovative, High-Performing and Sustainable Organization	Effectiveness	QLESS Data (10 Minute wait Times)	30.00	9.46	12.00	3.52	10.00	0.00	7
Building	An Innovative, High-Performing and Sustainable Organization	Effectiveness	"Building" Records Requests within 10 business days	90%	95%	90%	94%	90%	96%	95%
Building	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percent of ePermit plan reviews within 5 working days, 95% of the time					95%	75%	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.

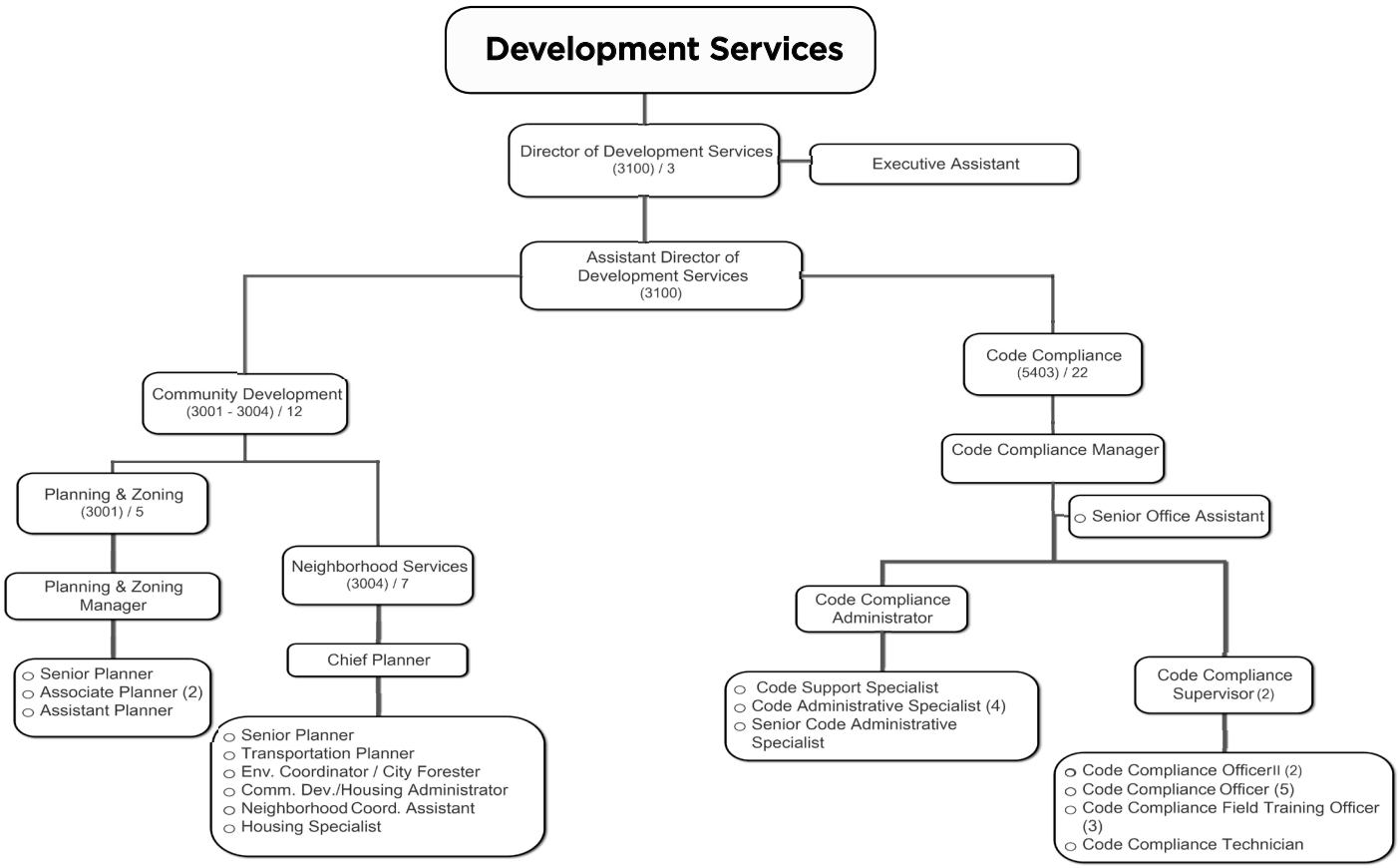
Code Compliance
To maintain high standards and preserve residential and business property values by educating the public and enforcing the City's Code of Ordinances.

Core Processes and Outputs

Community Development/Development Services

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.
- Coordinate community outreach efforts including Neighborhoods with Integrity and Neighborhood Partnership Programs.
- Continue to monitor and implement affordable housing initiatives and Federal, State, and local grant programs.
- 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.
- Process paint approval forms to encourage neighborhood revitalization.
- Encourage new businesses to utilize Grand Opening/re-opening signs.

Manage and improve the City's environmental sustainability efforts.
- Engage the Neighborhood and Environmental Committee.
- Conduct regular tree inspections.
- Plant approximately 1,000 trees and encourage removal of exotic and invasive species.
- Educate the public through environmental activities, such as Earthfest and waterway cleanups.

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 in order to produce artworks and a public art program that is inventive, collaborative, and surprising.
- Expand the program into a nationally-recognized program.
- Utilize the Public Art Fund and Guidelines.
- Collaborate on/install innovative artwork.
- Coordinate public art projects focusing on public engagement.

Provide essential services during emergency situations
- Utilize the Incident Command Structure (ICS) when called upon.

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 through quality, customer-focused interactions.
- 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.

Partner with property owners, property managers/associations, residents, business owners, and neighborhoods to protect and preserve property values.
- Responsibly perform business and property inspections.
- Identify and provide creative options for challenging properties and potential grants such as outreach for Home Repair, Neighborhood Partnership Program (NPP) and Neighborhoods with Integrity.
- Implement new regulations for vacation rentals.

Development Services (continued)

Provide exceptional service to internal and external customer requests, questions, emergencies, and complaints seven days a week

- Process all applications and inquiries within established number of business days.
- Provide staffing to the Call Center to answer public inquiries in a timely manner.

Support business development in the City.

- Educate business owners and outside agencies on various regulations.
- Assist the Economic Development Office (EDO) with Commerce 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

An Active, Healthy Community

- Establish Bike Lanes

An Attractive Community

- CDBG Action Plan (Ongoing)
- Traffic Management (Ongoing

A Thriving, Resilient Business Community

- Continue SW 10th Street Connectivity
- Redevelop City Signage Program

An Innovative, High-Performing and Sustainable Organization

- Establish Neighborhoods with Integrity Program

Revenues and Expenditures by Program and Category

Development Services	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Community Development	$165,878	$208,784	$124,800	$129,792	$4,992	4.00%
Code Compliance*	3,747,733	2,714,616	2,388,806	2,561,292	172,486	7.22%
Total	**$3,913,611**	**$2,923,400**	**$2,513,606**	**$2,691,084**	**$177,478**	**7.06%**
*Includes Business Tax revenue						
Expenditures:						
Program Summary						
Development Services	$419,078	$427,186	$494,997	$358,730	($136,267)	-27.53%
Community Development	1,169,489	1,165,583	1,368,357	1,265,947	(102,410)	-7.48%
Code Compliance	2,028,685	1,932,143	2,064,706	2,215,733	151,027	7.31%
Total	**$3,617,252**	**$3,524,912**	**$3,928,060**	**$3,840,410**	**($87,650)**	**-2.23%**
Summary By Category						
Personal Services	$2,158,808	$2,134,830	$2,454,015	$2,171,080	($282,935)	-11.53%
Benefits	1,048,166	995,763	1,007,844	1,081,945	74,101	7.35%
Other Expenses	410,278	382,114	450,452	569,408	118,956	26.41%
Operating Capital	0	0	0	1,300	1,300	n/a
Grants and Aids	0	12,205	15,749	16,677	928	5.89%
Total	**$3,617,252**	**$3,524,912**	**$3,928,060**	**$3,840,410**	**($87,650)**	**-2.23%**
FTE's	41.00	41.00	38.00	37.00	(1.00)	-2.63%

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Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Development Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Department customer satisfaction rating	95%	100%	95%	100%	95%	100%	95%
Development Services	A Thriving, Resilient Business Community	Effectiveness	Cycle time for small permits by the Zoning Division (Building Plan Review) (Days)	2	1.82	2	1.36	2	1.43	2.00
Development Services	A Thriving, Resilient Business Community	Effectiveness	Cycle time for sign permits by the Zoning Division (Building Plan Review) (Days)	2.00	1.39	2.00	2.50	2.00	1.53	2.00
Development Services	A Thriving, Resilient Business Community	Effectiveness	Cycle time for plan reviews (new and major/minor) by the Zoning Division (Development Review Committee) (Days)	8.00	8.25	8.00	8.75	8.00	8.00	8.00
Development Services	An Attractive Community	Effectiveness	Avg. number of days from the receipt of the resident's application for rehabilitation assistance to approval	45.00	39.25	45.00	42.25	45.00	43.25	45.00
Development Services	An Attractive Community	Efficiency	Timeliness ratio of CDBG spending: annual CDBG allocation available by July 31	1.50	1.48	1.50	1.53	1.50	1.50	1.5
Development Services	An Attractive Community	Effectiveness	Number of trees planted within the City	1,000	3,170	1,000	2,923	1,000	1,374	1,000
Development Services	An Attractive Community	Effectiveness	Number of formal and informal neighborhood partnerships each year	10	11	10	10	10	10	10
Development Services	A Thriving, Resilient Business Community	Effectiveness	Process business tax applications within 7 business days			85%	83%	85%	94%	85%
Development Services	An Attractive Community	Effectiveness	Percent of code cases brought into voluntary compliance prior to administrative/judicial process	75%	79%	75%	69%	75%	80%	75%
Development Services	An Attractive Community	Effectiveness	Percent of respondents satisfied with City efforts at maintaining the quality of their neighborhoods (Res. Survey)	85%	82%			85%	84%	-
Development Services	An Attractive Community	Effectiveness	Percent of survey respondents satisfied with the City's efforts to support quality neighborhoods (Biz Survey)			87%	92%			87%

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 and sustainable financial strategies, effectively managing and measuring the City's resources, and providing accountability through analysis and recommendations that ensure optimal economic outcomes.

Core Processes and Outputs

Provide financial policy, cash management, debt management, accounting, payroll, accounts payable, procurement, central stores, and utility billing for the City.

- Produce the City's Comprehensive Annual Financial Report.
- Process approximately 9,000 accounts payable checks and prepare over 30,000 payroll checks.
- Reconcile and track approximately 40 different funds.
- Process approximately 2,500 purchase orders.
- Purchase approximately $32 million in goods and services.
- Finance, monitor, and restructure the City's outstanding debt.
- Monitor the City's financial condition and provide financial strategies to ensure fiscal solvency.
- Maintain all water and wastewater customer accounts.
- Process approximately 150,000 utility bills including standby.

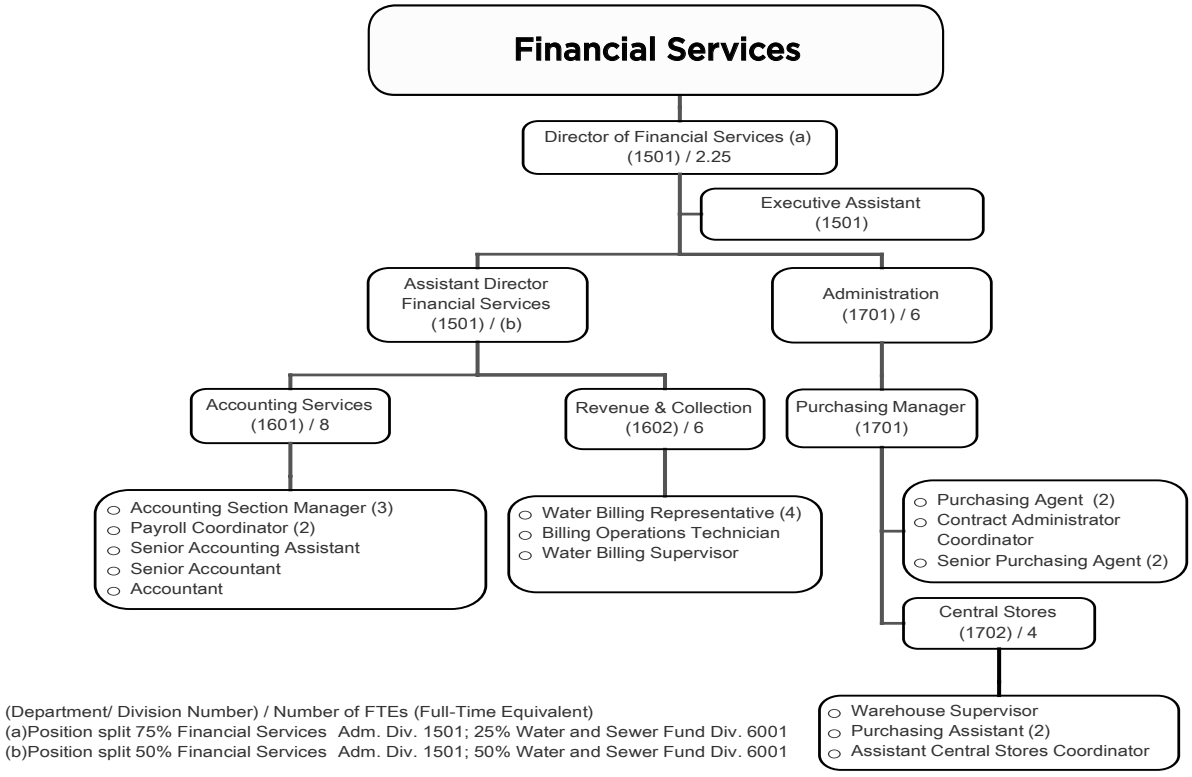
Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Initiatives

An Innovative, High-Performing and Sustainable Organization

- GASB No. 87 Lease Reporting



(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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Revenue and Collection/ Lien Search	$284,975	$281,500	$312,000	$324,480	$12,480	4.00%
Total	**$284,975**	**$281,500**	**$312,000**	**$324,480**	**$12,480**	**4.00%**
Expenditures:						
Program Summary						
Administration	$439,235	$475,385	$443,268	$535,613	$92,345	20.83%
Accounting	693,646	800,109	861,515	940,376	78,861	9.15%
Utility Billing	634,351	644,938	632,270	669,397	37,127	5.87%
Sub-Total	$1,767,232	$1,920,432	$1,937,053	$2,145,386	$208,333	10.76%
Purchasing						
Administration	$626,261	$684,207	$668,803	$732,293	$63,490	9.49%
Central Stores	315,063	325,249	343,559	371,489	27,930	8.13%
Sub-Total	$941,324	$1,009,456	$1,012,362	$1,103,782	$91,420	9.03%
Total	**$2,708,556**	**$2,929,888**	**$2,949,415**	**$3,249,168**	**$299,753**	**10.16%**
Summary By Category						
Personal Services	$1,708,869	$1,916,879	$1,925,699	$2,005,429	$79,730	4.14%
Benefits	707,640	739,472	761,668	839,006	77,338	10.15%
Other Expenses	289,042	273,537	262,048	402,533	140,485	53.61%
Operating Capital	3,005	0	0	2,200	2,200	n/a
Total	**$2,708,556**	**$2,929,888**	**$2,949,415**	**$3,249,168**	**$299,753**	**10.16%**
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	0.00%



Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Internal customer satisfaction rating (Financial Services Internal Survey)	94%	98%	94%	98%	95%	99%	95%
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting award	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Water billings past due more than 180 days as percentage of outstanding bills	3%	1.22%	3%	1.56%	5%	3.54%	5.00%
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Number of repeat items in management letters prepared by the City's external auditors	0	0	0	0	0	0	0
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of invoices paid within 30 days	95%	94%	95%	93%	90%	94%	90%
Financial Services	An Innovative, High-Performing and Sustainable Organization	Efficiency	Out of stock level of the total inventory at Central Stores	2.50%	0.80%	2.50%	0.71%	2.50%	0.73%	2.50%
Financial Services	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of purchase requisitions under $5,000 processed within 3 business days					80%	87%	80%

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 Output

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 include three full-time and three-part time administrative staff, one full time data analyst, 159 shift personnel, three full-time and four part-time Coral Springs Regional Institute of Public Safety administrative staff and 200 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 and Community Risk Reduction (CRR) 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 response boundary. 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 to 10,200 with approximately 70% of patients being transported 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 unit.
- 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) pumpers, 1 ALS aerial apparatus, 2 reserve ALS pumpers, 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, and an incident support trailer.

Provide a 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.

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 per 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.

Fire/EMS (continued)

- Ensure compliance with the National, State, and Local requirements 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.

Coral Springs Regional Institute of Public Safety

Provide required medical, fire, and inspection related recertification training per National, State, and Local regulations for students entering, and current fire service members.

- Deliver entry level, recertification, and advanced level course 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.

Initiatives

A Family-Friendly Community

- Add to staff: Firefighter Paramedic (3)
- Add to staff: Citywide Health & Safety Officer

An Innovative, High-Performing and Sustainable Organization

- Develop Fire Station 64
- Ballistic Soft Armor & Helmets
- Ballistic Rifle Plates
- Lucas Devices
- Fire Fund Contractual Services
- Blue Door Training Equipment

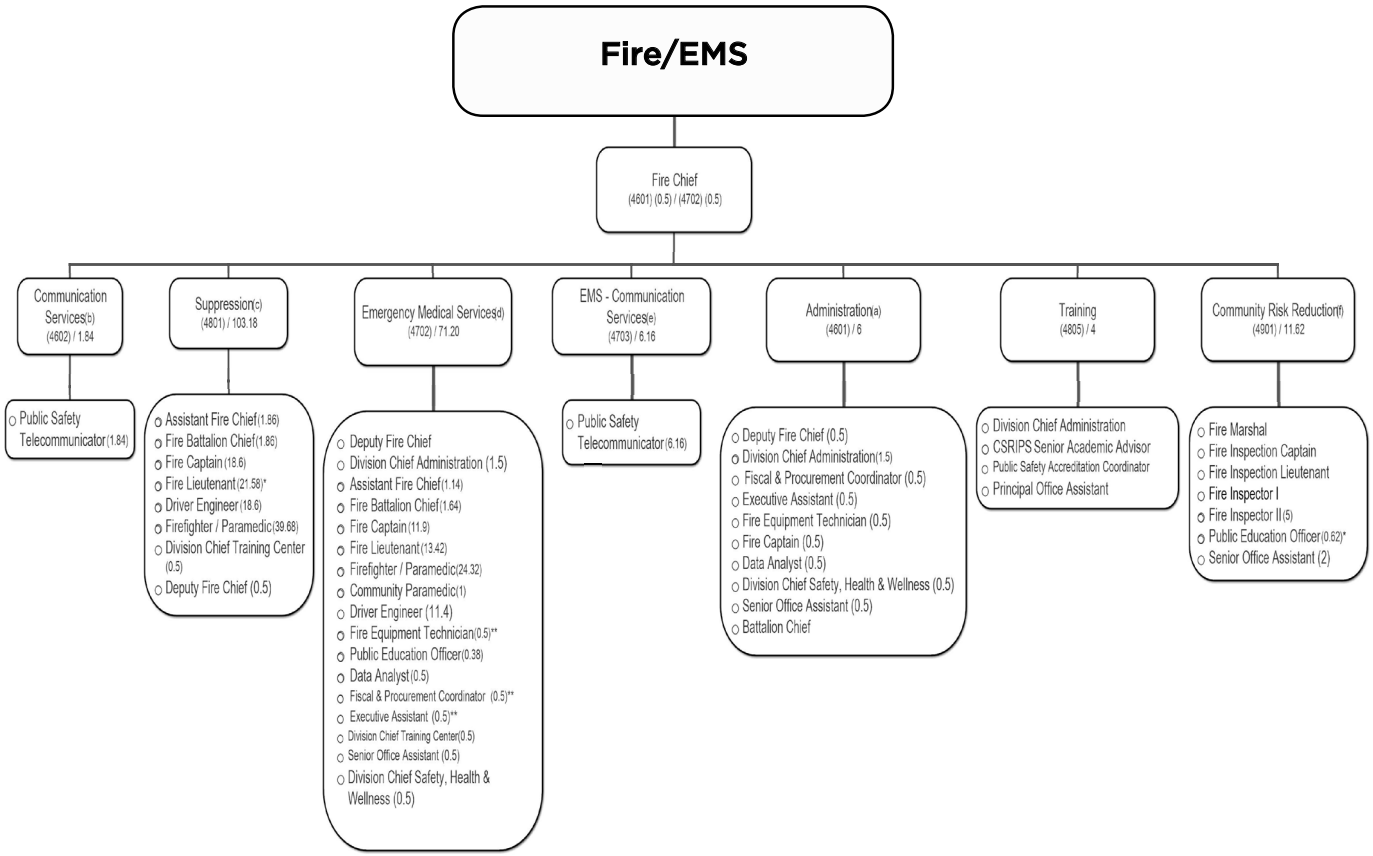
Community Risk Reduction

- 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 extinguishers, Stop the Bleed, 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.





(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

*Lieutenants include Rescue Lieutenants.

(c)All positions are split 62% Fire-Suppression Div. 4801; 38% EMS Div. 4702

(d) Most positions are split 38% EMS Div. 4702; 62% FireSupression Div. 4801
**Position split 50% EMS Div. 4702; 50% FireAdm. Div. 4601

(e)All positions are split 77% EMS Comm. Svc. Div 4703; 23% Comm Svc. Div. 4602

Revenues and Expenditures by Program and Category

Fire/EMS	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Fire Fund						
Fire Fund Special Assessment	$14,328,576	$16,623,215	$16,360,663	$16,827,390	$466,727	2.85%
Intergovernmental Revenue	6,557,881	6,213,615	6,228,202	6,456,020	227,818	3.66%
Charges for Services	3,250,485	2,634,214	3,731,674	4,649,428	917,754	24.59%
Miscellaneous Revenues	533,724	128,455	55,000	55,000	0	0.00%
Fines and Forfeitures	17,600	31,849	25,000	50,000	25,000	100.00%
Partial Year Assessment	83,176	70,967	30,000	30,000	0	0.00%
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)	0	0	0	0	0	n/a
Sub-Total	$24,771,442	$25,702,315	$26,430,539	$28,067,838	$1,637,299	6.19%
EMS-General Fund						
Emergency Medical Services	$2,509,657	$2,711,698	$3,249,424	$3,357,919	$108,495	3.34%
Contract Services	0	0	2,000,000	2,100,000	100,000	5.00%
Training	0	0	0	0	0	n/a
Sub-Total	$2,509,657	$2,711,698	$5,249,424	$5,457,919	$208,495	3.97%
Total Revenues	**$27,281,099**	**$28,414,013**	**$31,679,963**	**$33,525,757**	**$1,845,794**	**5.83%**
Expenditures:						
Program Summary						
Fire Fund						
Administration	$919,407	$938,419	$1,116,032	$1,124,388	$8,356	0.75%
Communication Services	138,416	132,936	163,623	170,150	6,527	3.99%
Suppression	15,162,882	16,275,433	16,573,143	17,494,038	920,895	5.56%
Training	2,074,522	1,803,135	2,473,328	2,771,536	298,208	12.06%
Inspection	1,670,467	1,701,558	1,787,171	1,861,447	74,276	4.16%
Operating Capital	333,888	318,848	129,000	0	(129,000)	-100.00%
Debt Service	404,852	448,985	207,320	1,000,519	793,199	382.60%
Interfund Transfers	854,136	1,335,793	1,103,808	1,065,558	(38,250)	-3.47%
Non-Departmental	2,125,305	2,172,835	2,877,114	2,580,202	(296,912)	-10.32%
Sub-Total	$23,683,875	$25,127,942	$26,430,539	$28,067,838	$1,637,299	6.19%
EMS-General Fund						
Emergency Medical Services	$10,349,734	$11,417,796	$11,111,944	$12,446,874	$1,334,930	12.01%
Communication Services	395,410	406,236	469,614	452,551	(17,063)	-3.63%
Training	238,151	164,114	230,471	237,753	7,282	3.16%
Sub-Total	$10,983,295	$11,988,146	$11,812,029	$13,137,178	$1,325,149	11.22%
Total Expenditures	**$34,667,170**	**$37,116,088**	**$38,242,568**	**$41,205,016**	**$2,962,448**	**7.75%**
Summary by Category						
Fire Fund						
Personal Services	$11,474,061	$12,536,683	$12,688,049	$13,357,313	$669,264	5.27%
Benefits	4,648,407	4,734,041	4,936,096	5,184,680	248,584	5.04%
Other Expenses	1,857,469	1,852,738	1,993,824	2,077,217	83,393	4.18%
Operating Capital	818,473	1,264,332	22,000	748,596	726,596	3302.71%
Training	2,074,522	1,803,135	2,473,328	2,771,536	298,208	12.06%
Non-Departmental	2,125,305	2,172,835	2,877,114	2,580,202	(296,912)	-10.32%
Interfund Transfers	280,786	315,193	323,063	347,775	24,712	7.65%
Debt Service	404,852	448,985	307,320	1,000,519	693,199	225.56%
	$23,683,875	$25,127,942	$25,620,794	$28,067,838	$2,447,044	9.55%
EMS-General Fund						
Personal Services	$7,072,336	$7,740,773	$7,927,650	$8,375,237	$447,587	5.65%
Benefits	2,781,684	2,867,411	2,980,117	3,160,567	180,450	6.06%
Other Expenses	1,119,764	1,376,057	896,262	1,598,358	702,096	78.34%
Operating Capital	9,511	3,905	8,000	3,016	(4,984)	-62.30%
Sub-Total	$10,983,295	$11,988,146	$11,812,029	$13,137,178	$1,325,149	11.22%
Total	**$34,567,170**	**$37,116,088**	**$38,242,568**	**$41,205,016**	**$2,962,448**	**7.75%**
Fire	118.44	124.76	124.40	126.64	2.24	1.80%
EMS	71.56	76.24	76.60	78.36	1.76	2.30%
Total FTE's	190.00	201.00	201.00	205.00	4.00	1.99%

Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide PulsePoint & Stop the Bleed refresher material to 95% of businesses annually (New 2022)	-	-	-	-	-	-	95%
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide outreach events to include materials on AED/Stop the Bleed/CPR trainings (New 2022)	-	-	-	-	-	-	4
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%	98%	90%
Fire/EMS	A Family Friendly Community	Effectiveness	14 firefighters on scene within 10 mins 90% of time (Structural fires)	90%	100%	90%	100%	90%	100%	90%
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide inspection report to customer within 12 days (Revised FY17)	90%	95%	90%	100%	90%	100%	90%
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Perform annual fire inspections (comm. prop. & applicable multi-family res. units)	6,400	6,611	6,600	5,431	6,600	7,421	6,600
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide public education programs to residents ages 5-11	4,000	10,007	4,000	5,867	4,000	44,335	4,000
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide a minimum number of FL Firefighter Minimum Standards classes	7	7	7	6	6	12	6
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide a minimum number of EMT classes	6	9	6	6	7	16	14
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide a minimum number of Specialty classes	70	153	70	242	60	199	120
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Provide a minimum number of Paramedic classes	6	8	5	3	5	24	6
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Satisfaction rating with the quality of the Fire Department (Res. Survey)	95%	99%	-	-	95%	100%	-
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Satisfaction rating with the quality of the Emergency Paramedics (Biz. Survey)	-	-	95%	100%	-	-	95%
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Maintain Community Emergency Response Team (CERT) force	60	50	60	50	45	50	45
Fire/EMS	An Innovative, High-Performing and Sustainable Organization	Impact	Maintain Fire Explorers program participation	25	28	25	25	30	22	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.

- Oversees 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 evaluation (all employees).
- Provide coaching, feedback and develop employee goals.
- Recognition and rewarding good performance.

Rewards and Recognitions

Employee recognitions are handled in various ways throughout the year.

- Employee Excellence Awards.
- Bright Spot Awards and Shining Star Awards.
- Wellness Activities.
- Special department recognitions.

Well-being Strategy

Commit 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.

Employee Benefits Package

Manage and maintain 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.

Human Resources (continued)

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.

Initiatives

An Active, Healthy Community

- Expansion of health and wellness center operations

An Innovative, High-Performing and Sustainable Organization

- Citywide BHAP Program
- College Intern Program
- Employee Policy Change
- Passport Services Security Gate
- Policy Administration

Workforce Analysis
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.

Diversity, Equity, Inclusion & ADA
- Plans, guides, and advises management on diversity, equity, inclusion, and ADA matters.
- Collaborates with management to create, implement and monitor programs designed to ensure fair and equitable policies and practices.
- Facilitate training programs and focus groups on promoting cultural understanding and competency and a climate of equity and inclusion.
- Evaluates internal policies, processes, and practices and provide guidance to increase inclusivity.
- Provide management oversight of ADA initiatives and consult on special accommodation requests
- Conduct workplace investigations and facilitate conflict resolution mediation. Ensures confidential written reports of investigatory findings and dispositions are prepared and maintained.
- Gathers, researches, and analyzes data for use in DE&I state assessment to develop a matrix for future initiatives.

Workforce Training
- Provide oversight and consult with departments on training and development needs to support workforce development.
- Provide guidance and input on training initiatives that support city-wide change management efforts.
- Coordinate compliance training and delivery of programs to ensure fair and equal treatment of employees.
- Facilitate leadership development and succession planning processes to identify and grow future leaders.
- Deliver new employee on-boarding programs to promote organization cohesiveness and inclusive workplace practices.
- Coordinate management and supervisor forums/workshops to ensure policies, practices and standards are aligned within the organization.
- Oversee the timely processing of tuition and certification assistance requests.
- Facilitate the succession planning process and delivery of strategic learning events for leadership development participants.

Community Relations
The Community Relations Division is committed to offering meaningful and educational programs to students and adults in the community.
- Offer 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.

Human Resources (continued)

Volunteer Services

Volunteer Services encourages employees and local residents to volunteer for a variety of City projects and events.

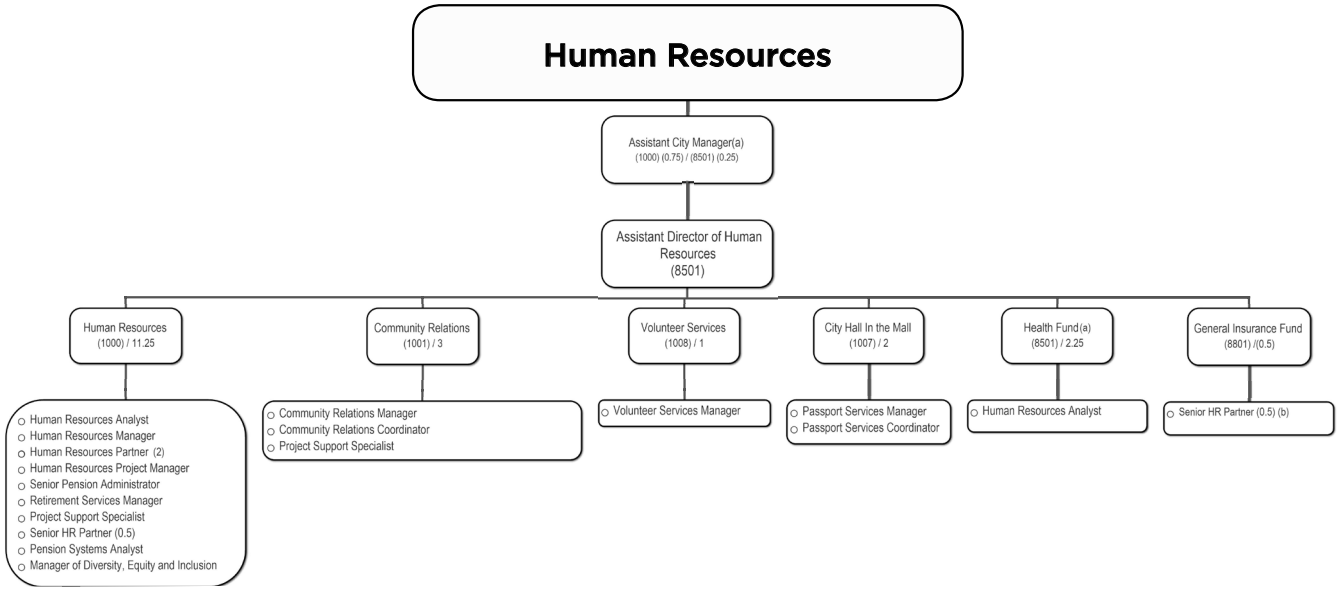
- Allows residents to participate in local government.
- Supports Lynne Johnson Award for Outstanding Volunteerism.
- Oversees various community service projects.

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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
City Hall In The Mall	$1,230,654	$ 714,621.00	$1,220,295	$1,279,765	$59,470	4.87%
Total	**$1,230,654**	**$714,621**	**$1,220,295**	**$1,279,765**	**$59,470**	**4.87%**
Expenditures:						
Program Summary						
Human Resources	$1,427,893	$1,386,139	$1,361,148	$1,744,129	382,981	28.14%
Community Relations	463,624	401,337	361,347	391,919	30,572	8.46%
Volunteer Services*	153,051	152,985	165,836	207,452	41,616	25.09%
City Hall In The Mall	494,105	400,103	471,590	494,890	23,300	4.94%
Total	**$2,538,673**	**$2,340,564**	**$2,359,921**	**$2,838,390**	**$478,469**	**20.27%**
*Division transferred from the Police Department						
Summary By Category						
Personal Services	$1,661,067	$1,572,279	$1,520,886	$1,763,597	$242,711	15.96%
Benefits	531,033	526,867	537,833	661,865	124,032	23.06%
Other Expenses	339,432	238,212	298,202	409,928	111,726	37.47%
Operating Capital	7,141	3,206	3,000	3,000	0	0.00%
Total	**$2,538,673**	**$2,340,564**	**$2,359,921**	**$2,838,390**	**$478,469**	**20.27%**
Positions	16.25	16.25	17.25	18.25	1.00	5.80%

Health Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Transfers	$12,676,955	$12,678,315	$12,836,862	$15,294,029	$2,457,167	19.14%
Interest Income	121,383	78,175	49,999	50,000	1	0.00%
Recoveries	2,947,353	3,484,357	3,742,702	4,641,956	899,254	24.03%
Appropriated Fund Balance	0	676,418	500,000	0	-500,000	-100.00%
Total	**$15,745,691**	**$16,917,265**	**$17,129,563**	**$19,985,985**	**$2,856,422**	**16.68%**
Expenditures:						
Program Summary						
Health-Dental	$ 14,815,700.84	$ 16,575,626.00	$ 16,789,623.00	$ 19,660,838.00	$ 14,887,950.00	88.67%
Long Term Disability	$ 205,933.00	$ 225,279.00	$ 206,000.00	$ 206,000.00	$ -	0.00%
Contingency	$ -	$ -	$ 18,111.00	$ 3,317.00	$ (14,794.00)	-81.69%
Life Insurance	$ 114,239.00	$ 116,360.00	$ 115,830.00	$ 115,830.00	$ -	0.00%
Total	**$15,135,873**	**$16,917,265**	**$17,129,564**	**$19,985,985**	**$14,873,156**	**86.83%**
Summary By Category						
Personal Services	$235,067	$236,930	$206,129	$232,303	$26,174	12.70%
Benefits	12,646,900	14,262,593	13,730,746	16,341,864	2,611,118	19.02%
Other Expenses	2,250,411	2,127,408	2,422,088	2,703,962	281,874	11.64%
Capital	3,495	0	0	0	0	n/a
Subtotal	**$15,135,873**	**$16,626,931**	**$16,358,963**	**$19,278,129**	**$2,919,166**	**17.84%**
Non-Departmental		**$290,334**	**$770,600**	**$707,856**	**($62,744)**	-8.14%
Total	**$15,135,873**	**$16,917,265**	**$17,129,563**	**$19,985,985**	**$2,856,422**	**16.68%**
Positions	2.25	2.25	2.25	2.25	0.00	0.00%



Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Human Resources	An Innovative, High-Performing and Sustainable Organization	Demand	Employee Learning Management System: Number of users	200	398	250	253	300	318	300
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of employees who would recommend working for the City to a friend	90%	90%	92%	92%	90%	93%	90%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Employee engagement index	85%	87%	85%	85%	85%	90%	85%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of employees that are satisfied with wellness activities	90%	92%	90%	97%	90%	95%	90%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of employees that value Employee Benefits Package	90%	90%	90%	94%	90%	92%	90%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of employees satisfied with Volunteer Services	85%	99%	90%	100%	90%	100%	90%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Percentage of employees satisfied with the Onboarding process with the City	85%	85%	85%	100%	85%	96%	85%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Employees satisfied with the Culture of Inclusiveness/Belonging	85%	94%	85%	93%	85%	96%	85%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Acknowledge to customer requests within 2 days	95%	91%	85%	86%	85%	89%	85%
Human Resources	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Employee satisfaction with the City culture of learning & innovation			90%	88%	90%	91%	90%

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

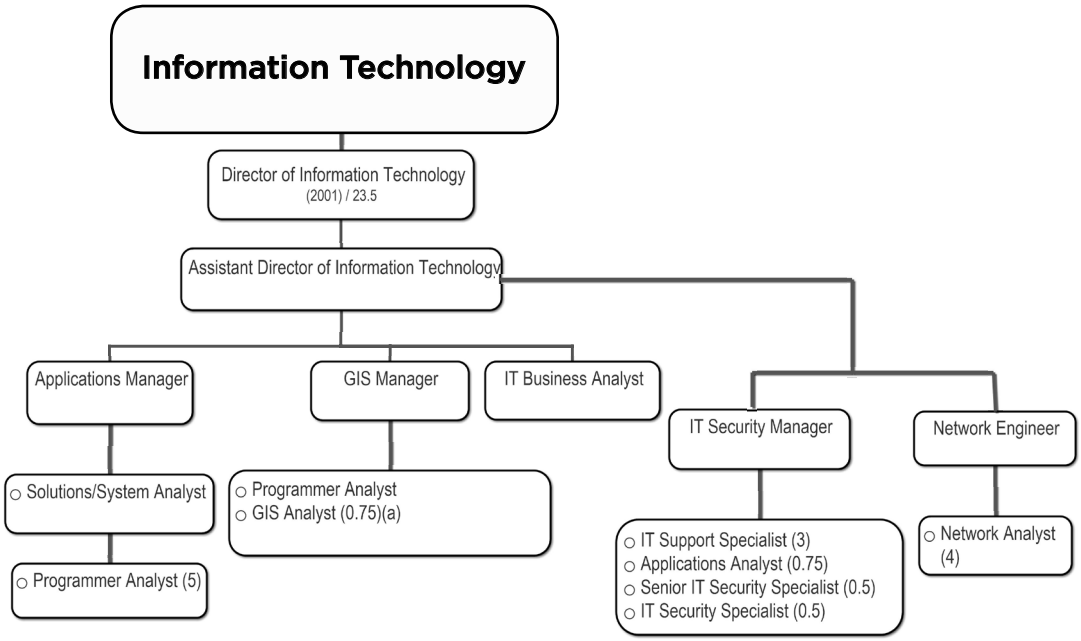
To provide comprehensive technological resources and support, to ensure innovative and secure connectivity for internal and external customers, while reducing vulnerabilities through advanced security solutions and education.



Core Processes and Outputs

The Information Technology department provides voice and data services to approximately 1,000 staff at 35 locations. The network includes approximately 400 mobiles devices and approximately 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.

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.

Initiatives

An Innovative, High-Performing and Sustainable Organization

- Emergency Communications Interoperability
- Blue Stream Circuits
- Disaster Recovery Site
- Server & Network Infrastructure
- Add to staff: Senior IT Security Specialist
- Add to staff: IT Security Specialist
- Identity Protection

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 infrastructure and data used for analysis and integration to help make smarter decisions.
- Maintain, administer, and upgrade the GIS computing platforms and applications serving departmental needs.
- Update and maintain data within the spatial geodatabases and ensure it meets the needs of end users and supports business operations.
- Respond to requests for information relative to plats, as-builts and design drawings and develop custom products in support of special initiatives and projects.
- Implement new GIS solutions to help with situational awareness, monitor events or activities, and enable a mobile workforce.
- Enhance inter-organizational coordination by empowering everyone to discover, use, make and share geographic information.

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.
- Prevent, monitor, and rapidly respond to emerging threats and vulnerabilities.

Provide essential services during emergency situations.

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

Information Technology	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Information Technology	$0	$0	$0	$0	$0	n/a
Total	**$0**	**$0**	**$0**	**$0**	**$0**	**n/a**
Expenditures:						
Program Summary						
Computer Services	$4,189,770	$4,466,444	$5,297,619	$6,057,155	$759,536	14.34%
Total	**$4,189,770**	**$4,466,444**	**$5,297,619**	**$6,057,155**	**$759,536**	**14.34%**
Summary By Category						
Personal Services	$1,979,009	$1,900,095	$2,108,939	$2,245,846	$136,907	6.49%
Benefits	670,136	632,107	716,989	791,813	74,824	10.44%
Other Expenses	1,524,243	1,929,684	2,470,191	3,014,046	543,855	22.02%
Operating Capital	16,382	4,558	1,500	5,450	3,950	263.33%
Total	**$4,189,770**	**$4,466,444**	**$5,297,619**	**$6,057,155**	**$759,536**	**14.34%**
Positions	21.50	20.50	22.50	23.50	1.00	4.44%
FTE's	21.50	20.50	22.50	23.50	1.00	4.44%

Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY202 Target
Information Technology	An Innovative, High-Performing and Sustainable Organization	Effectiveness	IT Development Projects implemented (In accordance with City's Business Plan and IT Work Program)	8.00	30.00	8.00	17.00	1.50	3.00	2
Information Technology	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Internal customer satisfaction rating from survey of Information Technology	95%	100%	95%	100%	95%	100%	95%
Information Technology	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Meet service level agreement regarding network availability outside of scheduled maintenance	99.50%	99.55%	99.50%	99.47%	99.50%	97.68%	99.50%
Information Technology	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Meet service level agreement regarding application availability	99%	99.88%	99%	99.80%	99%	99.96%	99%
Information Technology	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Meet service level agreement regarding server availability	99%	99.96%	99%	99.95%	99%	100%	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	

PARKS AND RECREATION

Mission

To offer leisure opportunities to the residents of Coral Springs and serve as a sports and entertainment destination; contribute towards the sustainable beautification of the City; to respectfully serve with integrity, teamwork, professionalism and accountability. We are focused on exceeding customer expectations by providing exceptional quality services, and well-maintained facilities to our diverse community.



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 from permits, rentals, clinics, lessons, swimsuit and concessions sales, summer recreation and other programs.
- 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, approximately 70 linear miles of medians, and all public buildings, facilities and grounds, approximately 800 acres of property.

Maintenance

- Coordinate approximately all 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 approximately 4,000 participants through three different Learn to Swim programs.

Initiatives

A Family-Friendly Community

- Engage Youth through innovaitve programming
- Revisit Sports Policy

An Active, Healthy Community

- Redevelop Kiwanis Park
- Create a Recreation Center (access card, youth 9-18 programming)
- Add to staff: Park Ranger
- Add to staff: Convert 4 PT Lifeguards into 1 FT Lifeguard

An Attractive Community

- Irrigation Control System Upgrade, Phase 3
- Fencing replacement and repair

An Innovative, High-Performing and Sustainable Organization

- Install solar in the park

Parks and Recreation (continued)

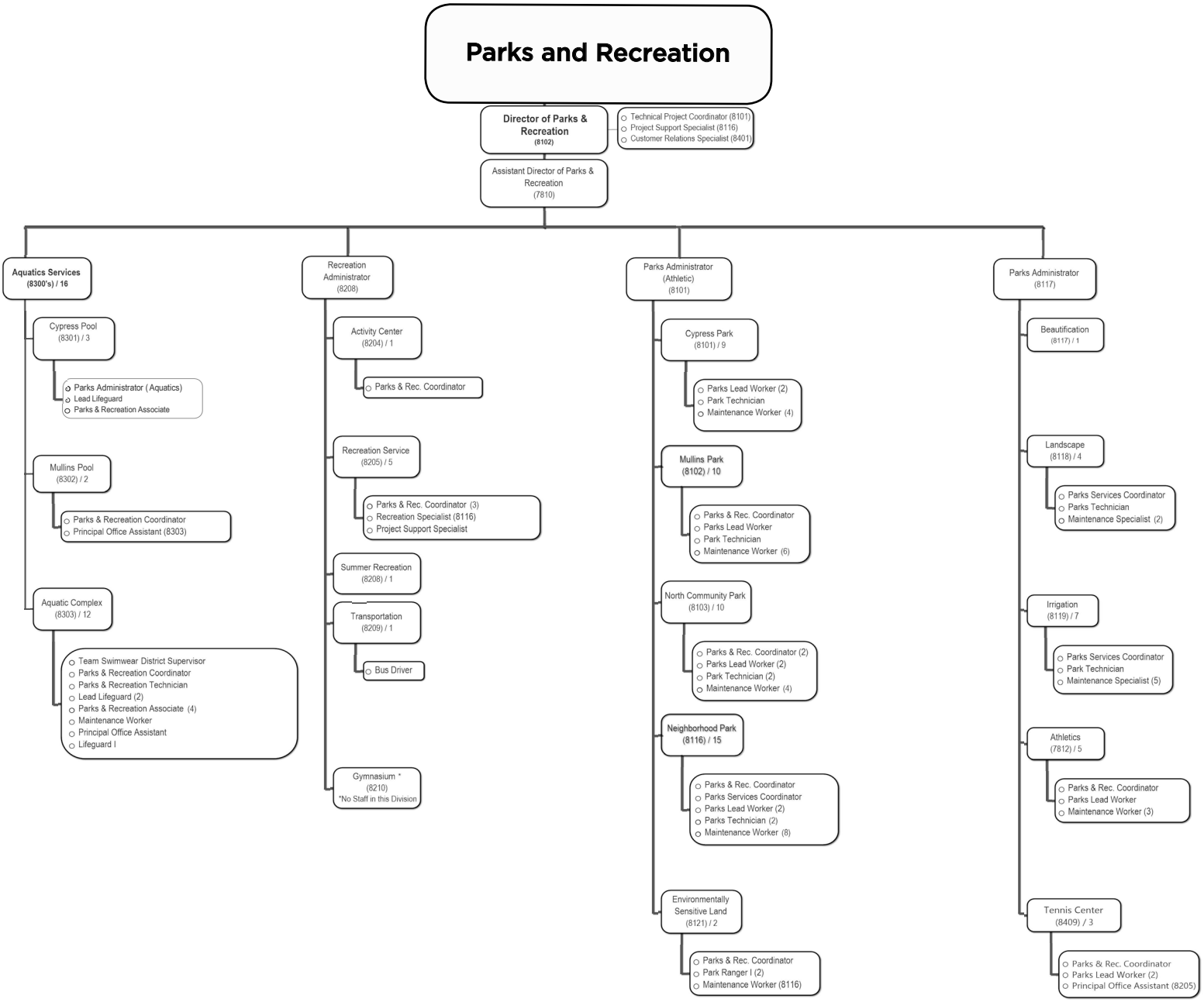
Scheduling

- Provide field and court permits for City-recognized sports programs, independent leagues and organizations, and drop-in groups.
- Accommodate approximately 500,000 annual participants and visitors to the Aquatic Complex.
- Host approximately 150 athletic events a year.
- Host approximately 118,000 tennis and Pickleball players and spectators.
- Support approximately 12,000 league participants throughout the year.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.




Parks and Recreation
Director of Parks & Recreation (8102)
Technical Project Coordinator (8101)
Project Support Specialist (8116)
Customer Relations Specialist (8401)
Assistant Director of Parks & Recreation (7810)
Aquatics Services (8300's) / 16
Cypress Pool (8301) / 3
Parks Administrator (Aquatics)
Lead Lifeguard
Parks & Recreation Associate
Mullins Pool (8302) / 2
Parks & Recreation Coordinator
Principal Office Assistant (8303)
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
Lifeguard I
Recreation Administrator (8208)
Activity Center (8204) / 1
Parks & Rec. Coordinator
Recreation Service (8205) / 5
Parks & Rec. Coordinator (3)
Recreation Specialist (8116)
Project Support Specialist
Summer Recreation (8208) / 1
Transportation (8209) / 1
Bus Driver
Gymnasium * (8210)
*No Staff in this Division
Parks Administrator (Athletic) (8101)
Cypress Park (8101) / 9
Parks Lead Worker (2)
Park Technician
Maintenance Worker (4)
Mullins Park (8102) / 10
Parks & Rec. Coordinator
Parks Lead Worker
Park Technician
Maintenance Worker (6)
North Community Park (8103) / 10
Parks & Rec. Coordinator (2)
Parks Lead Worker (2)
Park Technician (2)
Maintenance Worker (4)
Neighborhood Park (8116) / 15
Parks & Rec. Coordinator
Parks Services Coordinator
Parks Lead Worker (2)
Parks Technician (2)
Maintenance Worker (8)
Environmentally Sensitive Land (8121) / 2
Parks & Rec. Coordinator
Park Ranger I (2)
Maintenance Worker (8116)
Parks Administrator (8117)
Beautification (8117) / 1
Landscape (8118) / 4
Parks Services Coordinator
Parks Technician
Maintenance Specialist (2)
Irrigation (8119) / 7
Parks Services Coordinator
Park Technician
Maintenance Specialist (5)
Athletics (7812) / 5
Parks & Rec. Coordinator
Parks Lead Worker
Maintenance Worker (3)
Tennis Center (8409) / 3
Parks & Rec. Coordinator
Parks Lead Worker (2)
Principal Office Assistant (8205)

Revenues and Expenditures by Program and Category

Parks and Recreation	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Parks						
Cypress Park	$141,316	$72,845	$118,261	$102,450	($15,811)	-13.37%
Mullins Park	236,324	120,428	258,008	218,000	(40,008)	-15.51%
North Community Park	62,681	99,437	73,178	43,350	(29,828)	-40.76%
Neighborhood Parks	110,460	48,973	109,567	76,250	(33,317)	-30.41%
Sub-Total	$550,781	$341,683	$559,014	$440,050	($118,964)	-21.28%
Recreation						
Mullins Activity Center	$49,659	$24,239	$47,884	$42,579	(5,305)	-11.08%
Recreation Center	22,886	10,900	19,712	22,942	3,230	16.39%
Summer Recreation	363,722	189	380,000	373,012	(6,988)	-1.84%
Transportation Services*	146,794	338,066	336,500	336,515	15	0.00%
Gymnasium	343,089	184,136	428,018	396,316	(31,702)	-7.41%
Sub-Total	$926,150	$557,530	$1,212,114	$1,171,364	($40,750)	-3.36%
*Includes Community Bus Program Revenues						
Sportsplex/Tennis						
Sportsplex	$324,609	$327,028	$318,121	$278,153	($39,968)	-12.56%
Athletic Complex	36,031	33,454	29,830	30,128	298	1.00%
Cypress Tennis	124,085	61,616	135,122	129,341	(5,781)	-4.28%
Tennis Center	362,849	344,560	367,951	352,763	(15,188)	-4.13%
Sub-Total	$847,574	$766,658	$851,024	$790,385	($60,639)	-7.13%
Aquatics Services						
Cypress Pool	$90,510	$20,414	$103,528	$90,066	($13,462)	-13.00%
Mullins Pool	46,243	9,593	53,579	47,413	(6,166)	-11.51%
Aquatics Complex	1,410,258	810,745	1,500,236	1,416,450	(83,786)	-5.58%
Sub-Total	$1,547,011	$840,752	$1,657,343	$1,553,929	($103,414)	-6.24%
Total Revenues	**$3,871,516**	**$2,506,623**	**$4,279,495**	**$3,955,728**	**($323,767)**	**-7.57%**
Expenditures:						
Program Summary						
Parks						
Cypress Park	$1,398,539	$1,406,191	$1,336,120	$1,416,736	$80,616	6.03%
Mullins Park	1,579,723	1,523,497	1,393,564	1,648,896	255,332	18.32%
North Community Park	1,072,198	1,210,843	1,025,216	1,109,614	84,398	8.23%
Neighborhood Parks	1,807,577	1,814,550	1,561,671	1,834,856	273,185	17.49%
Beautification	720,632	748,192	729,102	872,985	143,883	19.73%
Landscape	478,251	430,405	408,431	494,186	85,755	21.00%
Irrigation	597,228	592,786	569,173	696,119	126,946	22.30%
Environmentally Sensitive Land	268,431	281,455	276,011	405,922	129,911	47.07%
Sub-Total	$7,922,579	$8,007,919	$7,299,288	$8,479,314	$1,180,026	16.17%
Recreation						
Activity Center	$133,655	$125,687	$155,246	$162,341	$7,095	4.57%
Recreation Services	446,123	429,295	485,563	540,592	55,029	11.33%
Summer Recreation	413,070	128,683	483,810	507,169	23,359	4.83%
Transportation Services	451,072	419,950	427,725	471,280	43,555	10.18%
Gymnasium	405,996	284,094	436,584	453,200	16,616	3.81%
Sub-Total	$1,849,916	$1,387,709	$1,988,928	$2,134,582	$145,654	7.32%
Sportsplex/Tennis						
Sportsplex	$269,153	$274,448	$277,437	$187,325	($90,112)	-32.48%
Athletic Complex	689,205	704,549	603,555	716,575	113,020	18.73%
Cypress Tennis	204,695	174,030	178,538	192,474	13,936	7.81%
Tennis Center	755,591	737,386	720,514	814,743	94,229	13.08%
Sub-Total	$1,918,644	$1,890,413	$1,780,044	$1,911,117	$131,073	7.36%
Aquatics Services						
Cypress Pool	$478,466	$559,261	$514,768	$465,175	($49,593)	-9.63%
Mullins Pool	350,697	317,479	242,270	254,259	11,989	4.95%
Aquatics Complex	2,028,753	1,884,232	2,074,086	2,246,701	172,615	8.32%
Sub-Total	$2,857,916	$2,760,972	$2,831,124	$2,966,135	$135,011	4.77%

Revenues and Expenditures by Program and Category

Parks and Recreation (continued)	FY 2018 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Expenditures:						
Summary By Category						
Parks						
Personal Services	$2,978,106	$3,029,500	$3,098,486	$3,059,110	($39,376)	-1.27%
Benefits	1,612,093	1,473,111	1,464,713	1,625,112	160,399	10.95%
Other Expenses	2,960,826	3,187,156	2,567,489	3,417,267	849,778	33.10%
Operating Capital	371,554	318,152	168,600	377,825	209,225	124.10%
Sub-Total	$7,922,579	$8,007,919	$7,299,288	$8,479,314	$1,180,026	16.17%
Recreation						
Personal Services	$742,368	$522,223	$815,902	$782,227	($33,675)	-4.13%
Benefits	225,920	208,493	232,222	227,841	(4,381)	-1.89%
Other Expenses	881,628	656,993	940,804	1,124,514	183,710	19.53%
Sub-Total	$1,849,916	$1,387,709	$1,988,928	$2,134,582	$145,654	7.32%
Sportsplex/Tennis						
Personal Services	$693,393	$703,946	$733,985	$735,766	$1,781	0.24%
Benefits	298,563	266,087	268,098	315,603	47,505	17.72%
Other Expenses	838,375	834,945	713,692	772,855	59,163	8.29%
Operating Capital	88,313	85,435	64,269	86,893	22,624	35.20%
Sub-Total	$1,918,644	$1,890,413	$1,780,044	$1,911,117	$131,073	7.36%
Aquatic Services						
Personal Services	$1,186,291	$1,262,940	$1,254,999	$1,218,610	($36,389)	-2.90%
Benefits	405,423	411,518	414,536	455,977	41,441	10.00%
Other Expenses	1,177,672	909,745	1,101,589	1,191,548	89,959	8.17%
Operating Capital	88,530	176,769	60,000	100,000	40,000	66.67%
Sub-Total	$2,857,916	$2,760,972	$2,831,124	$2,966,135	$135,011	4.77%
Total Expenditures	**$14,549,055**	**$14,047,013**	**$13,899,384**	**$15,491,148**	**$1,591,764**	**11.45%**
Expenditures - All Divisions						
Summary By Category						
Personal Services	$5,600,158	$5,518,609	$5,903,372	$5,795,713	($107,659)	-1.82%
Benefits	2,541,999	2,359,209	2,379,569	2,624,533	$244,964	10.29%
Other Expenses	5,858,501	5,588,839	5,323,574	6,506,184	$1,182,610	22.21%
Operating Capital	548,397	580,356	292,869	564,718	$271,849	92.82%
Total Expenditures	**$14,549,055**	**$14,047,013**	**$13,899,384**	**$15,491,148**	**$1,591,764**	**11.45%**

Positions						
Parks	70.00	61.00	60.00	61.00	1.00	1.67%
Recreation	8.00	8.00	8.00	7.00	(1.00)	-12.50%
Sportsplex/Tennis	11.00	10.00	10.00	11.00	1.00	10.00%
Aquatic Service	16.00	16.00	16.00	16.00	0.00	0.00%
Total Positions	105.00	95.00	94.00	95.00	1.00	1.06%
FTE's						
Parks	70.00	61.00	60.00	61.00	1.00	1.67%
Recreation	8.00	8.00	8.00	7.00	(1.00)	-12.50%
Sportsplex/Tennis	11.00	10.00	10.00	11.00	1.00	10.00%
Aquatic Services	16.00	16.00	16.00	16.00	0.00	0.00%
Total FTE's	105.00	95.00	94.00	95.00	1.00	1.06%

Scorecard: Key Performance Indicators

As of Q3 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Impact	Customer service rating of summer recreation program	95%	100%	95%		95%		95%
Parks & Recreation	An Active, Healthy Community	• Impact	Number of Senior Classes	1,250	1,236	939	391	1,500	339	1,350
Parks & Recreation	An Active, Healthy Community	• Demand	Increase members and reduce member turnover: Aquatic Complex membership	4,000	3,990	4,000	2,857	4,000	2,558	2,850
Parks & Recreation	An Active, Healthy Community	• Demand	Increase members and reduce member turnover: Aquatic Complex membership turnover	50%	35%	50%	36%	40%	16%	40%
Parks & Recreation	An Active, Healthy Community	• Effectiveness	Maintain customer service ratings at the Tennis Center	95%	100%	90%	100%	95%	98%	95%
Parks & Recreation	An Active, Healthy Community	• Effectiveness	Maintain customer service ratings at the Fitness Center (New FY2022)							90%
Parks & Recreation	An Active, Healthy Community	• Effectiveness	Customer service rating for court maintenance at the Tennis Center	90%	92%	90%	93%	90%	90%	90%
Parks & Recreation	An Active, Healthy Community	• Impact	Number of tennis special events	35	58	9	68	45	23	45
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Demand	Sports Commission: Number of room nights	3,000	3,200	3,600	1,356	3,000	315	3,000
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Maintenance & appearance of City parks (Res. Survey)	95%	95%			95%	95%	-
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Impact	Customer service rating for parks and recreation staff (Res. Survey)	95%	95%			95%	94%	-
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Effectiveness	Safety rating of City parks (Res. Survey)	90%	92%			90%	94%	-
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Impact	Cost recovery ratio for the Recreation Division	60%	54%	60%	40%	40%	31%	40%
Parks & Recreation	An Innovative, High-Performing and Sustainable Organization	• Impact	The combined cost recovery for the Aquatic Complex Division	65%	76.43%	65%	69.41%	70%	35.39%	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		



POLICE

Mission

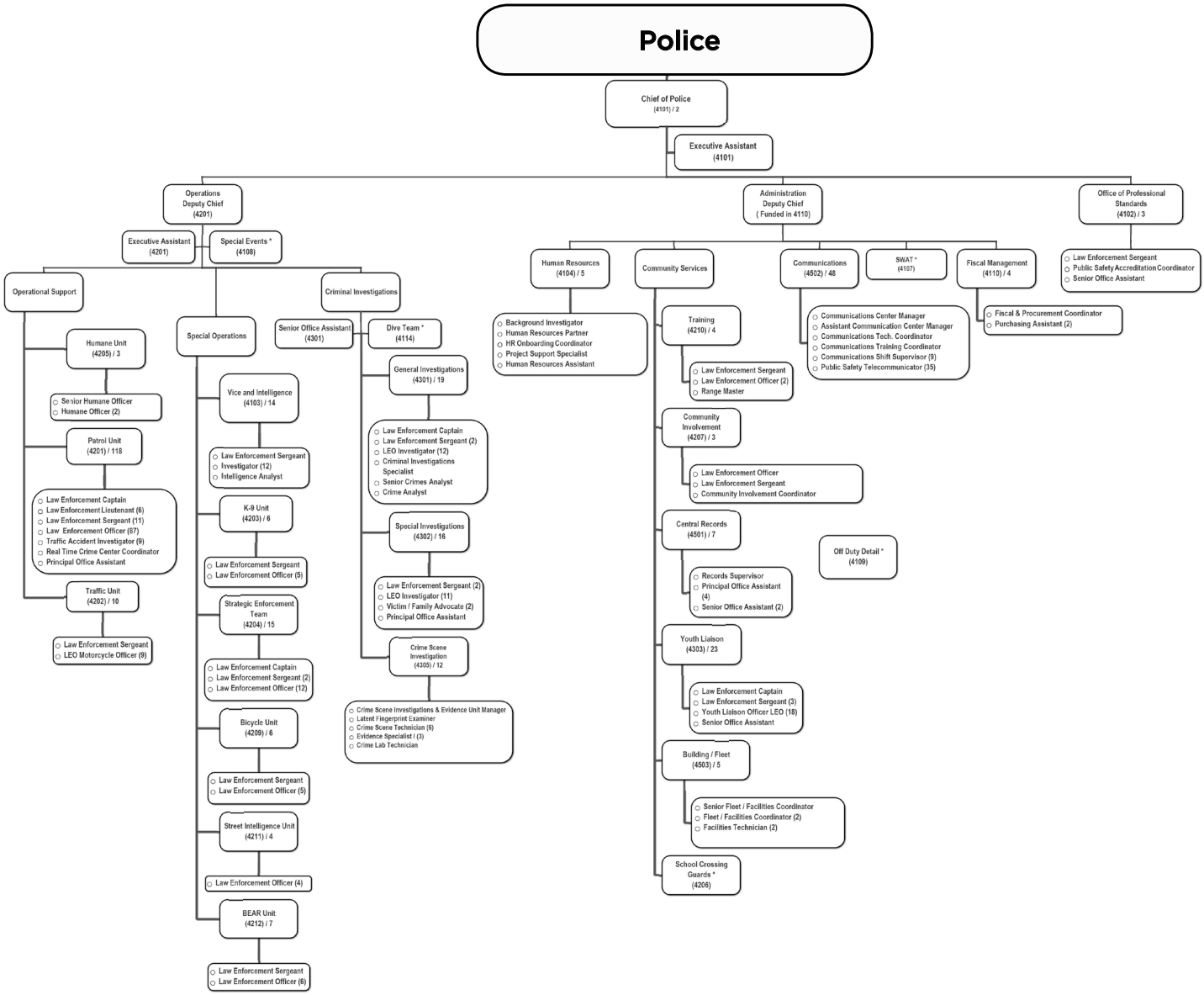
To provide professional, high quality and innovative police service in partnership with the community.



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.
- Continuous review of Department policies and procedures to ensure compliance with Accreditation Standards.
- Form partnerships and participates in task forces at the Federal and State level.



(Department/Division Number) / Number of FTEs (Full-Time Equivalent)
*No full-time staff assigned to these divisions

Police (continued)

Patrol

- Conduct patrol of our city, which will be directed through intelligence led policing methods, 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 based on crash data and complaints, to ensure the safety of our residents and visitors.
- Procure and utilize state of the art technology to enhance capabilities of the Real Time Crime Center, License Plate Readers and Body Worn Cameras.
- Respond to a projected 47,000 calls for service.
- Respond to all Priority 1 calls within 5 minutes.

Initiatives

A Family-Friendly Community

- Add to staff: Law Enforcement Offiers (4)
- Replace all mobile radios in Patrol Supervisor Vehicles

Investigations

- Investigate and ensure successful criminal prosecution of persons crimes (batteries, assaults, domestic violence, child abuse (physical, sexual, and neglect) elderly abuse, adult sex crimes, homicide, and aggravated battery) and property crimes (burglary, theft, criminal mischief, and economic crimes).
- Process crime scenes, conduct forensic testing and inventory and store evidence.
- Provide victim advocates to assist crime victims and those in need.

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.
- Gearing to provide contractual Dispatch Communications service to the City of Coconut Creek.
-

Support Functions

- Facilitate community oriented policing strategies through community outreach programs.
- Ensure Coral Springs is one of the safest cities through crime prevention activities and educational programs.
- Process all external and internal requests for reports and information.
- Coordinate fleet and facility maintenance.
- Recruitment and hiring of public safety personnel that mirrors the diversity of our community.
- Provide a Special Weapons and Tactics Team.
- Civil Unrest and Tactical Support team trained and equipped to respond to any demonstration.
- Operate a Humane Unit to investigate dangerous animals and cases of abuse. Reunite lost pets with their owners and keep the city clear of deceased animals.
- Maintain a Dive Team to support underwater rescue and recovery operations.

Training

- Provide innovative, scenario-based training at the Robert J. Behan training facility
- Oversee the professional development of all Department members.
- Guide trainees through the police academy and field training programs.
- Provide lifesaving trainings to City Departments and through community outreach.

Juvenile

- Operate the School Resource Officer program and present educational programs at all grade levels.
- Administer the Teen Safe Driving program.
- Monitor juveniles deferred to pre-trial intervention programs.
- Operate a Police Explorer program to mentor future law enforcement officers.
- Operate the Coral Springs Police Summer Youth program for undeserved youth.

Provide essential services during emergency situations

- Utilize the Incident Command Structure (ICS) when called upon.

Revenues and Expenditures by Program and Category

Police	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Office of the Chief	$2,715,984	$2,503,372	$2,910,963	$2,997,739	$86,776	2.98%
Communications	$0	$1,627,191	$1,015,473	$2,262,569	$1,247,096	122.81%
Off-Duty Detail	1,240,882	731,625	834,198	867,566	33,368	4.00%
Total	**$3,956,866**	**$4,862,188**	**$4,760,634**	**$6,127,874**	**$1,367,240**	**28.72%**
Expenditures:						
Program Summary						
Administration						
Office of the Chief	$418,980	$333,872	$340,895	$396,859	$55,964	16.42%
Vice/Intelligence	2,579,865	2,591,467	2,658,417	2,808,409	149,992	5.64%
Human Resources	314,544	352,787	415,873	494,485	78,612	18.90%
Off-Duty Detail	1,023,773	626,623	656,665	676,365	19,700	3.00%
Communications Center	3,082,819	3,221,271	3,751,666	4,741,981	990,315	26.40%
Fiscal Management	885,552	868,149	959,823	946,378	(13,445)	-1.40%
SWAT	285,783	255,254	232,348	314,344	81,996	35.29%
Sub-Total	$8,591,316	$8,249,423	$9,015,687	$10,378,821	$1,363,134	15.12%
Administration-Community Services						
Youth Liaison	$4,617,745	$4,637,743	$5,026,943	$4,896,322	($130,621)	-2.60%
Community Involvement	441,737	465,490	460,729	466,387	5,658	1.23%
Training	854,682	805,053	899,509	978,252	78,743	8.75%
Central Records	582,797	509,716	569,019	612,299	43,280	7.61%
Crossing Guards	448,480	242,672	497,879	517,794	19,915	4.00%
Building and Fleet Maintenance	649,063	702,736	677,776	761,670	83,894	12.38%
Sub-Total	$7,594,504	$7,363,410	$8,131,855	$8,232,724	$100,869	1.24%
Sub-total Administration	$16,185,820	$15,612,833	$17,147,542	$18,611,545	$1,464,003	8.54%
Office of Professional Standards						
Office of Professional Standards	$378,861	$376,099	$384,861	$357,725	($27,136)	-7.05%
Sub-Total	$378,861	$376,099	$384,861	$357,725	($27,136)	-7.05%
Operations						
Patrol Unit	$21,007,548	$21,173,072	$20,637,661	$22,956,547	$2,318,886	11.24%
Special Events	190,258	92,171	176,231	195,793	19,562	11.10%
Traffic Unit	2,090,141	1,981,956	1,918,438	2,262,578	344,140	17.94%
Sub-Total	$23,287,947	$23,247,199	$22,732,330	$25,414,918	$2,682,588	11.80%
Special Operations						
Strategic Enforcement Team	$2,527,859	$2,598,406	$2,853,011	$2,660,434	($192,577)	-6.75%
Humane Unit	241,034	246,217	246,595	286,802	40,207	16.30%
K-9	1,352,356	1,357,959	1,308,986	1,392,713	83,727	6.40%
Street Intelligence Unit	693,332	686,233	701,673	728,860	27,187	3.87%
Bicycle Unit	1,057,210	1,071,420	1,098,255	973,315	(124,940)	-11.38%
BEAR Unit	1,224,042	1,213,626	1,177,043	1,449,714	272,671	23.17%
CUTS	0	34,888	24,625	25,687	1,062	4.31%
Sub-Total	$7,095,833	$7,208,749	$7,410,188	$7,517,525	$107,337	1.45%
Criminal Investigations						
General Investigations	$3,640,464	$3,661,173	$3,515,690	$3,855,916	$340,226	9.68%
Special Investigations	2,844,258	2,908,341	2,798,954	2,889,083	90,129	3.22%
Crime Scene Investigations	1,311,039	1,269,144	1,330,798	1,371,307	40,509	3.04%
Dive Team	11,812	9,881	15,104	15,618	514	3.40%
Sub-Total	$7,807,573	$7,848,539	$7,660,546	$8,131,924	$471,378	6.15%
Sub-Total Operations	$38,191,353	$38,304,487	$37,803,064	$41,064,367	$3,261,303	8.63%
Total	**$54,756,034**	**$54,293,419**	**$55,335,467**	**$60,033,637**	**$4,698,170**	**8.49%**
Summary By Category						
Personal Services	$29,504,691	$29,603,302	$31,201,485	$32,800,208	$1,598,723	5.12%
Benefits	18,653,112	18,352,330	19,396,415	20,088,985	692,570	3.57%
Other Expenses	6,340,983	6,175,554	4,685,747	7,072,075	2,386,328	50.93%
Operating Capital	257,248	162,233	51,820	72,369	20,549	39.65%
Total	**$54,756,034**	**$54,293,419**	**$55,335,467**	**$60,033,637**	**$4,698,170**	**8.49%**
Positions	311.00	311.00	324.00	334.00	10.00	3.09%
FTE's	311.00	311.00	324.00	334.00	10.00	3.09%



Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Police	An Attractive Community	• Effectiveness	Resident rating of City efforts to prevent crime (Res. Survey)	92%	93%			90%	93%	-
Police	An Attractive Community	• Effectiveness	Residents who feel that Coral Springs has remained or become a safer place to live (Res. Survey)	75%	78%			75%	81%	-
Police	An Attractive Community	Effectiveness	Police Department's overall quality rating (Res. Survey)	95%	96%			95%	96%	-
Police	A Thriving, Resilient Business Community	Effectiveness	Stabilize the residential burglary rate at a 0% increase adjusted for population (Uniform Crime Report) (Previous years)	0%	-16.00%	0%	-47.33%	0%	-	-
Police	A Thriving, Resilient Business Community	Effectiveness	Maintain 0% increase in crime rate as adjusted for population (Uniform Crime Report) (Previous 3 years)	0%	0.12%	0%	-0.27%	0%	-	0%
Police	A Family-Friendly Community	Effectiveness	Clearance rate for crimes (Uniform Crime Report) (Previous 3 years)	30	28	30	29	30	-	30%
Police	An Attractive Community	Effectiveness	Reduce or maintain percent change in number of robberies (Uniform Crime Report) (Previous 3 years)	0%	0%	0%	-23.64%	0%	-	-
Police	An Attractive Community	Effectiveness	Traffic crashes per 1,000 citizens (Previous 3 years)	31	22.72	31	17.16	31	17.56	31
Police	An Attractive Community	Impact	Number of high school students that are awarded safe driving certificates at graduation	200	314	250	334	250	90	250
Police	A Thriving, Resilient Business Community	Effectiveness	Police Department's Satisfaction rating by businesses (Biz Survey)	-	-	93%	99%	-	-	93%
Police	A Thriving, Resilient Business Community	Effectiveness	Safety rating by businesses (Biz Survey)	-	-	94%	96%	-	-	94%
Police	A Family-Friendly Community	Effectiveness	Host Citizens Police Academy and citizen based safety trainings (New 2022)	-	-	-	-	-	-	6

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

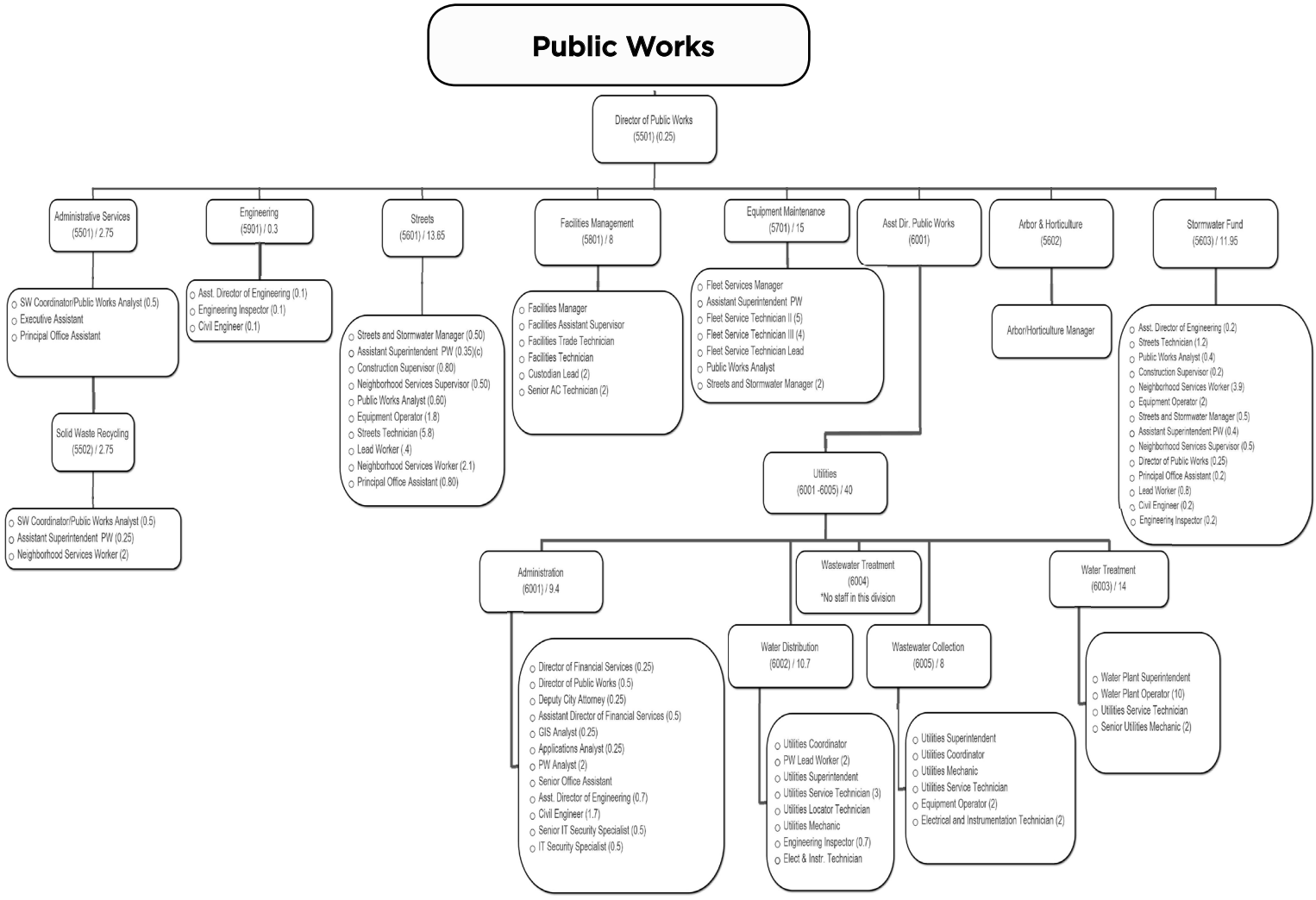
Public Works

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, Engineering and Construction management, and an operationally efficient Fleet.



Utilities and Engineering Division

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.



Public Works (continued)

Utilities and Engineering Division (cont'd)
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.

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.

Arbor & Horticultural Division
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.

Initiatives

An Attractive Community

- Maintain Aesthetics
- Upgrade Stormwater at Commerce Park
- Stormwater Improvements in Westchester
- Stormwater Improvements in Meadow & the Dells
- Add to staff: Street Technician
- Facilities Replacement Plan
- Streetlight Tree Trimming/Canopy Tree Trimming
- Annual pressure cleaning of City Hall fascade and roofing
- Tree vs Hardscape Mitigation Program
- Water Treatment Fencing
- Re-occuring maintenance and contractual services (4150 Building)

An Innvovative, High-Performing and Sustainable Organization

- Develop Public Safety and Public Works Campus

Core Processes and Outputs

Public Works Administration
- Coordinate overall department management, administration, and budget.
- Oversee the contractual responsibilities of the solid waste franchise holder.

Streets
Perform repair and maintenance of City-owned streets, bike paths, rights of way and parking areas.
- Maintain 96.5 miles of bike paths and sidewalks.
- Maintain 224 center lane miles of City streets.
- Inspect 8 miles of state roads and 32 miles of county roads.
- Clean and maintain over 6,266 drains.

Facilities
Perform in-house or contract for maintenance, repair, and minor construction of all City buildings.
- Maintain 662,170 square feet of City facilities.

Arbor & Horticultural Division
Oversee contractors for maintenance and repairs of public green spaces, assess and prescribe work needed, and manage street trees.
- Responsible for the regular maintenance of public green spaces, including medians of 40 City, County, and State-owned roads, 47 cul-de-sacs and landscape islands, 20 right-of-way and canal banks, 22 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.

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 6.00 million gallons per day of treated water.

Engineering
- Design and/or oversee projects for Public Works and other City's Departments, prepare construction cost estimates, specifications and bid documents for Public Works and other departments.
- Review and coordinate projects with other agencies such as FDOT and Broward County.

- Permit and inspect all projects within the City's right of way to ensure compliance. Engineering reviewed 368 permits and performed 750 inspections last year (10/1/2019 to 9/30/2020).
- Manage the NPDES and CRS programs to ensure compliance with the State and County regulations.

Equipment Services

Repair and maintain all City vehicles including fire, police, and small engine equipment.

- Maintain 784 vehicles/equipment, 469 pieces of small engine equipment and 99 generators.
- Prepare specifications for new equipment and vehicle purchases.
- Provide specialized equipment installation for public safety vehicles and general fleet.
- Repair and service motorcycles for the City of Margate, per the contract.
- Repair and maintain City of Parkland fire apparatus, per the contract.

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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Administrative Services	$42,393	$7,000	$17,400	$17,424	$24	0.14%
Streets	74,961	77,210	72,777	72,777	0	0.00%
Engineering	0	39,891	35,000	35,000	0	0.00%
Total	**$117,354**	**$124,101**	**$125,177**	**$125,201**	**$24**	**0.02%**
Expenditures:						
Program Summary						
Administrative Services	$435,413	$315,254	$312,203	$331,927	$19,724	6.32%
Solid Waste Recycling	41,963	2,192	9,000	21,503	12,503	138.92%
Sub-Total	$477,376	$317,446	$321,203	$353,430	$32,227	10.03%
Engineering	$180,865	$219,758	$48,209	$122,257	$74,048	153.60%
Streets	5,507,544	2,819,560	2,674,088	3,033,311	359,223	13.43%
Facilities Management	1,589,894	1,530,050	1,362,216	1,705,476	343,260	25.20%
Arbor & Horticulture	795	1,633,090	1,693,051	1,794,705	101,654	6.00%
Total	**$7,756,474**	**$6,519,904**	**$6,098,767**	**$7,009,179**	**$910,412**	**14.93%**
Summary By Category						
Personal Services	$2,228,142	$1,708,022	$1,611,207	$1,637,367	$26,160	1.62%
Benefits	923,296	690,787	655,686	729,968	74,282	11.33%
Other Expenses	4,599,430	4,112,377	3,825,558	4,633,305	807,747	21.11%
Operating Capital	5,606	8,718	6,316	8,539	2,223	35.20%
Total	**$7,756,474**	**$6,519,904**	**$6,098,767**	**$7,009,179**	**$910,412**	**14.93%**
FTE's	36.25	36.25	25.50	26.70	1.20	4.71%

Stormwater Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Program Summary						
Stormwater Revenue	$0	$3,850,021	$4,539,222	$3,902,976	($636,246)	-14.02%
Total	**$0**	**$3,850,021**	**$4,539,222**	**$3,902,976**	**($636,246)**	**-14.02%**
Expenditures:						
Program Summary						
Stormwater Expenses	$0	$3,528,703	$4,539,222	$3,902,976	($636,246)	-14.02%
Total	**$0**	**$3,528,703**	**$4,539,222**	**$3,902,976**	**($636,246)**	**-14.02%**
Expenditures:						
Summary By Category						
Personal Services	$0	$661,099	$802,946	$858,375	$55,429	6.90%
Benefits	0	251,474	279,150	339,358	60,208	21.57%
Other Expenses	0	652,910	925,406	1,367,334	441,928	47.76%
Operating Capital	0	1,032,031	2,500,000	1,200,000	(1,300,000)	-52.00%
Reserves	0	931,189	31,720	137,909	106,189	334.76%
Total	**$0**	**$3,528,703**	**$4,539,222**	**$3,902,976**	**($636,246)**	**-14.02%**
Positions	0.00	9.55	10.15	10.95	0.80	7.88%

Revenues and Expenditures by Program and Category

Equipment Services	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Fuel/Maint/Chargeback Transfers	$7,414,284	$7,761,633	$4,842,453	$8,359,173	$3,516,720	72.62%
Fleet Services to other entities:						n/a
City of Parkland	45,490	50,919	35,000	35,000	0	0.00%
City of Margate/Coconut Creek	4,627	7,203	5,500	5,500	0	0.00%
Interest Income	233,320	180,514	50,000	100,000	50,000	100.00%
Appropriated Fund Balance / Equipment	2,363,442	4,445,319	4,252,664	4,708,589	455,925	10.72%
Auction	105,254	205,559	200,000	200,000	94,746	47.37%
Total	**$10,166,417**	**$12,651,147**	**$9,385,617**	**$13,408,262**	**$4,022,645**	**42.86%**
Expenditures:						
Program Summary						
Equipment Maintenance	$9,976,077	$11,848,283	$9,385,617	$13,408,262	$4,022,646	42.86%
Total	**$9,976,077**	**$11,848,283**	**$9,385,617**	**$13,408,262**	**$4,022,646**	**42.86%**
Summary By Category						
Personal Services	$896,209	$909,201	$982,546	$1,031,997	$49,451	5.03%
Benefits	384,049	388,056	397,892	440,974	43,082	10.83%
Other Expenses	1,770,129	1,561,369	2,401,092	2,197,673	(203,419)	-8.47%
Depreciation	4,123,408	4,306,338	1,283,423	5,029,029	3,745,606	291.84%
Interfund Transfers	438,840	238,000	68,000	0	(68,000)	-100.00%
Equipment Purchases	2,363,442	4,445,319	4,252,664	4,708,589	455,925	10.72%
Total	**$9,976,077**	**$11,848,283**	**$9,385,617**	**$13,408,262**	**$4,022,645**	**42.86%**
						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 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Water	$9,695,501	$9,726,383	$10,046,791	$10,046,791	$0	0.00%
Wastewater	13,955,578	14,439,045	15,060,170	15,060,170	0	0.00%
Private Fire Line Fee	34,968	32,882	28,825	29,689	864	3.00%
Meter Sales	42,015	26,720	11,255	11,592	337	2.99%
Backflow Recertification Adm. Fee	24,576	22,036	20,467	20,467	0	0.00%
Misc. Income	(7,615)	3,421	10,609	10,609	0	0.00%
Charges for Service	313,001	109,161	231,068	230,929	(139)	-0.06%
Appropriated Fund Balance	0	136,653	0	1,598,614	1,598,614	n/a
Interest Income	175,875	119,435	32,785	53,798	21,013	64.09%
Total	**$24,233,899**	**$24,615,736**	**$25,441,970**	**$27,062,659**	**$1,620,689**	**6.37%**
						n/a
Expenditures:						n/a
Program Summary						n/a
Administration	$1,119,332	$1,209,086	$1,357,704	$1,482,818	$125,114	9.22%
Water Distribution	1,147,559	1,147,167	1,273,004	1,412,772	139,768	10.98%
Water Treatment	2,842,055	1,207,458	3,241,385	3,273,616	32,231	0.99%
Wastewater Treatment	6,598,843	6,367,023	7,215,477	7,576,250	360,773	5.00%
Wastewater Collection	1,109,978	2,827,905	1,411,249	1,461,832	50,583	3.58%
Sub-Total	$12,817,766	$12,758,639	$14,498,819	$15,207,288	$708,469	4.89%
Non-Departmental	$10,812,275	$11,857,100	$10,943,154	$11,855,370	$912,216	8.34%
Total	**$23,630,041**	**$24,615,739**	**$25,441,967**	**$27,062,659**	**$1,620,692**	**6.37%**
Summary By Category						
Personal Services	$2,598,712	$2,677,530	$2,867,436	$2,958,355	$90,919	3.17%
Benefits	1,051,853	1,085,551	1,120,642	1,264,713	144,071	12.86%
Other Expenses	9,150,647	8,986,748	10,490,277	14,741,095	4,250,818	40.52%
Operating Capital	16,554	8,807	20,461	793,911	773,450	3780.12%
Sub-Total	$12,817,766	$12,758,636	$14,498,816	$19,758,074	$5,259,258	36.27%
Non-Departmental	$10,812,275	$11,857,100	$10,943,154	$7,304,585	($3,638,569)	-33.25%
Total	**$23,630,041**	**$24,615,736**	**$25,441,970**	**$27,062,659**	**$1,620,689**	**6.37%**
Positions	40.00	41.00	41.10	42.10	1.00	2.43%
FTE's	40.00	41.00	41.10	42.10	1.00	2.43%

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Revenues and Expenditures by Program and Category

Solid Waste Fund	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Budget	FY 2022 Budget	$ Change from FY21 Budget	% Change from FY21 Budget
Revenues:						
Program Summary						
Solid Waste Non Franchise	$4,982,448	$5,792,546	$5,742,998	$6,637,437	$894,439	15.57%
Total	**$4,982,448**	**$5,792,546**	**$5,742,998**	**$6,637,437**	**$894,439**	**15.57%**
Expenditures:						
Summary By Category						
Personal Services	$86,326	$100,023	$114,403	$114,679	$276	0.24%
Benefits	56,764	59,627	58,303	69,429	11,126	19.08%
Operating Expenses	4,664,840	5,199,135	5,267,780	5,776,661	508,881	9.66%
Capital Outlay	21,671		0	0	0	n/a
Reserves	0	386,027	302,512	676,668	374,156	123.68%
Total	**$4,829,601**	**$5,744,812**	**$5,742,998**	**$6,637,437**	**$894,439**	**15.57%**
Positions	2.75	2.75	2.75	2.75	0.00	0.00%
FTE's	2.75	2.75	2.75	2.75	0.00	0.00%

Scorecard: Key Performance Indicators

As of Q4 2021

Scorecard	Goals	Measure Type	KPIs	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
Public Works	An Attractive Community	Effectiveness	Public Works & Utilities Satisfaction Rating (Revised 2019) (Res. Survey)	90%	93%	-	-	90%	94%	-
Public Works	An Attractive Community	Effectiveness	Ratings of litter collection from major streets (Res. & Biz Surveys)	87%	90%	87%	96%	85%	88%	85%
Public Works	An Innovative, High-Performing and Sustainable Organization	Effectiveness	City Hall internal customer satisfaction rating for janitorial services	90%	99%	90%	97%	90%	94%	90%
Public Works	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Availability rate of all vehicles/equipment for all departments	94%	95%	96%	91%	95%	95%	90%
Public Works	An Attractive Community	Effectiveness	Facilities routine work orders completed within 15 working days	90%	92%	90%	96%	90%	93%	90%
Public Works	An Attractive Community	Effectiveness	Pot hole repair response time (Days)	2	1	2	1	2	1	2
Public Works	An Attractive Community	Effectiveness	Complete litter removal of 159 miles of road rights-of-way in ten working days (Days)	5	6.42	10	8.63	10	10.23	10
Public Works	An Attractive Community	Effectiveness	Fire hydrants serviced	1,155	1,160	1,155	1,157	1,155	1,157	1,155
Public Works	An Attractive Community	Effectiveness	Miles of street sweeping per year to meet NPDES standards	1,000	1,173	914	1,173	1,000	1,377	1,000
Public Works	An Attractive Community	Effectiveness	Length of sanitary sewer pipe liner rehabilitated (Linear Feet)	8,000	12,198	8,000	9,484	8,000	8,817	8,000
Public Works	An Innovative, High-Performing and Sustainable Organization	Effectiveness	Number of serviced valves per year	1,000	1,097	1,000	1,379	1,000	1,013	1,000
Public Works	An Attractive Community	Effectiveness	Percent of "unaccounted for" water	10%	9.55%	10%	9.40%	10%	9.85%	10.00%
Public Works	An Attractive Community	Effectiveness	Catch basins vactored per year	-	-	129	190	140	252	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 2021-058

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF CORAL SPRINGS ADOPTING, CERTIFYING, AND LEVYING A MILLAGE RATE OF 6.0232 ON TANGIBLE PERSONAL PROPERTY AND ASSESSED REAL PROPERTY LOCATED WITHIN THE MUNICIPAL LIMITS OF THE CITY OF CORAL SPRINGS, FLORIDA, WHICH IS 0.4158 OR 7.42% MORE THAN THE ROLLED-BACK RATE OF 5.6074 MILLS, AND ESTABLISHING A DEBT SERVICE MILLAGE RATE OF 0.2303, FOR FISCAL YEAR 2021-2022; PROVIDING FOR AN EFFECTIVE DATE.

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 $145,379,722 and General Fund revenues of $145,379,722 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 6.0232 mill ad valorem tax on tangible personal property and assessed real property will produce revenues in a

Doc. 135579
Resolution 2021-058

CERTIFICATION
I certify this to be a true and correct copy of the official record of the City of Coral Springs. WITNESSETH my hand and official seal of the City of Coral Springs, Florida, this the 23 day of September, 2021.
City Clerk

Millage Rate Resolution (continued)

total amount of $67,276,316 to provide for its General Operating Budget and the City Commission has also determined that a debt service millage rate of 0.2303 will produce revenues in a total amount of $2,572,699 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 2021-2022, which begins October 1, 2021, and expires on September 30, 2022, there is hereby levied 6.0232 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 0.2303 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 6.0232 millage rate hereby established is more than the Rolled-back Rate of 5.6074 by 0.4158 mills or 7.42%.

SECTION 3. Effective Date. This resolution shall become effective upon adoption.

PASSED AND ADOPTED the 22nd day of September 2021.

ATTEST: Debra Thomas

DEBRA THOMAS, CMC, CITY CLERK

SCOTT BROOK, MAYOR

Unanimous ✓
Motion /2nd

			Yes	No
___	___	Mayor Brook	___	___
___	___	Vice Mayor Simmons	___	___
✓	___	Commissioner Carter	___	___
___	___	Commissioner Cerra	___	___
___	✓	Commissioner Metayer	___	___

Budget Ordinance

ORDINANCE NO. 2021-116

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 2021-2022; REVIEWED, MODIFIED AND APPROVED BY THE CITY COMMISSION AT MEETINGS HELD ON JULY 28, 2021, SEPTEMBER 13, 2021, AND SEPTEMBER 22, 2021, WHICH INCLUDES THE BUDGET FOR THE GENERAL FUND, WATER AND SEWER, FIRE, SOLID WASTE, CHARTER SCHOOL, STORMWATER, PUBLIC ART, DEBT SERVICE, HEALTH AND 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 2021-2022 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 22, 2021, 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

Doc. 135515
Ord. 2021-116 Budget

CERTIFICATION
I certify this to be a true and correct copy of the official record of the City of Coral Springs. WITNESSETH my hand and official seal of the City of Coral Springs, Florida, this the 24 day of September, 2021.
City Clerk

Budget Ordinance (continued)

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 for Fiscal Year 2021-2022, that is, October 1, 2021 through September 30, 2022; and

WHEREAS, the City Commission acknowledges that said finalized budgets reflect $145,379,722 in estimated expenditures and $145,379,722 in estimated revenues for the General Fund; $25,464,045 in estimated expenditures and $25,464,045 in estimated revenues for the Water and Sewer Fund; $28,067,838 in estimated expenditures and $28,067,838 in estimated revenues for the Fire Fund; $6,637,437 in estimated expenditures and $6,637,437 in estimated revenues for the Solid Waste Fund; $14,315,482 in estimated expenditures and $14,315,482 in estimated revenues for the Charter School Fund; $3,902,976 in estimated expenditures and $3,902,976 in estimated revenues for the Stormwater Fund; $401,400 in estimated expenditures and $401,400 in estimated revenues for the Public Art Fund; establishes a Debt Service Fund of $12,497,195; revenue and expenditures for the Health & Liability Funds in the amount of $25,942,280; revenue and expenditures for the Museum Fund in the amount of $799,064; revenue and expenditures for the Equipment Services Funds in the amount of $13,408,262; 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 $42,071,000.

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 2021-2022, reviewed and approved by the City Commission on July 28, 2021, 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 13, 2021

Budget Ordinance (continued)

and September 22, 2021, and is hereby established and adopted as the City of Coral Springs' final Annual Operating Budget for Fiscal Year 2021-2022.

SECTION 3. That the Annual Operating Budget Fiscal Year 2021-2022 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 2021-2022 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 28, 2021, as revised on September 13, 2021 and September 22, 2021, 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, 2022 through September 30, 2027.

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 any money drawn may only be disbursed and applied within the limitations placed upon the Gift or Grant as aforesaid.



Budget Ordinance (continued)

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, 2021.

PASSED ON FIRST READING THIS 13th DAY OF SEPTEMBER 2021.

PASSED ON SECOND READING THIS 22nd DAY OF SEPTEMBER 2021.

CITY OF CORAL SPRINGS, FLORIDA

SCOTT BROOK, MAYOR

ATTEST:

DEBRA THOMAS, CMC, CITY CLERK

Unanimous ✓
Motion /2nd

			Yes	No
—	—	Mayor Brook	—	—
—	—	Vice Mayor Simmons	—	—
✓	—	Commissioner Carter	—	—
—	✓	Commissioner Cerra	—	—
—	—	Commissioner Metayer	—	—

Budget Ordinance (continued)

EXHIBIT "A"
Annual Operating Budget

FUND	FY 2021-2022 ADOPTED BUDGET
General	$145,379,722
Water & Sewer	$25,464,045
Fire	$28,067,838
Charter School	$14,315,482
Public Art	$401,400
Debt Service	$12,497,195
Health & Liability	$25,942,280
Equipment Services	$13,408,262
Tree Trust Fund	$0
Solid Waste	$6,637,437
Stormwater	$3,902,976
Museum Fund	$799,064

Budget Ordinance (continued)

EXHIBIT "B"
Capital Improvement Program

FUND	FY 2021-2022 ADOPTED C.I.P.
General	$29,624,753
Water & Sewer	$5,145,375
Fire	$717,783
Charter School	$50,000
Equipment Services	$4,708,589
Solid Waste	$0
Public Art	$260,000
Tree Trust Fund	$364,500
Stormwater	$1,200,000
Insurance Fund	$0
Museum Fund	$0
	$42,071,000

Staffing

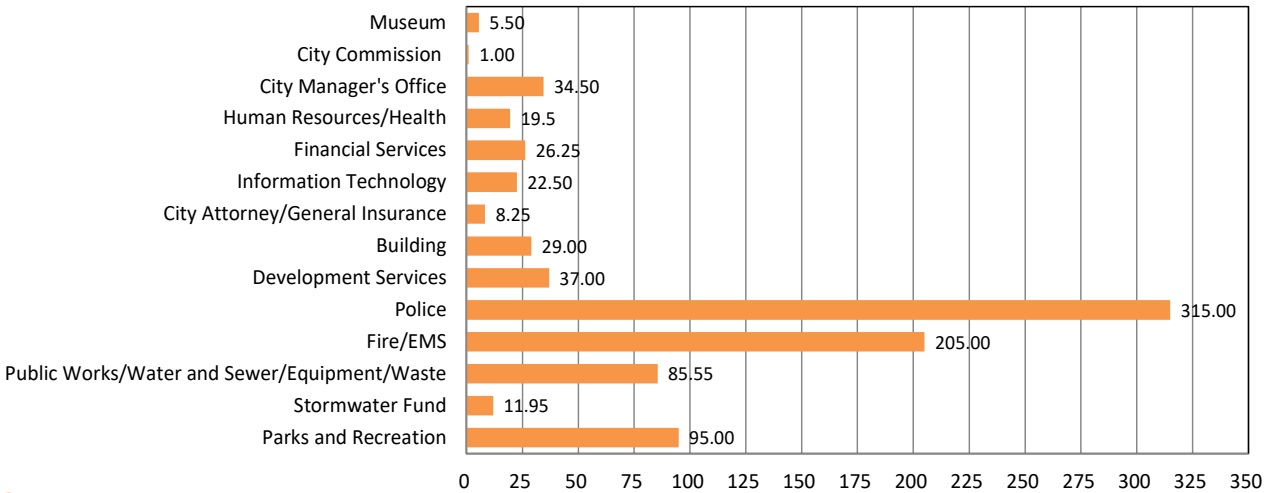
Summary table of Position Counts

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	FY 2022 Authorized Position	FY 2022 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	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	34.50	34.50	1.00	2.99%	1.00	2.99%
Human Resources	14.25	14.25	16.25	16.25	16.25	16.25	16.25	16.25	17.25	17.25	1.00	6.15%	1.00	6.15%
Financial Services	26.25	26.25	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	22.50	22.50	1.00	4.65%	1.00	4.65%
City Attorney	5.75	5.75	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	37.00	37.00	0.00	0.00%	0.00	0.00%
Building	27.00	27.00	27.00	27.00	26.00	26.00	27.00	27.00	29.00	29.00	2.00	7.41%	2.00	7.41%
Police	309.00	308.63	311.00	311.00	311.00	311.00	311.00	311.00	315.00	315.00	4.00	1.29%	4.00	1.29%
Emergency Medical Services	69.80	69.80	71.56	71.56	76.24	76.24	76.60	76.60	78.36	78.36	1.76	2.30%	1.76	2.30%
Public Works	34.75	34.75	36.25	36.25	26.70	26.70	25.50	25.50	25.70	25.70	0.20	0.78%	0.20	0.78%
Parks and Recreation* *Includes Sportsplex & Aquatics	105.00	105.00	105.00	105.00	95.00	95.00	93.00	93.00	95.00	95.00	2.00	2.15%	2.00	2.15%
Total General Fund	**680.80**	**680.43**	**688.06**	**688.06**	**675.19**	**675.19**	**674.35**	**674.35**	**687.31**	**687.31**	**12.96**	**1.92%**	**12.96**	**1.92%**
Fire Fund	115.20	115.20	118.44	118.44	124.76	124.76	124.40	124.40	126.64	126.64	2.24	1.80%	2.24	1.80%
Water and Sewer Fund	40.50	40.50	40.00	40.00	41.00	41.00	41.10	41.10	42.10	42.10	1.00	2.43%	1.00	2.43%
Health Fund	2.25	2.25	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	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	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	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	11.95	11.95	1.80	17.73%	1.80	17.73%
Museum Fund	0.00	0.00	0.00	0.00	0.00	0.00	5.50	5.50	5.50	5.50	0.00	0.00%	0.00	0.00%
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**	**917.00**	**917.00**	**24.00**	**2.69%**	**24.00**	**2.69%**

Changes in Staffing Levels

For Fiscal Year 2022, the number of full-time equivalent increased by 24. **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 6 positions, 4 of them being Public Safety Telecommunicators and two Communications Shift Supervisors. After careful review, 18 adds to staff were approved and include the following: 1 Sustainability Manager, 1 Division Chief of Safety, Health and Wellness, 3 Firefighter/Paramedics, 1 Graphic Designer, 1 Electrical Inspector, 1 Plumbing Inspector, 1 Senior IT Security Specialist, 1 IT Security Specialist, 4 Law Enforcement Officers, 1 Park Ranger, 1 Lifeguard, 1 Stormwater Technician and 1 Streets Technician. This gives us a final count of 917 FTE's for Fiscal Year 2022.**

Number of budgeted positions By Department—Fiscal Year 2022



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	FY 2022 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	1	1	0.00	0.00%	0.00	0.00%
	TOTAL	**1**	**1**	**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	5	5	0.00	0.00%	0.00	0.00%
Emergency Management	F/T	0	0	1	1	2	2	5	5	5	5	0.00	0.00%	0.00	0.00%
Budget & Strategy	F/T	6	6	6	6	7	7	7.50	7.50	8.50	8.50	1.00	13.33%	1.00	13.33%
Communications and Marketing	F/T	6	6	7	7	7	7	7	7	8	8	1.00	14.29%	1.00	14.29%
CRA	F/T	0.91	0.91	0.91	0.91	0	0	0	0	0	0	0.00	n/a	0.00	n/a
City Clerk	F/T	5	5	5	5	6	6	5	5	5	5	0.00	0.00%	0.00	0.00%
Economic Development	F/T	2.09	2.09	2.09	2.09	4	4	4	4	3	3	(1.00)	-25.00%	(1.00)	-25.00%
	TOTAL	**25.50**	**25.50**	**25.50**	**25.50**	**31.50**	**31.50**	**33.50**	**33.50**	**34.50**	**34.50**	**1.00**	**2.99%**	**1.00**	**2.99%**
Human Resources															
Human Resources	F/T	9.25	9.25	9.25	9.25	9.25	9.25	9.25	9.25	10.25	10.25	1.00	10.81%	1.00	10.81%
Comm. Relations/City Hall in Mall	F/T	4	4	6	6	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	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**	**17.25**	**17.25**	**1.00**	**6.15%**	**1.00**	**6.15%**
Financial Services															
Administration	F/T	2.25	2.25	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	8	8	0.00	0.00%	0.00	0.00%
Revenue and Collection	F/T	6	6	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	6	6	0.00	0.00%	0.00	0.00%
Central Stores	F/T	4	4	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**	**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	22.5	22.5	1.00	4.65%	1.00	4.65%
	TOTAL	**21.5**	**21.5**	**21.5**	**21.5**	**20.5**	**20.5**	**21.5**	**21.5**	**22.5**	**22.5**	**1.00**	**4.65%**	**1.00**	**4.65%**
City Attorney	F/T	5.75	5.75	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**	**5.75**	**5.75**	**0.00**	**0.00%**	**0.00**	**0.00%**
Development Services	F/T	4	4	4	4	4	4	3	3	3	3	0.00	0.00%	0.00	0.00%
	TOTAL	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Community Development															
Planning	F/T	5	5	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	7	7	0.00	0.00%	0.00	0.00%
	TOTAL	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**	**13.00**	**12.00**	**12.00**	**12.00**	**12.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Building															
Building-Administration	F/T	12	12	12	12	11	11	12	12	12	12	0.00	0.00%	0.00	0.00%
Building-Structural	F/T	8	8	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	5	5	1.00	25.00%	1.00	25.00%
Building-Plumbing	F/T	1	1	1	1	1	1	1	1	2	2	1.00	100.00%	1.00	100.00%
Building-Mechanical	F/T	2	2	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**	**29.00**	**29.00**	**2.00**	**7.41%**	**2.00**	**7.41%**
Code Compliance	F/T	24	24	24	24	22	22	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**	**22.00**	**22.00**	**2.00**	**9.09%**	**0.00**	**0.00%**
Building	**TOTAL**	**27.00**	**27.00**	**27.00**	**27.00**	**26.00**	**26.00**	**27.00**	**27.00**	**29.00**	**29.00**	**4.00**	**14.81%**	**2.00**	**7.41%**
Development Services	**TOTAL**	**41.00**	**41.00**	**41.00**	**41.00**	**39.00**	**39.00**	**37.00**	**37.00**	**37.00**	**37.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Police															
Office of the Chief	F/T	2	2	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	3	3	0.00	0.00%	0.00	0.00%
Vice and Intelligence	F/T	14	14	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	4	4	0.00	0.00%	0.00	0.00%
Fiscal Management	F/T	4	4	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	119	119	6.00	5.31%	6.00	5.31%
Traffic Unit	F/T	10	10	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	6	6	0.00	0.00%	0.00	0.00%
Tactical Unit	F/T	0	0	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	3	3	0.00	0.00%	0.00	0.00%
Community Involvement	F/T	3	3	3	3	4	4	4	4	4	4	0.00	0.00%	0.00	0.00%
Bicycle Unit	F/T	6	6	6	6	6	6	6	6	5	5	(1.00)	-16.67%	(1.00)	-16.67%
Training Unit	F/T	4	4	4	4	4	4	4	4.00	4	4.00	0.00	0.00%	0.00	0.00%
Street Intelligence Unit	F/T	4	4	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	0	0.00	n/a	0.00	n/a
BEAR Unit	F/T	7	7	7	7	7	7	7	7	8	8	1.00	14.29%	1.00	14.29%
General Investigations	F/T	21	21	21	21	20	20	19	19	19	19	0.00	0.00%	0.00	0.00%
Special Investigations	F/T	17	17	17	17	16	16	16	16	16	16	0.00	0.00%	0.00	0.00%
Youth Liaison	F/T	18	18	22	22	22	22	23	23	22	22	(1.00)	-4.35%	(1.00)	-4.35%
Crime Scene Investigations	F/T	12	12	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	14	14	(1.00)	-6.67%	(1.00)	-6.67%
Central Records	F/T	7	7	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	30	30	0.00	0.00%	0.00	0.00%
Building/Fleet Maintenance	F/T	4	4	4	4	5	5	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	0	0.00	n/a	0.00	n/a
	F/T	**308**	**308**	**311**	**311**	**311**	**311**	**311**	**311**	**315**	**315**	**4.00**	**1.29%**	**4.00**	**1.29%**
	P/T	**1**	**0.63**	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**	**8.00**	**n/a**	**0.00**	**n/a**
	TOTAL	**309.00**	**308.63**	**311.00**	**311.00**	**311.00**	**311.00**	**311.00**	**311.00**	**315.00**	**315.00**	**4.00**	**1.29%**	**4.00**	**1.29%**

Position Counts for all Departments and Divisions (continued)

		FY 2018 Authorized		FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		FY 2022 Authorized		Position Change		FTE Change	
		Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
EMS															
Emergency Medical Services	F/T	62.6	62.6	64.4	64.4	69.1	69.1	69.4	69.4	71.2	71.2	1.76	2.53%	1.76	2.53%
Communication Services	F/T	6.16	6.16	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	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**	**78.36**	**78.36**	**1.76**	**2.30%**	**1.76**	**2.30%**
Public Works															
Administrative Services	F/T	5	5	4	4	2.75	2.75	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	13.65	13.65	0.20	1.49%	0.20	1.49%
Facilities Management	F/T	7	7	8	8	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	0.3	0.3	0.00	0.00%	0.00	0.00%
Arbor & Horticulture	F/T	0	0	0	0	1	1	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**	**25.7**	**25.7**	**0.20**	**0.78%**	**0.20**	**0.78%**
	P/T	**0**	**0**	**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**	**25.70**	**25.70**	**0.20**	**0.78%**	**0.20**	**0.78%**
Parks and Recreation															
Parks															
Cypress Park	F/T	12	12	13	13	10	10	10	10	9	9	(1.00)	-10.00%	(1.00)	-10.00%
Mullins Park	F/T	12	12	13	13	10	10	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	10	10	0.00	0.00%	0.00	0.00%
Neighborhood Parks	F/T	18	18	17	17	17	17	16	16	16	16	0.00	0.00%	0.00	0.00%
Beautification	F/T	1	1	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	3	3	1.00	50.00%	1.00	50.00%
Landscape	F/T	6	6	4	4	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	8	8	1.00	14.29%	1.00	14.29%
Sub-Total Parks		**70.00**	**70.00**	**69.00**	**69.00**	**61.00**	**61.00**	**60.00**	**60.00**	**61.00**	**61.00**	**1.00**	**1.67%**	**1.00**	**1.67%**
Recreation															
Activity Center	F/T	1	1	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	4	4	0.00	0.00%	0.00	0.00%
Summer Recreation	F/T	1	1	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	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**	**7.00**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Sportsplex/Tennis															
Sportsplex	F/T	1	1	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	5.00	5.00	0.00	0.00%	0.00	0.00%
Cypress Tennis	F/T	1	1	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	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**	**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	3	3	0.00	0.00%	0.00	0.00%
Mullins Pool	F/T	2	2	2	2	1	1	1	1	1	1	0.00	0.00%	0.00	0.00%
Aquatic Complex	F/T	11	11	11	11	12	12	12	12	13	13	1.00	8.33%	1.00	8.33%
Sub-Total Aquatics		**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**17.00**	**17.00**	**1.00**	**6.25%**	**1.00**	**6.25%**
Grand Total Parks & Recreation	**TOTAL**	**105.00**	**105.00**	**105.00**	**105.00**	**95.00**	**95.00**	**93.00**	**93.00**	**95.00**	**95.00**	**2.00**	**2.15%**	**2.00**	**2.15%**
General Fund	**F/T**	**679.80**	**679.80**	**688.06**	**688.06**	**649.19**	**649.19**	**647.35**	**647.35**	**658.31**	**658.31**	**-1.84**	**-0.28%**	**10.96**	**1.69%**
	P/T	**1**	**0.625**	**0**	**0**	**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**	**658.31**	**658.31**	**(1.84)**	**-0.28%**	**10.96**	**1.69%**
Fire															
Administration	F/T	4.5	4.5	5.5	5.5	5.12	5.12	6	6	6	6	0.00	0.00%	0.00	0.00%
Communication Services	F/T	1.84	1.84	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	103.18	103.18	2.24	2.22%	2.24	2.22%
Inspection	F/T	11.62	11.62	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	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**	**126.64**	**126.64**	**(0.36)**	**-0.29%**	**2.24**	**1.80%**
Water and Sewer—Utilities															
Administration	F/T	7.5	7.5	7.5	7.5	8.5	8.5	8.4	8.4	9.4	9.4	1.00	11.90%	1.00	11.90%
Water Distribution	F/T	10	10	9.5	9.5	9.5	9.5	9.7	9.7	9.7	9.7	0.00	0.00%	0.00	0.00%
Water Treatment	F/T	15	15	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	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**	**42.10**	**42.10**	**0.10**	**0.24%**	**1.00**	**2.43%**
Health Fund	F/T	2.25	2.25	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**	**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	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**	**2.50**	**2.50**	**0.00**	**0.00%**	**0.00**	**0.00%**
Equipment Services	F/T	15	15	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**	**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	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**	**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	11.95	11.95	**1.80**	**17.73%**	**1.80**	**17.73%**
Stormwater	**TOTAL**	**0.00**	**0.00**	**0.00**	**0.00**	**9.55**	**9.55**	**10.15**	**10.15**	**11.95**	**11.95**	**0.60**	**5.91%**	**1.80**	**17.73%**
Museum	F/T	0	0	0	0	0	0	5.5	5.5	5.5	5.5	0.00	**0.00%**	**0.00**	**0.00%**
Museum	**TOTAL**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5.50**	**5.50**	**5.50**	**5.50**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Staff All Funds															
	F/T	**858**	**858.00**	**869**	**869.00**	**873**	**873.00**	**893**	**893.00**	**917**	**917.00**	**(1.50)**	**-0.17%**	**24.00**	**2.69%**
	P/T	**1**	**0.63**	**0**	**0.00**	**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**	**917**	**917.00**	**(1.50)**	**-0.17%**	**24.00**	**2.69%**

Detail of Positions by Department and Division

City Commission

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Commission-0100												
Full Time												
Administrative Manager*	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Grand Total City Commission	**1**	**1.00**	**1**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Mayor and Commissioners not included in total.

City Manager's Office

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	1.00	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	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Executive Assistant	1	1.00	2	2.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Administration	**3.5**	**3.50**	**5.5**	**5.50**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Economic Development—0502												
Full Time												
Economic Developement Director*	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Economic Development Coordinator	1	1.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Director of Economic Development	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Economic Development	**2.09**	**2.09**	**4**	**4.00**	**4.00**	**4.00**	**3.00**	**3.00**	**(1.00)**	**-25.00%**	**(1.00)**	**-25.00%**

*The Economic Development Director position was converted into Manager of Diversity, Equity and Inclusion and moved to Division 1000.

Emergency Management—0503												
Full Time												
Director of Emergency Management	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Emergency Management Coordinator*	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Special Events Administrator	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist**	0	0.00	0	0.00	2.00	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Emergency Management & Events Manager*	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Executive Assistant**	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Emergency Management	**1.00**	**1.00**	**2.00**	**2.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Emergency Management Coordinator position was reclassified to Emergency Management & Events Manager.

**One Project Support Specialist position was reclassified to Executive Assistant.

Budget & Strategy —1901												
Full Time												
Assistant City Manager*	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Director of Budget & Strategy*	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Financial Analyst	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Budget/Fund Manager	0.00	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Budget Manager	0.00	0.00	1	1.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant***	0.00	0.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Office Assistant***	0.00	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Performance Management Analyst**	0	0.00	0	0.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Performance Management Analyst**	0	0.00	0	0.00	0.00	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	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Sustainability Manager*****	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Budget & Strategy	**6**	**6.00**	**7**	**7.00**	**7.50**	**7.50**	**8.50**	**8.50**	**1.00**	**13.33%**	**1.00**	**13.33%**

*The Director of Budget & Strategy position has been reclassified to Assistant City Manager.

**The Performance Management Analyst position has been reclassified to Senior Performance Management Analyst.

***The Principal Office Assistant position has been reclassified to Senior Office Assistant.

*** 50% of the Museum Business Development & Grants Coordinator position has been reclassifed to from Division 9080 to Division 1901.

*****Adds to Staff FY2022

Communications and Marketing—0604												
Full Time												
Director of Communications and Marketing	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Videography Production Manager	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Broadcast Communications Manager	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Creative Services Manager	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Public Information Officer/Writer	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Media Relations Coordinator	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Marketing Coordinator	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Graphic Designer*	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Communications and Marketing	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**8.00**	**8.00**	**1.00**	**14.29%**	**1.00**	**14.29%**

*Adds to Staff FY2022

Detail of Positions by Department and Division (continued)

City Manager's Office (continued)

	FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		FY 2022 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	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant City Clerk	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Records Management Coordinator	2	1.00	2	2.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	0	0.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Total City Clerk	**5**	**5.00**	**6**	**6.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Grand Total City Manager's Office	**25.5**	**25.50**	**31.5**	**31.50**	**33.5**	**33.50**	**34.5**	**34.50**	**1.00**	**2.99%**	**1.00**	**2.99%**

Human Resources

Detail of Positions	FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		FY 2022 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Human Resources—1000												
Full Time												
Assistant City Manager*/**	0	0.00	0	0.00	0.00	0.00	0.75	0.75	0.75	n/a	0.75	n/a
Director of Human Resources**	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00	(0.75)	-100.00%	(0.75)	-100.00%
Senior Human Resources Partner***	0	0.00	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Human Resources Partner	0.5	0.50	0.5	0.50	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Human Resources Manager	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Pension Administrator****	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Retirement Services Manager****	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Human Resources Analyst	1	1.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Pension Administrator	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Project Manager	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Manager of Diversity, Equity and Inclusion*****	0.00	0	0.00	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Human Resources	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**9.25**	**10.25**	**10.25**	**1.00**	**10.81%**	**1.00**	**10.81%**

* Position split 75/25 with Health Fund-8501

**The Director of Human Resources position was reclassified to Assistant City Manager.

***Position split 50/50 with General Insurance Fund Division 8501

****The Pension Administrator position was reclassified to Retirement Services Manager.

*****The Economic Development Director position was reclassifed to Manager of Diversity, Equity and Inclusion and moved to Division 1000.

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	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Passport Services Manager*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Community Relations Coordinator	2	2.00	2	2.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	1	1.00	1	1.00	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Passport Services Coordinator	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Community Relations	**6**	**6.00**	**6**	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*The Passport Services Supervisor position was reclassified to Passport Services Manager.

(Includes City Hall in the Mall)

Volunteer Services—1008												
Full Time												
Volunteer Services Administrator*	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Volunteer Services Manager*	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	n/a	0.00	n/a
Total Volunteer Services	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*The Volunteer Services Administrator position was reclassified to Volunteer Services Manager.

Health Fund—8501												
Full Time												
Assistant City Manager*/**	0	0.00	0	0.00	0.00	0.00	0.25	0.25	0.25	n/a	0.25	n/a
Director of Human Resources**	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00	(0.25)	-100.00%	(0.25)	-100.00%
Assistant Director Human Resources	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Human Resources Analyst	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 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

**The Director of Human Resources position has been reclassified to Assistant City Manager.

Grand Total HR and Health Fund	**18.5**	**18.50**	**18.5**	**18.50**	**18.5**	**18.50**	**19.5**	**19.50**	**1.00**	**5.41%**	**1.00**	**5.41%**

Detail of Positions by Department and Division (continued)

Financial Services

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Executive Assistant	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
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%**
Accounting Services												
Accounting—1601												
Full Time												
Payroll Coordinator	2	2.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Senior Accounting Assistant	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Accountant*	1	1.00	2	2.00	2.00	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Senior Accountant*	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Accounting Section Manager	0	0.00	0	0.00	3.00	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Total Accounting	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*One Accountant position was reclassified to Senior Accountant.												
Revenue and Collection—1602												
Full Time												
Water Billing Representative*	4	4.00	3	3.00	3.00	3.00	4.00	4.00	1.00	33.33%	1.00	33.33%
Accounting Assistant*	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Billing Operations Technician	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Team Leader/Supervisor	0	0.00	1	1.00	1.00	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%**
*The Accounting Assistant position was reclassified to Water Billing Representative.												
Purchasing												
Administration—1701												
Full Time												
Purchasing Agent II*	3	3.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Contract Administrator Coordinator	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Purchasing Agent	0	0.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Purchasing Agent*	0	0.00	1	1.00	1.00	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Purchasing Manager	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Administration	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*The Purchasing Agent II position was reclassified to Purchasing Agent.												
Central Stores—1702												
Full Time												
Purchasing Assistant	3	3.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Warehouse Supervisor	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Assistant Central Stores Coordinator	0	0.00	1	1.00	1.00	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 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
City Attorney—2502												
Full Time												
City Attorney	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Deputy City Attorney**	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Deputy City Attorney**/***	1	1.00	1	1.00	1.00	1.00	0.75	0.75	(0.25)	-25.00%	(0.25)	-25.00%
Assistant City Attorney***	1.75	1.75	1.75	1.75	1.75	1.75	1.00	1.00	(0.75)	-42.86%	(0.75)	-42.86%
Executive Assistant	2	2.00	2	2.00	2.00	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												
**The Deputy City Attorney position was reclassified to Senior Deputy City Attorney.												
***One Assistant City Attorney position was reclassified to Deputy City Attorney.												
General Insurance Fund—Property—8801												
Full Time												
Senior Human Resources Partner	0.5	0.50	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Risk Assistant	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Risk Manager	1	1.00	1	1.00	1.00	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%**
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%**

Detail of Positions by Department and Division (continued)

Information Technology

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Applications Manager	1	1.00	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%
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	3.00	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
GIS Manager	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
GIS Analyst*	0	0.00	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00%	0.00	0.00%
Programmer Analyst	3	3.00	4	4.00	5	5.00	5	5.00	0.00	0.00%	0.00	0.00%
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	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
IT Security Specialist**/***	0.00	0.00	0.00	0.00	0	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Senior IT Security Specialist**/***	0.00	0.00	0.00	0.00	0	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Grand Total Information Technology	**21.5**	**21.50**	**20.5**	**20.50**	**21.50**	**21.50**	**22.50**	**22.50**	**1.00**	**4.65%**	**1.00**	**4.65%**

*Position split .75 Information Technology; .25 Public Works Utilities-Admin-6001

**Adds to Staff FY2022

***Position split 50/50 between Information Technology (2001) and PW (6001)

Development Services—Administration

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administration—-3100												
Full Time												
Director of Development Services	1	1.00	1	1.00	1.00	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	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Executive Assistant	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Administration	**4**	**4.00**	**4**	**4.00**	**3**	**3.00**	**3**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Development Services—Code Compliance

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Code Compliance—5403												
Full Time												
Code Compliance Manager	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Technician	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Administrator	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Supervisor	2	2.00	2	2.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Code Support Specialist*	1	1.00	4	4.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Compliance Officer II*	6	6.00	6	6.00	3.00	3.00	2.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Code Compliance Officer*	5	5.00	4	4.00	4.00	4.00	5.00	5.00	1.00	25.00%	1.00	25.00%
Senior Office Assistant	2	2.00	2	2.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Code Administrative Specialist	0	0.00	0	0.00	4.00	4.00	4.00	4.00	0.00	0.00%	0.00	0.00%
Code Compliance Field Training Officer	0	0.00	0	0.00	3.00	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Senior Code Administrative Specialist	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Code Compliance	**24**	**24.00**	**22**	**22.00**	**22**	**22.00**	**22**	**22.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Code Compliance Officer II position was reclassified to Code Compliance Officer.

Detail of Positions by Department and Division (continued)

Development Services—Community Development

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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%
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	2	2.00	2	2.00	0.00	0.00%	0.00	0.00%
Sub-Total Planning	**5**	**5.00**	**5**	**5.00**	**5**	**5.00**	**5**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
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%
Housing Specialist	1	1.00	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**	**7**	**7.00**	**7**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Community Development	**13**	**13.00**	**13**	**13.00**	**12**	**12.00**	**12**	**12.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Grand Total Development Services	**41**	**41.00**	**39**	**39.00**	**37**	**37.00**	**37**	**37.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Building

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0	0.00	0	0.00	0.00	n/a	0.00	n/a
Senior Permit Services Representative*	1	1.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
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	5	5.00	(1.00)	-16.67%	(1.00)	-16.67%
Executive Assistant	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Building Department Coordinator	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Administrative Services	**12**	**12.00**	**11**	**11.00**	**12**	**12.00**	**12**	**12.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Permit Services Representative was reclassified to Senior Permit Services Representative.
**The Senior Office Assistant position has been reclassified to Permit Services Representative.

Building—Inspection												
Structural—5301												
Full Time												
Assistant Building Official	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Chief Inspector	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Inspector II*	5	5.00	5	5.00	4	4.00	5.00	5.00	1.00	25.00%	1.00	25.00%
Inspector I*	1	1.00	1	1.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Total Structural	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Inspector I position was reclassified to Inspector II.

Electrical—5302												
Full Time												
Chief Inspector	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Inspector II	2	2.00	2	2.00	3	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Electrical Inspector I*	1.00	1.00	1.00	1.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Electrical	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**5**	**5.00**	**1.00**	**25.00%**	**1.00**	**25.00%**

*Adds to Staff FY2022

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%
Plumbing Inspector I*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Plumbing	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**2**	**2.00**	**1.00**	**100.00%**	**1.00**	**100.00%**

*Adds to Staff FY2022

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**	**17**	**17.00**	**2.00**	**13.33%**	**2.00**	**13.33%**
Total Building Administration and Inspection	**27**	**27.00**	**26**	**26.00**	**27**	**27.00**	**29**	**29.00**	**2.00**	**7.41%**	**2.00**	**7.41%**

Detail of Positions by Department and Division (continued)

Police

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	1.00	0.00	0.00%	0.00	0.00%
Project Support Specialist	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
HR Onboarding Coordinator	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Human Resources Partner	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Total Human Resources	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Fiscal Management—4110												
Full Time												
Deputy Police Chief	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Police Fiscal and Procurement Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Purchasing Assistant	0	0.00	0	0.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Total Fiscal Management	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
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**	**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	20	20.00	20	20.00	20	20.00	20	20.00	0.00	0.00%	0.00	0.00%
Assistant Communication Center Manager	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Communications Center Manager	0	0.00	1	1.00	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	2	2.00	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**	**5**	**5.00**	**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	3	3.00	2	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Range Master*	1	1.00	1	1.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
SUB TOTAL TRAINING UNIT	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Law Enforcement Officer has been reclassified to Range Master.

Detail of Positions by Department and Division (continued)

Police (continued)

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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*	4	4.00	4	4.00	5	5.00	4	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Senior Office Assistant*	1	1.00	1	1.00	1	1.00	2	2.00	1.00	100.00%	1.00	100.00%
Total Central Records	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**7.00**	**7.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*One Principal Office Assistant position was reclassified to Senior Office Assistant.												
Youth Liaison—4303												
Full Time												
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant*	2	2.00	2	2.00	3	3.00	2.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Youth Liaison Officer	18	18.00	18	18.00	18	18.00	18.00	18.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Youth Liaison	**22**	**22.00**	**22**	**22.00**	**23**	**23.00**	**22**	**22.00**	**(1.00)**	**-4.35%**	**(1.00)**	**-4.35%**
*One Law Enforcement Sergeant position moved from Division 4303 to Division 4207.												
Community Involvement Unit—4207												
Full Time												
Law Enforcement Officer***	2	2.00	2	2.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Community Involvement Specialist**	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Community Involvement Coordinator	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Public Safety Marketing Manager**	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Community Involvement	**3**	**3.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*One Law Enforcement Sergeant position moved from Division 4303 to Division 4207.												
**Community Involvement Specialist position reclassified to Public Safety Marketing Manager.												
***One Law Enforcement Officer moved from Division 4207 to Division 4201.												
Sub-Total Adm-Community Services	**40**	**40.00**	**42.00**	**42.00**	**43.00**	**43.00**	**42.00**	**42.00**	**(1.00)**	**-2.33%**	**(1.00)**	**-2.33%**
Total Administration	**94**	**94.00**	**96.00**	**96.00**	**97.00**	**97.00**	**96.00**	**96.00**	**(1.00)**	**-1.03%**	**(1.00)**	**-1.03%**
Police												
Office of Professional Standards—4102												
Full Time												
Law Enforcement Sergeant (NB)*	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	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Public Safety Accrediation Coordinator	1	1.00	1	1.00	1	1.00	1.00	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	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Lieutenant	5	5.00	5	5.00	6	6.00	6.00	6.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant ***	12	12.00	12	12.00	11	11.00	12.00	12.00	1.00	9.09%	1.00	9.09%
Law Enforcement Officer**/****	83	83	83	83.00	82	82.00	87.00	87.00	5.00	6.10%	5.00	6.10%
Traffic Accident Investigator	9	9.00	9	9.00	9	9.00	9.00	9.00	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%
Crime Center Technician*	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Principal Office Assistant**	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Real Time Crime Center Coordinator*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Patrol Unit	**113**	**113.00**	**113**	**113.00**	**113**	**113.00**	**119**	**119.00**	**6.00**	**5.31%**	**6.00**	**5.31%**
*Crime Center Technician reclassified to Real Time Crime Center Coordinator.												
**One Law Enforcement Officer moved from Division 4207 to Division 4201.												
***One Law Enforcement Sergeant moved from Division 4204 to 4201.												
****FY2022 Adds to Staff												
Traffic Unit—4202												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Motorcycle Officer	9	9.00	9	9.00	9	9.00	9.00	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**	**123.00**	**123.00**	**123.00**	**123.00**	**129.00**	**129.00**	**6.00**	**4.88%**	**6.00**	**4.88%**

Detail of Positions by Department and Division (continued)

Police (continued)

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer	5	5.00	5	5.00	5	5.00	5.00	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	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant*	2	2.00	2	2.00	2	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Law Enforcement Officer	12	12.00	12	12.00	12	12.00	12.00	12.00	0.00	0.00%	0.00	0.00%
Total Strategic Enforcement Team	**15**	**15.00**	**15**	**15.00**	**15**	**15.00**	**14**	**14.00**	**(1.00)**	**-6.67%**	**(1.00)**	**-6.67%**
*One Law Enforcement Sergeant moved from Division 4204 to 4201.												
Humane Unit—4205												
Full Time												
Senior Humane Officer*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Humane Officer*	3	3.00	3	3.00	3	3.00	2.00	2.00	(1.00)	-33.33%	(1.00)	-33.33%
Total Humane Unit	**3**	**3.00**	**3**	**3.00**	**3**	**3.00**	**3.00**	**3.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*One Humane Officer was reclassified to Senior Humane Officer.												
Bicycle Unit—4209												
Full Time												
Law Enforcement Sergeant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer*	5	5.00	5	5.00	5	5.00	4.00	4.00	(1.00)	-20.00%	(1.00)	-20.00%
Total Bicycle Unit	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**5**	**5.00**	**(1.00)**	**-16.67%**	**(1.00)**	**-16.67%**
*One Law Enforcement Officer moved from Division 4209 to 4212.												
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	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Officer*	6	6.00	6	6.00	6	6.00	7.00	7.00	1.00	16.67%	1.00	16.67%
Total BEAR Unit	**7**	**7.00**	**7**	**7.00**	**7**	**7.00**	**8**	**8.00**	**1.00**	**14.29%**	**1.00**	**14.29%**
*One Law Enforcement Officer moved from Division 4209 to 4212.												
Sub Total Special Operations	**41**	**41.00**	**41**	**41.00**	**41**	**41.00**	**40**	**40.00**	**(1.00)**	**-2.44%**	**(1.00)**	**-2.44%**
Operations- Criminal Investigations												
General Investigations- 4301												
Full Time												
Law Enforcement Captain	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Law Enforcement Sergeant	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Investigator	12	12.00	12	12.00	12	12.00	12.00	12.00	0.00	0.00%	0.00	0.00%
Criminal Investigations Specialist	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Crime Analyst	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Crimes Analyst	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	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total General Investigations	**21**	**21.00**	**20**	**20.00**	**19**	**19.00**	**19**	**19.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Special Investigations—4302												
Full Time												
Law Enforcement Sergeant	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Investigator	11	11.00	11	11.00	11	11.00	11.00	11.00	0.00	0.00%	0.00	0.00%
Victim/Family Advocate	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	2	2.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Special Investigations	**17**	**17.00**	**16**	**16.00**	**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	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Latent Fingerprints Examiner	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Crime Lab Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Crime Scene Technician	6	6.00	6	6.00	6	6.00	6.00	6.00	0.00	0.00%	0.00	0.00%
Evidence Specialist	3	3.00	3	3.00	3	3.00	3.00	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**	**48**	**48.00**	**47**	**47.00**	**47**	**47.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Operations	**214**	**214.00**	**212**	**212.00**	**211.00**	**211.00**	**216.00**	**216.00**	**5.00**	**2.37%**	**5.00**	**2.37%**
Grand Total Police	**311**	**311.00**	**311**	**311.00**	**311**	**311.00**	**315**	**315.00**	**4.00**	**1.29%**	**4.00**	**1.29%**



Detail of Positions by Department and Division (continued)

Fire/EMS

Detail of Positions	FY 2019 Authorized Position	FTEs	FY 2020 Authorized Position	FTEs	FY 2021 Authorized Position	FTEs	FY 2022 Authorized Position	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	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Deputy Fire Chief*	0.5	0.50	0.5	0.50	1.00	1.00	0.5	0.50	(0.50)	-50.00%	(0.50)	-50.00%
Division Fire Chief	1	1.00	1	1.00	1.00	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Fire Equipment Technician*	0.5	0.50	0.5	0.50	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Executive Assistant*	0.5	0.50	0.5	0.50	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Senior Office Assistant	1	1.00	1	1.00	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Data Analyst**	0.5	0.50	0.5	0.50	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Logistics Captain**	1	1.00	0.62	0.62	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Battalion Chief**	0	0.00	0	0.00	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Fire Fiscal & Procurement Coordinator	0	0.00	0	0.00	0.50	0.50	0.5	0.50	0.00	0.00%	0.00	0.00%
Division Chief of Safety, Health and Wellness**	0	0.00	0	0.00	0.00	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Total Administration	**5.5**	**5.50**	**5.12**	**5.12**	**6.00**	**6.00**	**6.00**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*Positions split 50/50 with Fire-4601 and EMS-4702												
**Positions split 50/50 with Fire -4601 and EMS -4702												
Communication Services—4602												
Full Time												
Public Safety Telecommunicator*	1.15	1.15	1.84	1.84	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	18.60	18.60	18.60	18.60	0.00	0.00%	0.00	0.00%
Rescue Lieutenant***	18.6	18.60	18.6	18.60	18.60	18.60	0.00	0.00	(18.60)	-100.00%	(18.60)	-100.00%
Driver Engineer*****	17.36	17.36	17.36	17.36	17.36	17.36	18.60	18.60	1.24	7.14%	1.24	7.14%
Driver Engineer/EMT*	1.24	1.24	1.24	1.24	1.24	1.24	0.00	0.00	(1.24)	-100.00%	(1.24)	-100.00%
Firefighter/Paramedic***	34.72	34.72	41.54	41.54	37.82	37.82	39.68	39.68	1.86	4.92%	1.86	4.92%
Division Chief Fire Training Center**	0	0.00	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Firefighter/EMT*/*****	0.62	0.62	0.62	0.62	0.00	0.00	0.00	0.00	0.00	n/a	0.00	n/a
Lieutenant*/***	0	0.00	0	0.00	3.10	3.10	21.58	21.58	18.48	596.13%	18.48	596.13%
Deputy Fire Chief******	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Total Suppression	**95.48**	**95.48**	**102.18**	**102.18**	**100.94**	**100.94**	**103.18**	**103.18**	**2.24**	**2.22%**	**2.24**	**2.22%**
*Positions split 62/38 with Fire-4801 and EMS-4702												
**Positions split 50/50 with Fire-4801 and EMS-4702												
***All Rescue Lieutenants titles will now be reflected under the title "Lieutenant". One Lieutenant position is now split 50/50 between Division 4702 and 4801.												
****3 Firefighter/Paramedic positions were added in FY2022.												
*****All Driver Engineer/EMT titles will now be reflected under the title "Driver Engineer.												
******The Deputy Chief position has been moved from being an 50/50 split between Division 4601 and 4702 to a 50/50 split between 4702 and 4801.												
*****All Firefighter/EMT position titles will now be reflected under the title "Firefighter/Paramedic".												
Training- 4805												
Full Time												
Division Chief Training Center	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Accreditation & Compliance Administrator*	1	1.00	1	1.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Public Safety Accreditation Coordinator*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Senior Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Fire Training	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
*The Accreditation & Compliance Administrator position was reclassified to Public Safety Accreditation Coordinator.												
Inspection-4901												
Full Time												
Fire Marshal	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Fire Inspection Captain	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Fire Inspector II	5	5.00	5	5.00	5.00	5.00	5.00	5.00	0.00	0.00%	0.00	0.00%
Fire Inspector I	1	1.00	1	1.00	1.00	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	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Office Assistant**	1	1.00	2	2.00	2.00	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	**118.44**	**118.44**	**124.76**	**124.76**	**124.40**	**124.40**	**126.64**	**126.64**	**2.24**	**1.80%**	**2.24**	**1.80%**

Detail of Positions by Department and Division (continued)

Fire/EMS (continued)

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0.50	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	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Division Fire Chief*	1	1.00	1	1.00	1.00	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	1.64	1.64	1.64	1.64	0.00	0.00%	0.00	0.00%
Community Paramedic	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Captain (Fire)**	11.4	11.40	11.4	11.40	11.40	11.40	11.90	11.90	0.50	4.39%	0.50	4.39%
Rescue Lieutenant**/#	11.4	11.40	11.4	11.40	11.40	11.40	0.00	0.00	(11.40)	-100.00%	(11.40)	-100.00%
Firefighter/EMT**	0.38	0.38	0.38	0.38	0.38	0.38	0.00	0.00	(0.38)	-100.00%	(0.38)	-100.00%
Firefighter/Paramedic**/###	21.28	21.28	25.46	25.46	22.80	22.80	24.32	24.32	1.52	6.67%	1.52	6.67%
Driver Engineer/EMT**	0.76	0.76	0.76	0.76	0.76	0.76	0.00	0.00	(0.76)	-100.00%	(0.76)	-100.00%
Driver Engineer**	10.64	10.64	10.64	10.64	10.64	10.64	11.40	11.40	0.76	7.14%	0.76	7.14%
Fire Equipment Technician*	0.5	0.50	0.5	0.50	0.50	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	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Senior Office Assistant*	1	1.00	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Executive Assistant*	0.5	0.50	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Fire Fiscal & Procurement Coordinator*	0	0.00	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Logistics Captain*	0	0.00	0.38	0.38	0.50	0.50	0.00	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Division Chief Training*	0	0.00	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Lieutenant#	0	0.00	0	0.00	1.90	1.90	13.42	13.42	11.52	606.32%	11.52	606.32%
Division Chief of Safety, Health and Wellness*/****	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Total Emergency Medical Service	**64.40**	**64.40**	**69.08**	**69.08**	**69.44**	**69.44**	**71.20**	**71.20**	**1.76**	**2.53%**	**1.76**	**2.53%**

*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

****FY2022 Adds to Staff

*****All Driver Engineer/EMT positions will now be reflected with the "Driver Engineer" title.

******The Logistics Captain title will now be reflected with the "Captain (Fire)" title.

#All Rescue Lieutenants titles will now be reflected under the title "Lieutenant". One Lieutenant position is now split 50/50 between Division 4702 and 4801.

##All Firefighter/EMT position titles will now be reflected under the title "Firefighter/Paramedic".

###3 Firefighter/Paramedic positions were added in FY2022.

EMS Communication Services—4703												
Full Time												
Public Safety Telecommunicator*	3.85	3.85	6.16	6.16	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	**71.56**	**71.56**	**76.24**	**76.24**	**76.60**	**76.60**	**78.36**	**78.36**	**1.76**	**2.30%**	**1.76**	**2.30%**
Grand Total Fire and EMS	**190.00**	**190.00**	**201.00**	**201.00**	**201.00**	**201.00**	**205.00**	**205.00**	**4.00**	**1.99%**	**4.00**	**1.99%**

Equipment Services

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Fleet Services Manager*	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Fleet Assistant Superintendent	1	1.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Fleet Service Technician I	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Fleet Service Technician II**	0	0.00	0	0.00	7	7.00	5	5.00	(2.00)	-28.57%	(2.00)	-28.57%
Fleet Service Technician III	0	0.00	0	0.00	3	3.00	3	3.00	0.00	0.00%	0.00	0.00%
Public Works Analyst	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Fleet Services Technician Lead	0	0.00	0	0.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Streets and Stormwater Manager**	0	0.00	0	0.00	0	0.00	2	2.00	2.00	n/a	2.00	n/a
Total Equipment Services	**15**	**15.00**	**15**	**15.00**	**15.00**	**15.00**	**15**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*The Fleet Superintendent position has been reclassified to Fleet Services Manager.

**Two Fleet Technician positions were reclassified to Streets and Stormwater Manager positions.

Detail of Positions by Department and Division (continued)

Public Works

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 Authorized FTEs	Position Change #	Position Change %	FTE Change #	FTE Change %
Administrative Services—5501												
Full Time												
Director of Public Works*	0.5	0.50	0.25	0.25	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	0.5	0.50	0.00	0.00%	0.00	0.00%
Office Assistant***	1	1.00	1	1.00	1	1.00	0	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Executive Assistant	0	0.00	1	1.00	1	1.00	1	1.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant***	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Total Administrative Services	**4**	**4**	**2.75**	**2.75**	**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
***The Office Assistant position was reclassified to Principal Office Assistant.

Streets—5601												
Full Time												
Streets Assistant Superintendent*	0.75	0.75	0.35	0.35	0.35	0.35	0.35	0.35	0.00	0.00%	0.00	0.00%
Streets and Stormwater Superintendent**/#####	1	1.00	0.5	0.50	0.5	0.50	0	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Streets and Stormwater Manager**/#####	0	0.00	0	0.00	0	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Lead Worker***/****	1	1.00	0.6	0.60	0.6	0.60	1.2	1.20	0.60	100.00%	0.60	100.00%
Construction Supervisor****	1	1.00	0.8	0.80	0.8	0.80	0.8	0.80	0.00	0.00%	0.00	0.00%
Right of Way Supervisor**	1	1.00	0.5	0.50	0.5	0.50	0	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Neighborhood Services Supervisor####	0	0.00	0	0.00	0	0.00	0.5	0.50	0.50	n/a	0.50	n/a
Equipment Operator II****/*****/******	4	4.00	2.4	2.40	2.4	2.40	0	0.00	(2.40)	-100.00%	(2.40)	-100.00%
Equipment Operator****/*****/#	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Streets Technician****/######	6	6.00	4.8	4.80	4.8	4.80	5.8	5.80	1.00	20.83%	1.00	20.83%
Principal Office Assistant****	1	1.00	0.8	0.80	0.8	0.80	0	0.00	(0.80)	-100.00%	(0.80)	-100.00%
Senior Office Assistant##	0	0.00	0	0.00	0	0.00	0.8	0.80	0.80	n/a	0.80	n/a
Public Works Analyst	0	0.00	0.6	0.60	0.6	0.60	0.6	0.60	0.00	0.00%	0.00	0.00%
Right of Way Services Worker###	0	0.00	2.1	2.10	2.1	2.10	0	0.00	(2.10)	-100.00%	(2.10)	-100.00%
Neighborhood Services Worker###	0	0.00	0	0.00	0	0.00	2.1	2.10	2.10	n/a	2.10	n/a
Total Streets	**22.75**	**22.75**	**13.45**	**13.45**	**13.45**	**13.45**	**13.65**	**13.65**	**0.20**	**1.49%**	**0.20**	**1.49%**

*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
*****One Equipment Operator reclassified to Public Works Lead Worker.
******All the Equipment Operator II positions will reflect the title "Equipment Operator".
#Split change to 80/20 420-5603/001-5601
##Principal Office Assistant position was reclassified to Senior Office Assistant.
###All the Right of Way Services Worker positions will reflect the title "Neighborhood Services Worker".
####The Right of Way Supervisor position will now reflect the title "Neighborhood Services Supervisor".
#####The Streets and Stormwater Superintendent position will now reflect the title "Streets and Stormwater Manager".
######FY2022 Adds to Staff

Arbor & Horticulture—5602												
Full Time												
Arbor/Horticultural Manager	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Arbor & Horticulture	**0.00**	**0.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

Facilities Management—5801												
Full Time												
Facilities Superintendent	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Facilities Technician	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Facilities Assistant Supervisor	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior A/C Technician**	1	1.00	1	1.00	1.00	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
A/C Technician**	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Lead Custodian*	1	1.00	1	1.00	2.00	2.00	1.00	1.00	(1.00)	-50.00%	(1.00)	-50.00%
Facilities Trade Technician*	1	1.00	1	1.00	1.00	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Sub-Total Facilities Management	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*One Lead Custodian was reclassified to Facilities Trade Technician.
**The A/C Technician position was reclassified to Senior A/C Technician.

Engineering—5901												
Full Time												
Engineering Inspector*	0.50	0.50	0.50	0.50	0.10	0.10	0.10	0.10	0.00	0.00%	0.00	0.00%
City Engineer**/***	0.50	0.50	0.50	0.50	0.10	0.10	0.00	0.00	(0.10)	-100.00%	(0.10)	-100.00%
Civil Engineer**	0.50	0.50	0.50	0.50	0.10	0.10	0.10	0.10	0.00	0.00%	0.00	0.00%
Assistant Director of Engineering**/***	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10	n/a	0.10	n/a
Sub-Total Engineering	**1.5**	**1.5**	**1.5**	**1.5**	**0.3**	**0.3**	**0.3**	**0.3**	**0.00**	**0.00%**	**0.00**	**0.00%**

*Position split 70/20/10 between Division 6002/5603/5901
**Position split 70/20/10 between Division 6001/5603/5901
***The City Engineer position was reclassified to Assistant Director of Engineering.

Total Public Works	**36.25**	**36.25**	**25.70**	**25.70**	**24.50**	**24.50**	**24.70**	**24.70**	**0.20**	**0.82%**	**0.20**	**0.82%**

Solid Waste

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0.5	0.50	0.00	0.00%	0.00	0.00%
Streets Assistant Superintendent**	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Right of Way Service Worker***/****	0	0.00	0	0.00	2	2.00	0	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Neighborhood Service Worker***	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	n/a
Utilities Service Technician****	0	0.00	0	0.00	0	0.00	1	1.00	1.00	n/a	1.00	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
*** Right of Way Service Worker position reclassified to Neighborhood Service Worker.
****One Right of Way Services Worker reclassified to Utilities Service Technician.

Detail of Positions by Department and Division (continued)

Utilities

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	0.00	0.00	0.00	0.00	0.00	n/a	0.00	n/a
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	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Civil Engineer****	0.5	0.50	1.5	1.50	1.70	1.70	1.70	1.70	0.00	0.00%	0.00	0.00%
City Engineer********	0.5	0.50	0.5	0.50	0.70	0.70	0.00	0.00	(0.70)	-100.00%	(0.70)	-100.00%
Assistant Director of Engineering*********	0	0.00	0	0.00	0.00	0.00	0.70	0.70	0.70	n/a	0.70	n/a
Assistant Director of Public Works	1	1.00	1	1.00	1.00	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%
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********	0.5	0.50	0.5	0.50	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
GIS Analyst******	0	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Public Works Analyst	0	0.00	1	1.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant#	1	1.00	1	1.00	1.00	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Senior Office Assistant#	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
IT Security Specialist##	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Senior IT Security Specialist##	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Sub-Total Administration	**7.5**	**7.50**	**8.5**	**8.50**	**8.4**	**8.40**	**9.40**	**9.40**	**1.00**	**11.90%**	**1.00**	**11.90%**

*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.
********The City Engineer position was reclassified to Assistant Director of Engineering.
#The Principal Office Assistant position was reclassified to Senior Office Assistant.
##FY2022 Adds to Staff

Water Distribution—6002												
Full Time												
Utilities Superintendent	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Engineering Inspector*	0.5	0.50	0.5	0.50	0.7	0.70	0.70	0.70	0.00	0.00%	0.00	0.00%
PW Lead Worker	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%
Utilities Locator Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Utilities Service Worker	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Utilities Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	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%
Electrical and Instrumentation Technician**	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Water Distribution	**9.5**	**9.50**	**9.5**	**9.50**	**9.7**	**9.70**	**9.70**	**9.70**	**0.00**	**0.00%**	**0.00**	**0.00%**

*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	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Utilities Maintenance Specialist	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Senior Utilities Mechanic	1	1.00	1	1.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Senior Water Plant Operator Class A**	4	4.00	4	4.00	4.00	4.00	0.00	0.00	(4.00)	-100.00%	(4.00)	-100.00%
Senior Water Plant Operator**	0	0.00	0	0.00	0.00	0.00	4.00	4.00	4.00	n/a	4.00	n/a
Water Plant Operator Class B*	2	2.00	2	2.00	2.00	2.00	0.00	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Water Plant Operator Class C*	3	3.00	3	3.00	4.00	4.00	0.00	0.00	(4.00)	-100.00%	(4.00)	-100.00%
Water Plant Operator*	0	0.00	0	0.00	0.00	0.00	6.00	6.00	6.00	n/a	6.00	n/a
Utilities Service Technician	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Water Treatment	**15**	**15.00**	**15**	**15.00**	**15.00**	**15.00**	**15.00**	**15.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

* The Water Plant Operator Class B and Water Plant Operator Class C positions have been reclassified to Water Plant Operator.
**The Senior Water Plant Operator Class A positions have been reclassified to Senior Water Plant Operator.

Wastewater Collection— 6005												
Full Time												
Utilities Coordinator	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Equipment Operator II*	2	2.00	2	2.00	2.00	2.00	0.00	0.00	(2.00)	-100.00%	(2.00)	-100.00%
Equipment Operator*			0	0.00	0.00	0.00	2.00	2.00	2.00	n/a	2.00	n/a
Utilities Mechanic	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Utilities Service Technician	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Public Works Lead Worker	0	0.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Electrical and Instrumentation Technician	0	0.00	1	1.00	2.00	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Total Wastewater Collection	**8**	**8.00**	**8**	**8.00**	**8**	**8.00**	**8.00**	**8.00**	**0.00**	**0.00%**	**0.00**	**0.00%**

*All Equipment Operator II positions have been reclassified to Equpiment Operator.

Total Utilities	**40.00**	**40.00**	**41.00**	**41.00**	**41.10**	**41.10**	**42.10**	**42.10**	**1.00**	**2.43%**	**1.00**	**2.43%**
Grand Total Public Works, Equipment, Arbor & Horticulture and Utilities	**94.00**	**94.00**	**85.45**	**85.45**	**84.35**	**84.35**	**85.55**	**85.55**	**1.20**	**0.01**	**1.20**	**0.01**



Detail of Positions by Department and Division (continued)

Parks and Recreation

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	2	2.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	8	8.00	6	6.00	5	5.00	5.00	5.00	0.00	0.00%	0.00	0.00%
Technical Project Coordinator	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Specialist*	0	0.00	0	0.00	1	1.00	0.00	0.00	(1.00)	-100.00%	(1.00)	-100.00%
Sub-Total Cypress Park	**13**	**13.00**	**10**	**10.00**	**10**	**10.00**	**9**	**9.00**	**(1.00)**	**-10.00%**	**(1.00)**	**-10.00%**
*One Maintenance Specialist moved from Division 8101 to Division 8119.												
Mullins Park—8102												
Full Time												
Director of Parks and Recreation	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	2	2.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	8	8.00	6	6.00	6	6.00	6.00	6.00	0.00	0.00%	0.00	0.00%
Sub-Total Mullins Park	**13**	**13.00**	**10**	**10.00**	**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	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Parks Technician	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	6	6.00	5	5.00	5	5.00	5.00	5.00	0.00	0.00%	0.00	0.00%
Sub-Total North Community Park	**11**	**11.00**	**10**	**10.00**	**10**	**10.00**	**10**	**10.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Neighborhood Parks—8116												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Services Coordinator	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Parks Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Lead Worker	2	2.00	2	2.00	2	2.00	2.00	2.00	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%
Maintenance Worker	10	10.00	10	10.00	9	9.00	9.00	9.00	0.00	0.00%	0.00	0.00%
Sub-Total Neighborhood Parks	**17**	**17.00**	**17**	**17.00**	**16**	**16.00**	**16**	**16.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Beautification—8117												
Full Time												
Parks Adminstrator	1	1.00	1	1.00	1	1.00	1.00	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	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	1.00	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Specialist	0.00	0.00	0	0.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Sub-Total Landscape	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Irrigation—8119												
Full Time												
Parks Services Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	6	6.00	5	5.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Maintenance Specialist*	0	0.00	0	0.00	4	4.00	5.00	5.00	1.00	25.00%	1.00	25.00%
Sub-Total Irrigation	**8**	**8.00**	**7**	**7.00**	**7**	**7.00**	**8**	**8.00**	**1.00**	**14.29%**	**1.00**	**14.29%**
*One Maintenance Specialist moved from Division 8101 to Division 8119.												
Environmentally Sensitive Land—8121												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks Ranger*	0	0.00	0	0.00	1	1.00	2.00	2.00	1.00	100.00%	1.00	100.00%
Sub-Total ESL	**2**	**2.00**	**2**	**2.00**	**2.00**	**2.00**	**3.00**	**3.00**	**1.00**	**50.00%**	**1.00**	**50.00%**
*FY2022 Adds to Staff												
Total Parks	**69**	**69.00**	**61**	**61.00**	**60**	**60.00**	**61**	**61.00**	**1.00**	**1.67%**	**1.00**	**1.67%**
Recreation—8200												
Activity Center—8204												
Full Time												
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1.00	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%**

Detail of Positions by Department and Division (continued)

Parks and Recreation (continued)

Detail of Positions	FY 2019 Authorized Position	FY 2019 Authorized FTEs	FY 2020 Authorized Position	FY 2020 Authorized FTEs	FY 2021 Authorized Position	FY 2021 Authorized FTEs	FY 2022 Authorized Position	FY 2022 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	3.00	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	1	1.00	1	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Recreation Services	**5**	**5.00**	**5**	**5.00**	**4**	**4.00**	**4**	**4.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Summer Recreation—8208												
Full Time												
Recreation Administrator	1	1.00	1	1.00	1	1.00	1.00	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	1.00	1.00	1	1.00	1	1	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Transportation	**1**	**1.00**	**1.00**	**1**	**1.00**	**1**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Recreation	**8.00**	**8**	**8.00**	**8**	**7.00**	**7**	**7.00**	**7**	**0.00**	**0.00%**	**0.00**	**0.00%**
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	1	1.00	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	3	3.00	3	3.00	3.00	3.00	0.00	0.00%	0.00	0.00%
Sub-Total Athletics	**7.00**	**7.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Total Sportsplex/Athletics	**8**	**8.00**	**6**	**6.00**	**6**	**6.00**	**6**	**6.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Tennis—8400												
Cypress Tennis—8401												
Full Time												
Customer Relations Specialist	0	0.00	0	0.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Sub-Total Cypress Tennis	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**1**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
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	**12**	**12.00**	**10**	**10.00**	**10**	**10.00**	**10**	**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	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Associate	2.00	2.00	1.00	1.00	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 Coordinator	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Mullins Pool	**2**	**2.00**	**1**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**0.00**	**0.00%**	**0.00**	**0.00%**
Aquatic Complex—8303												
Full Time												
Team Swimwear District Supervisor	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Coordinator	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Technician	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Parks and Recreation Associate	5	5.00	4	4.00	4	4.00	4.00	4.00	0.00	0.00%	0.00	0.00%
Principal Office Assistant	2	2.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Maintenance Worker	1	1.00	1	1.00	1	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Lead Lifeguard	0	0.00	2	2.00	2	2.00	2.00	2.00	0.00	0.00%	0.00	0.00%
Lifeguard I*	0	0.00	0	0.00	0	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Aquatic Complex	**11**	**11.00**	**12**	**12.00**	**12**	**12.00**	**13**	**13.00**	**1.00**	**8.33%**	**1.00**	**8.33%**

*FY2022 Adds to Staff

Detail of Positions by Department and Division (continued)

Stormwater Fund

	FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		FY 2022 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Stormwater Fund—420-5603												
Full Time												
Construction Supervisor	0	0.00	0.2	0.20	0.20	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
Director of Public Works	0	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00%	0.00	0.00%
Equipment Operator II**/***	0	0.00	1.6	1.60	1.60	1.60	0.00	0.00	(1.60)	-100.00%	(1.60)	-100.00%
Equipment Operator**/***	0	0.00	0	0.00	0.00	0.00	2.00	2.00	2.00	n/a	2.00	n/a
Lead Worker****/*****	0	0.00	0.4	0.40	0.40	0.40	0.80	0.80	0.40	100.00%	0.40	100.00%
Principal Office Assistant	0	0.00	0.2	0.20	0.20	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
Public Works Analyst	0	0.00	0.4	0.40	0.40	0.40	0.40	0.40	0.00	0.00%	0.00	0.00%
Right of Way Services Worker******	0	0.00	3.9	3.90	3.90	3.90	0.00	0.00	(3.90)	-100.00%	(3.90)	-100.00%
Neighborhood Services Worker******	0	0.00	0	0.00	0.00	0.00	3.90	3.90	3.90	n/a	3.90	n/a
Right of Way Supervisor#	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Neighborhood Services Supervisor#	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Streets and Stormwater Superintendent###	0	0.00	0.5	0.50	0.50	0.50	0.00	0.00	(0.50)	-100.00%	(0.50)	-100.00%
Streets and Stormwater Manager###	0	0.00	0	0.00	0.00	0.00	0.50	0.50	0.50	n/a	0.50	n/a
Street Assistant Superintendent	0	0.00	0.4	0.40	0.40	0.40	0.40	0.40	0.00	0.00%	0.00	0.00%
Streets Technician	0	0.00	1.2	1.20	1.20	1.20	1.20	1.20	0.00	0.00%	0.00	0.00%
Civil Engineer	0	0.00	0	0.00	0.20	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
Engineering Inspector	0	0.00	0	0.00	0.20	0.20	0.20	0.20	0.00	0.00%	0.00	0.00%
City Engineer*	0	0.00	0	0.00	0.20	0.20	0.00	0.00	(0.20)	-100.00%	(0.20)	-100.00%
Assistant Director of Engineering*	0	0.00	0	0.00	0.00	0.00	0.20	0.20	0.20	n/a	0.20	n/a
Stormwater Technician##	0	0.00	0	0.00	0.00	0.00	1.00	1.00	1.00	n/a	1.00	n/a
Total Stormwater	**0**	**0.00**	**9.55**	**9.55**	**10.15**	**10.15**	**11.95**	**11.95**	**1.80**	**17.73%**	**1.80**	**17.73%**

*The City Engineer position was reclassified to Assistant Director of Engineering.

**All Equipment Operator II positions will now be reflected as Equipment Operator.

***Split change to 80/20 420-5603/001-5601

****Split change to 60/40 001-5601/420-5603

*****Split change to 80/20 001-5601/420-5603

******All the Right of Way Services Worker position titles will now be reflected as Neighborhood Services Worker.

#All the Right of Way Supervisor positions titles will now be reflected as Neighborhood Services Supervisor.

##FY2022 Adds to Staff

###The Streets and Stormwater Superintendent position will now reflect the title "Streets and Stormwater Manager".

Museum

	FY 2019 Authorized		FY 2020 Authorized		FY 2021 Authorized		FY 2022 Authorized		Position Change		FTE Change	
	Position	FTEs	Position	FTEs	Position	FTEs	Position	FTEs	#	%	#	%
Museum—118-9080												
Museum Director	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Education/Public Program Coordinator	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Museum Business Development and Grants Coordinator*	0	0.00	0	0.00	0.50	0.50	0.50	0.50	0.00	0.00%	0.00	0.00%
Museum Operations Administrator	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Museum Guest Services Digital Assistant	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Museum Guest Services Gallery Associate	0	0.00	0	0.00	1.00	1.00	1.00	1.00	0.00	0.00%	0.00	0.00%
Total Museum	**0**	**0.00**	**0**	**0.00**	**5.5**	**5.50**	**5.5**	**5.50**	**0.00**	**0.00%**	**0.00**	**0.00%**

*50% of the Museum Business Development & Grants Coordinator position has been reclassifed to from Division 9080 to Division 1901.

Total Staff (Including Parkland, FL)	**869**	**869.00**	**873**	**873.00**	**878**	**878.00**	**896**	**896.00**	**18.00**	**2.05%**	**18.00**	**2.05%**
Total Staff (Including Parkland, FL, Coconut Creek Dispatch and Pension Anal	**869**	**869.00**	**873**	**873.00**	**893**	**893.00**	**917**	**917.00**	**24.00**	**2.69%**	**24.00**	**2.69%**
Total Staff (Excluding Parkland, FL, Coconut Creek Dispatch and Pension Ana	**836**	**836.00**	**832**	**832.00**	**837**	**837.00**	**855**	**855.00**	**18.00**	**2.15%**	**18.00**	**2.15%**

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 residential units, a Hyatt Place hotel and entertainment area with retail and restaurants.

The focus of the FY 2022 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 walkability, 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 align the project with the CRA's vision. A Development Agreement was approved in late 2019.
- Work with the City and the Developer of the City Village project on a Developer Agreement and project that 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 continues to work in conjunction with the City's Economic Development Office to support local businesses. The CRA also promotes the Downtown through City events and marketing initiatives.events and marketing initiatives to promote downtown, and the meetings with the Downtown Merchants Group.

Community Redevelopment Agency (CRA) - (continued)

Fiscal Year 2022 CRA Operating Budget

City of Coral Springs Community Redevelopment Agency (CSCRA)					
FY 2021-2022 Amended Budget					
Revenues					
1	**Account No.**	**Revenues**		**FY 2022**	
1.1	150-0000-345-90.01	City of Coral Springs	$	409,242.93	
1.2	150-0000-345-90.02	North Broward Hospital District	$	86,881.75	
1.3	150-0000-345-90.03	Broward County	$	151,242.02	
1.4	150-0000-345-90.04	Children Services Council of Broward County (CSCBC)	$	31,970.04	
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 (TIF)	$	882,533.00	
1.7	150-0000-271-00-00	Transfer from the CRA Trust Fund (Not TIF)	$	-	
		TOTAL REVENUE	**$**	**1,565,369.74**	
Expenditures					
1		**Administrative**			**Work Plan Goal**
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	$	111,394.50	Administrative
		TOTAL ADMINISTRATIVE	**$**	**156,394.50**	
2		**Professional Services**			**Work Plan Goal**
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	$	18,400.00	Administrative
2.5	150-3200-552-48.05	Marketing & Promotion	$	17,000.00	1, 3, 4 & 5
2.6	150-3200-552-31.13	Other Professional Services	$	137,431.82	1, 2, 3, 4, 5 & 6
		TOTAL PROFESSIONAL SERVICES	**$**	**228,831.82**	
3		**Operating Expenses**			**Work Plan Goal**
3.1	150-3200-552-48.07	Advertisements	$	1,000.00	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	Participation in Special Events	$	2,500.00	6
3.6	150-3200-552-54.02	Memberships	$	795.00	Administrative
3.7	150-3200-552-45.06	General Liability Insurance for CRA	$	6,649.00	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)	$	31,970.04	Administrative
3.11	150-3200-552-34.25	CRA Events	$	91,671.38	4, 6
3.12	150-3200-552-54.03	Education and Training	$	5,000.00	
		TOTAL OPERATING	**$**	**147,610.42**	
4		**Capital Outlay**			**Work Plan Goal**
4.1	150-3200-552-64.01	Capital Outlay	$	882,533.00	2
		TOTAL CAPITAL OUTLAY	**$**	**882,533.00**	
5		**Additional Expenses**			**Work Plan Goal**
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	**$**	**150,000.00**	
		TOTAL EXPENDITURES	**$**	**1,565,369.74**	

Abbreviations and Acronyms

ACS	American Community Survey
A/P	Accounts payable
ARC	Architectural Review Committee
ARPA	American Rescue Plan Act*
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
CAR	Comprehensive Annual 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
PPE	Personal Protective Equipment
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.

ARPA The American Rescue Plan Act of of 2021, also called the COVID-19 Stimulus Packge or american Rescue Plan is aU.S. $1.9trillion economic stimulas bill passed by Congress and signed into law by President Joe Biden on March 11,2021.

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.

Glossary of Terms (continued)

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.

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 Report (CAR) 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.

Glossary of Terms (continued)

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.

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.

Glossary of Terms (continued)

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.

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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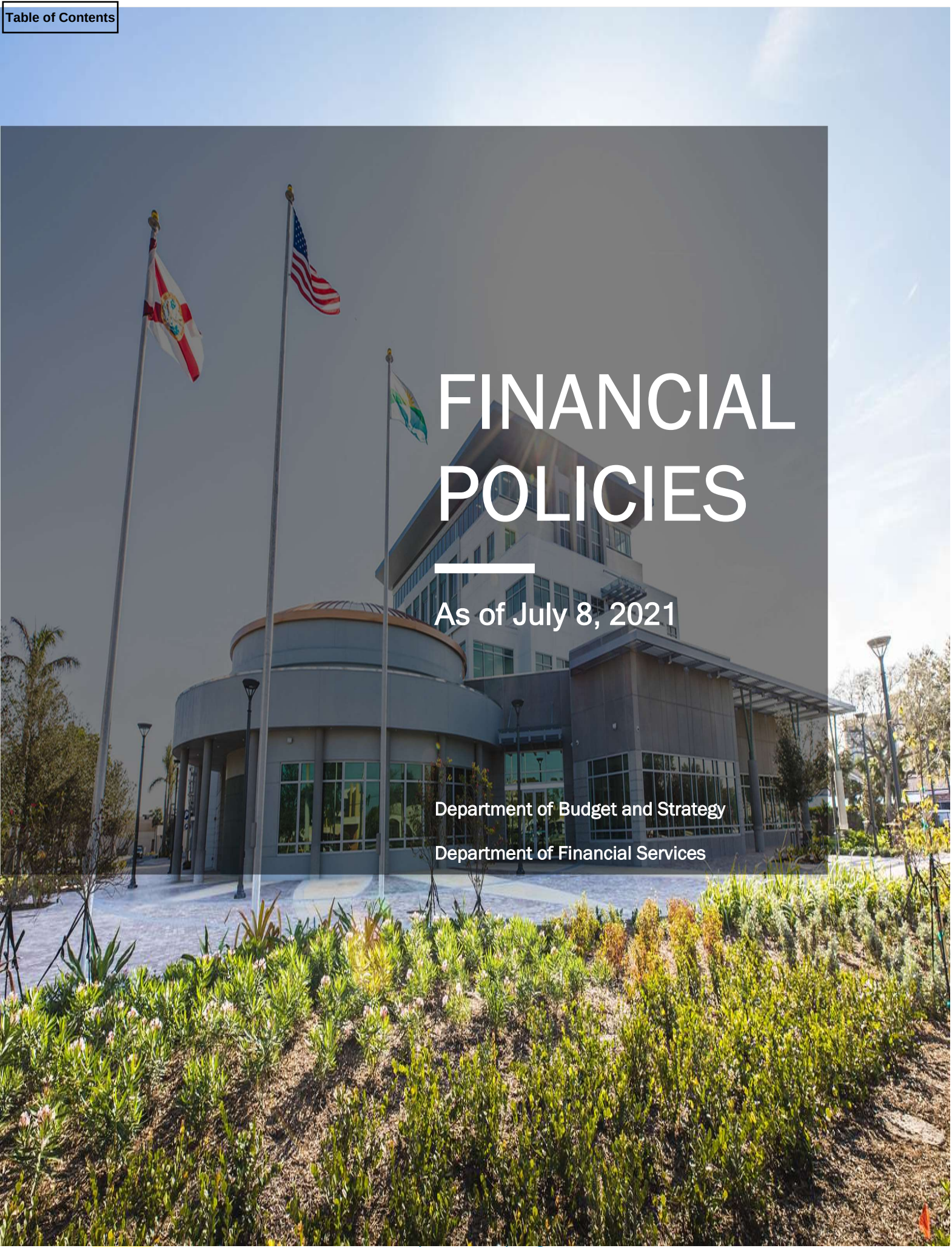
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CORAL SPRINGS
EVERYTHING UNDER THE SUN

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As of July 8, 2021

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, Annual Comprehensive 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 Annual Comprehensive Report (ACR) shall be issued no later than six (6) months following the end of the fiscal year. The ACR 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 ACRs 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 capital asset is any tangible property owned by the City that is worth $5,000 or more and has an expected useful life of two years or more. Capital assets include land, land improvements, buildings, infrastructure, and equipment. Once purchased or acquired, all capital items are maintained in the financial records and Capital Replacement Program, if applicable, until disposed.



7.1.1 Attractive Items

"Attractive Items" means tangible personal property used in operations that has a cost less than the City's established capitalization threshold and that requires special attention to ensure legal compliance, protect public safety, and avoid potential liability, or to compensate for a heightened risk of theft.

Attractive assets (with a total value between $1,000 and $4,999) are recorded and accounted for as capital asset inventory. An annual inventory of these assets will be performed by the individual departments and provided to the Department of Financial Services.

Examples of small and attractive assets include but are not limited to:

- Computer equipment such as desktop computers, laptops, notebooks, tablets, printers, and scanners,
- Firearms, radar guns, tasers, and related accessories,
- Handheld radios,
- Small equipment such as lawnmowers, pressure washers, generators, trailers,
- Cameras, photographic projectors, drones and other media equipment.

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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The Sawgrass Trailhead at Atlantic Boulevard

CORAL SPRINGS

EVERYTHING UNDER THE SUN

CITY OF CORAL SPRINGS, FLORIDA
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Coral Springs, Florida 33065
CoralSprings.org • 954-344-1000