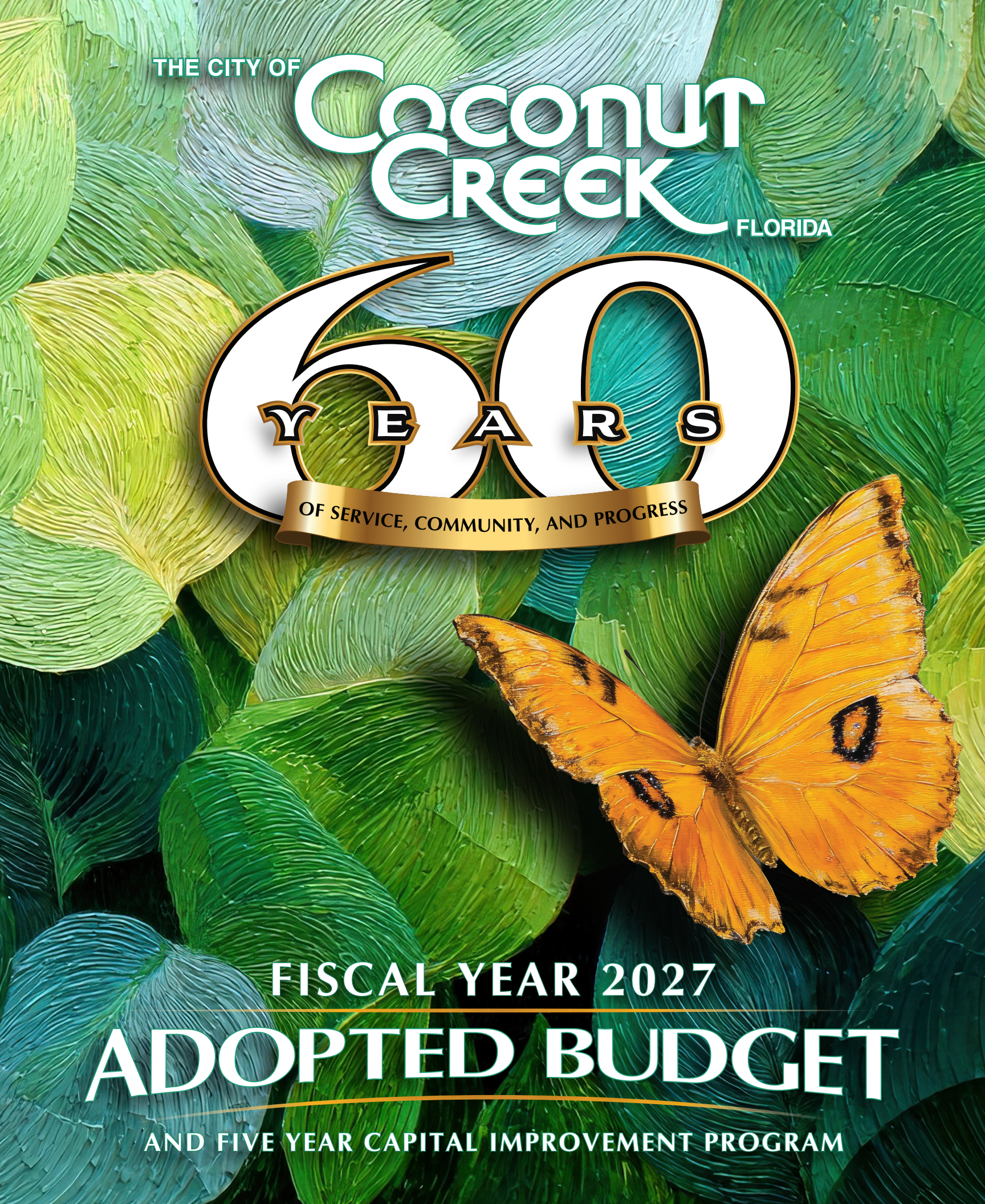

THE CITY OF
COCONUT CREEK
FLORIDA
60
YEARS
OF SERVICE, COMMUNITY, AND PROGRESS
FISCAL YEAR 2027
ADOPTED BUDGET
AND FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

City of Coconut Creek
Fiscal Year 2027 Adopted
Comprehensive Annual Budget

Jeffrey R. Wasserman, Mayor
John A. Brodie, Vice-Mayor
Sandra L. Welch, Commissioner
Joshua Rydell, Commissioner
Jacqueline Railey, Commissioner

Sheila N. Rose, City Manager

Scott Stoudenmire, Deputy City Manager

Yvonne Lopez, Director of Community Relations

Terrill C. Pyburn, City Attorney

Joseph Kavanagh, City Clerk

Peta-Gay Lake, Director of Finance and Administrative Services

Danny Sementilli, Director of Information Technology

Pamela J. Kershaw, Director of Human Resources and Risk Management

Justin Proffitt, Director of Resilient Design and Development

Frederick Hofer, Chief of Police

Michael Rodriguez, Chief of Fire Rescue

Janet Hull, Director of Parks and Recreation

Harry Mautte, Director of Public Works

Osama Elshami, Director of Utilities and Engineering

60 YEARS

OF SERVICE, COMMUNITY, AND PROGRESS









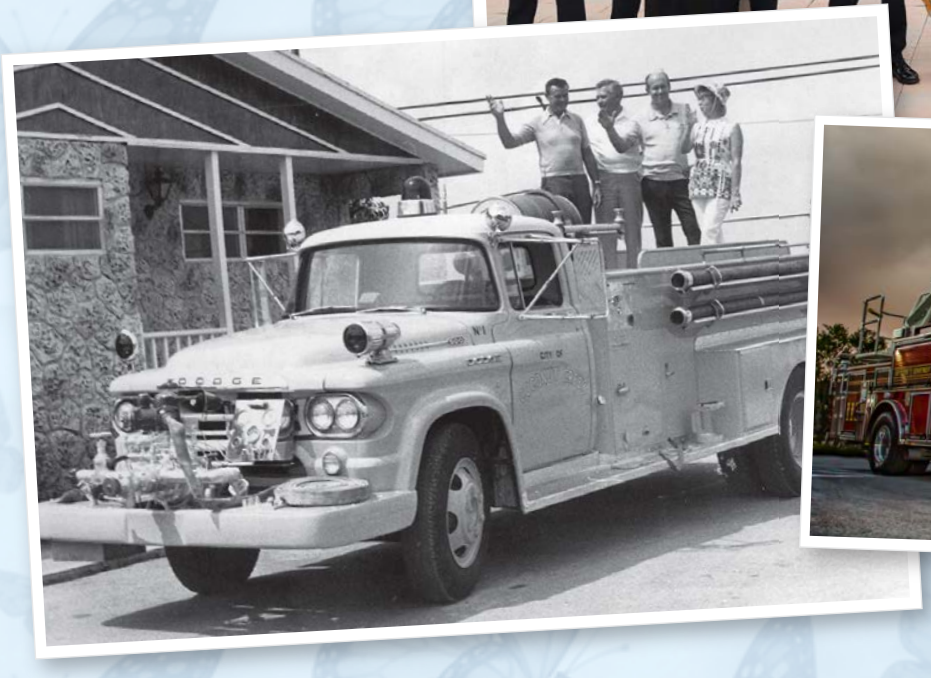


Pictured on this page (top to bottom): City Hall – 1967; City Hall – present day; Windmill Park groundbreaking – 1990; Rowe Center ribbon cutting – 2006; Coconut Creek's first mayor, Gardner George (second from left), poses with the City's first elected city council members in 1967.

A Legacy of Service.
A Future of Possibilities.



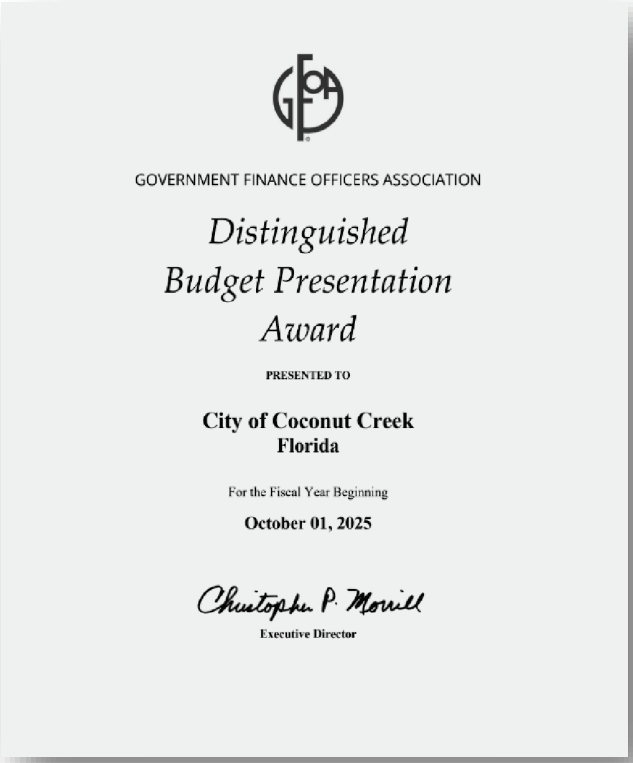








Pictured on this page (top to bottom): Members of the Volunteer Fire Department – 1972; Members of the Fire Rescue Department – present day; fire truck – 1968; Quint fire truck – present day; Jack Rowe (center) and two volunteers study the building plans for the new community center in 1971.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

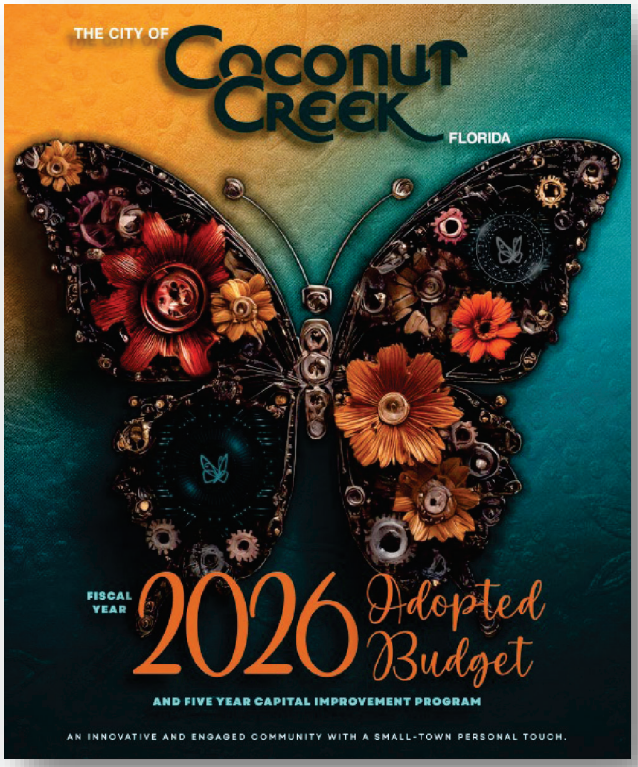
City of Coconut Creek Florida

For the Fiscal Year Beginning

October 01, 2025

Christopher P. Morrill

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) recognizes the City of Coconut Creek, Florida, with the Distinguished Budget Presentation Award for its annual budget for the fiscal year beginning October 1, 2025.

To receive this award, a governmental entity must publish a budget document that satisfies program criteria and serves as a policy document, operations guide, financial plan, and communications device.

The award is valid for one year. The City believes its current budget continues to conform to the program's requirements and is submitting it to GFOA to determine its eligibility for another award.

READER'S GUIDE

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

BUDGET MESSAGE

The first significant section of the FY27 Budget is the City Manager's Budget Message. The reader will gain an understanding of the City Manager's vision, major issues, recommended policy, operational changes, and financial plan.

AT A GLANCE

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

LONG-TERM PLANNING

This section provides an understanding of the City's vision, mission, and strategic priorities. Goals and objectives are linked at a policy level to those of the City. Included in this section are the City's Strategic Plan, Key Performance Indicator Scorecard, Comprehensive Plan, Economic Outlook, Legislative Issues, and Emerging Issues.

BUDGET STRUCTURE

This section provides an overview of the Budget and Financial Policies, a description of the Strategic Priority Budget, an overview of the Budget Process and Budget Calendar, and the basis on which the budget is developed, and a description of the City's accounting funds.

BUDGET OVERVIEW

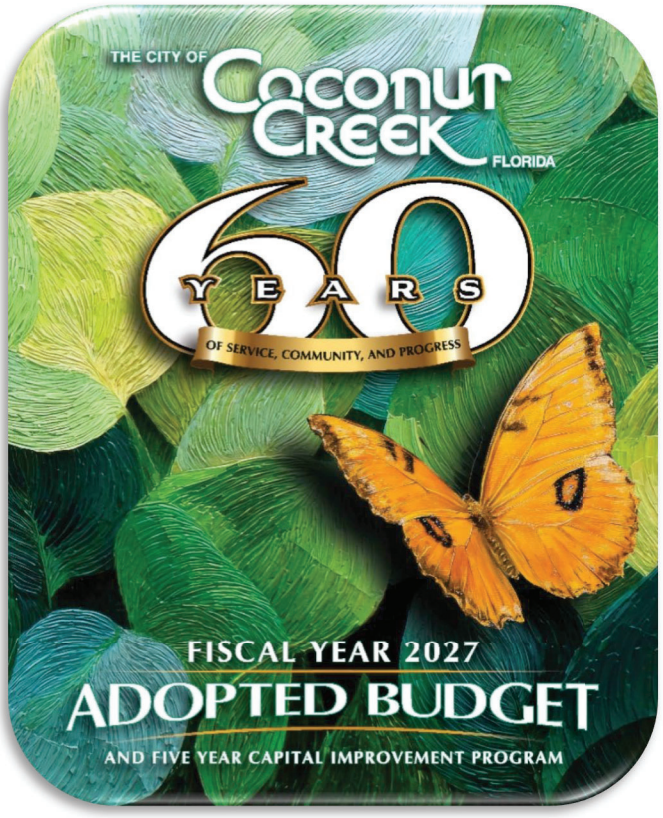
This section provides the reader with a basic overview of the budget. It also answers one of the most often asked questions: "What's included in the Budget?" Included in this section are the Tax Millage Summary, Budget Summary, Fund Summaries, Budget Overview by Fund, and an Expenditure Summary.

REVENUE ANALYSIS

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

PROGRAM SUMMARIES

This section includes the program summaries for FY27. Included are summaries of Program Modifications, Capital Outlay Requests, Capital Improvement Program Requests, as well as the Staffing Overview.



DEPARTMENT SUMMARIES

This section explains the services offered by the City of Coconut Creek. Each department includes an organizational chart, a budget for the department core programs, divisional narratives of programs, key performance indicators, department highlights and accomplishments, explanations of variances between the FY26 and FY27 budgets, a personnel complement, a schedule of line item budgeted expenditures, and program modifications or capital outlay requests, as applicable.

CAPITAL IMPROVEMENT PROGRAM

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

APPENDICES

This section contains a Debt Administration Overview, Debt Fund Summary, Debt Service Requirements, Pledge Revenue Coverage, Budget Ordinance, Resolution for Capital Improvement Program, Millage Rate Ordinance, Glossary, and Acronyms.

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BUDGET MESSAGE



September 24, 2026

Honorable Mayor and Members of the City Commission:

I am pleased to present the Fiscal Year (FY) 2027 Adopted Budget and Capital Improvement Program for your review. More than a financial document, the FY 2027 Budget represents the City's strategic roadmap for the coming year, aligning resources with the City's highest priorities, investing in essential infrastructure and services, and advancing the community's Vision 2030 Strategic Plan. It reflects our commitment to responsible fiscal stewardship, long-term financial stability, and delivering exceptional services to our residents, businesses, and visitors. As one of the most significant policy documents considered by the City Commission each year, the budget serves not only as the City's operational and financial plan, but also as a transparent communication tool demonstrating how public resources are invested to enhance the quality of life in Coconut Creek.

The development of the FY 2027 Budget began with the Strategic Planning Workshop in March where we reviewed recently enacted legislative mandates and discussed proposed legislation that could significantly affect the City's future operations and financial outlook. The workshop established a three-phase strategy to contain costs and prepare the City to address the uncertainty surrounding proposed property tax reform. As part of this budget, staff implemented Phase I, which included reviewing and evaluating vacant positions prior to recruitment, reducing travel and training expenditures, and continuing to pursue grant opportunities to offset existing capital expenditures.

Guided by the City's Vision 2030 Strategic Plan and informed by department needs and operational priorities, emerging challenges, and long-term financial planning, staff carefully evaluated available resources and future obligations to develop a balanced financial plan. The resulting budget maintains essential services, addresses critical infrastructure needs, supports long-term financial sustainability, and provides the resources necessary to implement the City's Mission.

This document reflects the City's commitment to maintaining fiscal stability while strategically investing in the community's highest priorities. Although the City remains in a strong financial position, approaching build-out, potential property tax reform, existing union contracts, evolving legislative requirements, inflationary pressures, and other

economic uncertainties require prudent financial planning, disciplined budgeting, and the strategic allocation of available resources. The budget provides sufficient resources to maintain current service levels, continue investing in the City's capital assets, and position the organization to respond to future financial and legislative challenges, including the potential impacts of property tax reform.

Strategic Priorities

The FY 2027 Adopted Budget includes targeted investments that advance the City's long-term strategic priorities in public safety, infrastructure, economic development, technology, organizational excellence, and quality of life. Together, these initiatives strengthen the City's financial resilience while supporting the high-quality services and amenities provided to residents and businesses.

Key strategic initiatives for FY 2027 include:

- Advancing the MainStreet project and supporting development and redevelopment
- Financing and constructing Fire Station 113 and Fire Administration
- Planning Police Station improvements
- Investing in critical infrastructure through the City's Five-Year Capital Improvement Program
- Expanding technology, artificial intelligence, automation, and cybersecurity to improve service delivery
- Strengthening workforce development and succession planning
- Enhancing resiliency and resource management
- Fostering community engagement and partnerships

The City continues to provide regional leadership by advancing transportation, resiliency, and solid waste initiatives while advocating for projects and policies that protect the interests of Coconut Creek residents and businesses.

Budget Highlights

The City of Coconut Creek remains committed to delivering exceptional public services through operational excellence, continuous improvement, innovation, and responsible fiscal stewardship. To ensure that public resources are allocated responsibly, transparently, and in alignment with the City's strategic priorities, the FY 2027 Adopted Budget includes the following key initiatives and investments:

- The total FY 2027 Adopted Budget for all City funds is $268,491,630, reflecting significant investments in the City's infrastructure and long-term priorities. The increase is primarily attributable to the planned financing of Fire Station 113 which began in FY 2025, the MainStreet Cullum Road Construction Project which will be offset by Transportation Surtax funding, and other planned capital improvement projects. While personnel costs continue to rise due to market and contractual factors, these increases have been largely mitigated through the elimination of six

positions. Operating expenditures remain stable overall, with only modest increases necessary to maintain existing service levels.

- The Property Tax Millage Rate will remain the same at 6.8988 mills; a 5.56% increase over the rollback rate of 6.5357 mills. The rollback rate is the rate that generates the same amount of tax revenue as the current year less new construction.

- The adopted annual Fire Assessment fees for single-family and multi-family homes are $366.59 and $329.93 respectively; a 10% increase over the current rates.

- The adopted annual Solid Waste Collection and Disposal rate for single-family is $493.24 per year, an annual increase of $166.70 over the current rate of $326.54.

- Water and Sewer Rates are scheduled by ordinance to increase by the greater of 2.5%, inflation, or the increase established by Broward County Water and Wastewater Division, effective June 1, 2027.

- Stormwater rates are scheduled to increase by 3.4% based on the annual Consumer Price Index (CPI) adjustment established by ordinance. For a typical single-family home, this equates to an increase of $0.18 per month, from $5.24 to $5.42.

- FY 2027 Capital Budget invests $51,823,570 for capital improvements throughout the City, which includes debt financing for Fire Station 113 of $26,000,000.

- No staffing increases are incuded for FY 2027, as existing service levels can be maintained with current staffing. This reflects the operational efficiencies achieved through organizational changes implemented in FY 2026, which reduced staffing by six vacant positions.

The FY 2027 Adopted Budget includes significant investments in infrastructure, public facilities, and capital assets that support the City's strategic priorities and long-term vision. Major capital investments are summarized below. The sections that follow describe these and other operational initiatives in greater detail.

Capital Improvement Program

The FY 2027 Adopted Budget includes $51.8 million in capital investments that preserve and modernize City infrastructure, enhance public safety, support economic development, strengthen technology and resiliency, and improve quality of life.

The projects highlighted below reflect only a portion of the City's comprehensive capital program. Additional information on all capital projects is provided in the Capital Improvement Program section of the FY 2027 Adopted Budget. The following sections describe many of these investments, along with other major initiatives and operational priorities, in greater detail.

Highlights of the FY 2027 Capital Improvement Program include:

Project	FY 2027 Funding
Fire Station 113	$26,000,000
MainStreet – Cullum Road Construction Project	6,371,890
Redundant Fiber Optic Ring	2,094,830
Fleet Building Rehabilitation	1,300,000
Northeast Utilities Expansion	1,000,000
HVAC Replacement Program	872,500
Comprehensive Street Improvement Program	495,260

Development

The City continues to strengthen its commercial base by supporting business retention and expansion, encouraging strategic redevelopment, and enhancing customer service through initiatives such as the Platinum City Permit Concierge Program. The City also remains focused on securing external funding and leveraging new development to advance priority initiatives, diversify revenues, and support sustainable economic growth.

The Broward County Property Appraiser has reported a preliminary taxable value for Coconut Creek of approximately $6.85 billion, representing an increase of approximately $412.3 million or about 6.41% over the prior year's final valuation. Growth in new construction contributed an estimated $54.9 million or 0.85% in gross value, and property value reassessments increased by $357.4 million or 5.56%. As required by state law, assessed values for homesteaded properties increased by the consumer price index of 2.7% under the Save Our Homes provision.

The continued development of MainStreet remains a strategic priority for the City. Envisioned as Coconut Creek's downtown destination, MainStreet will feature a mix of residential, commercial, recreational, civic, and open space amenities that will establish Coconut Creek's downtown. The development will also serve as the future home of Fire Station 113 and Fire Administration. As development progresses, MainStreet is expected to strengthen the City's tax base, generate new permit and fire assessment revenues, and create long-term economic opportunities. The City will continue investing in the infrastructure and public facilities needed to support future growth and ensure the successful development of City-owned properties within MainStreet.

While MainStreet represents the City's largest economic development initiative, Coconut Creek remains equally committed to supporting its existing business community. The City will continue to encourage business retention, expansion, and strategic redevelopment to foster a diverse, resilient local economy and enhance the quality of life for residents.

The following are commercial projects that are scheduled to be completed or under construction in FY 2027:

- *Greystar Logistics* – Located at the southern gateway to the City at Atlantic Boulevard and Lyons Road, Greystar Logistics is a large-scale industrial development project featuring three warehouse buildings with ancillary office space totaling more than of 350,000 square feet of flexible warehouse and office uses.

- *Sentry Self Storage at Strada* – Nearing completion, the new Sentry Self Storage facility is located within the Strada Plaza. This state-of-the-art facility will offer more than 120,000 square feet of climate-controlled storage in a split four-and-five-story structure, providing secure and convenient options in a contemporary style building.

- *Al Hendrickson Toyota Redevelopment and Expansion* – One of the largest private reinvestment projects currently underway in Coconut Creek, Al Hendrickson Toyota received approval to substantially modernize and expand its existing dealership campus along Sample Road. The redevelopment will increase showroom, sales, and service facilities from approximately 39,000 square feet to nearly 98,000 square feet and includes a six-story structured parking facility containing more than 500 inventory parking spaces.

- *Cusano's Bakery Expansion* – A long-standing Coconut Creek business and regional employer, Cusano's Bakery is expanding its local operations to support continued growth in production and distribution. The project strengthens local employment, reinforces the City's commitment to business retention and expansion, and reflects continued private investment that strengthens the City's long-term economic vitality and tax base.

Grant Administration and External Funding Success

The City continues to proactively pursue grant funding opportunities to supplement local revenues and advance priority capital improvement projects without placing additional burden on taxpayers. During FY 2026, staff applied for $12.7 million in grant funding and expects to secure approximately $5.7 million in awards. The City successfully secured and administered several competitive grant awards supporting environmental stewardship, transportation, parks and recreation, and neighborhood enhancement initiatives, among others.

Notable awards include funding through the U.S. Department of Justice (DOJ) for the Fiber Optic Ring for Resiliency and Redundancy Network Project for $1,031,000, a $100,000 award from the Florida Department of Law Enforcement (FDLE) for the City's drone program, and an award from the Florida Department of Transportation (FDOT) for several traffic education and enforcement initiatives totaling $85,000. Collectively, these awards leverage millions of dollars in external funding to advance strategic City priorities, enhance quality of life, improve infrastructure, expand recreational opportunities, and strengthen the community's long-term resilience. As federal and state funding programs continue to evolve, the City remains committed to proactively identifying and pursuing grant opportunities that align with community needs and the Capital Improvement Program.

Regional Leadership and Advocacy

The City Commission has committed to working collaboratively with local and regional partners to provide leadership, shape regional priorities, advocate for community interests, and develop innovative solutions that strengthen housing opportunities, transportation, resiliency, solid waste management, and economic vitality while ensuring Coconut Creek remains well positioned for the future.

Affordable and Workforce Housing Supply

As part of the MainStreet development, the City is implementing two affordable housing initiatives that expand housing opportunities while supporting long-term economic vitality and workforce needs. Funding for both initiatives is included in the FY 2027 Budget. As growth continues throughout the region, the City remains committed to expanding housing opportunities in a manner that supports economic competitiveness while preserving the character and quality of life that defines Coconut Creek.

Regional Transportation Projects and Funding

Recognizing that transportation and traffic congestion are regional challenges affecting communities throughout South Florida, Coconut Creek remains committed to expanding transportation choices, improving connectivity, and delivering infrastructure improvements that support residents, businesses, and visitors. To this end, the City continues to successfully leverage regional, state, and federal funding, while working collaboratively with regional partners, to advance transportation initiatives that enhance safety, improve mobility, and protect neighborhood quality of life.

Through these collaborative efforts, the City has secured significant external funding for transportation improvements, including a $3.9 million federal appropriation, awarded through a joint application with the Broward Metropolitan Planning Organization (MPO), to construct pedestrian lighting improvements along Lyons Road. Construction is currently underway and will enhance pedestrian visibility, improve corridor safety, and support the City's commitment to creating a safer, more walkable community.

The City also continues to successfully leverage Broward County Mobility Advancement Program (MAP) surtax funding to advance transportation projects that improve safety, connectivity, and mobility throughout the community. MAP funding supports improvements in traffic signalization, roadways, intersections, pedestrian mobility, and public transportation while providing critical funding for future transportation investments throughout Broward County. Coconut Creek has successfully leveraged MAP funding to advance several priority projects, including:

- In FY 2023, the City completed the Comprehensive Street Improvement Project Phase II using MAP funding. In FY 2026, construction began on the Sample Road Multi-Purpose Pathway, with completion scheduled for early FY 2027.

- The City has secured MAP surtax funding for the Cullum Road Extension in MainStreet, which will be constructed by the MainStreet developer as part of the overall development agreement. This project is a vital link for emergency services and to the City's new park facility.
- Coconut Creek's South Creek Neighborhood Improvement Project has been programmed for a $15.9 million award, with design slated for FY 2028 and construction planned for FY 2029.

Together, these projects enhance mobility, improve neighborhood connectivity, support economic development, and strengthen the City's long-term vision for a safer, more connected, and resilient transportation network.

The City also continues to advocate on behalf of residents regarding Florida's Turnpike Enterprise's proposed widening project. Florida's Turnpike Enterprise continues advancing plans to widen Florida's Turnpike from six to ten lanes from south of I-595 to the north City limits, with the expansion constructed entirely on the west side of the existing expressway.

The City remains actively engaged in the project, having retained legal counsel and initiated litigation against the Florida Department of Transportation in August 2025. Staff continues working with Florida's Turnpike Enterprise, elected officials, and the community to advocate for improvements that protect Coconut Creek's neighborhoods, quality of life, and long-term interests. The City also remains committed to keeping residents informed and engaged as the project progresses.

The City will also continue coordinating with Broward County Transit and regional partners as implementation of the TransitFORWARD 2040 Vision Plan advances to help ensure Coconut Creek's transportation priorities remain represented as future transit improvements are implemented.

Water Management, Flood Protection, and Resiliency

Water management, flood protection, and resiliency will become an increasing strategic focus over the coming years. The City will continue implementing its Community Resiliency Plan, incorporating recommendations from the City's Vulnerability Assessment, while evaluating future stormwater infrastructure investments needed to address evolving environmental conditions, aging infrastructure, and long-term community resilience.

The City remains committed to responsible resource stewardship and practical sustainability initiatives that complement these resiliency efforts and promote the long-term sustainability of the community. Working collaboratively with regional partners, Coconut Creek will continue advancing initiatives that strengthen flood protection, water resource management, and long-term community resilience.

Coconut Creek is engaged in regional discussions regarding the future governance of COCOMAR. As responsibilities for regional water management governance evolve, the City will remain involved to help ensure any organizational changes support effective regional coordination while protecting the City's operational and financial interests.

Solid Waste, Recycling, and Environmental Responsibility

Coconut Creek continues to demonstrate regional leadership in solid waste management by implementing innovative programs that reduce waste, improve recycling, and promote responsible resource stewardship.

During FY 2027, the City will continue to build on this leadership by:

- Restoring weekly single-stream curbside recycling for all single-family homes through Republic Services
- Deploying new electric automated collection vehicles equipped with AI-powered contamination detection technology, allowing staff to identify contamination trends, target recycling education, improve program effectiveness, and enhance safety for residents and collection crews through advanced vehicle safety systems
- Expanding the commercial food waste recycling program by launching a new multifamily food waste pilot on October 1
- Expanding the residential composting pilot by adding an additional 50 participants following the success of the initial program
- Continuing to operate the City's glass recycling drop-off program.

At the regional level, Coconut Creek continues to provide leadership through the Broward County Solid Waste Disposal and Recyclable Materials Processing Authority, helping guide the development of a long-term, resilient solid waste system for Broward County. Participating municipalities representing more than 80% of Broward County's population have approved the Facilities Amendment, allowing the Authority to move forward with implementing its long-term Master Plan. The Authority's immediate priority is issuing Requests for Proposals for future solid waste disposal and recycling processing services.

Regional Planning, Growth, and Resilience

Coconut Creek continues to engage in regional planning initiatives that influence long-term growth, infrastructure, resiliency, and economic competitiveness throughout Broward County. Through strategic redevelopment, the Platinum Permit Concierge Program, and external funding opportunities that support initiatives such as MainStreet, the City is promoting sustainable growth and positioning Coconut Creek for long-term economic resilience while preserving its character and quality of life. The City also partners with the Greater Fort Lauderdale Alliance to leverage regional economic development resources, attract targeted industries, assist businesses with expansion and relocation opportunities, promote workforce development, and strengthen the City’s economic vitality.

Tourism and Economic Development

Coconut Creek continues to strengthen its regional identity and economic competitiveness by leveraging its unique assets, including its designation as the Butterfly Capital of the World, greenways and open space, entertainment destinations such as the Seminole Coconut Creek Casino and The Promenade, and the continued redevelopment of MainStreet. By working with regional tourism, business, and economic development partners, the City seeks to enhance community visibility, attract investment, support local businesses, and position Coconut Creek as a vibrant destination for residents, visitors, businesses, and future investment.

Public Safety

Police

The Coconut Creek Police Department remains dedicated to providing exceptional public safety services through professionalism, accountability, community engagement, and innovation. The department proudly maintains its accreditation through the Commission for Florida Law Enforcement Accreditation (CFA), a distinction earned by fewer than half of Florida's law enforcement agencies. This prestigious recognition reflects the department's commitment to excellence in policy development, operational effectiveness, and service delivery.

In support of its mission to protect, serve, and enhance the quality of life for residents, the department recently launched its School Zone Safety Program. Utilizing strategically placed speed detection technology, the program is designed to reduce speeding during critical school-related times, including student drop-off, pick-up, and school hours. By promoting safer driving behavior in and around school zones, this initiative will significantly enhance safety for students, parents, school staff, and the community as a whole.

The department continues to invest in innovative technologies that improve public safety and operational effectiveness. One such advancement is the implementation of an Unmanned Aircraft Systems (Drone) Program, which provides officers with real-time aerial capabilities during critical incidents, crime scene documentation, search operations, and special events. The program enhances situational awareness, improves response capabilities, and increases efficiency while supporting the department's commitment to delivering modern, effective policing services.

Looking toward the future, the City Commission has identified the renovation of the Police Station as a key strategic priority. Constructed in the mid-1980s, the current facility no longer provides the resiliency, technological infrastructure, or operational capacity required of a modern public safety organization. The planned renovation will address these challenges, strengthen hurricane preparedness, enhance operational readiness, and ensure the department remains equipped to meet the evolving needs of the community for decades to come.

To maximize taxpayer resources and offset project costs, the City and Police Department will aggressively pursue state, federal, and other grant funding opportunities. These efforts will support the facility renovation and other critical public safety enhancements while ensuring responsible stewardship of public funds.

Fire Rescue

During FY 2026, Coconut Creek Fire Rescue continued to strengthen its commitment to service excellence, operational readiness, and high-performing government through strategic investments in technology, equipment, and emergency response capabilities.

A significant advancement was the implementation of the Butterfly Bag Valve Mask (BVM), an innovative all-in-one ventilation device designed for patients of all ages. As the only fire rescue agency currently utilizing this technology, Coconut Creek has positioned itself at the forefront of emergency medical care by standardizing airway management, reducing equipment changes, minimizing ventilation errors, and enhancing patient outcomes.

Throughout FY 2026, the department also made targeted capital investments that strengthened responder safety, enhanced emergency response capabilities, and improved operational effectiveness. New mechanical CPR devices, ballistic protective equipment, and powered stair chairs strengthened emergency response capabilities while improving firefighter safety and patient care. Communications and incident coordination were further enhanced through upgraded mobile radios and a foam system enhancement on Quint 94, while additional thermal imaging cameras and Opticom traffic preemption devices increased situational awareness and improved emergency response times.

Building on this momentum, FY 2027 will focus on initiatives that further support firefighter health, safety, and long-term operational resilience. Planned investments include issuing a second set of structural turnout gear for operations personnel, upgrading self-contained breathing apparatus (SCBA) air packs, expanding the City's Opticom traffic pre-emption network, and initiating the phased replacement of LifePak cardiac monitors. The department will also continue advancing the development of the permanent Fire Station 113, strategically located within the City's central corridor to enhance response times, expand service coverage, and meet the community's future public safety needs.

Parks and Recreation

Parks and Recreation enhances the quality of life for residents by providing diverse recreational programs, community events, and well-maintained parks and facilities. Following a comprehensive organizational assessment and departmental reorganization, FY 2027 will focus on strengthening operations through updated policies and procedures, ongoing program evaluation, improving operational efficiency, and responsible long-term planning.

Implementation of the Parks and Recreation Master Plan continues with significant

improvements at Lakeside Park and Oak Trails Park. Planned enhancements at Lakeside Park include new pickleball and basketball courts, a batting cage, a LEED-certified nature center with public restrooms, walking paths, outdoor fitness equipment, landscaping, and expanded parking. The FY 2027 Budget continues these investments in parks, recreation, and community amenities.

The City continues to evaluate recreational programs and facilities to ensure services remain aligned with community needs and the responsible stewardship of public resources. Through ongoing assessments of facility utilization, operating costs, and available recreational amenities, the City remains committed to strategically allocating resources while preserving high-quality recreational opportunities for residents. This data-driven approach supports informed decision-making and ensures recreational services continue to meet the evolving needs of the community.

The department will continue expanding recreational, educational, and cultural programming while promoting responsible resource management through initiatives such as the Pass Up Plastics Policy and the City's resiliency education series. Together, these efforts ensure Parks and Recreation remains well positioned to deliver high-quality recreational opportunities, enhance quality of life, and responsibly steward City resources for years to come.

Information Technology

The Information Technology Department continues to strengthen the City's cybersecurity posture, technology infrastructure, and operational resilience in response to an increasingly complex and evolving cyber threat environment. FY 2027 priorities include enhancing network security, expanding disaster recovery and incident response capabilities, and implementing a redundant fiber optic loop to strengthen continuity of operations, strengthen network resiliency, and provide high-speed connectivity to the new Fire Station 113 and Fire Administration, and the future civic facilities in the MainStreet area. The Department will also continue pursuing grant opportunities to advance cybersecurity, connectivity, and smart city initiatives.

Innovation through Artificial Intelligence

The City remains committed to responsibly advancing the use of Artificial Intelligence (AI) to improve municipal operations and service delivery. In FY 2027, the City's cross-departmental AI Team will continue developing a governance framework to ensure responsible implementation, data privacy, cybersecurity, and appropriate oversight. Through a partnership with Nova Southeastern University, the City will conduct an organization-wide assessment of AI opportunities, benchmark municipal best practices, engage key stakeholders, and develop an actionable roadmap for the responsible implementation of artificial intelligence. These efforts will position the City to leverage emerging technologies to enhance operational efficiency, support data-informed decision making, and improve customer service while maintaining the highest standards of security and public trust.

The City's budget is supported by a diverse portfolio of revenue sources and administered through multiple funds, with the four operating funds consisting of the General Fund, Street Construction and Maintenance Fund, Water and Wastewater Operating Fund, and Stormwater Fund. Through a collaborative budget development process, City staff work across departments to ensure funding requests align with the City's strategic priorities and long-term financial objectives.

Composition of City Funds

General Fund

The General Fund is the City’s largest operating fund, representing more than half of the total City budget. It supports core municipal functions including police, fire rescue, parks and recreation, public works, land development and design, information technology and various administrative departments.

For FY 2027, the City projects $45 million in property tax revenue, which comprises approximately 33% of total anticipated General Fund revenue. The remaining revenues are primarily derived from charges for services, intergovernmental revenues, utility taxes, and franchise fees. Total General Fund revenue required to support the FY 2027 budget is $101,505,320, excluding transfers in and appropriated fund balance.

The FY 2027 General Fund budget totals $135,495,320, reflecting a 5.6% increase, or $7,190,570, over the FY 2026 General Fund budget of $128,304,750. The increase reflects several strategic financial decisions, including $3.1 million in personnel costs, $2.9 million for debt repayment, and $2 million in resources set aside to strengthen the City's financial position and prepare for the potential impacts of property tax reform and other emerging fiscal challenges. As part of this proactive approach, the City has already eliminated six vacant positions and limited growth in personnel costs to approximately 4%. These increases were partially offset by reductions in operating expenditures resulting from department-wide budget reviews that identified process efficiencies and other cost-saving opportunities.

As of September 30, 2026, fund balance reserves are projected at approximately $32.5 million, which is appropriated within the FY 2027 revenue budget. Of this amount, $10 million is designated to balance the budget without overstating revenues, acknowledging that not all appropriated amounts will be expended. The FY2027 Budget reflects the City's continued commitment to its three major capital priorities: Fire Station 113 with Fire Administration, Police Station Improvements, and the MainStreet Development Project. This year's budget includes funding for the construction of Fire Station 113 through debt financing while continuing to advance the remaining priority projects in a fiscally responsible and sustainable manner.

Street Maintenance and Construction Fund

Major revenue sources in the Street Maintenance and Construction Fund include

intergovernmental revenues such as transportation surtax, state revenue sharing, and local option gas taxes. In accordance with state law, these funds are restricted to street construction and maintenance related expenditures. The City continues to actively pursue and leverage Broward County Transportation Surtax funding to help offset community transportation operating costs and enhance local infrastructure.

Enterprise Funds

The City's Enterprise Funds, which include the Water/Wastewater Operating Fund, Water/Wastewater Capital Improvement Fund, and Stormwater Fund, are self-supporting through revenues generated for services provided. As such, these funds do not receive any tax revenue support. The total budgeted revenue for the Enterprise Funds in FY 2027 is $35.2 million, excluding appropriated retained earnings.

Other Funds

The Transportation Surtax Fund accounts for revenues received through the Broward County Mobility Advancement Program (MAP). These funds support improvements in traffic signalization, roadways, intersections, and public transportation, while also providing for future investments in the City's transportation infrastructure. Projects funded through this program in FY 2027 include the MainStreet Cullum Road Construction Project and the Comprehensive Streets Improvement Program.

The Community Improvement Fund is supported by proceeds received from the Seminole Tribe of Florida, Inc. as outlined in a Municipal Services Provider Agreement (MSPA) approved in 1999. Per City ordinance, these funds are restricted for capital improvements, land acquisitions, professional services for the MainStreet area, and repayment of loans or other debt associated with eligible projects. Approximately $18 million in revenue is budgeted for this fund in FY 2027. The City previously secured $20 million in financing in FY 2017 and FY 2018 to support several capital projects, with debt service obligations to be paid from this fund over the next six years. Additionally, this fund will partially finance the new Fire Station 113 and Fire Administration; Police Station Improvements; and the MainStreet Development Project.

The Seminole Mitigation Fund is used to account for revenues received under a mitigation agreement with the Seminole Tribe of Florida, Inc., following the designation of additional tribal property as federal trust lands. These funds are restricted for operating costs and capital improvement projects related to the MainStreet area, as well as other cost associated with mitigating the impacts associated with the additional lands being placed into federal trust. For FY 2027, approximately $4.4 million in revenue is budgeted. Of this amount, $1 million will be transferred to the General Fund to support police and fire services, another $1.7 million used for various police and fire equipment, and the balance reserved to support future capital priorities.

The 2027 Capital Projects Fund was established to account for debt proceeds and related expenditures associated with the City's major debt-financed capital initiatives, including Fire Station 113 and Fire Administration, Police Station Improvements, and the

MainStreet Development Project. In FY 2027, the fund includes approximately $26 million for the construction of Fire Station 113 and the Fire Administration facility, which will be financed through the issuance of debt.

The Capital Improvement Program Fund is used to account for the acquisition, construction, rehabilitation, and replacement of the City's capital assets and infrastructure. The FY 2027 budget includes funding for a broad range of recurring capital improvement projects that preserve existing infrastructure, extend the useful life of City facilities and equipment, enhance public safety, improve parks and recreational amenities, maintain transportation infrastructure, and strengthen the City's technology and cybersecurity environment.

The Parks Improvement Fund, Utility Undergrounding Fund, and Public Safety Fund are all capital project funds supported by developer-contributed impact fees. These revenues help offset the cost of capital infrastructure required as a result of new development. Past uses of these funds include the construction of park amenities, underground utility installations, and Police and Fire capital expenditures.

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

COLA and Insurance Benefits

As part of the annual budget process, the City evaluates employee compensation and benefits to balance responsible stewardship of public resources with the need to recruit and retain a qualified workforce necessary to deliver the quality of service residents expect and deserve. This disciplined approach will continue as the City prepares for the potential revenue impacts of the proposed statewide property tax reform scheduled for voter consideration in November 2026. Compensation decisions are informed by objective measures, including market comparisons with surrounding municipalities, the local Consumer Price Index (CPI), and the City’s financial outlook.

In accordance with their respective collective bargaining agreements, police bargaining unit employees will receive a 3.5% cost of living adjustment (COLA) in FY 2027. A 3.5% COLA is also included for general employees based on market conditions, the CPI, and the City’s financial outlook. COLA adjustments for members of the fire rescue bargaining units remain subject to completion of the collective bargaining process.

Medical insurance premiums will increase by 6.9% in FY 2027. To help manage the impact of rising healthcare costs while maintaining competitive employee benefits, the City will increase its contribution toward family coverage under the High Deductible Health Plan (HDHP) to 85% of premiums, with a corresponding increase in contributions for employees electing the buy-up medical plan. The City will also continue to fully fund employee-only HDHP coverage and provide a $1,000 annual contribution to Health Savings Accounts (HSAs) for eligible employees enrolled in the HDHP. The total

estimated cost of these medical insurance contribution adjustments is approximately $489,000.

Closing Remarks

Coconut Creek remains steadfast in its vision of being an innovative and engaged community with a small-town personal touch. The investments and initiatives reflected in the FY 2027 Adopted Budget demonstrate our continued commitment to delivering exceptional municipal services, strengthening our infrastructure, and enhancing the quality of life for our residents and businesses. At the same time, this budget maintains the financial flexibility necessary to respond to emerging opportunities, address evolving challenges, and preserve the City's long-term financial strength. Together, these investments position Coconut Creek to remain a resilient, innovative, and fiscally responsible community that is well prepared for the future.

I would like to sincerely thank our department directors and their teams for their hard work, collaboration, and dedication throughout the budget process. Their willingness to collaborate, thoughtfully evaluate priorities, and identify innovative solutions has resulted in a budget that reflects the City's strategic priorities, supports exceptional service delivery, demonstrates our shared commitment to responsible fiscal management, and positions the City to successfully address future opportunities, emerging issues, and evolving challenges.

Finally, I would like to thank the City Commission for your continued leadership, vision, and commitment to the City of Coconut Creek. Your dedication to preserving and enhancing our community's exceptional quality of life continues to shape the "Butterfly Capital of the World" into a vibrant, innovative, and thriving city where people are proud to live, work, and play.

Respectfully submitted,



SHEILA ROSE
City Manager



PETA-GAY LAKE
Director of Finance and Administrative Services

AT A GLANCE



COCONUT CREEK

The City of Coconut Creek is a full-service municipality located within the north central portion of Broward County, the second most populated county in the State. The City was incorporated in 1967 by the Legislature of the State of Florida and is approximately 12 square miles. Coconut Creek is located just north of Fort Lauderdale and abuts unincorporated Palm Beach County to the north. Location is key and, with easy access to major highways, airports, and the Atlantic Ocean, Coconut Creek is the ideal location to live and to run a business. The City is less than 10 miles west of the beach, and the sub-tropical climate provides comfortable living year-round. With an estimated population of 57,888, Coconut Creek has received an overall grade of "A" by Niche.com, a community ratings website that looks at a variety of factors including safety, walkability, cost of living, schools, and more.

The City was originally developed for residential purposes with a mix of multi-family and single-family development. Because the tax burden historically rested on residential properties, the City has various economic development initiatives, partners, and networks to encourage new businesses to locate within the City.

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

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

Residents of Coconut Creek enjoy many recreational services within City limits, including eighteen local parks and two recreation facilities: the Community Center and the Recreation Complex. The City's parks and facilities offer many inviting amenities, such as baseball/softball fields, soccer/football fields, tennis courts, pickleball courts, racquetball courts, volleyball courts, basketball courts, a roller hockey rink, playgrounds, pavilions, nature/walking trails, meeting rooms, gymnasiums, a boat ramp, an outdoor amphitheater, a dog park, fitness centers, a senior center, and much more. Residents of all ages and abilities partake in these parks and recreation services, including recreation programs, athletic leagues/clinics, day/summer camps, personal training, group exercise classes, lectures, theater productions, socials, special needs programming, special events, and many more.



The Coconut Creek Senior Expo: A wealth of information, resources, services, and activities tailored for seniors and their caregivers



Coconut Creek Youth Flag Football provides an opportunity for youth to participate in team sports while learning good sportsmanship, teamwork, and leadership

In a continuing effort to create and maintain a healthy balance between new growth and resource conservation, the City has adopted a resilient planning approach to creating a unique lifestyle for its residents and businesses. MainStreet, an innovative planning project that embraces the City's desire for resiliency with innovative design standards, will create a pedestrian-oriented, mixed-use downtown development in the center of Coconut Creek. Currently, MainStreet is home to the Promenade at Coconut Creek – MainStreet's first commercial development, the Seminole Casino Coconut Creek, and Monarch Station – MainStreet's first residential development. Further development of this area is also included in the Parks and Recreation Master Plan to ensure the City's legacy of parks and open spaces will continue throughout MainStreet's growth. Over the last two years, City staff has been working with a development team that proposes to bring the MainStreet vision to life. In the winter of 2023, the City Commission approved the MainStreet Master Plan that includes 105,000 square feet of commercial development, over 2,360 residential dwelling units, and an abundance of active and passive recreational uses.



Coconut Creek's MainStreet Area will be a mix of commercial and residential developments with a civic space area

Hard work and a commitment to its residents through strategic planning have continued to make Coconut Creek an award-winning City with recognitions by outside agencies through the presentation of various awards and certificates, including:

- **Awarded the Distinguished Budget Presentation Award** from the Government Finance Officers Association (GFOA) for FY26
- **Awarded the 2026 Award for Excellence in Public Procurement** from the Florida Association of Public Procurement Officials (FAPPO) for meeting or exceeding benchmarks in public procurement
- **Awarded 2026 Sunsational Awards** from the Florida Festivals and Events Association; 1st Place Award for our Groove N Grub banner, 2nd Place Award for our Butterfly Run T-shirt, and 3rd Place Award for our Holocaust Remembrance event promotional video
- **Awarded the 2026 Bell Seal Award for Workplace Mental Health (Gold Level)** from Mental Health America
- **Awarded the 2026 Well-Being Works Better Award (Gold Level)** from the American Heart Association

- **Awarded the 2025 Healthiest Employees Award** from the South Florida Business Journal
- **Designated 2025 Healthy Workforce (Gold Level)** by Cigna Healthcare
- **Awarded the 2025 Rocky Pomerance Law Enforcement Excellence Award** from the Florida Police Chiefs Association for our Friendly Responder Program
- **Designated 2025 Tree City USA** by the Arbor Day Foundation
- **Certified as a 2025 Community Wildlife Habitat** by the National Wildlife Federation (NWF)
- **Certified as a 2025 Mayors' Monarch Pledge City** by the National Wildlife Federation (NWF)
- **Awarded the 2025 City Star Award** from the Landscape Inspectors Association of Florida (LIAF)
- **Awarded the 2024 Achievement of Excellence in Procurement Award** from the National Procurement Institute (NPI)
- **Awarded the Certificate of Achievement for Excellence in Financial Reporting (ACFR)** from the Government Finance Officers Association (GFOA) for FY24
- **Awarded the Popular Annual Financial Reporting Award (PAFR)** from the Government Finance Officers Association (GFOA) for FY24
- **Awarded the 2024 Gold Standard** from the Commission on Accreditation of Ambulance Services (CAAS) through FY27
- **Awarded the 2024 Florida Law Enforcement Accreditation** from the Commission for Florida Law Enforcement Accreditation (CFA) through FY27

Once known for its natural areas and farmlands, Coconut Creek has blossomed into a vibrant and unique community. Our City is dedicated to continuing its mission of delivering exceptional, responsive services to residents, businesses, and visitors. With deliberate architecture which combines function and style, our development efforts promote mixed land use to create purposeful spaces and ensure a resilient future. We are committed to fostering economic growth and providing enriching cultural, educational, and recreational opportunities. Our goal is to make Coconut Creek "An innovative and engaged community with a small-town personal touch."

CITY OF COCONUT CREEK AT A GLANCE

Date of Incorporation	**February 20, 1967**
Form of Government	**Commission-Manager**
Area (including water)	**12.78 square miles**
Total Adopted Fiscal Year 2027 Budget in millions (including Enterprise Funds)	**$268,491,630**

City Demographics

Population (as of April 1, 2026)	57,888
Median Age	41.5
Median Household Income	$75,014
Average Household Size	2.39
Percentage of Single Households	30.9%
Percentage of Married Households	69.1%
Percentage of Families with Children*	27.9%
Single Family Home Median Market Value	$503,996
Registered Voters	39,906

Police Department

Number of Stations	1
Sworn Officers	117
Civilians	45

Fire Rescue Department

Number of Fire Stations	3
Fire Fighters	76
Civilians	4
Fire Engine/Ladder	3
EMS Transport Units	3
FY26 Total Fire/EMS Runs	7,582
FY26 Avg. Response Time Fire/EMS	6m 19s

Major Employers

	Employees
Seminole Coconut Creek Casino	1,647
Broward County School Board	708
Broward College North Campus	633
Atlantic Technical College	531
City of Coconut Creek	520
Al Hendrickson Toyota	324
Vista BMW	254
Walmart	236
Publix	217
Cusano's Bakery	153

Solid Waste Collection

	Number
Residential Accounts	8,680

Public Schools Located in the City

Elementary Schools	Enrollment
Coconut Creek K-5 Academy of Excellence	432
Tradewinds Elementary	843
Winston Park Elementary	855
Middle Schools	
Coconut Creek 6-8 Academy of Excellence	67
Lyons Creek Middle	1,290
High Schools	
Atlantic Technical High School	688
Coconut Creek High School	2,132
Monarch High School	2,207
Dave Thomas Education Center	503
Colleges / Technical Schools	
Atlantic Technical Center	7,205
Broward College North	13,324

Existing Land Usage (%)

Residential	47%
Commercial	10%
Industrial	2%
Recreational	18%
Community Facilities	6%
Other	17%

Utility System

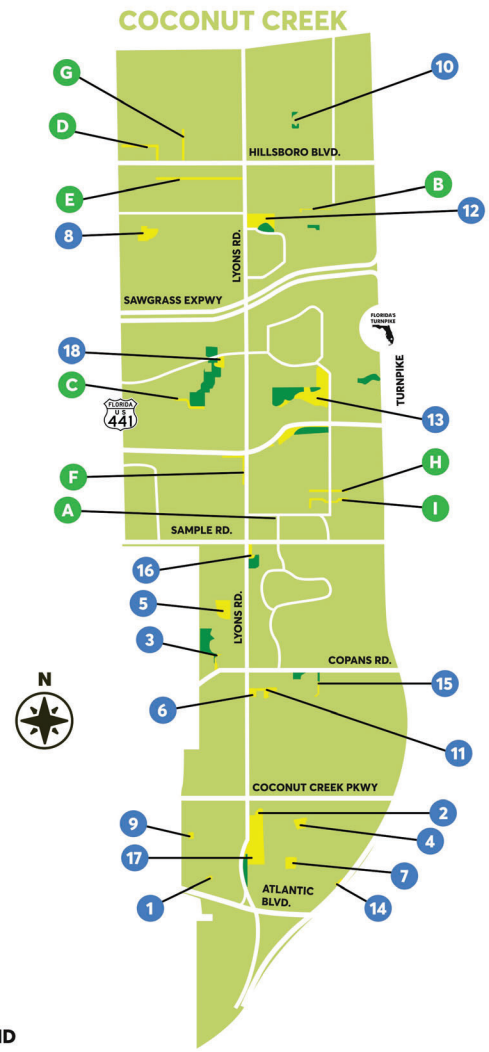
	Quantity
Active Accounts	
Water	12,136
Capacity per day (thousand gallons)	
Water (tgd) max.	8,500
Sewer (tgd) max.	6,540
Miles of Water and Sewer Mains	
Water	286
Sewer	240
Fire Hydrants	2,025
Lift Stations	59

Principal Property Taxpayers

	Taxable Value
MFREVF IV Cypress LLC	$103,188
Teachers Ins. & Annuity Assn.	$92,176
Florida Power & Light Co.	$88,642

CITY OF COCONUT CREEK AT A GLANCE

Parks and Greenways



LEGEND

- CITY PARK
- CITY PRESERVE

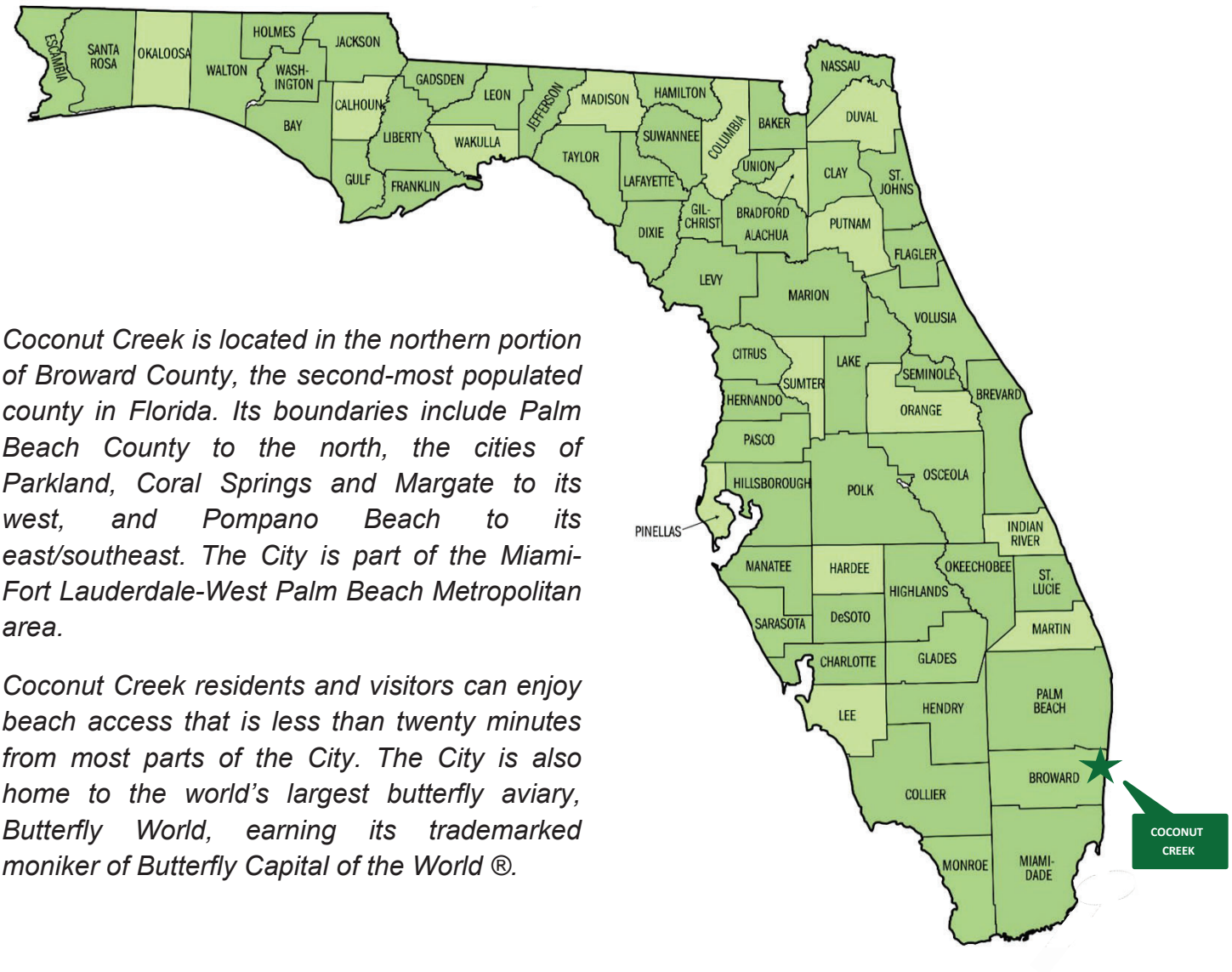
Tradewinds Park, Fern Forest Nature Center, Kristen Jacobs Natural Area, and Helene Klein Pineland Preserve are within our city limits and are managed and maintained by Broward County, (954) 357-8100.

- **A Coral Tree** 0.21 miles
  3800 Lyons Road
- **B Country Lakes**
  6800 NW 39th Avenue
- **C Hilton Road** 0.28 miles
  5100 Hilton Road
- **D Long Pine North** 0.18 miles
  5551 West Hillsboro Boulevard
- **E Long Pine South** 0.68 miles
  6901 Lyons Road
- **F MainStreet** 0.38 miles
  4800 Wiles Road
- **G Pinecreek** 0.25 miles
  5101 West Hillsboro Boulevard
- **H Whispering Pines**
- **I Whispering Trails** 0.38 miles
  3844 NW 42nd Avenue

1. **Coco Point Park**
   4870 NW 6th Street
   Playground, Outdoor Fitness, Gazebo, Concrete Games, Nature-Themed Education Stations
2. **Community Center | Creek Fit South**
   1100 Lyons Road
   Playground, Walk Path, Fitness Center, Restrooms, Gymnasium, Lake View, Splash Pad, Basketball Courts, Fishing Dock, Pickleball Courts, Senior Center
3. **Cypress Park**
   2465 NW 49th Terrace
   Playground, Walk Path, Volleyball Court, Pavilion Rental, Nature Preserve, Restrooms
4. **Donaldson Park | Rowe Activity Center**
   900 NW 43rd Avenue
   Playground, Boat / Kayak Launch, Walk Path, Volleyball Court, Gazebo, Pavilion Rental, Private Rental Facility, Memorial Bench, Restrooms
5. **George S. Gerber Memorial Park**
   4715 NW 30th Street
   Playground, Walk Path, Athletic Fields, Basketball Court, Volleyball Court, Restrooms
6. **Golden Raintree Park**
   2200 Lyons Road
   Green Space
7. **Hosford Park**
   4422 Coconut Creek Boulevard
   Walk Path, Athletic Field, Restrooms
8. **Lakeside Park**
   5555 Regency Lakes Boulevard
   Playground, Walk Path, Athletic Field, Picnic Area, Restrooms
9. **Lakewood Park**
   4966 NW 10th Street
   Playground, Walk Path, Outdoor Fitness, Picnic Area, Concrete Games
10. **Oak Trails Park**
    4230 NW 74th Street
    Walk Path, Nature Preserve, Outdoor Fitness
11. **Pond Apple Park**
    4440 NW 22nd Road
    Playground, Lake View, Nature Preserve, Picnic Area
12. **Recreation Complex | Creek Fit North**
    4455 Sol Press Boulevard
    ADA Playground, Walk Path, Athletic Fields, Gymnasium, Basketball Courts, Fitness Center, Restrooms, Nature Preserve, Pavilion Rental, Splash Pad, Car Charging Stations
13. **Sabal Pines Park**
    5005 NW 39th Avenue
    Playgrounds, Walk Path, Athletic Fields, Hockey Rink, Pickleball Courts, Restrooms, Memorial Bench, Nature Preserve, Pavilion Rental, Tennis Courts, Batting Cages
14. **Sunshine Drive Park**
    346 Sunshine Drive
    Playground, Quarter Court Basketball
15. **Township Estates Park**
    2140 NW 40th Avenue
    Nature Preserve
16. **Veterans Park**
    3550 Lyons Road
    U.S. Flag Honor, Memorial Plaques, Veteran Tribute, Walk Path
17. **Windmill Park | Dog Park**
    700 Lyons Road
    Playground, Walk Path, Basketball Courts, Volleyball Courts, Pickleball Courts, Tennis Courts, Racquetball Courts, Dog Park, Restrooms, Lake View, Outdoor Fitness, Car Charging Stations
18. **Winston Park & Nature Trail**
    5201 NW 49th Avenue
    Playground, Walk Path, Basketball Courts, Volleyball Courts, Tennis Courts, Racquetball Courts, Nature Preserve, Picnic Area, Nature Trail, Restrooms

NEED MORE INFO?
For information about field and pavilion permits, hours of operation, and more comprehensive park details, visit CoconutCreek.gov/Parks, call 954-545-6600, or stop by the Sabal Pines Park administrative office at 5005 NW 39th Avenue Monday through Friday, 9:00 AM to 5:00 PM.

LOCATION



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

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



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

HISTORY OF COCONUT CREEK

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

In 1956, the City of Pompano Beach, on the far northeastern side of Broward County, had been growing for several decades. To the west, the Town of Margate was incorporated as a City, six years later. The area in between was acres and acres of farmland where beans, peppers, tomatoes, eggplant, and pumpkins were grown.

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

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

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

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

Aside from brochures and traditional advertising, promotional events were organized in an effort to attract potential buyers to the area. One of the most popular promotional events utilized the neighborhood's many canals. The widened section of the canal between Northwest 43rd Avenue and Northwest 45th Avenue created Lake Julie and the adjoining lagoon. In 1964-65, area ski clubs held exhibition shows on these waters every Sunday afternoon. Every month, these shows brought in hundreds of spectators from all over the country.

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

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

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

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

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

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

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

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

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

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

COCONUT CREEK HIGHLIGHTS

1967 The City of Coconut Creek is incorporated.

1970 The City's first school, Coconut Creek Elementary, opens; City census: 1,359 residents.

1971 The City's Charter is adopted; the City of Coconut Creek Police Department is created.

1972 Coconut Creek High School opens; the City of Coconut Creek Volunteer Fire Department is created.

1973 The Coconut Creek Community Center opens.

1980 City census: 6,288 residents.

1982 The Coconut Creek Public Safety Department is established by City Charter, phasing out volunteer firefighters.

1983 Coconut Creek Plaza, the first major shopping area in the City, is completed.

1986 Government Center opens.

1987 The City celebrates its 20th anniversary.

1988 Butterfly World at Tradewinds Park South opens; the City receives its first Tree City USA designation award; Ted Thomas Activity Center is dedicated.

1989 Veterans Park is dedicated.

1990 Winston Park Nature Center opens; Winston Park Elementary opens; City census: 27,485 residents.

1992 Cocoplum Park and Windmill Park open; SOS Children's Village Foster Care Neighborhood opens; the City celebrates its 25th anniversary.

1993 The Public Safety North Substation is dedicated; the City's first bus shuttle service begins operation; Holiday Fantasy of Lights opens at Tradewinds Park.

1994 The Recreation Complex opens.

1996 Tradewinds Elementary School opens; the Coconut Creek Community Center is dedicated as Rowe Community Center.

1997 Cocoplum Park is rededicated as George S. Gerber Memorial Park; the City celebrates its 30th anniversary.

1998 The City Commission approves the resolution for the design of Sabal Pines Park.

1999 The City's Municipal Service Provider Agreement with the Seminole Tribe is approved; Lakeside Park is dedicated.

2000 Seminole Casino Coconut Creek opens; the City contracts with the City of Margate for fire and EMS services; Lyons Creek Middle School opens; City census: 45,517 residents.

2002 The City is declared the "Butterfly Capital of the World"; the City celebrates its 35th anniversary.

2003 The inaugural Butterfly Celebration and 5K "Butterfly Run" is held.

2004 The City receives the Emerald Award from Broward County for environmental preservation leadership; MainStreet Master Plan is unveiled to residents.

2005 Coconut Creek Community Center grand opening is held; MainStreet design is approved by the State of Florida; The City is named "Community Wildlife Habitat" by the National Wildlife Federation.

2007 The groundbreaking of the first MainStreet project is held for the Promenade at Coconut Creek shopping center; the City celebrates its 40th anniversary.

2008 The City celebrates groundbreakings and ribbon-cuttings for several major commercial developments including JM Lexus and El Dorado Home Furnishing Center.

2009 The Promenade at Coconut Creek shopping center grand opening is held.

2010 The City is recognized for its Reclaimed Water Project from the Broward branch of the American Society of Civil Engineers; Money Magazine ranks Coconut Creek 48th Best Places to Live; City census: 52,934 residents.

2011 The City is awarded Audubon Sustainable Community Certification from Audubon International; the City is honored by ICLEI – Local Governments for Climate Protection Achievements.

2012 The City receives the Playful City designation for its initiatives to reduce childhood obesity by creating innovative programs to get children active, playing, and healthy.

2013 The Public Works / Emergency Operations Center Administration Building is completed; the City is awarded the Green Leaf Award from the Broward League of Cities.

2014 The City is recognized as the 9th Top City to Live in Florida by Movoto Real Estate Brokerage; the City's first hotel, Hampton Inn and Suites, opens.

2015 The Sun Sentinel ranks Coconut Creek as one of the best mid-sized employers in the tri-county area; the City earns a Gold-Level Certification under the Florida Green Building Coalition's (FGBC) Green Local Government program; Cusano's Bakery opens its manufacturing and distribution facility; the City's first movie theater, Silverspot Movie Theater, opens in the Promenade at Coconut Creek shopping center.

2016 Coconut Creek is ranked as the 10th safest place to live in Florida among large cities by ValuePenguin; five gold medals are earned for the "Let's Move!" public health campaign, making the City #1 in the country; Cooper's Hawk restaurant opens in the Promenade at Coconut Creek shopping center.

2017 The City earns a Class 1 rating from the Insurance Services Office (ISO) for the overall effectiveness of the City's Fire Department; the City earns a Healthy Weight Community Champion designation from the State Surgeon General; Fire Station #50 is completed; the City celebrates its 50th anniversary.

2018 Windmill Park has a grand re-opening after undergoing major renovation; Seminole land goes into trust; Monarch Station, MainStreet's first residential development, is completed; the City is recognized as the 9th safest City in Florida by SafeHome.org; Texas Roadhouse restaurant opens in the Promenade at Coconut Creek Shopping Center.

2019 The Police Department receives accreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), the highest honor a law enforcement agency can receive; the City is named Tree City USA for the 30th consecutive year by the Arbor Day Foundation; voters approve a one-cent surtax to assist with improvements on the county's transportation system; Teen Political Forum, along with three new advisory boards (Education, Public Safety, and Communication), is implemented; planning phase of the Parks and Recreation Master Plan is completed.

2020 The City is awarded a $1 million grant from Broward County for the Hillsboro Corridor Redevelopment project; the Parks and Recreation Master Plan is adopted; the City is recognized as 11th "Best Places to Live in Florida" and ranked 26th "Safest City" among Florida's 50 Safest Cities by SafeWise; the City's first pet lodge, Pet Paradise, opens on Hillsboro Boulevard; Naked Taco restaurant opens in the Promenade at Coconut Creek shopping center; the City is recognized by Government Fleet Magazine as a notable fleet in the Leading Fleets program; the City's splash pad parks, CocoIsland and CocoParadise, are completed.

2021 The Coconut Creek Fire Rescue Department is established; the City adopts its updated 10-year strategic plan – Vision 2030; the Police Department receives reaccreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), the United States Police Canine Association (USPCA) Certification, and the Florida Department of Law Enforcement (FDLE) Canine Team Certification; the City launches CocoNEWS, CreekTALK Kids, and Creek Fit online training in response to COVID-19; Unity in Our Community program is developed to proactively address continued improvement in the Coconut Creek community.

2022 Implementation of the Parks and Recreation Master Plan begins; the City is Awarded Healthiest Employer designation by South Florida Journal; the City Commission approves the future arrival of the Cheesecake Factory restaurant in the City; Lyons Road Mobility Project is completed; Coconut Creek hosts its first Juneteenth event.

2023 Coconut Creek is ranked 1st in the Mid-sized Employer category for the 2023 Healthiest Employers of South Florida; the City launches its first phone app, CreekArmor, providing a one-to-one line of communication between residents and the Police Department; the City successfully transitions dispatch communication services from Broward County to the City of Coral Springs, resulting in improved response times; the Police Department hosts the United States Police Canine Association (USPCA) Region 1 Field Trials; the City is awarded the 2022 Niagara Perk Your Park grant for Coco Point Park.

2024 The City is awarded 3rd place for the Healthiest Employees of South Florida; Rule G Brewing Co., Coconut Creek's first microbrewery, opens; the Chamber participates in the ribbon-cutting event for the 100th franchise of Clean Eatz Café, which recently opened in Coconut Creek; to support our environment, the City expands its environmental efforts and adopts the Resilience Action Plan (Formerly the Green Plan and Climate Action Plan); the City Clerk Department, in collaboration with Granicus, implements a new tool for community members to subscribe to public meeting agendas; the Coconut Creek Fire Rescue Department welcomes volunteer firefighters from Bomberos Maipú in Chile.

2025 The Police Department receives reaccreditation through the Commission for Florida Law Enforcement Accreditation, Inc. (CFA) with a perfect score, valid through 2027; the Fire Rescue Department receives accreditation from the Commission on Accreditation of Ambulance Services (CAAS), making it the 26th agency in Florida – and only the 185th nationwide – to achieve this distinction; Sprouts Farmers Market opens in the City; Cali Coffee opens drive-thru coffee franchises at two locations in the City; Coconut Creek Mazda car dealership opens in the City; City census: 57,673.

2026 The MainStreet project progresses with lake excavation, invasive species removal, Cypress Preserve restoration, and ongoing demolition and geotechnical work, preparing multiple blocks for utilities and future vertical development; the Police Department receives the Rocky Pomerance Law Enforcement Excellence Award for our Friendly Responder Program; the City is ranked best retirement town for the upper-middle class by GoBankingRates; Sunshine Drive Park receives a refresh; Urban Paws Animal Clinic opens in the City; Lèlior Fragrances opens in the Promenade at Coconut Creek shopping center; members of the Coconut Creek Fire Rescue Department volunteer in Venezuela after its northern region is struck by earthquakes.

DEMOGRAPHICS

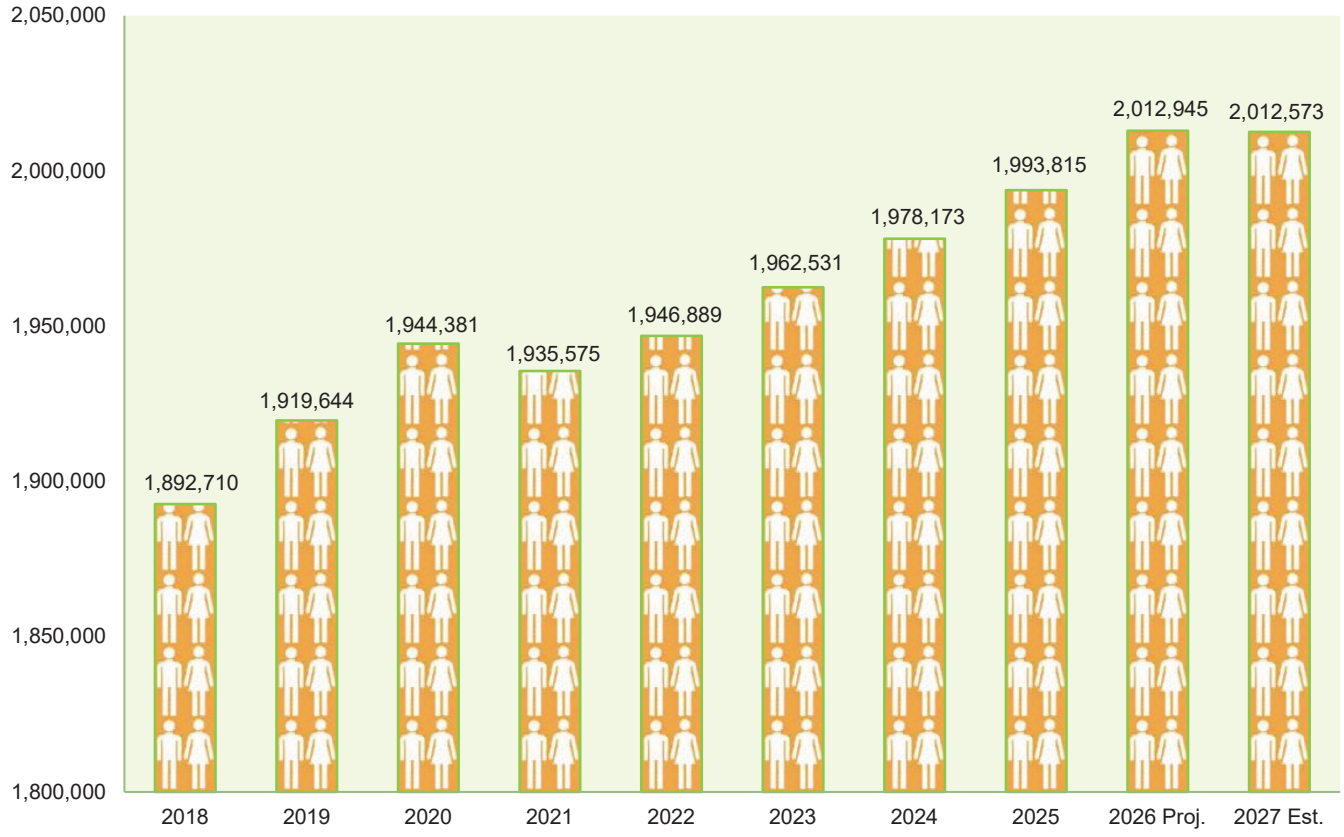
Population Demographics

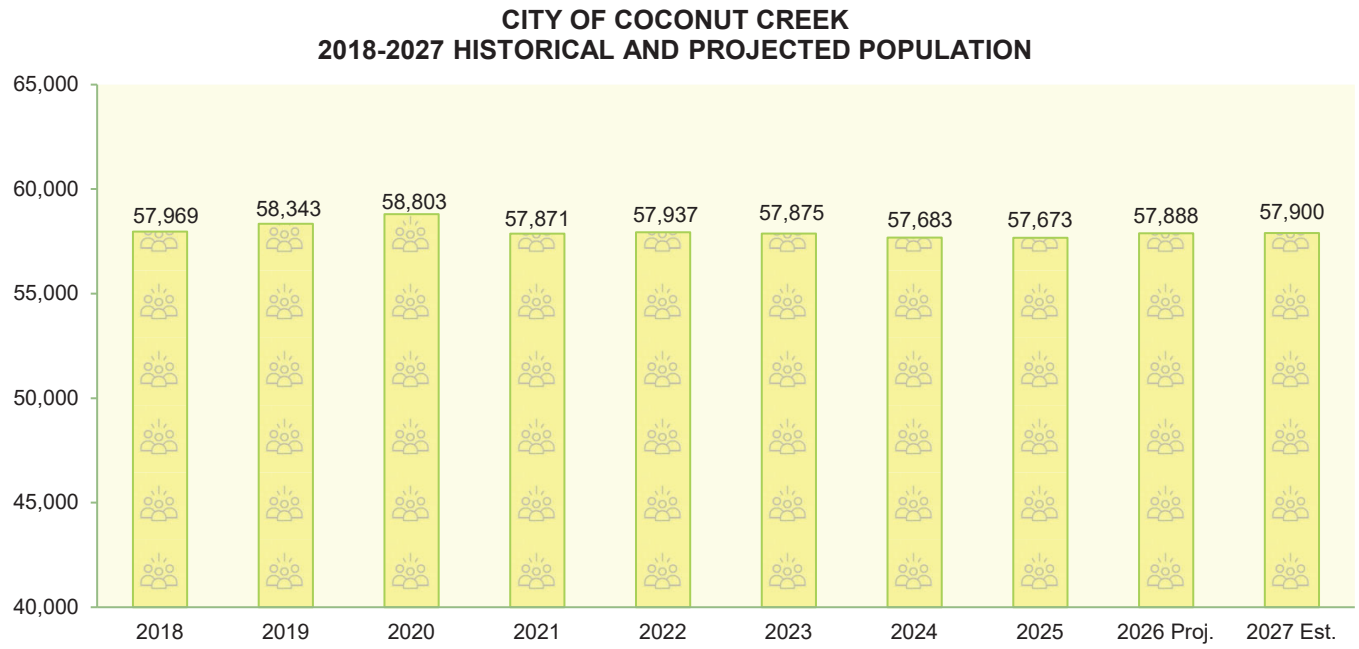
The U.S. Census Bureau conducts a nationwide census every ten years, with the most recent decennial census completed in 2020. The information collected is used to analyze key areas such as: (1) Population; (2) Employment; (3) Business and Economy; (4) Income and Poverty; (5) Families and Living Arrangements; (6) Housing; (7) Education; (8) Health; and (9) Race and Ethnicity.

Florida, with a projected population of approximately 23.66 million residents in 2026, remains the third-most-populous state in the nation. Its continued growth is supported by a strong economy, employment opportunities, favorable climate, educational system, and appeal as a relocation destination. In July 2026, U.S. News & World Report ranked Florida as the No. 1 state for higher education for the tenth consecutive year, reinforcing the state's continued commitment to accessible, affordable, and high-quality education.

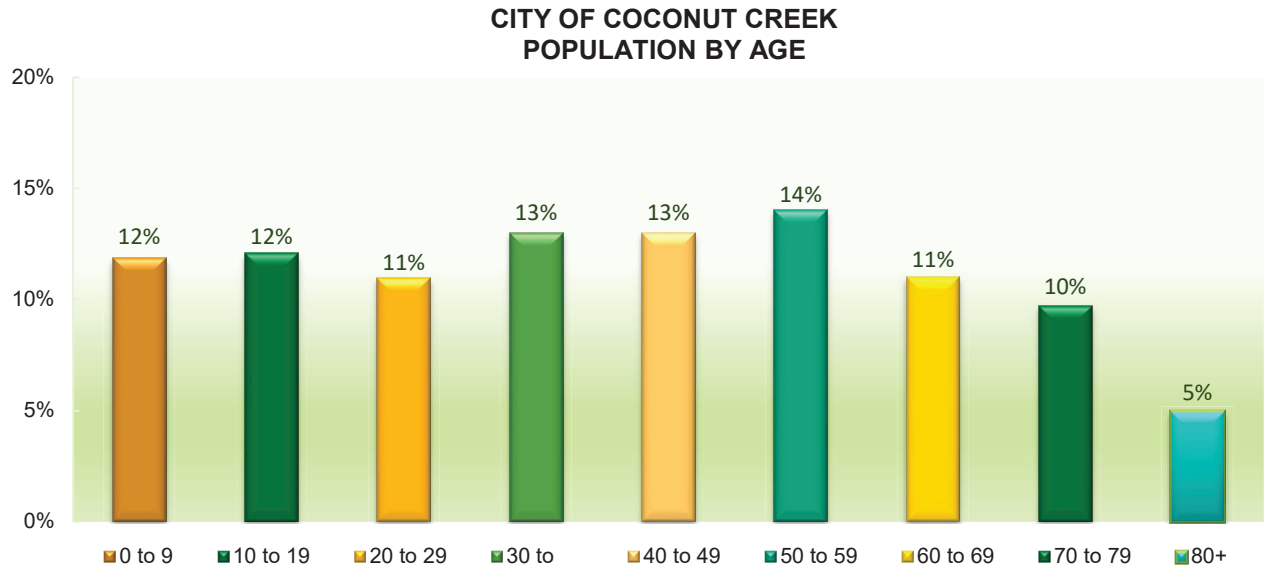
Broward County's population is estimated at more than 2.01 million residents, according to the latest available U.S. Census Bureau data. Coconut Creek's preliminary population estimate for April 1, 2026, is 57,888 residents, according to the University of Florida's Bureau of Economic and Business Research. The City's population remains relatively stable, while continued development, including the MainStreet project, is expected to expand residential and commercial opportunities and support future growth. These investments reflect Coconut Creek's continued appeal and long-term development potential.

BROWARD COUNTY
2018-2027 HISTORICAL AND PROJECTED POPULATION





The chart above highlights population trends from 2018 through FY 2027, showing Broward County's continued growth while Coconut Creek's population has remained generally stable. Coconut Creek's preliminary population estimate for FY 2027 revenue-sharing purposes is 57,888 residents. Continued investment and development throughout the area are expected to create future opportunities and reinforce the community's appeal. Monitoring population trends remains important because these estimates help determine the City's share of state revenues and other population-based funding. Coconut Creek continues to be recognized as an attractive and family-friendly community, ranking among the top five Best Suburbs to Live in Broward County and sixth among the Best Places to Raise a Family in Broward County in Niche's 2026 rankings.

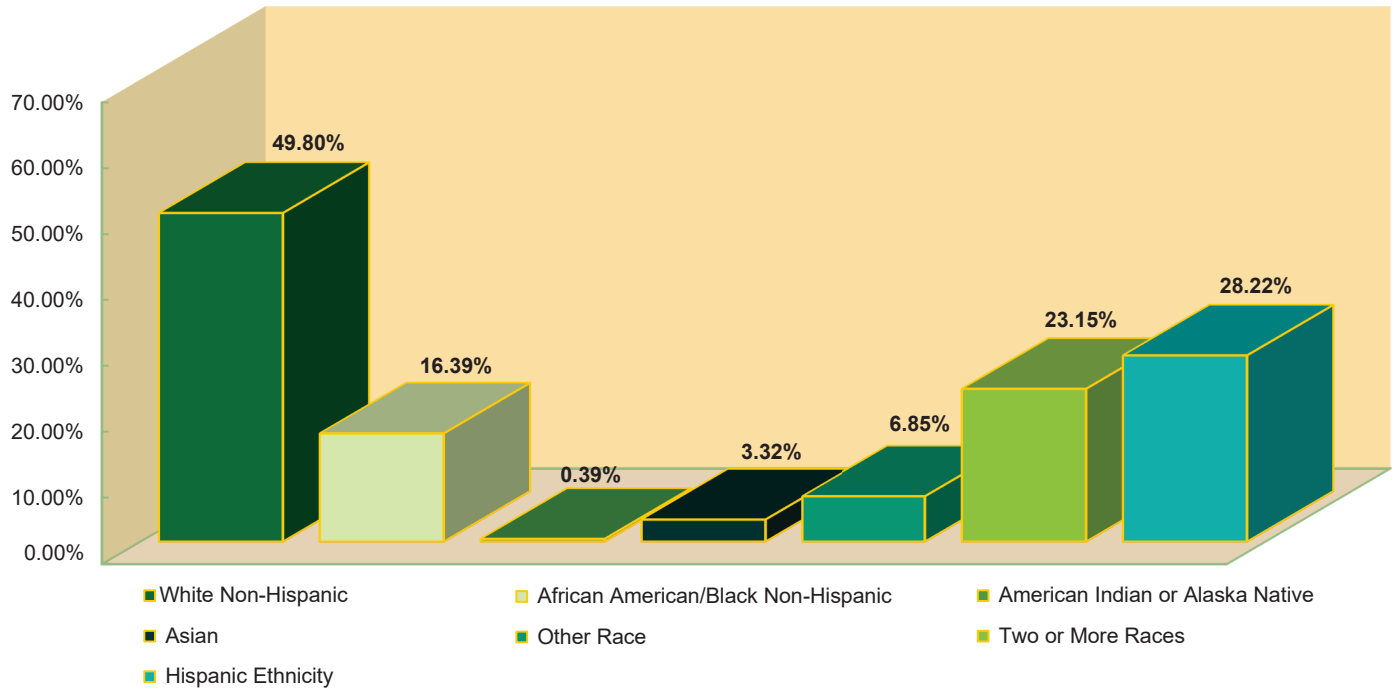


As of 2026, women represent approximately 53.9% of Coconut Creek's population, while men account for 46.1%, remaining generally consistent with prior years. The City's median age is 41.5 years, slightly higher than Broward County's median age of 41.3 years. Residents ages 40–49 comprise approximately 13% of the population, followed by residents ages 50–59 at 14%, ages 60–69 at 11%, ages 70–79 at 10%, and ages 80 and older at 5%. This age distribution reinforces Coconut Creek's appeal to working professionals, families, and retirees, contributing to its recognition as one of Broward County's top-ranked suburbs for livability and diversity in Niche's 2026 rankings.

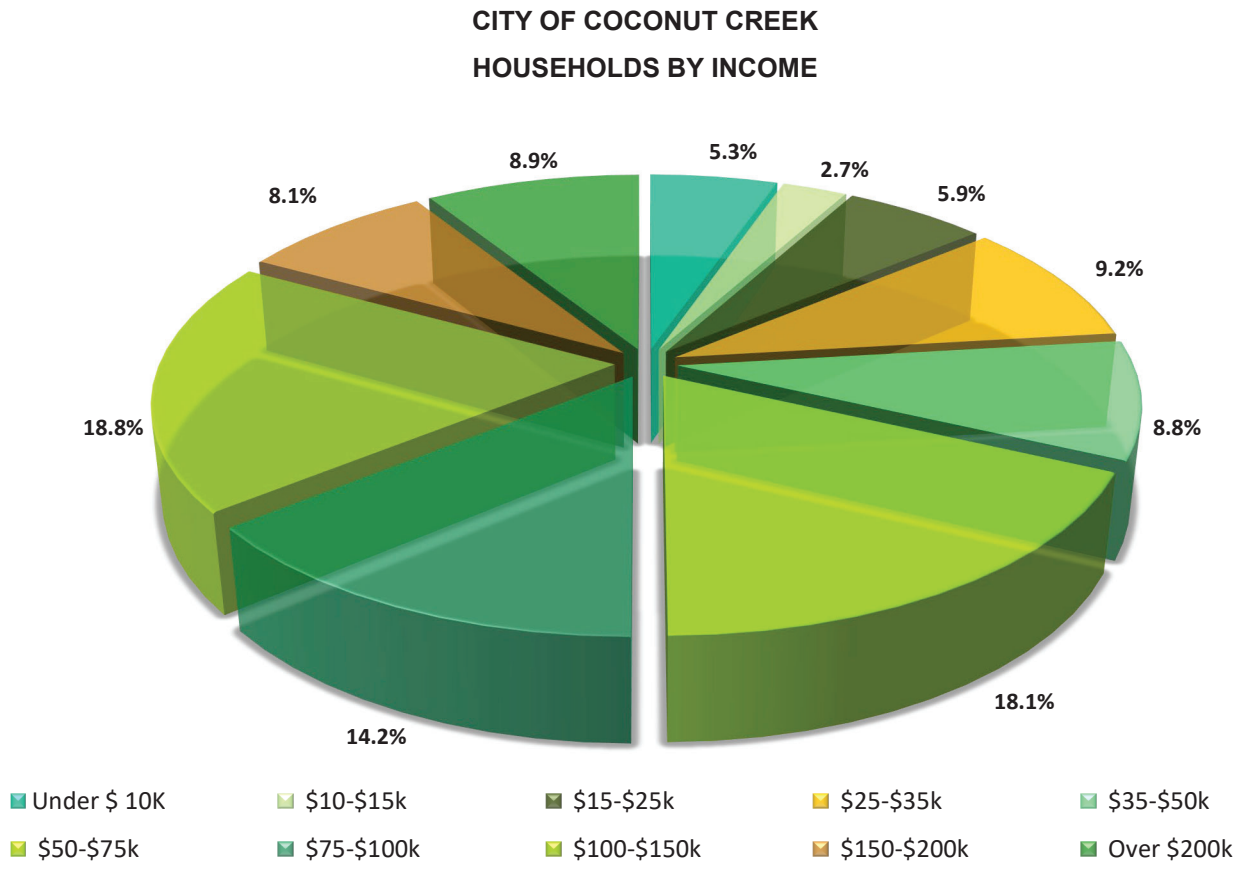
Population by Race / Ethnicity

Based on the latest demographic information available in 2026, White residents represent the largest racial group in Broward County, accounting for approximately 37.77% of the population. Black or African American residents comprise 27.98%, while individuals identifying with two or more races represent 24.18%. In Coconut Creek, White residents account for approximately 49.80% of the population, followed by individuals identifying with two or more races at 23.15% and Black or African American residents at 16.39%. Hispanic or Latino residents represent approximately 28.22% of Coconut Creek's population across all racial categories. American Indian and Alaska Native residents account for 0.39%, while Native Hawaiian and Other Pacific Islander residents represent approximately 0.11%. These figures reflect Coconut Creek's diverse population and reinforce its reputation as a welcoming and dynamic community within Broward County.

CITY OF COCONUT CREEK
POPULATION BY RACE AND ETHNICITY



Households by Income



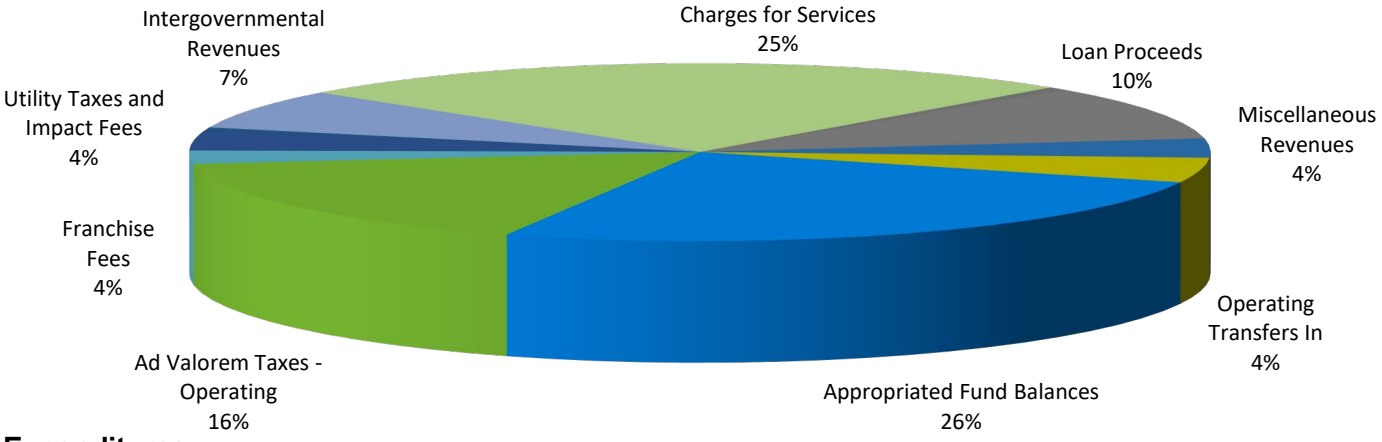
Based on the latest household income information available in 2026, the most common household income range in Coconut Creek is between $100,000 and $149,999, representing approximately 18.83% of all households. This is followed closely by households earning between $50,000 and $74,999, which account for 18.05%. At the lower end of the income distribution, households earning less than $10,000 represent approximately 5.28%, while those earning between $10,000 and $14,999 account for 2.74% of all households.

Sources: U.S. Census Bureau, 2020 Census, Business Insider, Bureau of Economic and Business Research, Niche.com, Broward County, State University System of Florida, Bureau of Economic and Business Research,Census Reporter, North American Community Hub, Point2Homes, Neilsberg, NeighborhoodScout, and World Population Review

FY2027 BUDGET HIGHLIGHTS

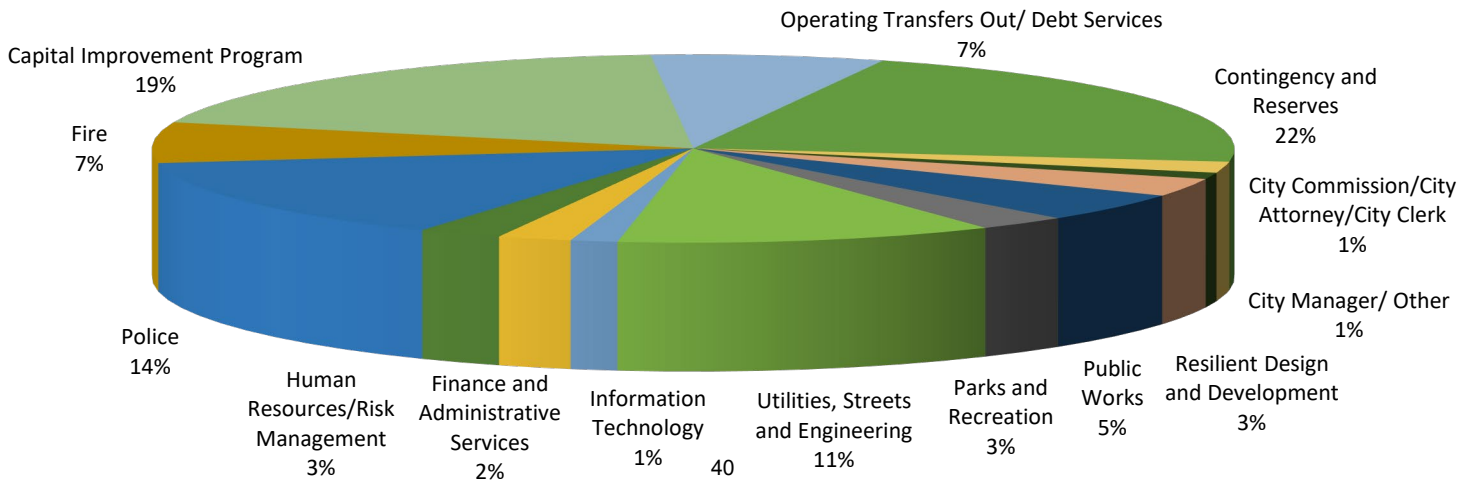
Revenues:

- The operating millage rate for FY27 will remain at 6.8988 mills per $1,000 valuation on taxable property, the same as last year
- Assessed property values increased 6.41% from the prior year, inclusive of new construction and additions of 0.85% and reassessments of 5.56%
- Fire Assessment rates for FY27 increased to: Single Family $366.59; Multi-Family $329.93; and Mobile Homes $183.29
- Single Family Solid Waste Assessment increased from $326.54 to $493.24 to allow for the addition of weekly recycling
- Total operating revenues amount to approximately $199.7 million, an increase of approximately $46.1 million from the FY26 Adopted Budget, of which $30.3 million is attributed to planned debt issuance and repayment for Fire Station #113
- Other operating revenue increases are due to Water and Wastewater Services, Property Taxes, and Fire Special Assessment

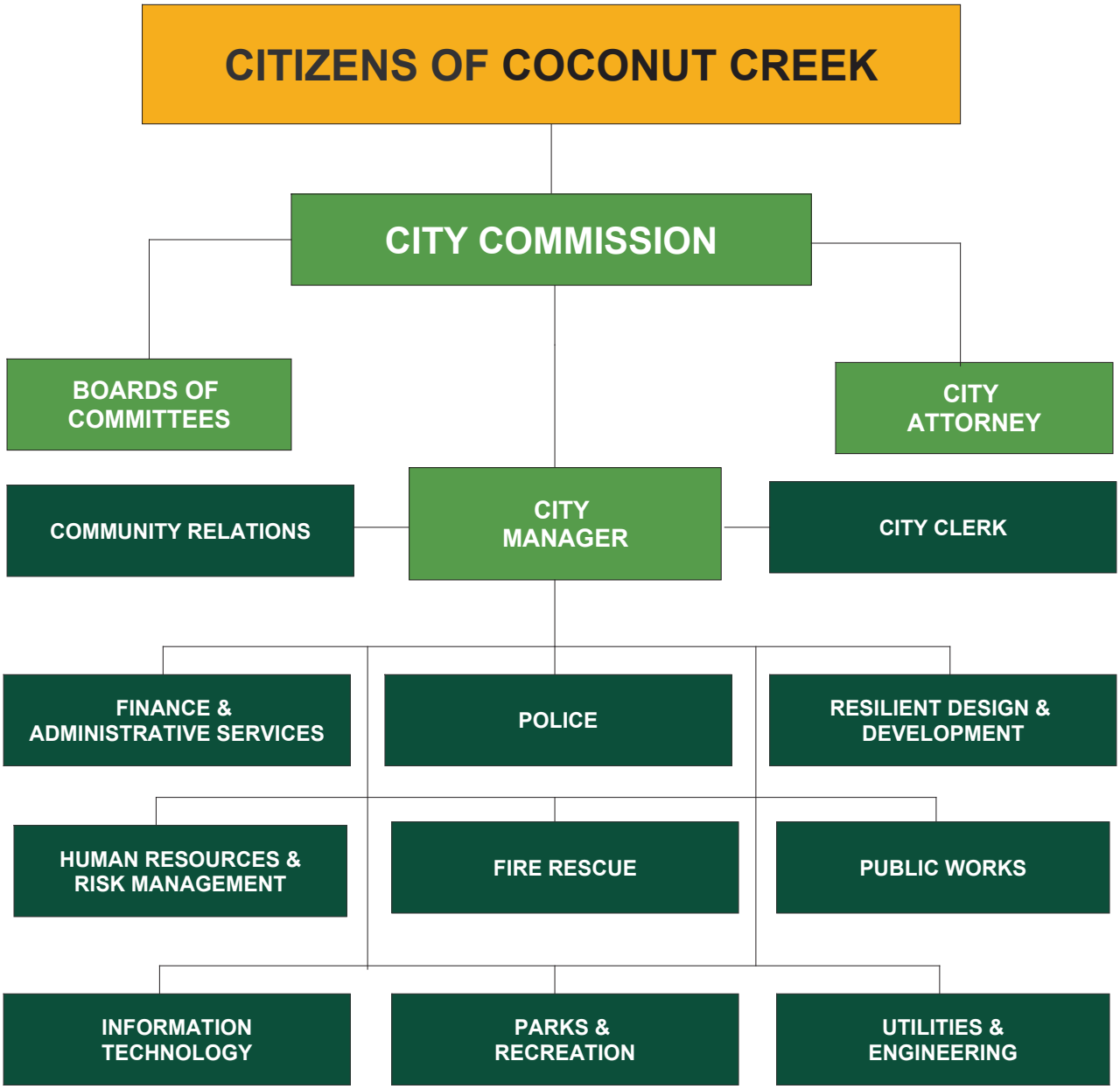


Expenditures:

- Full-Time Equivalents (FTEs) decreased by 6.00 to 508.00
- The City invested $51.8 million in capital improvements throughout the City
- Total operating expenditures amount to approximately $210.4 million, an increase of $39.7 million from the FY26 Adopted Budget
- Operating expenditure increases are primarily attributed to continued increases across all functions for personnel and contractual services, along with major debt service on the horizon for Fire Station #113



COCONUT CREEK GOVERNMENTAL STRUCTURE FTE: 508.00 EX: $268,491,630



DEPARTMENT / FUND MATRIX

The Department/Fund Matrix displays the relationship between the City's functional units (department/division), major funds, and non-major funds in aggregate for Fiscal Year 2027. As seen below, most departments are funded from the General Fund. However, there are some departments that are funded from other funds as well. Funds are allocated for each department in order to continue operations while maintaining a high quality of service throughout the entire fiscal year. Allocated funds are based on a number of variables including, but not limited to: programs, funding restrictions, staffing, operations, projects, and other specific functions within each individual department.

Department/Division	General (Major)	Community Improvement (Major)	Community Development Block Grant (Major)	Capital Improvement Program (Major)	2027 Capital Projects Fund (Major)	2009 Capital Projects (Major)	Capital Projects Financing (Major)	Water and Wastewater (Major)	Stormwater Management (Major)	Water/Sewer Capital Improvement Fund (Major)	General Trust Fund (Major)	Grants (Major)	*Non-Major Funds (in aggregate)
City Commission	X												
City Attorney	X	X											
City Manager:													
City Manager	X												
Community Relations	X												
Economic Development	X												
City Clerk	X												
Finance:													
Finance and Administrative Services	X												
Utility Billing and Customer Service								X					
Information Technology	X			X									
Human Resources:													
Human Resources	X												
Risk Management	X												
Resilient Design and Development:													
Planning and Zoning	X	X		X								X	X
Transportation Planning	X												
Building	X												
Community Enhancement	X										X		
Police	X											X	X
Fire Rescue	X				X		X						
Parks and Recreation	X		X	X			X				X	X	
Public Works:													
Facilities and Property Maintenance	X			X		X	X					X	X
Fleet Services	X			X									
Parks and Grounds	X			X			X						X
Community Transportation				X									
Utilities and Engineering:													
Engineering	X			X									
Utilities Operations								X		X		X	X
Stormwater Management									X				
Street Maintenance Operations				X									X

* Non-Major Funds consist of the Street Construction and Maintenance Fund, Transportation Surtax Fund, Affordable Housing Fund, Seminole Mitigation Fund, Capital Improvement Revenue Bonds Fund, Parks Improvement Fund, Utility Underground Fund, Public Safety Improvement Fund, Federal Law Enforcement Trust Fund, and Local Law Enforcement Trust Fund.

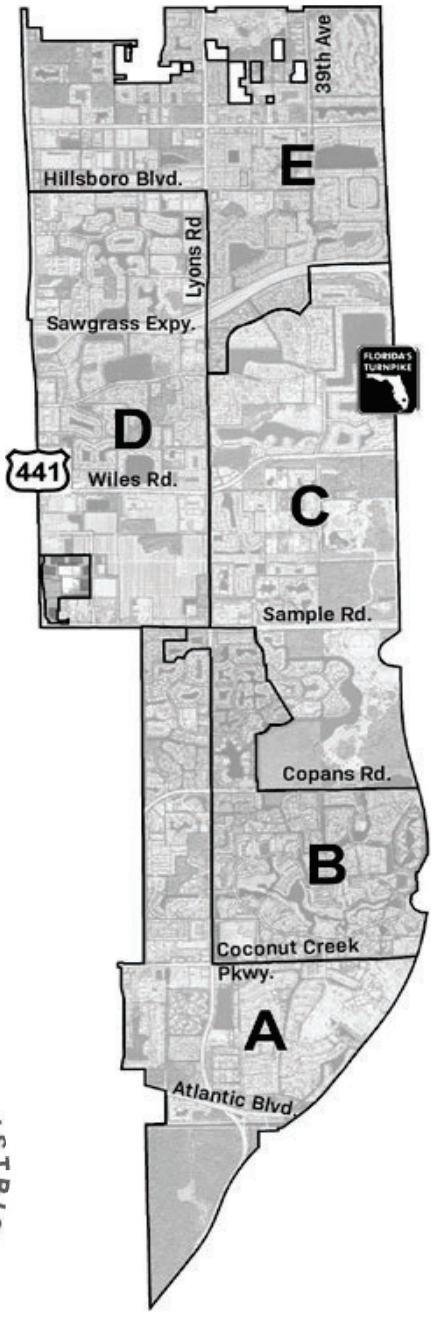
COMMISSION - MANAGER GOVERNMENT

The City of Coconut Creek operates under a Commission-Manager form of government. Each Commissioner is elected at-large to serve a four-year term. In March of each year, a Mayor and Vice-Mayor are elected by the five Commissioners to serve for a one-year term. The regular City Commission meetings are held on the second and fourth Thursdays of each month. In November 2024, Coconut Creek voters approved a charter amendment establishing an elected Mayor position and reducing the number of City Commissioners from five to four. As a result of the amendment, the City will conduct redistricting in accordance with the revised charter provisions. Beginning in March 2029, voters will elect both the Mayor and four (4) City Commissioners. The Commission represents the entire Coconut Creek community and is responsible for establishing municipal policies not governed by the state, as well as setting local tax and fee rates. The Mayor presides at meetings of the Commission and is recognized as head of the City Government for all official functions. In the Mayor's absence, the Vice-Mayor assumes this role.



SHEILA N. ROSE
CITY MANAGER

The City Manager is appointed by, and is directly responsible to, the City Commission. The appointee is chosen solely on the basis of administrative qualifications and experience in municipal affairs. As the administrative head of the City, the City Manager carries out the policies that are made by the Commission and directs and coordinates the work of all City departments. It is the City Manager's job to keep the Commission informed of the conditions and needs of the City and to make recommendations for action as the need arises. The City Manager also presents the Comprehensive Annual Budget for the Commission's consideration and upon its enactment, sees that its provisions are upheld. The Commission-Manager form of government is ideal for a maturing city, such as Coconut Creek, as it affords the unification of authority and political responsibility in a professional administrator. The system fosters democracy and efficiency in a government that is highly responsive to the needs of the City's residents.





Jeffrey R. Wasserman
MAYOR



John A. Brodie
VICE MAYOR



Sandra L. Welch
COMMISSIONER



Joshua Rydell
COMMISSIONER



Jacqueline Railey
COMMISSIONER

LONG-TERM PLANNING



STRATEGIC PLAN

The City of Coconut Creek is committed to ensuring that Coconut Creek continues to be exceptional, responsive, and resilient. To accomplish these goals, the City utilized a strategic planning process that identified and aligned the needs and desires of the community it serves with available resources. Built on the foundation of over 20 years of deliberate and thoughtful strategic planning, the City's Strategic Plan is used as a road map for establishing the priorities that will lead the community of Coconut Creek to an improved quality of life and a resilient future. Strategic planning provides City staff with a clear framework for achieving our high standards.

Vision 2030 Strategic Plan

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

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



Vision 2030 Planning Process

The Vision 2030 Strategic Plan was created in a collaborative process that included a robust public participation effort. Several approaches were used to gather feedback. Two online surveys were conducted with over 780 respondents and 3,000 specific comments; thousands of comments were left on white boards and sticky notes at the 2020 Butterfly Festival; the Advisory Group met and reviewed information and documents for a combined 72 hours of work; City staff met over the course of two years with many hours of planning and research; and two virtual community meetings were held to gain community input to help shape the vision of the Coconut Creek community. Since then, with consideration for recent state and federal developments, as well as new opportunities and priorities discussed during Commission budget workshops, we have ‘‘refreshed’’ the plan incorporating updates which better reflect our community’s evolving needs. The following graphic illustrates some of the outcomes from the aforementioned outreach efforts.

Figure 1: Vision 2030 Planning Process



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

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

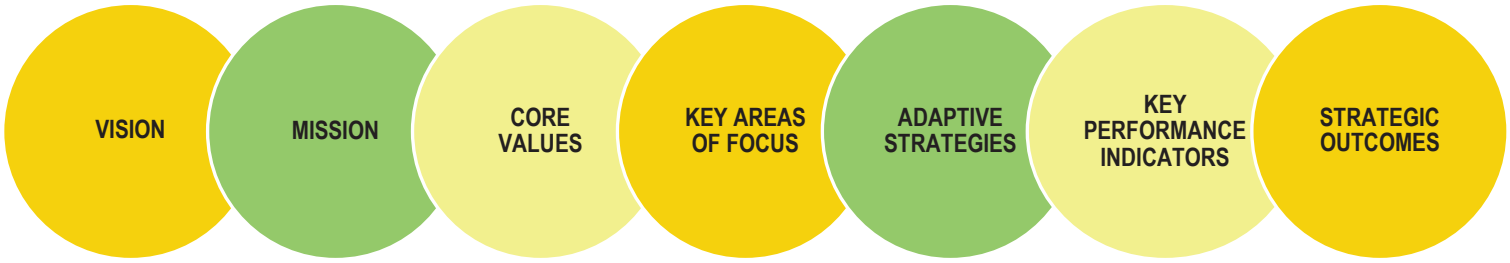


Figure 3: Vision 2030 Strategic Framework



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

How is Vision 2030 Used?

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

Key Areas of Focus

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

Figure 4: Key Areas of Focus

Adaptable and Transformative Mobility

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

Resilience and Resource Stewardship

The City is committed to protecting its natural assets and ensuring long-term community resilience. Through thoughtful land management, responsible public investments, and innovation, Coconut Creek will preserve its high quality of life for generations to come.

Safety and Quality of Life

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

Strategic Growth and Economic Vitality

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

High Performance Government

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

Each Key Area of Focus includes Strategic Goals with Success Measurements that will be used to develop Key Performance Indicators to measure the success of accomplishing the goals. An outline of each Key Area of Focus, Strategic Goal, and Success Measurement are discussed on the following pages.

Adaptable and Transformative Mobility





The City will plan for multi-modal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained. Having adaptable and transformative mobility in the City means:

- Vital and appealing transportation infrastructure throughout the City supported by diverse transportation options
- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected, and comfortable
- Improve walkability by enhancing pedestrian infrastructure, expanding connections to trails and greenways, and ensuring safe, accessible pathways to key destinations throughout the City
- Capacity and systems for effective traffic flow and minimal congestion
- Technology that facilitates well-informed decisions
- Grow and leverage changing transportation technologies

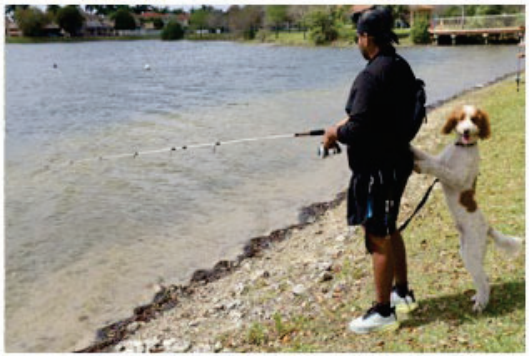
Strategic Goals

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

Success Measurements

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

Resilience and Resource Stewardship


The City is committed to protecting its natural assets and ensuring long-term community resilience. Through thoughtful land management, responsible public investments, and innovation, Coconut Creek will preserve its high quality of life for generations to come. Practicing resilience and resource stewardship means:

- Continuing a strong focus on exceptional natural resource stewardship with sound and resilient operations
- Protect natural lands and open space to safeguard public health, support recreation, and preserve property values
- Careful stewardship of, and community access to, open lands and natural areas, including a comprehensive and connected system of natural areas and open space
- Promote responsible land and resource management that reduces unnecessary waste and maximizes long-term returns
- Partner with local, regional, state, and national organizations to achieve goals and outcomes that reinforce Coconut Creek's identity as a resilient, well-managed, forward-looking City
- Advance cost-effective solid waste reduction and diversion strategies – such as recycling, composting, and education – to reduce long-term disposal costs, support efficient operations, and align with state recycling goals
- Encourage energy-efficient and cost-effective building and site design techniques that improve long-term performance and reduce operational costs
- Address risks identified in the City's vulnerability assessment, including strategies to reduce heat-related health impacts and improve resilience to extreme weather conditions

Strategic Goals

1. Protect and enhance access to open space and natural areas
2. Promote resilient practices among residents, businesses, and City operations
3. Plan ahead for emerging technologies and business methods
4. Strengthen long-term community resilience and resource stewardship

Success Measurements

- Acres of protected and publicly accessible open space and natural areas
- Diversion rate of solid waste through recycling, composting, and education initiatives
- Implementation of energy-efficient or cost-saving practices in City operations or facilities
- Participation by residents and businesses in resilience-focused programs or practices

High Performance Government





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

- Effective and efficient local governance that reflects community input and is accessible to the Coconut Creek community
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization
- An organizational culture of continuous improvement in all areas and a robust commitment to training
- A data-driven approach to effectively solve problems, creatively pursue opportunities for improvement, while developing innovative solutions
- A workforce of talented people who care deeply about public service and trust
- City-wide strategies and standards for meaningful involvement in governance and decision-making
- Succession planning to ensure retention of institutional knowledge

Strategic Goals

1. Proactively create collaborative communication
2. Implement and update Vision 2030
3. Continue to invest in, retain, and develop high-performing staff
4. Seek all possible federal, state, and local grant opportunities
5. Plan ahead for emerging technologies and business methods

Success Measurements

- Fiscal sustainability of City government
- Condition of City facilities and technology
- Community satisfaction with City services
- Employee engagement
- Community engagement and participation
- Distribution of City programs and resource allocation
- Transparency and ethical practices

Strategic Growth and Economic Vitality





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

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

Strategic Goals

1. Continue to support a mix of housing
2. Complete the MainStreet project
3. Protect the small-town feeling and look
4. Enhance technological connectivity

Success Measurements

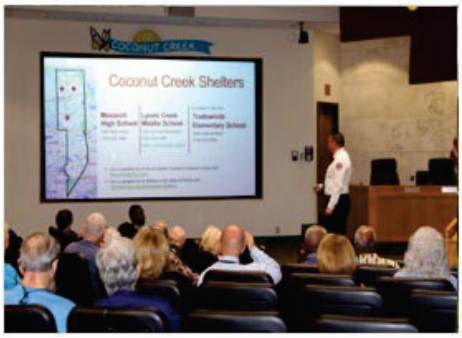
- Employment / unemployment
- Cost of living compared to income
- Housing availability
- Quality and reliability of critical infrastructure



Safety and Quality of Life







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

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

Strategic Goals

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

Success Measurements

- Timeliness and quality of emergency response
- Public compliance with laws and regulations
- Emergency preparedness and recovery
- Health conditions among the public
- Accessibility to quality parks, trails, and recreational opportunities
- Preserve the community's sense of place with a high value on natural areas, culture, recreation, and park systems
- Quality of cultural venues, events, programs, and resources
- Vibrancy of the creative industry

Vision 2030 Implementation and Annual Budget Development

Through various paths, such as the budget and daily activities, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan as well as a regular reporting process to the City Commission. A cross-departmental, collaborative team was developed to implement Vision 2030. Since the implementation of Vision 2030 in FY22, the annual budget is aligned across the five Key Areas of Focus and allocated to support policies and initiatives that drive improvement in each outcome. The series of tables that follow provide a summary of the City's Vision 2030 Key Areas of Focus, the supporting Strategic Goal, and some of the budgeted programs and services that support these Key Areas of Focus and Goals included in the FY27 budget.

Key Area of Focus	Strategic Goal	Budgeted Programs/Services
Adaptable and Transformative Mobility	Expand Safe and Walkable / Bikeable Options Across the Community	City Mobility Initiatives (Greenways, Bike Lanes, etc.) NW 74th Place Sidewalk Improvements Sidewalk Improvement Program Traffic Calming Studies
	Plan for Transportation Technology	Actively Monitor and Advocate for Broward County Premium Mobility Program (PREMO) Applicable Fleet Conversion to Alternative Fuel Vehicles
	Increase Public Transportation Opportunities	Butterfly Express Actively Monitor and Advocate for Broward County Transit Forward 2040
	Invest in Maintenance of All Mobility Systems	Complete Streets Program Comprehensive Streets Improvement Program Mobility Hub Master Plan
Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas	Arbor Day Free Tree Giveaway Tree Canopy Restoration Grant Program
	Promote Resilient Practices Among Residents, Businesses, and City Operations	Conservation Pays Program Household Hazardous Waste Disposal Events Preserve Our Parks Recycling Drop-Off Centers (North and South Facilities) Recycling Education Expansion Program Single-Stream Curbside Recycling
	Plan Ahead for Emerging Technologies and Business Methods	E-Permit System E-Scheduling (Fingerprints, CPR, Police Training) E-Signature Solution Paperless Initiatives
	Strengthen Long-Term Community Resilience and Resource Stewardship	Resiliency Partnerships (Solid Waste Association of North America, Recycle Florida Today, Florida Sustainability Directors Network, Southeast Sustainability Directors Network, Southeast Florida Regional Climate Compact, Landscape Inspectors Association of Florida, International Society of Arboriculture, National Wildlife Federation, and Arbor Day Foundation)

Key Area of Focus	Strategic Goal	Budgeted Programs/Services
Resilience and Resource Stewardship	Proactively Create Collaborative Communication	Ambassador Program Citizens' Academy City Branded Merchandise Sales Employee Survey Social Media Management – CocoGram, Facebook, X (Formerly Known as Twitter), LinkedIn, Instagram, Nextdoor, and CreekTV-YouTube Town Hall Budget Meeting Victim Advocate Program
	Implement and Update Vision 2030	IT Governance Vision 2030 Refresh Implementation
	Continue to Invest in, Retain, and Develop High-Performing Staff	Behavioral Health Access Program (BHAP) Coco Academy (Professional Development and Leadership Development) College Internship Program (Partnerships with Atlantic Technical Center, Broward College, Florida Atlantic University, and Florida International University) Employee Engagement Program Fire Rescue Accreditation Program High School Internship Program Through Junior Achievement Parks and Recreation Volunteer Program State and County Ethics Training Program Succession Planning Program Supervision in Government Program Training on Public Records and Sunshine Law
	Seek All Possible Federal, State, and Local Grant Opportunities	Coordination with Broward County on Mobility Advancement Grant Research, Application, and Management State and Federal Earmarks / Appropriations
	Plan Ahead for Emerging Technologies and Business Methods	Electronic Campaign Finance Reporting System Electronic Content Management System Legislative Agenda Management System Lobbyist Registration System AMI Metering Infrastructure Upgrade Online Payment Platforms (PayTrac, Paymentus, etc.) Public Records Request Online System

Key Area of Focus	Strategic Goal	Budgeted Programs/Services
Strategic Growth and Economic Vitality	Continue to Support a Mix of Housing	Economic Development Plan
	Complete the MainStreet Project	MainStreet Development Project
	Protect the Small-Town Feeling and Look	Ribbon Cutting Ceremonies Small Business Education and Outreach Program (Partnership with the Chamber of Commerce) Utility Box Wrapping Program
	Enhance Technological Connectivity	AMI Metering Infrastructure Upgrade Fiber Optic Infrastructure
Safety and Quality of Life	Enhance Community Health, Safety, and Well-Being	ALERT System Animal Services Program Autism Friendly Designation Bicyclists and Motorists Safety Program Body-Worn Camera Program Community Paramedic Program Creek Armor Family Fun Bike Night Fire Rescue Accreditation Program Intergovernmental Agreements with Various Schools for Use of Facilities for Youth Athletic Leagues LeadsOnline Property Investigation System Parks and Recreation Master Plan Implementation Participation in Neighborhood Association Meetings Safety Series School Zone Safety Enforcement Program Traffic Safety and Enforcement Plan
	Continue to Be a Leader in Community Policing	Annual Simunitions De-Escalation Training Programs Commission of Florida Law Enforcement Re-Accreditation Crime Trend Analysis D.A.R.E. Program Do the Right Thing Coconut Creek, Inc. Intelligence-Led Policing Efforts Park Walk and Talk Program Patrol Bike Program Police Explorer Program Residential / Commercial Crime Prevention Inspections School Safety K-9 Program Vacation Watch

Key Area of Focus	Strategic Goal	Budgeted Programs/Services
Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response	CocoALERT Notification System Community Emergency Preparedness Classes Community Emergency Response Team (CERT) Program Comprehensive Emergency Management Plan
	Promote Arts, Culture, and Entertainment Across the City	Adult Kickball Butterfly Festival and Business Expo Car Shows Creek Cuisine Creek Eats Groove N Grub Hometown Market Juneteenth Event Love and Music at Tradewinds Park Mayors' Chess Challenge Touch-A-Truck Event Youth Recreation Theater Program

KEY PERFORMANCE INDICATOR SCORECARD

Key Performance Indicators, often referred to as Performance Measures, are specific measures of progress and achievement. They can be measured at least annually, and often more regularly, such as quarterly or even monthly. These measurements will offer guidance and course correction as the bigger picture, longer-term outcomes are achieved.



Since the implementation Vision 2030, the City's overall Key Performance Indicators and department-specific Key Performance Indicators were revised to align with the Key Areas of Focus and their corresponding Strategic Goals. The revision of these Key Performance Indicators allows the City to monitor the success and report the progress of the City's current Vision 2030 Strategic Goals.

The City's Key Performance Indicator Scorecard is reported according to the strategic goals associated with the Key Areas of Focus: Adaptable and Transformative Mobility, Resilience and Resource Stewardship, High Performance Government, Strategic Growth and Economic Vitality, and Safety and Quality of Life. Key Performance Indicators can be thought of as priorities of the community. The Strategic Goals for each of the Key Areas are represented with outcome performance indicators. Each indicator has a target goal, which is determined based on benchmarking of similar organizations, the City's historical data, and the City's desired outcome. The indicators represent the effectiveness of accomplishing the respective goals.



Through the planning process, department-specific Key Performance Indicators have been prepared to provide a narrower version of the City's Key Performance Indicator Scorecard, aligning the departmental Key Areas of Focus with the corresponding City-wide Strategic Goals. Departmental scorecards are used at all levels of the organization to prioritize operational activities, allocate funding, respond to the needs of residents, and maintain and improve the qualities that continue to make Coconut Creek a great place to live and work. The City's Key Performance Indicator Scorecard, outlined with each goal, associated measures, and applicable target amounts, is located on the next page.

KEY PERFORMANCE INDICATOR SCORECARD

	Strategic Goals	Measures	FY24 Actual	FY25 Actual	FY26 Target	FY26 Actual	FY27 Target
Adaptable and Transformative Mobility	Plan for Transportation Technology	% of applicable fleet converted to Alternative Fuel Vehicles	1%	1%	1%	1%	1%
	Plan for Transportation Technology	# of Alternative Fuel Vehicle charging stations installed throughout the City (Public)	*	2	4	3	4
	Plan for Transportation Technology	# of Alternative Fuel Vehicle charging stations installed throughout the City (City-vehicles)	*	2	8	1	2
	Increase Public Transportation Opportunities	# of passengers per year (shuttle + express)	54,986	52,315	55,000	45,190	55,000
	Expand Safe and Walkable/Bikeable Options Across the Community	% of City parks connected to each other via sidewalk, bike lane, or multipurpose	67%	67%	70%	67%	70%
Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods	# of CIPs with resilient components	19	20	9	20	4
	Plan Ahead for Emerging Technologies and Business Methods	# of new public displays utilizing resilient technology	0	3	4	0	4
High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff	% of supervisory positions filled internally (City-wide)	83%	80%	85%	100%	85%
	Proactively Create Collaborative Communication	# of community outreach initiatives	61	50	60	49	58
	Continue to Invest in, Retain and Develop High Performing Staff	% of surveyed positions with salary range midpoints at or above the 50th percentile, benchmarked against surrounding public employers	84%	80%	80%	80%	80%
	Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	89%	100%	100%	100%
	Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	9	9	10	9	10
	Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	59	46	51	48	51
	Continue to Invest in, Retain and Develop High Performing Staff	General Fund expenditures per capita	$1,427	$1,557	$1,663	$1,578	$1,740
	Continue to Invest in, Retain and Develop High Performing Staff	General Fund revenues per capita	$1,486	$1,621	$1,707	$1,661	$1,778
	Continue to Invest in, Retain and Develop High Performing Staff	General Fund operating unassigned fund balance/total expenditures	39%	33%	38%	39%	36%
	Continue to Invest in, Retain and Develop High Performing Staff	% of projects completed within budget	97%	96%	100%	97%	100%
	Plan Ahead for Emerging Technologies and Business Methods	% of scheduled preventative maintenance completed	100%	99%	100%	97%	100%
	Continue to Invest in, Retain and Develop High Performing Staff	% of budgeted projects completed within pre-established timeframes	91%	90%	98%	91%	96%

KEY PERFORMANCE INDICATOR SCORECARD

	Strategic Goals	Measures	FY24 Actual	FY25 Actual	FY26 Target	FY26 Actual	FY27 Target
Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look	Total hours worked by volunteers	14,770	16,442	16,525	16,712	17,025
	Continue to Support a Mix of Housing	Non-residential taxable value/total taxable value	21%	21%	25%	22%	22%
Safety and Quality of Life	Enhance Community Health, Safety and Well-Being	% of resident/non-resident participation in program activities	82% / 18%	84% / 16%	85% / 15%	85% / 15%	85% / 15%
	Enhance Community Health, Safety and Well-Being	Average fire rescue response time for emergency call (in minutes)	6:05	6:15	6:00	6:19	6:10
	Enhance Community Health, Safety and Well-Being	Average Police emergency response time (in minutes) (dispatch to on-scene)	4:24	5:08	5:00	4:59	5:00
	Enhance Community Health, Safety and Well-Being	Officers per 1,000 residents	1.9	1.9	1.9	1.8	1.9
	Provide Outstanding Local Emergency Preparedness and Response	# of emergency preparedness classes and drills provided to internal stakeholders	46	50	40	48	40

** Data not available for this reporting period*

COMPREHENSIVE PLAN

The City of Coconut Creek's Comprehensive Plan was originally adopted in 1989. A substantial revision was completed in 2003 to satisfy both the requirements of the 1996 adopted Evaluation and Appraisal Report and for the Broward County Planning Council Certification. The plan was again amended in 2007 as a result of the 2005 Evaluation and Appraisal Report. To remain current with state law, planning trends, and goals focused on resilience and resource stewardship, the plan has been updated over the years. In conjunction with the City's Strategic Plan – Vision 2030, the Comprehensive Plan is used to guide future growth, development, and vision for the City.

The Comprehensive Plan comprises the following elements:

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

FUTURE LAND USE

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

The Future Land Use element is the cornerstone of the Coconut Creek Comprehensive Plan. The land use guidelines are presented as statements of goals, objectives, and policies intended to provide the citizens and officials of the City with an effective framework for managing and directing the City's development. The use of land within the City's boundaries will continue to define the shape and character of the City in the future. In 2015, the City adopted a series of smart growth goals, objectives, and policies to guide development. These have since evolved and are now reflected in the Strategic Growth and Economic Vitality Key Focus Area of the Vision 2030 Strategic Plan, supporting a resilient and vibrant future for Coconut Creek.

TRANSPORTATION

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

Broward County's Transportation Department completed a Comprehensive Operational Analysis (COA) in 2026 to assess current and future transportation needs. The analysis complements the County's Premium Mobility Program (PREMO), which identifies premium transit improvements throughout Broward County.

The City's Transit Master Plan coordinates Coconut Creek's free Community Shuttle services with Broward County Transit (BCT). These services include the North and South Shuttles and the Butterfly Express along Lyons Road, all of which connect with BCT fixed routes. Moving forward, MAP Broward funding will support the phased implementation of PREMO through 2036.

HOUSING

The Housing element examines housing trends and identifies deficits in housing supply and other potential housing problems. Through land development regulations supported by the Housing element, appropriate plans and policies can be developed to accomplish the goal of an appropriate mix of quality housing supply.

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

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

INFRASTRUCTURE

The purpose of this element is to provide public facilities necessary to service both the current and projected demands represented by future land use projections. The infrastructure element is separated into four sub-elements: potable water, sanitary sewer, solid waste, and drainage and natural groundwater aquifer recharge. The specific services addressed in this element are those that are commonly known as infrastructure.

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

CONSERVATION

The conservation element promotes the conservation and preservation of natural resources. The Florida Department of Environmental Protection has defined natural resources as rivers, lakes, wetlands, air, minerals, wildlife, and native vegetation.

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

RECREATION AND OPEN SPACE

Recreation and open space is an important component of the community as identified through the Vision 2030 strategic planning process. The unique mix of a city creates a healthy environment for growth in all sectors. Residential, commercial, and industrial areas benefit from the various amenities associated with parks, recreation, and open space. Areas designated for recreation and open space provide a place for City residents to relax, participate in sports, or educate themselves through programs or cultural events. Open space plays an important role in the quality of the urban environment. Landscape buffers, lakes, linear parks, and nature preserves create pockets of open space throughout the City with some that link to County facilities. To further implement the goals, objectives, and policies of the recreation and open space element, the City's Parks and Recreation Master Plan will continue to guide park enhancement and capital planning.

INTERGOVERNMENTAL COORDINATION

The intergovernmental coordination element identifies and attempts to eliminate incompatible goals, objectives, policies, and development included in the local comprehensive plans. The intergovernmental coordination element also determines and responds to the need for coordination with adjacent local and county governments and federal, state, and regional agencies.

The City of Coconut Creek has experienced limited problems in the coordination of activities or issues of common concern with other units of government. The City and partnering governmental agencies use effective communication mechanisms to identify and address areas of mutual interest, needs, and concerns.

CAPITAL IMPROVEMENTS

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

Projects included in the City's CIP were derived from the strategic goals outlined in Vision 2030 and the needs assessments performed by City staff. Departments submitted projects that encompassed both the improvement of the City's physical development as well as enhancement of the particular programs and services that are provided to the public. Each department estimated the project's cost and assigned a project manager. The departments then determined the priority level and identified the source of possible funding across five fiscal years. Additionally, the departments justified and identified costs extending beyond the five years, if any, and identified any annual impact on the operating budget. After initial compilation, the projects were organized and reports generated. The Director of Finance and Administrative Services assists the City Manager in the assessment and priority ranking of projects for City Commission consideration. After the City Commission's review and approval, funded projects are implemented.

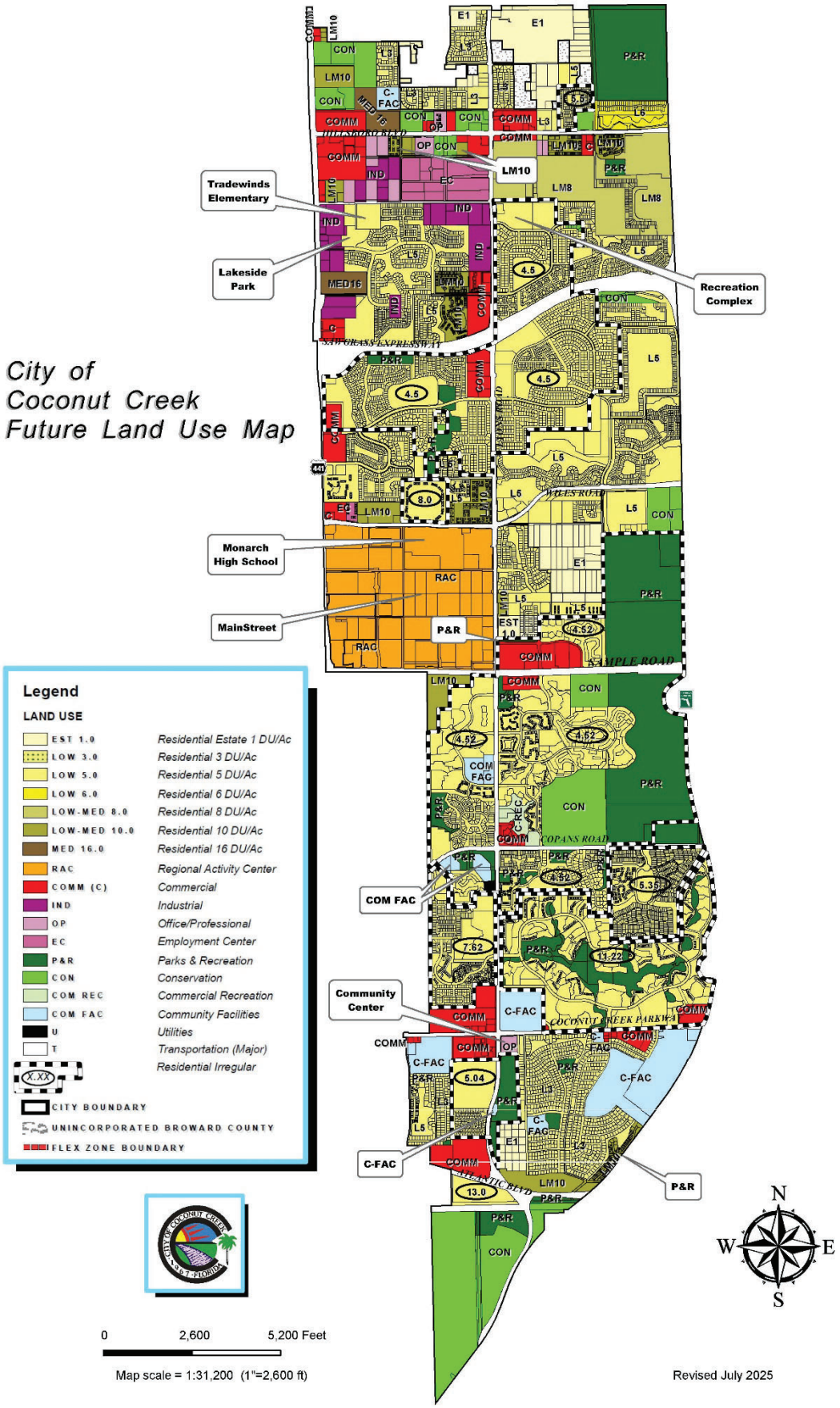
WATER SUPPLY PLAN

The water supply plan is a supplemental element to the original Comprehensive Plan. The purpose of the water supply plan is to identify and plan for the water supply sources and facilities needed to serve existing and new development within the City's jurisdiction. The City obtains water directly from the Broward County's District 2A Water Treatment Plant and services the residents of the City north of Coconut Creek Parkway. The City of Margate provides the water for the area south of Coconut Creek Parkway. These entities are responsible for ensuring that enough capacity is available for existing and future customers within their service area. The City of Coconut Creek Water Supply Plan references the initiatives already identified in Broward County's Water Supply Plan and the City of Margate's Water Supply Plan. The City first adopted the required Water Supply Plan in 2008. As required by the State, the plan was updated in 2022 and is scheduled to be updated again in FY27.

PUBLIC SCHOOL FACILITIES

The Public School Facilities element is a supplemental element to the original Comprehensive Plan. The purpose of this element is to strengthen the ties between school planning, general land use, and comprehensive planning. The 2005 State Legislature mandated that the availability of public schools be made a prerequisite for the approval of residential construction and directed a closer integration of planning for school capacity with comprehensive planning. The 2005 legislative mandates include a provision requiring local governments to adopt a public school facility element as a part of their comprehensive plans to establish a framework for the planning of public schools (s. 163.3177(12), F.S.). Local governments were granted approximately three years to adopt a public school facilities element. The City adopted this element in 2008 and it remains a component of our Plan. Subsequent updates to this element relating to concurrency requirements were adopted in 2012 and 2023.

COMPREHENSIVE PLAN LAND USE MAP



ECONOMIC OUTLOOK

National Economic Growth



The U.S. economy continued to expand in the second quarter of 2026, but at a slower pace. Real gross domestic product (GDP) increased at an annual rate of 1.5%, down from 2.1% in the first quarter. Consumer spending, exports, and private investment supported economic activity, while lower government spending constrained growth and imports increased. The deceleration reflects a more moderate growth environment as households and businesses continue to navigate elevated borrowing costs, persistent inflation, and uncertainty surrounding the broader economic outlook.



Consumer spending remains an important source of support, although recent data points to a more uneven pace. In July 2026, personal consumption expenditures increased 0.2%, while real consumer spending was essentially unchanged. Disposable personal income rose 0.5%, and the personal saving rate was 3.0%. Bank of America card data showed strong year-over-year spending growth earlier in the summer, led largely by discretionary purchases, but the combination of a low saving rate, inflation, and a softer labor market may constrain spending growth during the remainder of the year.



Equity markets have remained resilient but volatile in 2026. Morningstar reported that the U.S. total market was up approximately 14% for the year through the end of August, following a volatile start to the year. Valuations continue to be heavily influenced by a small group of large technology and artificial-intelligence related companies. Morningstar estimated the broad market was trading about 9% below its composite fair value as of August 31, but noted that much of that apparent undervaluation was concentrated in seven mega-cap stocks. This concentration, together with changing interest-rate expectations and softer economic momentum, remains an important market risk.



Housing affordability remains a major economic constraint. Elevated mortgage rates and home prices continue to weigh on demand, even as inventory for both new and existing homes has increased. Morningstar's 2026 housing analysis indicates that renting remains significantly more affordable than homeownership in many markets and that builders continue to use incentives and price reductions to support sales. National home-price growth has moderated substantially from the pandemic-era pace, with recent data showing only modest year-over-year gains. The gradual normalization of inventory is improving buyer choice, but affordability and financing costs are expected to remain key headwinds into 2027.

State and Local Economic Growth

Florida's economy continues to expand, although growth has slowed from the unusually strong rates recorded earlier in the decade. The Florida Office of Economic and Demographic Research estimates real GDP growth of 3.3% in Fiscal Year 2024-25 and a preliminary 2.5% in Fiscal Year 2025-26. Growth is forecast to decelerate to approximately 2.0% in Fiscal Year 2026-27 before improving to 2.7% in Fiscal Year 2027-28, then gradually settling near a longer-run rate of about 2.2% annually. In the first quarter of 2026, Florida's real GDP increased at a 1.6% annual rate, compared with 2.1% nationally.

County-level economic performance remains uneven. In 2024, Florida's per capita GDP was $58,757, with 11 counties exceeding the statewide level. Orange, Duval, Hillsborough, Monroe, and Miami-Dade ranked among the state's highest per capita GDP counties and together represented nearly 40% of Florida's GDP. Thirteen counties experienced declines in per capita GDP between 2023 and 2024, illustrating the differing effects of population growth and industry mix across the state.

Florida's personal income growth has moderated but remains positive. Personal income increased 5.6% in Fiscal Year 2024-25 and an estimated 4.5% in Fiscal Year 2025-26. In the first quarter of 2026, Florida's personal income grew at a 3.4% annual rate, matching the national rate. The state's forecast anticipates a temporary acceleration to 6.3% in Fiscal Year 2027-28, followed by longer run annual growth generally in the 4.6% to 4.8% range, supported by wage growth and population gains.

Florida's labor market has softened from the exceptionally tight conditions of recent years. In July 2026, the state's unemployment rate was 4.6%, above the national rate of 4.1%, with approximately 514,500 unemployed Floridians. Over the year, Florida non-farm employment increased 0.4%, compared with 0.2% nationally. The Economic Estimating Conference expects employment growth to remain limited in the near term and forecasts the unemployment rate to rise to approximately 4.3% in Fiscal Year 2026-27 before gradually improving.

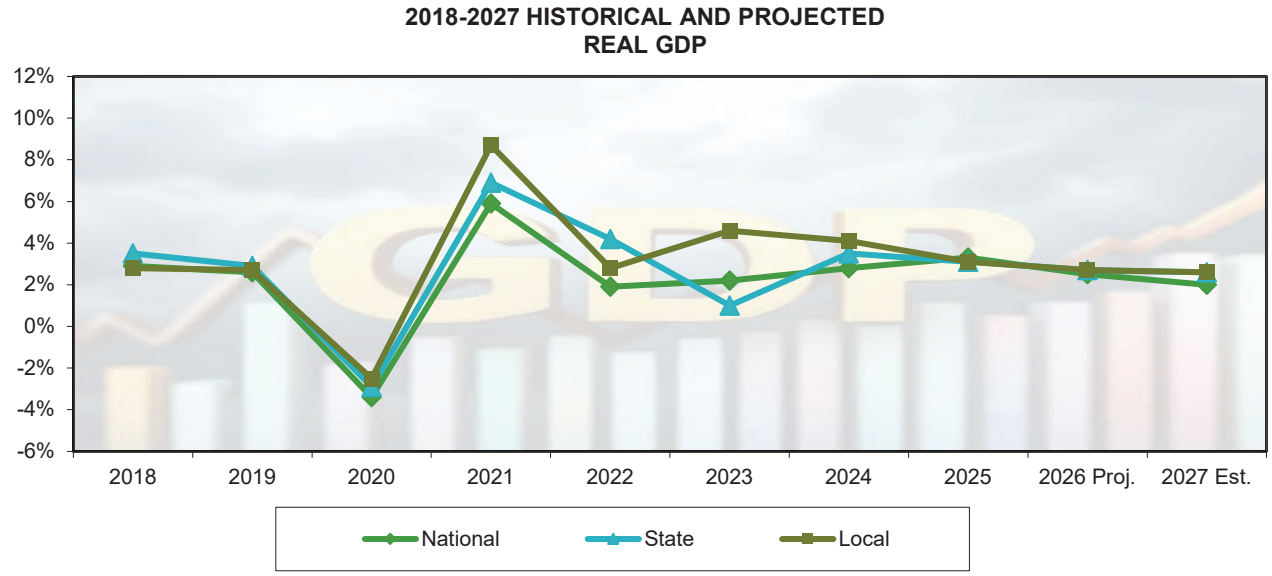
Florida employers are also preparing for the final scheduled step in the state's constitutional minimum-wage increase. The minimum wage is $14.00 per hour through September 29, 2026, and is scheduled to increase to $15.00 per hour on September 30, 2026. The higher wage floor will raise compensation for affected workers while also increasing labor costs for employers, particularly in labor intensive industries such as hospitality, retail, and food service.

Population growth continues to be a primary driver of Florida's economy, but the pace is expected to moderate. Since the 2020 Census, the state has added more than 2.1 million net new residents, with net migration accounting for all population growth as deaths continue to exceed births. The Demographic Estimating Conference expects population growth to average approximately 1.20% annually from 2026 through 2030. Florida is projected to exceed 24 million residents in 2027 and 25 million by 2031.

Florida's housing market is gradually rebalancing. The state's homeownership rate averaged 65.6% during the first six months of 2026, below its long run average, while affordability remains constrained by mortgage rates and prices. The Economic Estimating Conference estimates single family housing starts declined 10.8% in Fiscal Year 2025-26 and projects another 1.3% decline in Fiscal Year 2026-27 before returning to modest growth in Fiscal Year 2027-28. Existing home sales have begun to recover, while the statewide median existing single family home price is expected to grow only modestly after reaching approximately $414,621 in Fiscal Year 2025-26.

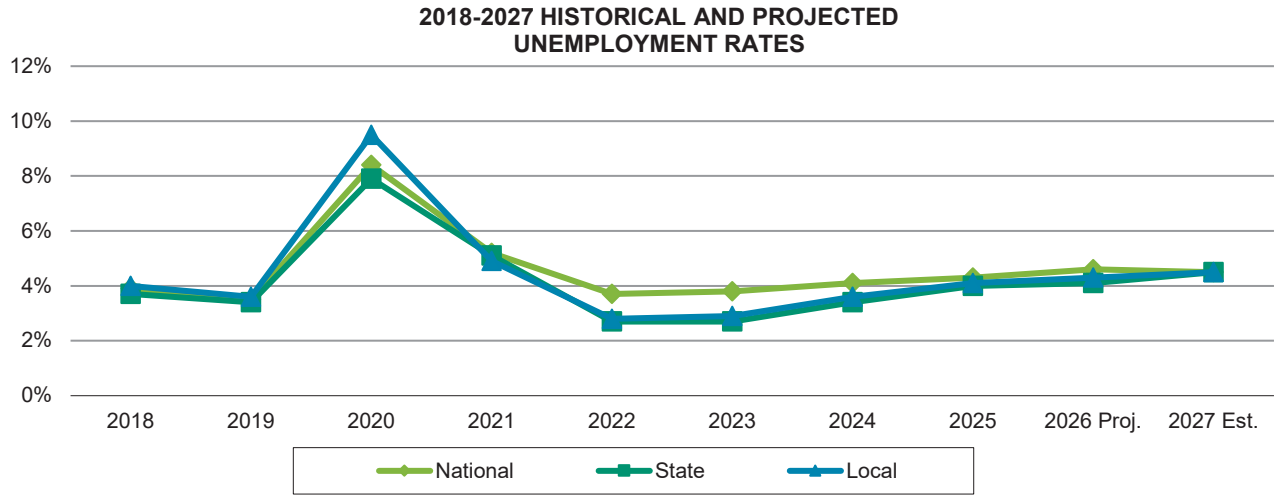
Tourism remains a cornerstone of Florida's economy, although growth has slowed. The state's Economic Estimating Conference estimates visitor growth was essentially flat in Fiscal Year 2024-25 and increased only 0.7% in Fiscal Year 2025-26. Visitation is forecast to increase 1.8% in Fiscal Year 2026-27 to approximately 145.8 million visitors, followed by somewhat stronger growth in Fiscal Year 2027-28. The outlook remains positive, but the forecast is lower than pre-pandemic expectations and reflects a more mature pace of tourism growth.

Florida's overall economic outlook remains positive but more measured. Population growth, wage gains, and a diverse economic base continue to support activity, while construction, real estate, and tourism are expected to grow more slowly than in recent years. State forecasters also note continuing pressure on household savings, elevated use of credit, persistent inflation, and heightened uncertainty. These factors suggest steady but moderate growth through the near term rather than a return to the rapid expansion experienced immediately after the pandemic.



Employment

The U.S. labor market remained relatively stable in August 2026. Total non-farm payroll employment increased by 162,000, and the national unemployment rate held at 4.1%. Employment gains were concentrated in food services and drinking places and local government education, while the information sector lost jobs. The labor market has cooled from the unusually tight conditions of recent years, but overall employment continues to expand. Florida's most recent statewide data, for July 2026, showed a 4.6% unemployment rate and modest year-over-year job growth, indicating softer conditions than at the national level.



The City takes a proactive approach in assessing service levels and optimizing its programs to address resident needs effectively, continuously balancing available resources with competing priorities. Changes made during FY26 reflect a net decrease of 4.25 FTE as follows: +1.00 FTE in the Information Technology Department due to the addition of an Assistant Director position; + 0.25 FTE in the Finance & Administrative Services Department due to the conversion of a Meter Service Worker part-time position to a full-time position; -0.50 FTE in the Resilient Design and Development Department due to the deletion of an Intern position; -1.00 FTE in the Police Department due to the deletion of a Task Force Officer position; -1.00 FTE in the Police Department due to the deletion of a Telecommunications Operator position; -1.00 FTE in the Parks and Recreation Department due to the deletion of a Superintendent position; and -2.00 FTE in the Parks and Recreation Department due to the deletion of two (2) Recreation Attendant positions.

Housing and Economic Development

As Coconut Creek continues to develop and thrive, the Resilient Design and Development Department remains proactive and innovative in addressing our City's evolving needs. Coconut Creek takes pride in fostering a unique sense of place with community investment as a means of attracting new businesses while supporting existing ones. According to the Broward County Property Appraiser, the City's total taxable property value is $6.8 billion, representing an increase of $412 million or 6.41% from the prior year's final valuation. The City's continued growth and development remain closely tied to broader economic conditions at the national, South Florida, and particularly Broward County levels. With its exceptional quality of life; inviting, family-oriented environment; and competitive business advantages, the City of Coconut Creek continues to attract new investment.

The development of Coconut Creek's MainStreet area is progressing steadily. This pedestrian-oriented development is designed as a mixed-use downtown environment organized around substantial and contiguous recreational open space, establishing Coconut Creek as both a local and regional destination. Key features of the MainStreet project include efficient land use, compact development with a variety of housing choices, flexible design standards, alternative transportation options, and resilient building techniques. The overall MainStreet development program is extensive and is anticipated to include up to 2,360 dwelling units, 105,000 square feet of non-residential uses, significant recreation and open space components, and 14 acres of conservation for the existing cypress wetland. As new developments unfold and existing developments continue in the MainStreet area, the City of Coconut Creek continues to be a prime area for economic development. Additionally, the City has partnered with the MainStreet Development team to implement a Workforce Housing Purchase Assistance Program and a Rental Assistance Program. These programs will expand homeownership and rental opportunities.

The Promenade at Coconut Creek was the first project to be completed under the City's MainStreet Design Standards and achieved Leadership in Energy and Environmental Design (LEED®) Silver Certification. Today, the Promenade remains a thriving destination, home to businesses such as Silverspot Cinema, The Cheesecake Factory, Starbucks, Sephora, Crema Coffee, Cooper's Hawk, World of Beer, Bar Louie, and DSW Shoes. Its success reflects not only the economic benefits of resilient building design but also the City's commitment to continuous promotional programming and special events that keep the district vibrant. The MainStreet Development area contains 105,000 square feet of commercial use that will contribute to an already successful economic area.

The MainStreet area is also home to the Seminole Tribe of Florida Coconut Creek Casino, which features a structured parking facility, small retail village, and several restaurants including NYY and Sorissi. The City and the Seminole Tribe continue to evaluate the impacts of casino-related development, ensuring that projects complement the City's MainStreet vision, particularly in the areas of retail, entertainment, and hospitality.



GreyStar is a $100+ million Class A industrial and logistics development located at the northwest corner of Atlantic Boulevard and Lyons Road.

The steady pace of development reflects a strong local economy and reinforces Coconut Creek's appeal as a place to live, work, and play. In Fiscal Year 2026, completed projects included GreyStar, a $100+ million Class A industrial and logistics development located at the northwest corner of Atlantic Boulevard and Lyons Road. Looking ahead, several additional developments are anticipated to begin construction during Fiscal Year 2027. These include the North Broward Preparatory School expansion, Al Hendrickson Toyota redevelopment, and Walmart online pick-up store expansion.

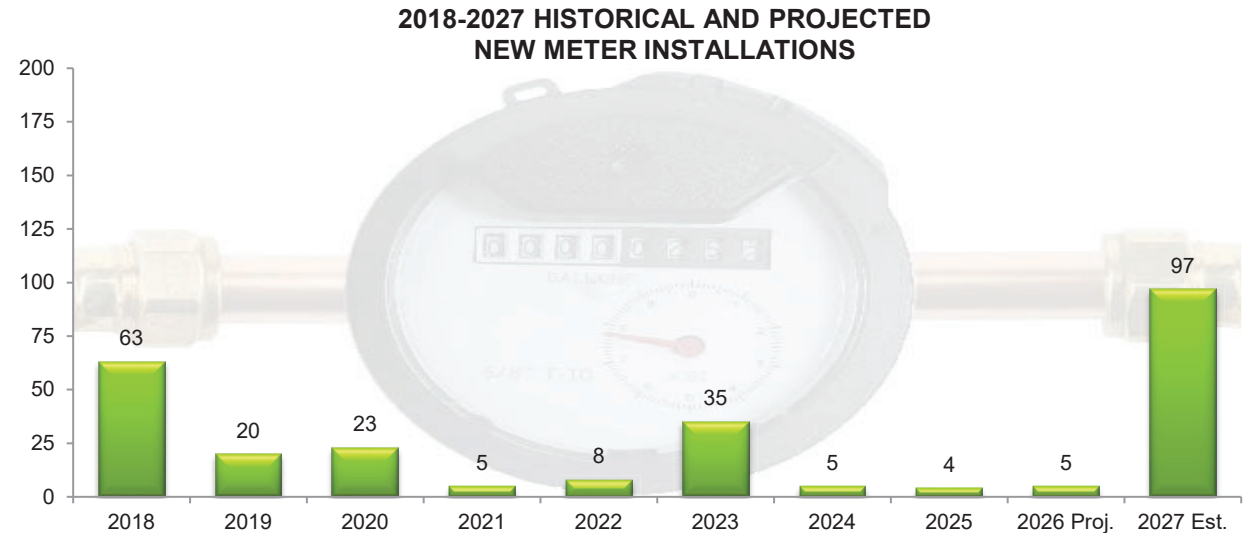
Expansion

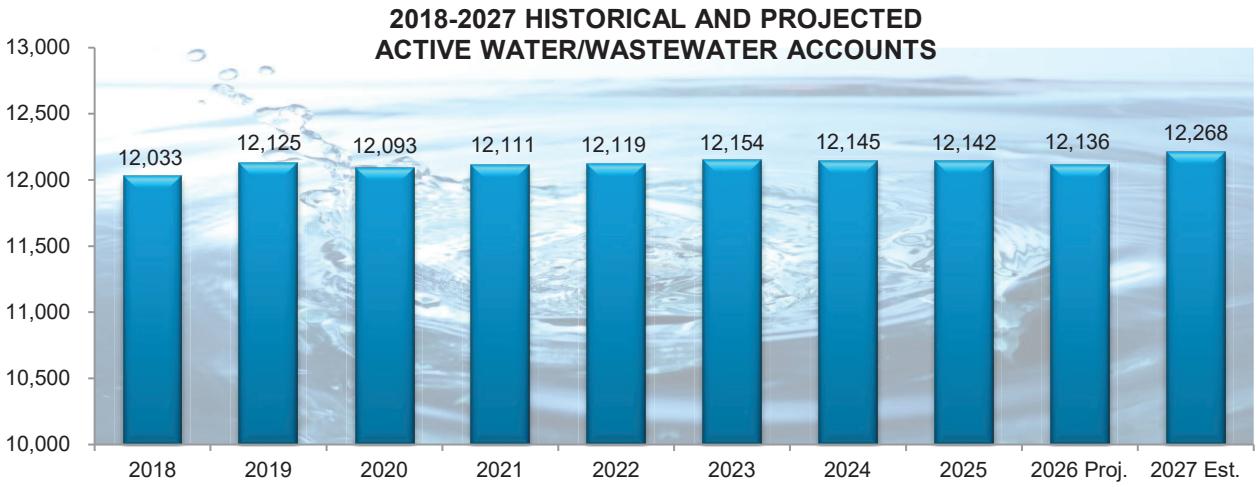
Historically, Coconut Creek has experienced steady residential development, driven largely by major multi-family projects and the availability of developable land. However, with the exception of the MainStreet project area and potential small-scale redevelopment opportunities, the City is predominantly built out. While housing development was minimal between Fiscal Year 2017 and Fiscal Year 2026, a significant increase in residential and other building permits is expected beginning in Fiscal Year 2027 and continuing for several years, driven primarily by the multi-phased MainStreet development project.

2018-2027 HISTORICAL AND PROJECTED RESIDENTIAL BUILDING PERMITS



Besides providing water and wastewater services to the northern part of the City, the City also services a portion of the City of Parkland and a portion of unincorporated Broward County. We anticipate additional meter installations and new accounts in FY2027 due to the onboarding of new developments, including North Broward Preparatory School, Fifth Third Bank, Tradewinds Park Phase III, and MainStreet Block 1.





Overall, the City of Coconut Creek maintains a strong financial position. This stability has proven highly beneficial as the City addresses the challenges presented by the current economic environment. We will persist in operating in an evolving financial environment characterized by moderating but persistent inflation, elevated interest rates, changing real estate conditions, and uncertainty surrounding State property tax policy, while monitoring our financial status and making necessary adjustments in order to uphold our commitment to exceptional customer service, sustain service levels, and invest in the upkeep of our capital infrastructure. Ensuring the safety of our residents, visitors, and staff while delivering superior service remains the City's foremost priority.

Sources: Investopedia, Investing.com, U.S News, REsimpli, U.S. Bureau of Economic Analysis, U.S. Bureau of Labor Statistics (BLS), Center for Economic and Policy Research, CNBC, Morningstar, U.S. International Trade Report, McKinsey, Deloitte, U.S. Department of Agriculture, Bank of America, Yahoo Finance, QKapital Mortage Lender, TechBullion, Business Observer, Office of Economic and Demographic Research, Norada Real Estate Investments, Home Buying Institute, The Capitolist, North American Community Hub, and SolveHR .

LEGISLATIVE ISSUES

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



Of the more than 1,989 bills filed this year, only 269 made it to the governor for signature. Of the bills submitted for signature and passed into law, few had significant impact on the City of Coconut Creek.

Housing: SB 1730 revises the land use policy provisions within the Live Local Act and amends the optional municipal affordable housing provisions. The bill expands affordable housing developments into religious and other non-residentially zoned properties and restricts local government's ability to regulate such projects. It requires that 10% of units be designated as affordable. It also specifies that a local government may not restrict the height of a planned Live Local Act project. Beginning November 1, 2026, the bill requires municipalities to provide an annual report to the Department of Economic Opportunity that includes the following for the previous fiscal year: a summary of any litigation involving the Live Local Act and a list of Live Local projects approved or in progress.

HB 1215 proposes a constitutional amendment to exempt tangible personal property from ad valorem taxation if it is typically located on agricultural land, used for agricultural production or agritourism, and owned by the landowner or leaseholder. If approved by voters, this measure could reduce the taxable property base in agricultural areas, resulting in decreased municipal property tax revenues. If approved, it will take effect for tax years beginning July 1, 2027.

HB 7031 ER includes several property tax exemptions that may impact municipalities. It clarifies that affordable housing owned or leased by nonprofits can maintain their tax-exempt status through an application process, including when ownership changes. It also exempts state-owned properties used for affordable housing, and portions of properties used by childcare facilities with Gold Seal Quality status. These exemptions, effective as early as January 1, 2026, could reduce ad valorem revenue in municipalities with qualifying properties and should be considered in future local revenue planning.

Property Tax Ballot Measures: The Florida Legislature has proposed several constitutional amendments for placement on the 2026 general election ballot that would modify the state's property tax framework. These measures include options to reduce or eliminate non-school ad valorem taxes on homesteaded properties, cap annual assessment increases, and expand exemptions for certain property uses. The City will continue to monitor these proposals and evaluate potential impacts on financial planning and operational effectiveness.

Sales Tax: HB 7031 provides tax relief to individuals, families, and businesses across the state via sales tax holidays. Sales tax holidays include: 14-day Disaster Preparedness periods for Floridians preparing for the

upcoming hurricane season, with two scheduled throughout the year; a 30-day Back-to-School savings for school supplies for the 2026-2027 school year; and a 115 day Hunting, Fishing, and Camping savings on firearms, ammunition, and various camping and fishing supplies. Additionally, this bill permanently removes sales tax from many safety, recreation, and health items, such as batteries, portable generators, fire extinguishers, life jackets, sunscreen, and bicycle helmets. While this bill provides a tax relief for Florida taxpayers, it can make way for revenue shortfalls within local governments.

Building Regulations: HB 913 aims to keep condominium and cooperative associations safe and expands unfunded county and municipal responsibilities related to safety, monitoring, and reporting. It requires counties and municipalities to adopt ordinances mandating that condominium and cooperative associations, and any other property owners subject to milestone inspection requirements, begin repairs for substantial structural deterioration within 365 days of receiving a phased two-inspection report. Under current law, if a building owner fails to submit proof to the local enforcement agency that repairs have been scheduled or have commenced within the required timeframe, the local enforcing agency must review and determine if the building is unsafe for human occupancy. The bill also requires local enforcement agencies to submit milestone inspection data to the Department of Business and Professional Regulation (DBPR) by December 1, 2025, and annually thereafter.

SB 1080 revises timeframes for municipalities to process applications for approvals of development permits or development orders, and requires the local governments to issue certain refunds for failure to meet the timeframes. The bill also requires municipalities to specify in writing the information that must be submitted in an application for zoning approval, rezoning approval, subdivision approval, certification, special exception, or variance. Additionally, it requires counties and municipalities to confirm receipt of an application for a development permit or order within five days. It further requires that an impact fee increase ordinance must be approved unanimously and that the increase must be implemented with at least two but not more than four annual increments.

SB 784 requires that plat or replat submittals be reviewed and approved administratively. A county or municipal governing body must designate an administrative authority to review, process, approve, approve with conditions, or deny the submittal. The appropriate governing body's designee has 7 days from receipt of the application to acknowledge the application, provide information regarding the plat approval process, identify any missing information in the application, and inform the applicant of corresponding timeframes for reviewing, approving, or processing the application.

Other Legislative Issues: SB 180 prohibits local construction and reconstruction moratoriums, as well as comprehensive plan amendments and land development regulations for counties within 100-mile radius of the track of a declared hurricane. It requires the local governments to coordinate with water management districts and other stormwater management system operators to identify critical infrastructure within their stormwater service area. It further requires a county or city to develop a post-storm permitting plan and maintain emergency preparation and response information on their website. HB 703 creates the Utility Relocation Reimbursement Grant Program within the Department of Commerce to assist communications service providers with the cost of relocating utility infrastructure when required by local governments. This bill appropriates $50 million annually from the communications service tax to fund the program. This money is redirected from the Local Government Half-Cent Sales Tax Clearing Trust Fund, thereby reducing the amount of revenue distributed to local governments. This redirection represents a $50 million recurring loss in shared revenue to cities and counties.

Other proposals relating to building codes, economic development, ethics and elections, public records and public meetings did not gain sufficient momentum to move forward. However, these topics are likely to come up for discussion at the next Legislative Session, which could increase the City's unfunded mandates and may have an effect on the City of Coconut Creek residents or employees.



Furthermore, the Florida Department of Governmental Efficiency (DOGE), created by Executive Order 25-44, has initiated comprehensive audits of several municipalities and counties, including those in South Florida such as Broward County. These audits require local governments to provide historical records, ranging from budgets and contracts to payroll and program data, covering multiple fiscal years. DOGE's findings could influence future state policies affecting municipal budgets, property tax rates, and funding priorities, potentially reshaping local government finance and governance.

The City continuously evaluates current and potential legislative issues and actively seeks ways to reduce the impact on service levels. In addition, the City constantly evaluates current services and differentiates needs versus wants in order to ensure a sustainable economic future. For more detailed information on some of the changes made for FY26, please refer to the Budget Message section of this document.

EMERGING ISSUES

Resiliency Initiatives









Coconut Creek remains an active participant in the South Florida Regional Climate Compact (SFRCC), a collaboration of experts, academia, government employees, and elected officials from Palm Beach, Broward, Miami-Dade, and Monroe counties that identifies and addresses resiliency issues and their impacts throughout the region. Through this affiliation and a close working relationship with Broward County, the City has been able to leverage data available on a local and regional level and assign quantifiable figures to activities in the City. As resiliency planning has become increasingly important at the state and regional levels, Coconut Creek has adopted a collaborative approach to enhance efficiency and ensure the City's planning efforts incorporate applicable regional data, guidance, and best practices. Continued planning, monitoring, and measuring are essential to provide long-term benefits to the health and well-being of the community and will ensure Coconut Creek remains unique, competitive, and a leader in resiliency planning and implementation in South Florida.

Vision 2030 highlighted the community's continued support for environmental stewardship. As such, the City will focus on preparedness, adaptation, and infrastructure strategies that incorporate applicable regional planning data, resiliency strategies, and best practices identified by Broward County. The City will continue to promote safe mobility options for pedestrians, cyclists, and equestrians; actively seek opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists, and public transit; and focus on pedestrian and bicycle connectivity improvements for services, schools, parks, civic uses, regional connections, and commercial uses via our Complete Streets Program.

In 2021, the State of Florida prioritized identifying areas at risk from flooding and other environmental hazards. In response, the City developed a Vulnerability Assessment Report that identifies immediate and future infrastructure concerns, examines flooding and extreme heat, and provides direction for the City's Capital Improvement Program (CIP). The assessment also refines the City's resilience strategies, supports grant funding opportunities, and provides the State of Florida with data necessary for comprehensive floodplain planning.

To further support the City's resiliency efforts, the City is expanding the use of alternative fuel vehicles as part of the City's fleet modernization, transportation infrastructure, operational efficiency, fuel diversification, emerging technology, and infrastructure readiness. The City is also increasing the installation of additional alternative fuel vehicle charging stations throughout the City through new private development. Ultimately, all charging stations will be identified and incorporated into the City's GIS mapping system. This will allow identification of areas with limited charging infrastructure to support appropriate geographic

availability and future infrastructure planning. The City remains committed to expanding opportunities for solar and other energy technologies that improve energy resilience, diversify energy resources, and may reduce long-term operating costs.

The City of Coconut Creek continues to be recognized and awarded for its initiatives supporting resource stewardship, wildlife preservation, and activities that enhance community quality of life, environmental resources, and long-term resilience. In addition to holding the Tree City USA designation since 1989, and the Community Wildlife Habitat certification since 2005, the City has also been a GOLD-certified Green Local Government with the Florida Green Building Coalition, and certified as an Audubon International Sustainable Community since 2010.

City Mobility



The City has been planning and developing a network of trails that aims to provide pedestrians and bicyclists with recreational opportunities within a safe alternative mode of mobility throughout the City, thus reducing the need for automobile use and creating a more walkable and livable community. While residents may be aware of a trail near their neighborhood, they may not realize its connection to a broader network. To support this initiative, as part of the Parks and Recreation Master Plan, the City is working to create visible trailheads, consistent icons, and maps which will identify various trailways and their connections with public transportation, parks, public facilities, and major attractions in Coconut Creek. These efforts are critical to promoting resiliency as the community grows. In Fiscal Year 2025, the City focused on improving mobility through a number of public and private development projects, including Sunshine Drive Park, Lakeside Park, Oak Trails Park, the Hillsboro Corridor, MainStreet, and the Sample Road Shared Use Pathway project. Construction started in Fiscal Year 2026 on Lakeside Park and the Oak Trails Park Expansion will start in early Fiscal Year 2027, which will include the construction of an additional half mile of walking trails.

Complete Streets

Complete Streets is a city, county, state, and nationwide initiative that aims to create a safe and efficient transportation network that promotes the health and mobility of all residents and visitors by providing high-quality multimodal (pedestrian, bicycle, transit, and automobile) access. As the City has expanded bicycle access via the Complete Streets Program, bicyclist and motorist education within the community has become a priority. A Bicyclist and Motorist Safety Program was launched to provide an overview of Florida laws as they pertain to bicyclists and motorists sharing the roadway. Moreover, the City also adopted an e-bike safety program to address safety for e-bike and electric scooter users. These safety initiatives focus on education and encouraging safer choices on the part of all roadway users to help reduce injuries and deaths on the roads.

To further support this initiative, the City of Coconut Creek has focused on applying this policy to all roadway projects. This includes projects involving new construction, reconstruction, retrofits, repaving, rehabilitation, or changes in the allocation of pavement space on an existing roadway, as well as those that involve new privately built roads and easements intended for public use. The City actively looks for opportunities to repurpose rights-of-way to enhance connectivity for pedestrians, bicyclists, and public transit and will mainly focus on non-motorized connectivity improvements on services, schools, parks, civic uses, regional connections, and commercial uses.

Traffic and Congestion

Traffic and congestion are regional challenges across South Florida. As part of the South Florida region, the City of Coconut Creek experiences these challenges and continues to focus on smart growth so that we are able to minimize travel demand and provide alternate means of transportation. In partnership with the Broward Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT), the City completed the Lyons Road Mobility Project. This $15.5 million project, from Atlantic Boulevard north to the Sawgrass Expressway, included complete re-milling and repaving of the roadway along with new buffered bicycle lanes, sidewalk connections, drainage improvements, and crosswalk enhancements. In addition, $3.9 million in federal funding has been secured for the addition of pedestrian safety lighting along the Lyons Road corridor. Construction began in early 2026 with completion tentatively scheduled for late 2026 or early 2027.

Consistent with Vision 2030, the City has prepared a comprehensive Transit Master Plan which established a long-term vision for our local shuttle system to optimize passenger service for Coconut Creek residents, workers, and visitors. The plan addressed the City's transportation needs by identifying transit service gaps, developing strategies to address and meet passenger demand driven by land use changes and/or new development/redevelopment, and identifying changing mobility needs with multimodal connectivity throughout the City. Additionally, in conjunction with the Broward MPO, the City planned and developed a Mobility Hub Master Plan for the MainStreet area. Both plans serve to address future transportation needs including modifications to public transit, expanded transportation options such as biking and car sharing, and the identification of funding opportunities to support these initiatives.



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

In November 2018, Broward County voters approved a 30-year one cent transportation sales surtax to improve traffic signalization, roadways, intersections, and public transportation (bus and rail), and to fund future investments in the City's transportation system. This revenue stream provides some much-needed funding to 31 municipalities to cover municipal capital projects and the community bus programs. The Transportation Surtax, provided for through the Mobility Advancement Program (MAP), funded the Comprehensive Street Improvement Program, Phase II, which addressed the rehabilitation needs of the City's roadway infrastructure and will be used to fund both the Cullum Road construction effort, the future traffic signal at Cullum Road and Lyons Road along with the Sample Road Multi-Purpose Pathway to address the widening of sidewalks along Sample Road and improved accessibility to Tradewinds Park. This funding ensures Coconut Creek can continue enhancing its roadways and mobility infrastructure for years to come. $6.4 million is budgeted from the Transportation Surtax Fund for Fiscal Year 2027 for the MainStreet - Cullum Road Construction Project CIP as well as an additional $500K for the Comprehensive Street Improvement Program CIP.

Seminole Tribe of Florida Coconut Creek Casino

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

used for community capital improvement projects, debt service payments to capital improvement projects, and land purchases. As part of this agreement, the City received $4.4 million during Fiscal Year 2026 and anticipates receiving $4.5 million in Fiscal Year 2027.

The City and the Seminole Tribe entered into a Mitigation Agreement in connection with additional Seminole property becoming federal trust lands. The agreement calls for an annual payment by the Seminole Tribe to help mitigate the impact on the City. As part of this agreement, the City received $3.5 million during Fiscal Year 2026 and anticipates receiving $3.6 million in Fiscal Year 2027. Proceeds from the Seminole Tribe Mitigation Agreement accumulate in the Seminole Mitigation Special Revenue Fund to be used for improvements and services within the MainStreet area as well as other expenses or improvements to mitigate the impact of the land becoming sovereign.

As part of the 2021 Legislative Session, the Governor of Florida signed a 30-year Compact Agreement with the Seminole Tribe of Florida which provides a local share for Coconut Creek. Following the conclusion of significant state and federal legal challenges in 2024, the Compact Agreement remains in effect. As part of this agreement, the City received $1.6 million during Fiscal Year 2026 and anticipates receiving $2.0 million in Fiscal Year 2027. These funds will be used in the Capital Improvement Program Fund to defray the costs of City infrastructure improvements.

Solid Waste and Recycling

The Solid Waste Authority (SWA) of Broward County was approved by more than 80% of the participating members moving the Authority forward. As part of their Master Plan, the SWA will be releasing Request for Proposals (RFPs) for services such as recycling, yard waste, and long-term disposal agreements. This process is expected to be completed in approximately one year which should result in lower disposal and processing costs. If cities are not satisfied with the results, they may opt out of the Authority at that time.

Staff negotiated a restated and amended five-year agreement with Republic Services. The agreement brings electric powered garbage trucks to this City as well as recycling contamination identification software for the restarted curbside recycling program.

Monitoring PFAS Levels in Drinking Water



Per- and polyfluoroalkyl substances (PFAS), or “forever chemicals”, are man-made substances that have been used since the 1940s in industry and consumer products like nonstick cookware, water-repellent clothing, food packaging, cosmetics, and firefighting foams. Under the Safe Drinking Water Act (SDWA), the Environmental Protection Agency (EPA) sets the standards for drinking water quality and monitors states, local authorities, and water suppliers who enforce those standards. PFAS is currently unregulated by the EPA. The EPA is looking more particularly in monitoring two specific types of PFAS components: perfluorooctanoic acid (PFOA), and perfluorooctane sulfonate (PFOS), which can be harmful to health. The EPA collects data by requiring the potable utility providers to collect samples and data via the Unregulated Contaminant Monitoring Rule (UCMR), every five (5) years. In 2024, the City completed its UCMR 5 monitoring requirements and shared the results with its residents, and the City is looking forward to the upcoming UCMR 6 requirements. The EPA is looking to determine the presence of PFAS and its effects and will make necessary future changes to the regulations which each utility provider will have to abide by. The City purchases water directly from Broward County and the water is tested regularly and meets or exceeds all current federal SDWA standards. The City is following the proposed EPA regulation changes regarding PFAS closely and will work with Broward County directly regarding any drinking water rule changes.

Water Supply and Wastewater Discharge



Learning from several historical drought years and recognizing that Lake Okeechobee is a fragile and complex environment, the South Florida Water Management District (SFWMD) implemented permanent water restrictions throughout South Florida. Since potable water is a limited and undervalued resource, the SFWMD is requiring local government agencies to identify alternative water supplies. Broward County Water and Wastewater Services (WWS), the bulk supplier of our potable water, has identified alternative sources to meet the City's future demands, including the C-51 reservoir.

Regarding wastewater, the State Legislature has mandated that all wastewater discharges into the ocean must cease, resulting in increased disposal costs. In addition, alternative disposal methods, such as reclaimed water and/or deep well injection, are costly. Further, new biosolids regulations are increasing the costs associated with treatment and disposal. Together, these mandates for potable water and wastewater treatment will result in increased utility rates for customers throughout the region. Broward County continues to evaluate options for complying with these mandates while minimizing their impact on customers.

Planning for Long-Term Water and Wastewater Needs

With the City's continued growth and the development of MainStreet, thoughtful planning for the long-term management of the potable water supply and wastewater collection system is essential. The design and capacity of these systems must keep pace with population increases, new development, and community needs. The Utilities and Engineering Department carefully evaluates infrastructure demands to ensure water storage tanks, distribution piping, and wastewater conveyance systems are adequate to serve both current residents and future growth. To support this goal, the City uses water and wastewater computer models for demand and also has implemented a comprehensive water quality control system for potable water quality. This advanced technology integrates with existing instrumentation, monitors chemical levels in real time, and automatically calibrates flow rates to maintain proper balance in the water distribution system. The system not only enhances efficiency but also ensures that adjustments are made quickly to preserve reliability and stability in water delivery from a quality and quantity standpoint.

Alongside potable water, the City continues to maintain and improve the wastewater collection system, which includes pipelines, lift stations, and force mains designed to move wastewater to the regional treatment facilities. By focusing on strong system design, capacity, and technological upgrades, the City is positioning its utility infrastructure to remain resilient, dependable, and capable of meeting the current and future needs of the community.

Reclaimed Water Project

One way the City is actively working to address future water issues and improve conditions for its residents, while contributing to the preservation of natural resources, is through the use of reclaimed water. The City of Coconut Creek provides reclaimed water to various sections of the City for irrigation purposes such as medians and parks. Using reclaimed water reduces the need for fertilizer, reduces potable water usage, and reduces overall costs. The reduction in fertilizer usage helps minimize discharges into our waterways, which reduces nutrient imbalances in our lakes and canals. The City remains proactive in addressing the emerging and ongoing issues that will impact the level of services it provides to its residents. Engineering staff has been successful in incorporating any increase of reclaimed water use within the MainStreet Project design, which is currently under construction.

BUDGET STRUCTURE



BUDGETARY & FINANCIAL POLICIES



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

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

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



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

The City's budget is a balanced budget.

BUDGETARY & FINANCIAL POLICIES

Financial Planning

Operating Budget Policies

1. The City's budget will support City Commission goals, objectives, and policies in meeting the needs of the community.

2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.

3. The City will continuously evaluate its service delivery system according to established efficiency and effectiveness criteria.

4. The City will evaluate its use of intergovernmental service contracts to preclude unwarranted duplication of service in overlapping jurisdictions and ensure an effective and efficient service delivery system to the community.

5. The City will comply with mandatory federal, state, and local laws and, when appropriate, will comply with industry and professional requirements or standards.

6. The operating impact of the Capital Improvement Program (CIP) projects will be reviewed prior to any project being included in the operating budget.

7. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the public assets.

8. The City will prepare its budget using a Balanced Budget; each fund's revenues plus other sources equal its expenditures/expenses plus other uses.

9. Transfer of funds between Personal Services, Operating, and Capital Outlay categories is discouraged.

10. When possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited.

11. The City will consider General Fund requests for new or expanded programs during the course of the regular budget process. Only under priority circumstances will such requests be considered during the course of the year.

Cash Management and Investment Policies

1. The City will follow its adopted Investment Policy when handling public funds. The Investment/Portfolio Policy is contained in a separate document.

2. The City will collect revenues aggressively, including past due bills of any type, and may utilize an outside collection agency to accomplish this.

3. Except under extenuating circumstances, the City will deposit all funds within twenty-four (24) business hours of receipt.

4. The Finance and Administrative Services Department will prepare an investment report on a monthly basis.

Capital Improvement Program (CIP) Policies

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

Accounting and Financial Reporting Policies

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

Organizational Policies

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

Financial Stability Policies

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

4. The City will continuously monitor revenues and expenditures to ensure responsible fiscal management of the City.

5. The City will maintain a General Fund Hurricane Emergency Reserve Account in an amount of five (5%) percent of the total subsequent fiscal year expenditures, less capital outlay and transfers out budgeted for the fund.

Revenue

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system to avoid reliance on any one revenue source and will attempt to minimize the dependence on property taxes.

2. The City will pursue alternative revenue sources as an additional source of funds.

3. Market rates and charges levied by other public and private organizations for similar services should be considered when establishing tax rates, fees, and charges.

4. New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs may be funded by one-time revenue sources to ensure fund balance integrity.

5. New and expanded unrestricted revenue streams should be first applied to support existing programs prior to funding new or expanded programs.

6. The City will pursue federal, state, and local grants but will strictly limit financial support of these programs to avoid commitments, which continue beyond funding availability.

7. General Fund expenditures for mandated and priority programs are to be made against current revenue sources, and not dependent upon uncertain reserves or fluctuating prior period cash balances.

8. Special Revenue Funds are supported by special levies and fees, grants, or intergovernmental revenues. Expenditures in these funds are strictly limited to the mandates of the funding source. Special Revenue Funds are not to be used to subsidize other funds, except as required or permitted by program regulations.

9. Enterprise Funds are expected to derive the majority of their revenues from user fees and charges. Enterprises should strive to become self-supporting entities through periodic reviews of its fee structure, charges for services, and other operating revenues and expenditures.

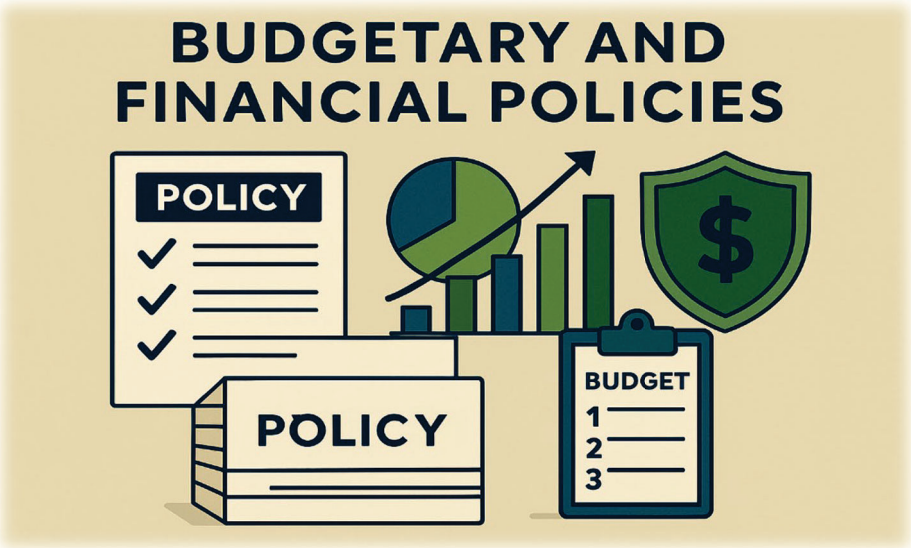
Expenditures

Debt Policies

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

Reserve Policies

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



STRATEGIC PRIORITY BUDGET

The Line Item Budget is the traditional budget used in many local governments. Its format is the simplest because it parallels the object of expenditure series used in the accounting system. The budget is built entirely on inputs to the fiscal process, not concerning itself with results. The budget is entirely oriented toward control and governs what is to be purchased. The Strategic Priority Budget methodology expands upon the Line Item Budget concept giving citizens, Commission members, management, and employees a better understanding of government's role in the community. Thus, the Strategic Priority Budget provides a mechanism to allow elected officials to make better informed decisions, engage citizens in the budgeting process, and align available resources with community priorities.

Coconut Creek's budget process has transitioned from a Line Item Budget to a Strategic Priority Budget that continues the provision of line item detail while asking pertinent questions such as, “Where are we now?”, “Where do we want to be?”, “How will we get there?”, and many others. It assumes that, in an environment of competing priorities, elected officials must choose between different and competing items. For example, they may find it necessary to choose between all or some of their recreational programming and all or some of their public works activities. Under this methodology, the programs and services offered by the City are based on the community's priorities as identified in Vision 2030, the City’s Strategic Plan, and available resources.

The Fiscal Year 2027 Budget is designed to be comprehensive, raising visionary issues for discussion and deliberation by the Coconut Creek public and the City Commission, and linking funding decisions to priorities in the strategic plan.



BUDGET PROCESS

Budget Adoption

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

Budget Amendments

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

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

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

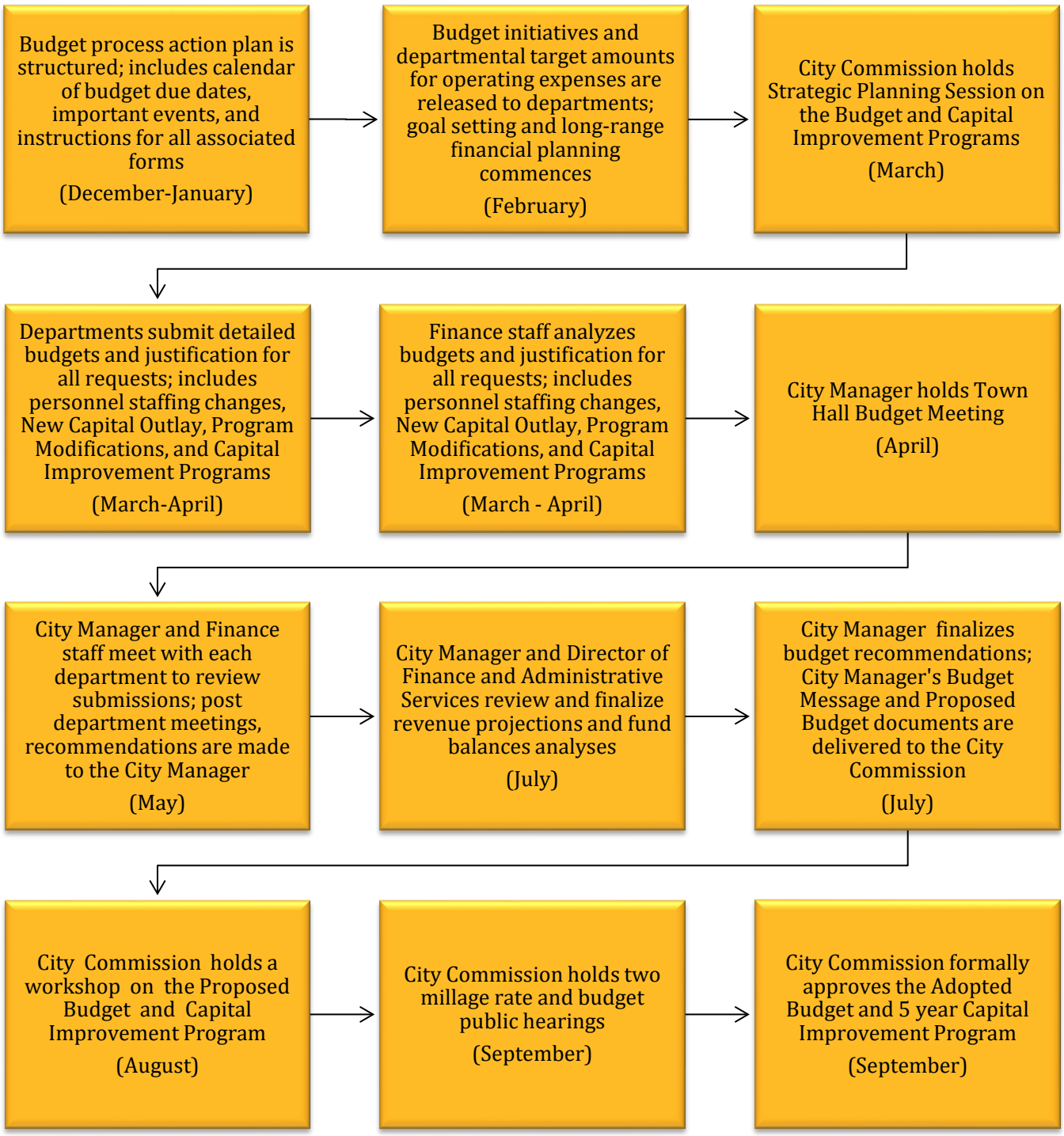
- **Supplemental Appropriations** - When there are revenues in excess of those estimated in the budget, supplemental appropriations may be made for the year up to the amount of such excess.
- **Emergency Appropriations** - To meet a public emergency affecting life, health, property, or the public peace, the Commission may make emergency appropriations and, to the extent there are no available unappropriated revenues, authorize the issuance of emergency notes.
- **Reduction of Impending Deficits** - If it appears that a revenue shortfall will make it insufficient to meet the amount of expenditures appropriated, the Commission may reduce one or more programs, goals, or appropriations.
- **Transfer of Appropriations** - The City Commission may transfer part or all of any unencumbered appropriation balance from one department, office, or agency to another.

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

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



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

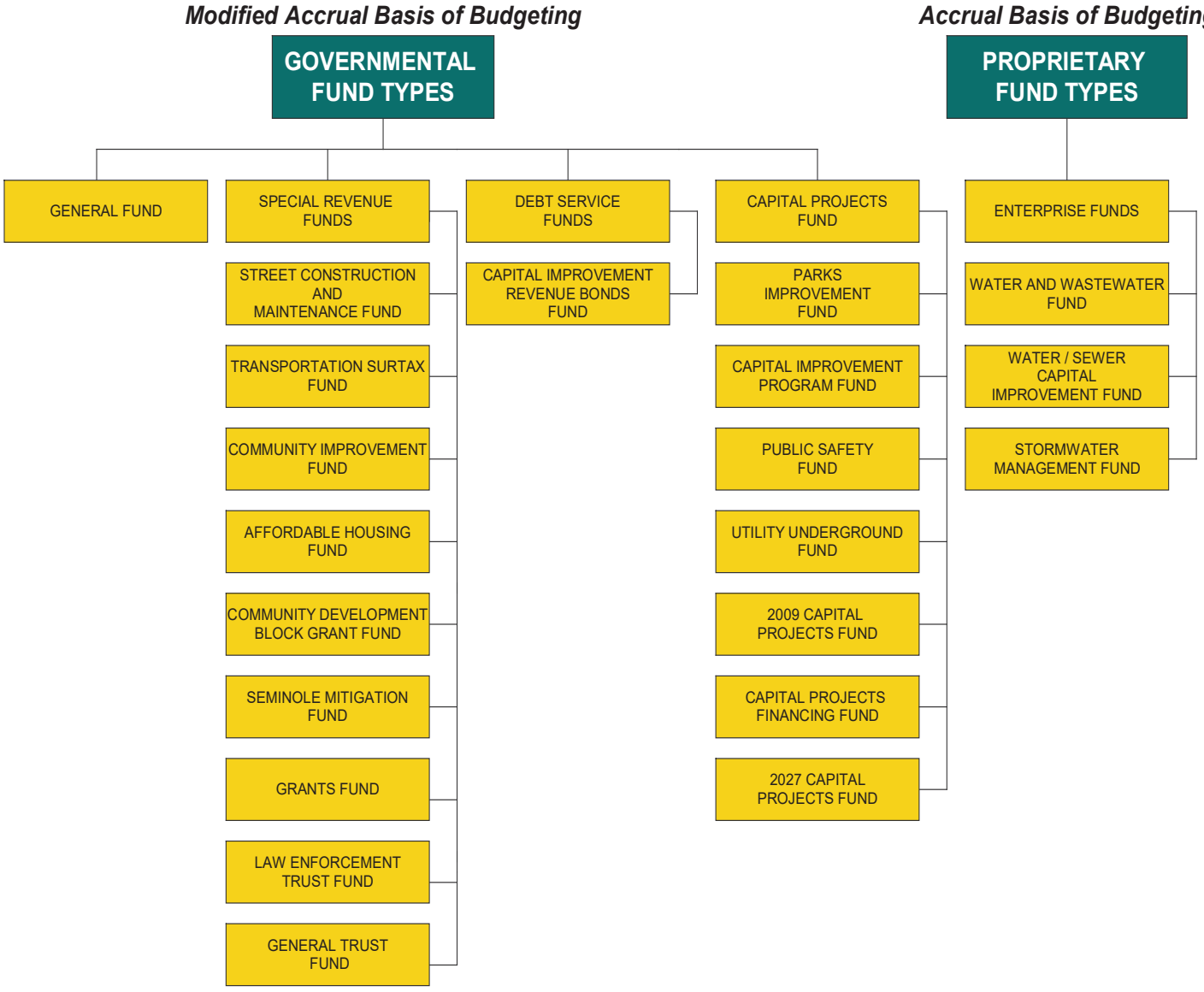


BUDGET PROCESS CALENDAR

DATES	ACTIVITY/REQUIREMENT
February 3 - 4	Budget Coordinator Training Budget Manager Training
February 23	Budget Kick Off Budget Central Opens
March 2	Core Services Forms FY 2026 Expenditure Projections
March 9	Overtime Analysis Forms Revenue Projections Forms (as applicable)
March 12	Commission Budget Strategic Planning Session
March 16	Personnel Full Time Employee (FTE) Allocations Operating Budget Allocations Over Target Reconciliation Forms (as applicable)
March 23	Program Modification Request Forms Capital Outlay Request Forms Capital Improvement Program Budget Forms Organizational Charts
March 30	Fund/Division Forms Key Performance Indicators
April 6 - 9	Review New Requests: -Program Modification Requests -Capital Outlay Requests -Capital Improvement Program Requests
April 28	Town Hall Budget Meeting
May 18 - 21	City Manager/Department Budget Meetings
August 13	Commission Budget Workshop – Town Hall
September 14	1st Public Hearing to Tentatively Set Tax Millage Rate and Adopt FY 2027 Budget
September 24	2nd Public Hearing to Formally Set Tax Millage Rate and Formally Adopt FY 2027 Budget

BUDGETARY BASIS

Budgetary Basis refers to the basis of accounting, Accrual or Modified Accrual, used to estimate financing sources and uses in the budget. Accrual Basis indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not). Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period. The City of Coconut Creek uses both Accrual and Modified Accrual Basis for budget development. The basis used for budget development depends on the type of fund as shown in the illustration below.



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

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

In all cases (General Governmental and Enterprise Funds), when goods and services are not received by year-end, the encumbrances lapse, unless otherwise requested by departments to roll over to the next fiscal year.

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



FUND DESCRIPTIONS

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

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

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

A major fund is defined as a fund that reports at least 10% of total governmental assets, liabilities, revenues, or expenditures and at least 5% of combined City assets, liabilities, revenues, or expenditures. A government agency may choose to classify a fund as a major fund if that fund has particular importance to financial users. By definition, the General Fund is always considered a major fund. The remaining major funds are the Community Improvement Fund, Community Development Block Grant Fund, Capital Projects Financing Fund, 2009 Capital Projects Fund, 2027 Capital Projects Fund, Capital Improvement Program Fund, Water and Wastewater Fund, Water/Sewer Capital Improvement Fund, Stormwater Management Fund, General Trust Fund, and Grants Fund. The other non-major funds consist of all Special Revenue Funds (except for the Community Improvement Fund and the Grants Fund), Debt Service Fund, and all other Capital Projects Funds.

GOVERNMENTAL FUND TYPES

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

General Fund - Accounts for most of the day-to-day operating activities of the City.

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

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

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

FUND 01 - GENERAL FUND (MAJOR FUND)

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

FUND 11 - STREET CONSTRUCTION AND MAINTENANCE FUND

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

FUND 12 - TRANSPORTATION SURTAX FUND

The Transportation Surtax Fund is a Special Revenue Fund used to account for proceeds from the Broward County Transportation Surtax Program. These funds will be used to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system. Funding for MainStreet - NW 54th Ave & NW 40th Street Roundabout Project and South Creek Neighborhood Improvements are included in this fund.

FUND 14 - COMMUNITY IMPROVEMENT FUND (MAJOR FUND)

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

FUND 15 - AFFORDABLE HOUSING FUND

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

FUND 16 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND (MAJOR FUND)

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

FUND 18 - SEMINOLE MITIGATION FUND

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

FUND 21 - CAPITAL IMPROVEMENT REVENUE BONDS FUND

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

FUND 31 - PARKS IMPROVEMENT FUND

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

FUND 32 – CAPITAL PROJECTS FINANCING FUND (MAJOR FUND)

The Capital Projects Financing Fund is used to account for the City's Capital Improvement Projects that are funded by the Series 2017A and 2021 Capital Improvement Revenue Notes. Projects include Facility Roof Replacement Program, Recreation Complex Building Rehabilitation, Fire Station #94 Improvements, Commission Chambers Renovation, and improvements to Sunshine and Veterans Parks.

FUND 33 - 2009 CAPITAL PROJECTS FUND (MAJOR FUND)

The 2009 Capital Projects Fund is used to account for the City's Capital Improvement Projects that are funded by the Series 2009 Capital Improvement Revenue Note. Projects previously funded include the Undergrounding of Aboveground Utility Lines, the Public Works Building, Government Center Rehabilitation, Facility Roof Replacement Program, and Facilities Alternative Fuel Vehicle Charging Station Program.

FUND 35 - UTILITY UNDERGROUND FUND

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

FUND 36 - PUBLIC SAFETY FUND

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

FUND 37 - 2027 CAPITAL PROJECTS FUND (MAJOR FUND)

The 2027 Capital Projects Fund is used to account for the City's construction of Fire Station #113.

FUND 39 - CAPITAL IMPROVEMENT PROGRAM FUND (MAJOR FUND)

The Capital Improvement Program Fund is used to account for the City's Capital Improvement Program funded by the City's General Fund. Programs funded include Vehicle Replacement Program, Parks Improvement Program, Fitness Equipment Replacement Program, and the construction, renovation, or expansion of City facilities.

FUND 61 - GENERAL TRUST FUND (MAJOR FUND)

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

FUND 62 & 63 - LAW ENFORCEMENT TRUST FUND

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

FUND 65 - GRANTS FUND (MAJOR FUND)

The Grants Fund is a major fund and a Special Revenue Fund used to account for revenues for various grant programs and held for a specific purpose. The expenditures are directly related to requirements stipulated by the agencies providing the revenues received.

PROPRIETARY FUND TYPES

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

Internal Service Funds – Accounts for the goods and services provided by one department to another within government on a cost-reimbursement basis. These are used as internal services. The City does not have any Internal Service Funds.

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

FUND 41 - WATER AND WASTEWATER FUND (MAJOR FUND)

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

FUND 42 - WATER/SEWER CAPITAL IMPROVEMENT FUND (MAJOR FUND)

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

FUND 45 - STORMWATER MANAGEMENT FUND (MAJOR FUND)

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



BUDGET OVERVIEW



PROPERTY VALUE AND TAX MILLAGE SUMMARY

2025 Final Gross Taxable Value After Value Adjustment Board Changes (Was $6,480,460,162 at 10/01/25)	$	6,434,110,589	
Increase in 2025 Taxable Value Due to Reassessments	$	357,455,280	**5.56%**
Current Year Adjusted Taxable Value	$	6,791,565,869	
Current Year New Taxable Value (New Construction & Additions etc.)	$	54,885,740	**0.85%**
Current Year Gross Taxable Value for Operating Purposes	$	6,846,451,609	**6.41%**

	FY26 ADOPTED TAX RATE	ROLLED BACK RATE	FY27 ADOPTED TAX RATE	% INCREASE (DECREASE) OVER FY26 TAX RATE	% INCREASE (DECREASE) OVER ROLLED BACK RATE
OPERATING MILLAGE	6.8988	6.5357	6.8988	0.00%	5.56%

	MILLS	REVENUE GENERATED GROSS	REVENUE GENERATED NET (5% Discount)
ADOPTED FY27 OPERATING MILLAGE RATE & TAX REVENUE	6.8988	$ 47,232,300	$ 44,870,685
FY26 OPERATING MILLAGE RATE & TAX REVENUE	6.8988	$ 44,387,642	$ 42,168,260
ADOPTED CHANGE OVER FY26	0.0000	$ 2,844,658	$ 2,702,425
FY27 REVENUE @ PRIOR YEAR TAX RATE	6.8988	$ 47,232,300	$ 44,870,685
FY27 REVENUE @ ROLLED BACK RATE	6.5357	$ 44,746,354	$ 42,509,036

PROPERTY TAX MILLAGE RATE IMPACT

FY26 MUNICIPAL TAXABLE VALUE	TOTAL TAX WITH CURRENT MILLAGE (6.8988)	FY27 MUNICIPAL TAXABLE VALUE	TOTAL TAX WITH ADOPTED MILLAGE (6.8988)	CHANGE IN TAXES
$ 350,000	$ 2,415	$ 350,000	$ 2,415	$ -
$ 300,000	$ 2,070	$ 300,000	$ 2,070	$ -
$ 250,000	$ 1,725	$ 250,000	$ 1,725	$ -
$ 200,000	$ 1,380	$ 200,000	$ 1,380	$ -
$ 150,000	$ 1,035	$ 150,000	$ 1,035	$ -
$ 100,000	$ 690	$ 100,000	$ 690	$ -
$ 75,000	$ 517	$ 75,000	$ 517	$ -

MUNICIPAL MILLAGE RATE AND FIRE FEE COMPARISON
FISCAL YEAR 2026 - FISCAL YEAR 2027

RANK	CITIES	FY26 ADOPTED OPERATING MILLAGE RATE	FY26 ADOPTED FIRE ASSESSMENT	FY27 ADOPTED OPERATING MILLAGE RATE	FY27 ADOPTED FIRE ASSESSMENT
1	Unincorporated	2.3353	$190.00	2.3341	$190.00
2	Hillsboro Beach	3.5000	$0.00	3.5000	$0.00
3	Weston	3.3464	$770.06	3.5046	$839.19
4	Lauderdale By The Sea	3.9000	$303.39	3.7708	$455.09
5	Southwest Ranches	3.9000	$767.76	3.9000	$844.67
6	Fort Lauderdale	4.1193	$403.00	4.1193	$444.00
7	Parkland	4.2979	$327.06	4.2979	$340.14
8	Lighthouse Point	4.4207	$300.00	4.4207	$300.00
9	Pompano Beach	5.2181	$361.00	5.1920	$391.00
10	Davie	5.6250	$296.00	5.3392	$296.00
11	Pembroke Pines	5.6690	$408.14	5.6690	$437.63
12	Oakland Park	5.6979	$382.00	5.6799	$441.00
13	Plantation	5.7000	$0.00	5.7000	$0.00
14	Cooper City	5.8450	$432.01	5.8350	$487.39
15	Wilton Manors	6.2270	$351.56	5.9835	$332.34
16	Dania Beach	5.9998	$270.76	5.9998	$273.77
17	Sea Ranch Lakes	6.0000	$0.00	6.0000	$0.00
18	Deerfield Beach	6.0018	$350.00	6.0018	$350.00
19	Coral Springs	6.0232	$308.18	6.0232	$324.92
20	Sunrise	6.0543	$309.50	6.0543	$309.50
21	Lazy Lake	6.5000	$0.00	6.5000	$0.00
22	**Coconut Creek**	**6.8988**	**$333.26**	**6.8988**	**$366.59**
23	Tamarac	7.0000	$450.00	7.0000	$509.00
24	Margate	7.1171	$300.00	7.1171	$305.00
25	Miramar	7.1172	$479.21	7.1172	$574.22
26	Hallandale Beach	7.3848	$347.98	7.3189	$394.15
27	Lauderhill	7.4998	$660.00	7.3998	$685.00
28	North Lauderdale	7.4000	$278.00	7.4000	$278.00
29	Hollywood	7.4293	$354.00	7.4293	$364.00
30	West Park	7.9000	$500.52	7.9000	$500.32
31	Pembroke Park	8.5000	$0.00	8.5000	$0.00
32	Lauderdale Lakes	8.6000	$333.84	8.6000	$344.96

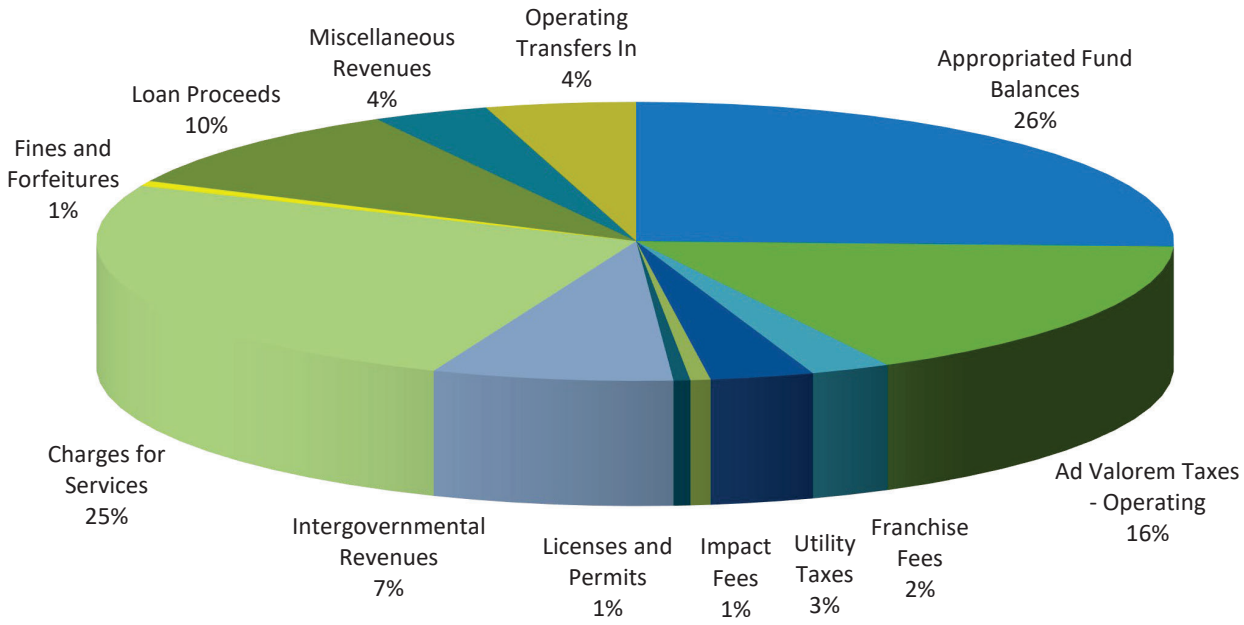
BUDGET SUMMARY

The ADOPTED Operating Budget Expenditures of the City of Coconut Creek are 5% More Than Last Year's Total Operating Expenditures.

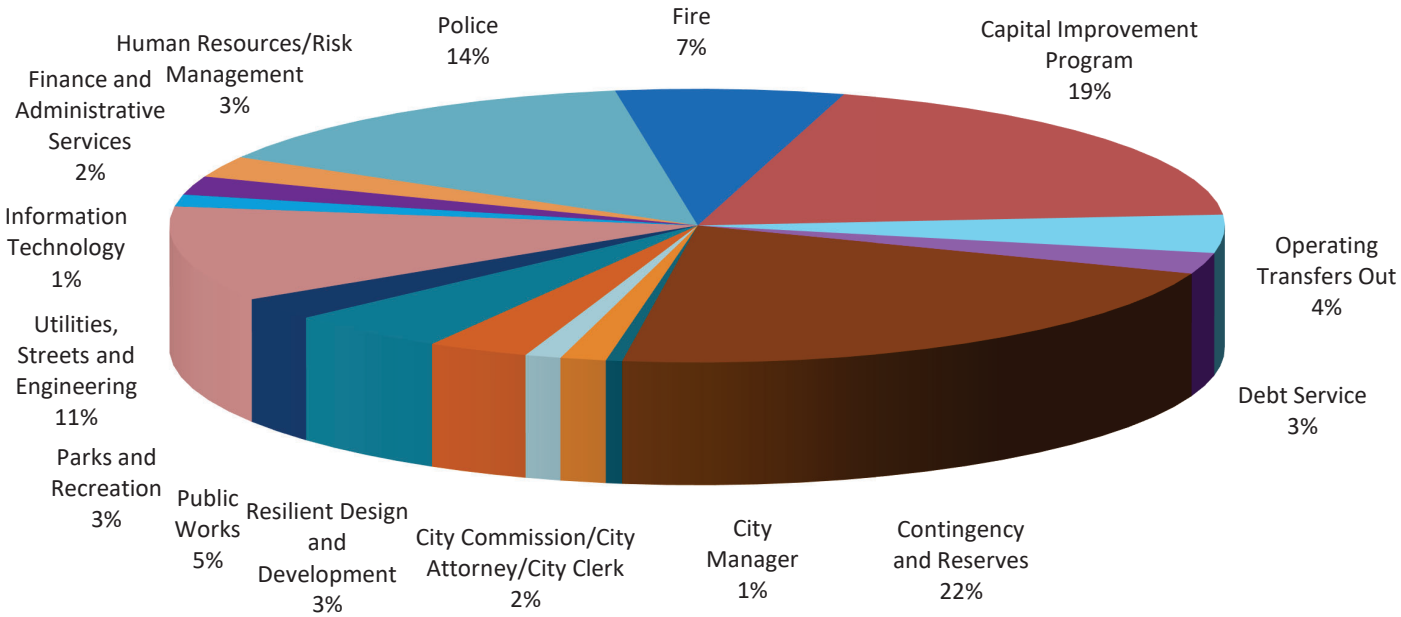
	Millage Rate Per $1000	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Total All Funds
Estimated Revenues:							
Ad Valorem Taxes - Operating	**6.8988**	$44,960,680	$0	$0	$0	$0	$44,960,680
Franchise Fees/Utility Taxes		14,744,590	-	-	-	-	14,744,590
Licenses and Permits		1,443,450	-	-	-	-	1,443,450
Intergovernmental Revenues		6,859,300	11,859,460	-	-	550,000	19,268,760
Charges for Services		28,201,040	8,123,280	-	-	31,798,430	68,122,750
Fines and Forfeitures		1,490,000	-	-	-	-	1,490,000
Impact Fees		-	150,940	-	435,260	1,087,560	1,673,760
Loan Proceeds		-	-	-	26,500,000	-	26,500,000
Miscellaneous Revenues		3,806,260	890,000	-	3,047,000	1,725,000	9,468,260
Total Estimated Revenues		**$ 101,505,320**	**$ 21,023,680**	**$ -**	**$ 29,982,260**	**$ 35,160,990**	**$ 187,672,250**
Operating Transfers In		1,490,000	-	6,268,130	4,224,770	-	11,982,900
Appropriated Fund Balances/Retained Earnings		32,500,000	15,985,000	75,000	10,355,000	9,921,480	68,836,480
TOTAL ESTIMATED REVENUES & BALANCES		**$ 135,495,320**	**$ 37,008,680**	**$ 6,343,130**	**$ 44,562,030**	**$ 45,082,470**	**$ 268,491,630**
Expenditures/Expenses:							
City Commission/City Attorney		$2,494,800	$0	$0	$0	$0	$2,494,800
City Manager		2,988,750	-	-	-	-	2,988,750
City Clerk		1,240,430	-	-	-	-	1,240,430
Resilient Design and Development		6,075,720	2,325,940	-	-	-	8,401,660
Public Works		12,230,810	860,310	-	-	-	13,091,120
Parks and Recreation		7,220,070	-	-	-	-	7,220,070
Utilities, Streets and Engineering		997,270	1,352,740	-	-	27,938,020	30,288,030
Information Technology		3,824,430	-	-	-	-	3,824,430
Insurance Services/Risk Management		4,288,500	-	-	-	-	4,288,500
Finance and Administrative Services		3,633,840	-	-	-	2,287,440	5,921,280
Human Resources		2,310,400	-	-	-	-	2,310,400
Police		38,036,570	-	-	-	-	38,036,570
Fire Rescue		18,861,990	-	-	-	-	18,861,990
Non-Departmental		600,640	250,000	-	-	-	850,640
Debt Service		-	-	6,268,130	500,000	-	6,768,130
Total Expenditures		**$ 104,804,220**	**$ 4,788,990**	**$ 6,268,130**	**$ 500,000**	**$ 30,225,460**	**$ 146,586,800**
Operating Transfers Out		7,167,630	4,795,270	-	20,000	-	11,982,900
Capital Improvement Program		-	11,521,690		33,732,080	6,569,800	51,823,570
Contingency and Reserves		23,523,470	15,902,730	75,000	10,309,950	8,287,210	58,098,360
TOTAL EXPENDITURES & BALANCES		**$ 135,495,320**	**$ 37,008,680**	**$ 6,343,130**	**$ 44,562,030**	**$ 45,082,470**	**$ 268,491,630**

BUDGET SUMMARY (ALL FUNDS)
$268,491,630

Revenues by Source



Expenditures by Department



FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS				
GENERAL FUND (01)-MAJOR FUND				
Means of Financing				
Property Taxes	$40,520,215	$42,534,030	$44,960,680	$2,426,650
Franchise Fees	6,009,839	5,855,950	6,438,540	582,590
Utility Taxes	7,857,330	7,765,070	8,306,050	540,980
Licenses/ Permits	2,348,976	1,344,690	1,443,450	98,760
Intergovernmental Revenues	9,243,300	7,218,120	6,859,300	(358,820)
Charges for Services	24,520,980	26,133,070	28,201,040	2,067,970
Fines and Forfeitures	546,011	1,713,170	1,490,000	(223,170)
Miscellaneous Revenues	11,226,138	3,810,650	3,806,260	(4,390)
Transfer In Community Imp. Fund	376,775	420,000	470,000	50,000
Transfer In Seminole Mitigation Fund	1,000,000	1,000,000	1,000,000	-
Transfer In Underground Utility Fund	42,954	10,000	20,000	10,000
Appropriated Fund Balance	-	30,500,000	32,500,000	2,000,000
	$103,811,908	**$128,304,750**	**$135,495,320**	**$7,190,570**
Estimated Requirements				
Personal Services	$65,963,230	$77,351,640	$80,473,760	$3,122,120
Operating Expenses	17,776,770	22,901,340	22,905,850	4,510
Capital Outlay	8,512,531	766,510	806,700	40,190
Non-Operating Expenses	204,978	617,910	617,910	-
Transfer Out Debt Service Fund	-	-	2,942,860	2,942,860
Transfer Out Capital Improvement Fund	13,229,890	4,667,350	4,224,770	(442,580)
Contingency	-	1,500,000	1,023,470	(476,530)
Resources Available	-	20,500,000	22,500,000	2,000,000
	$105,687,400	**$128,304,750**	**$135,495,320**	**$7,190,570**
STREET CONSTRUCTION AND MAINTENANCE FUND (11)				
Means of Financing				
Intergovernmental Revenues	$1,850,135	$1,867,350	$2,051,200	$183,850
Miscellaneous Revenues	30,713	20,000	30,000	10,000
Appropriated Fund Balance	-	411,630	700,000	288,370
	$1,880,848	**$2,298,980**	**$2,781,200**	**$482,220**
Estimated Requirements				
Personal Services	$672,754	$769,910	$835,870	$65,960
Operating Expenses	1,302,205	1,469,070	1,627,180	158,110
Capital Outlay	15,863	60,000	-	(60,000)
Resources Available	-	-	318,150	318,150
	$1,990,822	**$2,298,980**	**$2,781,200**	**$482,220**
Capital Improvement Program	28,080	-	-	-
	$2,018,902	**$2,298,980**	**$2,781,200**	**$482,220**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
TRANSPORTATION SURTAX FUND (12)				
Means of Financing				
Intergovernmental Revenues	$67,907	$1,786,400	$6,867,150	$5,080,750
	$67,907	**$1,786,400**	**$6,867,150**	**$5,080,750**
Estimated Requirements				
Capital Improvement Program	$0	$1,786,400	$6,867,150	$5,080,750
	$0	**$1,786,400**	**$6,867,150**	**$5,080,750**
COMMUNITY IMPROVEMENT FUND (14)-MAJOR FUND				
Means of Financing				
Charges for Services	$4,232,606	$4,383,220	$4,542,240	$159,020
Miscellaneous Revenues	450,971	420,000	470,000	50,000
Appropriated Fund Balance	-	11,075,000	12,950,000	1,875,000
	$4,683,577	**$15,878,220**	**$17,962,240**	**$2,084,020**
Estimated Requirements				
Operating Expenses	$84,052	$335,000	$340,000	$5,000
Transfer Out General Fund	376,775	420,000	470,000	50,000
Transfer Out Debt Service Fund	2,471,350	2,470,210	3,325,270	855,060
Resources Available	-	12,653,010	13,826,970	1,173,960
	$2,932,177	**$15,878,220**	**$17,962,240**	**$2,084,020**
AFFORDABLE HOUSING FUND (15)				
Means of Financing				
Impact Fees	$44,237	$81,600	$150,940	$69,340
Miscellaneous Revenue	61,989	50,000	60,000	10,000
Appropriated Fund Balance	-	1,565,000	1,775,000	210,000
	$106,226	**$1,696,600**	**$1,985,940**	**$289,340**
Estimated Requirements				
Non-operating Expenses	$0	$1,696,600	$1,985,940	$289,340
	$0	**$1,696,600**	**$1,985,940**	**$289,340**
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (16)-MAJOR FUND				
Means of Financing				
Intergovernmental Revenues	$73,645	$0	$300,000	$300,000
	$73,645	**$0**	**$300,000**	**$300,000**
Estimated Requirements				
Operating Expenses	$10,673	$0	$0	$0
	$10,673	**$0**	**$0**	**$0**
Capital Improvement Program	15,999	-	300,000	300,000
	$26,672	**$0**	**$300,000**	**$300,000**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
SEMINOLE MITIGATION FUND (18)				
Means of Financing				
Charges for Services	$3,357,555	$3,468,240	$3,581,040	$112,800
Miscellaneous Revenue	309,676	270,000	330,000	60,000
Appropriated Fund Balance	-	2,800,000	500,000	(2,300,000)
	$3,667,231	**$6,538,240**	**$4,411,040**	**($2,127,200)**
Estimated Requirements				
Transfer Out General Fund	$1,000,000	$1,000,000	$1,000,000	$0
Resources Available	-	423,810	1,757,610	1,333,800
	$1,000,000	**$1,423,810**	**$2,757,610**	**$1,333,800**
Capital Improvement Program	346,967	5,114,430	1,653,430	(3,461,000)
	$1,346,967	**$6,538,240**	**$4,411,040**	**($2,127,200)**
GENERAL TRUST FUND (61)-MAJOR FUND				
Means of Financing				
Appropriated Fund Balance	$383,003	$120,000	$60,000	($60,000)
	$383,003	**$120,000**	**$60,000**	**($60,000)**
Estimated Requirements				
Operating Expenses	$87,739	$0	$0	$0
Capital Improvement Program	323,869	120,000	60,000	(60,000)
	$411,608	**$120,000**	**$60,000**	**($60,000)**
GRANTS FUND (65)-MAJOR FUND				
Means of Financing				
Intergovernmental Revenues	$620,112	$566,080	$2,641,110	$2,075,030
	$620,112	**$566,080**	**$2,641,110**	**$2,075,030**
Estimated Requirements				
Operating Expenses	$127,919	$21,320	$0	($21,320)
Capital Outlay	-	340,000	-	(340,000)
	$127,919	**$361,320**	**$0**	**($361,320)**
Capital Improvement Program	395,787	204,760	2,641,110	2,436,350
	$523,705	**$566,080**	**$2,641,110**	**$2,075,030**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND (21)				
Means of Financing				
Miscellaneous Revenues	$2,932	$0	$0	$0
Transfer In General Fund	-	-	2,942,860	2,942,860
Transfer In Community Improv. Fund	2,471,350	2,470,210	3,325,270	855,060
Appropriated Fund Balance	-	70,000	75,000	5,000
	$2,474,282	**$2,540,210**	**$6,343,130**	**$3,802,920**
Estimated Requirements				
Debt Service	$2,471,350	$2,470,210	$6,268,130	$3,797,920
Resources Available	-	70,000	75,000	5,000
	$2,471,350	**$2,540,210**	**$6,343,130**	**$3,802,920**
PARKS IMPROVEMENT FUND (31)				
Means of Financing				
Impact Fees	$0	$30,000	$0	($30,000)
Miscellaneous Revenues	2,761	-	-	-
Appropriated Fund Balance	-	65,000	70,000	5,000
	$2,761	**$95,000**	**$70,000**	**($25,000)**
Estimated Requirements				
Resources Available	$0	$95,000	$70,000	($25,000)
	$0	**$95,000**	**$70,000**	**($25,000)**
CAPITAL PROJECTS FINANCING FUND (32)-MAJOR FUND				
Means of Financing				
Miscellaneous Revenues	$247,573	$210,000	$150,000	($60,000)
Appropriated Fund Balance	-	70,000	200,000	130,000
	$247,573	**$280,000**	**$350,000**	**$70,000**
Estimated Requirements				
Resources Available	$0	$49,000	$0	($49,000)
	$0	**$49,000**	**$0**	**($49,000)**
Capital Improvement Program	814,089	231,000	350,000	119,000
	$814,089	**$280,000**	**$350,000**	**$70,000**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
2009 CAPITAL PROJECTS FUND (33)-MAJOR FUND				
Means of Financing				
Miscellaneous Revenues	$1,120,581	$0	$5,000	$5,000
Appropriated Fund Balance	-	110,000	$185,000	75,000
	$1,120,581	**$110,000**	**$190,000**	**$80,000**
Estimated Requirements				
Resources Available	$0	$110,000	$50,000	($60,000)
	$0	**$110,000**	**$50,000**	**($60,000)**
Capital Improvement Program	6,635	-	140,000	140,000
	$6,635	**$110,000**	**$190,000**	**$80,000**
UTILITY UNDERGROUND FUND (35)				
Means of Financing				
Miscellaneous Revenues	$52,977	$10,000	$20,000	$10,000
Appropriated Fund Balance	-	100,000	100,000	-
	$52,977	**$110,000**	**$120,000**	**$10,000**
Estimated Requirements				
Transfer Out General Fund	$42,954	$10,000	$20,000	$10,000
Resources Available	-	100,000	100,000	-
	$42,954	**$110,000**	**$120,000**	**$10,000**
PUBLIC SAFETY FUND (36)				
Means of Financing				
Impact Fees	$160,577	$69,640	$435,260	$365,620
Miscellaneous Revenues	64,324	60,000	60,000	-
Appropriated Fund Balance	-	1,700,000	1,800,000	100,000
	$224,901	**$1,829,640**	**$2,295,260**	**$465,620**
Estimated Requirements				
Resources Available	$0	$1,829,640	$2,295,260	$465,620
	$0	**$1,829,640**	**$2,295,260**	**$465,620**
2027 CAPITAL PROJECTS FUND (37)-MAJOR FUND				
Means of Financing				
Loan Proceeds	$0	$0	$26,500,000	26,500,000
	$0	**$0**	**$26,500,000**	**$26,500,000**
Estimated Requirements				
Debt Service	$0	$0	$500,000	$500,000
	$0	**$0**	**$500,000**	**$500,000**
Capital Improvement Program	-	-	26,000,000	26,000,000
	$0	**$0**	**$26,500,000**	**$26,500,000**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
GOVERNMENTAL FUNDS - continued				
CAPITAL IMPROVEMENT PROGRAM FUND (39)-MAJOR FUND				
Means of Financing				
Miscellaneous Revenues	$1,585,291	$2,310,000	$2,812,000	$502,000
Transfer In General Fund	13,229,890	4,667,350	4,224,770	(442,580)
Appropriated Fund Balance	-	3,055,690	8,000,000	4,944,310
	$14,815,181	**$10,033,040**	**$15,036,770**	**$5,003,730**
Estimated Requirements				
Resources Available	$0	$1,751,520	$7,794,690	$6,043,170
	$0	**$1,751,520**	**$7,794,690**	**$6,043,170**
Capital Improvement Program	3,877,926	8,281,520	7,242,080	(1,039,440)
	$3,877,926	**$10,033,040**	**$15,036,770**	**$5,003,730**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
ENTERPRISE FUNDS				
WATER AND WASTEWATER FUND (41)-MAJOR FUND				
Means of Financing				
Intergovernmental Revenue	$75,000	$0	$550,000	$550,000
Charges for Services	26,465,781	28,457,900	29,297,500	839,600
Miscellaneous Revenues	1,574,213	1,420,000	1,335,000	(85,000)
Appropriated Retained Earnings	-	6,548,140	3,621,480	(2,926,660)
	$28,114,994	**$36,426,040**	**$34,803,980**	**($1,622,060)**
Estimated Requirements				
Personal Services	$4,274,553	$5,227,730	$5,535,950	$308,220
Operating Expenses	20,740,596	22,348,500	22,791,280	442,780
Non-operating Expenses	75,314	101,850	106,950	5,100
Reserves for Renewal and Replacement	-	1,435,770	-	(1,435,770)
Contingency	-	1,000,000	1,000,000	-
	$20,907,283	**$30,113,850**	**$29,434,180**	**($679,670)**
Capital Improvement Program	2,512,431	6,312,190	5,369,800	(942,390)
	$23,419,714	**$36,426,040**	**$34,803,980**	**($1,622,060)**
WATER/SEWER CAPITAL IMPROVEMENT FUND (42)-MAJOR FUND				
Means of Financing				
Impact Fees	$19,517	$402,500	$1,087,560	$685,060
Miscellaneous Revenues	502,169	80,000	110,000	30,000
Appropriated Retained Earnings	-	-	800,000	800,000
	$521,686	**$482,500**	**$1,997,560**	**$1,515,060**
Estimated Requirements				
Resources Available	$0	$482,500	$1,547,560	$1,065,060
	$0	**$482,500**	**$1,547,560**	**$1,065,060**
Capital Improvement Program	628,758	-	450,000	450,000
	$628,758	**$482,500**	**$1,997,560**	**$1,515,060**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
ENTERPRISE FUNDS - continued				
STORMWATER MANAGEMENT FUND (45)-MAJOR FUND				
Means of Financing				
Charges for Services	$2,321,231	$2,416,360	$2,500,930	$84,570
Miscellaneous Revenues	312,501	280,000	280,000	-
Appropriated Retained Earnings	-	6,100,000	5,500,000	(600,000)
	$2,633,732	**$8,796,360**	**$8,280,930**	**($515,430)**
Estimated Requirements				
Personal Services	$806,548	$957,790	$1,022,720	$64,930
Operating Expenses	841,851	771,650	768,560	(3,090)
Capital Outlay	(461,462)	800,000	-	(800,000)
Resources Available	-	5,194,420	5,739,650	545,230
	$1,186,937	**$7,723,860**	**$7,530,930**	**($192,930)**
Capital Improvement Program	167,382	1,072,500	750,000	(322,500)
	$1,354,319	**$8,796,360**	**$8,280,930**	**($515,430)**

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
Major Funds* (Aggregate)				
Means of Financing				
Property Taxes	$40,520,215	$42,534,030	$44,960,680	$2,426,650
Franchise Fees	6,009,839	5,855,950	6,438,540	582,590
Utility Taxes	7,857,330	7,765,070	8,306,050	540,980
Licenses/Permits	2,348,976	1,344,690	1,443,450	98,760
Intergovernmental Revenues	11,856,454	11,437,950	10,350,410	(1,087,540)
Charges for Services	57,540,598	61,390,550	64,541,710	3,151,160
Fines and Forfeitures	546,011	1,713,170	1,490,000	(223,170)
Impact Fees	160,577	69,640	1,087,560	1,017,920
Loan Proceeds	-	-	26,500,000	26,500,000
Miscellaneous Revenues	16,618,330	8,530,650	8,968,260	437,610
Transfers In	14,769,009	6,097,350	5,714,770	(382,580)
Appropriated Fund Balance	-	59,570,460	63,816,480	4,246,020
	$158,227,339	**$206,309,510**	**$243,617,910**	**$37,308,400**
Estimated Requirements				
Personal Services	$71,044,331	$84,307,070	$87,032,430	$2,725,360
Operating Expenses	39,677,100	47,846,880	46,805,690	(1,041,190)
Capital Outlay	3,883,753	1,966,510	806,700	(1,159,810)
Debt Service	-	-	500,000	500,000
Non-operating Expenses	280,292	719,760	724,860	5,100
Transfers Out	16,078,015	7,557,560	10,962,900	3,405,340
Contingency	-	2,500,000	2,023,470	(476,530)
Resources Available/Reserves	-	43,523,360	51,458,870	7,935,510
	$130,963,490	**$188,421,140**	**$200,314,920**	**$11,893,780**
Capital Improvement Program	8,126,199	17,888,370	43,302,990	25,414,620
	$139,089,689	**$206,309,510**	**$243,617,910**	**$37,308,400**

* The Major Funds consist of the General Fund (01), the Community Improvement Fund (14), the Community Development Block Grant Fund (16), the Capital Projects Financing Fund (32), the 2009 Capital Projects Fund (33), the 2027 Capital Projects Fund (37), the Capital Improvement Program Fund (39), the Water and Wastewater Fund (41), the Water/Sewer Capital Improvement Fund (42), the Stormwater Management Fund (45), the General Trust Fund (61), and the Grants Fund (65).

FUND SUMMARIES

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
Other Funds* (Aggregate)				
Means of Financing				
Intergovernmental Revenues	$73,645	$0	$8,918,350	$8,918,350
Charges for Services	3,357,555	3,468,240	3,581,040	112,800
Impact Fees	63,754	514,100	586,200	72,100
Miscellaneous Revenues	2,461,190	410,000	500,000	90,000
Transfers In	2,471,350	2,470,210	6,268,130	3,797,920
Appropriated Fund Balance	383,003	4,720,000	5,020,000	300,000
	$8,810,499	**$11,582,550**	**$24,873,720**	**$13,291,170**
Estimated Requirements				
Personal Services	$672,754	$0	$835,870	$835,870
Operating Expenses	$1,302,205	-	1,627,180	1,627,180
Capital Outlay	148,775	-	-	-
Non-operating Expenses	-	1,696,600	1,985,940	289,340
Transfers Out	1,042,954	1,010,000	1,020,000	10,000
Debt Service	2,471,350	2,470,210	6,268,130	3,797,920
Resources Available	-	1,171,310	4,616,020	3,444,710
	$5,638,037	**$6,348,120**	**$16,353,140**	**$10,005,020**
Capital Improvement Program	991,724	5,234,430	8,520,580	3,286,150
	$6,629,761	**$11,582,550**	**$24,873,720**	**$13,291,170**

* Other Funds consist of all Special Revenue Funds (except the Community Improvement Fund, Community Development Block Grant Fund, General Trust Fund, and the Grants Fund), Debt Service/Capital Improvement Revenue Bonds Fund (21), Parks Improvement Fund (31), Utility Undergrounding Fund (35), and the Public Safety Fund (36).

FUND SUMMARIES

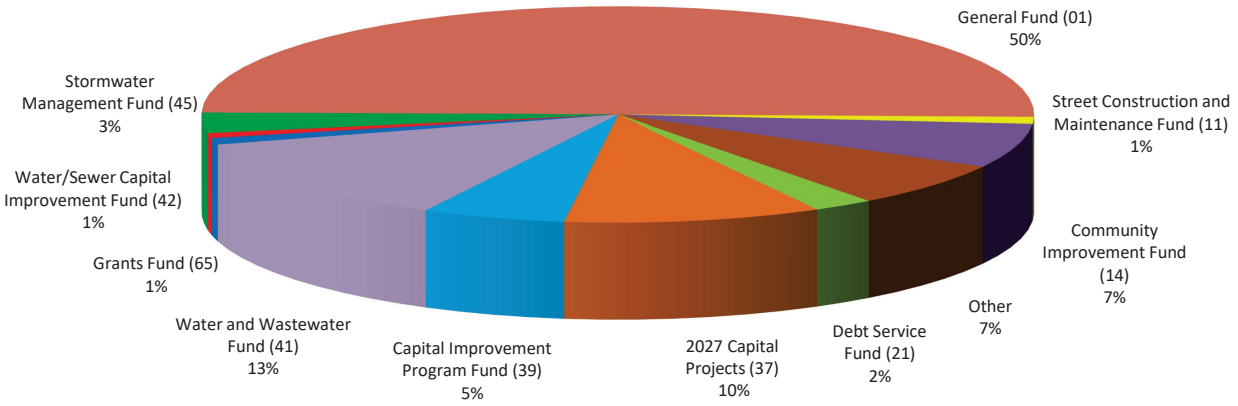
	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ INCREASE (DECREASE)
All Funds				
Means of Financing				
Property Taxes	$40,520,215	$42,534,030	$44,960,680	$2,426,650
Franchise Fees	6,009,839	5,855,950	6,438,540	582,590
Utility Taxes	7,857,330	7,765,070	8,306,050	540,980
Licenses/Permits	2,348,976	1,344,690	1,443,450	98,760
Intergovernmental Revenues	11,930,099	11,437,950	19,268,760	7,830,810
Charges for Services	60,898,153	64,858,790	68,122,750	3,263,960
Fines and Forfeitures	546,011	1,713,170	1,490,000	(223,170)
Impact Fees	224,331	583,740	1,673,760	1,090,020
Miscellaneous Revenues	19,079,520	8,940,650	9,468,260	527,610
Loan Proceeds	-	-	26,500,000	26,500,000
Transfers In	17,240,359	8,567,560	11,982,900	3,415,340
Appropriated Fund Balance	383,003	64,290,460	68,836,480	4,546,020
	$167,037,835	**$217,892,060**	**$268,491,630**	**$50,599,570**
Estimated Requirements				
Personal Services	$71,717,084	$84,307,070	$87,868,300	$3,561,230
Operating Expenses	40,979,305	47,846,880	48,432,870	585,990
Capital Outlay	4,032,529	1,966,510	806,700	(1,159,810)
Non-operating Expenses	280,292	2,416,360	2,710,800	294,440
Transfers Out	17,120,969	8,567,560	11,982,900	3,415,340
Debt Service	2,471,350	2,470,210	6,768,130	4,297,920
Contingency	-	2,500,000	2,023,470	(476,530)
Resources Available	-	44,694,670	56,074,890	11,380,220
	$136,601,531	**$194,769,260**	**$216,668,060**	**$21,898,800**
Capital Improvement Program	9,117,923	23,122,800	51,823,570	28,700,770
	$145,719,454	**$217,892,060**	**$268,491,630**	**$50,599,570**

SUMMARY OF BUDGETED FUNDS

$268,491,630

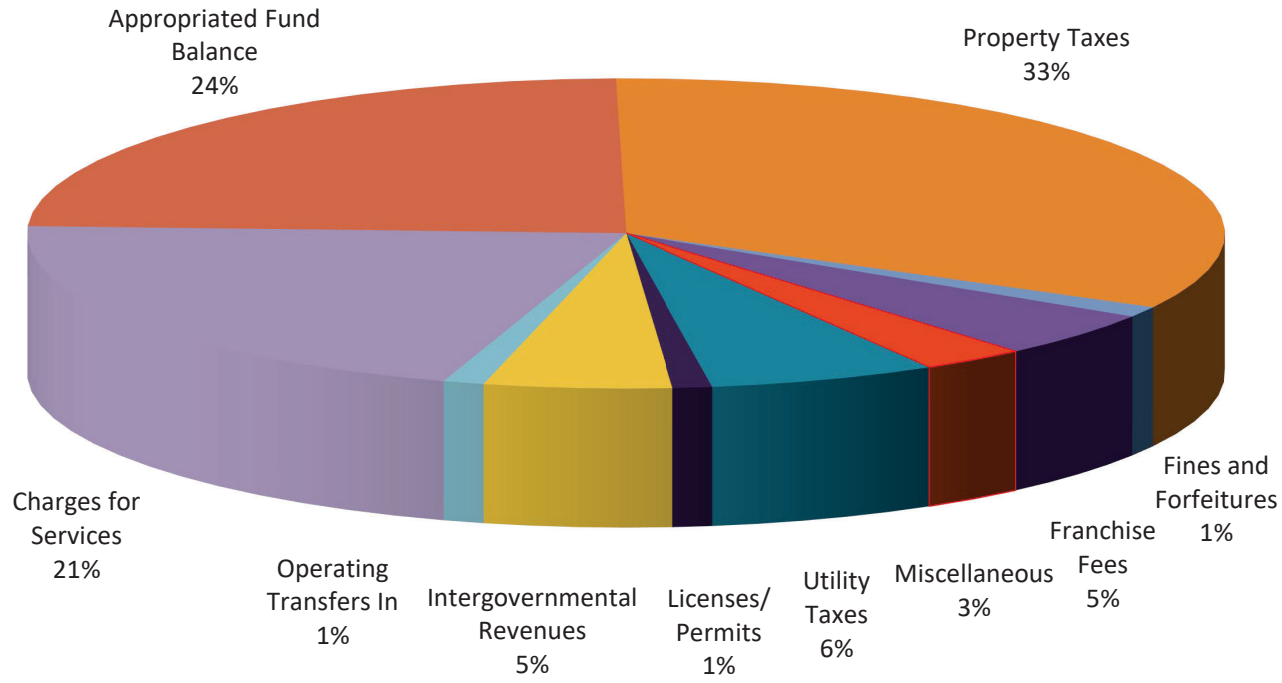
	FY26 ADOPTED BUDGET	PERCENT of TOTAL	FY27 ADOPTED BUDGET	PERCENT of TOTAL	DOLLAR CHANGE	PERCENT CHANGE
General Fund (01)	$128,304,750	58.9%	$135,495,320	50.5%	$7,190,570	5.6%
Street Construction and Maintenance Fund (11)	2,298,980	1.1%	2,781,200	1.0%	482,220	21.0%
Transportation Surtax Fund (12)	1,786,400	0.8%	6,867,150	2.6%	5,080,750	284.4%
Community Improvement Fund (14)	15,878,220	7.3%	17,962,240	6.7%	2,084,020	13.1%
Affordable Housing Fund (15)	1,696,600	0.8%	1,985,940	0.7%	289,340	17.1%
Community Development Block Grant Fund (16)	-	0.0%	300,000	0.1%	300,000	100.0%
Seminole Mitigation Fund (18)	6,538,240	3.0%	4,411,040	1.6%	(2,127,200)	-32.5%
Debt Service Fund (21)	2,540,210	1.2%	6,343,130	2.4%	3,802,920	149.7%
Parks Improvement Fund (31)	95,000	0.0%	70,000	0.0%	(25,000)	-26.3%
Capital Projects Financing Fund (32)	280,000	0.1%	350,000	0.1%	70,000	25.0%
2009 Capital Projects Fund (33)	110,000	0.1%	190,000	0.1%	80,000	72.7%
Utility Underground Fund (35)	110,000	0.1%	120,000	0.04%	10,000	9.1%
Public Safety Fund (36)	1,829,640	0.8%	2,295,260	0.9%	465,620	25.4%
2027 Capital Projects Fund (37)	-	0.0%	26,500,000	9.9%	26,500,000	100.0%
Capital Improvement Program Fund (39)	10,033,040	4.6%	15,036,770	5.6%	5,003,730	49.9%
General Trust Fund (61)	120,000	0.1%	60,000	0.02%	(60,000)	-50.0%
Grants Fund (65)	566,080	0.3%	2,641,110	1.0%	2,075,030	366.6%
Water and Wastewater Fund (41)	36,426,040	16.7%	34,803,980	13.0%	(1,622,060)	-4.5%
Water/Sewer Capital Improvement Fund (42)	482,500	0.2%	1,997,560	0.7%	1,515,060	314.0%
Stormwater Management Fund (45)	8,796,360	4.0%	8,280,930	3.1%	(515,430)	-5.9%
TOTAL	**$217,892,060**	**100.0%**	**$268,491,630**	**100.0%**	**$50,599,570**	**23.2%**

FISCAL YEAR 2027 BUDGET BY FUNDS

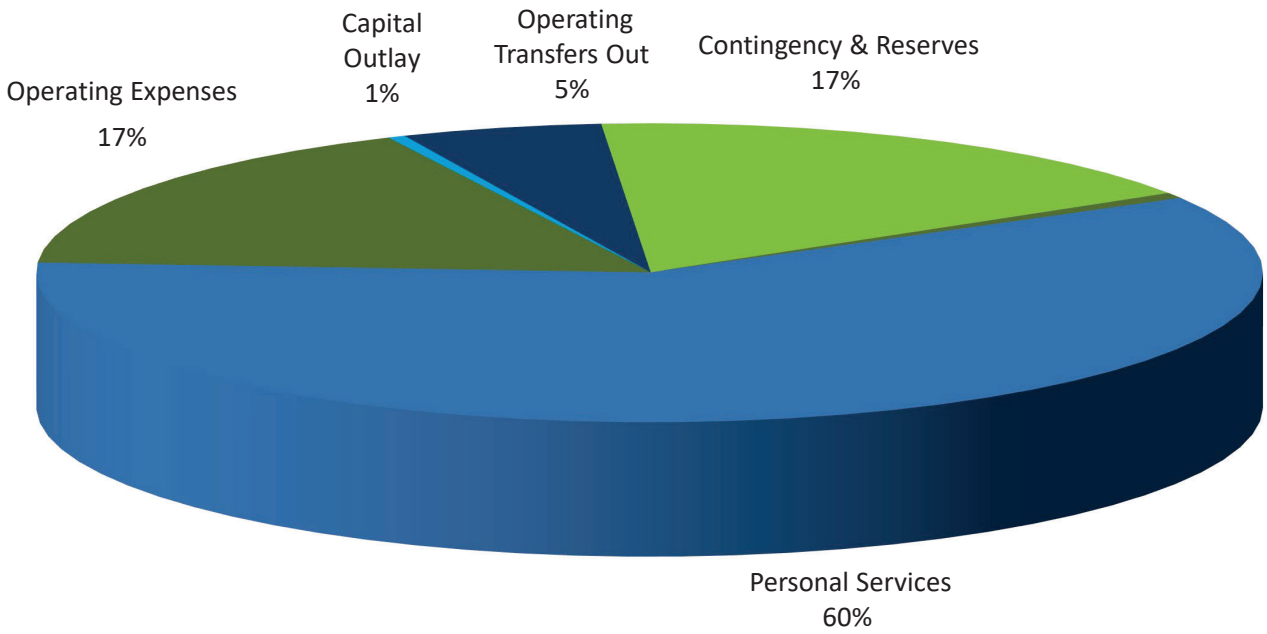


BUDGET OVERVIEW - GENERAL FUND
$135,495,320

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



BUDGET OVERVIEW - GENERAL FUND

General Fund (01)

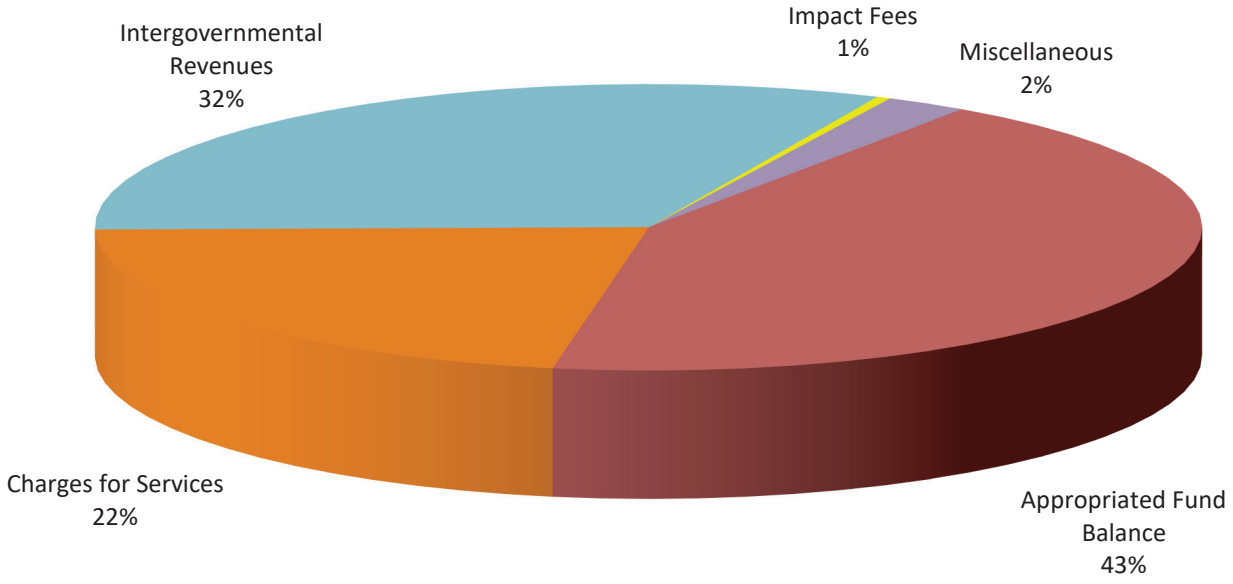
	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$128,304,750	$135,495,320	$7,190,570	5.6%

MAJOR VARIANCES	
INCREASES	
$3,122,120	Increase in Personal Services costs related to workforce changes, and salary, retirement, health insurance, and pay-for-performance adjustments
$2,942,860	Increase in Transfer Out to the Debt Service Fund
$2,000,000	Increase in Resources Available
$346,600	Increase in Insurance Services for General Liability and other related coverage
$100,930	Increase in Contractual Service costs across several departments
$100,000	Increase in Professional Services to conduct the Broward County Building Safety 25-Year Inspection Program
$40,190	Increase in Capital Outlay due to changes in capital needs from year to year
DECREASES	
($476,530)	Decrease in Contingency
($442,580)	Decrease in Transfer Out to the Capital Improvement Program
($358,820)	Decrease in Intergovernmental Revenues associated with the allocation for 1/2 cent sales
($184,200)	Decrease in various accounts across departments

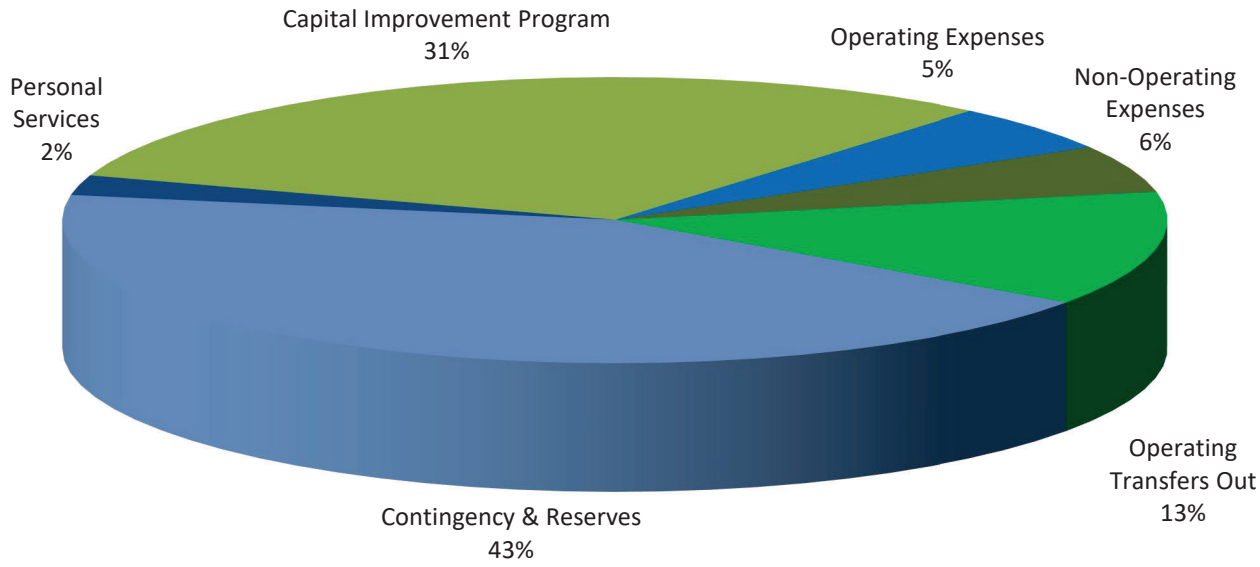
FY26 ADOPTED OPERATING MILLAGE	FY27 ADOPTED OPERATING MILLAGE	% CHANGE
6.8988	6.8988	0.00%

BUDGET OVERVIEW - SPECIAL REVENUE FUNDS
$37,008,680

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Street Construction and Maintenance Fund (11)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$2,298,980	$2,781,200	$482,220	21.0%

MAJOR VARIANCES	
INCREASES	
$318,150	Increase in Resources Available
$158,110	Increase in operating costs spread across multiple accounts
$65,960	Increase in Personal Service costs due to salary, health insurance, retirement, and pay-for-performance adjustments
DECREASE	
($60,000)	Decrease in Capital Outlay due to changes in capital needs from year to year

Transportation Surtax Fund (12)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$1,786,400	$6,867,150	$5,080,750	284.4%

MAJOR VARIANCES	
INCREASE	
$5,080,750	Increase in Capital Improvement Program

Community Improvement Fund (14)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$15,878,220	$17,962,240	$2,084,020	13.1%

MAJOR VARIANCES	
INCREASES	
$1,173,960	Increase in Resources Available
$855,060	Increase in Transfer Out to the Debt Service Fund
$50,000	Increase in Transfer Out to the General Fund
$5,000	Increase in operating costs spread across multiple accounts

Affordable Housing Fund (15)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$1,696,600	$1,985,940	$289,340	17.1%

MAJOR VARIANCES	
INCREASE	
$289,340	Increase in Affordable Housing Program funding

BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

Community Development Block Grant Fund (16)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$0	$300,000	$300,000	100.0%

MAJOR VARIANCES	
INCREASE	
$300,000	Increase in Capital Improvement Program

Seminole Mitigation Fund (18)

	ADOPTED BUDGET	ADOPTED BUDGET	$ Change	% Change
Total Cost	$6,538,240	$4,411,040	($2,127,200)	-32.5%

INCREASE	
$1,333,800	Increase in Resources Available
DECREASE	
($3,461,000)	Decrease in Capital Improvement Program

BUDGET OVERVIEW - SPECIAL REVENUE FUNDS

General Trust Fund (61)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$120,000	$60,000	($60,000)	-50.0%

MAJOR VARIANCES	
DECREASE	
($60,000)	Decrease in Capital Improvement Program

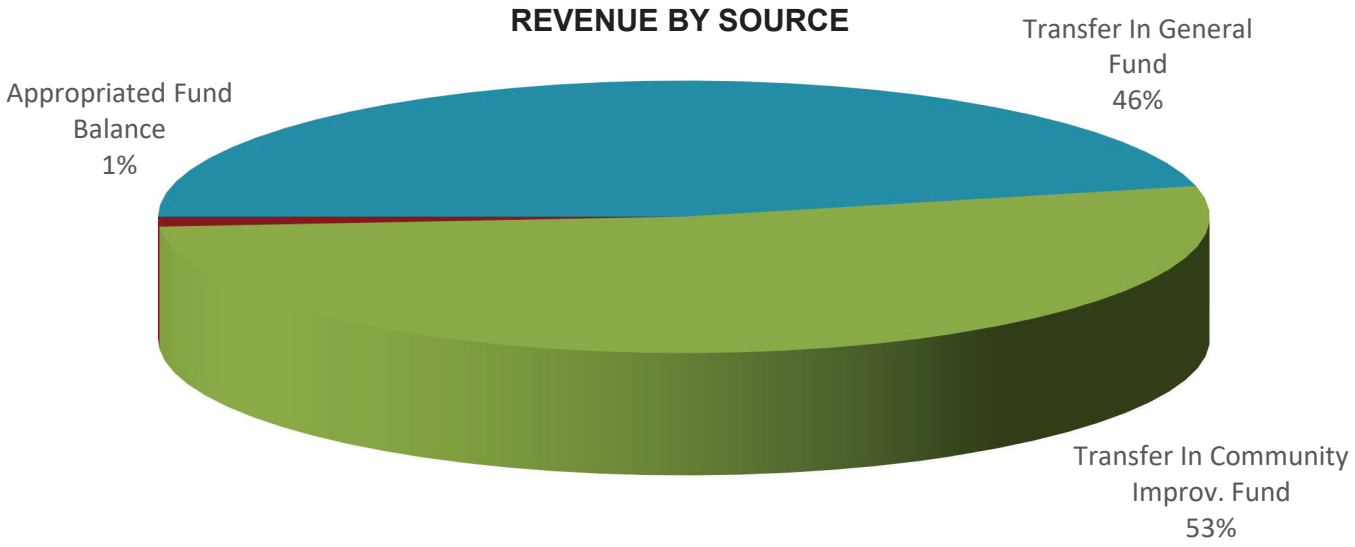
Grants Fund (65)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$566,080	$2,641,110	$2,075,030	366.6%

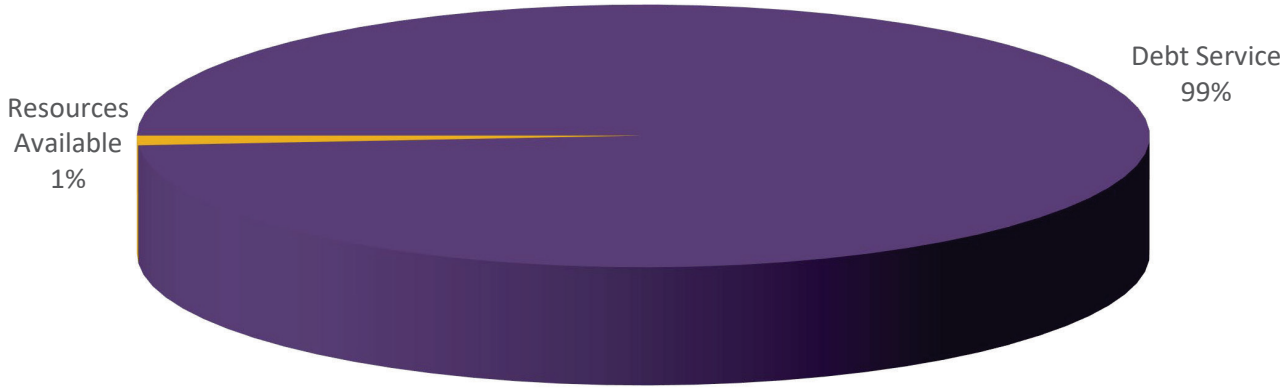
MAJOR VARIANCES	
INCREASE	
$2,436,350	Increase in Capital Improvement Program
DECREASES	
($340,000)	Decrease in Capital Outlay due to changes in capital needs from year to year
($21,320)	Decrease in operating expenditures

BUDGET OVERVIEW - DEBT SERVICE FUND
$6,343,130

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



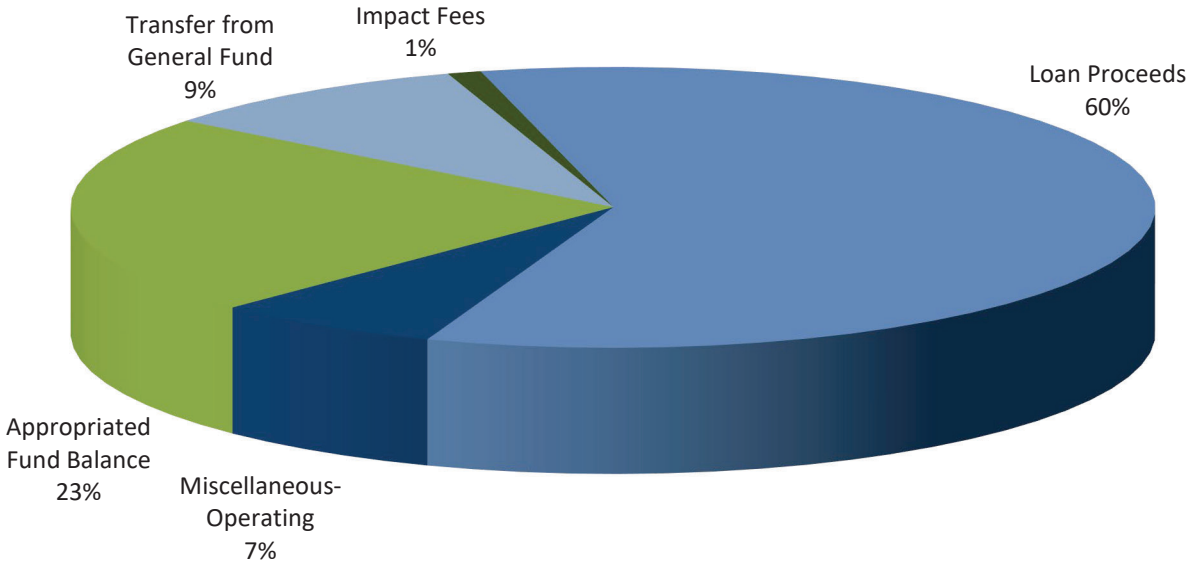
Capital Improvement Revenue Bonds Fund (21)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$2,540,210	$6,343,130	$3,802,920	149.7%

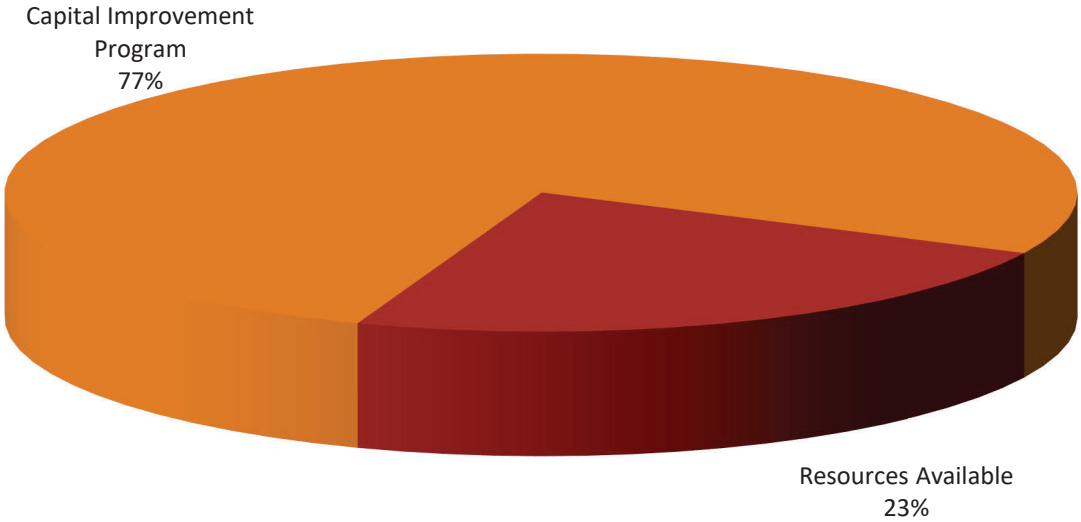
MAJOR VARIANCES	
INCREASES	
$3,797,920	Increase in Debt Service payments
$5,000	Increase in Resources Available

BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS
$44,562,030

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS

Parks Improvement Fund (31)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$95,000	$70,000	($25,000)	-26.3%

MAJOR VARIANCES	
DECREASE	
($25,000)	Decrease in Resources Available

Capital Projects Financing Fund (32)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$280,000	$350,000	$70,000	25.0%

MAJOR VARIANCES	
INCREASE	
$119,000	Increase in Capital Improvement Program
DECREASE	
($49,000)	Decrease in Resources Available

2009 Capital Projects Fund (33)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$110,000	$190,000	$80,000	72.7%

MAJOR VARIANCES	
INCREASE	
$140,000	Increase in Capital Improvement Program
DECREASE	
($60,000)	Decrease in Resources Available

BUDGET OVERVIEW - CAPITAL PROJECTS FUNDS

Utility Underground Fund (35)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$110,000	$120,000	$10,000	9.1%

MAJOR VARIANCES	
INCREASE	
$10,000	Increase in Resources Available

Public Safety Fund (36)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$1,829,640	$2,295,260	$465,620	25.4%

MAJOR VARIANCES	
INCREASE	
$465,620	Increase in Resources Available

2027 Capital Projects Fund (37)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$0	$26,500,000	$26,500,000	100.0%

MAJOR VARIANCES	
INCREASES	
$26,000,000	Increase in Capital Improvement Program
$500,000	Increase in Debt Service

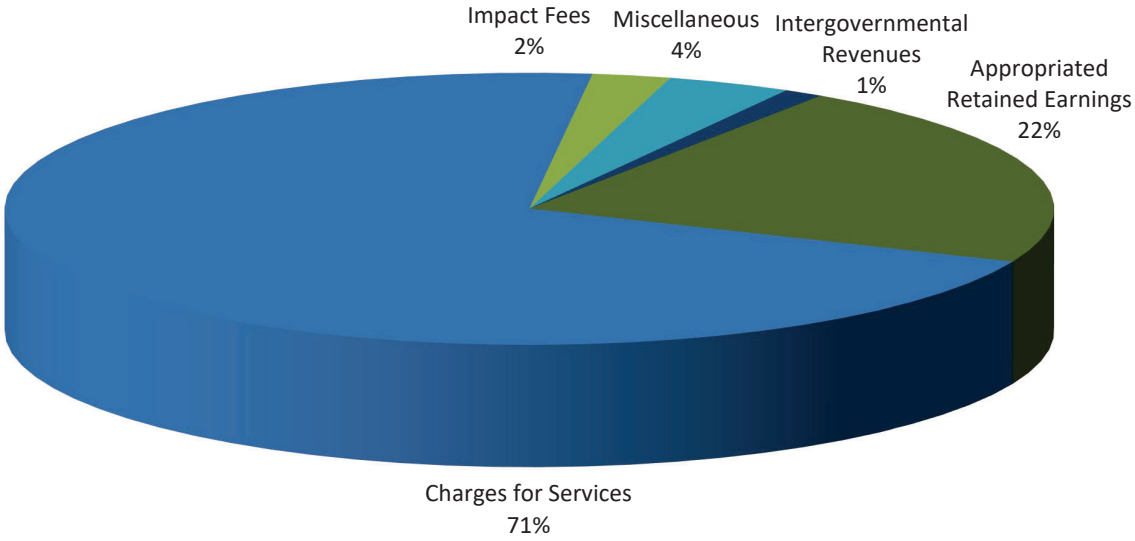
Capital Improvement Program Fund (39)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$10,033,040	$15,036,770	$5,003,730	49.9%

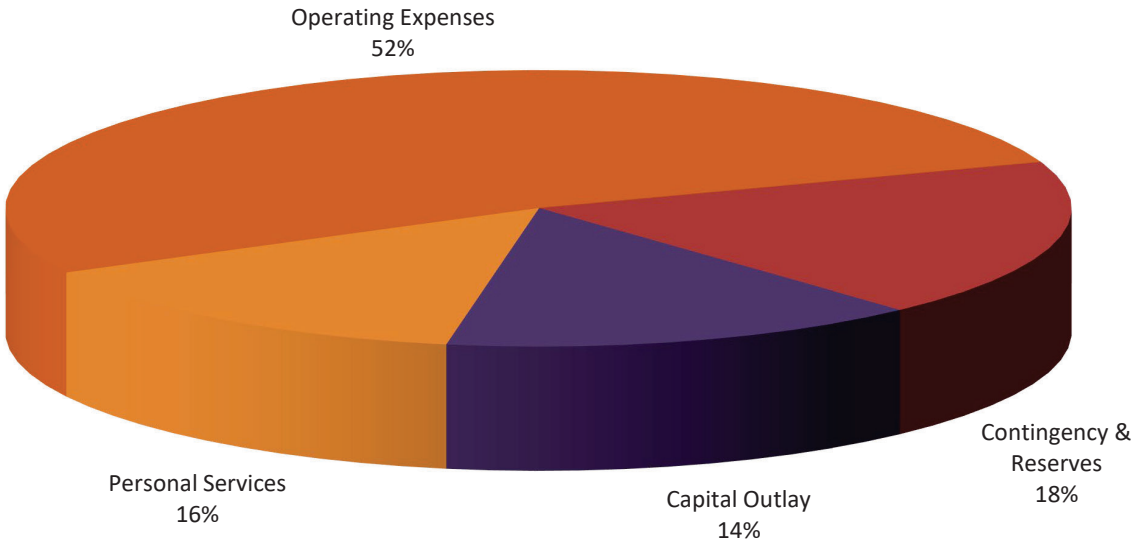
MAJOR VARIANCES	
INCREASE	
$6,043,170	Increase in Resources Available
DECREASE	
($1,039,440)	Decrease in Capital Improvement Program

BUDGET OVERVIEW - ENTERPRISE FUNDS
$45,082,470

REVENUE BY SOURCE



EXPENDITURES BY CATEGORY



BUDGET OVERVIEW - ENTERPRISE FUNDS

Water and Wastewater Fund (41)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$36,426,040	$34,803,980	($1,622,060)	-4.5%

MAJOR VARIANCES	
INCREASES	
$442,780	Increase in water, sewer, and water meter fees paid to Broward County along with an increase in operating costs spread across multiple accounts
$308,220	Increase in Personal Services costs related to salary, health insurance, retirement, and pay-for-performance adjustments
$5,100	Increase in non-operating expenses
DECREASES	
($1,435,770)	Decrease in Reserves for Renewal and Replacement
($942,390)	Decrease in Capital Improvement Program

Water and Sewer Capital Improvement Fund (42)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$482,500	$1,997,560	$1,515,060	314.0%

MAJOR VARIANCES	
INCREASES	
$1,065,060	Increase in Resources Available
$450,000	Increase in Capital Improvement Program

Stormwater Management Fund (45)

	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	$ Change	% Change
Total Cost	$8,796,360	$8,280,930	($515,430)	-5.9%

MAJOR VARIANCES	
INCREASES	
$545,230	Increase in Resources Available
$64,930	Increase in Personal Services costs due to salary, health insurance, retirement, and pay-for-performance adjustments
DECREASES	
($800,000)	Decrease in Capital Outlay
($322,500)	Decrease in Capital Improvement Program
($3,090)	Decrease in operating costs spread across multiple accounts

SUMMARY OF CHANGES IN FUND BALANCES

Fund Balance/Net Position

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

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

	MAJOR FUNDS												
	General Fund	Community Improvement Fund	Community Development Block Grant (CDBG) Fund	Capital Projects Financing Fund	2009 Capital Projects Fund	2027 Capital Projects Fund	Capital Improvement Program Fund	General Trust Fund	Grants Fund	Water and Wastewater Fund	Water/Sewer Capital Improvement Fund	Stormwater Management Fund	Other Funds (Aggregate)
FY27 Budgeted Revenues & Other Sources	$102,995,320	$5,012,240	$300,000	$150,000	$5,000	$26,500,000	$7,036,770	$0	$2,641,110	$31,182,500	$1,197,560	$2,780,930	$19,853,720
FY27 Budgeted Expenditures & Other Uses	112,995,320	4,135,270	300,000	350,000	140,000	26,500,000	7,242,080	60,000	2,641,110	34,803,980	450,000	2,541,280	20,257,700
Net Change in Fund Balance/Net Position	(10,000,000)	876,970	-	(200,000)	(135,000)	-	(205,310)	(60,000)	-	(3,621,480)	747,560	239,650	(403,980)
Estimated FY26 Ending Fund Balance/Net Position	32,500,000	12,950,000	-	200,000	185,000	-	8,000,000	60,000	-	3,621,480	800,000	5,500,000	5,020,000
Projected FY27 Ending Fund Balance/Net Position	**$22,500,000**	**$13,826,970**	**$0**	**$0**	**$50,000**	**$0**	**$7,794,690**	**$0**	**$0**	**$0**	**$1,547,560**	**$5,739,650**	**$4,616,020**

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

Changes in Fund Balances/Net Position (Major Funds)

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

The General Fund is the primary operating fund of the City. The City's projected fund balance for Fiscal Year 2027 is approximately 18% of budgeted expenditures (excluding capital outlay and transfers out). The historical and projected General Fund ending Unassigned Fund Balances are illustrated below:

FY21	FY22	FY23	FY24	FY25	FY26 Projected	FY27 Budget
$28,590,139	$30,375,340	$34,351,672	$36,262,285	$34,295,817	$36,295,817	$22,500,000

In Fiscal Year 27, the City is budgeted to use $10,000,000 of fund balance. However, the City is projected to use less than the budgeted amount because the use of the General Fund's fund balance incorporates the assumption that 100% of the expenditures budgeted will not be spent due to vacancies, cost savings, and residual dollars left in each department. The budget was prepared to support current operating expenditures; maintain adequate general fund reserves; provide adequate contingency reserves for unforeseen emergencies; provide sufficient maintenance and replacement funding to ensure capital facilities and

equipment are properly maintained; and maintain the quality of life and level of service to which citizens have become accustomed.

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

The Community Development Block Grant (CDBG) Fund is a Special Revenue Fund used to account for funds received from the U.S. Department of Housing and Urban Development (HUD). The funds will be used to sustain neighborhoods, promote economic development, and provide improved community facilities and services. Among projects slated for Fiscal Year 2027, the Playground Replacement Program is anticipated to be included in the fund allocation.

The Capital Projects Financing Fund is used to account for the $20 million in financing obtained in Fiscal Year 2017 and Fiscal Year 2018. For Fiscal Year 2027, $350,000 is anticipated to be slated toward the Commission Chambers Renovation.

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

The 2027 Capital Projects Fund is used to account for the City's construction of Fire Station #113.

The Capital Improvement Program Fund is used to account for the City's Governmental Capital Improvement Program (CIP). Programs funded include MainStreet Civic Space, City Facility Lighting Improvement Program, Vehicle Replacement Program, Parks Improvement Program, and the construction, renovation, or expansion of City facilities. These projects were funded from a transfer from the General Fund and accumulated fund balance.

The General Trust Fund is a major fund used to account for various grants, trusts, and donations set aside for specific purposes, including the funding of capital improvement projects. Due to the nature of this fund, projected revenues cannot be calculated and therefore are not included as part of the City's budget. Even so, for Fiscal Year 2027, $60,000 is anticipated to be slated toward the Public Art CIP.

The Grants Fund is used to account for revenues for various grant programs and held for specific purposes. The expenditures are directly related to requirements stipulated by the agencies providing the revenues received. In order to enhance the City's technological connectivity, just over $1 million is budgeted for Fiscal Year 2027 toward the Redundant Fiber Optic Ring CIP.

The Water and Wastewater Fund is an Enterprise Fund that accounts for water and wastewater services provided to residents of Coconut Creek, Parkland, and sections of Unincorporated Broward County. Coconut Creek does not have its own water or sewer plant and, therefore, purchases water from Broward County for resale and collects and transmits wastewater to Broward County for disposal and treatment. Fiscal Year 2027's net position represents activities for the current fiscal year. Accumulated net position fluctuates from year to year based on the timing of capital expenses.

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

The Stormwater Management Fund remains financially stable, having the necessary resources to cover operations, maintenance, and improvements to the stormwater system required for compliance with the National Pollutant Changes in Fund Balance Discharge Elimination System (NPDES) Permit.

GOVERNMENTAL FUNDS EXPENDITURE SUMMARY

The respective expenditure estimates for FY28 and FY29 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecasted increase in personal services expenditures covers the cost of salary adjustments, overtime growth as a result of salary increases, retirement plan funding, group insurance funding, and workers compensation funding. It also assumes minimum staffing increases based on population demands and is not intended to cover the impact of increased levels of service or new programs. Other expenditures are projected to accommodate current service delivery levels and to provide for an increase sufficient to allow for expenditures to keep pace with inflation and population demands.

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
GENERAL FUND (01)-MAJOR FUND					
Estimated Requirements					
Personal Services	$65,963,230	$77,351,640	$80,473,760	$83,692,710	$86,203,490
Operating Expenses	17,776,770	22,901,340	22,905,850	24,051,140	25,253,700
Capital Outlay	8,512,531	766,510	806,700	855,100	897,860
Non-Operating Expenses	204,978	617,910	617,910	636,450	655,540
Transfer Out Capital Improvement Fund	13,229,890	4,667,350	4,224,770	4,351,510	4,147,980
Contingency	-	1,500,000	1,023,470	1,500,000	1,500,000
Resources Available	-	20,500,000	22,500,000	20,500,000	20,500,000
TOTAL GENERAL FUND	**$105,687,400**	**$128,304,750**	**$135,495,320**	**$138,706,340**	**$142,433,970**
STREET CONSTRUCTION AND MAINTENANCE FUND (11)					
Estimated Requirements					
Personal Services	$672,754	$769,910	$835,870	$845,040	$853,490
Operating Expenses	1,302,205	1,469,070	1,627,180	1,643,450	1,659,880
Capital Outlay	15,863	60,000	-	-	-
Resources Available	-	-	318,150	321,330	324,540
Capital Improvement Program	28,080	-	-	-	-
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND	**$2,018,902**	**$2,298,980**	**$2,781,200**	**$2,809,820**	**$2,837,910**
TRANSPORTATION SURTAX FUND (12)					
Estimated Requirements					
Capital Improvement Program	$0	$1,786,400	$6,867,150	$1,966,200	$15,424,700
TOTAL TRANSPORTATION SURTAX FUND	**$0**	**$1,786,400**	**$6,867,150**	**$1,966,200**	**$15,424,700**
COMMUNITY IMPROVEMENT FUND (14)-MAJOR FUND					
Estimated Requirements					
Operating Expenses	$84,052	$335,000	$340,000	$357,000	$374,850
Transfer Out General Fund	376,775	420,000	470,000	450,000	450,000
Transfer Out Debt Service Fund	2,471,350	2,470,210	3,325,270	3,358,520	3,392,110
Resources Available	-	12,653,010	13,826,970	11,000,000	11,000,000
TOTAL COMMUNITY IMPROVEMENT FUND	**$2,932,177**	**$15,878,220**	**$17,962,240**	**$15,165,520**	**$15,216,960**
AFFORDABLE HOUSING FUND (15)					
Estimated Requirements					
Non-operating Expenses	$0	1,696,600	1,985,940	$2,085,240	$2,189,500
TOTAL AFFORDABLE HOUSING FUND	**$0**	**$1,696,600**	**$1,985,940**	**$2,085,240**	**$2,189,500**
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (16)-MAJOR FUND					
Estimated Requirements					
Operating Expenses	$10,673	$0	$0	$0	$0
Capital Improvement Program	15,999	-	300,000	-	300,000
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	**$26,672**	**$0**	**$300,000**	**$0**	**$300,000**
SEMINOLE MITIGATION FUND (18)					
Estimated Requirements					
Transfer Out General Fund	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Resources Available	-	423,810	1,757,610	2,130,970	2,500,000
Capital Improvement Program	346,967	5,114,430	1,653,430	2,810,300	2,883,780
TOTAL SEMINOLE MITIGATION FUND	**$1,346,967**	**$6,538,240**	**$4,411,040**	**$5,941,270**	**$6,383,780**

GOVERNMENTAL FUNDS EXPENDITURE SUMMARY (continued)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
GENERAL TRUST FUND (61)-MAJOR FUND					
Estimated Requirements					
Operating Expenses	$87,739	$0	$0	$0	$0
Capital Improvement Program	323,869	120,000	60,000	60,000	60,000
TOTAL GENERAL TRUST FUND	**$411,608**	**$120,000**	**$60,000**	**$60,000**	**$60,000**
GRANTS FUND (65)-MAJOR FUND					
Estimated Requirements					
Operating Expenses	$127,919	$21,320	$0	$0	$0
Capital Outlay	-	$340,000	-	-	-
Capital Improvement Program	395,787	$204,760	2,641,110	-	-
TOTAL GRANTS FUND	**$523,705**	**$566,080**	**$2,641,110**	**$0**	**$0**
DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND (21)					
Estimated Requirements					
Debt Service	$2,471,350	$2,470,210	$6,268,130	$6,894,940	$7,584,430
Resources Available	-	$70,000	$75,000	60,000	65,000
TOTAL DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND	**$2,471,350**	**$2,540,210**	**$6,343,130**	**$6,954,940**	**$7,649,430**
PARKS IMPROVEMENT FUND (31)					
Estimated Requirements					
Resources Available	$0	$95,000	$70,000	$170,000	$195,000
TOTAL PARKS IMPROVEMENT FUND	**$0**	**$95,000**	**$70,000**	**$170,000**	**$195,000**
CAPITAL PROJECTS FINANCING FUND (32)-MAJOR FUND					
Estimated Requirements					
Non-operating Expenses	$0	$0	$0	$200,000	$225,000
Resources Available	-	49,000	-	-	-
Capital Improvement Program	814,089	231,000	350,000	-	-
TOTAL CAPITAL PROJECTS FINANCING FUND	**$814,089**	**$280,000**	**$350,000**	**$200,000**	**$225,000**
2009 CAPITAL PROJECTS FUND (33)-MAJOR FUND					
Estimated Requirements					
Resources Available	$0	$110,000	$50,000	$101,540	$112,310
Capital Improvement Program	6,635	-	140,000	-	-
TOTAL 2009 CAPITAL PROJECT FUND	**$6,635**	**$110,000**	**$190,000**	**$101,540**	**$112,310**
UTILITY UNDERGROUND FUND (35)					
Estimated Requirements					
Transfer Out General Fund	$42,954	$10,000	$20,000	$0	$0
Resources Available	-	100,000	100,000	100,000	100,000
TOTAL UTILITY UNDERGROUND FUND	**$42,954**	**$110,000**	**$120,000**	**$100,000**	**$100,000**
PUBLIC SAFETY FUND (36)					
Estimated Requirements					
Resources Available	$0	$1,829,640	$2,295,260	$2,440,260	$2,590,260
TOTAL PUBLIC SAFETY FUND	**$0**	**$1,829,640**	**$2,295,260**	**$2,440,260**	**$2,590,260**
2027 CAPITAL PROJECTS FUND (37)-MAJOR FUND					
Estimated Requirements					
Debt Service	$0	$0	$500,000	$0	$0
Capital Improvement Program	-	-	26,000,000	37,500,000	1,000,000
TOTAL PUBLIC SAFETY FUND	**$0**	**$0**	**$26,500,000**	**$37,500,000**	**$1,000,000**
CAPITAL IMPROVEMENT PROGRAM FUND (39)-MAJOR FUND					
Estimated Requirements					
Resources Available	$0	$1,751,520	$7,794,690	$0	$0
Capital Improvement Program	3,877,926	8,281,520	7,242,080	16,008,290	11,364,880
TOTAL CAPITAL IMPROVEMENT PROGRAM FUND	**$3,877,926**	**$10,033,040**	**$15,036,770**	**$16,008,290**	**$11,364,880**

ENTERPRISE FUNDS EXPENDITURE SUMMARY

The respective expenditure estimates for FY28 and FY29 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecasted increase in personal services expenditures covers the cost of salary adjustments, overtime growth as a result of salary increases, retirement plan funding, group insurance funding, and workers compensation funding. It also assumes minimum staffing increases based on population demands and is not intended to cover the impact of increased levels of service or new programs. Other expenditures are projected to accommodate current service delivery levels and to provide for an increase sufficient to allow for expenditures to keep pace with inflation and population demands.

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
WATER AND WASTEWATER FUND (41)-MAJOR FUND					
Estimated Requirements					
Personal Services	$4,274,553	$5,227,730	$5,535,950	$5,812,750	$6,103,390
Operating Expenses	20,740,596	22,348,500	22,791,280	23,475,020	24,179,270
Capital Outlay	(4,183,179)	-	-	75,000	77,250
Non-operating Expenses	75,314	101,850	106,950	110,160	113,460
Contingency	-	1,000,000	1,000,000	1,000,000	1,000,000
Capital Improvement Program	2,512,431	6,312,190	5,369,800	4,845,000	4,870,000
TOTAL WATER AND WASTEWATER FUND	**$23,419,714**	**$36,426,040**	**$34,803,980**	**$35,317,930**	**$36,343,370**
WATER/SEWER CAPITAL IMPROVEMENT FUND (42)-MAJOR FUND					
Estimated Requirements					
Resources Available	$0	$482,500	$1,547,560	$902,400	$3,503,240
Capital Improvement Program	628,758	-	450,000	-	-
TOTAL WATER/SEWER CAPITAL IMPROVEMENT FUND	**$628,758**	**$482,500**	**$1,997,560**	**$902,400**	**$3,503,240**
STORMWATER MANAGEMENT FUND (45)-MAJOR FUND					
Estimated Requirements					
Personal Services	$806,548	$957,790	$1,022,720	$1,073,860	$1,127,550
Operating Expenses	841,851	771,650	768,560	791,620	815,370
Capital Outlay	(461,462)	800,000	-	-	-
Resources Available	-	5,194,420	5,739,650	6,026,630	6,327,960
Capital Improvement Program	167,382	1,072,500	750,000	1,275,000	1,300,000
TOTAL STORMWATER MANAGEMENT FUND	**$1,354,319**	**$8,796,360**	**$8,280,930**	**$9,167,110**	**$9,570,880**

REVENUE ANALYSIS



GENERAL FUND REVENUE DETAIL

The respective revenue estimates for FY28 and FY29 are based on formulas with consideration given to economic and historical data, State forecasts, expected growth, contracts, and other legal documents. The forecast assumes current service delivery levels, but provides for an increase sufficient to cover increases in expenditures to keep pace with inflation and population demands.

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
Ad Valorem Taxes-Operating						
01-V31110	AD VALOREM TAXES	$41,955,885	$44,707,400	$47,232,300	$49,121,590	$51,086,450
01-V31111	DISCOUNTS	(1,523,168)	(2,235,370)	(2,361,620)	(2,456,080)	(2,554,320)
01-V31112	PENALTIES	56,336	50,000	60,000	50,000	50,000
01-V31120	PRIOR YEAR AD VALOREM	31,162	12,000	30,000	12,000	12,000
	Ad Valorem Taxes-Operating	$40,520,215	$42,534,030	$44,960,680	$46,727,510	$48,594,130
Franchise Fees/Utility Taxes						
01-V32310	FRANCHISE-ELECTRIC	$3,817,150	$3,685,880	$4,126,900	$4,250,710	$4,335,720
01-V32340	FRANCHISE-GAS	24,380	24,000	20,000	20,600	21,010
01-V32370	FRANCHISE-REFUSE	2,139,334	2,113,820	2,263,640	2,331,550	2,401,500
01-V32390	FRANCHISE-TOWING	28,975	32,250	28,000	28,840	30,280
01-V31410	UTILITY TAX-ELECTRIC	5,200,681	5,007,000	5,620,000	5,704,300	5,789,860
01-V31430	UTILITY TAX-WATER	1,110,619	1,171,500	1,182,460	1,206,110	1,230,230
01-V31440	UTILITY TAX-GAS	44,549	47,490	47,490	47,540	47,540
01-V31500	COMMUNICATIONS SERVICE TAX	1,501,481	1,539,080	1,456,100	1,470,660	1,485,370
	Franchise Fees/Utility Taxes	$13,867,169	$13,621,020	$14,744,590	$15,060,310	$15,341,510
Licenses and Permits						
01-V31610	BUSINESS TAX-CITY	$324,251	$325,000	$325,000	$325,000	$325,000
01-V31611	BUSINESS TAX-ESCAPED	3,637	2,100	3,000	3,000	3,000
01-V32210	BUILDING PERMITS	515,126	405,000	450,000	472,500	496,130
01-V32211	PRIMARY PERMIT FEE	1,255,637	377,800	410,000	430,500	452,030
01-V32215	LANDSCAPE PERMITS	6,471	7,550	7,210	8,500	8,500
01-V32220	ELECTRICAL PERMITS	79,862	45,500	60,000	60,000	60,000
01-V32230	PLUMBING PERMITS	26,652	33,500	27,000	27,000	27,000
01-V32235	MECHANICAL PERMITS	80,901	76,900	85,000	85,000	85,000
01-V32237	MISCELLANEOUS SERVICE FEES	4,200	3,000	3,000	3,000	3,000
01-V32240	PLAN EXAM FEE	7,625	6,500	8,000	8,000	8,000
01-V32241	COST RECOVERY-PLAN REVIEW	14,040	37,700	34,300	108,000	108,000
01-V32245	BLDG. PERMIT EDUCATION FD	17,618	11,200	18,000	18,000	18,000
01-V32247	MECH LIEN LAW PROC FEE	5,226	5,350	5,350	5,350	5,500
01-V32260	CERTIFICATE OF OCCUPANCY	2,000	2,820	2,820	2,820	2,820
01-V32901	OTHER LICENSES, FEES, PERMIT	2,300	2,010	2,010	3,500	3,500
01-V32910	ZONING CERTIFICATE	3,430	2,760	2,760	3,000	3,000
	Licenses and Permits	$2,348,976	$1,344,690	$1,443,450	$1,563,170	$1,608,480
Intergovernmental Revenues						
01-V33120	FED-CRIMINAL JUSTICE GRANT	$963,000	$0	$0	$0	$0
01-V33151	FEMA DISASTER RELIEF	144,333	38,000	60,000	-	-
01-V33420	STATE POLICE GRANTS	56,463	-	-	-	-
01-V33486	FDEP GRANT	1,134,756	-	-	-	-
01-V33512	STATE REVENUE SHARING	2,370,361	2,387,000	2,373,820	2,445,030	2,498,380
01-V33514	STATE-MOBILE HOME TAX	24,864	30,500	27,000	27,540	28,090
01-V33515	ALCOHOLIC BEVERAGE LIC	21,056	30,000	23,000	23,460	23,930
01-V33518	LOCAL GOVT 1/2 CENT SALES	4,416,183	4,591,820	4,239,680	4,324,470	4,410,960
01-V33521	FIREFIGHTERS SUPP COMP	39,051	37,800	37,800	38,560	39,330
01-V33547	GAS TAX REBATE	37,640	38,000	38,000	38,000	38,000
01-V33820	OCCUP LICENSE-COUNTY	35,593	65,000	60,000	60,000	60,000
	Intergovernmental Revenues	$9,243,300	$7,218,120	$6,859,300	$6,957,060	$7,098,690

GENERAL FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
Charges for Services						
01-V32250	ENGINEERING FEE	$273,635	$779,500	$164,000	$1,026,950	$1,100,550
01-V32511	FIRE SPECIAL ASSESSMENT	12,613,597	13,702,030	15,282,830	16,646,270	17,805,980
01-V32520	RECYCLING SPECIAL ASSESSMENT	-	-	403,860	436,170	436,170
01-V33910	SEMINOLE PAYMENT IN LIEU OF TAXES	1,208,308	1,288,990	1,372,490	1,482,290	1,482,290
01-V34210	POLICE SERVICES	990,145	930,000	981,380	1,059,890	1,059,890
01-V34211	POLICE REPORTS	4,743	4,200	4,200	4,540	4,540
01-V34212	ID CARDS/FINGERPRINTS	1,930	2,000	2,000	2,160	2,160
01-V34213	SRO SUBSIDY	1,431,303	1,478,520	1,192,360	1,287,750	1,390,770
01-V34216	CONTRACT LAW ENFORCEMENT SERVICES	201,321	217,440	239,000	250,950	263,500
01-V34217	OTHER POLICE SERVICES	11,505	10,000	-	-	-
01-V34220	FIRE INSPECTIONS	173,339	210,000	190,000	195,700	201,570
01-V34221	FIRE RESCUE SERVICE FEES	346,391	381,030	419,140	432,380	445,350
01-V34222	FIRE SERVICES	17,595	6,000	29,080	29,080	29,080
01-V34250	ZONING	64,280	75,000	60,000	80,000	80,000
01-V34252	OCCUP & USE INSPECT FEE	13,750	12,000	12,000	12,000	12,000
01-V34260	EMS TRANSPORT FEES	2,012,290	1,300,000	1,731,300	1,731,300	1,731,300
01-V34290	MISCELLANEOUS FIRE SVC FEES	980	600	600	600	600
01-V34720	SPORTS CARD-NON RESIDENT	350	300	1,200	1,260	1,260
01-V34721	ATHLETICS/LEAGUES PROGRAMS	214,435	219,750	219,910	230,910	230,910
01-V34722	SUMMER PROGRAM FEES	351,530	346,130	346,130	363,440	363,440
01-V34724	REC PROGRAMS/ACTIVITIES	92,649	85,000	90,000	94,500	94,500
01-V34725	FITNESS PROGRAM	214,591	196,500	219,650	230,630	230,630
01-V34728	CERTIFIED 5K/10K RUN	20,025	20,500	24,000	25,200	25,200
01-V34747	SPECIAL EVENTS	22,938	59,000	31,000	32,550	32,550
01-V34759	SPECIAL FACILITY FEES	229,355	220,000	225,000	236,250	236,250
01-V34790	OTHER PARKS & REC FEES	18,100	17,980	18,000	20,000	20,000
01-V34910	ADMINISTRATIVE FEES - WATER/SEWER	3,133,580	3,290,260	3,421,870	3,592,960	3,714,820
01-V34911	ADMINISTRATIVE FEES - STREETS	250,000	-	250,000	262,000	275,100
01-V34912	ADMINISTRATIVE FEES - STORMWATER	479,770	503,760	523,910	550,110	577,620
01-V36220	TOWER LEASES	70,310	769,300	734,750	764,140	794,710
01-V36313	FIRE PLAN REVIEW	58,235	7,280	11,380	20,000	20,000
	Charges for Services	$24,520,980	$26,133,070	$28,201,040	$31,101,980	$32,662,740
Fines and Forfeitures						
01-V35110	COURT FINES	$258,017	$250,000	$250,000	$255,000	$260,100
01-V35130	POLICE ASSESSMENTS	10,109	20,000	10,000	10,000	10,000
01-V35150	SCHOOL ZONE ENFORCEMENT	-	1,200,000	1,080,000	810,000	540,000
01-V35151	CROSSING GUARD SERVICES	-	156,200	90,000	94,500	94,500
01-V35410	CODE ENFORCEMENT CITATIONS	277,885	86,970	60,000	125,000	125,000
	Fines and Forfeitures	$546,011	$1,713,170	$1,490,000	$1,294,500	$1,029,600
Miscellaneous Revenues						
01-V36110	INTEREST EARNINGS	$2,599,802	$2,480,000	$2,385,500	$2,457,070	$2,530,780
01-V36111	INTEREST EARNINGS-TAXES	93,889	80,000	90,000	91,800	93,640
01-V36113	INTEREST REVENUE-LEASE	27,600	-	-	-	-
01-V36130	NET CHANGE-FMV OF INVEST	185,138	-	-	-	-
01-V36210	RENTAL OF FACILITIES	6,000	6,000	6,000	-	-
01-V36212	PSAP LEASE AGREEMENT	-	270,350	330,460	-	-
01-V36215	LEASE REVENUE	794,180	-	-	-	-
01-V36590	SALE OF FIXED ASSETS	44,690	75,000	75,000	75,000	76,500
01-V36988	BLDG. AMIN. & INSPECTIONS	5,296	5,000	5,000	5,000	5,000
01-V36981	ADMIN FEE-SOLID WASTE	34,699	50,000	47,000	47,000	47,000
01-V36990	OTHER MISCELLANEOUS REV	366,519	371,900	401,900	408,400	408,400
01-V36991	PUBLIC RECORDS REQUESTS	12,039	6,500	10,000	6,500	7,000
01-V36993	CHARGES FOR LIEN INFO	68,675	75,900	65,400	66,710	68,040
01-V36996	INS. SUBROGATION-VEHICLES	144,501	280,000	280,000	280,000	280,000
01-V36997	INS. SUBROGATION-PROPERTY	-	110,000	110,000	110,000	110,000
01-V38311	SBITA - CAPITALIZED ASSETS	6,843,110	-	-	-	-
	Miscellaneous Revenues	$11,226,138	$3,810,650	$3,806,260	$3,547,480	$3,626,360

GENERAL FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
Appropriated Fund Balance						
01-V38000	PRIOR YEAR SURPLUS	$0	$30,500,000	$32,500,000	$30,500,000	$30,500,000
	Appropriated Fund Balance	$0	$30,500,000	$32,500,000	$30,500,000	$30,500,000
Operating Transfers In						
01-V38118	TRANSFER IN-SEMINOLE MITIGATION FUND	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
01-V38125	TRANSFER IN-COMM IMP FUND	376,775	420,000	470,000	479,400	488,990
01-V38135	TRANSFER IN-UTILITY UNDGRND FUND	42,954	10,000	20,000	20,000	20,000
	Operating Transfers In	$1,539,119	$1,430,000	$1,490,000	$1,978,800	$1,997,980
	TOTAL GENERAL FUND	**$103,811,908**	**$128,304,750**	**$135,495,320**	**$138,730,810**	**$142,459,490**

SPECIAL REVENUE FUND REVENUE DETAIL

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
STREET AND CONSTRUCTION MAINTENANCE FUND (11)						
Intergovernmental Revenues						
11-V31241	FIRST LOCAL OPT FUEL TAX	$560,168	$577,530	$550,000	$593,620	$616,710
11-V31242	SECOND LOCAL OPT FUEL TAX	392,556	398,600	385,000	385,000	385,000
11-V33512	STATE REVENUE SHARING	514,025	502,850	505,000	505,000	505,000
11-V33815	COUNTY CONTR LOC BUS SERV	383,386	388,370	611,200	611,200	611,200
	Intergovernmental Revenues	$1,850,135	$1,867,350	$2,051,200	$2,094,820	$2,117,910
Miscellaneous Revenues						
11-V36110	INTEREST EARNINGS	$26,694	$20,000	$30,000	$15,000	$20,000
11-V36130	NET CHANGE-FMV OF INVEST	4,019	-	-	-	-
	Miscellaneous Revenues	$30,713	$20,000	$30,000	$15,000	$20,000
Appropriated Fund Balance						
11-V38000	PRIOR YEAR SURPLUS	$0	$411,630	$700,000	$700,000	$700,000
	Appropriated Fund Balance	$0	$411,630	$700,000	$700,000	$700,000
	TOTAL STREET & CONST. MAINT. FUND	**$1,880,848**	**$2,298,980**	**$2,781,200**	**$2,809,820**	**$2,837,910**
TRANSPORTATION SURTAX FUND (12)						
Intergovernmental Revenues						
12-V31261	COUNTY TRANSPORTATION SYSTEM SURTAX	$67,907	$1,786,400	$6,867,150	$1,966,200	$15,424,700
	Intergovernmental Revenues	$67,907	$1,786,400	$6,867,150	$1,966,200	$15,424,700
	TOTAL TRANSPORTATION SURTAX FUND	**$67,907**	**$1,786,400**	**$6,867,150**	**$1,966,200**	**$15,424,700**
COMMUNITY IMPROVEMENT FUND (14)						
Charges for Services						
14-V34920	SEMINOLE MUN SVC FEES	$4,232,606	$4,383,220	$4,542,240	$4,678,510	$4,818,870
	Charges for Services	$4,232,606	$4,383,220	$4,542,240	$4,678,510	$4,818,870
Miscellaneous Revenues						
14-V36110	INTEREST EARNINGS	$425,881	$420,000	$470,000	$479,400	$488,990
14-V36130	NET CHANGE-FMV OF INVEST	25,090	-	-	-	-
	Miscellaneous Revenues	$450,971	$420,000	$470,000	$479,400	$488,990
Appropriated Fund Balance						
14-V38000	PRIOR YEAR SURPLUS	$0	$11,075,000	$12,950,000	$10,007,610	$9,909,100
	Appropriated Fund Balance	$0	$11,075,000	$12,950,000	$10,007,610	$9,909,100
	TOTAL COMMUNITY IMPROVEMENT FUND	**$4,683,577**	**$15,878,220**	**$17,962,240**	**$15,165,520**	**$15,216,960**

SPECIAL REVENUE FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
AFFORDABLE HOUSING FUND (15)						
Impact Fees						
15-V32440	AFFORDABLE HOUSING IMPACT	$44,237	$81,600	$150,940	$150,000	$150,000
	Impact Fees	$44,237	$81,600	$150,940	$150,000	$150,000
Miscellaneous Revenues						
15-V36110	INTEREST EARNINGS	$57,214	$50,000	$60,000	$61,800	$63,650
	Miscellaneous Revenues	$61,989	$50,000	$60,000	$61,800	$63,650
Appropriated Fund Balance						
15-V38000	PRIOR YEAR SURPLUS	$0	$1,565,000	$1,775,000	$1,873,440	$1,975,850
	Appropriated Fund Balance	$0	$1,565,000	$1,775,000	$1,873,440	$1,975,850
	TOTAL AFFORDABLE HOUSING FUND	**$106,226**	**$1,696,600**	**$1,985,940**	**$2,085,240**	**$2,189,500**
COMMUNITY DEVELOPMENT BLOCK GRANT FUND (CDBG) (16)						
Intergovernmental Revenues						
16-V33150	CDBG GRANT	$73,645	$0	$300,000	$0	$300,000
	Intergovernmental Revenues	$73,645	$0	$300,000	$0	$300,000
	TOTAL CDBG GRANT FUND	**$73,645**	**$0**	**$300,000**	**$0**	**$300,000**
SEMINOLE MITIGATION FUND (18)						
Charges for Services						
18-V34921	SEMINOLE MITIGATION FEES	$3,357,555	$3,468,240	$3,581,040	$3,652,660	$3,725,710
	Charges for Services	$3,357,555	$3,468,240	$3,581,040	$3,652,660	$3,725,710
Miscellaneous Revenues						
18-V36110	INTEREST EARNINGS	$291,505	$270,000	$330,000	$333,300	$336,630
	Miscellaneous Revenues	$309,676	$270,000	$330,000	$333,300	$336,630
Appropriated Fund Balance						
18-V38000	PRIOR YEAR SURPLUS	$0	$2,800,000	$500,000	$1,955,310	$2,321,440
	Appropriated Fund Balance	$0	$2,800,000	$500,000	$1,955,310	$2,321,440
	TOTAL SEMINOLE MITIGATION FUND	**$3,667,231**	**$6,538,240**	**$4,411,040**	**$5,941,270**	**$6,383,780**
GENERAL TRUST FUND (61)						
Appropriated Fund Balance						
61-V34371	TREE PRESERVATION TRUST	$131,665	$0	$0	$0	$0
61-V36626	PUBLIC ART FUND	48,066	40,190	-	-	-
61-V38000	PRIOR YEAR SURPLUS	-	79,810	60,000	60,000	60,000
	Appropriated Fund Balance	$383,003	$120,000	$60,000	$60,000	$60,000
	TOTAL GENERAL TRUST FUND	**$383,003**	**$120,000**	**$60,000**	**$60,000**	**$60,000**

SPECIAL REVENUE FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
GRANTS FUND (65)						
Intergovernmental Revenues						
65-V33123	BULLETPROOF VEST GRANT	$5,177	$0	$0	$0	$0
65-V33169	FED GRANT - OTHER HUMAN SERVICES	211,559	-	-	-	-
65-V33486	FDEP GRANT	150,000	-	-	-	-
65-V33735	LOCAL GRANTS	42,176	-	-	-	-
65-V33737	BROWARD COUNTY GRANTS	211,200	-	-	-	-
65-V38940	GRANTS AND DONATIONS	-	566,080	2,641,110	-	-
	Intergovernmental Revenues	$620,112	$566,080	$2,641,110	$0	$0
	TOTAL GRANTS FUND	**$620,112**	**$566,080**	**$2,641,110**	**$0**	**$0**

DEBT SERVICE FUND REVENUE DETAIL

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
DEBT SERVICE/CAPITAL IMPROVEMENT REVENUE BONDS FUND (21)						
Miscellaneous Revenues						
21-V36110	INTEREST EARNINGS	$2,692	$0	$0	$0	$0
21-V36130	NET CHANGE-FMV OF INVEST	240	-	-	-	-
	Miscellaneous Revenues	$2,932	$0	$0	$0	$0
Operating Transfers In						
21-V38101	TRANSFER IN-GENERAL FUND	$0	$0	$2,942,860	$3,521,420	$4,182,320
21-V38114	TRANSFER IN-COMMUNITY IMP	2,471,350	2,470,210	3,325,270	3,358,520	3,392,110
	Operating Transfers In	$2,471,350	$2,470,210	$6,268,130	$6,879,940	$7,574,430
Appropriated Fund Balance						
21-V38000	PRIOR YEAR SURPLUS	$0	$70,000	$75,000	$75,000	$75,000
	Appropriated Fund Balance	$0	$70,000	$75,000	$75,000	$75,000
	TOTAL DEBT SERVICE FUND	**$2,474,282**	**$2,540,210**	**$6,343,130**	**$6,954,940**	**$7,649,430**

CAPITAL PROJECTS FUND REVENUE DETAIL

	FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
PARKS IMPROVEMENT FUND (31)					
Impact Fees					
31-V32460 PKS & REC IMPACT FEES	$0	$30,000	$0	$100,000	$100,000
Impact Fees	$0	$30,000	$0	$100,000	$100,000
Appropriated Fund Balance					
31-V38000 PRIOR YEAR SURPLUS	$0	$65,000	$70,000	$70,000	$95,000
Appropriated Fund Balance	$0	$65,000	$70,000	$70,000	$95,000
TOTAL PARKS IMPROVEMENT FUND	**$2,761**	**$95,000**	**$70,000**	**$170,000**	**$195,000**
CAPITAL PROJECTS FINANCING FUND (32)					
Miscellaneous Revenues					
32-V36110 INTEREST EARNINGS	$219,139	$210,000	$150,000	$200,000	$225,000
Miscellaneous Revenues	$247,573	$210,000	$150,000	$200,000	$225,000
Appropriated Fund Balance					
32-V38000 PRIOR YEAR SURPLUS	$0	$70,000	$200,000	$0	$0
Appropriated Fund Balance	$0	$70,000	$200,000	$0	$0
TOTAL CAPITAL PROJECTS FINANCING FUND	**$247,573**	**$280,000**	**$350,000**	**$200,000**	**$225,000**
2009 CAPITAL PROJECTS FUND (33)					
Miscellaneous Revenues					
33-V36110 INTEREST EARNINGS	$0	$0	$5,000	$0	$0
Miscellaneous Revenues	$1,120,581	$0	$5,000	$0	$0
Appropriated Fund Balance					
33-V38000 PRIOR YEAR SURPLUS	$0	$110,000	$185,000	$101,540	$112,310
Appropriated Fund Balance	$0	$110,000	$185,000	$101,540	$112,310
TOTAL 2009 CAPITAL PROJECTS FUND	**$1,120,581**	**$110,000**	**$190,000**	**$101,540**	**$112,310**
UTILITY UNDERGROUND FUND (35)					
Miscellaneous Revenues					
35-V36110 INTEREST EARNINGS	$48,094	$10,000	$20,000	$0	$0
Miscellaneous Revenues	$52,977	$10,000	$20,000	$0	$0
Appropriated Fund Balance					
35-V38000 PRIOR YEAR SURPLUS	$0	$100,000	$100,000	$100,000	$100,000
Appropriated Fund Balance	$0	$100,000	$100,000	$100,000	$100,000
TOTAL UTILITY UNDERGROUND FUND	**$52,977**	**$110,000**	**$120,000**	**$100,000**	**$100,000**

CAPITAL PROJECTS FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
PUBLIC SAFETY FUND (36)						
Impact Fees						
36-V32410	POLICE IMPACT FEES	$121,913	$40,130	$96,830	$50,000	$50,000
36-V32411	FIRE IMPACT FEES	38,664	29,510	338,430	50,000	50,000
	Impact Fees	$160,577	$69,640	$435,260	$100,000	$100,000
Miscellaneous Revenues						
36-V36110	INTEREST EARNINGS	$60,149	$60,000	$60,000	$45,000	$50,000
36-V36130	NET CHANGE-FMV OF INVEST	4,175	-	-	-	-
	Miscellaneous Revenues	$64,324	$60,000	$60,000	$45,000	$50,000
Appropriated Fund Balance						
36-V38000	PRIOR YEAR SURPLUS	$0	$1,700,000	$1,800,000	$2,295,260	$2,440,260
	Appropriated Fund Balance	$0	$1,700,000	$1,800,000	$2,295,260	$2,440,260
	TOTAL PUBLIC SAFETY FUND	**$224,901**	**$1,829,640**	**$2,295,260**	**$2,440,260**	**$2,590,260**
2027 CAPITAL PROJECTS FUND (37)						
Appropriated Fund Balance						
37-V38420	LOAN PROCEEDS	$0	$0	$26,500,000	$37,500,000	$1,000,000
	Appropriated Fund Balance	$0	$0	$26,500,000	$37,500,000	$1,000,000
	TOTAL 2027 CAPITAL PROJECTS FUND	**$0**	**$0**	**$26,500,000**	**$37,500,000**	**$1,000,000**
CAPITAL IMPROVEMENT PROGRAM FUND (39)						
Miscellaneous Revenues						
39-V36110	INTEREST EARNINGS	$637,232	$740,000	$820,000	$844,600	$869,940
39-V36130	NET CHANGE-FMV OF INVEST	30,168	-	-	-	-
39-V36987	SEMINOLE COMPACT	917,891	1,570,000	1,992,000	2,031,840	2,072,480
	Miscellaneous Revenues	$1,585,291	$2,310,000	$2,812,000	$2,876,440	$2,942,420
Operating Transfers In						
39-V38101	TRANSFER IN-GENERAL FUND	$13,229,890	$4,667,350	$4,224,770	$8,131,850	$6,422,460
	Operating Transfers In	$13,229,890	$4,667,350	$4,224,770	$8,131,850	$6,422,460
Appropriated Fund Balance						
39-V38000	PRIOR YEAR SURPLUS	$0	$3,055,690	$8,000,000	$5,000,000	$2,000,000
	Appropriated Fund Balance	$0	$3,055,690	$8,000,000	$5,000,000	$2,000,000
	TOTAL CAPITAL IMPROVEMENT PROG FUND	**$14,815,181**	**$10,033,040**	**$15,036,770**	**$16,008,290**	**$11,364,880**

ENTERPRISE FUND REVENUE DETAIL

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
WATER AND WASTEWATER FUND (41)						
Intergovernmental Revenues						
41-V33438	STATE GRANTS-SEWER PROJECTS	$75,000	$0	$550,000	$0	$0
	Intergovernmental Revenues	$75,000	$0	$550,000	$0	$0
Charges for Services						
41-V34331	WATER SALES	$15,647,010	$16,896,200	$17,200,000	$17,716,000	$18,424,640
41-V34332	METER SET FEES	1,813	2,500	2,500	2,500	10,000
41-V34333	RECLAIMED WATER SALES	647	500	2,000	3,000	3,000
41-V34334	BACKFLOW PREVENTION	148,088	129,500	148,000	148,000	148,000
41-V34351	SEWER SALES	10,469,488	11,224,200	11,750,000	12,102,500	12,586,600
41-V34365	W/S-OTHER INCOME	93,069	100,000	90,000	100,000	100,000
41-V34369	FIRE LINE	105,666	105,000	105,000	110,250	115,760
	Charges for Services	$26,465,781	$28,457,900	$29,297,500	$30,182,250	$31,388,000
Miscellaneous Revenues						
41-V36110	INTEREST EARNINGS	$1,465,565	$1,420,000	$1,335,000	$1,375,050	$1,416,300
	Miscellaneous Revenues	$1,574,213	$1,420,000	$1,335,000	$1,375,050	$1,416,300
Appropriated Fund Balance						
41-V38000	PRIOR YEAR SURPLUS	$0	$6,548,140	$3,621,480	$3,760,630	$3,630,070
	Appropriated Fund Balance	$0	$6,548,140	$3,621,480	$3,760,630	$3,630,070
	TOTAL WATER AND WASTEWATER FUND	**$28,114,994**	**$36,426,040**	**$34,803,980**	**$35,317,930**	**$36,434,370**
WATER/SEWER CAPITAL IMPROVEMENT FUND (42)						
Impact Fees						
42-V32420	WATER/SEWER IMPACT FEES	$19,517	$402,500	$1,087,560	$337,500	$2,515,970
	Impact Fees	$19,517	$402,500	$1,087,560	$337,500	$2,515,970
Miscellaneous Revenues						
42-V36110	INTEREST EARNINGS	$129,532	$80,000	$110,000	$113,300	$116,700
	Miscellaneous Revenues	$502,169	$80,000	$110,000	$113,300	$116,700
Appropriated Fund Balance						
42-V38000	PRIOR YEAR SURPLUS	$0	$0	$800,000	$451,600	$870,570
	Appropriated Fund Balance	$0	$0	$800,000	$451,600	$870,570
	TOTAL WATER/SEWER CAPITAL IMP. FUND	**$521,686**	**$482,500**	**$1,997,560**	**$902,400**	**$3,503,240**

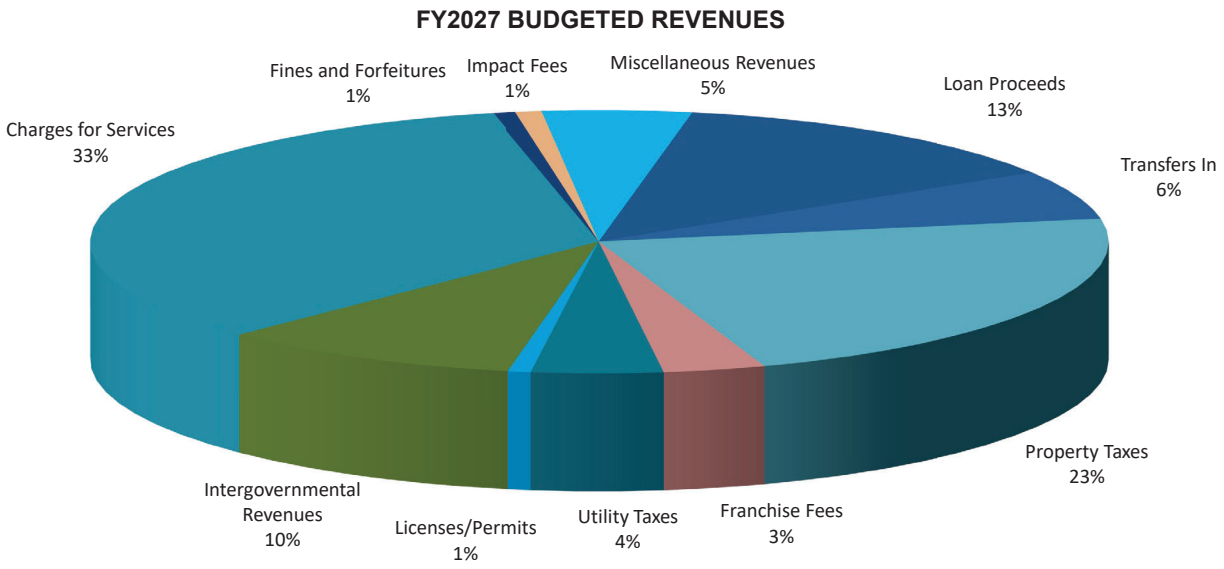
ENTERPRISE FUND REVENUE DETAIL (continued)

		FY25 ACTUAL REVENUE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	FORECAST FY28	FORECAST FY29
STORMWATER MANAGEMENT FUND (45)						
Charges for Services						
45-V34372	STORMWATER FEES	$2,321,231	$2,416,360	$2,500,930	$2,563,450	$2,627,540
	Charges for Services	$2,321,231	$2,416,360	$2,500,930	$2,563,450	$2,627,540
Miscellaneous Revenues						
45-V36110	INTEREST EARNINGS	$288,769	$280,000	$280,000	$288,400	$297,050
45-V36130	NET CHANGE-FMV OF INVEST	23,732	-	-	-	-
	Miscellaneous Revenues	$312,501	$280,000	$280,000	$288,400	$297,050
Appropriated Fund Balance						
45-V38000	PRIOR YEAR SURPLUS	$0	$6,100,000	$5,500,000	$6,315,260	$6,646,290
	Appropriated Retained Earnings	$0	$6,100,000	$5,500,000	$6,315,260	$6,646,290
	TOTAL STORMWATER MGMT FUND	**$2,633,732**	**$8,796,360**	**$8,280,930**	**$9,167,110**	**$9,570,880**

ANALYSIS OF REVENUE SOURCES

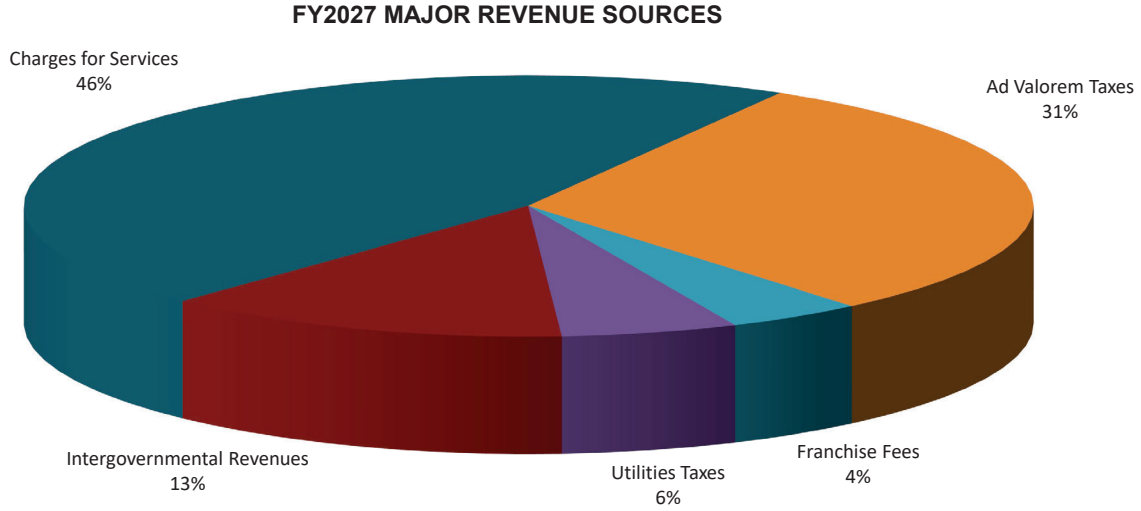
Trends and Forecast

The graph below represents FY2027 budgeted general revenues totaling $199,655,150 excluding appropriated fund balances.



Major revenue sources for the City of Coconut Creek are charges for services, property taxes, intergovernmental revenues, utility taxes, and franchise fees. These major revenues account for approximately 57% of FY2027 budgeted revenues not including operating transfers in or 55% of FY2027 budgeted revenues including operating transfers in.

The graph below illustrates the percentage breakdown of each major revenue source against the total of all major revenues ($147,096,780).



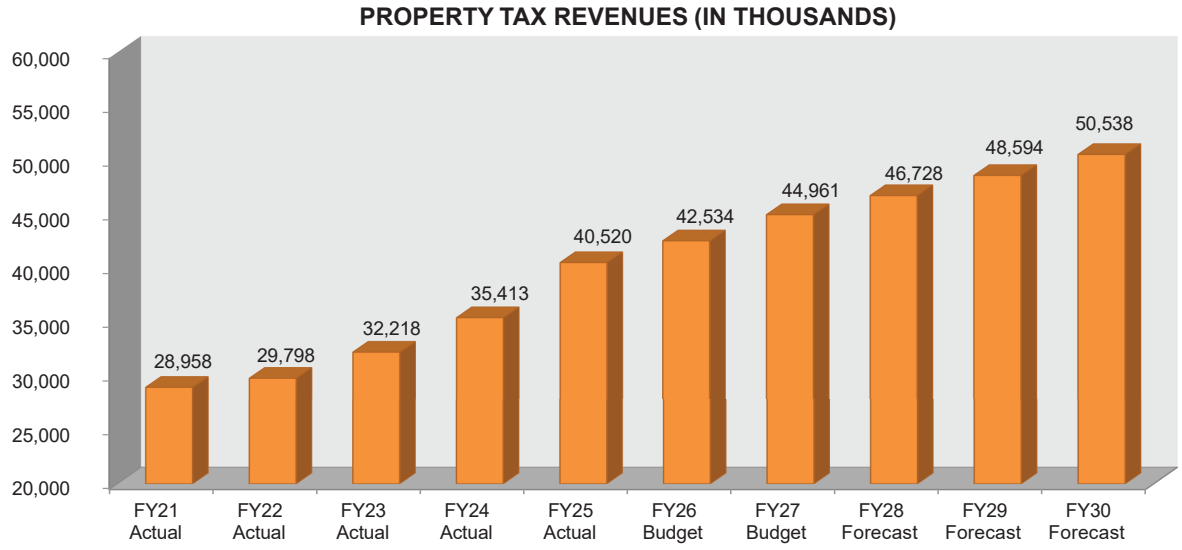
The following pages will discuss each major revenue source, the underlying assumptions for each revenue estimate, and significant revenue trends.

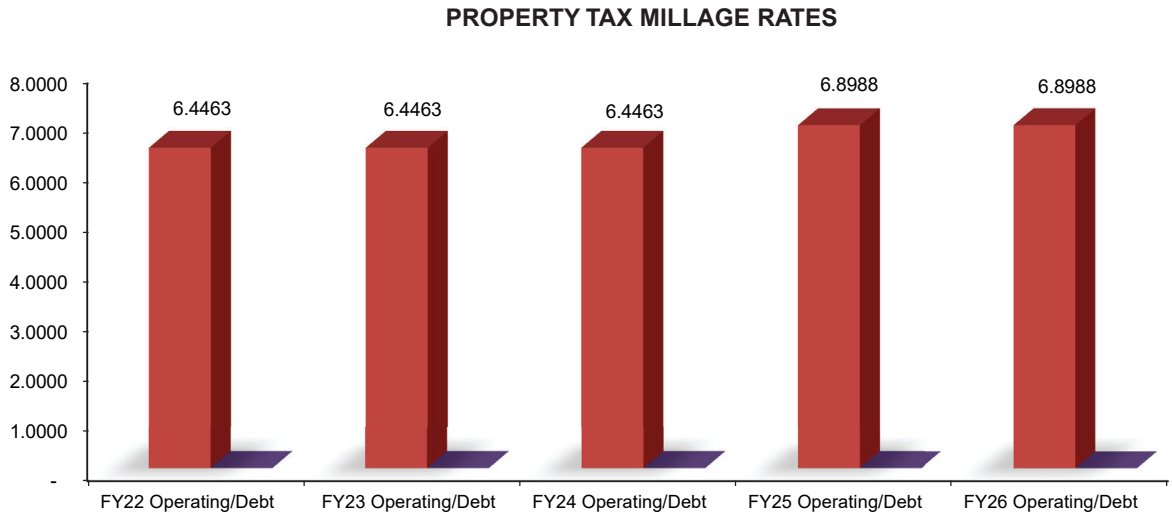
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Property Tax

The single largest revenue source funding Coconut Creek's general operations continues to be property taxes. The graph below illustrates the historic, FY2026 projected, and FY2027 budgeted property tax revenues for the City. As illustrated, there is no debt millage and the FY2027 operating millage will remain at 6.8988 mills. Property tax revenue is expected to increase by $2,426,650, as a result of an increase in taxable value due to reassessments and new construction. The property tax revenue forecasts were determined based on a financial forecast analysis prepared by staff.





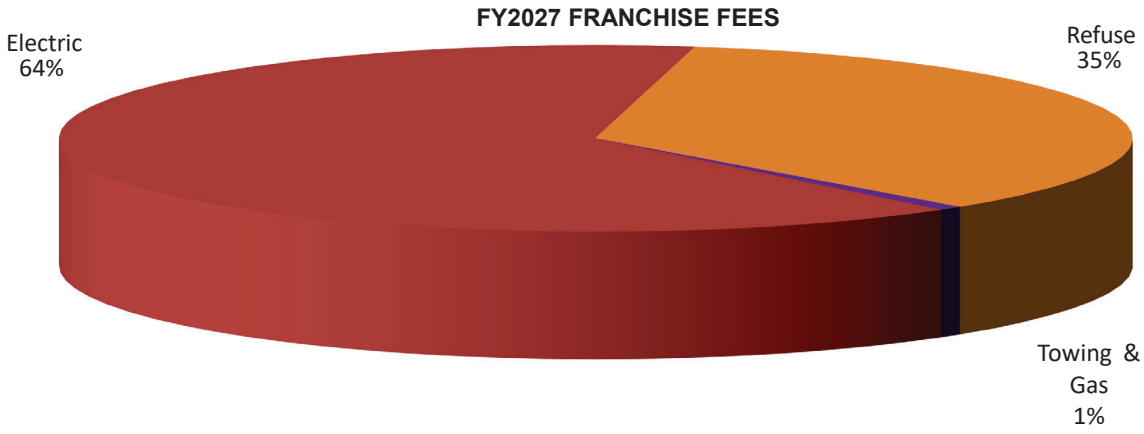
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Franchise Fees

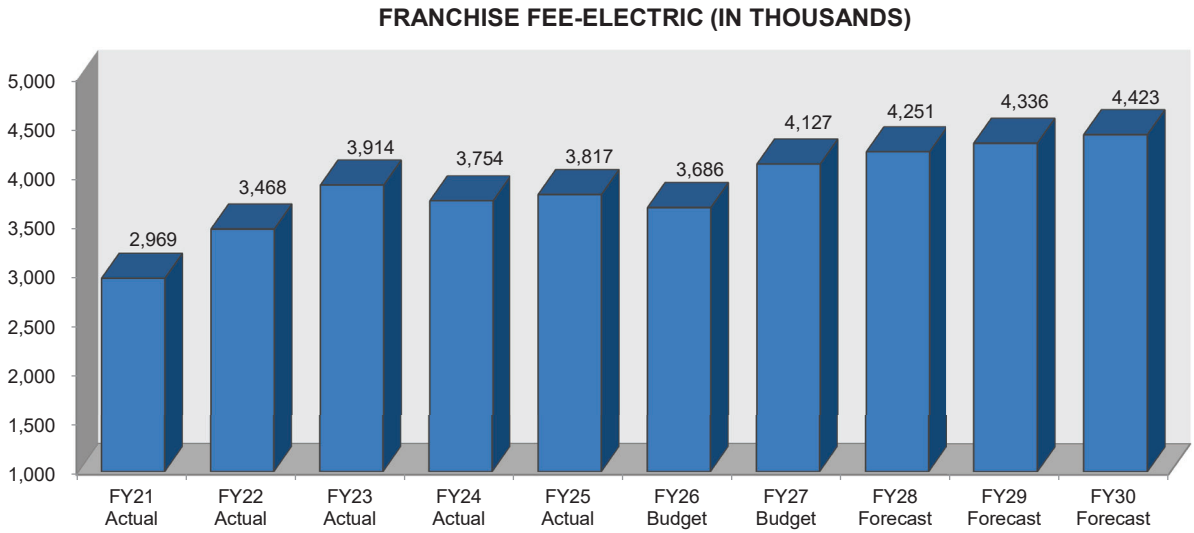
Franchise Fees are negotiated fixed fees to a company or utility for the use of municipal rights-of-way (poles, lines, pipes, etc.) and may include the value of the right for the utility to be the exclusive provider of its services within the City. The City has franchise agreements for electricity, solid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

The graph below illustrates each type of franchise fee as a percentage of total franchise fees ($6,438,540).



Franchise Fee-Electric

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

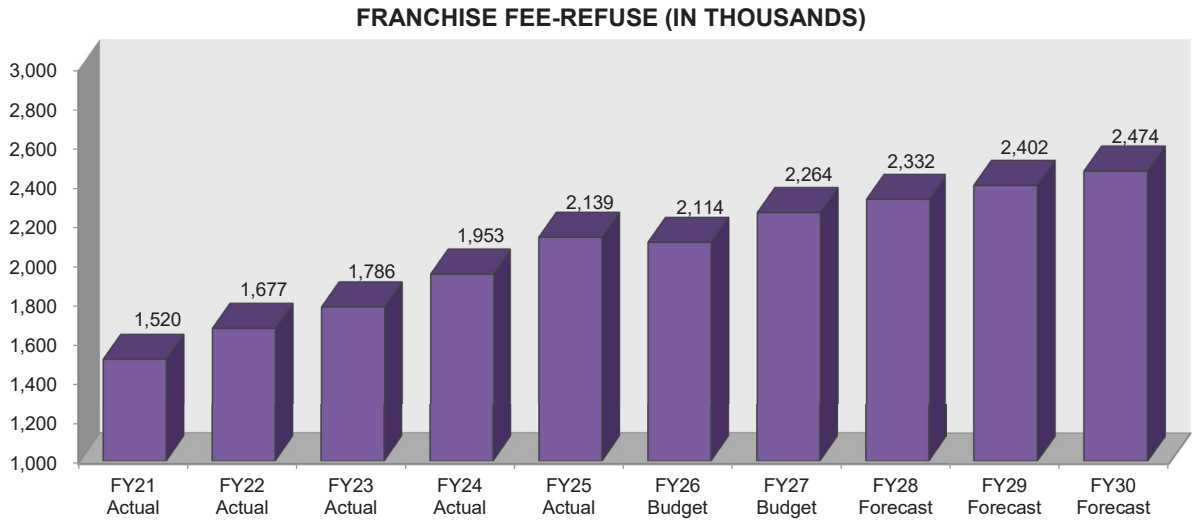


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Franchise Fee-Refuse

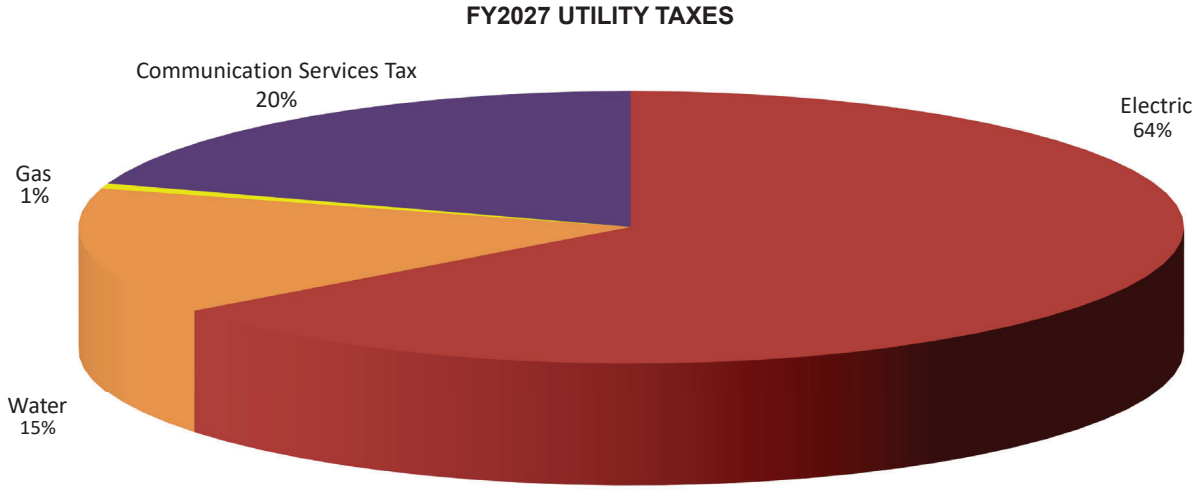
The City has a franchise agreement for solid waste services. The franchise fee is for the collection, hauling, and disposal of solid waste. The franchise fee is a flat rate which is subject to annual increases. A minimal increase is anticipated in FY2027 due to scheduled franchise agreement increases. The revenue estimates were determined based on a financial forecast analysis prepared by staff and the contractual increases in the franchise fee.



Utility Taxes

The City collects utility taxes for electric, water, gas, and communication services. Minimal increases in utility taxes are anticipated for FY2027. As with the franchise fees, revenue derived from utility taxes is expected to increase gradually with the growth of the City.

The graph below illustrates each utility tax as a percentage of total utility taxes ($8,306,050).

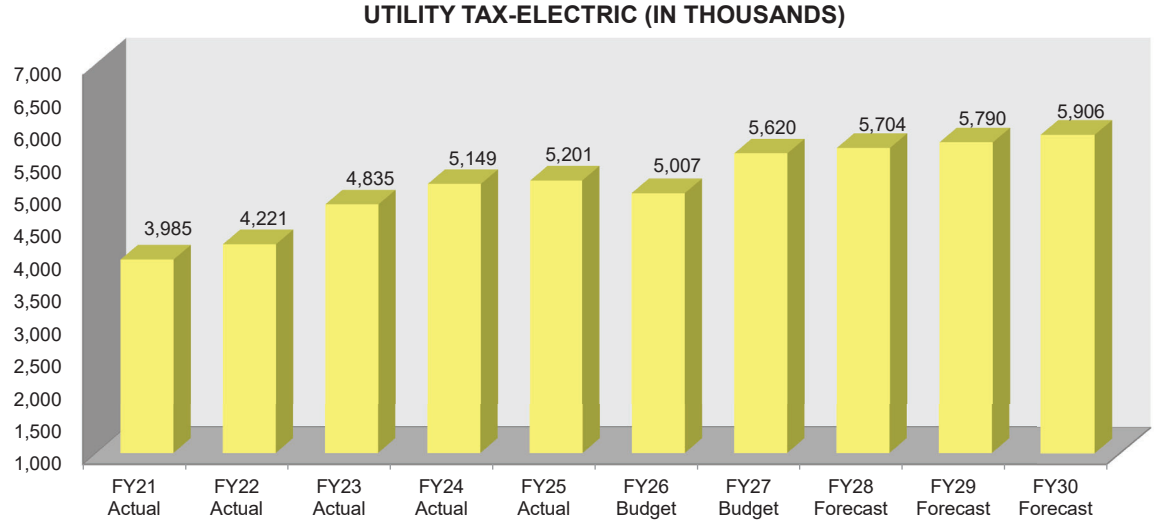


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

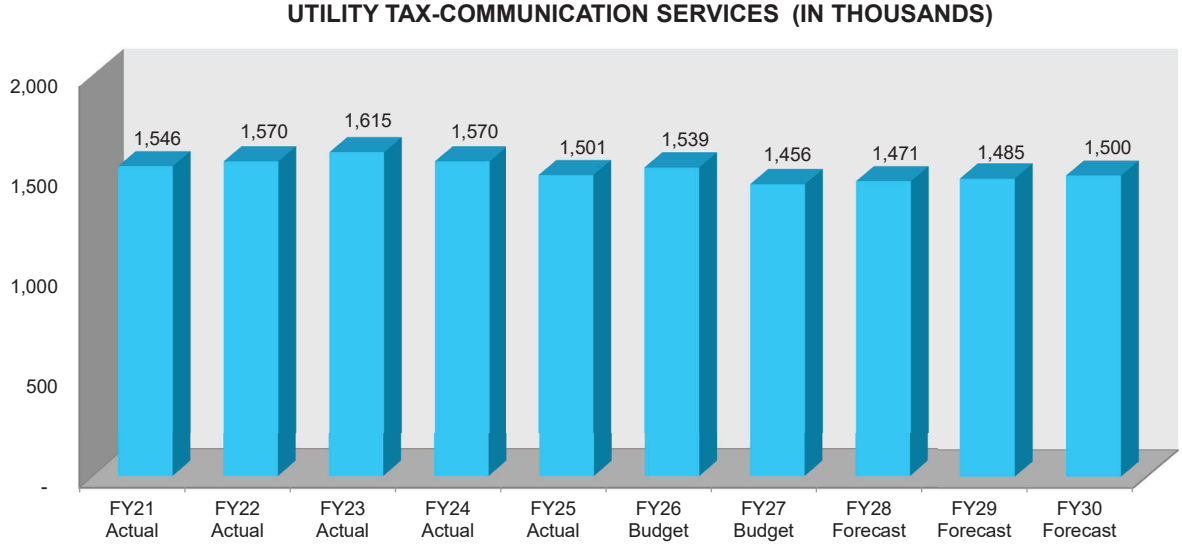
Utility Tax-Electric

The City collects utility taxes for electricity equal to 10% of the total utility receipts FPL collects from the citizens of Coconut Creek. This revenue has seen increases in the past year and is trending to increase in FY2027 as developments are completed. The revenue estimates were determined based on a financial forecast analysis prepared by staff based on historical data and the current economic environment.



Utilitv Tax-Communication Services Tax (CST)

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



ANALYSIS OF REVENUE SOURCES

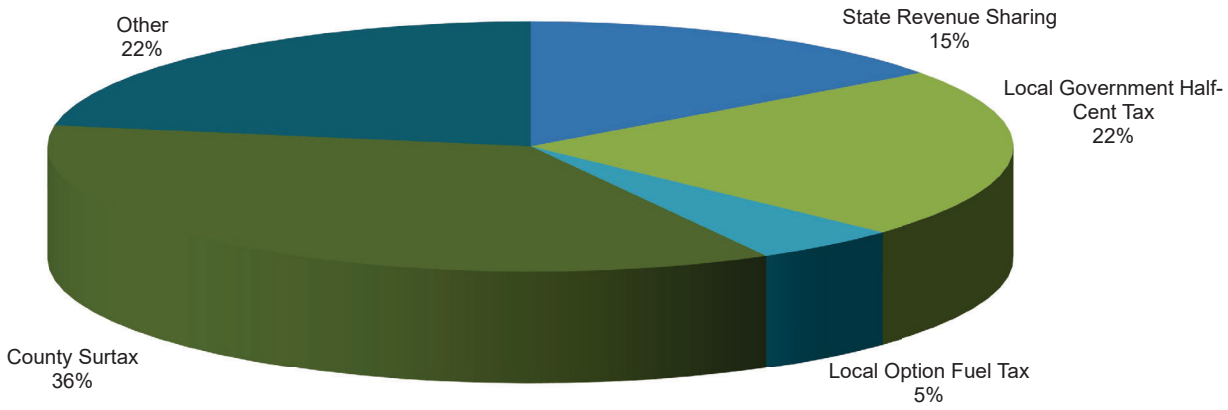
Trends and Forecast

Intergovernmental Revenues

Intergovernmental revenue consists of revenues that are received from other government agencies. The majority of these revenues consist of the one-cent County Surtax, State Sales Tax, State Shared Revenue, and Local Option Fuel Tax. Other revenues in this category consist of federal, state, and local grants and shared revenue from the County.

The graph below illustrates the percentage of each intergovernmental revenue type against the total of all intergovernmental revenues ($19,268,760).

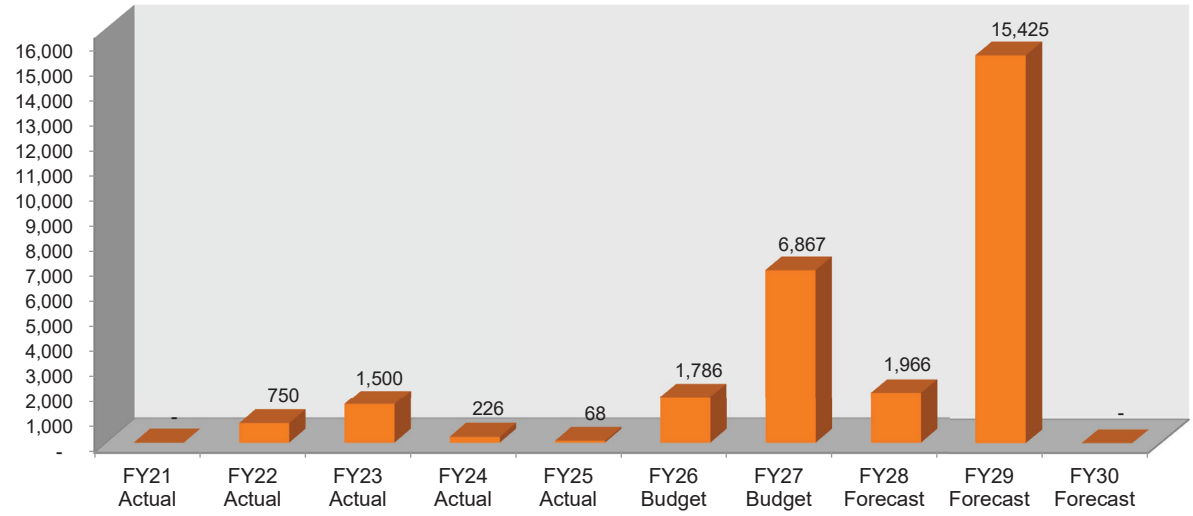
FY2027 INTERGOVERNMENTAL REVENUES



Broward County Transportation Surtax

A 30-year one cent surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system was approved in November 2018. This revenue stream will provide some financial relief to 31 municipalities, including Coconut Creek, who currently funds its transportation programs through local option gas tax revenues and general revenue funds (derived from property taxes and other sources). The surtax will provide much needed funding to address aging transportation infrastructure and traffic congestion. Broward County has approved funding for two projects that are included in the Capital Improvement Program (CIP) - Comprehensive Streets Improvement Program and the Sample Road Multi-Purpose Pathway. The financial forecast reflects the City's intent to pursue future surtax funding for eligible projects to leverage City resources. If future funding is not awarded, the City will have to consider other revenue sources.

BROWARD COUNTY TRANSPORTATION SURTAX (IN THOUSANDS)

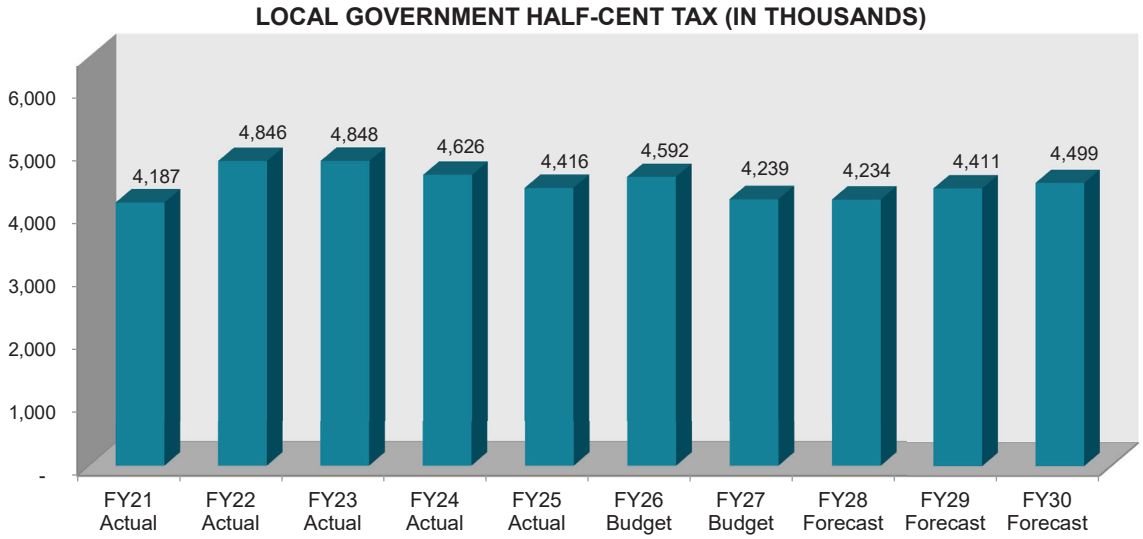


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

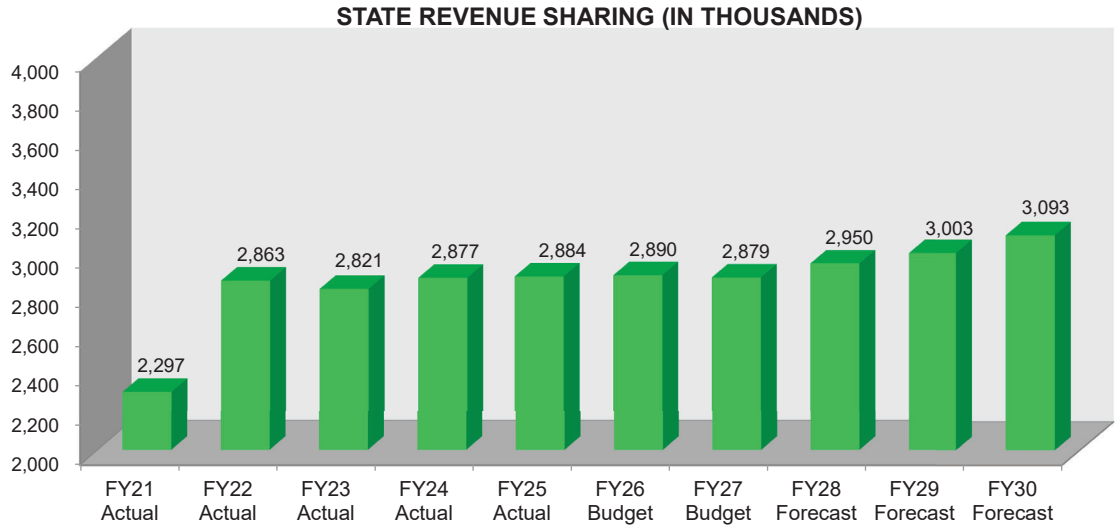
Local Government Half-Cent Tax

The State of Florida collects the Local Government Half-Cent Sales Tax. The state distributes net sales tax revenues to counties and municipalities that meet strict eligibility requirements. Allocation formulas serve as the basis for this distribution and its primary focus is to provide relief from ad valorem and utility taxes in addition to providing counties and municipalities with revenues for local programs. An increase has been budgeted for FY2027 with gradual increases expected in future years. Estimated revenue is provided by the state each year. Revenue forecasts were determined based on a financial analysis prepared by staff based on historical data and the current economic environment.



State Revenue Sharing

State revenue is generated from three sources: (1) a percentage of sales and use tax collections, (2) 12.5% of the state alternative fuel user decal fee collections, and (3) the net collections from a one-cent municipal fuel tax. The State of Florida collects the revenue and disburses directly to municipalities. An allocation formula serves as the basis for the distribution of these revenues, which is provided by the State of Florida. General Fund collects 83% of the total with the remaining 17% accounted for in the Street Construction and Maintenance, Special Revenue Fund. The City is anticipated to see minimal increases in this revenue source in FY2027 and future years. Revenue forecasts were determined based on a financial analysis prepared by staff based on historical data and the current economic environment.

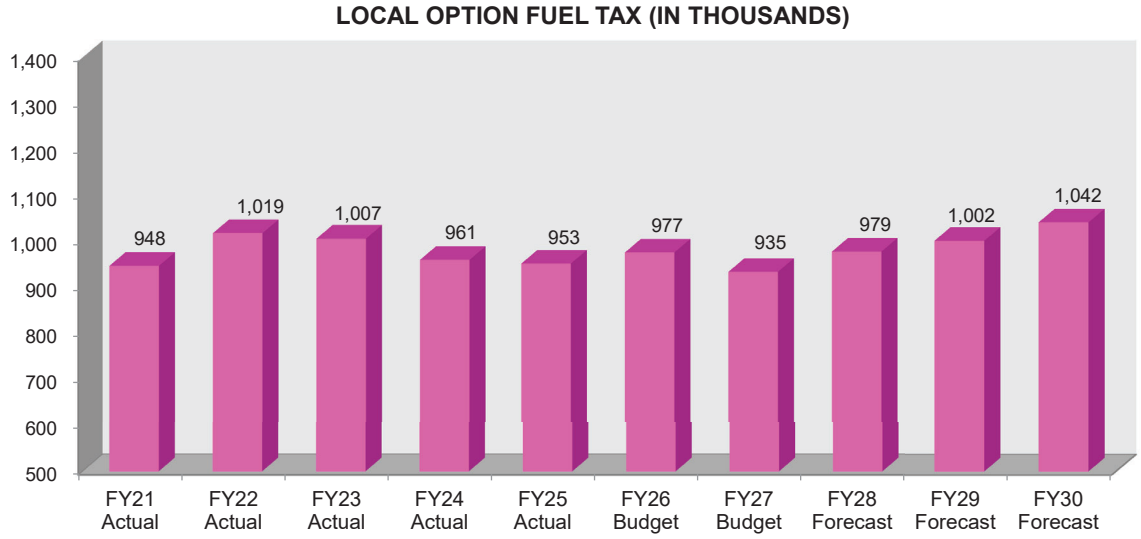


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Local Option Fuel Tax

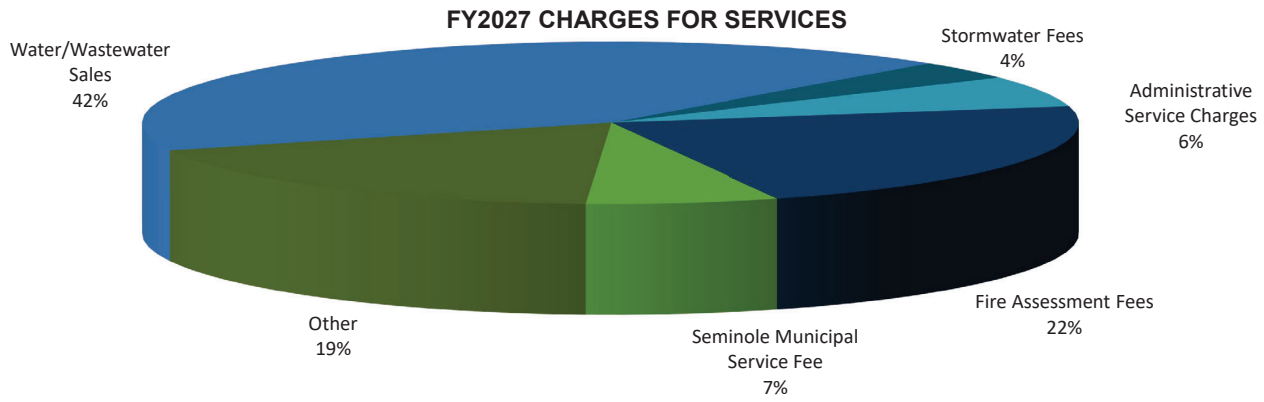
Broward County levies a total of 12 cents per gallon of which 10 cents is shared with the cities. The 10 cents is comprised of the full 6 cents (original) allowed by Florida Statute §336.025(1)(a) and 4 cents (additional) allowed by Florida Statute §336.025(1)(b). The first tax is applicable to all motor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



Charges for Services

Charges for Services represents fees charged as a result of direct benefit or in lieu of other charges. Water and wastewater sales account for a significant portion of revenues in the charges for services category. The other major revenues in this category include Stormwater Fees, Administrative Charges, Fire Assessment Fees, Seminole Mitigation Fees, and the Seminole Municipal Service Fee. Other charges for services include parks and recreation fees, miscellaneous police fees, EMS transport fees, and other miscellaneous fees. An increase is anticipated in FY2027 with the growth of the City.

The graph below illustrates the percentage of each charges for services type against the total of all charges for services ($68,122,750).

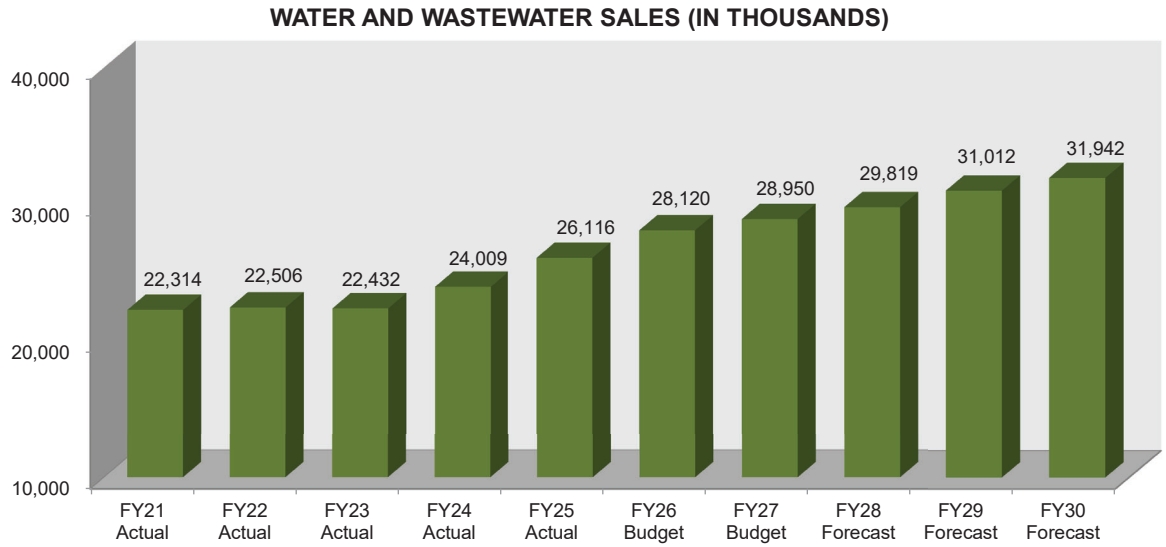


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

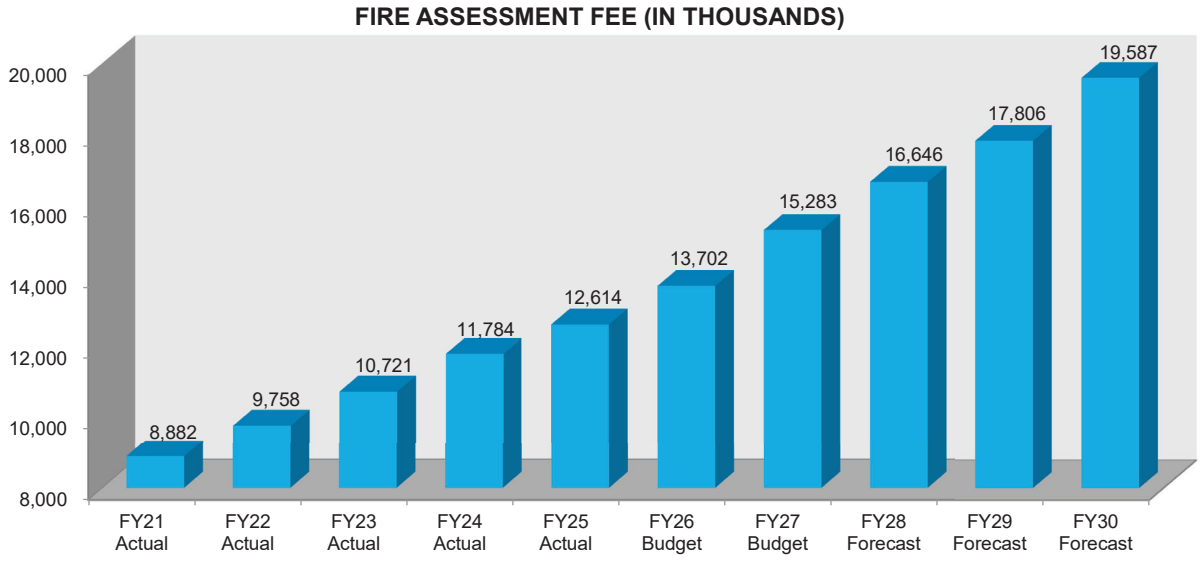
Water and Wastewater Sales

The City provides water to residential and commercial dwellings in a safe and efficient manner and transports the wastewater from these dwellings. The City pays Broward County for bulk water and for wastewater disposal and transmission under a larger user agreement. Based on the results of a water and wastewater rate study completed in FY2017, the City adopted a rate structure that allowed for gradual annual increases. Rate increases are driven by an increase in operating expenses, user-fee charges from Broward County, and funding future capital projects. An increase in revenues is anticipated for FY2027 due to scheduled rate increases.



Fire Assessment Fee

Fire Assessment Fee revenues represent a percentage of recovery cost for providing fire services in the City. Single family, multi-family, and mobile home dwellers pay a set fee each year and commercial businesses pay based on the square footage of their building. In FY2021, a fire assessment study was completed. An increase in fire assessment fees is anticipated for FY2027.



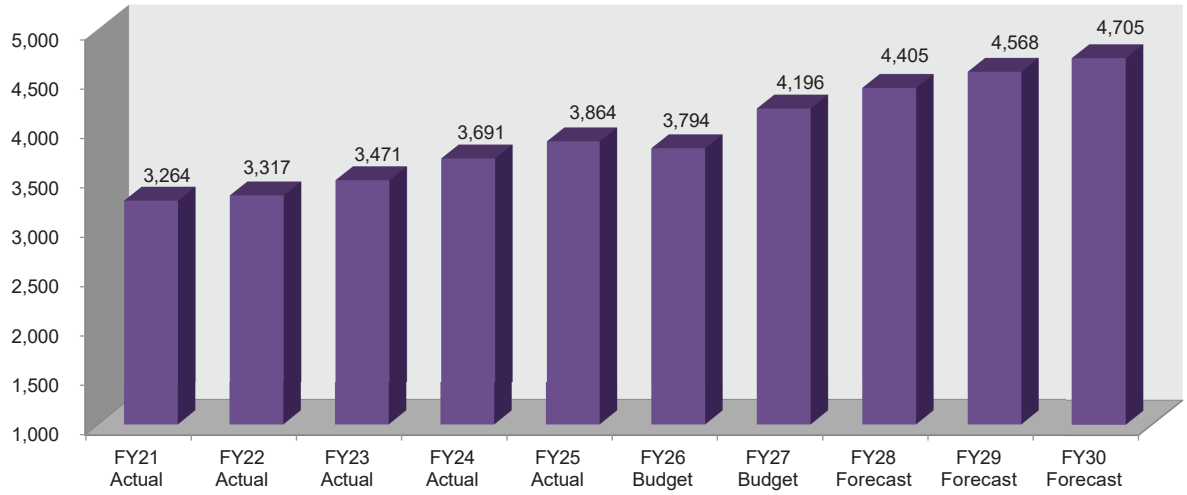
ANALYSIS OF REVENUE SOURCES

Trends and Forecast

Administrative Service Charges

Administrative service charges are paid by the Street Construction and Maintenance Fund, the Water/Wastewater Fund, and the Stormwater Management Fund to the General Fund for Information Technology, Risk Management, Human Resources, Finance, and legal services provided to the Public Works and Utilities and Engineering Departments. The cost allocation method was updated in FY2019, upon which the revenues are based. These revenues will increase based on the respective annual increase and changes in level of service required for each service department. These charges are offset by an expense in each fund that utilizes the services.

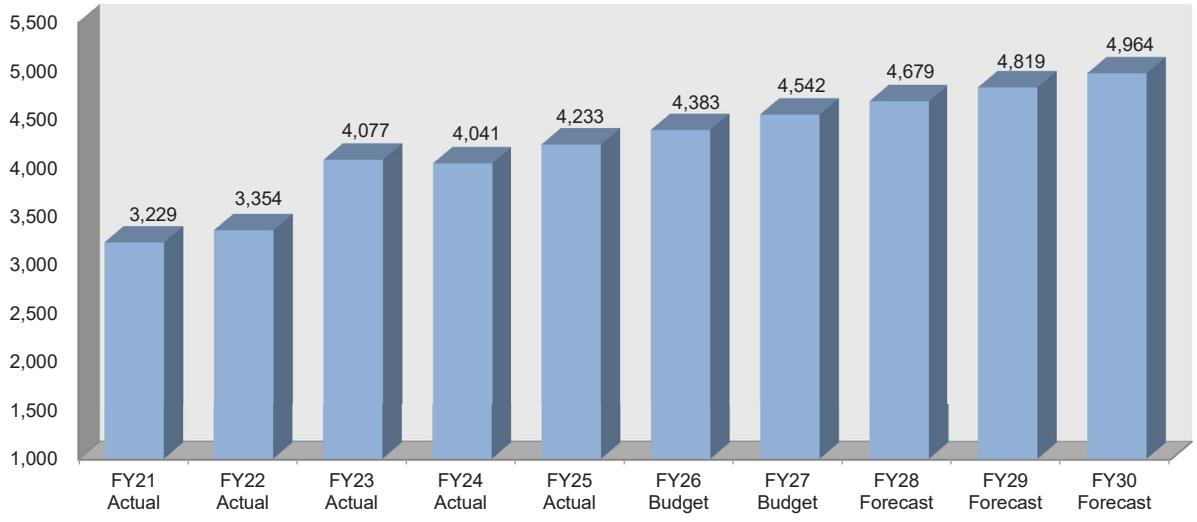
ADMINISTRATIVE SERVICE CHARGES (IN THOUSANDS)



Seminole Municipal Service Fee

The City is unique in having a Seminole Reservation within City boundaries. The Seminole Tribe of Florida, Inc. currently operates the Seminole Casino Coconut Creek. Through a Municipal Services Provider Agreement, the Seminole Tribe pays fees for municipal services provided around their site. The contract is a long-term agreement that provides for inflationary increases as well as increases contingent upon changes in the types of gaming permitted.

SEMINOLE MUNICIPAL SERVICE FEE (IN THOUSANDS)

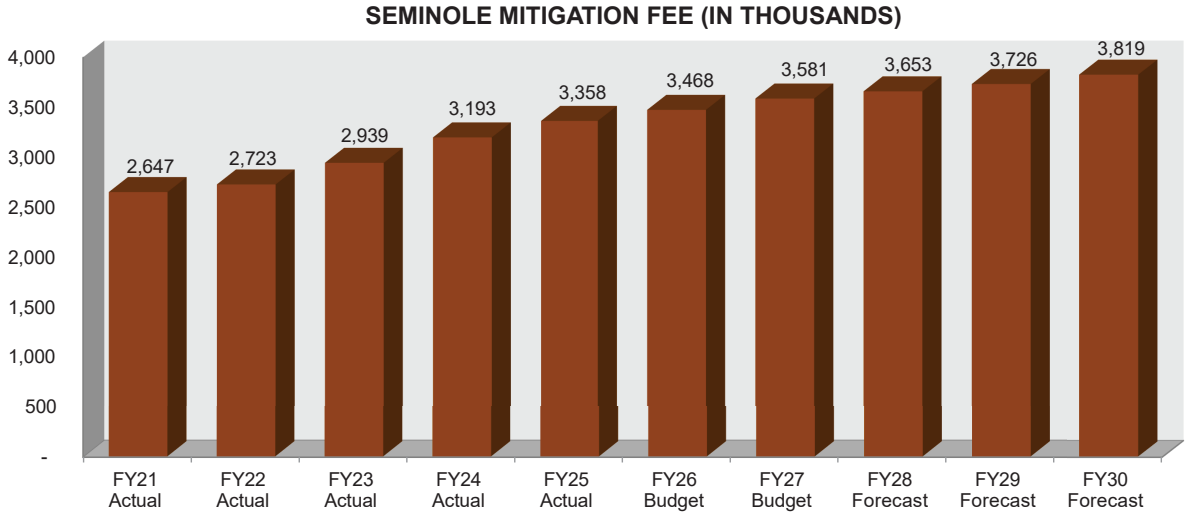


ANALYSIS OF REVENUE SOURCES

Trends and Forecast

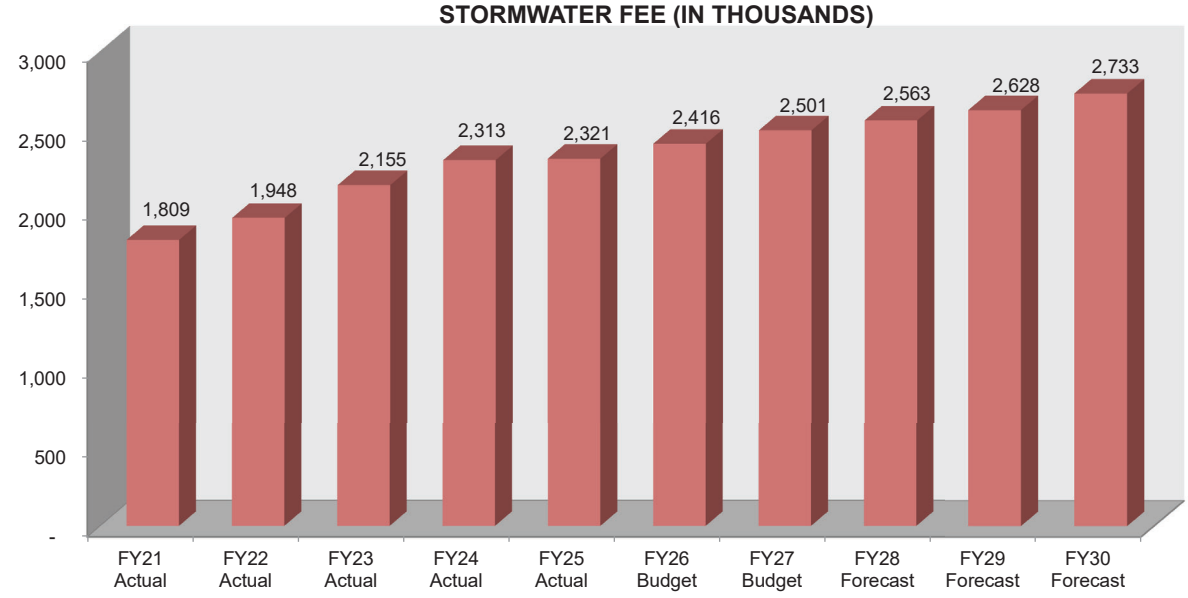
Seminole Mitigation Fee

The Seminole Mitigation Fund is used to account for proceeds received from the Seminole Tribe of Florida Inc. in accordance with a mitigation agreement promulgated from additional lands going into trust. The City will receive $3.6 million for FY2027. Of this amount, $1,000,000 is transferred to the General Fund to defray costs associated with the expansion of Police and Fire Rescue services. Funding will also be used to finance capital improvements, such as the Fire Rescue Equipment Replacement Program, Fire Station 113 and Police Station Improvements.



Stormwater Fee

Stormwater Fees are collected to support the requirements of a federal mandated National Pollutant Discharge Elimination System Permit. The Stormwater Fee is charged to residential and commercial dwellings. The stormwater fee is set to increase October 1st by the Consumer Price Index. The revenue estimates were determined by an independent consultant and are based on rate increase and new construction.



PROGRAM SUMMARIES



SUMMARY OF CAPITAL OUTLAY

ADOPTED

Department/Division		Request	Cost	Page No.
Fire Rescue	0163	(2) Opticom Traffic Pre-Emption Systems	31,200	264
Fire Rescue	0163	(2) Lift Bag Sets	26,000	264
Public Works	0173	Community Center Elevator	200,000	284
Public Works	0173	Toro Athletic Turf Mower	90,000	285
Public Works	0173	Utilities and Engineering Entry Gate	30,000	285
Public Works	0173	Toro Sand Pro	29,000	284
Public Works	0173	Fraise Mower	27,000	284
Public Works	0173	Toro Cart	25,000	284
Public Works	0173	Scissor Lift	18,000	284
Parks and Recreation	0183	Community Center Basketball Backboard Height Adjustment System	32,000	275
Parks and Recreation	0183	Resurface Park Facilities (Winston Park and Recreation Complex)	24,000	274
Parks and Recreation	0183	Toro Utility Vehicle	24,000	274
Parks and Recreation	0183	Soccer Goal Replacements	24,000	274
Parks and Recreation	0183	Glass Partition at Community Center Front Desk Area	10,000	274
Parks and Recreation	0183	Trailer for Special Events	9,500	275
Parks and Recreation	0183	Pickleball Court Lines in Recreation Complex Gymnasium	7,000	274
Total-General Fund			**$ 606,700**	

NOT RECOMMENDED

Department/Division		Request	Cost	
Public Works	0173	Winston Park Tower Faux Pine Branches	70,000	285
Total-Not Recommended			**$ 70,000**	
Total-Requested			**$ 676,700**	

SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

ADOPTED

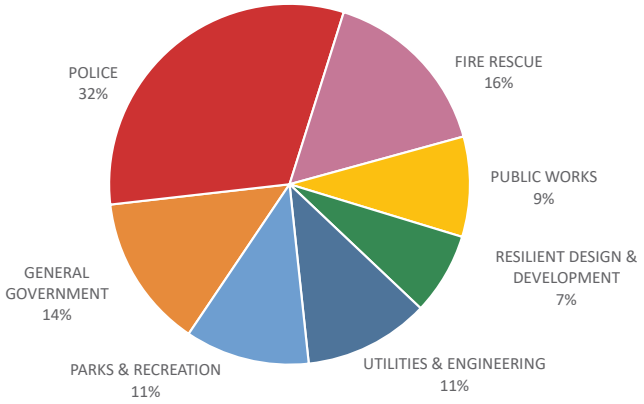
Department	Request	Cost	Page No.
Information Technology	Redundant Fiber Optic Ring	1,063,830	362
Information Technology	Technology Refresh Program	319,100	345
Information Technology	Cyber Resilience, Security Leadership and Disaster Recovery	150,000	350
Parks and Recreation	Fitness Equipment Replacement Program (North)	17,750	357
Public Works	Vehicle Replacement Program	1,071,400	341
Public Works	HVAC Replacement Program	872,500	342
Public Works	Fleet Building Rehabilitation	700,000	363
Public Works	Government Center Courtyard and Parking Lot Renovations	500,000	364
Public Works	Playground Replacement Program	400,000	344
Public Works	Boardwalk and Pathway Rehabilitation	372,500	365
Public Works	Sports Lighting Replacement Program	200,000	347
Public Works	Irrigation Pump Station Replacement Program	160,000	348
Public Works	Facility Roof Replacement Program	150,000	351
Public Works	Exterior Painting Program	150,000	349
Public Works	Sport Surface Repair and Resurfacing	125,000	352
Public Works	Outdoor Park Amenities Replacement Program	75,000	354
Public Works	Shade Structures	60,000	355
Public Works	Parks Improvement Program	45,000	356
Utilities & Engineering	Sidewalk Improvement Program	500,000	343
Utilities & Engineering	Street Maintenance Program	200,000	346
Utilities & Engineering	Parking Lot Rehabilitation Program	110,000	353
Total - Capital Improvement Program Fund		**$ 7,242,080**	
Resilient Design & Development	MainStreet - Cullum Road Construction Project	6,371,890	389
Utilities & Engineering	Comprehensive Street Improvement Program	495,260	388
Total - Transportation Surtax Fund		**$ 6,867,150**	
Public Works	Playground Replacement Program	300,000	344
Total - Community Development Block Grant (CDBG)		**$ 300,000**	
Fire Rescue	Fire Rescue Equipment Replacement Program	890,400	392
Public Works	Police Officer Equipment Replacement Program	763,030	393
Total - Seminole Mitigation Fund		**$ 1,653,430**	
Public Works	Commission Chambers Renovation	350,000	395
Total - Capital Project Financing Fund		**$ 350,000**	
Public Works	Government Center Rehabilitation	140,000	371
Total - 2009 Capital Project Fund		**$ 140,000**	
Public Works	Fire Station #113	26,000,000	355
Total - 2027 Capital Projects Fund		**$ 26,000,000**	

SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

ADOPTED

Department	Request	Cost	Page No.
Utilities & Engineering	Water Distribution System Improvement Program	1,200,000	400
Utilities & Engineering	Wastewater Pump Station Rehabilitation Program	800,000	401
Utilities & Engineering	Wastewater Conveyance System Improvement Program	700,000	402
Utilities & Engineering	Northeast Utilities Expansion	550,000	410
Utilities & Engineering	Standby Generator and Bypass Pump Replacement Program	475,000	403
Utilities & Engineering	Water Meter Connection Lines Retrofit Program	425,000	404
Utilities & Engineering	Wastewater Access Structure Rehabilitation Program	400,000	405
Utilities & Engineering	Wastewater Force Main Isolation Valves Rehabilitation Program	220,000	406
Utilities & Engineering	Electrical Control Panel Rehabilitation Program	175,000	407
Utilities & Engineering	Water Storage Tanks and Pump Building Rehabilitation Program	100,000	411
Utilities & Engineering	Water Meter and Box Replacement Program	85,000	408
Utilities & Engineering	Water Storage Tank Maintenance	50,000	409
Public Works	Vehicle Replacement Program	189,800	341
Total-Water and Wastewater Fund		**$ 5,369,800**	
Utilities & Engineering	Northeast Utilities Expansion	450,000	410
Total-Water/Sewer Capital Improvement Fund		**$ 450,000**	
Utilities & Engineering	Stormwater Drainage Improvement Program	700,000	415
Utilities & Engineering	Concrete Curbing Program	50,000	416
Total-Stormwater Management Fund		**$ 750,000**	
Resilient Design & Development	Public Art	60,000	386
Total-General Trust Fund		**$ 60,000**	
Information Technology	Redundant Fiber Optic Ring	1,031,000	362
Fire Rescue	Fire Rescue Equipment Replacement Program	1,010,110	392
Public Works	Fleet Building Rehabilitation	600,000	363
Total-Grants Fund		**$ 2,641,110**	
Total-Recommended		**$ 51,823,570**	

FY27 STAFFING BY FUNCTION



Staffing Comparison by Fund and Department/Division

DEPT./ DIV #	FUND DIVISION	DEPARTMENT	AUTHORIZED FY24	AUTHORIZED FY25	AUTHORIZED FY26	ADOPTED FY27	FY26/FY27 Net Change
GENERAL FUND							
0111	General Government	City Commission	3.75	3.75	3.75	3.75	0.00
0113	General Government	City Attorney	4.50	5.00	5.00	5.00	0.00
0115	General Government	Community Relations	5.50	6.50	5.00	5.00	0.00
0121	General Government	City Clerk	5.50	5.50	5.50	5.50	0.00
0131	General Government	City Manager	5.50	5.50	5.50	5.50	0.00
0141	Financial Services	Finance & Administrative Services	19.50	20.50	20.50	20.50	0.00
0144	General Government	Information Technology	14.00	13.50	14.50	14.50	0.00
0145	General Government	Human Resources and Risk Mgmt.	10.00	10.00	10.00	10.00	0.00
0151	Resilient Design and Development	Planning and Zoning	10.00	11.00	10.50	10.50	0.00
0152	Resilient Design and Development	Transportation Planning Division	1.00	1.00	1.00	1.00	0.00
0153	Resilient Design and Development	Building	19.00	19.75	19.75	19.75	0.00
0154	Resilient Design and Development	Community Enhancement	7.00	7.00	7.00	7.00	0.00
0161	Police	Police	161.50	162.50	160.50	160.50	0.00
0163	Fire Rescue	Fire Rescue	79.50	80.50	80.50	80.50	0.00
0170	Utilities and Engineering	Engineering	6.00	6.00	6.00	6.00	0.00
0173	Public Works	Facilities and Property Maintenance	35.50	35.50	35.50	35.50	0.00
0175	Public Works	Fleet Services	1.00	1.00	1.00	1.00	0.00
0183	Parks & Recreation	Parks & Recreation	59.00	59.50	56.50	56.50	0.00
TOTAL GENERAL FUND			**447.75**	**454.00**	**448.00**	**448.00**	**0.00**
STREET CONSTRUCTION AND MAINTENANCE FUND							
1177	Public Works	Community Transportation	12.00	9.00	9.00	9.00	0.00
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND			**12.00**	**9.00**	**9.00**	**9.00**	**0.00**
ENTERPRISE FUNDS							
4143	Financial Services	Utility Billing and Customer Service	12.50	12.50	12.50	12.50	0.00
4191	Utilities and Engineering	Utility Operations	29.50	29.50	29.50	29.50	0.00
4595	Utilities and Engineering	Stormwater Management	9.00	9.00	9.00	9.00	0.00
TOTAL ENTERPRISE FUNDS			**51.00**	**51.00**	**51.00**	**51.00**	**0.00**
TOTAL ALL FUNDS			**510.75**	**514.00**	**508.00**	**508.00**	**0.00**

FY26 STAFFING CHANGES

DEPT/ DIV #	FUNCTION	DEPARTMENT	FY25 AUTHORIZED	FY26 ADOPTED	NET CHANGE	FY26 ADOPTED	FY26 AUTHORIZED	NET CHANGE
GENERAL FUND								
0111	General Government	City Commission	3.75	3.75	0.00	3.75	3.75	0.00
0113	General Government	City Attorney	5.00	5.00	0.00	5.00	5.00	0.00
0115	General Government	Community Relations	6.50	6.50	0.00	6.50	5.00	(1.50)
0121	General Government	City Clerk	5.50	5.50	0.00	5.50	5.50	0.00
0131	General Government	City Manager	5.50	5.50	0.00	5.50	5.50	0.00
0141	Financial Services	Finance & Administrative Services	20.50	20.50	0.00	20.50	20.50	0.00
0144	General Government	Information Technology	13.50	13.50	0.00	13.50	14.50	1.00
0145	General Government	Human Resources and Risk Mgmt.	10.00	10.00	0.00	10.00	10.00	0.00
0151	Resilient Design and Development	Planning and Zoning	11.00	11.00	0.00	11.00	10.50	(0.50)
0152	Resilient Design and Development	Transportation Planning Division	1.00	1.00	0.00	1.00	1.00	0.00
0153	Resilient Design and Development	Building	19.75	19.75	0.00	19.75	19.75	0.00
0154	Resilient Design and Development	Community Enhancement	7.00	7.00	0.00	7.00	7.00	0.00
0161	Police	Police	162.50	162.50	0.00	162.50	160.50	(2.00)
0163	General Government	Fire Rescue	80.50	80.50	0.00	80.50	80.50	0.00
0170	Utilities and Engineering	Utilities-Engineering	6.00	6.00	0.00	6.00	6.00	0.00
0173	Public Works	Facilities and Property Maintenance	35.50	35.50	0.00	35.50	35.50	0.00
0175	Public Works	Fleet Services	1.00	1.00	0.00	1.00	1.00	0.00
0183	Parks & Recreation	Parks & Recreation	59.50	59.50	0.00	59.50	56.50	(3.00)
TOTAL GENERAL FUND			**454.00**	**454.00**	**0.00**	**454.00**	**448.00**	**(6.00)**
STREET CONSTRUCTION AND MAINTENANCE FUND								
1177	Public Works	Community Transportation	9.00	9.00	0.00	9.00	9.00	0.00
TOTAL STREET CONSTRUCTION AND MAINTENANCE FUND			**9.00**	**9.00**	**0.00**	**9.00**	**9.00**	**0.00**
ENTERPRISE FUNDS								
4143	Financial Services	Utility Billing	12.50	12.50	0.00	12.50	12.50	0.00
4191	Utilities and Engineering	Human Resources and Risk Mgmt.	29.50	29.50	0.00	29.50	29.50	0.00
4595	Utilities and Engineering	Utilities-Stormwater	9.00	9.00	0.00	9.00	9.00	0.00
TOTAL ENTERPRISE FUNDS			**51.00**	**51.00**	**0.00**	**51.00**	**51.00**	**0.00**
TOTAL ALL FUNDS			**514.00**	**514.00**	**0.00**	**514.00**	**508.00**	**(6.00)**

Changes made during FY26 reflect a net change of -4.25 FTEs from FY26 Adopted FTE's specifically as follows:

Deletions

- 0.50 FTE in the Planning & Zoning Division due to the deletion of an Intern position.
- 0.50 FTE in the Community Relations Department due to the deletion of an Intern position.
- 1.00 FTE in the Police Department due to the deletion of a Task Force Officer position.
- 1.00 FTE in the Police Department due to the deletion of a Telecommunications Operator position.
- 1.00 FTE in the Parks & Recreation Department due to the deletion of a Superintendent position.
- 2.00 FTE in the Parks & Recreation Department due to the deletion of two (2) Recreation Attendant positions.

Other Changes

- The GIS Coordinator position was transferred from the Community Relations Department to the Information Technology Department.
- As personnel vacancies arise, the City reassesses its current operations and implements necessary changes to adapt to evolving needs, ensuring continuous quality improvements for our residents, employees, and services.

DEPARTMENT SUMMARIES



CITY COMMISSION



CITY COMMISSION (0111)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	**$606,724**	**$680,770**	**$682,590**	**0.3%**

PERSONAL SERVICES $19,340

The variance is primarily due to salary, health insurance, and retirement adjustments.

OPERATING EXPENSES ($17,520)

The variance is primarily due to a decrease in training & travel expenses.

OTHER DISBURSEMENTS $0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
City Commissioner	0	5	3.75	3.75	0.00
TOTAL	**0**	**5**	**3.75**	**3.75**	**0.00**

CITY COMMISSION (0111)

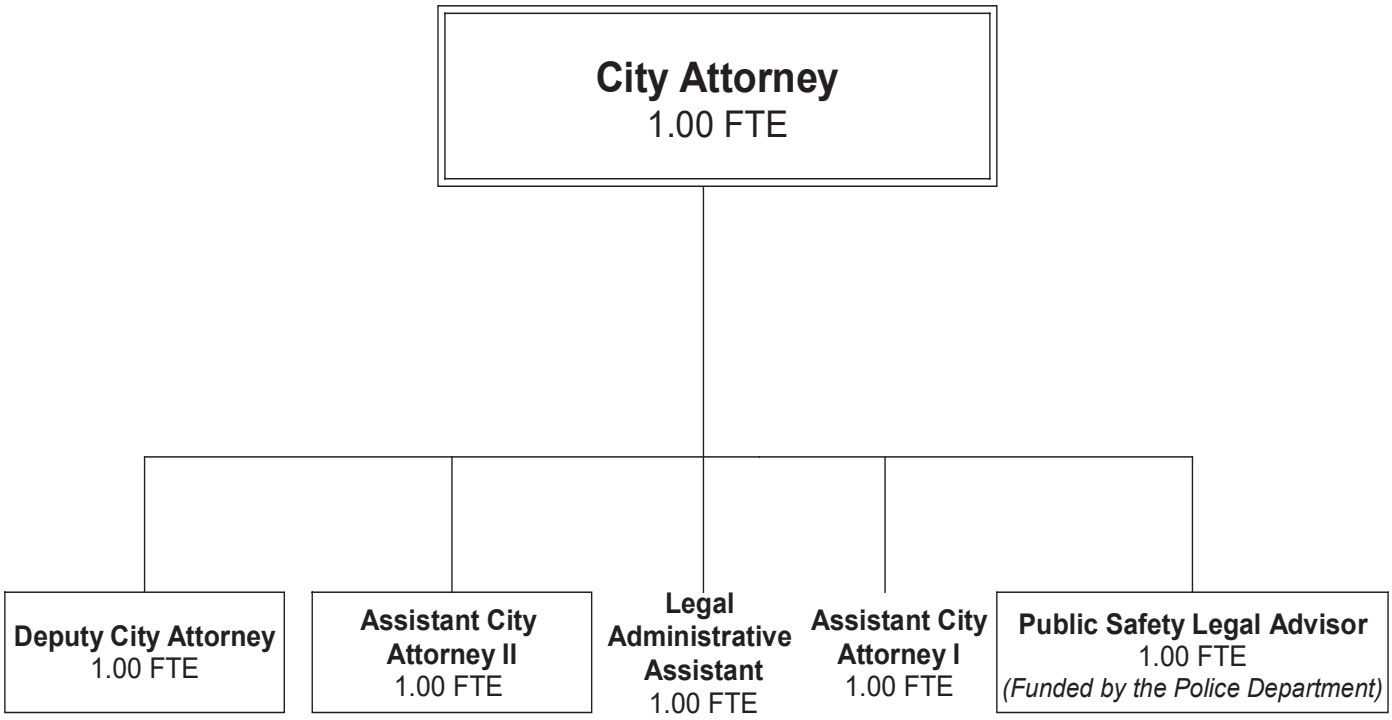
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$206,168	$210,240	$217,210
2100	FICA TAXES	19,916	18,840	19,450
2200	RETIREMENT-EMPLOYER	100,728	114,730	120,030
2300	GROUP INSURANCE	79,617	113,730	120,330
2305	LONG TERM DISABILITY	574	610	630
2310	BASIC LIFE ADD & STD	920	990	830
2710	COMMISSION ALLOWANCE	36,000	36,000	36,000
	TOTAL PERSONAL SERVICES	**443,924**	**495,140**	**514,480**
OPERATING EXPENSES				
4001	TRAINING AND TRAVEL	12,092	26,000	13,000
4700	PRINTING	649	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	6,310	7,500	5,000
4920	OTHER CURRENT CHARGES	1,197	2,000	2,000
5100	OFFICE SUPPLIES	1,194	1,200	1,200
5410	MEMBERSHIPS/DUES	19,080	23,020	21,500
5430	PUBLICATIONS/SUBSCRIPTIONS	-	500	-
	TOTAL OPERATING EXPENSES	**40,521**	**61,220**	**43,700**
OTHER DISBURSEMENTS				
8210	GRANTS TO PRIVATE ORGANIZATIONS	122,280	124,410	124,410
	TOTAL OTHER DISBURSEMENTS	**122,280**	**124,410**	**124,410**
	TOTAL EXPENDITURES	**$606,724**	**$680,770**	**$682,590**

CITY ATTORNEY



CITY ATTORNEY
ADOPTED FISCAL YEAR 2027
FTE: 5.00 EXP: $1,812,210



CITY ATTORNEY (0113)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Continued to provide review of MainStreet submittals	Strategic Growth and Economic Vitality	Complete the MainStreet project
Continued to provide legal review of documents regarding the proposed Florida's Turnpike expansion. Worked with outside counsel regarding legal proceedings	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Assisted departments with updates to the City's Code, policies, and procedures in order to comply with federal, state, and local laws	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Settled Chapter 164 Intergovernmental Dispute Process against Broward County regarding County's approvals granting vertical and horizontal expansion at Monarch Hill Landfill and associated lawsuits against Broward County and Waste Management challenging approvals	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Provided updates regarding case law and legislative changes impacting City operations, City Commission, City boards, and City staff	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

CITY ATTORNEY (0113)

Provided timely, effective, and ethical legal advice regarding Sunshine law, public records, and parliamentary procedures to support daily operations, ensured compliance with laws and protect the City's legal interests, as well as provided support for the Redistricting Board	Resilience and Resource Stewardship	Strengthen Long-term Community Resilience and Resource Stewardship
Continued to provide legal review of agreements regarding the sale of Alpha 250 property and creation of the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida	Resilience and Resource Stewardship	Strengthen Long-term Community Resilience and Resource Stewardship

FY27 Objectives	Key Area of Focus	Strategic Goal
Continue to provide legal review of documents regarding the proposed Florida's Turnpike expansion, working in conjunction with outside counsel regarding legal proceedings	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Continue to provide review of MainStreet submittals	Strategic Growth and Economic Vitality	Complete the MainStreet project
Assist departments with updates to the City's Code, policies, and procedures in order to comply with federal, state, and local laws	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Provide updates regarding case law and legislative changes impacting City operations, City Commission, City boards, and City staff	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Provide timely, effective, and ethical legal advice regarding Sunshine law, public records, and parliamentary procedures to support daily operations, ensure compliance with laws and protect the City's legal interests	Resilience and Resource Stewardship	Strengthen Long-term Community Resilience and Resource Stewardship
Continue to provide legal review of agreements regarding the sale of Alpha 250 property and creation of the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida	Resilience and Resource Stewardship	Strengthen Long-term Community Resilience and Resource Stewardship

CITY ATTORNEY (0113)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,368,583	$3,248,120	$1,812,210	-44.2%

PERSONAL SERVICES $64,090

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

OPERATING EXPENSES ($1,500,000)

This decrease reflects the removal of funding associated with a one-time program modification for outside legal services related to the Turnpike expansion.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
City Attorney	1	0	1.00	1.00	0.00
Deputy City Attorney	1	0	1.00	1.00	0.00
Assistant City Attorney I	1	0	1.00	1.00	0.00
Assistant City Attorney II	1	0	1.00	1.00	0.00
Legal Administrative Assistant	1	0	1.00	1.00	0.00
TOTAL	**5**	**0**	**5.00**	**5.00**	**0.00**

CITY ATTORNEY (0113)

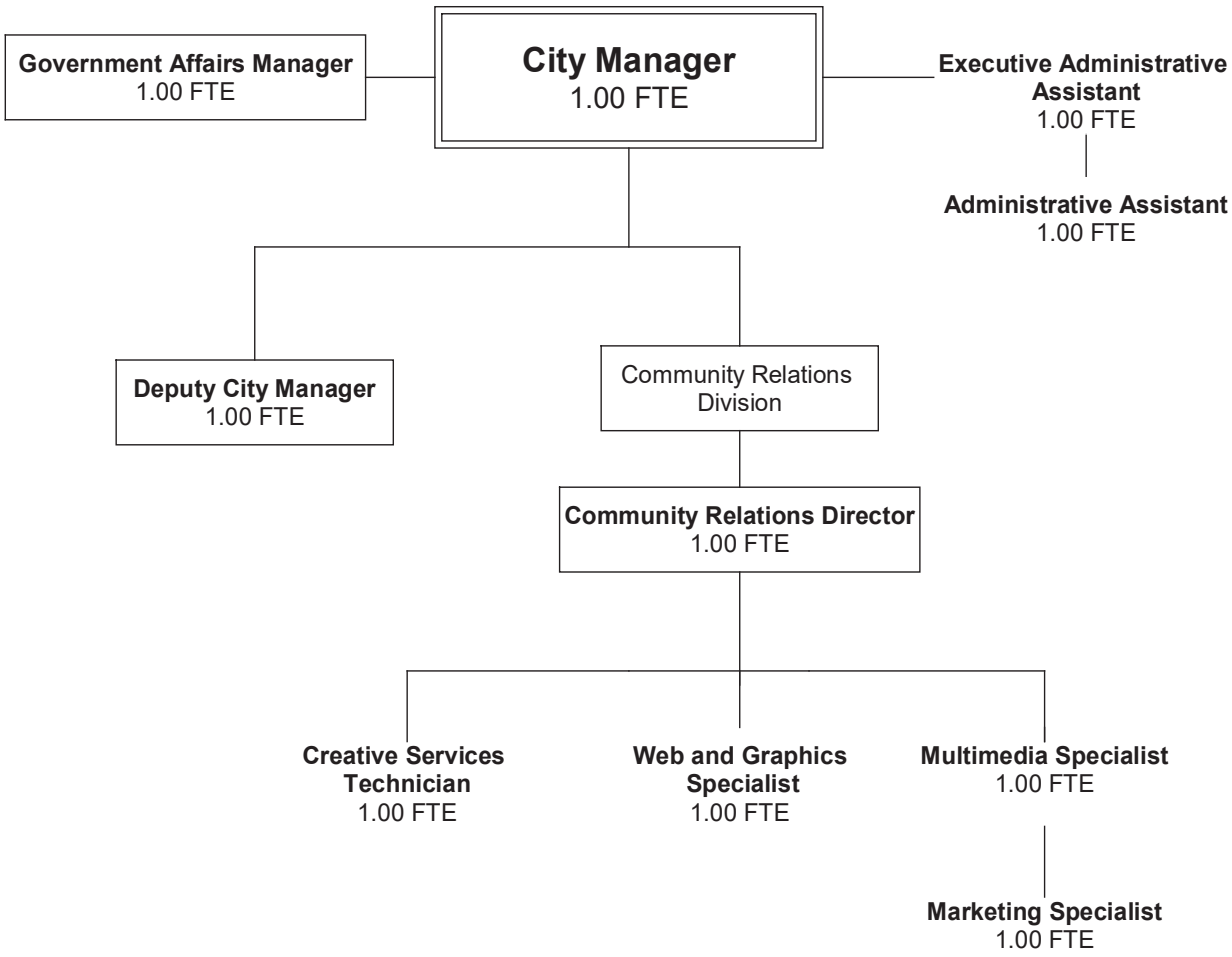
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$851,344	$1,048,470	$1,124,160
1410	OVERTIME	215	-	-
1510	LONGEVITY	2,000	2,500	2,500
1570	OTHER BENEFITS	3,648	4,500	4,500
2100	FICA TAXES	49,976	83,060	90,040
2200	RETIREMENT-EMPLOYER	305,261	342,040	331,110
2300	GROUP INSURANCE	56,115	108,500	100,990
2305	LONG TERM DISABILITY	1,004	1,310	1,310
2310	BASIC LIFE ADD & STD	1,696	2,270	2,130
2700	VEHICLE ALLOWANCE	16,900	16,800	16,800
	TOTAL PERSONAL SERVICES	**1,288,159**	**1,609,450**	**1,673,540**
OPERATING EXPENSES				
3112	OUTSIDE LEGAL COUNSEL	56,970	1,601,200	101,200
3300	COURT REPORTING SERVICES	5,381	6,810	6,810
4001	TRAINING AND TRAVEL	4,750	11,000	11,000
4700	PRINTING	-	200	200
5100	OFFICE SUPPLIES	544	1,000	1,000
5410	MEMBERSHIPS/DUES	2,916	3,660	3,660
5430	PUBLICATIONS/SUBSCRIPTIONS	9,864	14,800	14,800
	TOTAL OPERATING EXPENSES	**80,425**	**1,638,670**	**138,670**
	TOTAL EXPENDITURES	**$1,368,583**	**$3,248,120**	**$1,812,210**

CITY MANAGER



CITY MANAGER'S OFFICE
ADOPTED FISCAL YEAR 2027
FTE: 10.50 EXP: 2,988,750



CITY MANAGER (0131)

Mission Statement

To implement the policies of the City Commission and provide the highest level of service to the residents and businesses of Coconut Creek.

Division Services

The City Manager, serving at the direction of the City Commission, is the Chief Executive Officer of the City. The City Manager is responsible for implementing the policies of the City Commission and the efficient administration of all City departments to provide effective delivery of municipal services and programs. It is the goal of the City Manager's Office to continue to develop and communicate a shared vision, focus on citizens' services, and encourage adjustments to services and programs in a changing environment to realize the City's vision.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Advanced the City's advocacy efforts related to the Florida Turnpike expansion, including pursuing legal action opposing expansion impacts	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Actively engaged in regional efforts to advance a sustainable solid waste system in Broward County, while addressing landfill impacts through a settlement agreement and advancing City initiatives, including implementation of a food waste diversion pilot program as well as advancement of curbside recycling with intention of it returning as a municipal service in FY27	Resilience and Resource Stewardship	Promote Resilient Practices Among Residents, Business, and City Operations
Actively engaged with the Metropolitan Planning Organization (MPO) and Broward County to maximize funding for priority Coconut Creek transportation projects	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Maximized grant and appropriation opportunities through legislative advocacy and implementation of a cross-departmental team led by newly created Grants Administrator position	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities
Strengthened community engagement through City programs and services including the Ambassador Program, Citizens' Academy, and Sustainability and Public Safety Series	High Performance Government	Proactively Create Collaborative Communication

CITY MANAGER (0131)

Advanced internal alignment and operational effectiveness across departments	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Implemented artificial intelligence (AI) initiatives, including establishment of an internal AI Team, implementation of Microsoft 365 Copilot and other AI tools, and entered into an agreement with Nova Southeastern University to evaluate systems and processes, benchmark practices, and provide implementation recommendations	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

FY27 Objectives	Key Area of Focus	Strategic Goal
Support advancement of a regional, long-term, sustainable solid waste system in Broward County, while implementing curbside recycling services and expanding waste diversion initiatives	Resilience and Resource Stewardship	Promote Resilient Practices Among Residents, Business, and City Operations
Advance priority Coconut Creek transportation projects through continued coordination with the Metropolitan Planning Organization (MPO) and Broward County	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Manage the successful construction of Fire Station #113 and related administrative offices, as well as design of Police Department improvements	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
In conjunction with Finance and Administrative Services, develop financing plan for construction of Fire Station #113 as well as Police Department improvements	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Maximize grant and appropriation opportunities through continued legislative advocacy and enhanced coordination of the cross-departmental grants team, to include Police Department improvements and other City infrastructure	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities

CITY MANAGER (0131)

Enhance community engagement through City programs, services, and sponsorship opportunities	High Performance Government	Proactively Create Collaborative Communication
Strengthen internal alignment and operational effectiveness to support service delivery and execution of City priorities, including pursuit of department accreditations	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Oversee implementation of the City's artificial intelligence (AI) strategy, including expansion of Microsoft 365 Copilot use, incorporation of recommendations from Nova Southeastern University, and identification of additional opportunities to improve efficiency and service delivery	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

CITY MANAGER (0131)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,349,822	$1,605,200	$1,643,670	2.4%

PERSONAL SERVICES $48,150

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

OPERATING EXPENSES ($9,680)

The variance is primarily due to a decrease in training & travel expenses.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
City Manager	1	0	1.00	1.00	0.00
Deputy City Manager	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Executive Administrative Assistant	1	0	1.00	1.00	0.00
Government Affairs Manager	1	0	1.00	1.00	0.00
TOTAL	**5**	**1**	**5.50**	**5.50**	**0.00**

CITY MANAGER (0131)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$934,194	$1,092,880	$1,117,060
1410	OVERTIME	776	-	550
1510	LONGEVITY	6,000	6,000	6,000
1570	OTHER BENEFITS	4,269	4,500	4,500
2100	FICA TAXES	56,638	87,720	96,220
2200	RETIREMENT-EMPLOYER	191,615	208,140	209,450
2300	GROUP INSURANCE	101,569	136,900	144,550
2305	LONG TERM DISABILITY	1,152	1,230	1,230
2310	BASIC LIFE ADD & STD	1,930	2,080	2,040
2700	VEHICLE ALLOWANCE	19,600	19,200	25,200
	TOTAL PERSONAL SERVICES	**1,317,742**	**1,558,650**	**1,606,800**
OPERATING EXPENSES				
4001	TRAINING AND TRAVEL	10,528	20,000	10,000
4700	PRINTING	316	1,060	500
4800	PROMOTIONAL ACTIVITIES	8,176	10,000	10,000
4820	RECOGNITION PROGRAM	1,228	2,220	2,220
4914	EMERGENCY PREPARATIONS	-	1,000	500
4920	OTHER CURRENT CHARGES	2,290	3,500	3,000
5100	OFFICE SUPPLIES	1,371	1,300	1,300
5410	MEMBERSHIPS/DUES	7,236	5,990	8,170
5430	PUBLICATIONS/SUBSCRIPTIONS	935	1,480	1,180
	TOTAL OPERATING EXPENSES	**32,080**	**46,550**	**36,870**
	TOTAL EXPENDITURES	**$1,349,822**	**$1,605,200**	**$1,643,670**

COMMUNITY RELATIONS

CORE SERVICES DESCRIPTIONS

Public Information & Marketing

Public Information and Marketing plans, creates, and delivers strategic communications that inform and educate residents, businesses, and the media about City events, initiatives, programs, and projects. This is achieved through various outlets such as the City's website, videos, banners, CocoGRAM, CreekTV/YouTube, Creek Cares, Creek Eats, CocoALERT, Year in Review, surveys, brochures, and social media. These efforts strengthen transparency, build trust, and encourage community engagement.

Media Relations

Media Relations fosters a favorable public image and educates the community about activities and services. Media Relations activities are conducted through various media outlets, including newspapers, television, online publications, and magazines.

Community & Business Relations

Community and Business Relations fosters interactive community engagement and learning for residents through initiatives such as the Citizens' Academy, Speaker's Bureau, Town Hall Meetings, Ambassador Program, and partnerships with the Coral Springs Coconut Creek Regional Chamber of Commerce.

CITY MANAGER/ COMMUNITY RELATIONS KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	92	57	70	43	60
Proactively Create Collaborative Communication	# of campaigns conducted annually	*	34	35	16	35
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	24	12	25	23	25
Proactively Create Collaborative Communication	# of visitors to the City's website	245,247	252,662	275,000	184,315	275,000
Proactively Create Collaborative Communication	# of CreekTV Productions	122	154	160	89	160
Proactively Create Collaborative Communication	# of social media subscribers	31,674	34,421	35,000	37,053	36,000
Proactively Create Collaborative Communication	Average response time on resident requests via Customer Request Management	42 hours	45 hours	<48 hours	43 hours	<48 hours
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	88%	100%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	11	13	14	14	15
Safety and Quality of Life						
Promote Arts, Culture and Entertainment Across the City	# of promotions that highlight arts, culture and entertainment	27	30	40	50	40
Strategic Growth and Economic Vitality						
Protect the Small Town Feeling and Look	# of promotions (campaigns/videos) that highlight residents	57	174	150	217	150

** Data not available for this reporting period*

COMMUNITY RELATIONS (0115)

Mission Statement

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

Division Services

The Community Relations Division is responsible for public relations, community outreach, and marketing, as well as managing CreekTV, signage programs, the City's website, social media platforms, the Citizens' Academy, and the Ambassador Program.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Researched and implemented best practices on the Nextdoor platform	High Performance Government	Proactively Create Collaborative Communication
Produced minimum of two videos per campaign: Creek Eats, Creek Cares, Creek Vets	Safety and Quality of Life	Promote Arts, Culture and Entertainment Across the City
Launched Parks & Recreation social media pages (Instagram & Facebook)	High Performance Government	Proactively Create Collaborative Communication
Promoted GIS maps/efforts by sharing City projects on the website, sharing project planning visuals and map trivia	High Performance Government	Proactively Create Collaborative Communication

FY27 Objectives	Key Area of Focus	Strategic Goal
Create and launch an innovative Florida City Week campaign designed to increase public awareness, understanding, and appreciation of municipal government services and the employees who provide them	High Performance Government	Proactively Create Collaborative Communication
Resume I Love Coconut Creek Campaign by developing new content that celebrates community pride, local businesses, neighborhoods, and the people who make Coconut Creek unique	High Performance Government	Proactively Create Collaborative Communication

COMMUNITY RELATIONS (0115)

Take a leadership role in public communications and community education efforts related to the Solid Waste Authority and recycling right	Resilience and Resource Stewardship	Promote Resilient Practices Among Residents, Business, and City Operations
Manage ADA Title II Web Accessibility by the Department of Justice's deadline of April 2027	High Performance Government	Proactively Create Collaborative Communication
Expand community outreach initiatives, including the Citizens' Academy, Ambassador Program, and social media campaigns to strengthen resident engagement and awareness of City services and initiatives	High Performance Government	Proactively Create Collaborative Communication
Manage and evaluate the effectiveness of social media metrics to strengthen community engagement, increase reach and visibility, and identify trends	High Performance Government	Proactively Create Collaborative Communication

COMMUNITY RELATIONS (0115)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$951,501	$1,243,400	$1,075,080	-13.5%

PERSONAL SERVICES ($161,380)

The variance is primarily due to the transfer of the budget for the GIS Specialist position to the Information Technology Department, and the elimination of an Intern position, partially offset by salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES ($6,940)

The variance is primarily due to a decrease in subscription costs and other contractual services.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Creative Services Technician	1	0	1.00	1.00	0.00
Marketing Specialist	1	0	1.00	1.00	0.00
Multimedia Specialist	1	0	1.00	1.00	0.00
Web and Graphics Specialist	1	0	1.00	1.00	0.00
TOTAL	**5**	**0**	**5.00**	**5.00**	**0.00**

COMMUNITY RELATIONS (0115)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$532,845	$754,870	$620,340
1410	OVERTIME	-	800	500
1510	LONGEVITY	2,500	5,500	3,500
1570	OTHER BENEFITS	2,905	2,700	3,180
2100	FICA TAXES	39,668	57,610	48,380
2200	RETIREMENT-EMPLOYER	74,759	102,730	86,820
2300	GROUP INSURANCE	77,775	115,450	116,410
2305	LONG TERM DISABILITY	1,119	1,500	1,270
2310	BASIC LIFE ADD & STD	1,764	2,410	1,790
2700	VEHICLE ALLOWANCE	7,243	7,200	7,200
	TOTAL PERSONAL SERVICES	**740,578**	**1,050,770**	**889,390**
OPERATING EXPENSES				
3190	PRO SER-OTHER	119,912	57,000	54,640
4001	TRAINING AND TRAVEL	2,248	3,150	3,150
4400	RENTAL AND LEASES	504	1,480	1,580
4675	R/M IT	11,700	12,600	12,600
4710	CITY PUBLICATIONS	25,276	35,000	35,000
4800	PROMOTIONAL ACTIVITIES	16,202	33,250	33,250
4806	CREEK TV	3,255	5,250	5,250
5100	OFFICE SUPPLIES	447	4,000	1,500
5110	EQUIPMENT - MINOR	2,889	3,850	3,850
5220	UNIFORMS	148	500	500
5310	SIGNS	20,357	27,500	27,500
5410	MEMBERSHIPS/DUES	598	1,140	1,220
5430	PUBLICATIONS/SUBSCRIPTIONS	7,385	7,910	5,650
	TOTAL OPERATING EXPENSES	**210,923**	**192,630**	**185,690**
	TOTAL EXPENDITURES	**$951,501**	**$1,243,400**	**$1,075,080**

ECONOMIC DEVELOPMENT (0134)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Finalized MainStreet Development agreement, advancing the City's long-term vision for a downtown development	Strategic Growth and Economic Vitality	Complete the MainStreet Project
Created a building permitting plan review concierge program, in conjunction with the Building Division, for development projects	High Performance Government	Proactively Create Collaborative Communication

FY27 Objectives	Key Area of Focus	Strategic Goal
Develop and implement a business engagement program that provides education and resources to support business growth, to include Chamber partnerships, Creek Eats, and other strategic partnerships and relationships	High Performance Government	Proactively Create Collaborative Communication
Advance the MainStreet Development project, including design for Village Green, support for traffic signalization installations, and Cullum Road agreements	Strategic Growth and Economic Vitality	Complete the MainStreet Project
Implement the Building Permit Concierge program to expedite permitting, reduce development barriers, and support key development and redevelopment projects that attract investment and promote business growth	High Performance Government	Proactively Create Collaborative Communication
Streamline the business registration process to improve efficiency, reduce processing times, and enhance the customer experience	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

ECONOMIC DEVELOPMENT (0134)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$87,310	$270,000	$270,000	0.0%

OPERATING EXPENSES $0

No variance.

OTHER DISBURSEMENTS $0

No variance.

ECONOMIC DEVELOPMENT (0134)

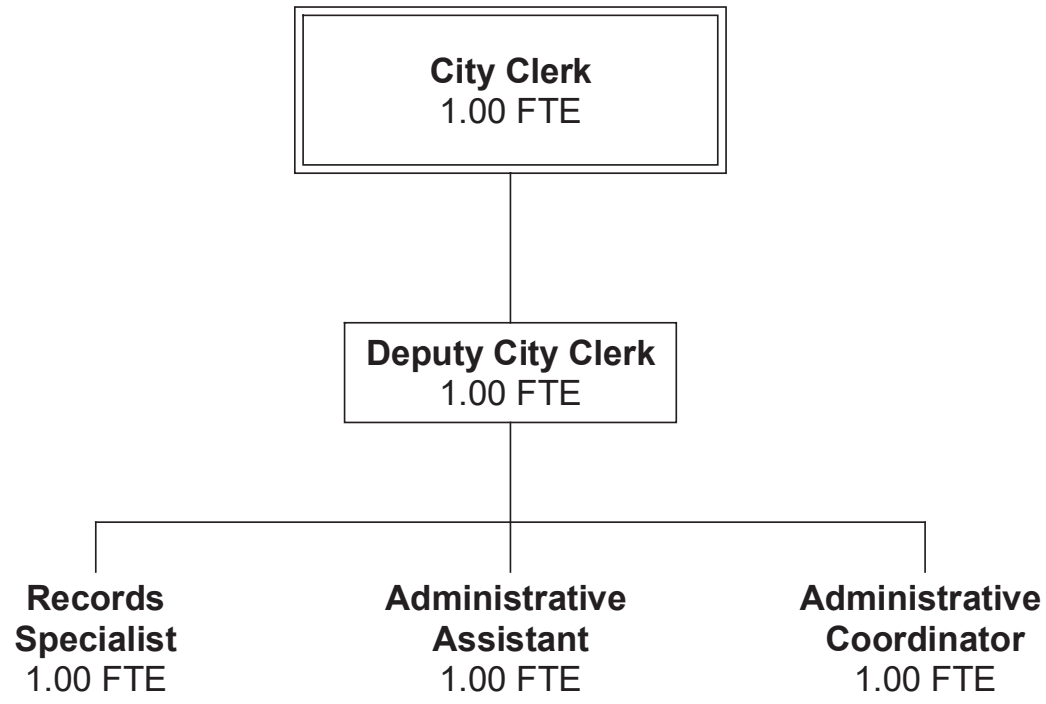
01 GENERAL FUND

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OPERATING EXPENSES			
3190 PRO SER-OTHER	$19,985	$32,500	$32,500
4001 TRAINING AND TRAVEL	-	5,000	5,000
4700 PRINTING	-	5,000	5,000
4920 OTHER CURRENT CHRGS-MISC	-	20,000	20,000
5410 MEMBERSHIPS/DUES	9,000	9,000	9,000
TOTAL OPERATING EXPENSES	**28,985**	**71,500**	**71,500**
OTHER DISBURSEMENTS			
8211 ECON DEV INCEN PROGRAM	58,325	198,500	198,500
TOTAL OTHER DISBURSEMENTS	**58,325**	**198,500**	**198,500**
TOTAL EXPENDITURES	**$87,310**	**$270,000**	**$270,000**

CITY CLERK



CITY CLERK
ADOPTED FISCAL YEAR 2027
FTE: 5.50 EXP: $1,240,430



CITY CLERK

CORE SERVICES DESCRIPTIONS

Agenda Management

The Agenda Management program supports both internal and external stakeholders, including preparing, managing, and publishing City Commission and Advisory Board agendas and minutes; serving as the liaison to City Boards and Committees; completing the legislative process with the codification of ordinances; attesting to City documents as keeper of the City seal; and providing internal training on agenda management. This function provides for compliance with legal advertising as required by Florida Statutes and City Charter. As part of its community outreach efforts, this program ensures accessibility to public meetings by promoting agenda availability, hosting public meeting media, and encouraging resident participation in City governance.

Records Management

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

Elections

The Elections program, by City Charter, officiates the proper conduct of City elections, including placement of advertising; serving as the Filing Officer to candidates in all phases of their candidacy, including acceptance of campaign treasurer reports and qualifying documents; working in partnership with the Broward County Supervisor of Elections to secure polling place operations; coordinate the opening and closing of polling place locations on Election Day; and the swearing-in of elected officials. To enhance voter engagement, the program partners with the Broward County Supervisor of Elections to promote voter registration, vote-by-mail, and informational campaigns to increase awareness and participation in local elections.

CITY CLERK KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
High Performance Government						
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	42	55	36	46	36
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	100%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	8	9	10	10	10
Continue to Invest in, Retain and Develop High Performing Staff	% of time candidate list is posted to website within one (1) business day after qualification period ends	*	100%	*	*	100%
Plan Ahead for Emerging Technologies and Business Methods	% of time sample ballot information for Municipal Elections is posted on website within one (1) business day of receipt from Supervisor of Elections (SOE)	*	100%	*	*	100%
Plan Ahead for Emerging Technologies and Business Methods	% of campaign/committee finance reports available for public inspection within three (3) business days	100%	100%	100%	*	100%
Plan Ahead for Emerging Technologies and Business Methods	% of non-extensive public records requests fulfilled within five (5) business days of request	94%	87% **	93%	93%	93%
Plan Ahead for Emerging Technologies and Business Methods	% of agendas available online seven (7) days prior to meeting	100%	100%	100%	100%	100%

** Non-election year (Data not available for this reporting period)*

*** Timely order fulfillment has been affected by technical issues*

CITY CLERK (0121)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Expanded records management system (Laserfiche) deployment by improving indexing, onboarding more departments, and enhancing public access to City records	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Managed all aspects of Public Records, including: fulfilled Public Records requests utilizing JustFOIA; conducted mandatory Public Records Training for all employees; and regularly reviewed policies and procedures for compliance with best practices	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Convened 2026 Redistricting Board, including acquiring consultant services, coordinating board appointments, publishing meeting agendas, producing minutes, and assisting with research	High Performance Government	Proactively Create Collaborative Communication
Continued strategic inventory of the City's records to improve preservation, efficiency, and accessibility	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Launched and operationalized the City's Artificial Intelligence (AI) Committee to guide responsible innovation by evaluating emerging technologies, identifying pilot opportunities, developing governance policies, and ensuring ethical, efficient, and transparent adoption of AI across departments	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Implemented a strategy for a paperless e-signature cloud solution to enhance organizational efficiency	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

CITY CLERK (0121)

Realized election cost savings by collaborating with the Broward Supervisor of Elections Office to revise the 2026 Referendum Election Cost Estimate using historical cost estimating methodology	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods

FY27 Objectives	Key Area of Focus	Strategic Goal
Continue to expand the records management system (Laserfiche) deployment by onboarding more departments and enhancing public access to additional City records	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Manage all aspects of Public Records, including: fulfilling Public Records requests utilizing JustFOIA; conduct mandatory Public Records Training for all employees; and regularly reviewing policies and procedures for compliance with best practices	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Continue strategic inventory of the City's records to improve preservation, efficiency, and accessibility	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Continue advancing and institutionalizing the City's Artificial Intelligence (AI) Committee to support responsible innovation by evaluating emerging technologies, leading AI initiatives, expanding pilot programs, strengthening governance and acceptable-use policies, promoting staff education and cross-departmental collaboration, and supporting the ethical, secure, transparent, and efficient adoption of AI solutions aligned with operational needs and public trust	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Implement November 2026 Referendum Election, including coordination with Broward Supervisor of Elections and community outreach	High Performance Government	Proactively Create Collaborative Communication

CITY CLERK (0121)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,049,136	$1,138,860	$1,240,430	8.9%

PERSONAL SERVICES $59,040

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

OPERATING EXPENSES $42,530

The increase is primarily due to referendum election costs for this election year.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
City Clerk	1	0	1.00	1.00	0.00
Deputy City Clerk	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Administrative Coordinator	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Records Specialist	1	0	1.00	1.00	0.00
TOTAL	**5**	**1**	**5.50**	**5.50**	**0.00**

CITY CLERK (0121)

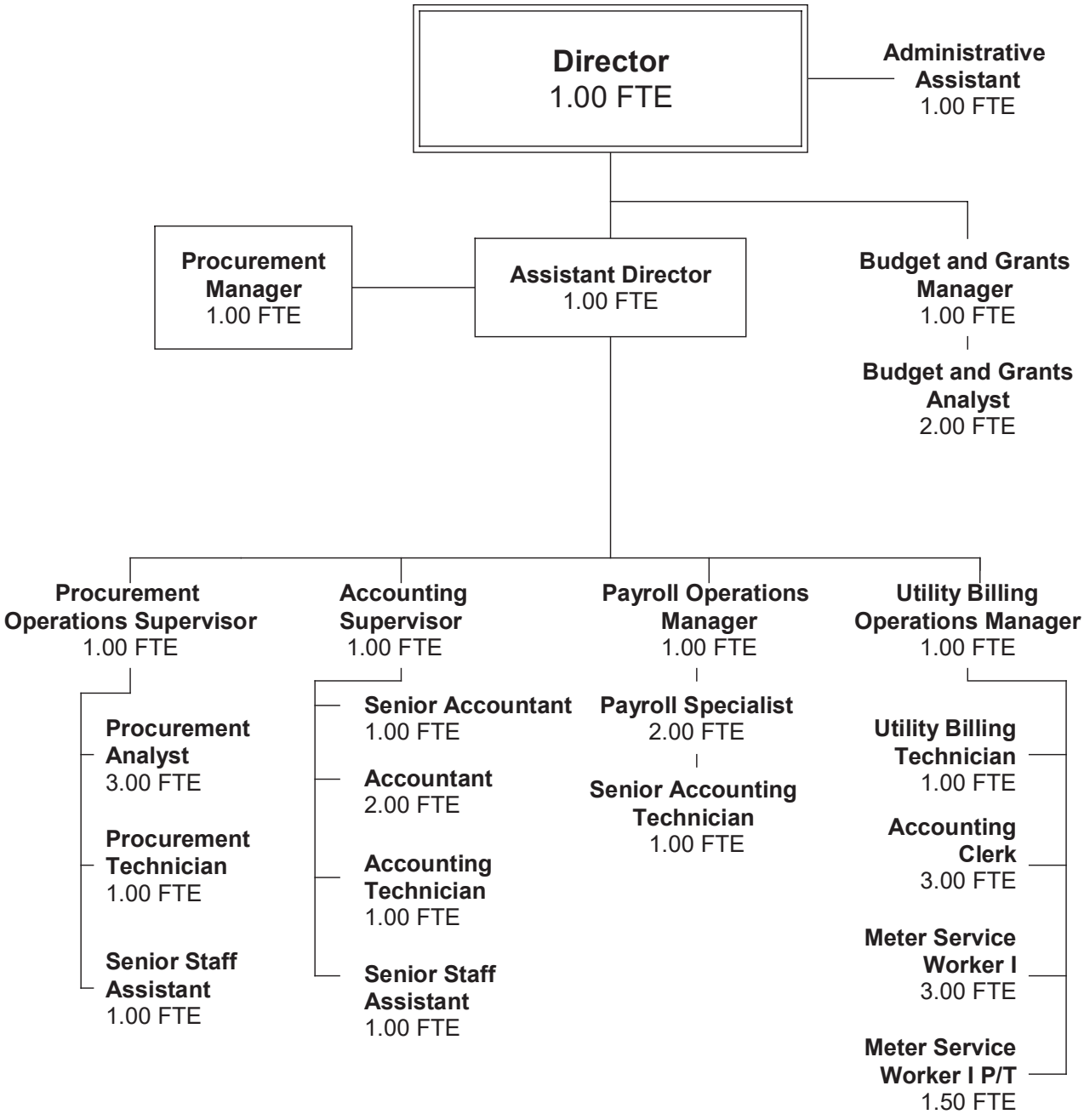
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$535,293	$605,850	$642,210
1410	OVERTIME	997	1,000	5,000
1510	LONGEVITY	2,500	3,000	3,500
1570	OTHER BENEFITS	1,811	1,800	1,800
2100	FICA TAXES	40,030	46,840	50,800
2200	RETIREMENT-EMPLOYER	115,764	124,170	130,080
2300	GROUP INSURANCE	75,690	104,420	112,810
2305	LONG TERM DISABILITY	1,021	1,130	1,180
2310	BASIC LIFE ADD & STD	1,646	1,810	1,680
2700	VEHICLE ALLOWANCE	12,071	12,000	12,000
	TOTAL PERSONAL SERVICES	**786,822**	**902,020**	**961,060**
OPERATING EXPENSES				
3192	CODIFICATION OF ORDINANCE	9,044	8,840	9,980
3412	CONTRACT SER- OTHER	40,579	91,500	51,850
4001	TRAINING AND TRAVEL	2,916	8,100	8,100
4675	R/M IT	52,339	90,260	124,370
4700	PRINTING	-	200	200
4800	PROMOTIONAL ACTIVITIES	1,191	2,000	2,000
4905	ELECTIONS	133,100	2,240	55,370
4910	ADVERTISEMENTS	17,299	26,640	20,770
5100	OFFICE SUPPLIES	2,132	3,600	3,000
5410	MEMBERSHIPS/DUES	2,501	2,050	1,940
5430	PUBLICATIONS/SUBSCRIPTIONS	1,214	1,410	1,790
	TOTAL OPERATING EXPENSES	**262,314**	**236,840**	**279,370**
	TOTAL EXPENDITURES	**$1,049,136**	**$1,138,860**	**$1,240,430**

FINANCE AND ADMINISTRATIVE SERVICES



FINANCE AND ADMINISTRATIVE SERVICES
ADOPTED FISCAL YEAR 2027
FTE: 33.00 EXP: $5,921,280



FINANCE AND ADMINISTRATIVE SERVICES

CORE SERVICES DESCRIPTION

Customer Services

Customer Services provides general customer and account management services for all water and sewer utility accounts, ensures accounts are administered in a fair and equitable manner, resolves account issues related to overdue bills and/or termination/restoration of water service based on account status, conducts lien searches needed for real estate closings for attorneys and title companies, and provides support to City departments. The division also provides front desk reception services at City Hall and fulfills public records requests related to utility accounts.

Utility Billing

The Utility Billing Division is responsible for timely and accurate meter reading as well as the invoicing and collections for all water and sewer utility accounts. The division supports and maintains the online utility payment platform, Paymentus, and produces the CocoWater Newsletter to keep customers informed. Utility Billing also ensures billing accuracy, system updates, and effective account management for the City's utility customers.

Procurement

The Procurement Division assists departments in securing goods, services, equipment, leases, and construction for the City using ethical and competitive procurement methods. Responsibilities include developing solicitations such as invitations for bids, requests for proposals, and requests for qualifications; administering and negotiating contracts; managing the City's contract management system; processing purchase requisitions; determining appropriate procurement methods; obtaining quotes; and administering the City's procurement policies and procedures. The division also coordinates bid openings and proposal evaluations, facilitates vendor outreach and training programs, manages contract renewals and amendments, maintains standardized contract terms and templates, and has been recognized with the FAPPO Award for Excellence in Public Procurement.

Budget, Grants, & Financial Planning

The Budget, Grants, and Financial Planning function is responsible for strategic and fiscal planning, development and administration of the annual budget and the five-year Capital Improvement Program (CIP), analysis of operational productivity and special projects, as well as data collection for the Key Performance Indicator Scorecard. The division oversees grant-related activities, including identifying funding opportunities, ensuring compliance, and managing the tracking and reporting of awarded funds. Additional responsibilities include system preparation for the new fiscal year, coordination of Town Hall budget meetings, emergency management FEMA training, and preparation of the GFOA Distinguished Budget Presentation Award application.

Accounting, Financial Reporting, & Treasury

Accounting, Financial Reporting, and Treasury responsibilities include financial reporting, contract administration, treasury management, debt issuance, and special projects. In addition to preparing the Annual Comprehensive Financial Report (ACFR) and the Popular Annual Financial Report (PAFR), the division oversees cash disbursements, payroll processing and reporting, fixed asset reporting, accounts receivable, accounts payable, and continuity planning for emergency payroll operations.

FINANCE AND ADMINISTRATIVE SERVICES KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
High Performance Government						
Seek All Possible Federal, State, and Local Grant Opportunities	# of projects leveraged by grant funding	*	0	1	0	1
Proactively Create Collaborative Communication	# of community outreach initiatives	3	3	5	1	8
Proactively Create Collaborative Communication	Average customer wait time per call (minutes)	3:14	5:17	2:00	3:39	2:00
Continue to Invest in, Retain and Develop High Performing Staff	# of meters inspected	5,850	6,468	6,000	6,347	8,000
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	47	36	48	32	48
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	89%	100%	97%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	7	6	7	6	7
Continue to Invest in, Retain and Develop High Performing Staff	Non-residential taxable value/total taxable value	21%	21%	25%	22%	22%
Continue to Invest in, Retain and Develop High Performing Staff	Gross residential ad valorem taxes per capita	$636	$699	$721	$738	$776
Continue to Invest in, Retain and Develop High Performing Staff	General Fund expenditures per capita	$1,427	$1,557	$1,663	$1,578	$1,740
Continue to Invest in, Retain and Develop High Performing Staff	General Fund revenues per capita	$1,486	$1,621	$1,707	$1,661	$1,778
Continue to Invest in, Retain and Develop High Performing Staff	General Fund operating unassigned fund balance/total expenditures	39%	33%	38%	39%	36%
Continue to Invest in, Retain and Develop High Performing Staff	Overall debt per capita	$244	$205	$168	$167	$729
Plan Ahead for Emerging Technologies and Business Methods	# of formal solicitations issued	17	14	20	14	22
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	# of work orders completed	6,231	9,519	10,000	11,754	11,000
Strategic Growth and Economic Vitality						
Enhance Technological Connectivity	% of utility accounts receiving electronic bills	53%	55%	60%	56%	60%
Enhance Technological Connectivity	% of utility billing account holders utilizing online bill payment	68%	66%	68%	66%	70%

** Data not available for this reporting period*

FINANCE AND ADMINISTRATIVE SERVICES (0141)

Mission Statement

To provide prudent financial services with integrity, innovation, and efficiency.

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Reviewed and enhanced citywide long-term financial policies	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Evaluated multiple budget software options to identify potential solutions for automating budget forms and processes to enhance efficiency	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Streamlined processes and training by leveraging innovative technological solutions, such as AI enhancements	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Continued to actively monitor and evaluate the financial aspects of the ongoing development of the MainStreet Project, ensuring alignment with long-term economic objectives	Strategic Growth and Economic Vitality	Complete the MainStreet project
Actively monitored legislative changes, including property tax reform	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

FINANCE AND ADMINISTRATIVE SERVICES (0141)

FY27 Objectives	Key Area of Focus	Strategic Goal
Continue to review and enhance citywide long-term financial policies	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Evaluate the ERP system and consider alternative viable options that optimize outcomes while providing reliable, cost-effective payroll and budget processing and accurate reporting solutions	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Continue to streamline processes and training by leveraging innovative technological solutions, such as AI enhancements	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Continue to actively monitor and evaluate the financial aspects of the ongoing development of the MainStreet Project, ensuring alignment with long-term economic objectives	Strategic Growth and Economic Vitality	Complete the MainStreet project
Initiate the process to secure debt issuance to finance the construction of Fire Station #113 and related administrative offices, as well as the Police Department Improvements, including development of a phased funding strategy aligned with construction timelines to optimize cash flow and minimize fiscal impact	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Oversee the completion of various accounting initiatives, including the cost allocation study	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Conduct and implement fire protection services special assessment study	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response

FINANCE AND ADMINISTRATIVE SERVICES (0141)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$2,783,652	$3,456,440	$3,633,840	5.1%

PERSONAL SERVICES ($1,740)

The variance is primarily due to workforce changes offset by salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES $179,140

The variance is primarily due to increased contractual services for Broward County Tax Collector, printing, and minor equipment costs.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Accountant	2	0	2.00	2.00	0.00
Accounting Technician	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Budget and Grants Analyst	2	0	2.00	2.00	0.00
Budget and Grants Manager	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Payroll Operations Manager	1	0	1.00	1.00	0.00
Payroll Specialist	2	0	2.00	2.00	0.00
Procurement Analyst	3	0	3.00	3.00	0.00
Procurement Manager	1	0	1.00	1.00	0.00
Procurement Technician	1	0	1.00	1.00	0.00
Senior Accountant	1	0	1.00	1.00	0.00
Senior Accounting Technician	1	0	1.00	1.00	0.00
Senior Staff Assistant	2	0	2.00	2.00	0.00
TOTAL	**20**	**1**	**20.50**	**20.50**	**0.00**

FINANCE AND ADMINISTRATIVE SERVICES (0141)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$1,680,578	$1,975,540	$1,976,340
1410	OVERTIME	4,542	4,500	4,780
1510	LONGEVITY	10,000	11,000	9,500
1570	OTHER BENEFITS	4,018	4,500	4,500
2100	FICA TAXES	122,923	152,470	153,540
2200	RETIREMENT-EMPLOYER	285,479	323,910	319,390
2300	GROUP INSURANCE	236,395	358,480	361,560
2305	LONG TERM DISABILITY	3,646	4,450	4,480
2310	BASIC LIFE ADD & STD	5,703	6,970	5,990
2700	VEHICLE ALLOWANCE	12,071	12,000	12,000
	TOTAL PERSONAL SERVICES	**2,365,355**	**2,853,820**	**2,852,080**
OPERATING EXPENSES				
3190	PRO SER-OTHER	56,010	122,390	77,390
3200	AUDIT	53,938	83,370	85,100
3412	CONTRACT SER-OTHER	145,342	148,060	368,190
4001	TRAINING AND TRAVEL	10,820	23,000	23,000
4200	POSTAGE	27,760	40,000	40,000
4400	RENTAL AND LEASES	45,108	73,110	76,430
4605	R/M-CONTRACTS	832	820	840
4675	R/M IT	15,990	16,000	16,000
4700	PRINTING	29,858	42,450	42,450
4800	PROMOTIONAL ACTIVITIES	1,682	4,000	4,000
4920	OTHER CURRENT CHARGES - MISC.	3,805	5,400	5,550
5100	OFFICE SUPPLIES	5,594	5,300	5,300
5105	COPY PAPER-CITYWIDE	7,381	14,000	14,000
5110	EQUIPMENT-MINOR	994	4,760	4,760
5410	MEMBERSHIPS/DUES	5,609	8,970	7,760
5430	PUBLICATIONS/SUBSCRIPTIONS	7,574	10,990	10,990
	TOTAL OPERATING EXPENSES	**418,297**	**602,620**	**781,760**
	TOTAL EXPENDITURES	**$2,783,652**	**$3,456,440**	**$3,633,840**

NON-DEPARTMENTAL

(0199)

01 GENERAL FUND

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OTHER DISBURSEMENTS			
9901 CONTINGENCY	$0	$1,500,000	$1,023,470
9903 FUND BALANCE RESERVE	-	20,500,000	22,500,000
TOTAL OTHER DISBURSEMENTS	**-**	**22,000,000**	**23,523,470**
TOTAL EXPENDITURES	**$0**	**$22,000,000**	**$23,523,470**

(0198)

OPERATING EXPENSES			
3190 PRO SER-OTHER	$261,761	$318,370	$297,640
4819 INCENTIVE PROGRAM	41,207	108,000	108,000
TOTAL OPERATING EXPENSES	**302,968**	**426,370**	**405,640**
OTHER DISBURSEMENTS			
8211 ECON DEV INCENT. PROGRAM	87	-	-
8220 NEIGHBORHOOD ENHANCEMENT GRANTS	10,722	195,000	195,000
9121 TRANSFER TO FUND 21	-	-	2,942,860
9139 TRANSFER TO FUND 39	13,229,890	4,667,350	4,224,770
TOTAL OTHER DISBURSEMENTS	**13,240,699**	**4,862,350**	**7,362,630**
TOTAL EXPENDITURES	**$13,543,668**	**$5,288,720**	**$7,768,270**

UTILITY BILLING AND CUSTOMER SERVICE (4143)

Mission Statement

To provide prudent financial services with integrity, innovation, and efficiency.

Division Services

A division of the Finance and Administrative Services Department, Utility Billing and Customer Service is responsible for meter reading, the accurate billing of water and sewer services, and the processing of payments and customer service inquiries, including feedback and various other requests via walk-ins, telephone, and correspondence. This division provides these services to approximately 12,136 customers and maintains an environment that promotes service excellence in the most effective and efficient manner, while enforcing the City's policies, procedures, and Code of Ordinances.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Began the implementation of the Advanced Metering Infrastructure project (AMI)	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Conducted outreach to promote the utilization of the AMI customer portal, encouraging customers to use water consumption alerts and notifications to foster water conservation	Strategic Growth and Economic Vitality	Enhance Technological Connectivity
Enhanced billing accuracy by leveraging AMI data to minimize billing errors and ensure precise meter readings	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Improved customer transparency and reduced billing disputes by offering real-time usage data and historical reports	High Performance Government	Proactively Create Collaborative Communication

FY27 Objectives	Key Area of Focus	Strategic Goal
Continue to implement the Advanced Metering Infrastructure (AMI) deployment to increase system coverage and data reliability	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Leverage AMI analytics to further improve billing accuracy, proactively identify anomalies, and reduce manual meter-reading dependencies	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

UTILITY BILLING AND CUSTOMER SERVICE (4143)

Enhance customer transparency by expanding real-time usage insights, historical trend reporting, and self-service tools to further reduce billing inquiries and disputes	High Performance Government	Proactively Create Collaborative Communication
Work collaboratively with Broward County to evaluate the financial implications of emerging PFAS regulations, incorporate anticipated compliance and treatment costs into long-range financial planning, and develop equitable, sustainable utility rate structures	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

UTILITY BILLING AND CUSTOMER SERVICE (4143)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,416,646	$2,133,670	$2,287,440	7.2%

PERSONAL SERVICES $106,660

The variance is primarily due to changes in staffing along with salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES $42,010

The variance is primarily due to increased professional services costs associated with the AMI Deployment and related cellular fees.

OTHER DISBURSEMENTS $5,100

The variance is due to an increase in anticipated customer deposit interest.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Assistant Director	1	0	1.00	1.00	0.00
Accounting Clerk	3	0	3.00	3.00	0.00
Meter Service Worker I	3	2	4.50	4.50	0.00
Accounting Supervisor	1	0	1.00	1.00	0.00
Procurement Operations Supervisor	1	0	1.00	1.00	0.00
Utility Billing Technician	1	0	1.00	1.00	0.00
Utility Billing Operations Manager	1	0	1.00	1.00	0.00
TOTAL	**11**	**2**	**12.50**	**12.50**	**0.00**

UTILITY BILLING AND CUSTOMER SERVICE (4143)

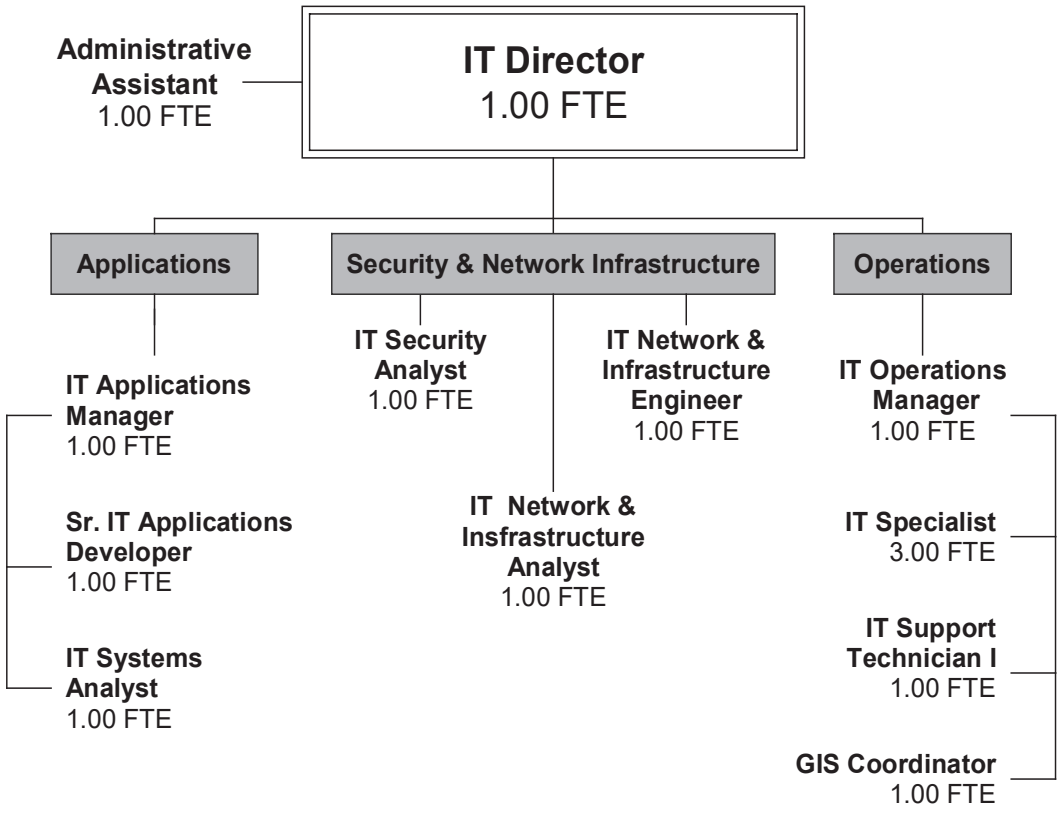
41 WATER/WASTEWATER FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$721,060	$910,910	$967,510
1410	OVERTIME	6,702	17,640	20,640
1510	LONGEVITY	2,167	1,000	2,000
1570	OTHER BENEFITS	4,553	6,000	6,480
2100	FICA TAXES	55,202	71,410	76,610
2200	RETIREMENT-EMPLOYER	62,493	131,370	136,500
2201	PENSION EXPENSE	2,781	-	-
2300	GROUP INSURANCE	129,146	233,240	268,760
2305	LONG TERM DISABILITY	1,441	2,010	2,100
2310	BASIC LIFE ADD & STD	2,272	3,240	2,880
2601	OTHER POSTEMPLOYMENT BENEFITS	(6,889)	-	-
2700	VEHICLE ALLOWANCE	4,829	4,800	4,800
	TOTAL PERSONAL SERVICES	**985,756**	**1,381,620**	**1,488,280**
OPERATING EXPENSES				
3190	PRO SER-OTHER	84,619	149,000	153,000
3200	AUDIT	30,292	31,390	33,400
3412	CONTRACT SER-OTHER	225,147	392,850	426,850
4001	TRAINING AND TRAVEL	3,103	11,740	11,740
4605	R/M-CONTRACTS	4,594	7,800	11,000
4630	R/M-EQUIPMENT	-	5,000	5,000
4700	PRINTING	-	3,500	3,500
4916	BAD DEBTS	5,219	40,000	40,000
5100	OFFICE SUPPLIES	852	1,500	1,500
5220	UNIFORMS	1,036	1,530	1,530
5240	OPER SUPPLIES-OTHER	714	1,750	1,750
5410	MEMBERSHIPS/DUES	-	700	700
5430	PUBLICATIONS/SUBSCRIPTIONS	-	3,440	2,240
	TOTAL OPERATING EXPENSES	**355,576**	**650,200**	**692,210**
OTHER DISBURSEMENTS				
9300	INTEREST EXPENSE	75,314	101,850	106,950
	TOTAL OTHER DISBURSEMENTS	**75,314**	**101,850**	**106,950**
	TOTAL EXPENDITURES	**$1,416,646**	**$2,133,670**	**$2,287,440**

INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY
ADOPTED FISCAL YEAR 2027
FTE: 14.50 EXP: $3,824,430



INFORMATION TECHNOLOGY

CORE SERVICES DESCRIPTION

Technology Planning
The IT Department provides strategic technology planning to ensure the City's systems and infrastructure support current operations and future growth. This includes evaluating emerging technologies, aligning technology investments with organizational priorities, maintaining strong governance practices, planning for security enhancements, managing system changes, and implementing timely upgrades. Through proactive planning, the Department ensures technology resources support Vision 2030 and the City's long-term service goals.

Customer Service & Support
The IT Department delivers responsive customer service and technical support to City employees across all departments. This includes service request management, issue resolution, performance monitoring, and continuous service improvement. By focusing on efficiency, service quality, and cost management, the Department ensures reliable technology support that enables staff to effectively serve the community.

System Administration
The IT Department manages and maintains the City's technology infrastructure to ensure systems remain secure, stable, and available. Core services include system monitoring, configuration management, software updates, security patching, backup oversight, and performance optimization. These efforts support uninterrupted operations and protect the City's critical technology assets.

Application Services
The IT Department oversees the selection, implementation, integration, and ongoing support of the City's business applications. This includes planning system upgrades, conducting testing and deployment, providing user training, managing data integrity, and maintaining application performance. These services ensure departments have reliable software tools to deliver essential public services efficiently and effectively.

Cybersecurity, Policies, & Standards
The IT Department leads the City's cybersecurity program to manage risk and protect sensitive information and critical systems. This includes developing and enforcing security policies and standards, monitoring threats, maintaining compliance with regulatory requirements, and implementing security controls. The Department also provides ongoing cybersecurity awareness training to employees to reduce risk, prevent service disruptions, and safeguard public trust.

GIS Services
GIS Services coordinates services across all departments to ensure city-wide access to mapping tools and data. Supports both internal and external usage through custom applications, interactive maps, and map-related products that enhance decision-making and service delivery.

INFORMATION TECHNOLOGY KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Resilience and Resource Stewardship						
Plan Ahead for Emerging Technologies and Business Methods	# of new business processes implemented and programs automated	*	3	10	5	3
Strategic Growth and Economic Vitality						
Enhance Technological Connectivity	% of latest software releases, patches, and upgrades/updates completed	100%	100%	100%	100%	100%
High Performance Government						
Proactively Create Collaborative Communication	Customer satisfaction (survey)	99%	99%	100%	99%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of Service Desk Requests resolved within Service Level Agreement (SLA) timeframes	88%	82%	100%	83%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of technology refresh completed within 90 days	100%	100%	100%	100%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of services restored within Service Level Agreement (SLA) timeframe	97%	100%	100%	100%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of uptime for City applications and services	100%	98%	100%	98%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of planned system maintenance completed	85%	68%	100%	46%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of governance projects approved within 45 days of sponsor approval	100%	100%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	% of projects completed within pre-established timeframes	76%	100%	100%	83%	100%
Continue to Invest in, Retain and Develop High Performing Staff	% of time system restoration is completed within 24 hours	100%	100%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	32	23	30	35	25
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	91%	100%	91%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	14	15	16	10	11
Continue to Invest in, Retain and Develop High Performing Staff	% of projects completed within budget	100%	100%	100%	100%	100%
Seek All Possible Federal, State and Local Grant Opportunities	# of projects leveraged by grant funding	*	0	1	2	2

** Data not available for this reporting period*

INFORMATION TECHNOLOGY (0144)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Implemented key recommendations from the IT security audit and continued to enhance the City's cybersecurity infrastructure through updated protocols, system improvements, and staff training to ensure ongoing protection against emerging threats	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Secured federal funding through the Community Project Funding initiative to build a resilient fiber optic infrastructure that enhances system redundancy and ensures uninterrupted access to critical municipal services, including resident payment systems and city programs, while maintaining continuous operation of emergency Fire and Police dispatch communications	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Initiated the wireless access point refresh project to minimize downtime, improve network performance, enhance security, and boost efficiency	Strategic Growth and Economic Vitality	Enhance Technological Connectivity
Implemented a formal succession planning process to preserve institutional knowledge, promote cross training among staff, and ensure continuity of operations across critical functions including server and networking, applications development and support, and information security	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

INFORMATION TECHNOLOGY (0144)

Completed multiple security enhancements including but not limited to password auditing, zero trust network access, email security, data security awareness training	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Completed Data Center enhancement and refresh project providing enhanced data security and redundancy	Strategic Growth and Economic Vitality	Enhance Technological Connectivity
Implemented Office 365 and conducted subsequent associated citywide training	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

FY27 Objectives	Key Area of Focus	Strategic Goal
Enhancement of Citywide Telecommunications system to adhere to current technological standards and best practices	Strategic Growth and Economic Vitality	Enhance Technological Connectivity
Initiated the technology update of the Commission Chambers by replacing end-of-life equipment and upgrading systems to meet current operational and technological standards	Strategic Growth and Economic Vitality	Plan Ahead for Emerging Technologies and Business Methods
Update the City's Enterprise Resource Planning (ERP) system to a vendor-supported version compatible with current Windows Server platforms, including infrastructure updates, system configuration, and data migration	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Conduct technology planning for new City buildings and renovation projects, ensuring infrastructure readiness, scalability, and alignment with long-term operational needs	Strategic Growth and Economic Vitality	Enhance Technological Connectivity
Decommission operating systems approaching end of life (EOL) to reduce security risks, ensure compliance with industry standards, and maintain system stability	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods
Implement City network infrastructure refresh	Strategic Growth and Economic Vitality	Enhance Technological Connectivity

INFORMATION TECHNOLOGY (0144)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$3,164,800	$3,799,160	$3,824,430	0.7%

PERSONAL SERVICES

$1,900

The variance is primarily due to workforce changes, partially offset by salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES

$23,370

The variance is primarily due to increased subscription costs.

CAPITAL OUTLAY

$0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
GIS Coordinator	1	0	1.00	1.00	0.00
IT Applications Manager	1	0	1.00	1.00	0.00
IT Network & Infrastructure Analyst	1	0	1.00	1.00	0.00
IT Network & Infrastructure Engineer	1	0	1.00	1.00	0.00
IT Operations Manager	1	0	1.00	1.00	0.00
IT Security Analyst	1	0	1.00	1.00	0.00
IT Specialist	3	0	3.00	3.00	0.00
IT Support Technician I	1	0	1.00	1.00	0.00
IT Systems Analyst	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Senior IT Applications Developer	1	0	1.00	1.00	0.00
TOTAL	**14.00**	**1.00**	**14.50**	**14.50**	**0.00**

INFORMATION TECHNOLOGY (0144)

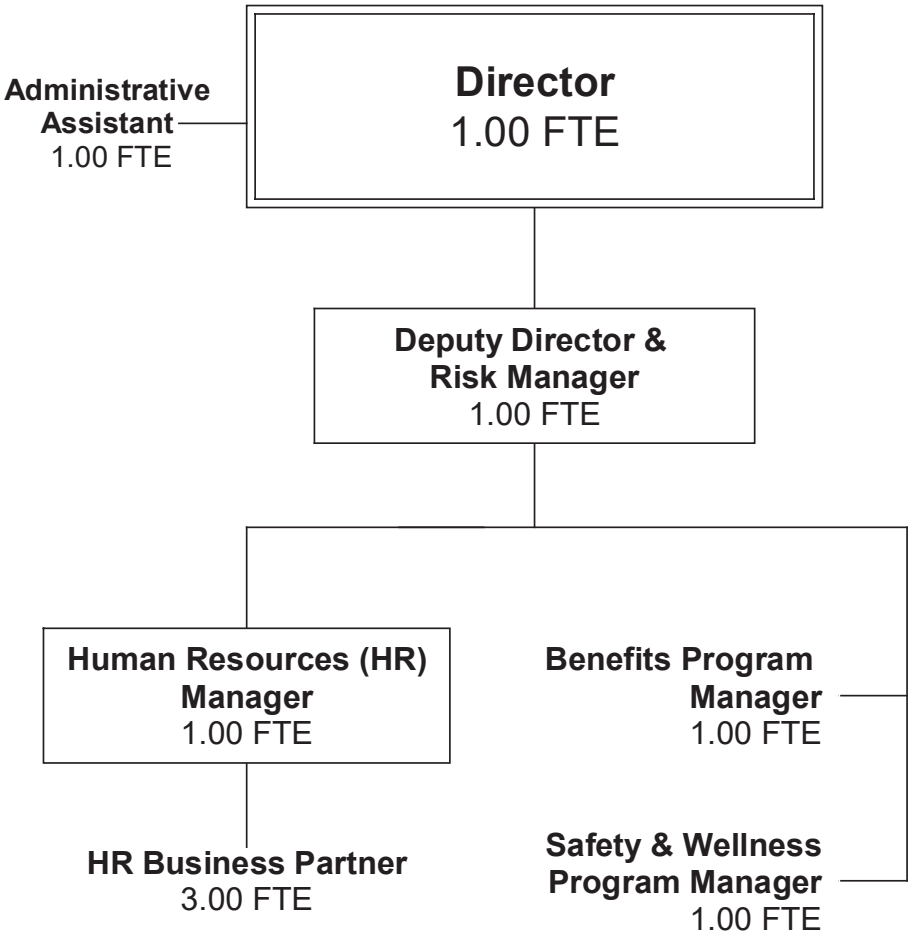
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$1,364,856	$1,630,580	$1,563,330
1210	REIMBURSEMENT	(38,540)	-	-
1410	OVERTIME	20,880	20,200	20,200
1510	LONGEVITY	11,000	8,500	7,500
1570	OTHER BENEFITS	7,120	9,000	11,700
2100	FICA TAXES	100,846	127,500	123,080
2200	RETIREMENT-EMPLOYER	178,033	229,900	249,040
2300	GROUP INSURANCE	170,711	308,970	366,590
2305	LONG TERM DISABILITY	2,513	3,290	3,470
2310	BASIC LIFE ADD & STD	4,030	5,350	5,080
2700	VEHICLE ALLOWANCE	7,243	12,000	7,200
	TOTAL PERSONAL SERVICES	**1,828,692**	**2,355,290**	**2,357,190**
OPERATING EXPENSES				
3190	PRO SER-OTHER	64,356	80,000	74,000
3412	CONTRACT SER-OTHER	354,753	121,820	126,960
3414	CONTRACT SER-IT	8,676	33,680	25,000
4001	TRAINING AND TRAVEL	7,288	17,000	17,000
4100	TELEPHONE	132,997	195,760	188,500
4630	R/M-EQUIPMENT	8,882	-	-
4675	R/M-IT	528,612	545,270	527,350
4914	EMERGENCY PREPARATIONS		2,000	2,000
5100	OFFICE SUPPLIES	2,384	4,000	4,000
5110	EQUIPMENT-MINOR	30,009	44,500	44,500
5115	TELEPHONE SYSTEM SUPPLIES	2,157	4,900	4,600
5120	COMPUTER SUPPLIES	1,024	1,000	1,000
5130	COMPUTER SOFTWARE	48,289	22,500	22,500
5410	MEMBERSHIPS/DUES	30	1,130	500
5430	PUBLICATIONS/SUBSCRIPTIONS	42,396	170,310	229,330
	TOTAL OPERATING EXPENSES	**1,231,854**	**1,243,870**	**1,267,240**
CAPITAL OUTLAY				
6414	COMPUTER EQUIPMENT	97,316	200,000	200,000
6870	INTANGIBLE ASSETS	6,939	-	-
	TOTAL CAPITAL OUTLAY	**104,255**	**200,000**	**200,000**
	TOTAL EXPENDITURES	**$3,164,800**	**$3,799,160**	**$3,824,430**

HUMAN RESOURCES



HUMAN RESOURCES AND RISK MANAGEMENT
ADOPTED FISCAL YEAR 2027
FTE: 10.00 EXP: $6,598,900



HUMAN RESOURCES AND RISK MANAGEMENT

CORE SERVICES DESCRIPTION

Workforce Planning & Employment

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

Labor Relations

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

Employee Development & Engagement

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

Safety & Wellness

The Safety and Wellness core service focuses on evaluating, developing, implementing, and administering programs, plans, and policies that foster a safe and healthy work and business environment. This includes managing the City's wellness and safety programs, managing the City's Drug Free Workplace Program, coordinating compliance training for City staff, evaluating fitness-for-duty and return-to-work criteria, conducting safety inspections, and serving as the City’s Americans with Disabilities Act (ADA) Coordinator.

Property & Casualty Insurance

The Property & Casualty Insurance core service focuses on evaluating, procuring and administering policies that protect the City from liability and insure the City’s assets. The Risk Management division includes managing and administering the City’s property, casualty, liability, and workers' compensation insurance programs, evaluating potentially unfunded liabilities, conducting risk analyses, assisting with financial audits, and ensuring periodic property appraisals are completed to protect the City's assets.

Compensation & Benefits

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

HUMAN RESOURCES AND RISK MANAGEMENT KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	8	7	8	6	8
Continue to Invest in, Retain and Develop High Performing Staff	% of surveyed positions with salary range midpoints at or above the 50th percentile, benchmarked against surrounding public employers	84%	80%	80%	80%	80%
Continue to Invest in, Retain and Develop High Performing Staff	% of new employees completing probationary period (City-wide)	90%	85%	85%	78%	85%
Continue to Invest in, Retain and Develop High Performing Staff	% of supervisory positions filled internally (City-wide)	83%	80%	85%	100%	85%
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	38	24	40	33	40
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	89%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	9	9	10	9	10
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	# of safety incidents resulting in lost work days	9	6	<16	10	<16
Enhance Community Health, Safety and Well-Being	# of automobile accidents (employee at-fault)	24	17	<25	29	<25

HUMAN RESOURCES AND RISK MANAGEMENT (0145, 0133)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Engaged in collective bargaining with the two fire bargaining units	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Increased Community Outreach initiatives to promote employment with the City (e.g., career fairs, Butterfly Festival Business Expo, Relay for Life, Government Week)	High Performance Government	Proactively Create Collaborative Communication
Enhanced employee benefits by adding a Roth option and penalty-free distribution options to the 457 plan, in compliance with the Secure 2.0 Act	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Partnered with departments to launch the Wellness, Insurance, Safety & Health (WISH) Team	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Expanded the City's Behavioral Health Access Program (BHAP) by implementing peer support training, a centralized resource website, and wellness education	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Enhanced departmental efficiency by leveraging technology and AI tools to streamline research, communications, training, and process documentation	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

HUMAN RESOURCES AND RISK MANAGEMENT (0145, 0133)

FY27 Objectives	Key Area of Focus	Strategic Goal
Formalize a structured training and development program for future and new supervisors, incorporating tools and resources to support consistent and effective supervisory practices	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Enhance the City's existing policy review practices by establishing a structured, proactive review schedule and prioritizing updates to key HR-related policies	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods
Develop and implement targeted recruitment and retention strategies for critical, hard-to-fill, and high-turnover positions, aligned with employee development and succession planning efforts	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Implement a team-based wellness initiative for employees to promote physical activity and healthy habits, supported by cross-department collaboration and resilient engagement efforts	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

HUMAN RESOURCES (0145)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,727,643	$2,343,800	$2,310,400	-1.4%

PERSONAL SERVICES ($22,250)

The variance is primarily due to staffing changes offset by salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES ($11,150)

The net decrease is primarily due to small changes in professional services costs.

CAPITAL OUTLAY $0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Deputy Director & Risk Manager	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Benefits Program Manager	1	0	1.00	1.00	0.00
Human Resources (HR) Manager	1	0	1.00	1.00	0.00
Human Resources Business Partner	3	0	3.00	3.00	0.00
Intern	0	2	1.00	1.00	0.00
Safety & Wellness Program Manager	1	0	1.00	1.00	0.00
TOTAL	**9**	**2**	**10.00**	**10.00**	**0.00**

HUMAN RESOURCES (0145)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$1,142,741	$1,290,520	$1,275,640
1410	OVERTIME	1,149	2,000	2,000
1510	LONGEVITY	6,000	5,000	6,000
1570	OTHER BENEFITS	6,439	6,780	7,200
2100	FICA TAXES	82,236	100,170	100,130
2200	RETIREMENT-EMPLOYER	163,784	179,680	175,870
2300	GROUP INSURANCE	115,504	172,350	167,850
2305	LONG TERM DISABILITY	2,042	2,300	2,280
2310	BASIC LIFE ADD & STD	3,260	3,760	3,340
2500	UNEMPLOYMENT COMPENSATION	3,961	25,000	25,000
2700	VEHICLE ALLOWANCE	17,707	18,000	18,000
	TOTAL PERSONAL SERVICES	**1,544,824**	**1,805,560**	**1,783,310**
OPERATING EXPENSES				
3120	PRO SER-PHYSICALS	33,441	68,980	58,140
3190	PRO SER-OTHER	10,943	30,110	28,380
3412	CONTRACT SER-OTHER	34,693	171,950	174,900
4001	TRAINING AND TRAVEL	11,306	18,850	18,850
4003	SAFETY TRAINING	-	36,000	30,000
4675	R/M-IT	12,767	14,530	14,540
4700	PRINTING	1,964	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	30,840	33,900	44,900
4804	SAFETY PROMOTIONAL ACTIVITIES	1,195	9,000	9,000
4910	ADVERTISEMENTS	2,002	5,500	5,500
4915	EMPLOYEE TUITION REIMB	30,680	70,000	70,000
4920	OTHER CURRENT CHRGS-MISC	-	55,000	50,000
5100	OFFICE SUPPLIES	984	3,300	3,300
5110	EQUIPMENT-MINOR	639	2,000	2,000
5140	IN-HOUSE TRAINING SUPPLIES	4,637	9,480	8,900
5410	MEMBERSHIPS/DUES	5,358	5,960	5,750
5430	PUBLICATIONS/SUBSCRIPTIONS	1,370	2,680	1,930
	TOTAL OPERATING EXPENSES	**182,819**	**538,240**	**527,090**
	TOTAL EXPENDITURES	**$1,727,643**	**$2,343,800**	**$2,310,400**

RISK MANAGEMENT (0133)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$3,559,931	$3,941,900	$4,288,500	8.8%

OPERATING EXPENSES $346,600

The net increase is due to anticipated increases in auto liability, general liability, property damage insurance premiums, and worker's compensation.

OTHER DISBURSEMENTS $0

No variance.

RISK MANAGEMENT (0133)

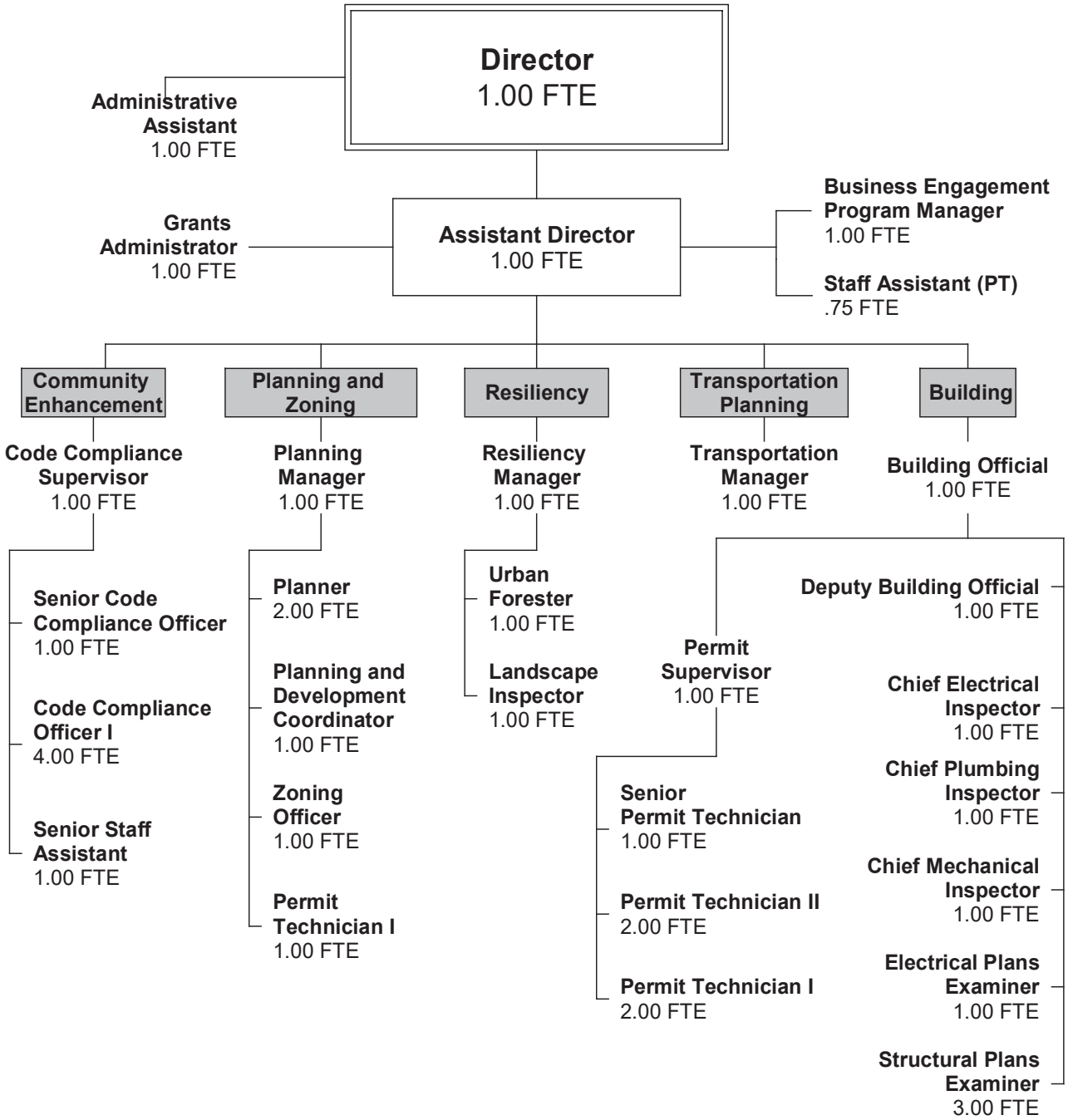
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OPERATING EXPENSES				
3412	CONTRACT SER-OTHER	$0	$3,000	$3,000
4510	PROPERTY DAMAGE-SIR	179,615	110,000	110,000
4520	AUTO DAMAGE-SIR	196,486	280,000	280,000
4530	WORKERS COMPENSATION-SIR	-	2,000	2,000
4540	GENERAL LIABILITY-SIR	15,747	60,000	60,000
4556	UST POLLUTION PREMIUM	5,065	3,700	5,600
4560	WORKERS' COMP PREMIUM	883,809	895,000	940,000
4570	AUTO LIABILITY PREMIUM	280,065	310,000	400,800
4580	PROPERTY DAMAGE PREMIUM	1,192,208	1,259,690	1,313,500
4590	GENERAL LIABILITY PREMIUM	806,937	918,510	1,073,600
	TOTAL OPERATING EXPENSES	**3,559,931**	**3,841,900**	**4,188,500**
OTHER DISBURSEMENTS				
9904	INSURANCE RESERVES	-	100,000	100,000
	TOTAL OTHER DISBURSEMENTS	**-**	**100,000**	**100,000**
	TOTAL EXPENDITURES	**$3,559,931**	**$3,941,900**	**$4,288,500**

RESILIENT DESIGN AND DEVELOPMENT



RESILIENT DESIGN AND DEVELOPMENT
ADOPTED FISCAL YEAR 2027
FTE: 38.25 EXP: $6,075,720



RESILIENT DESIGN AND DEVELOPMENT

CORE SERVICES DESCRIPTION

Planning and Zoning

Urban Planning and Design establishes the foundation for a well-designed and resilient community. In addition to both short and long-range planning activities, the services include the intake and review of all proposed development applications; working across departments during permitting to ensure projects are built consistent with approved ordinances, Comprehensive Plan, and the City's Land Development Code; and a variety of special projects and studies including neighborhoods, beautification, and greenways. Through thoughtful growth management and practical design oversight, the program protects community character, supports resilient development, and helps ensure the City's long-term stability.

Code Compliance

Code Compliance is the City's proactive approach to maintaining and improving the quality, safety, and appearance of commercial and residential properties and structures located within the City in accordance with the Code of Ordinances. The program protects property values, and addresses issues before they become larger public safety concerns. The Community Enhancement effort is also responsible for Special Magistrate proceedings. The Special Magistrate is a licensed attorney who conducts hearings involving code compliance issues, much like an informal court proceeding. This process ensures fairness while helping the City achieve timely compliance and maintain consistent community standards.

Grants Administration

Grant Administration focuses on strategically securing grant opportunities for city capital projects to expand and diversify revenue sources for capital improvements and relieve budgetary pressures as well as administering neighborhood improvement grants. The effort also supports initiatives that enhance community livability, including projects that support and expand housing options. By bringing in outside funding and reinvesting in neighborhoods, the program helps stretch local dollars and move important improvements forward.

Transportation and Mobility

Transportation and Mobility is a multi-department effort that includes planning, designing, managing, organizing, and the coordination of the City's major transportation initiatives. The Transportation and Mobility function supports safe, efficient, and multi-modal transportation systems that are essential to economic vitality, long-term resilience and focuses on transportation impacts of major land development and intergovernmental transportation projects. The initiative also serves as a central point of coordination among directors, managers, contractors, consultants, outside agencies and community groups. This role helps keep complex projects moving, and improves communication across departments and with the public.

Economic Development

Economic Development works to stabilize the existing business community; facilitate the establishment of new businesses; support in job retention, job creation, and business expansion; and improve overall community viability, appearance, and fiscal sustainability. Supporting local businesses helps grow the City's tax base and reinforces long-term fiscal stability.

Building Services

Building Services administers building permits that incorporate, the 25-year-old Building Safety Inspection Program, Special Event permitting, and assessments related to unsafe structures. Through consistent and thorough plan review and inspection services, the program protects life safety, safeguards property investments, and helps ensure structures meet current building and resiliency standards, reducing risk to both residents and the City.

Resilience

The City's Resilience function is a multi-disciplinary, multi-department effort that incorporates conservation, resilience, preservation, preparedness, and systemic thinking within City operations, the larger community, and regionally. The Resilience program works to promote and integrate resiliency and resilient design into new development, capital planning and city operations. The program also tracks "green" initiatives and provides feedback to support the City achieve its resilience goals.

RESILIENT DESIGN AND DEVELOPMENT KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Adaptable and Transformative Mobility						
Plan for Transportation Technology	# of Alternative Fuel Vehicle charging stations installed throughout the City (Public)	*	2	4	3	4
Plan for Transportation Technology	# of Alternative Fuel Vehicle charging stations installed throughout the City (City-vehicles)	*	2	2	1	2
Resilience and Resource Stewardship						
Plan Ahead for Emerging Technologies and Business Methods	# of new public displays utilizing resilient technology	*	3	4	0	4
Protect and Enhance Access to Open Space and Natural Areas	# of new trees/palms planted annually	550	450	800	314	450
Strengthen Long-Term Community Resilience and Resource Stewardship	# of programs to reduce greenhouse gas emissions	*	0	5	3	3
Strategic Growth and Economic Vitality						
Continue to Support a Mix of Housing	# of residents assisted through City housing assistance programs	13	9	10	12	10
Protect the Small Town Feeling and Look	# of businesses assisted through business assistance grants	*	1	4	1	2
Protect the Small Town Feeling and Look	# of Business Tax Receipts (BTR) issued annually	*	1,923	1,600	1,526	1,600
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	13	2	15	13	5
Seek all Possible Federal, State and Local Grant Opportunities	# of projects leveraged by grant funding	*	1	9	14	9
Continue to Invest in, Retain and Develop High Performing Staff	% of projects completed within budget	100%	98%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	% of budgeted projects completed within pre-established timeframes	95%	72%	100%	95%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	32	23	28	42	28
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	97%	97%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	9	9	10	9	10
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	Customer satisfaction (survey)	83%	100%	85%	100%	85%
Enhance Community Health, Safety and Well-Being	Insurance Services Office (ISO) rating	3	4	4	4	4
Enhance Community Health, Safety and Well-Being	# of public zoning inquiries	1,068	454	800	479	600
Enhance Community Health, Safety, and Well-Being	# of inspections performed annually	*	9,556	12,000	10,755	12,000
Enhance Community Health, Safety and Well-Being	% of site inspections performed within 7 days	100%	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	% of inspections scheduled online	50%	66%	75%	86%	80%
Enhance Community Health, Safety and Well-Being	% of minor permits issued within 7 calendar days	*	37%	35%	77%	65%
Enhance Community Health, Safety and Well-Being	% of time final orders are prepared within 2 business days from receipt from Special Magistrate	100%	98%	100%	99%	98%
Enhance Community Health, Safety and Well-Being	% of code violations corrected by voluntary compliance	92%	90%	90%	90%	90%

** Data not available for this reporting period*

PLANNING AND ZONING (0151)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Completed City's Community Resiliency Plan	Resilience and Resource Stewardship	Strengthen Long-Term Community Resilience and Resource Stewardship
Continued reviewing, evaluating, and processing development applications for MainStreet Block 3, Al Hendrickson Toyota, North Broward Preparatory School, and other significant development projects	Resilience and Resource Stewardship	Strengthen Long-Term Community Resilience and Resource Stewardship
Implemented the City Hall Art Master Plan starting with the installation of the Holocaust memorial to coincide with International Holocaust Remembrance Day	Safety and Quality of Life	Promote Arts, Culture and Entertainment Across the City

FY27 Objectives	Key Area of Focus	Strategic Goal
Establish a consistent transition process from the Development Review Committee (DRC) to recommending and decision-making bodies, ensuring clear expectations for applicants and alignment of application timelines with review deadlines	High Performance Government	Proactively Create Collaborative Communication
Evaluate opportunities within the Comprehensive Plan to address future redevelopment challenges and to address any required plan update	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Migrate Business Tax Receipt (BTR) application process from paper-based system to fully digital system to promote automated workflows, reduce manual processing, and improve overall processing time	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods
Develop signature Community Planning Month initiative that engages and informs the community on planning trends, concepts, and ongoing City priorities through interagency partnerships and collaboration with local stakeholders and schools	Resilience and Resource Stewardship	Strengthen Long-Term Community Resilience and Resource Stewardship

PLANNING AND ZONING (0151)

Initiate the City-Wide Tree Canopy Coverage Study and implement the resulting recommendations, upon securing grant funding	Resilience and Resource Stewardship	Strengthen Long-Term Community Resilience and Resource Stewardship
Incorporate a September 11th, 2001 Memorial public artwork into the City Hall Memorial Garden	Safety and Quality of Life	Promote Arts, Culture and Entertainment Across the City

PLANNING AND ZONING (0151)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,258,109	$1,822,060	$1,853,040	1.7%

PERSONAL SERVICES $31,890

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

OPERATING EXPENSES ($910)

No major variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Assistant Director	1	0	1.00	1.00	0.00
Grants Administrator	1	0	1.00	1.00	0.00
Landscape Inspector	1	0	1.00	1.00	0.00
Permit Technician I	1	0	1.00	1.00	0.00
Planner	2	0	2.00	2.00	0.00
Planning Intern	0	1	0.50	0.50	0.00
Planning Manager	1	0	1.00	1.00	0.00
Resiliency Manager	1	0	1.00	1.00	0.00
Urban Forester	1	0	1.00	1.00	0.00
Zoning Officer	1	0	1.00	1.00	0.00
TOTAL	**10**	**1**	**10.50**	**10.50**	**0.00**

PLANNING AND ZONING (0151)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$828,391	$1,106,530	$1,114,210
1410	OVERTIME	2,350	2,500	2,400
1510	LONGEVITY	9,000	9,500	8,000
1570	OTHER BENEFITS	3,067	4,260	4,200
2100	FICA TAXES	61,910	84,830	86,490
2200	RETIREMENT-EMPLOYER	117,327	149,560	153,400
2300	GROUP INSURANCE	113,686	190,290	211,080
2305	LONG TERM DISABILITY	1,793	2,390	2,400
2310	BASIC LIFE ADD & STD	2,852	3,890	3,460
2700	VEHICLE ALLOWANCE	4,686	4,800	4,800
	TOTAL PERSONAL SERVICES	**1,145,061**	**1,558,550**	**1,590,440**
OPERATING EXPENSES				
3190	PRO SER-OTHER	49,154	215,900	223,000
4001	TRAINING AND TRAVEL	5,562	6,000	6,000
4700	PRINTING	1,077	2,000	1,000
4800	PROMOTIONAL ACTIVITIES	2,390	5,700	2,500
4812	ARBOR DAY PROGRAM	11,181	6,000	6,000
5100	OFFICE SUPPLIES	1,512	1,900	1,000
5110	EQUIPMENT-MINOR	-	3,400	1,000
5220	UNIFORMS	554	1,000	1,000
5410	MEMBERSHIPS/DUES	41,180	21,110	20,600
5430	PUBLICATIONS/SUBSCRIPTIONS	439	500	500
	TOTAL OPERATING EXPENSES	**113,048**	**263,510**	**262,600**
	TOTAL EXPENDITURES	**$1,258,109**	**$1,822,060**	**$1,853,040**

TRANSPORTATION PLANNING DIVISION (0152)

Mission Statement

To take a leadership role in planning, designing, managing, organizing and coordinating the City's major transportation initiatives.

Division Services

The Transportation Planning Division focuses on transportation impacts of major land development and intergovernmental transportation projects. Division responsibilities include coordinating and providing effective communication to directors, managers, contractors, consultants, outside agencies and community groups related to major transportation initiatives.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Completed and submit MainStreet Surtax project application for Cullum Road to provide an east-west Complete Street connection in the City's MainStreet neighborhood	Strategic Growth and Economic Vitality	Complete the MainStreet Project
Represent the City at the Broward MPO and Broward County to advise on regional transportation planning issues, access grant funding for transportation projects and planning initiatives	Adaptable and Transformative Mobility	Expand Safe and Walkable/Bikeable Options Across the Community

FY27 Objectives	Key Area of Focus	Strategic Goal
Adopt the Safe Streets and Roads for All (SS4A) Action Plan policies to aid with identifying problems and solutions to make the city safe for all modes of travel	Strategic Growth and Economic Vitality	Expand Safe and Walkable/Bikeable Options Across the Community
Oversee inter-department oversight of the surtax project requirements for the design and construction of Cullum Road	Adaptable and Transformative Mobility	Expand Safe and Walkable/Bikeable Options Across the Community
Complete the site design phase for roadway improvements, including connectivity enhancements and design elements within the MainStreet project area	Strategic Growth and Economic Vitality	Complete the MainStreet Project

TRANSPORTATION PLANNING DIVISION (0152)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	**$202,684**	**$282,240**	**$300,730**	**6.6%**

PERSONAL SERVICES $18,490

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

OPERATING EXPENSES $0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Transportation Manager	1	0	1.00	1.00	0.00
TOTAL	**1**	**0**	**1.00**	**1.00**	**0.00**

TRANSPORTATION PLANNING DIVISION (0152)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$136,148	$151,690	$165,420
1510	LONGEVITY	500	500	500
1570	OTHER BENEFITS	1,104	900	900
2100	FICA TAXES	10,794	11,870	13,220
2200	RETIREMENT-EMPLOYER	18,768	20,790	22,550
2300	GROUP INSURANCE	13,185	21,420	23,090
2305	LONG TERM DISABILITY	252	270	260
2310	BASIC LIFE ADD & STD	437	460	450
2700	VEHICLE ALLOWANCE	5,814	6,000	6,000
	TOTAL PERSONAL SERVICES	**187,000**	**213,900**	**232,390**
OPERATING EXPENSES				
3190	PRO SER-OTHER	13,996	40,000	40,000
4001	TRAINING AND TRAVEL	1,405	2,600	2,600
5100	OFFICE SUPPLIES	-	100	100
5410	MEMBERSHIPS/DUES	283	25,640	25,640
	TOTAL OPERATING EXPENSES	**15,684**	**68,340**	**68,340**
	TOTAL EXPENDITURES	**$202,684**	**$282,240**	**$300,730**

BUILDING (0153)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Increased E-permit online inspection scheduling to over 75%	High Performance Government	Proactively Create Collaborative Communication
Achieved certification for 100% of permit staff through the International Code Council (ICC), recognized as the industry standard for building safety	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Initiated code revisions and updated SOPs and departmental procedures to comply with new state statutes and enhance the plan review process for legislative compliance	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Streamlined the Building Safety Inspection Program (BSIP) to enhance efficiency in reporting and tracking	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Created the City's Permit Concierge Program to improve customer service and streamline the building permit process	Strategic Growth and Economic Vitality	Proactively Create Collaborative Communication
Implemented permit processing, plan review, and inspections for the MainStreet at Coconut Creek project utilizing in-house staff and building services consultants as needed	Strategic Growth and Economic Vitality	Complete the MainStreet Project

FY27 Objectives	Key Area of Focus	Strategic Goal
Obtain two new certifications for permit staff through the International Code Council (ICC), the industry standard for building safety	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Develop and implement a tracking system for private provider permits and inspections to ensure compliance with timeframes required by law	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods

BUILDING (0153)

Continue implementation of the Building Permit Concierge Program to improve efficiency and the customer permitting experience	High Performance Government	Proactively Create Collaborative Communication

BUILDING (0153)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$2,390,708	$3,025,130	$3,151,180	4.2%

PERSONAL SERVICES $164,270

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

OPERATING EXPENSES ($38,220)

The variance is primarily due to a decrease in professional and contract services.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Building Official	1	0	1.00	1.00	0.00
Business Engagement Program Mgr.	1	0	1.00	1.00	0.00
Chief Electrical Inspector	1	0	1.00	1.00	0.00
Chief Mechanical Inspector	1	0	1.00	1.00	0.00
Chief Plumbing Inspector	1	0	1.00	1.00	0.00
Deputy Building Official	1	0	1.00	1.00	0.00
Electrical Plans Examiner	1	0	1.00	1.00	0.00
Permit Supervisor	1	0	1.00	1.00	0.00
Permit Technician I	2	0	2.00	2.00	0.00
Permit Technician II	2	0	2.00	2.00	0.00
Planning and Development Coordinator	1	0	1.00	1.00	0.00
Senior Permit Technician	1	0	1.00	1.00	0.00
Staff Assistant	0	1	0.75	0.75	0.00
Structural Plans Examiner	3	0	3.00	3.00	0.00
TOTAL	**19**	**1**	**19.75**	**19.75**	**0.00**

BUILDING (0153)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$1,663,720	$1,977,910	$2,073,990
1410	OVERTIME	19,063	15,000	17,200
1510	LONGEVITY	9,000	10,500	10,000
1570	OTHER BENEFITS	4,908	6,120	6,060
2100	FICA TAXES	126,352	153,680	162,670
2200	RETIREMENT-EMPLOYER	276,974	317,760	328,780
2300	GROUP INSURANCE	235,311	363,580	404,480
2305	LONG TERM DISABILITY	3,552	4,210	4,270
2310	BASIC LIFE ADD & STD	5,763	7,000	6,580
2700	VEHICLE ALLOWANCE	12,921	13,200	19,200
	TOTAL PERSONAL SERVICES	**2,357,565**	**2,868,960**	**3,033,230**
OPERATING EXPENSES				
3130	PRO SER-COUNTY INSPECTION	12,007	125,000	65,000
3150	PRO SER-MICROFICHE	4,662	-	25,000
3190	PRO SER-OTHER	1,794	-	-
3412	CONTRACT SER-OTHER	2,780	-	-
4001	TRAINING AND TRAVEL	7,770	10,500	10,500
4400	RENTAL AND LEASES	-	5,000	5,000
4605	R/M-CONTRACTS	(1,208)	2,170	700
4700	PRINTING	(217)	1,000	750
4800	PROMOTIONAL ACTIVITIES	79	300	300
4920	OTHER CURRENT CHARGES	155	-	-
5100	OFFICE SUPPLIES	2,218	3,000	2,000
5110	EQUIPMENT-MINOR	232	1,100	600
5220	BUILDING UNIFORMS	1,707	2,000	2,000
5410	MEMBERSHIPS/DUES	1,165	3,100	3,100
5430	PUBLICATIONS/SUBSCRIPTIONS	-	3,000	3,000
	TOTAL OPERATING EXPENSES	**33,143**	**156,170**	**117,950**
	TOTAL EXPENDITURES	**$2,390,708**	**$3,025,130**	**$3,151,180**

COMMUNITY ENHANCEMENT (0154)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Increased the City's presence at homeowner association meetings to better educate residents through the distribution of Community Enhancement information	High Performance Government	Proactively Create Collaborative Communication
Identified and applied for grants to support the City's Capital Improvement Program (CIP)	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities
Created the Coconet Grants Team Kickoff and Grants Portal, and developed Citywide grant policies and procedures to streamline grant funding opportunities, coordination, and tracking across all departments	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities
Enhanced professional development of employees by boosting participation in training provided by the Florida Institute of Government and similar organizations	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

FY27 Objectives	Key Area of Focus	Strategic Goal
Increase compliance and lien resolution by implementing a proactive outreach program to educate property owners on lien reduction, satisfaction and compliance pathways	High Performance Government	Proactively Create Collaborative Communication
Strengthen coordination with the grants team to strategically identify, prioritize, and pursue grant opportunities that support the City's Capital Improvement Program	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities

COMMUNITY ENHANCEMENT (0154)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$603,662	$769,070	$770,770	0.2%

PERSONAL SERVICES $19,000

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

OPERATING EXPENSES ($17,300)

The variance is primarily due to a decrease in special magistrate outside legal services.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Code Compliance Supervisor	1	0	1.00	1.00	0.00
Code Compliance Officer I	4	0	4.00	4.00	0.00
Senior Code Compliance Officer	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	**7**	**0**	**7.00**	**7.00**	**0.00**

COMMUNITY ENHANCEMENT (0154)

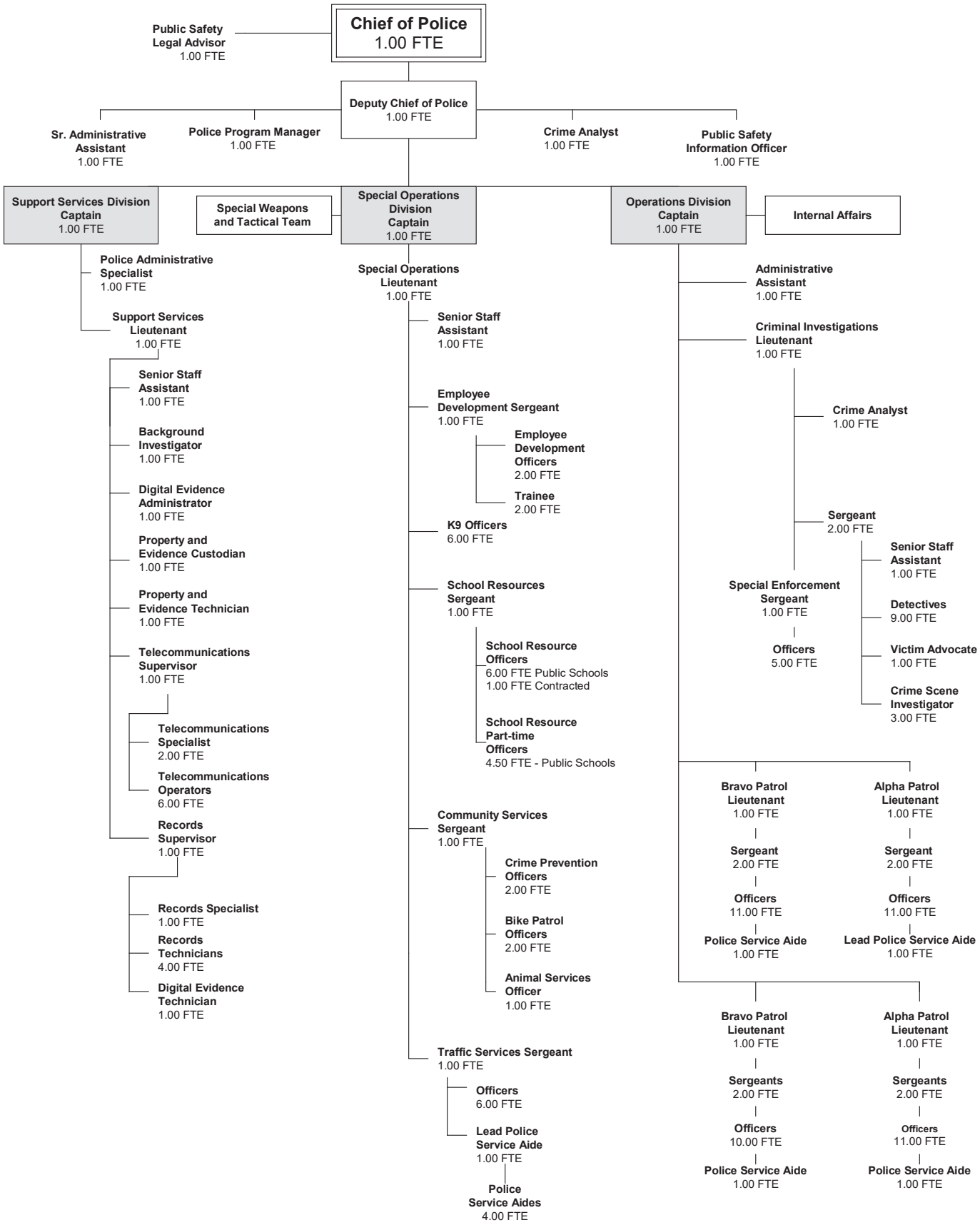
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$407,964	$478,940	$488,120
1410	OVERTIME	2,317	2,500	3,100
1510	LONGEVITY	3,500	2,500	2,500
1570	OTHER BENEFITS	2,643	2,880	2,880
2100	FICA TAXES	31,515	36,860	37,990
2200	RETIREMENT-EMPLOYER	54,139	67,200	67,100
2300	GROUP INSURANCE	68,072	117,410	125,980
2305	LONG TERM DISABILITY	1,097	1,360	1,350
2310	BASIC LIFE ADD & STD	1,651	2,020	1,650
	TOTAL PERSONAL SERVICES	**572,897**	**711,670**	**730,670**
OPERATING EXPENSES				
3112	OUTSIDE LEGAL COUNSEL	20,850	42,800	25,000
4001	TRAINING AND TRAVEL	3,415	2,000	4,100
4675	R/M IT	1,145	1,800	1,800
4700	PRINTING	1,437	2,000	1,600
4914	EMERGENCY PREPARATIONS	442	500	500
4920	OTHER CURRENT CHARGES - MISC.	167	2,500	2,800
5100	OFFICE SUPPLIES	2,169	1,800	1,200
5110	EQUIPMENT-MINOR	-	1,000	500
5220	UNIFORMS	421	1,900	1,500
5410	MEMBERSHIPS/DUES	719	1,000	1,000
5430	PUBLICATIONS/SUBSCRIPTIONS	-	100	100
	TOTAL OPERATING EXPENSES	**30,764**	**57,400**	**40,100**
	TOTAL EXPENDITURES	**$603,662**	**$769,070**	**$770,770**

POLICE



POLICE DEPARTMENT
ADOPTED FISCAL YEAR 2027
FTE: 160.50 EXP: $38,036,570



POLICE

CORE SERVICES DESCRIPTION

Operations

The Operations Division includes Patrol Services, the Criminal Investigations Section and the Special Enforcement Team (SET).

The responsibilities of the Patrol Services component include patrol of the City in an effort to deter crime, reduce fear, enhance public relations within the community, establish business partnerships, and respond to all emergency and non-emergency calls for police service from the community.

The Criminal Investigations Section investigates crimes in the City; processes crime scenes, fingerprints, and forensic images; and advocates for victims' rights. This section also ensures the proper collection, preservation, packaging, transportation, and documentation of physical evidence.

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

Special Operations

The Special Operations Division houses Community Services, School Services, Traffic Services, the K-9 Unit, Special Weapons and Tactics (SWAT), the Office of Professional Development and Excellence, The Unmanned Aircraft System (UAS) Unit and the School Zone Safety Program.

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

School Services includes the School Resource Officer (SRO) Program, which provides police officers to the City's public schools to enhance security, promote appropriate educational curriculums, and provide student access to a law enforcement mentor/role model. School Services has a K-9 Officer and his specially trained K-9 partner is assigned to the schools in the City to screen for firearms and/or ammunition.

Traffic Services works to protect motorists, bicyclists, and pedestrians throughout the City. Unit responsibilities include traffic enforcement; DUI detection; traffic homicide investigation; hit and run investigation; aggressive driving determent; monitor and track traffic trends, accidents, and road conditions throughout the City; and public education to promote traffic safety. Traffic services also provide school zone traffic safety and enforcement, dignitary escorts and Police Service Aide deployment.

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

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

The Office of Professional Development and Excellence Division encompasses the Employee Development Unit (training and field training programs).

The Unmanned Aircraft System (UAS) unit enhances police operations by providing aerial surveillance and real-time situational awareness during critical incidents, searches, and large-scale events. The unit assists in locating missing persons, monitoring crime scenes, and supporting SWAT and SET without putting officers at unnecessary risk.

The School Zone Safety Program is designed to enhance the safety of students, parents, and other community members in and around school zones.

Support Services

The Support Services Division includes the Records Unit, Real Time Crime Center (RTCC), Property and Evidence, Background Investigations, the Recruitment Team, Fleet Services, the Digital Evidence Administrator, and the Honor Guard Unit.

The Records Unit responsibilities include the maintenance and processing of all written and computer-generated reports. This includes processing reports, arrest records, citations, public records and information requests, subpoenas, and assisting officers with case preparation.

RTCC facilitates communication within the Police Department, the public, and other agencies. RTCC is also responsible for monitoring all City security cameras.

Property and Evidence tracks evidence, maintains chain of custody, destroys property and evidence as directed by state guidelines, and serves as the agency quartermaster for the issuance of uniforms and equipment.

Background Investigations conducts thorough backgrounds for prospective employees for the Police Department.

The Recruitment Team is responsible for accessing, attracting, and hiring highly motivated, skilled applicants via police academies and related events.

The Police Fleet Services is responsible for managing, maintaining, and ensuring the readiness of all police vehicles.

The Digital Evidence Administrator is responsible for the management of the Body-Worn Camera Program, with a focus on the management, preservation, and analysis of digital evidence.

Office of the Chief

The Office of the Chief includes the oversight of the department's accreditation program and the Crime Analyst, which involves systematic analysis for identifying patterns and trends in crime; and the Public Information Unit that manages the flow of information with the public through the use of media outlets and social media platforms.

POLICE KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Strategic Growth and Economic Vitality						
Protect the Small Town Feel and Look	Total hours worked by volunteers	1,742	1,811	2,200	2,918	2,500
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	244	211	250	210	250
Continue to Invest in, Retain, and Develop High Performing Staff	% of first responders with Crisis Intervention Training (CIT) certification	93%	97%	98%	88%	98%
Continue to Invest in, Retain, and Develop High Performing Staff	Average # of training hours per sworn employee	*	38	40	45	40
Continue to Invest in, Retain, and Develop High Performing Staff	Average # of training hours per non-sworn employees	*	7	10	5	10
Continue to Invest in, Retain, and Develop High Performing Staff	Retention rate	99%	99%	98%	100%	98%
Continue to Invest in, Retain, and Develop High Performing Staff	Average years of service	11	11	12	12	13
Seek All Possible Federal, State, and Local Grant Opportunities	# of projects leveraged by grant funding	*	*	3	5	3
Safety and Quality of Life						
Enhance Community Health, Safety, and Well-Being	Officers per 1,000 residents	1.9	1.9	1.9	1.8	1.9
Enhance Community Health, Safety, and Well-Being	# K-9 apprehensions and arrests	54	20	40	66	40
Enhance Community Health, Safety, and Well-Being	# of traffic citations issued	9,125	7,222	9,000	7,484	9,000
Enhance Community Health, Safety, and Well-Being	National Incident-Based Reporting System Group A Incident Clearance Rate (NIBRS)	38%	45%	30%	44%	30%
Enhance Community Health, Safety, and Well-Being	Average emergency response time (in minutes) (dispatch to on-scene)	4:24	5:08	5:00	4:46	5:00
Enhance Community Health, Safety, and Well-Being	Average Non-emergency response time (in minutes) (dispatch to on-scene)	5:46	6:08	6:00	5:10	6:00

** Data not available for this reporting period*

POLICE (0161)

Mission Statement

To protect and serve the Coconut Creek community.

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Enhanced police recruitment efforts by showcasing opportunities to build a high-performing workforce through strategic outreach and engagement initiatives	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Fostered a workplace culture that attracted, engaged, and retained high-quality employees by setting clear goals, offering training, promoting communication, demonstrating leadership commitment, engaging with the community, and cultivating a supportive and inclusive environment	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Leveraged data analysis tools to identify crime trends, forecast hotspots, and evaluate law enforcement strategies by streamlining processes, tracking cases, managing documentation, and analyzing analytics using advanced systems	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
Regularly assessed the effectiveness of the Body-Worn Camera and School Zone Safety Enforcement Programs, including enforcement initiatives at Johnson Road, 15th Street, and 39th Avenue/Winston Park Boulevard, to ensure objectives were met and resulted in a positive impact	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Enhanced the efficiency of internal affairs investigations by improving processes, defining clear objectives, providing training, standardizing procedures, fostering communication, monitoring performance, upholding ethical standards, and consulting external experts as needed	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

POLICE (0161)

FY27 Objectives	Key Area of Focus	Strategic Goal
Implement a Crime Prevention Through Environmental Design (CPTED) team to enhance crime prevention efforts through proactive environmental assessments, collaborative problem-solving, and improved community safety	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Implement a drone program to support missing-person searches, assist with criminal investigations, and enhance security measures at City events	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Complete a third successful reaccreditation by maintaining organizational readiness and meeting all required criteria throughout the process	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Maintain a proactive law enforcement presence at the Promenade through enforcement, monitoring, and community engagement to reduce juvenile disturbances and enhance public safety	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Actively participate in the planning and design of the Police Department renovation project to ensure current and future operational needs are incorporated into the final facility design while pursuing grant and alternative funding opportunities to support the construction and enhancement of the firing range	High Performance Government	Seek All Possible Federal, State and Local Grant Opportunities

POLICE (0161)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$39,303,796	$36,314,630	$38,036,570	4.7%

PERSONAL SERVICES $1,486,180

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

OPERATING EXPENSES $388,330

The variance is primarily due to increased professional and contractual services, uniform, maintenance, subscriptions, and E-911 Dispatch Services costs.

CAPITAL OUTLAY ($152,570)

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

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Chief of Police	1	0	1.00	1.00	0.00
Deputy Chief of Police	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Animal Services Officer	1	0	1.00	1.00	0.00
Background Investigator	1	0	1.00	1.00	0.00
Captain	3	0	3.00	3.00	0.00
Crime Analyst	2	0	2.00	2.00	0.00
Crime Scene Investigator	3	0	3.00	3.00	0.00
Digital Evidence Administrator	1	0	1.00	1.00	0.00
Digital Evidence Technician	1	0	1.00	1.00	0.00
Lieutenant	7	0	7.00	7.00	0.00
Officer	84	6	88.50	88.50	0.00
Police Administrative Specialist	1	0	1.00	1.00	0.00
Police Records Specialist	1	0	1.00	1.00	0.00
Police Records Supervisor	1	0	1.00	1.00	0.00
Police Records Technician	4	0	4.00	4.00	0.00
Lead Police Service Aide	2	0	2.00	2.00	0.00
Police Program Manager	1	0	1.00	1.00	0.00
Police Service Aide	7	0	7.00	7.00	0.00
Property and Evidence Custodian	1	0	1.00	1.00	0.00
Property and Evidence Technician	1	0	1.00	1.00	0.00
Public Safety Information Officer	1	0	1.00	1.00	0.00
Public Safety Legal Advisor	1	0	1.00	1.00	0.00
Senior Administrative Assistant	1	0	1.00	1.00	0.00
Senior Staff Assistant	3	0	3.00	3.00	0.00
Sergeant	15	0	15.00	15.00	0.00
Telecommunications Operator	6	0	6.00	6.00	0.00
Telecommunications Specialist	2	0	2.00	2.00	0.00
Telecommunications Supervisor	1	0	1.00	1.00	0.00
Victim Advocate	1	0	1.00	1.00	0.00
TOTAL	**156**	**6**	**160.50**	**160.50**	**0.00**

POLICE (0161)

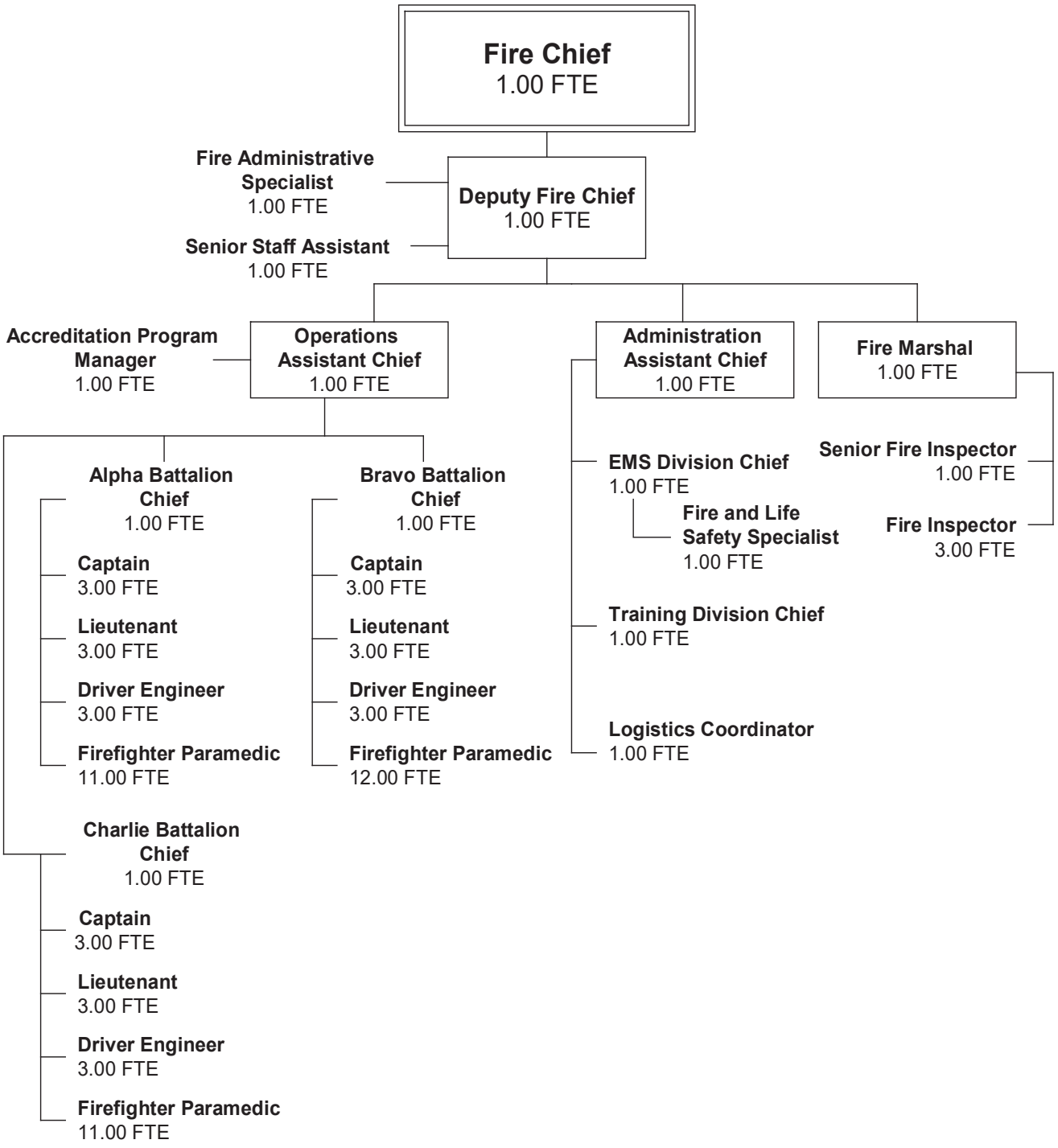
01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$15,950,146	$18,163,300	$18,636,550
1410	OVERTIME	91,059	100,000	100,000
1420	OVERTIME-POLICE	416,469	450,000	450,000
1510	LONGEVITY	517,154	586,280	599,440
1520	INCENTIVE PAY	100,910	127,200	102,840
1540	COURT PAY	59,204	70,000	70,000
1550	HOLIDAY PAY	440,081	400,000	475,000
1560	SPECIAL DUTY	673,149	650,000	675,000
1570	OTHER BENEFITS	123,013	132,300	127,800
2100	FICA TAXES	1,346,420	1,580,510	1,624,740
2200	RETIREMENT-EMPLOYER	5,469,720	6,392,750	6,935,150
2300	GROUP INSURANCE	1,932,931	2,697,060	3,043,540
2305	LONG TERM DISABILITY	33,203	38,360	38,250
2310	BASIC LIFE ADD & STD	53,406	62,520	56,950
2700	VEHICLE ALLOWANCE	9,729	9,600	10,800
	TOTAL PERSONAL SERVICES	**27,216,594**	**31,459,880**	**32,946,060**
OPERATING EXPENSES				
3112	OUTSIDE LEGAL COUNSEL	-	22,000	22,000
3120	PRO SER-PHYSICALS	7,248	5,250	5,250
3190	PRO SER-OTHER	34,726	45,000	20,000
3300	COURT REPORTING SERVICES	(1,083)	4,100	4,100
3412	CONTRACT SER-OTHER	174,031	308,870	695,000
3490	E-911 DISPATCH SERVICES	3,135,745	3,313,060	3,356,830
3500	INVESTIGATIVE EXPENSES	6,923	10,000	10,000
4001	TRAINING AND TRAVEL	113,153	123,700	120,200
4002	POLICE EDUCATION FUND	7,976	8,000	8,000
4400	RENTAL AND LEASES	74,149	85,850	77,260
4605	R/M-CONTRACTS	34,222	36,700	38,450
4630	R/M-EQUIPMENT	11,262	19,000	19,500
4650	R/M-BUILDING	8,855	27,500	32,000
4670	R/M-OTHER	14,126	21,000	14,000
4675	R/M-IT	15,053	25,150	39,070
4700	PRINTING	7,272	9,000	9,000
4800	PROMOTIONAL ACTIVITIES	32,184	32,970	33,970
4810	YOUTH CRIME PREVENT PRGM	15,387	15,500	13,500
4813	VICTIMS ADVOCATE	500	8,500	8,500
4910	ADVERTISEMENTS	119	1,800	1,800
4914	EMERGENCY PREPARATIONS	-	2,980	2,980
4920	OTHER CURRENT CHRGS-MISC	30,038	30,800	32,800
5100	OFFICE SUPPLIES	17,336	16,000	16,000
5110	EQUIPMENT-MINOR	44,541	42,850	45,130
5111	PD EQUIPMENT REPLACEMENT	2,970	9,200	13,000
5155	PHOTOGRAPHIC SUPPLIES	3,078	3,100	3,100
5220	UNIFORMS	102,461	110,000	128,100
5240	OPER SUPPLIES-OTHER	133,255	154,240	149,500
5252	CANINE PROGRAM	31,424	37,000	37,000
5410	MEMBERSHIPS/DUES	7,048	10,450	10,450
5430	PUBLICATIONS/SUBSCRIPTIONS	123,255	162,610	124,020
	TOTAL OPERATING EXPENSES	**4,187,254**	**4,702,180**	**5,090,510**
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	6,838	-	-
6407	CAPITAL SUBSCRIPTION	6,843,110	-	-
6410	OFFICE EQUIPMENT	-	-	-
6414	COMPUTER EQUIPMENT	26,061	-	-
6415	COMPUTER SOFTWARE	-	-	-
6420	VEHICLES	37,649	-	-
6430	MACHINERY AND EQUIPMENT	100,767	152,570	-
6311	FACILITIES RENOVATIONS	-	-	-
7126	SBITA FIN PRIN.	885,522	-	-
	TOTAL CAPITAL OUTLAY	**7,899,947**	**152,570**	**-**
	TOTAL EXPENDITURES	**$39,303,796**	**$36,314,630**	**$38,036,570**

FIRE RESCUE



FIRE RESCUE
ADOPTED FISCAL YEAR 2027
FTE: 80.50 EXP: $18,861,990



FIRE RESCUE

CORE SERVICES DESCRIPTION

Operations

The Operations Division serves as the frontline of emergency service delivery, responding to and mitigating both emergency and non-emergency Fire and EMS calls through strategic deployment and coordinated operations that protect life and property while advancing community health and safety. The division ensures continuous operational readiness by maintaining apparatus, equipment, and medical supply levels, coordinating fire rescue coverage for special events and community details, and integrating specialized capabilities such as the SWAT Paramedic Program into public safety operations. It sustains workforce excellence through compliance and proficiency-based training including company-level drills, emergency medical credentialing, paramedic licensing, CPR certification, and safety standard competencies, while engaging in promotional processes and eligibility lists to support career progression, succession planning, and organizational performance.

Administration

The Administration Division provides executive oversight, governance, and strategic coordination to ensure high-performance emergency service delivery. It manages critical software and data systems to support documentation, deployment, compliance, and clinical performance, while producing Fire and Emergency Medical Service (EMS) reports, overseeing records management, investigating service-level issues, and ensuring continuous quality improvement. The division also administers EMS billing and revenue auditing, maintains Medical Director compliance, and leads accreditation and strategic planning initiatives to promote accountability and high-performance governance. Through promotional processes, awards ceremonies, the Honor Guard Program, command staff professional affiliations, firefighter wellness screenings, and the Officer Development Program, the division advances organizational excellence, workforce development, and sustained emergency preparedness.

Fire Facilities & Equipment

The Fire Facilities & Equipment Division provides comprehensive oversight and maintenance of the infrastructure, life safety systems, apparatus, and specialized equipment that support emergency service delivery. The division ensures municipal fire protection systems remain code-compliant and fully operational through coordination with Public Works, Utilities and Engineering, and contracted service providers, safeguarding system reliability, water supply readiness, and facility integrity. It sustains operational readiness by managing fire station infrastructure, communications systems, vehicle preventive maintenance, and annual testing of hoses, pumps, ladders, and self-contained breathing apparatus, while ensuring frontline personnel are equipped with properly maintained medical and rescue equipment, compliant personal protective equipment, and uniforms. Additional responsibilities include Bi-Directional Amplifier (BDA) system oversight reflecting a systematic and proactive approach to asset stewardship, regulatory compliance, and sustained emergency preparedness.

Emergency Preparedness

Emergency management is the coordinated process of preparing for, responding to, recovering from, and mitigating the effects of natural, technological, or human-caused disasters. Its primary goal is to protect lives, property, and the continuity of government and community operations through comprehensive planning, training, and collaboration. Our emergency preparedness initiatives include responsibilities such as state and local preparedness planning and training, maintaining a Community Emergency Response Team (CERT), and managing a vulnerable population registry to ensure those with special needs are identified and supported during emergencies. These efforts also involve coordinating and participating in mitigation strategies designed to reduce risk before disasters occur. Additionally, coordination with our municipal emergency preparedness partners helps foster strong relationships and ensure a unified, effective approach to community resilience.

Community Risk Reduction

The Community Risk Reduction (CRR) Division is dedicated to proactively reducing hazards and safeguarding life and property throughout the community. Through a comprehensive and systematic approach, the Division focuses on prevention, education, enforcement, and risk mitigation strategies that enhance overall public safety. Fire Safety Inspections ensure compliance with applicable Florida Statutes, the Florida Fire Prevention Code, and locally adopted ordinances. Core program responsibilities include conducting routine and specialized inspections of commercial and multi-family occupancies; reviewing plans for new construction, renovations, and tenant improvements; performing inspections and re-inspections of construction sites to verify code compliance; and representing the department in Special Magistrate hearings when enforcement action is required. Through these coordinated efforts, the Community Risk Reduction Division supports safe development, promotes regulatory compliance, and works collaboratively with property owners, contractors, and community stakeholders to reduce fire risk and strengthen community resilience.

Public Education

The Public Education initiative is designed to strengthen community resilience through comprehensive outreach and evidence-based risk reduction programming. Key components include instruction in Cardiopulmonary Resuscitation (CPR), Stop the Bleed and first aid; fire and life safety education; community emergency preparedness; and accident and injury prevention. These initiatives enhance bystander response capabilities, promote informed decision-making, and reduce preventable morbidity and mortality across the community. Central to this effort is the Fire and Life Safety Specialist/ Community Paramedic program, which advances an integrated, patient-centered model of service delivery through proactive engagement, early intervention, and coordinated care that addresses gaps in access to medical and social services. These include the Fire Cadet Program; specialized fire safety education for senior residents and K-12 students; smoke alarm installation partnerships with the American Red Cross; and collaborative public safety roundtables and neighborhood engagement events conducted in partnership with the Coconut Creek Police Department.

FIRE RESCUE KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Adaptable and Transformative Mobility						
Invest in Maintenance of All Mobility Systems	% of intersections with traffic signals that have pre-emption devices installed	64%	81%	86%	86%	92%
Strategic Growth and Economic Vitality						
Protect the Small Town Feeling and Look	Total hours worked by volunteers	*	*	325	257	325
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	115	115	125	110	125
Continue to Invest in, Retain, and Develop High Performing Staff	Average # of training hours per employee	309	269	250	264	250
Continue to Invest in, Retain, and Develop High Performing Staff	Retention Rate	99%	95%	100%	100%	100%
Continue to Invest in, Retain, and Develop High Performing Staff	Average years of service	3	4	5	4	5
Seek All Possible Federal, State, and Local Grant Opportunities	# of projects leveraged by grant funding	*	0	2	0	2
Continue to Invest in, Retain, and Develop High Performing Staff	# of internal audits of patient care reports completed for quality assessment & improvement	563	1,238	1,200	983	1,000
Safety and Quality of Life						
Enhance Community Health, Safety, and Well-Being	% of fire and EMS service complaints investigated within 48 hours	100%	100%	100%	100%	100%
Enhance Community Health, Safety, and Well-Being	% of patient care referrals engaged by the Community Paramedic	*	89%	100%	87%	100%
Enhance Community Health, Safety, and Well-Being	% of annual commercial and multi-family residential inspections completed	97%	100%	100%	100%	100%
Enhance Community Health, Safety, and Well-Being	# of emergency preparedness classes and drills provided to internal stakeholders	46	50	40	48	40
Enhance Community Health, Safety, and Well-Being	Average fire rescue response time for emergency call (in minutes)	6:05	6:15	6:00	6:19	6:00
Enhance Community Health, Safety, and Well-Being	Fire/EMS incident response time within 6 minutes or less (dispatch to on-scene)	86%	88%	90%	84%	90%
Enhance Community Health, Safety, and Well-Being	Return of spontaneous circulation from cardiac arrest (ROSC)	40%	25%	30%	35%	30%

** Data not available for this reporting period*

FIRE RESCUE (0163)

Mission Statement

To ensure that the community receives exceptional, resilient, and efficient fire rescue, emergency medical, and life safety services, fostering a sense of resilience, trust, and collaboration among residents and responders alike.

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goals
Completed the Coconut Creek Fire Rescue Community Risk Assessment and Standards of Cover, providing a comprehensive evaluation of the department's emergency preparedness and response capabilities, and implemented targeted improvement initiatives that contributed to reduced overall response times	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Continued progress toward accreditation from the Commission on Fire Accreditation International (CFAI) by conducting a comprehensive self-assessment and initiating the draft of the Self-Assessment Model (SAM). This work validated that Coconut Creek Fire Rescue's operations met or exceeded CFAI's stringent performance standards required for accreditation	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Continued advancing the goals and objectives outlined in the department's five-year community-driven strategic plan, developed collaboratively with internal and external stakeholders	High Performance Government	Proactively Create Collaborative Communication
Completed the annual update of the City's Comprehensive Emergency Management Plan (CEMP) and migrated all Emergency Operations Center (EOC) files to a cloud-based digital platform to enhance flexibility and accessibility	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response

FIRE RESCUE (0163)

Evaluated the ongoing impact of the Community Paramedic Program and advanced efforts to enhance its overall effectiveness	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Continued aligning departmental services and internal practices with the City's broader health and wellness goals, demonstrated through the ongoing development of the Behavioral Health Awareness Program (BHAP)	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff
Installed two additional traffic pre-emption devices at key intersections—Coconut Creek Parkway at 39th/Wynmoor Drive and Coconut Creek Boulevard—to enhance signal priority and improve emergency response times across the City	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Implemented an officer development program to strengthen the skills and knowledge of current and future personnel through structured succession planning	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

FY27 Objectives	Key Area of Focus	Strategic Goals
Continue reviewing and evaluating the dispatch of emergency resources and monitoring ongoing improvement initiatives, including the First Arriving system and the turnout time initiative, to build upon the 15-second reduction already achieved in overall emergency response times	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Attend the Commission on Fire Accreditation International (CFAI) accreditation hearing to demonstrate that Coconut Creek Fire Rescue meets national performance standards and secure accreditation following the department's comprehensive self-assessment and on-site evaluation	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Work toward securing re-accreditation from the Commission on Accreditation of Ambulance Services (CAAS), a tri-annual process, with re-accreditation anticipated in FY28	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Advance the goals and objectives outlined in the department's five-year community-driven strategic plan	High Performance Government	Proactively Create Collaborative Communication

FIRE RESCUE (0163)

Complete the recertification process to maintain the department's ISO Class 1 rating	High Performance Government	Provide Outstanding Local Emergency Preparedness and Response
Complete the annual update of the City's Comprehensive Emergency Management Plan (CEMP)	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
Continue the implementation of traffic pre-emption by installing two devices at designated intersections to improve emergency vehicle response times and enhance public safety	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Enhance the skills and knowledge of personnel by providing professional development through a subject matter expert in incident command strategies and tactics, with the goal of improving fire officers' performance during emergency situations	High Performance Government	Continue to Invest in, Retain and Develop High Performing Staff

FIRE RESCUE (0163)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	**$15,615,064**	**$17,537,340**	**$18,861,990**	**7.6%**

PERSONAL SERVICES $1,266,250

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

OPERATING EXPENSES $50,140

The increase is due to costs associated with Commission on Fire Accreditation International (CFAI) and Commission on Accreditation of Ambulance Services (CAAS) that vary from year to year.

CAPITAL OUTLAY $8,260

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

FY27 Capital Outlay Needs:

2- Opticom Traffic Pre-emption System	$31,200
2- Lift Bag Sets	26,000
	$57,200

OTHER DISBURSEMENTS $0

No variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Fire Chief	1	0	1.00	1.00	0.00
Deputy Fire Chief	1	0	1.00	1.00	0.00
Accreditation Program Manager	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Assistant Chief	2	0	2.00	2.00	0.00
Battalion Chief	3	0	3.00	3.00	0.00
Captain	9	0	9.00	9.00	0.00
Division Chief	2	0	2.00	2.00	0.00
Driver Engineer	9	0	9.00	9.00	0.00
Fire Inspector	3	0	3.00	3.00	0.00
Fire and Life Safety Specialist	1	0	1.00	1.00	0.00
Fire Marshal	1	0	1.00	1.00	0.00
Firefighter Paramedic	34	0	34.00	34.00	0.00
Intern	0	1	0.50	0.50	0.00
Lieutenants	9	0	9.00	9.00	0.00
Logistics Coordinator	1	0	1.00	1.00	0.00
Senior Fire Inspector	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	**80**	**1**	**80.50**	**80.50**	**0.00**

FIRE RESCUE (0163)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$8,602,220	$9,230,560	$9,811,960
1410	OVERTIME	16,550	25,000	25,000
1430	OVERTIME-FIRE	436,879	505,600	525,000
1510	LONGEVITY	1,500	2,000	3,000
1520	INCENTIVE PAY	71,210	99,960	83,640
1550	HOLIDAY PAY	363,704	456,550	495,000
1560	SPECIAL DUTY	8,773	20,000	20,000
1570	OTHER BENEFITS	20,526	30,120	31,440
2100	FICA TAXES	709,690	792,860	841,620
2200	RETIREMENT-EMPLOYER	3,125,479	3,546,240	4,022,690
2300	GROUP INSURANCE	1,041,215	1,524,040	1,641,140
2305	LONG TERM DISABILITY	18,116	20,080	20,390
2310	BASIC LIFE ADD & STD	28,849	32,550	30,930
	TOTAL PERSONAL SERVICES	**14,444,713**	**16,285,560**	**17,551,810**
OPERATING EXPENSES				
3120	PRO SER-PHYSICALS	41,975	48,000	50,400
3190	PRO SER-OTHER	169,964	142,500	206,800
4001	TRAINING AND TRAVEL	33,117	65,870	62,420
4400	RENTAL AND LEASES	(10,940)	174,860	183,640
4605	R/M-CONTRACTS	85,218	113,800	113,800
4630	R/M-EQUIPMENT	87,806	114,470	114,470
4675	R/M- IT	39,667	68,870	67,050
4700	PRINTING	2,107	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	10,995	14,400	12,000
4811	FIRE PREVENTION PROGRAM	16,412	15,000	15,000
4916	BAD DEBTS	3,278	-	-
4920	OTHER CURRENT CHRGS-MISC	6,989	7,430	16,900
4925	C.E.R.T.	9,024	10,000	10,000
5100	OFFICE SUPPLIES	4,165	4,600	4,600
5110	EQUIPMENT-MINOR	86,508	89,180	89,180
5220	UNIFORMS	90,691	101,500	86,000
5240	OPER SUPPLIES-OTHER	30,424	37,200	37,200
5289	EMS SUPPLIES	144,240	180,000	167,980
5410	MEMBERSHIPS/DUES	9,351	9,300	9,670
5430	PUBLICATIONS/SUBSCRIPTIONS	2,576	4,860	4,870
	TOTAL OPERATING EXPENSES	**863,565**	**1,202,840**	**1,252,980**
CAPITAL OUTLAY				
6420	VEHICLES	118,825	-	-
6430	MACHINERY AND EQUIPMENT	14,000	48,940	57,200
7125	PRINCIPAL LEASE	141,755	-	-
7126	SBITA FIN PRIN.	18,643	-	-
	TOTAL CAPITAL OUTLAY	**293,223**	**48,940**	**57,200**
OTHER DISBURSEMENTS				
7225	INTEREST EXPENSE	9,728	-	-
7226	SBITA INTEREST	3,835	-	-
	TOTAL OTHER DISBURSEMENTS	**13,563**	**-**	**-**
	TOTAL EXPENDITURES	**$15,615,064**	**$17,537,340**	**$18,861,990**

FY27 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Fire Rescue	0163	Fire Rescue	$ 57,200

(2) Opticom Traffic Pre-Emption Systems **$ 31,200**

The purchase of two Opticom traffic signal pre-emption devices will enhance emergency response times by allowing fire rescue units to communicate with signalized intersections and receive priority green lights, reducing travel delays. This investment strengthens public safety and supports the City's broader efforts to modernize emergency response infrastructure. Installations planned for FY27 include the entrances to Wynmoor and Broward College, located at Coconut Creek Parkway and NW 45th Avenue, and Coconut Creek Parkway and 39th Avenue, respectively.

Strategic Goal: Provide Outstanding Local Emergency Preparedness and Response

(2) Lift Bag Sets **$ 26,000**

Extrication lift bags are essential rescue tools that allow firefighters to safely lift, stabilize, and remove heavy loads during vehicle entrapments and other complex incidents. Having these bags available on three suppression vehicles, rather than solely on a single battalion chief vehicle, ensures faster access to critical equipment when seconds matter. Distributing the lift bags across multiple frontline units increases operational readiness, reduces response delays, and provides greater flexibility for simultaneous or large scale incidents. This approach strengthens overall scene efficiency and enhances the department's ability to protect both victims and firefighters during high risk rescue operations.

Strategic Goal: Provide Outstanding Local Emergency Preparedness and Response

$ -

Strategic Goal: Select a Strategic Initiative

$ -

Strategic Goal: Select a Strategic Initiative

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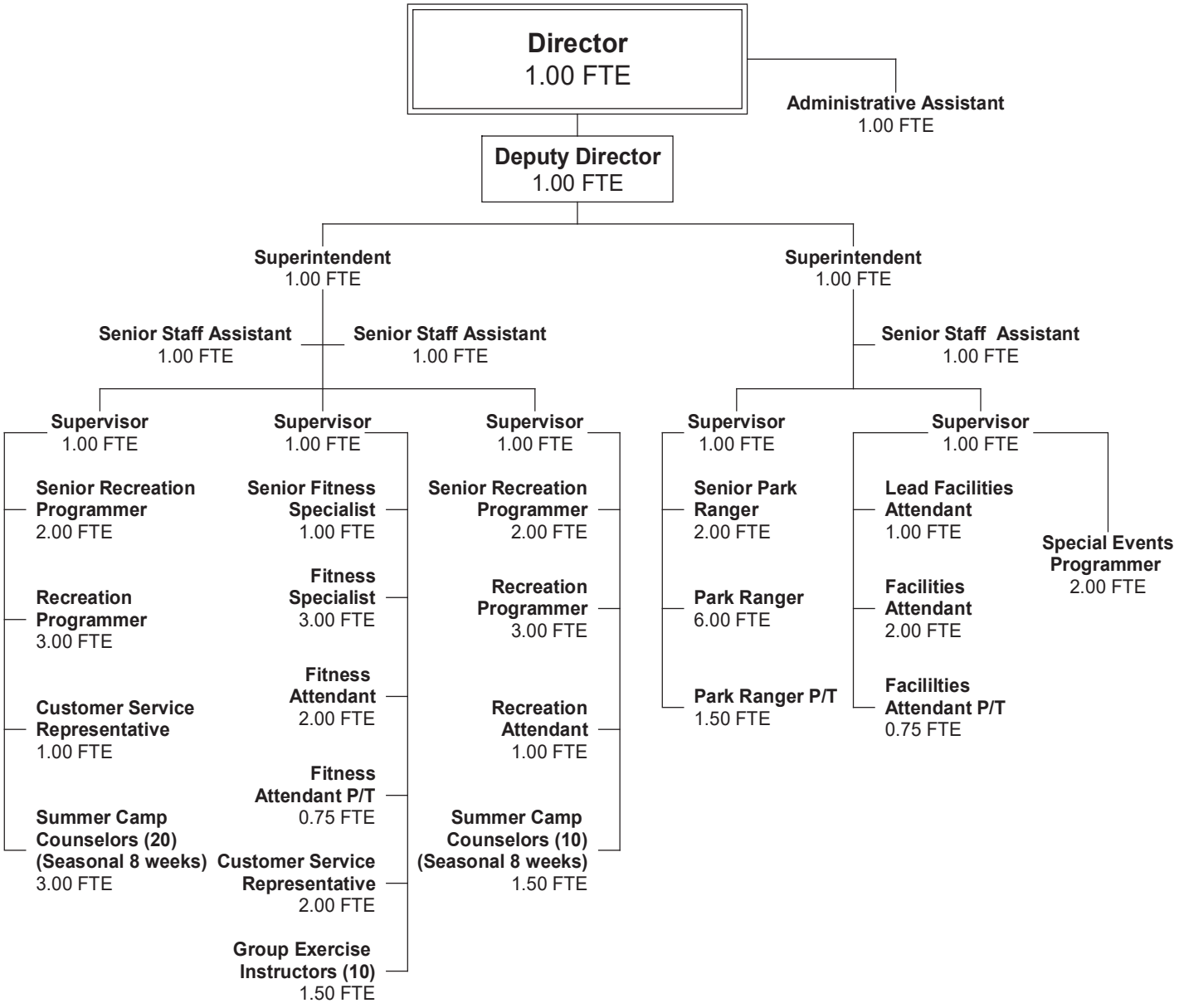
Strategic Goal: Select a Strategic Initiative

BOLD ITEMS ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET WHILE ITALICIZED ITEMS ARE NOT RECOMMENDED AND EXCLUDED

PARKS AND RECREATION



PARKS AND RECREATION
ADOPTED FISCAL YEAR 2027
FTE: 56.50 EXP: $7,220,070



PARKS AND RECREATION

CORE SERVICES DESCRIPTION

Recreation
The Recreation program is responsible for the planning, promotion, and implementation of recreation activities for various age groups and abilities. Program responsibilities include participant registration, volunteer recruitment, site reservation, and site setup/breakdown. This program also handles communication, inquiries, and concerns from patrons regarding recreation.

Parks
The Parks program assists with special events, recreational and competitive programming, and ensures the maintenance of all outdoor facilities and athletic fields/courts. Program responsibilities include shelter/field permits, shelter/field preparation, garbage/debris removal, mail/equipment transportation, banner/flag preparation, park maintenance and minor repairs, and playground safety checks. This program also handles communication, inquiries, and concerns from patrons and leagues regarding parks.

Fitness
The Fitness program is responsible for the planning, promotion, and implementation of a City-wide Health & Wellness Fitness Program. Program responsibilities include a variety of multi-level fitness classes, personal training, individual assessments and orientations, and the maintenance of fitness equipment. This program also handles communication, inquiries, and concerns from patrons regarding fitness.

Facilities
The Facilities program is responsible for the management, maintenance, and permitting of all recreation facilities. Program responsibilities include mail/equipment transportation, cleaning the interior/exterior of facilities, performing minor repairs, and site set-up/breakdown on a daily basis. This program also handles communication, inquiries, and concerns from patrons regarding facilities.

Athletics
The Athletics program is responsible for the planning, promotion, and implementation of athletic activities/leagues for various age groups and abilities. Program responsibilities include participant registration, volunteer recruitment, site reservation, site set-up/breakdown, and contracting with sports officiating vendor(s). This program also handles communication, inquiries, and concerns from patrons regarding athletics.

Special Events
The Special Events program is responsible for the planning, promotion, and implementation of special events for various age groups and abilities. Program responsibilities include the coordination and recruitment of volunteers, entertainment, sponsors, private and public agencies, and various groups and organizations to produce and promote City and co-sponsored special events. Responsibilities also include site permits, site set-up/breakdown, and contracting with vendors to manage the staging and implementation of special events. This program also handles communication, inquiries, and concerns from patrons regarding special events.

Camps

The Camps program is responsible for the planning, promotion, and implementation of day and seasonal camp programs. Programming responsibilities include participant registration, recreational/athletic activities development, field trip and bus transportation scheduling, securing professional services, site set-up/breakdown, and cleaning of facilities. Department personnel oversee seasonal staff and volunteers, as well as handle communication, inquiries, and concerns from patrons regarding camps.

Culture and Arts

The Culture and Arts program is responsible for the planning, promotion, and implementation of cultural programs for various age groups and abilities. Program responsibilities include participant registration, volunteer recruitment, site reservation, and site set-up/breakdown. This program also handles communication, inquiries, and concerns from patrons regarding culture and arts.

PARKS AND RECREATION KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Adaptable and Transformative Mobility						
Expand Safe and Walkable/Bikeable Options Across the Community	% of City parks connected to each other via sidewalk, bike lane, or multipurpose	67%	67%	70%	67%	70%
Plan for Transportation Technology	# of Alternative Fuel charging stations at Parks and Recreation facilities or in City parks	8	8	10	8	8
Resilience and Resource Stewardship						
Promote Resilient Practices Among Residents, Business, and City Operations	% of special events that offer/utilize recyclable products/materials	80%	79%	80%	93%	85%
Strengthen Long-Term Community Resilience and Resource Stewardship	# of resiliency focused public educational events	6	9	7	9	8
Strategic Growth and Economic Vitality						
Protect the Small Town Feeling and Look	Total hours worked by volunteers	12,927	14,118	14,000	13,537	14,200
Protect the Small Town Feeling and Look	% of completion of the Parks and Recreation Master Plan	16%	16%	26%	26%	31%
Enhance Technological Connectivity	% of participants utilizing online registration for programs/activities	47%	54%	55%	55%	56%
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	5	3	5	3	5
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	23	20	24	17	24
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	98%	89%	100%	98%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	8	9	10	9	10
Seek All Possible Federal, State and Local Grant Opportunities	# of projects leveraged by grant funding	*	0	3	0	3
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	Customer satisfaction (survey)	97%	97%	97%	92%	97%
Enhance Community Health, Safety and Well-Being	% of resident/non-resident participation in programs/activities	82% / 18%	84% / 16%	85% / 15%	85% / 15%	85% / 15%
Enhance Community Health, Safety and Well-Being	# of park and facility permits/reservations	10,782	10,858	10,800	9,334	10,800
Enhance Community Health, Safety and Well-Being	Summer camp vacancy rate	0%	0%	2%	0%	1%
Enhance Community Health, Safety and Well-Being	Creek Fit members	2,060	2,291	2,200	2,474	2,400
Enhance Community Health, Safety and Well-Being	Creek Fit members retention rate	84%	85%	87%	84%	87%
Promote Arts, Culture, and Entertainment Across the City	# of programs dedicated to arts and culture	27	41	40	52	41

** Data not available for this reporting period*

PARKS AND RECREATION (0183)

Mission Statement

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

Division Services

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

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Completed the Sunshine Drive Park and Donaldson Park improvements	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Installed signage and implemented enforcement of rules for electric bikes, motorized mobility devices, and motorized scooters throughout all parks	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Promoted the Pass Up Plastics Pledge by incorporating language into the pavilion reservation permit	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Established resident-priority at the Butterfly Festival, generating revenue from non-resident amusement ride wristbands	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Implemented a reimbursement incentive program for volunteer coaches	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Developed a comprehensive Parks and Recreation fee structure update	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods

PARKS AND RECREATION (0183)

FY27 Objectives	Key Area of Focus	Strategic Goal
Evaluate community needs and develop a programming plan for the LEED Building at Oak Trails Park	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Develop standard operating procedures and policies for the Parks and Recreation Department	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods
Evaluate existing Creek Sports policies and procedures, engage the community for input, and determine the future direction of Creek Sports	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Develop and implement a plan and procedures, in coordination with public safety agencies, for managing outdoor special events during extreme weather, prioritizing public safety	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
Complete Phase I improvements at Lakeside Park	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

PARKS AND RECREATION (0183)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$5,971,903	$7,219,830	$7,220,070	0.0%

PERSONAL SERVICES ($83,660)

The variance is primarily due to workforce changes partially offset by salary, health insurance, retirement, and pay-for-performance adjustments.

OPERATING EXPENSES ($11,600)

The variance is primarily due to costs associated with professional contractual services for special events.

CAPITAL OUTLAY $95,500

The variance is due to varying capital needs from year to year.

FY27 Capital Outlay Needs:

Community Center Basketball Backboard Height Adjustment System	$32,000
Resurface Park Facilities at Winston Park	24,000
Toro Utility Vehicle	24,000
Soccer Goal Replacements	24,000
Glass Partition at Community Center	10,000
Trailer for Special Events	9,500
Pickleball Court Lines in Recreation Complex	7,000
	$130,500

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Deputy Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Customer Service Representative	3	0	3.00	3.00	0.00
Facilities Attendant	2	1	2.75	2.75	0.00
Fitness Attendant	2	1	2.75	2.75	0.00
Fitness Intern	0	1	0.50	0.50	0.00
Fitness Specialist	3	0	3.00	3.00	0.00
Group Exercise Instructors	0	10	1.50	1.50	0.00
Lead Facilities Attendant	1	0	1.00	1.00	0.00
Park Ranger	6	2	7.50	7.50	0.00
Parks & Recreation Superintendent	2	0	2.00	2.00	0.00
Parks & Recreation Supervisor	5	0	5.00	5.00	0.00
Recreation Attendant	1	0	1.00	1.00	0.00
Recreation Intern	0	2	1.00	1.00	0.00
Recreation Programmer	6	0	6.00	6.00	0.00
Senior Fitness Specialist	1	0	1.00	1.00	0.00
Senior Park Ranger	2	0	2.00	2.00	0.00
Senior Recreation Programmer	4	0	4.00	4.00	0.00
Senior Staff Assistant	3	0	3.00	3.00	0.00
Special Events Planner	0	0	0.00	0.00	0.00
Special Events Programmer	2	0	2.00	2.00	0.00
Summer Camp Counselor	0	30	4.50	4.50	0.00
TOTAL	**46**	**47**	**56.50**	**56.50**	**0.00**

PARKS AND RECREATION (0183)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$3,537,974	$4,174,190	$3,982,620
1410	OVERTIME	23,742	28,000	50,000
1510	LONGEVITY	32,000	34,500	33,000
1550	HOLIDAY PAY	10,613	15,000	15,000
1570	OTHER BENEFITS	7,424	7,380	6,480
2100	FICA TAXES	267,318	324,820	313,670
2200	RETIREMENT-EMPLOYER	520,228	595,620	551,990
2300	GROUP INSURANCE	547,172	799,730	945,670
2305	LONG TERM DISABILITY	7,660	9,190	8,920
2310	BASIC LIFE ADD & STD	11,826	14,210	11,630
2700	VEHICLE ALLOWANCE	13,279	13,200	13,200
	TOTAL PERSONAL SERVICES	**4,979,237**	**6,015,840**	**5,932,180**
OPERATING EXPENSES				
3190	PRO SER-OTHER	2,149	-	-
3412	CONTRACT SER-OTHER	89,777	104,580	109,120
3450	PUBLIC SERVICE	1,949	3,000	3,000
4001	TRAINING AND TRAVEL	17,255	20,500	30,000
4605	R/M CONTRACTS	24,238	31,500	30,080
4630	R/M-EQUIPMENT	-	7,000	7,000
4650	R/M-BUILDING	2,950	12,200	9,000
4675	R/M IT	9,183	10,300	10,610
4800	PROMOTIONAL ACTIVITIES	-	10,250	10,000
4801	BUTTERFLY SPECIAL EVENTS	329,016	449,490	439,490
4914	EMERGENCY PREPARATIONS	426	750	750
4920	OTHER CURRENT CHRGS-MISC	6,644	6,600	6,700
5100	OFFICE SUPPLIES-NORTH	477	2,500	2,500
5101	OFFICE SUPPLIES-SOUTH	1,898	2,200	2,200
5102	OFFICE SUPPLIES-CENTRAL	937	1,000	1,000
5103	OFFICE SUPPLIES-FITNESS	286	500	500
5110	EQUIPMENT-MINOR	32,097	38,390	38,390
5220	UNIFORMS	3,256	6,280	4,000
5230	JANITORIAL SUPPLIES	11,742	13,100	13,100
5240	OPER SUPPLIES-OTHER	6,058	6,740	6,740
5242	OPER SUPPLIES-OTHER-CENTRAL	42,496	31,000	31,000
5250	SUMMER RECREATION PROGRAM	163,140	188,900	185,000
5251	ATHLETICS-NORTH	40,653	49,010	49,010
5253	REC/ACTIVITIES-NORTH	25,734	43,050	39,050
5254	FITNESS PROGRAM	8,171	9,200	9,200
5256	CERTIFIED 5K RUN	23,151	30,200	30,200
5261	ATHLETICS-SOUTH	47,146	56,670	56,670
5263	REC/ACTIVITIES-SOUTH	8,921	21,580	21,580
5410	MEMBERSHIPS/DUES	5,120	4,700	4,700
5430	PUBLICATIONS/SUBSCRIPTIONS	6,148	7,800	6,800
	TOTAL OPERATING EXPENSES	**911,019**	**1,168,990**	**1,157,390**
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	550	29,000	31,000
6414	COMPUTER EQUIPMENT	2,786	-	-
6430	MACHINERY AND EQUIPMENT	78,312	6,000	99,500
	TOTAL CAPITAL OUTLAY	**81,648**	**35,000**	**130,500**
	TOTAL EXPENDITURES	**$5,971,903**	**$7,219,830**	**$7,220,070**

FY27 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Parks and Recreation	0183	Parks and Recreation	$ 89,000

Resurface Park Facilities (Winston Park and Recreation Complex) — $ 24,000

Currently, the Winston Park Restroom Facility and the Recreation Complex Pavilion/Restroom Facility have flooring surfaces covered with epoxy materials. Over time, the epoxy has developed defects and shows significant wear and tear, making routine maintenance of the flooring increasingly difficult. This project proposes the removal of the existing epoxy flooring at both the Winston Park Restroom Facility and the Recreation Complex Pavilion/Restroom Facility. The epoxy will be removed by grinding the surface and restoring the concrete flooring through staining, returning the surface to a more durable and natural finish.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Glass Partition at Community Center Front Desk Area — $ 10,000

A glass partition acts as an important safety barrier, especially in spaces that are open to the public. Staff feel safer and less stressed knowing there is a protective barrier in place, which can improve focus and customer service. Currently, plastic barriers installed during COVID-19 are still in use; however, a permanent glass partition would also help prevent the spread of germs from the public. Modern safety glass looks clean and welcoming, providing protection without making the front desk feel like a fortress. The Community Center has two main entrances, allowing public accessibility from both sides of the front desk. While the North Recreation Complex is expected to have a glass partition installed during upcoming construction, a similar solution is needed for the Community Center.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Toro Utility Vehicle — $ 24,000

During the month of January 2026, all three existing utility vehicles were out of service and placed at Fleet due to multiple mechanical issues. Ongoing problems have been experienced with both Polaris carts, including repeated breakdowns. Fleet has also indicated that replacement parts can be difficult to obtain at times, resulting in extended downtime and reduced operational capacity. By adding a utility vehicle, it would allow rangers to efficiently patrol parks, perform duties, and respond to resident request and or concerns.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Pickleball Court Lines in Recreation Complex Gymnasium — $ 7,000

Funding is requested to install indoor pickleball court lines on the existing gymnasium floor. Pickleball participation continues to grow rapidly, and permanent court markings will allow the facility to efficiently utilize existing space for leagues, instructional programs, and open play. This will increase facility usage, support community wellness, and create additional programming and revenue opportunities. Permanent or professionally applied floor lines provide clear, standardized court boundaries, which improves gameplay and reduces confusion or potential safety concerns compared to temporary tape or portable markers.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Soccer Goal Replacements — $ 24,000

Two sets of soccer goals require replacement due to age, wear, and safety concerns. Over time, exposure to weather and frequent use has caused structural deterioration, including rusted frames, weakened joints, and damaged nets. Replacing these goals ensures compliance with safety standards, maintains the quality of programming, and supports a positive recreational experience for participants.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

BOLD ITEMS ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET WHILE ITALICIZED ITEMS ARE NOT RECOMMENDED AND EXCLUDED

FY27 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Parks and Recreation	0183	Parks and Recreation	$ 41,500

Community Center Basketball Backboard Height Adjustment System **$ 32,000**

The current manual height adjustment system for our basketball hoops requires significant staff time and physical effort, which can lead to scheduling delays and increased risk of strain or injury. Transitioning to an automatic height adjustment system will streamline operations by allowing quick and precise changes. This improvement will enable seamless transitions between youth and adult programs, tournaments, and special events, enhancing the overall experience for participants. Additionally, the upgrade reduces ongoing maintenance labor, improves safety, and positions the Community Center as a modern, efficient facility that prioritizes convenience and accessibility for all users. Investing in this system supports our commitment to operational excellence and community satisfaction. ($22,000 equipment, approximately $10,000 for electrician/plans).

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Trailer for Special Events **$ 9,500**

The events team requires an additional trailer. We originally purchased one trailer to meet the specific needs of the Hometown Market, but we have found that having an enclosed trailer is highly beneficial and it is now used for most major events. A second trailer would improve labor efficiency, allowing us to prepare for multiple events simultaneously, reduce the need for repeated reconfigurations, and provide a backup in case one trailer becomes inoperable. This investment effectively pays for itself through increased operational efficiency.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

$ -

Strategic Goal:

$ -

Strategic Goal:

$ -

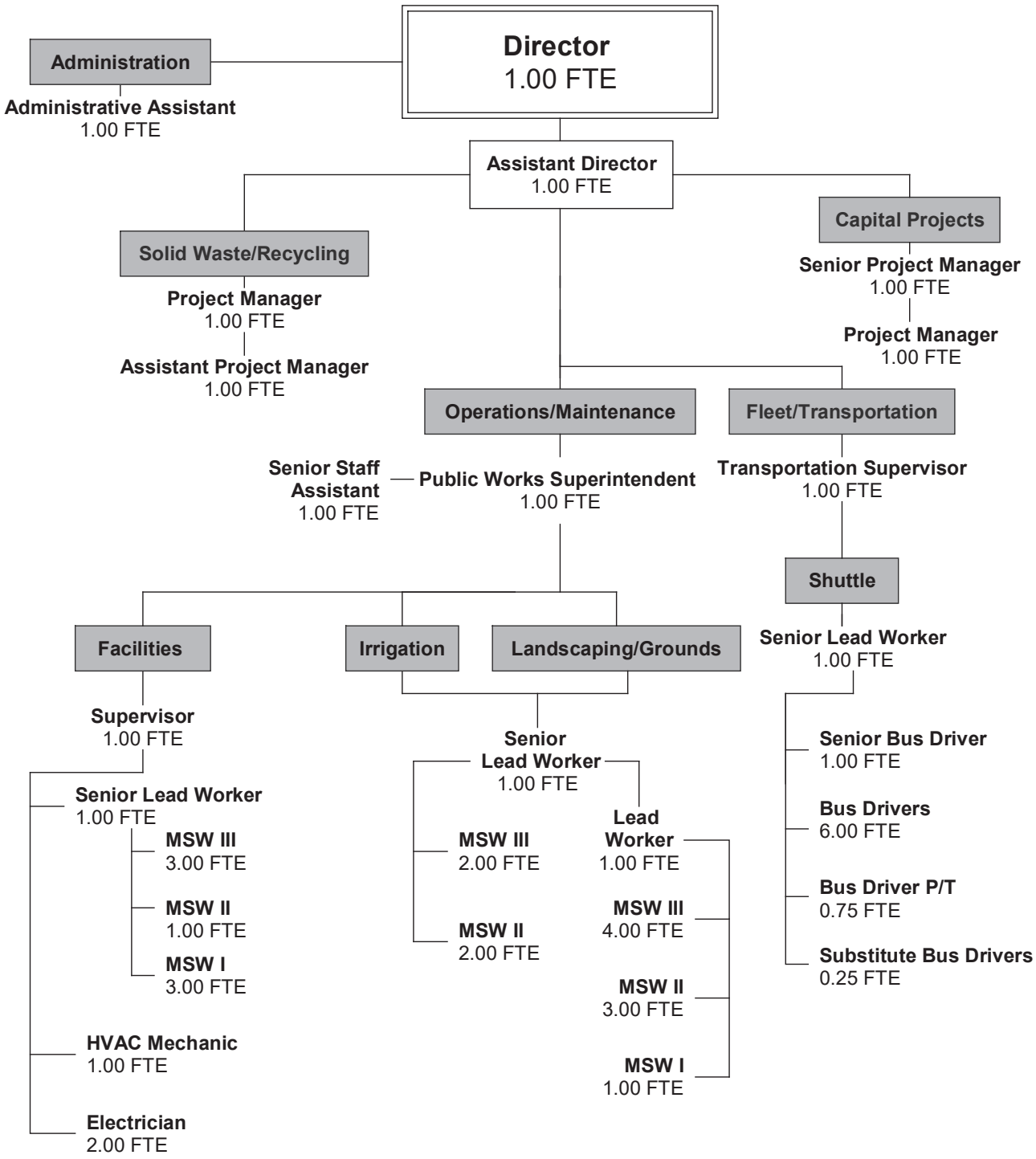
Strategic Goal:

BOLD ITEMS ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET WHILE ITALICIZED ITEMS ARE NOT RECOMMENDED AND EXCLUDED

PUBLIC WORKS



PUBLIC WORKS
ADOPTED FISCAL YEAR 2027
FTE: 45.50 EXP: $13,091,120



PUBLIC WORKS

CORE SERVICES DESCRIPTION

Solid Waste, Recycling and Household Hazardous Waste (HHW)

The Solid Waste, Recycling, and Household Hazardous Waste Division is responsible for monitoring compliance of the City's franchised waste hauler for garbage, bulk, and yard trash collection. The program operates two Recycling Drop-off Centers, conducts household hazardous waste events, prepares and administers grants, and develops community outreach and educational programs to boost single-family, multi-family, and commercial recycling efforts. It also monitors compliance with the City's agreement with Waste Management, which limits odorous wastes. Additionally, the County and 28 municipalities formed the Solid Waste and Recyclable Materials Processing Authority to create and implement a long-term plan for waste disposal, reduction, recycling, and reuse in Broward County. The plan emphasizes environmental resilience, transparency, innovation, and economic efficiency.

Facilities and Property Maintenance

The Facilities and Property Maintenance Division, utilizing City personnel and private contractors, oversees custodial services, general repairs, installations, and preventative maintenance for over 280,000 sq. ft. of buildings. Key facilities include the Category 5-rated Public Works Building housing the City's Emergency Operations Center, three Fire Stations, the Police Department, City Hall, Recreation Center, Community Center, and the Utilities and Engineering Building. The Division also manages City-owned assets such as streetlights, parking lot lighting, sports facilities, landscaped medians, parks, playgrounds, trails, EV chargers, bus shelters, pavilions, scoreboards, emergency generators, solar arrays, surge suppression systems, lightning detection equipment, irrigation systems, HVAC systems, and playing surfaces. It oversees post-storm debris removal and maintenance of over 6,000 trees. Additional responsibilities include condition assessments, landscape design, pruning, weeding, fertilization, planting and removal, reclaimed water irrigation, and pest management. The Division also supports equipment setup and breakdown for City meetings and events.

Capital Projects

The Capital Projects Program oversees the management of significant capital endeavors encompassing the construction, renovation, and upkeep of buildings, parks, medians, trails, landscape enhancements, and diverse amenities. This includes various tasks such as project development, cost estimation, budgeting, planning, permitting, grant administration, design, and stakeholder engagement.

Transportation

The Transportation Division provides for operation of the City's mass transportation and fleet maintenance programs. The mass transportation program consists of free Community Bus and Butterfly Express services designed to provide safe and convenient transportation to specific areas of interest both within City limits, as well as connection points to Broward County's larger bus system. The fleet maintenance program provides for the purchase, maintenance, repair and surplus management of all City owned vehicles and equipment, as well as the City's fuel management, storage, and dispensing systems.

PUBLIC WORKS KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Adaptable and Transformative Mobility						
Increase Public Transportation Opportunities	# of passengers per year (shuttle + express)	54,986	52,315	55,000	45,190	55,000
Increase Public Transportation Opportunities	# of passengers system wide per hour (pph) (shuttle + express)	5	6	6	3	6
Plan for Transportation Technology	% of applicable fleet converted to Alternative Fuel Vehicles	1%	1%	1%	1%	1%
Invest in Maintenance of All Mobility Systems	% of City vehicles in service that exceeds age and mileage replacement criteria	30%	16%	15%	18%	15%
Resilience and Resource Stewardship						
Strengthen Long-Term Community Resilience and Resource Stewardship	# of pounds collected at the Recycling Drop-off Center annually	97,672	156,018	150,000	172,914	160,000
Strengthen Long-Term Community Resilience and Resource Stewardship	# of City participants at household hazardous waste and electronics recycling events	426	370	500	508	500
Plan Ahead for Emerging Technologies and Business Methods	# of facility and equipment replacements updated with energy efficient systems	11	8	8	11	5
Plan Ahead for Emerging Technologies and Business Methods	# of CIP's with resilient components	19	19	9	20	4
Strategic Growth and Economic Vitality						
Protect the Small Town Feeling and Look	# of landscaping and lighting enhancements projects completed	24	19	5	26	4
High Performance Government						
Seek All Possible Federal, State and Local Grant Opportunities	# of projects leveraged by grant funding	*	6	3	4	2
Continue to Invest in, Retain and Develop High Performing Staff	% of projects completed within budget	91%	89%	100%	90%	100%
Continue to Invest in, Retain and Develop High Performing Staff	% of budgeted projects completed within pre-established timeframes	94%	87%	90%	88%	85%
Plan Ahead for Emerging Technologies and Business Methods	% of scheduled preventative maintenance completed	100%	98%	100%	93%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	14	12	20	10	15
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	98%	98%	9%	100%	98%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	9	10	10	10	11
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	Customer satisfaction (survey)	92%	93%	96%	88%	97%
Enhance Community Health, Safety and Well-Being	# of safety audits and inspections of City facilities and equipment	74	59	80	30	25

** Data not available for this reporting period*

FACILITIES AND PROPERTY MAINTENANCE (0173)

Mission Statement

To provide professional and cost-effective construction, maintenance, repairs, renovations, and property management for all City-owned properties and facilities while protecting, enhancing, and promoting the City's natural resources.

Division Services

The Facilities and Property Maintenance Division provides management and customer service support in all trades including electrical, plumbing, carpentry, and HVAC; general facility, property, and landscape maintenance; renovation of facilities and athletic fields, common areas, and park structures; new construction; and project quality assurance services. Arborist services are provided for the management of all natural resources and City-owned properties. Staff provides contract management and administration of landscape and janitorial services as well as disaster debris management and monitoring services.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Commenced the design of the Police Station Improvements project	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Completed construction of the Sabal Pines Park Cypress Pavilion Renovation project	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Began construction of the Oak Trails Park Phase I Improvement project	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Completed construction of the Donaldson Park Improvement project	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Initiated the design for the Government Center Courtyard and Parking Lot Renovations	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Completed construction of the Sunshine Drive Park Improvement project	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look
Continued evaluating City facility energy usage and pursuing grants to implement recommended improvements	Resilience and Resource Stewardship	Plan Ahead for Emerging Technologies and Business Methods

FY27 Objectives	Key Area of Focus	Strategic Goal
Complete construction of the Oak Trails Park Phase I Improvements project	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Begin construction of the Recreation Complex Renovation Project	Strategic Growth and Economic Vitality	Protect the Small Town Feeling and Look

FACILITIES AND PROPERTY MAINTENANCE (0173)

Complete the Lyons Road Pedestrian Lighting project	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Begin construction of the Fleet Building Renovation project	Resilience and Resource Stewardship	Promote Resilient Practices Among Residents, Business, and City Operations
Identify and apply for grant funding for the Police Station Improvements	Resilience and Resource Stewardship	Promote Resilient Practices Among Residents, Business, and City Operations
Complete construction of the Lakeside Park Phase I Improvements project	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

FACILITIES AND PROPERTY MAINTENANCE (0173)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$7,374,356	$8,865,850	$9,678,740	9.2%

PERSONAL SERVICES $155,530

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

OPERATING EXPENSES $473,360

The variance is primarily due to increases in contractual services, mainly due to the addition of recycling services.

CAPITAL OUTLAY $184,000

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

FY27 Capital Outlay Needs:

Community Center Elevator	$200,000
Toro Athletic Turf Mower	90,000
Utilities & Engineering Entry Gate	30,000
Toro Sand Pro	29,000
Fraise Mower	27,000
Toro Cart	25,000
Scissor Lift	18,000
	$419,000

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Assistant Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Assistant Project Manager	1	0	1.00	1.00	0.00
Electrician	2	0	2.00	2.00	0.00
Facilities Maintenance Supervisor	1	0	1.00	1.00	0.00
HVAC Mechanic	1	0	1.00	1.00	0.00
Intern	0	1	0.50	0.50	0.00
Maintenance Service Worker I	4	0	4.00	4.00	0.00
Maintenance Service Worker II	6	0	6.00	6.00	0.00
Maintenance Service Worker III	9	0	9.00	9.00	0.00
Public Works Lead Worker	1	0	1.00	1.00	0.00
Project Manager	2	0	2.00	2.00	0.00
Public Works Superintendent	1	0	1.00	1.00	0.00
Senior Lead Worker	2	0	2.00	2.00	0.00
Senior Project Manager	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
TOTAL	**35**	**1**	**35.50**	**35.50**	**0.00**

FACILITIES AND PROPERTY MAINTENANCE (0173)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$2,661,387	$3,041,550	$3,134,470
1410	OVERTIME	77,259	88,000	88,000
1510	LONGEVITY	22,000	24,000	22,500
1570	OTHER BENEFITS	20,548	21,300	20,820
2100	FICA TAXES	209,079	240,840	250,840
2200	RETIREMENT-EMPLOYER	417,859	477,190	483,410
2300	GROUP INSURANCE	455,599	632,660	682,160
2305	LONG TERM DISABILITY	6,265	7,350	7,430
2310	BASIC LIFE ADD & STD	9,725	11,450	10,240
2700	VEHICLE ALLOWANCE	13,279	13,200	13,200
	TOTAL PERSONAL SERVICES	**3,892,999**	**4,557,540**	**4,713,070**
OPERATING EXPENSES				
3121	PRO SER-LANDFILL	-	50,000	50,000
3144	PRO SER-ENGINEERING	1,155	9,000	109,000
3190	PRO SER-OTHER	26,820	25,000	25,000
3412	CONTRACT SER-OTHER	82,543	10,000	298,050
4001	TRAINING AND TRAVEL	9,383	16,500	16,500
4310	UTILITIES-ELECTRIC	689,249	788,000	788,000
4322	UTILITIES-WATER	226,149	250,000	250,000
4400	RENTAL AND LEASES	2,743	31,000	31,000
4605	R/M-CONTRACTS	1,686,027	2,036,780	1,988,410
4630	R/M-EQUIPMENT	38,826	64,000	87,800
4650	R/M-BUILDING	173,845	235,830	243,830
4652	R/M-HVAC	58,923	71,600	74,100
4662	R/M-GROUNDS	213,969	232,870	273,370
4700	PRINTING	-	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	-	20,000	5,000
4815	ENVIRONMENT/CONSERVATION	26,251	80,000	150,000
4914	EMERGENCY PREPARATIONS	706	4,000	4,000
4920	OTHER CURRENT CHRGS-MISC	2,109	4,500	4,500
5100	OFFICE SUPPLIES	5,734	7,500	7,500
5110	EQUIPMENT-MINOR	5,096	16,200	16,200
5220	UNIFORMS	12,580	21,000	21,000
5240	OPER SUPPLIES-OTHER	2,706	4,000	4,000
5245	REPLACE PARK FURNISHINGS	9,671	15,000	15,000
5290	MINOR TOOLS	9,389	10,000	10,000
5410	MEMBERSHIPS/DUES	3,149	3,450	3,710
5430	PUBLICATIONS/SUBSCRIPTIONS	60,875	66,080	69,700
	TOTAL OPERATING EXPENSES	**3,347,899**	**4,073,310**	**4,546,670**
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	-	130,000	-
6420	VEHICLES	200	-	-
6430	MACHINERY AND EQUIPMENT	133,259	105,000	419,000
	TOTAL CAPITAL OUTLAY	**133,459**	**235,000**	**419,000**
	TOTAL EXPENDITURES	**$7,374,356**	**$8,865,850**	**$9,678,740**

FY27 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name	Total Cost
Public Works	0173	Facility and Property Maintenance	$ 299,000

Community Center Elevator — $ 200,000

The Community Center elevator is a critical accessibility feature for our residents, but it has been experiencing frequent mechanical issues due to aging components. Repairs have become increasingly costly, as many parts are obsolete and require special ordering, often leading to extended downtime. Breakdown costs include labor for specialized technicians, expedited shipping for hard-to-source components, and safety inspections after each repair. Investing in this budget allocation ensures continued safe and reliable operation, minimizes service interruptions, and addresses the rising costs and challenges associated with maintaining an older, hard-to-service elevator system.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Toro Cart — $ 25,000

The 1997 Toro utility cart, unit #653, is an essential piece of equipment for maintaining our athletic fields, but its age has made replacement parts increasingly difficult to source, resulting in longer repair times and higher costs. To keep up with the ongoing demand for field maintenance and ensure timely operations, we are proposing to replace this outdated diesel cart with a modern electric unit. This transition to electric will reduce emissions, lower operating costs, and provide a more sustainable and efficient solution for our athletic facilities.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Toro Sand Pro — $ 29,000

Our current Toro Sand Pro, unit #978, used for athletic field maintenance, is a 2011 model and has reached the end of its reliable service life. After more than a decade of heavy use, it requires frequent repairs, and replacement parts are increasingly difficult to source. Replacing this aging unit is essential to maintain the quality of our athletic fields, improve operational efficiency, and reduce ongoing maintenance costs.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Scissor Lift — $ 18,000

The 1997 scissor lift, unit #617, is in urgent need of replacement. After more than 25 years of service, repairs have become frequent and costly, and replacement parts are increasingly difficult to source. Continuing to rely on this outdated equipment risks extended downtime and operational delays, particularly for tasks that require safe access to elevated areas. A new scissor lift would ensure reliability, improve safety, and maintain efficiency for our ongoing maintenance and construction projects.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Fraise Mower — $ 27,000

Adding a Fraise mower to the Athletic Field Division allows us to bring field maintenance fully in-house, reducing reliance on outside contractors and lowering long-term costs. The primary use of this specialized mower is to reduce hazards associated with the clay and sod interface. This equipment ensures a higher level of control over the quality and consistency of our fields, allows for quicker response to scheduling demands and special events, and ultimately helps maintain safer, better-performing athletic surfaces for our community.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

BOLD ITEMS ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET WHILE ITALICIZED ITEMS ARE NOT RECOMMENDED AND EXCLUDED

FY27 NEW CAPITAL OUTLAY

Department Name	Fund/Div. No	Fund/Div. Name		Total Cost
Public Works	0173	Facility and Property Maintenance	$	120,000
Toro Athletic Turf Mower			**$**	**90,000**

Our 2018 athletic field mower, unit #3098, which primarily services the fields at Sabal Pines Park, has accumulated a high number of operating hours and is showing signs of wear. Due to its age and usage, maintenance is becoming increasingly challenging, as parts are harder to obtain and Fleet Services require significant time to repair. By repurposing this mower as a spare unit, we can minimize disruptions to field maintenance schedules, avoid the risks and inefficiencies of transferring other mowers between locations, and ensure continued safe and reliable operation across all athletic fields.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Utilities and Engineering Entry Gate	**$**	**30,000**

The current Utilities and Engineering gate has proven to be problematic due to its substantial weight. Over time, the heavy steel structure has caused excessive strain on the gate operators, leading to frequent maintenance issues and operational failures. The added weight also increases wear on hinges and support mechanisms, resulting in costly repairs and downtime.

Strategic Goal: Enhance Community Health, Safety, and Well-Being

Winston Park Tower Faux Pine Branches	*$*	*70,000*

The Winston Park Tower faux pine branches were intended to camouflage the telecommunications equipment. The tower branches are showing visible signs of aging and deterioration. While there are no immediate safety concerns, the wear and discoloration have diminished its aesthetic effectiveness and overall appearance. Rebranching is necessary to restore the tower's original purpose of blending into the surrounding environment.

Strategic Goal: Protect the Small Town Feeling and Look

	$	-

Strategic Goal:

	$	-

Strategic Goal:

BOLD ITEMS ARE RECOMMENDED AND INCLUDED IN THE ADOPTED BUDGET WHILE ITALICIZED ITEMS ARE NOT RECOMMENDED AND EXCLUDED

FLEET SERVICES (0175)

Mission Statement

To provide quality cost effective maintenance, repair, and modifications to all City vehicles and equipment, thus increasing service life and availability.

Division Services

The Fleet Services Division provides contract administration and customer service support. The Fleet Services contractor provides maintenance/repair to all City equipment to include police and fire units, heavy/light trucks, administrative vehicles, and large and small engine equipment (backhoes, lawn equipment, generators, chainsaws, etc.). In addition, this division facilitates necessary vehicle modifications to address the varying operational needs of the departments, as well as management of the City's fueling station. The primary focus of this division is to extend vehicle and equipment life, reduce repair costs by utilizing the City's Comprehensive Preventative Maintenance Program, and maintain a high level of service in accordance with Original Equipment Manufacturer (OEM) standards.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Incorporated additional Fleet vehicle charging stations in the design at Sabal Pines Park	Adaptable and Transformative Mobility	Plan for Transportation Technology
Oversaw the maintenance of the City's fleet to ensure contract compliance	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Performed annual testing of the City's fuel and conducted cleaning where applicable to enhance vehicle and equipment reliability	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
Replaced two City vehicles with alternative fuel vehicles to support the City's resiliency efforts	Adaptable and Transformative Mobility	Plan for Transportation Technology
Ensured ongoing maintenance and support for Fire Apparatus Vehicles within the Fleet Building to maintain operational readiness and safety standards	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Completed the replacement of the fuel island canopy	Adaptable and Transformative Mobility	Plan for Transportation Technology

FY27 Objectives	Key Area of Focus	Strategic Goal
Oversee the maintenance of the City's fleet and Fire Apparatus vehicles to ensure contract compliance	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Perform annual testing of the City's fuel and conduct cleaning where applicable to enhance vehicle and equipment reliability	Safety and Quality of Life	Provide Outstanding Local Emergency Preparedness and Response
Oversee the renovation of the Fleet Building	Strategic Growth and Economic Vitality	Provide Outstanding Local Emergency Preparedness and Response

FLEET SERVICES (0175)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	**$2,026,364**	**$2,495,350**	**$2,552,070**	**2.3%**

PERSONAL SERVICES $14,210

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

OPERATING EXPENSES $137,510

The variance is primarily due to increased contractual service costs related to the addition of Fire Fleet Maintenance to existing services, as well as anticipated increases in fuel costs.

CAPITAL OUTLAY ($95,000)

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

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Transportation Supervisor	1	0	1.00	1.00	0.00
TOTAL	**1**	**0**	**1.00**	**1.00**	**0.00**

FLEET SERVICES (0175)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$110,944	$123,270	$133,400
1510	LONGEVITY	-	500	500
1570	OTHER BENEFITS	905	900	900
2100	FICA TAXES	7,850	9,540	10,310
2200	RETIREMENT-EMPLOYER	15,255	17,370	18,200
2300	GROUP INSURANCE	18,009	28,620	31,120
2305	LONG TERM DISABILITY	251	270	260
2310	BASIC LIFE ADD & STD	423	460	450
	TOTAL PERSONAL SERVICES	**153,637**	**180,930**	**195,140**
OPERATING EXPENSES				
3190	PRO SER-OTHER	2,154	5,780	7,180
4001	TRAINING AND TRAVEL	-	1,250	1,250
4605	R/M-CONTRACTS	1,159,278	1,309,550	1,373,980
4616	CAR WASH SERVICES	10,969	10,000	10,000
4628	R/M-VEHICLE MODIFICATIONS	21,284	25,000	16,000
4630	R/M EQUIPMENT	11,060	15,000	18,000
4670	R/M-OTHER	5,855	9,000	15,000
4675	R/M IT	19,614	22,040	23,150
4920	OTHER CURRENT CHRGS-MISC	5,153	5,900	5,900
5110	EQUIPMENT-MINOR	-	-	10,000
5210	FUEL	636,812	815,340	875,420
5410	MEMBERSHIPS/DUES	549	560	1,050
	TOTAL OPERATING EXPENSES	**1,872,727**	**2,219,420**	**2,356,930**
CAPITAL OUTLAY				
6430	MACHINERY AND EQUIPMENT	-	95,000	-
	TOTAL CAPITAL OUTLAY	**-**	**95,000**	**-**
	TOTAL EXPENDITURES	**$2,026,364**	**$2,495,350**	**$2,552,070**

COMMUNITY TRANSPORTATION (1177)

Mission Statement

To provide clean, safe, reliable, and efficient fixed route transportation services and special event transportation for City sponsored activities to residents and citizens of the City of Coconut Creek.

Division Services

The Community Transportation Division provides local fixed route, special event, department requested transports, and emergency response transportation services.

FY26 Accomplishments	Key Area of Focus	Strategic Goals
Continued to promote Community Shuttle through the development and implementation of a comprehensive mass transit promotional program	Adaptable and Transformative Mobility	Increase Public Transportation Opportunities
Collaborated with the Resilient Design and Development Department to pursue grant and/or surtax funding opportunities related to the Transit Master Plan	Adaptable and Transformative Mobility	Increase Public Transportation Opportunities
Continued efforts to beautify City bus stop signage	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems

FY27 Objectives	Key Area of Focus	Strategic Goal
Continuing to promote the Community Shuttle Program through the development and implementation of a comprehensive mass transit promotional program	Adaptable and Transformative Mobility	Increase Public Transportation Opportunities
Continue efforts to enhance the appearance of City bus stop signage through ongoing beautification initiatives	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems

COMMUNITY TRANSPORTATION (1177)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$690,902	$852,260	$860,310	0.9%

PERSONAL SERVICES $65,960

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

OPERATING EXPENSES $2,090

No major variance.

CAPITAL OUTLAY ($60,000)

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

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Bus Driver	6	1	6.75	6.75	0.00
Senior Bus Driver	1	0	1.00	1.00	0.00
Senior Lead Worker	1	0	1.00	1.00	0.00
Substitute Bus Driver	0	1	0.25	0.25	0.00
TOTAL	**8**	**2**	**9.00**	**9.00**	**0.00**

COMMUNITY TRANSPORTATION (1177)

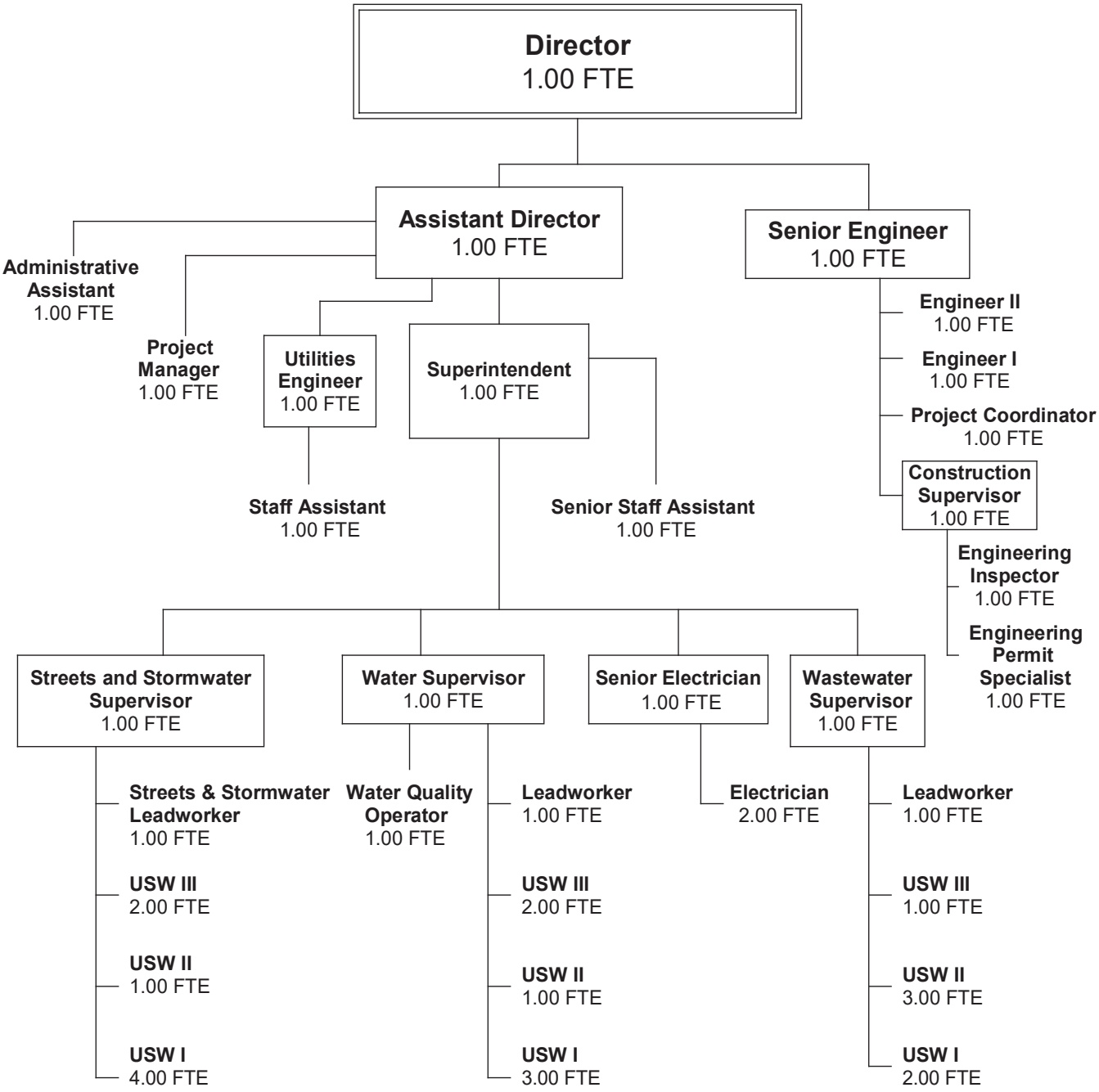
11 STREET CONSTRUCTION & MAINTENANCE FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$463,816	$528,730	$533,670
1410	OVERTIME	17,968	21,000	21,000
1510	LONGEVITY	4,500	5,500	6,000
1570	OTHER BENEFITS	480	480	480
2100	FICA TAXES	37,443	42,290	42,890
2200	RETIREMENT-EMPLOYER	65,895	81,280	86,040
2300	GROUP INSURANCE	79,733	87,170	142,600
2305	LONG TERM DISABILITY	1,133	1,350	1,360
2310	BASIC LIFE ADD & STD	1,787	2,110	1,830
	TOTAL PERSONAL SERVICES	**672,754**	**769,910**	**835,870**
OPERATING EXPENSES				
3190	PRO SER-OTHER	2,000	2,100	2,500
4001	TRAINING AND TRAVEL	380	1,000	1,000
4605	R/M CONTRACTS	12,598	13,800	14,490
4700	PRINTING	-	1,000	1,000
4800	PROMOTIONAL ACTIVITIES	939	-	1,000
5220	UNIFORMS	2,137	3,450	3,450
5230	JANITORIAL SUPPLIES	94	1,000	1,000
	TOTAL OPERATING EXPENSES	**18,148**	**22,350**	**24,440**
CAPITAL OUTLAY				
6420	VEHICLES	-	60,000	-
	TOTAL CAPITAL OUTLAY	**-**	**60,000**	**-**
	TOTAL EXPENDITURES	**$690,902**	**$852,260**	**$860,310**

UTILITIES & ENGINEERING



UTILITIES AND ENGINEERING
ADOPTED FISCAL YEAR 2027
FTE: 44.50 EXP: $39,143,390



UTILITIES AND ENGINEERING

CORE SERVICES DESCRIPTION

Permits, Licenses, & Agreements
Permits, Licenses, and Agreements ensure the City obtains appropriate approval from federal, state, and local agencies to provide certain services to its residents. Responsibilities include obtaining various permits and licenses, entering into agreements with other governmental agencies, and the submission/publication of required annual reports to the agencies having jurisdiction over its activities.

Capital Projects
Capital Projects covers new construction, recurring projects, expansion, renovation, and/or replacement projects in the following areas: water, wastewater, reclaimed water, stormwater, roadways and sidewalks.

Engineering
Engineering includes review and approval of engineering plans and permits for compliance with federal, state, county and city codes and regulations as it relates to water, wastewater, reclaimed water, stormwater, roadways and sidewalks. It also provides for engineering design, inspections and project management. Both plan reviews and engineering inspections require coordination with federal, state, and/or local agencies to protect the health and safety of residents. Engineering encompasses the Floodplain Management requirements and oversight mandated by the Federal Emergency Management Agency (FEMA).

Streets Maintenance
Streets Maintenance efforts, in coordination with the Florida Department of Transportation (FDOT) and Broward County, ensures safe community transportation needs are met. Specific activities include maintaining sidewalks, guardrails, roadways, traffic markings and signage, and bridges. It is also part of the first responder team during hurricane events, providing safe roadway access to emergency services.

Stormwater Operations
Stormwater Operations provides for operation and maintenance of the stormwater system for compliance with the federally mandated National Pollutant Discharge Elimination System (NPDES) Permit and Broward County Surface Water Management Licenses, as well as flood mitigation of City-owned facilities and right-of-way. Stormwater activities include swale maintenance, catch basin cleaning, storm drain cleaning, street sweeping, flood control, construction, upgrade and repair of stormwater infrastructure, and bridge maintenance.

Wastewater Operations
Wastewater Operations provides for operation and maintenance of the wastewater system within the City's service area. This includes maintenance and replacement of gravity pipes, access structures and forcemain pipes within the service area. It is part of the essential services that the City provides to its residents and businesses related to public health.

Water Operations
Water Operations provide for operation and maintenance of the potable and reclaimed water systems, including fire hydrants, within the City's service area. Procedures are followed to comply with standards recommended by the American Water Works Association (AWWA) and in accordance with federal, state, and local regulations. It is part of the essential services that the City provides to its residents and businesses related to public health. It also provides adequate volume and pressure for fire suppression for the Fire Department.

Water Quality
Water Quality focuses on managing the City's water supply, ensuring the water meets federal and state water quality standards, and includes the federally mandated Consumer Confidence Report (CCR). It also ensures the elimination of cross connections thereby preventing the contamination of the City's water distribution system. It is part of the essential services that the City provides to its residents and businesses related to public health.

Lift Station Maintenance
Lift Station Maintenance includes maintaining, repairing and replacing pumps, lift station underground structures (wet wells), generators, and electrical panels. The City operates and maintains fifty-nine (59 lift stations, including three (3) master lift stations. This is also part of the essential services that the City provides to its residents and businesses related to public health.

UTILITIES AND ENGINEERING KEY PERFORMANCE INDICATORS						
Key Area of Focus/ Strategic Goals	**Measure**	**FY24 Actual**	**FY25 Actual**	**FY26 Target**	**FY26 Actual**	**FY27 Target**
Adaptable and Transformative Mobility						
Invest in Maintenance of All Mobility Systems	# of communities/areas with sidewalk repairs completed	*	34	40	58	40
Invest in Maintenance of All Mobility Systems	% of roadway concerns addressed within 24 hours	100%	100%	100%	100%	100%
High Performance Government						
Proactively Create Collaborative Communication	# of community outreach initiatives	4	3	5	4	5
Proactively Create Collaborative Communication	% final Engineering design plan review 14 calendar days	95%	91%	100%	87%	100%
Proactively Create Collaborative Communication	% of communication (utility) permits reviewed and issued within 60 calendar days	88%	93%	100%	92%	100%
Plan Ahead for Emerging Technologies and Business Methods	% of scheduled preventative maintenance work orders completed	100%	100%	100%	100%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average # of training hours per employee	41	13	40	3	40
Continue to Invest in, Retain and Develop High Performing Staff	Retention rate	100%	100%	100%	98%	100%
Continue to Invest in, Retain and Develop High Performing Staff	Average years of service	9	10	11	11	12
Continue to Invest in, Retain and Develop High Performing Staff	% of budgeted projects completed within pre-established timeframes	100%	100%	100%	100%	100%
Seek All Possible Federal, State and Local Grant Opportunities	# of projects leveraged by grant funding	*	1	3	5	3
Safety and Quality of Life						
Enhance Community Health, Safety and Well-Being	% of water system complaints addressed within 24 hours	100%	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	% of Surface Water Management License (SWM) inspections completed annually for renewals required by Broward County	100%	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	% of access structures inspected per year	19%	23%	20%	22%	20%
Enhance Community Health, Safety and Well-Being	% of quarterly water quality samples meeting required standards	*	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	% of wastewater main lines inspected per year	*	20%	20%	26%	20%
Enhance Community Health, Safety and Well-Being	% of FEMA flood map inquiries responded to within 7 calendar days	100%	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	Compliance rate of Backflow Program	90%	91%	100%	81%	100%
Enhance Community Health, Safety and Well-Being	% of hydrants in service	*	100%	100%	40%	100%
Enhance Community Health, Safety and Well-Being	% of site inspections performed within 2 business days	100%	100%	100%	100%	100%
Enhance Community Health, Safety and Well-Being	% of storm drainage concerns addressed within 72 hours	100%	100%	100%	100%	100%

** Data not available for this reporting period*

ENGINEERING (0170)

Mission Statement

To promote design and construction of effective, efficient, aesthetically pleasing and reliable public infrastructure, such as water, wastewater, stormwater, reclaimed water and roadways by combining sound engineering principles with industry standards; to design projects in-house and assist other departments with engineering and project management needs.

Division Services

The Engineering Division, which operates within the Utilities and Engineering Department and is a member of the City's Development Review Committee (DRC), oversees permits, inspections, and approvals for both public and private infrastructure projects. This division works closely with regulatory agencies to obtain necessary permits and collaborates with federal, state, and local authorities on matters such as floodplain management, traffic planning, and water management. Additionally, it offers in-house design and engineering assistance to other city departments.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Reviewed 20 engineering plans and issued 2 engineering permits for the MainStreet Development Project	Strategic Growth and Economic Vitality	Complete the MainStreet Project
Completed approximately 52 engineering inspections per month	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Completed approximately 82 engineering permit reviews per month	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Worked with Broward County and FDOT to review projects and ensure potential conflicts with City utilities were minimized thus saving the City a considerable amount of money	High Performance Government	Proactively Create Collaborative Communication

FY27 Objectives	Key Area of Focus	Strategic Goal
Review and approve 75% of engineering permits for the MainStreet Development Project	Strategic Growth and Economic Vitality	Complete the MainStreet project
Review, process, and approve permits and development applications according to relevant city, county, and state codes for the design and construction of traffic, water, stormwater, wastewater, reclaimed water, and paving improvements	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Review Broward County and FDOT projects to help reduce any potential conflicts with City utilities	High Performance Government	Proactively Create Collaborative Communication

ENGINEERING (0170)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$747,983	$956,880	$997,270	4.2%

PERSONAL SERVICES $42,810

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

OPERATING EXPENSES ($2,420)

No major variance.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Construction Supervisor	1	0	1.00	1.00	0.00
Engineer I	1	0	1.00	1.00	0.00
Engineer II	1	0	1.00	1.00	0.00
Engineering Inspector	1	0	1.00	1.00	0.00
Engineering Permit Specialist	1	0	1.00	1.00	0.00
Senior Engineer	1	0	1.00	1.00	0.00
TOTAL	**6**	**0**	**6.00**	**6.00**	**0.00**

ENGINEERING (0170)

01 GENERAL FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$530,637	$629,450	$650,510
1410	OVERTIME	3,599	7,000	5,000
1510	LONGEVITY	5,000	5,000	5,000
1570	OTHER BENEFITS	4,982	4,500	4,500
2100	FICA TAXES	42,559	48,850	50,870
2200	RETIREMENT-EMPLOYER	74,216	88,920	90,120
2300	GROUP INSURANCE	33,414	80,610	101,320
2305	LONG TERM DISABILITY	1,171	1,470	1,460
2310	BASIC LIFE ADD & STD	1,854	2,310	2,140
	TOTAL PERSONAL SERVICES	**697,431**	**868,110**	**910,920**
OPERATING EXPENSES				
3144	PRO SER-ENGINEERING	34,752	60,000	60,000
3190	PRO SER-OTHER	1,805	5,000	5,000
3412	CONTRACT SER-OTHER	362	-	-
4001	TRAINING AND TRAVEL	1,111	4,000	4,000
4400	RENTAL AND LEASES	1,669	2,400	1,350
4700	PRINTING	4,353	5,610	4,000
4800	PROMOTIONAL ACTIVITIES	122	1,000	1,000
4920	OTHER CURRENT CHARGES-MISC	-	1,500	1,500
5100	OFFICE SUPPLIES	4,316	4,000	4,000
5110	EQUIPMENT-MINOR	-	1,350	1,350
5220	UNIFORMS	1,170	1,410	1,650
5410	MEMBERSHIPS/DUES	723	2,000	2,000
5430	PUBLICATIONS/SUBSCRIPTIONS	170	500	500
	TOTAL OPERATING EXPENSES	**50,552**	**88,770**	**86,350**
	TOTAL EXPENDITURES	**$747,983**	**$956,880**	**$997,270**

STREET MAINTENANCE OPERATIONS (1179)

Mission Statement

To maintain transportation infrastructure within public right-of-ways in a safe, timely, and effective manner and to enhance the quality of life within the City.

Division Services

The Street Maintenance Division maintains all City-owned streets, sidewalks, parking lots, guardrails, and bridges. The primary goal of this division is to maintain the transportation system and related infrastructure in an effective and timely manner to improve ridership and ensure public safety.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Maintained and repaired guardrails, potholes, traffic markings, and signage across the City to enhance roadway safety and improve traffic flow	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Inspected and repaired aging sidewalks throughout the City, including South Creek, Coral Tree Circle, and Alexandra Boulevard to improve safety and maintain ADA compliance for pedestrians	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Addressed traffic calming needs throughout the City by conducting speed and volume studies, enhancing safety with high-visibility pavement markings and signage, and installing new traffic control devices as needed	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Secured funding from Broward County for the design phase of the Comprehensive Street Improvement Project Phase III through the Mobility Advancement Program (MAP Broward)	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Secured funding from Broward County for the design phase of the NW 74th Place Roadway and Sidewalk Rehabilitation Project through MAP Broward	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Completed the construction of a multi-use pathway, landscape enhancements, and drainage improvements along the north side of Hillsboro Boulevard using funding from the Broward Redevelopment Program (BRP) grant	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

STREET MAINTENANCE OPERATIONS (1179)

Completed the construction of a multi-use pathway along the south side of Sample Road using funding from the Mobility Advancement Program (MAP Broward)	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Constructed 370+ linear feet of concrete curbing along NW 30th Street east of Lyons Road to protect swales	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

FY27 Objectives	Key Area of Focus	Strategic Goal
Maintain and repair guardrails, potholes, traffic markings, and signage across the City to enhance roadway safety and improve traffic flow	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Address traffic calming needs throughout the City by conducting speed and volume studies, enhancing safety with high-visibility pavement markings and signage, and installing new traffic control devices as needed	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Inspect and repair aging sidewalks throughout the City, including Winston Park Boulevard East/West, Cougar Trail, and Park School Road to improve safety and maintain ADA compliance for pedestrians	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems
Secure funding to support the construction phase of segments of the Comprehensive Street Improvement Project Phase III through the R&M Program under the MAP Broward	Adaptable and Transformative Mobility	Invest in Maintenance of all Mobility Systems

STREET MAINTENANCE OPERATIONS (1179)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,049,920	$1,446,720	$1,352,740	-6.5%

OPERATING EXPENSES ($93,980)

The variance is primarily due to decreases in budgeted landscape and maintenance costs.

STREET MAINTENANCE OPERATIONS (1179)

11 STREET CONSTRUCTION AND MAINTENANCE FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OPERATING EXPENSES				
3412	CONTRACT SER-OTHER	$7,150	$8,250	$12,250
4311	UTILITIES-STREET LIGHTS	371,215	380,000	410,000
4605	R/M-CONTRACTS	520,793	884,970	754,330
4662	R/M-GROUNDS	10,174	5,000	5,000
4666	R/M-STREET LIGHTS	14,288	17,250	19,750
4668	R/M-STREETS	46,941	97,820	97,820
4920	OTHER CURRENT CHRGS-MISC	1,600	1,910	1,910
5110	EQUIPMENT-MINOR	1,677	2,710	2,710
5220	UNIFORMS	1,144	1,000	1,610
5240	OPER SUPPLIES-OTHER	4,360	3,890	3,890
5290	MINOR TOOLS	6,584	5,390	5,390
5300	ROAD MATERIALS/SUPPLIES	39,908	30,580	30,580
5310	SIGNS	8,223	7,500	7,500
5410	MEMBERSHIPS/DUES	-	450	-
	TOTAL OPERATING EXPENSES	**1,034,057**	**1,446,720**	**1,352,740**
	TOTAL EXPENDITURES	**$1,049,920**	**$1,446,720**	**$1,352,740**

NON-DEPARTMENTAL

11 STREET CONSTRUCTION AND MAINTENANCE FUND

(1198)

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OPERATING EXPENSES				
4924	ADMINISTRATIVE CHARGES	$250,000	$0	$250,000
	TOTAL OPERATING EXPENSES	**250,000**	**-**	**250,000**
	TOTAL EXPENDITURES	**$250,000**	**$0**	**$250,000**

(1199)

OTHER DISBURSEMENTS				
9902	RESOURCES AVAILABLE	$0	$0	$318,150
	TOTAL OTHER DISBURSEMENTS	**-**	**-**	**318,150**
	TOTAL EXPENDITURES	**$0**	**$0**	**$318,150**

UTILITY OPERATIONS (4191)

Mission Statement

To protect, maintain and improve the City's water, wastewater, and reclaimed water systems while delivering prompt, efficient, courteous and continuous service.

Division Services

The Utilities Operations Division maintains the City's water, wastewater, and reclaimed water systems based on programs and procedures recommended by the American Water Works Association (AWWA) and in accordance with federal, state, and local regulations. Responsibilities include testing potable water to meet federal requirements to ensure it is safe for public consumption; locating, maintaining, repairing, and installing infrastructure; inspecting, installing, and changing water meters; exercising valves, flushing fire hydrants, managing backflow prevention programs; maintaining access structures and pump stations, cleaning sanitary wastewater lines, videotaping sanitary wastewater lines, and monitoring inflow and infiltration.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Completed Phase III of the Wynmoor Water Distribution System Improvements project by installing or replacing approximately 25 water valves	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Completed the rehabilitation of the Hilton Road Water Storage Tank, including relining and recoating both the interior and exterior walls	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Completed lead and copper sampling for approximately 60 residents to comply with FDEP regulations	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Rehabilitated the wet well structures of five lift stations, along with the associated access structures located north of Wiles Road	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Cleaned and televised 20% (approximately 160,000 linear feet) of the wastewater collection pipes serving the City’s lift stations to maintain uninterrupted service and safeguard the environment	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Installed stationary bypass pumps at wastewater lift stations #42 and #59 to enhance operational reliability and efficiency	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

UTILITY OPERATIONS (4191)

Completed approximately 4,800 work orders and 180 emergency callouts, ensuring all services were functioning properly and all emergencies were promptly addressed	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Assisted Utility Billing in deploying advanced metering infrastructure (AMI) in the field, which involved changing out and upgrading over 3,000 meters city-wide	High Performance Government	Plan Ahead for Emerging Technologies and Business Methods

FY27 Objectives	Key Area of Focus	Strategic Goal
Start Phase IV of the Wynmoor Water Distribution System Improvements project by installing and/or replacing approximately 42 water valves	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Replace approximately 30 water service lines in the Hammocks community on the south side of the City	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Upgrade and replace two major pumps at the Hillsboro Water Storage Tank	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Address all work orders and respond to any potential emergency callouts, ensuring the safety of all City residents and the delivery of reliable utility services	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Install stationary bypass pumps at wastewater lift stations #46 and #55 to enhance operational reliability and efficiency	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Clean and televise 20% (approximately 160,000 linear feet) of the wastewater collection pipes serving the City's lift stations to maintain uninterrupted service and safeguard the environment	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being
Rehabilitate the wet well structures of four lift stations, along with the associated access structures located north of Sawgrass Boulevard	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being

UTILITIES OPERATIONS (4191)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$16,357,057	$23,254,150	$23,724,870	2.0%

PERSONAL SERVICES $201,560

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

OPERATING EXPENSES $269,160

The variance is primarily due to water and wastewater fees paid to Broward County.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Director	1	0	1.00	1.00	0.00
Assistant Director	1	0	1.00	1.00	0.00
Administrative Assistant	1	0	1.00	1.00	0.00
Electrician	2	0	2.00	2.00	0.00
Intern	0	1	0.50	0.50	0.00
Project Coordinator	1	0	1.00	1.00	0.00
Project Manager	2	0	2.00	2.00	0.00
Senior Electrician	1	0	1.00	1.00	0.00
Senior Staff Assistant	1	0	1.00	1.00	0.00
Staff Assistant	1	0	1.00	1.00	0.00
Superintendent	1	0	1.00	1.00	0.00
Utility Service Worker I	5	0	5.00	5.00	0.00
Utility Service Worker II	4	0	4.00	4.00	0.00
Utility Service Worker III	3	0	3.00	3.00	0.00
Wastewater Lead Worker	1	0	1.00	1.00	0.00
Wastewater Supervisor	1	0	1.00	1.00	0.00
Water Quality Operator	1	0	1.00	1.00	0.00
Water Lead Worker	1	0	1.00	1.00	0.00
Water Supervisor	1	0	1.00	1.00	0.00
TOTAL	**29**	**1**	**29.50**	**29.50**	**0.00**

UTILITIES OPERATIONS (4191)

41 WATER/WASTEWATER FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$2,324,399	$2,561,140	$2,692,410
1410	OVERTIME	98,098	90,000	90,000
1510	LONGEVITY	21,333	20,500	21,000
1550	HOLIDAY PAY		-	-
1570	OTHER BENEFITS	14,999	16,620	16,620
2100	FICA TAXES	181,074	206,670	216,740
2200	RETIREMENT-EMPLOYER	234,055	372,840	382,920
2201	PENSION EXPENSE	9,514	-	-
2300	GROUP INSURANCE	399,808	549,730	600,270
2305	LONG TERM DISABILITY	5,220	6,020	6,150
2310	BASIC LIFE ADD & STD	8,129	9,390	8,360
2601	OTHER POSTEMPLOYMENT BENEFITS	(21,111)	-	-
2700	VEHICLE ALLOWANCE	13,279	13,200	13,200
	TOTAL PERSONAL SERVICES	**3,288,796**	**3,846,110**	**4,047,670**
OPERATING EXPENSES				
3190	PRO SER-OTHER	99,073	170,520	154,690
3200	AUDIT		-	-
3411	CONTRACT SER-LIFT STATION	-	6,900	4,500
3412	CONTRACT SER-OTHER	230,815	236,100	230,900
4001	TRAINING AND TRAVEL	16,440	19,000	19,000
4100	TELEPHONE	-	10,800	10,800
4310	UTILITY-ELECTRIC	167,241	190,000	195,000
4320	UTILITY-WATER	6,277,739	7,200,000	7,400,000
4321	UTILITIES-WATER METER	3,005,235	3,305,800	3,400,500
4323	UTILITIES-RECLAIMED WATER	33	500	500
4340	UTILITY-SEWER	2,825,255	3,870,000	3,870,000
4341	UTILITY-SEWER RC	2,267,550	2,350,000	2,350,000
4400	RENTAL AND LEASES	181	8,000	5,000
4605	R/M-CONTRACTS	237,974	259,800	278,070
4630	R/M-EQUIPMENT	104,405	107,920	107,920
4650	R/M-BUILDING	8,886	-	-
4670	R/M-OTHER	4,990	19,680	13,680
4671	R/M-WATER/SEWER LINES	88,938	94,100	100,000
4672	R/M-HYDRANTS	26,044	11,670	10,000
4673	R/M-WATER LINES	119,462	135,660	135,660
4675	R/M-IT	12,149	49,630	40,000
4700	PRINTING	2,304	5,270	4,000
4800	PROMOTIONAL ACTIVITIES	39,983	60,750	53,580
4914	EMERGENCY PREPARATIONS	480	2,000	500
4920	OTHER CURRENT CHRGS-MISC	4,900	13,560	9,400
4949	DEPRECIATION	1,484,601	-	-
5100	OFFICE SUPPLIES	7,335	9,970	9,970
5110	EQUIPMENT-MINOR	6,053	15,010	15,010
5220	UNIFORMS	10,480	14,190	16,800
5240	OPER SUPPLIES-OTHER	52,246	91,220	91,220
5244	VALVE REPLACEMENT		-	-
5290	MINOR TOOLS	20,889	30,330	25,000
5300	ROAD MATERIALS/SUPPLIES		-	-
5410	MEMBERSHIPS/DUES	4,234	3,500	5,000
5430	PUBLICATIONS/SUBSCRIPTIONS	220	990	500
5500	INVENTORY	125,306	115,170	120,000
	TOTAL OPERATING EXPENSES	**17,251,440**	**18,408,040**	**18,677,200**
CAPITAL OUTLAY				
6300	OTHER IMPROVEMENTS	-	-	-
6420	VEHICLES	3,227	-	-
6430	MACHINERY AND EQUIPMENT		-	-
6990	CAPITALIZE FIXED ASSETS	(4,186,406)	-	-
	TOTAL CAPITAL OUTLAY	**(4,183,179)**	**-**	**-**
OTHER DISBURSEMENTS				
9010	LITIGATION	-	-	-
9901	CONTINGENCY	-	1,000,000	1,000,000
	TOTAL OTHER DISBURSEMENTS	**-**	**1,000,000**	**1,000,000**
	TOTAL EXPENDITURES	**$16,357,057**	**$23,254,150**	**$23,724,870**

NON-DEPARTMENTAL

41 WATER/WASTEWATER FUND

(4198)

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
OPERATING EXPENSES				
4924	ADMINISTRATIVE CHARGES	$3,133,580	$3,290,260	$3,421,870
	TOTAL OPERATING EXPENSES	**3,133,580**	**3,290,260**	**3,421,870**

(4196)

OTHER DISBURSEMENTS				
9141	TRANSFER R&R FUND	-	1,435,770	-
	TOTAL OTHER DISBURSEMENTS	-	**1,435,770**	-
	TOTAL EXPENDITURES	**$3,133,580**	**$4,726,030**	**$3,421,870**

UTILITIES OPERATIONS

(4291)

OPERATING EXPENSES				
4949	DEPRECIATION	$627,675	$0	$0
6990	CAPITALIZED FIXED ASSETS	(56,974)	-	-
	TOTAL OPERATING EXPENSES	**570,701**	-	-

(4299)

OTHER DISBURSEMENTS				
9902	RESOURCES AVAILABLE	-	482,500	1,547,560
	TOTAL OTHER DISBURSEMENTS	-	**482,500**	**1,547,560**
	TOTAL EXPENDITURES	**$570,701**	**$482,500**	**$1,547,560**

STORMWATER (4595)

Mission Statement

To maintain stormwater drainage infrastructure within public right-of-ways and canal/lake water quality in a timely, efficient, and effective manner, to enhance quality of life within the City, protect the environment, and mitigate localized flooding.

Division Services

The Stormwater Division installs, maintains, and repairs all stormwater-related infrastructure including catch basins, storm pipes, headwalls, canal/lake banks, swales, and pollution control devices within public rights-of-ways and within City properties. The division is also responsible for street sweeping and litter/debris removal within public rights-of-way to keep contaminants from entering the waterways in an effort to maintain canal/lake water quality.

FY26 Accomplishments	Key Area of Focus	Strategic Goal
Completed the Canal and Lake Bank Restoration 20-Year Master Plan, establishing clear priorities to guide future projects	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Inspected 20% of stormwater lines throughout the City and performed required rehabilitation due to root intrusion problems in locations including Cullum Road and the NW 69th Street Greenway	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being
Conducted and documented all required inspections and maintenance activities to ensure compliance with the annual FDEP NPDES report requirements	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Conducted comprehensive drainage system inspections and cleaned all five required locations throughout the City to support the renewal of the recurring 5-Year Surface Water Management licenses expiring this year	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Completed the replacement of the 36-inch drainage pipe located at City Hall's entrance, including landscape and roadway restoration	Safety and Quality of Life	Protect and Enhance Access to Open Space and Natural Areas

FY27 Objectives	Key Area of Focus	Strategic Goal
Inspect 20% of stormwater lines throughout the City including Sabal Pines Park, Hilton Road, Alexandra Boulevard, and Lakeside Park; and perform required rehabilitation due to aging and root intrusion	Safety and Quality of LIfe	Enhance Community Health, Safety and Well-Being

STORMWATER (4595)

Conduct and document all required inspections and maintenance activities to ensure compliance with the annual FDEP NPDES report requirements	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Conduct comprehensive drainage system inspections, cleaning and necessary mitigation for all city-owned systems, including facilities and right of ways as required by the 5-Year Surface Water Management license program administered by Broward County	Resilience and Resource Stewardship	Protect and Enhance Access to Open Space and Natural Areas
Actively monitor and advocate for the restructuring and improvement of the Cocomar Water Control District	Safety and Quality of Life	Enhance Community Health, Safety and Well-Being

STORMWATER MANAGEMENT (4595)

	FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET	% CHANGE
TOTAL COST	$1,186,937	$7,723,860	$7,530,930	-2.5%

PERSONAL SERVICES $64,930

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

OPERATING EXPENSES ($3,090)

No major variances.

CAPITAL OUTLAY ($800,000)

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

OTHER DISBURSEMENTS $545,230

The variance is due to changes in Resources Available.

PERSONNEL COMPLEMENT

TITLE	FULL-TIME	PART-TIME/ TEMP	FY27 ADOPTED FTE	FY26 TOTAL FTE	TOTAL ADOPTED CHANGE
Streets & Stormwater Supervisor	1	0	1.00	1.00	0.00
Streets & Stormwater Lead Worker	1	0	1.00	1.00	0.00
Utility Service Worker I	4	0	4.00	4.00	0.00
Utility Service Worker II	1	0	1.00	1.00	0.00
Utility Service Worker III	2	0	2.00	2.00	0.00
TOTAL	**9**	**0**	**9.00**	**9.00**	**0.00**

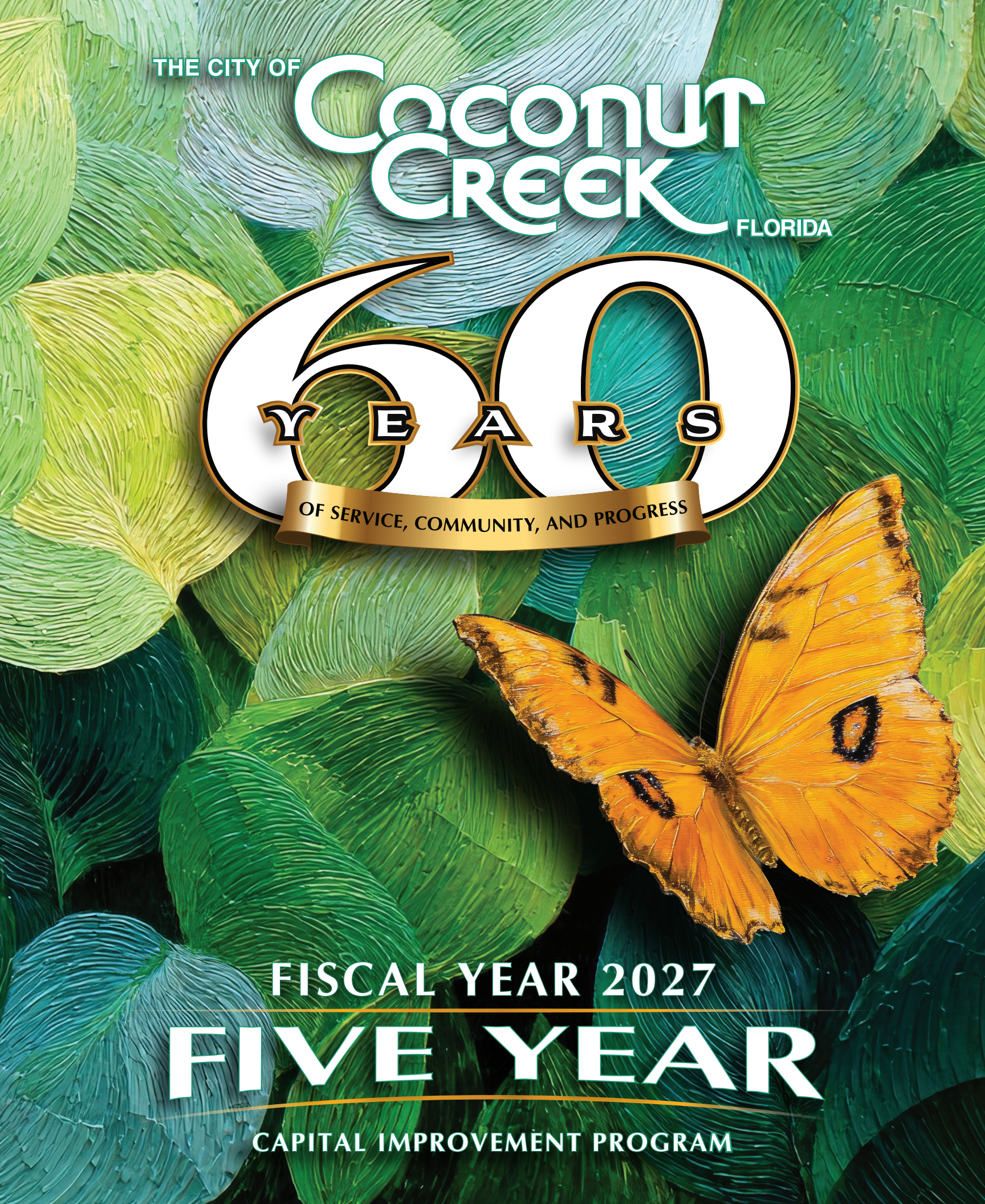
STORMWATER MANAGEMENT (4595)

45 STORMWATER MANAGEMENT FUND

		FY25 ACTUAL EXPENDITURE	FY26 ADOPTED BUDGET	FY27 ADOPTED BUDGET
PERSONAL SERVICES				
1200	REGULAR SALARIES	$583,380	$615,950	$655,680
1410	OVERTIME	14,622	17,000	25,000
1510	LONGEVITY	4,000	6,000	6,000
1570	OTHER BENEFITS	5,160	5,160	5,160
2100	FICA TAXES	43,458	49,280	52,930
2200	RETIREMENT-EMPLOYER	49,495	87,840	92,280
2201	PENSION EXPENSE	2,369	-	-
2300	GROUP INSURANCE	105,169	172,350	181,760
2305	LONG TERM DISABILITY	1,457	1,670	1,740
2310	BASIC LIFE ADD & STD	2,210	2,540	2,170
2601	OTHER POSTEMP BENEFITS	(4,771)	-	-
	TOTAL PERSONAL SERVICES	**806,548**	**957,790**	**1,022,720**
OPERATING EXPENSES				
3190	PRO SER-OTHER	46,013	48,670	54,320
3412	CONTRACT SER-OTHER	56,365	63,450	64,000
4001	TRAINING AND TRAVEL	3,074	3,000	3,000
4400	RENTAL AND LEASES	-	2,360	2,360
4605	R/M-CONTRACTS	3,600	3,600	3,600
4630	STORMWATER OPER R/M EQUIPMENT	-	1,000	1,000
4669	STORMWATER OPER R/M STORM DRAINING	3,973	58,130	40,000
4674	STORMWATER OPER R/M BRIDGES/CULVERT	-	33,000	25,000
4700	PRINTING	-	330	-
4920	OTHER CURRENT CHRGS-MISC	24,509	34,000	30,000
4924	ADMINISTRATIVE CHARGES	479,770	503,760	523,910
4949	DEPRECIATION	212,050	-	-
5100	OFFICE SUPPLIES	2,610	1,780	2,000
5110	EQUIPMENT-MINOR	590	2,000	2,000
5220	UNIFORMS	3,379	5,920	5,920
5240	OPER SUPPLIES-OTHER	4,447	6,650	6,650
5290	MINOR TOOLS	-	2,000	2,000
5410	MEMBERSHIPS/DUES	1,472	2,000	2,800
	TOTAL OPERATING EXPENSES	**841,851**	**771,650**	**768,560**
CAPITAL OUTLAY				
6420	VEHICLES	-	800,000	-
6990	CAPITALIZE FIXED ASSETS	(461,462)	-	-
	TOTAL CAPITAL OUTLAY	**(461,462)**	**800,000**	**-**
OTHER DISBURSEMENTS				
9902	RESOURCES AVAILABLE	-	5,194,420	5,739,650
	TOTAL OTHER DISBURSEMENTS	**-**	**5,194,420**	**5,739,650**
	TOTAL EXPENDITURES	**$1,186,937**	**$7,723,860**	**$7,530,930**

CAPITAL IMPROVEMENT PROGRAM




THE CITY OF
COCONUT CREEK
FLORIDA
60
YEARS
OF SERVICE, COMMUNITY, AND PROGRESS
FISCAL YEAR 2027
FIVE YEAR
CAPITAL IMPROVEMENT PROGRAM

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382 MainStreet Infrastructure Expansion
383 NW 74th Place Sidewalk Improvements
384 Sabal Pines Park Sign Replacement Program
385 South Creek Neighborhood Improvements
386 Public Art
387 Police Station Improvements

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353 Parking Lot Rehabilitation Program
388 Comprehensive Street Improvement Program

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388 Comprehensive Street Improvement Program
385 South Creek Neighborhood Improvements
390 MainStreet - NW 54th Ave & NW 40th Street Roundabout Project
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CAPITAL IMPROVEMENT PROGRAM

Introduction

The City is responsible for providing municipal services to the public, including the acquisition or construction of needed improvements or infrastructure. The City must also furnish and maintain capital facilities and equipment, such as roadways and parks. The Capital Improvement Program (CIP) reflects the City's long-term commitment to roads, drainage systems, parks, and other public infrastructure. Additionally, this five-year program identifies capital projects and equipment purchases, provides a planning schedule, and identifies options for financing the plan. The comprehensive program is prepared for the ensuing five years and is based upon the requirements of the community for all types of public improvements. A CIP provides and serves to:

- Build and maintain a capital infrastructure economically;
- Complete projects on schedule and within budget;
- Provide for an annual update to the CIP schedule;
- Allow for additions of projects and adjustments due to changing priorities;
- Link identified projects with the City vision, mission, and goals, and the priorities of its residents through the City's Key Performance Indicator process;
- Address Commission and citizen desires and needs;
- Coordinate department resources and equipment;
- Effectively communicate the justification, description, and costs of projects to stakeholders;
- Act as an important implementation device for growth management;
- Identify funding sources, capital, and ongoing expenditures for all projects; and
- Allow sufficient time to identify project financing and implementation measures

This commitment represents a comprehensive and direct statement of the City's commitment to investing in infrastructure. The CIP has great significance in that it touches the life of each resident and visitor through the provision of health, safety, transportation, recreation, and other services and infrastructure upon which all our residents depend.

Definitions

Capital Improvement: Any major expenditure relating to the acquisition, expansion, or rehabilitation of the City's infrastructure and major equipment purchases, which generally fall into one of the following categories: land purchase; new structures; structural and non-structural improvements; major repairs; and major equipment.

Capital Improvement Project: Any project with major expenditures exceeding $25,000 and a useful life of five (5) years or more for physical government facilities, such as costs for acquisition of land or interests in land; construction of buildings or other structures, including additions or major alterations; construction of streets or utility lines; fixed equipment; and major landscaping and similar expenditures, including associated planning and design work related directly to an individual project.

Capital Improvement Program Budget: A comprehensive list of projects included in the City's annual budget for the year presented, regardless of their current status. This list includes associated costs and funding sources and is presented as part of the City's overall budget document.

CAPITAL IMPROVEMENT METHODOLOGY AND PROCESS

Each year, City departments identify proposed capital projects through assessments of infrastructure conditions, operational requirements, service needs, and departmental priorities. The City Manager and Finance staff meet with each department to evaluate the proposed projects based on demonstrated need, project feasibility, available funding, anticipated operating impacts, and alignment with the City's strategic goals. Following this evaluation, projects are prioritized, and those determined to be the most critical and financially feasible are recommended to the City Commission for funding. Projects approved by the City Commission are included as budgeted capital expenditures in the adopted Capital Improvement Program Budget.

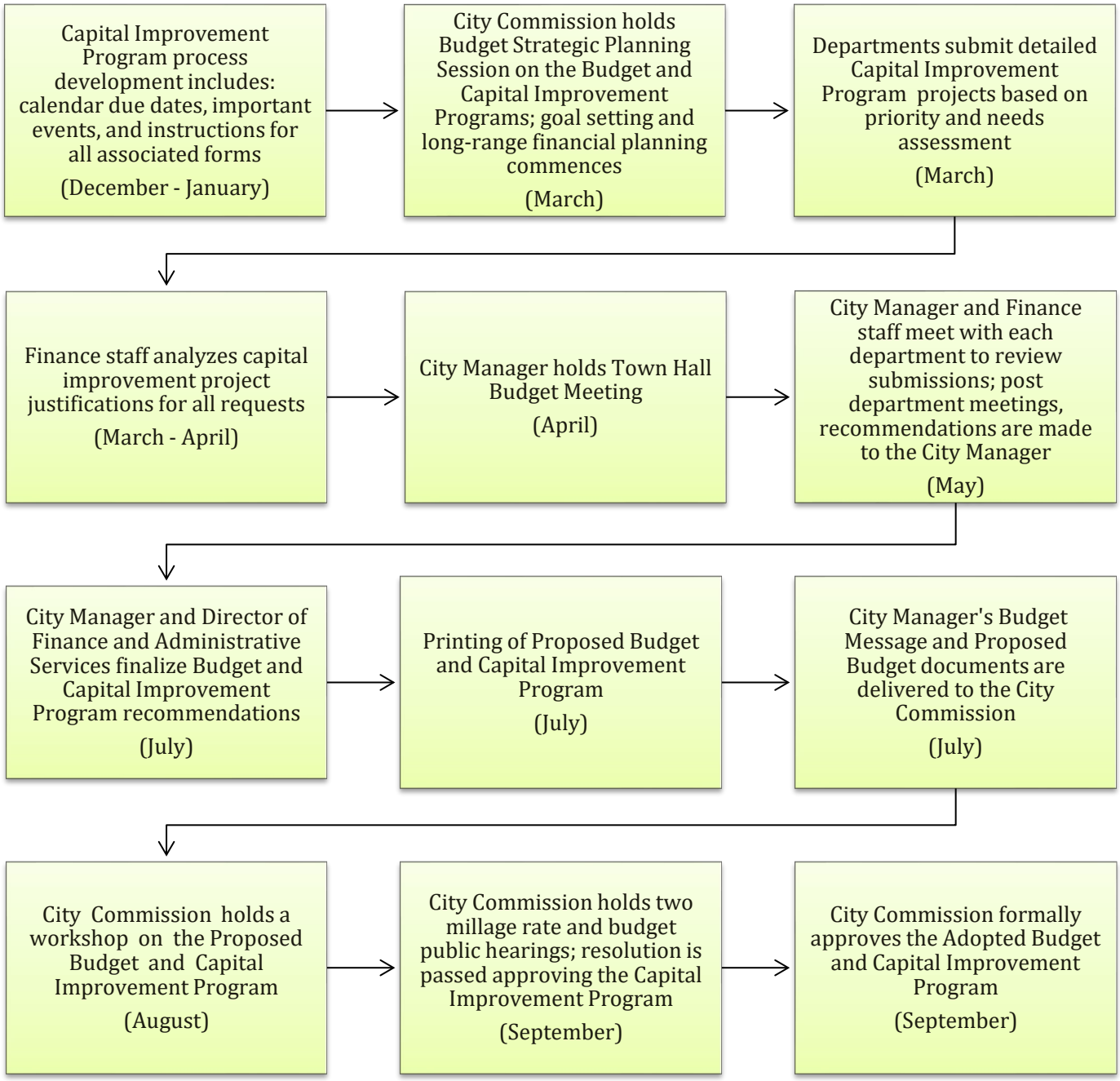
The Capital Improvement Program utilizes a multi-year format to help minimize unexpected annual capital changes from year to year. Rather than reconstructing the capital plan annually, the City reviews and updates the existing plan to reflect changes in the physical, economic, or political environment. This process supports long-term planning and the establishment of capital goals. Changes from the prior year's plan are identified, including new, upcoming, and postponed projects, as well as changes in project costs and available funding.

Using a Capital Improvement Program Budget Form, each department estimates the project's cost, assigns a project manager, identifies the source of possible funding across the five fiscal years, provides an explanation and justification of the project, identifies costs that would extend beyond the five years, identifies any annual impact on the operating budget, and prioritizes based on assessed needs. Projects are also linked to the key areas of focus from our Vision 2030 Policy Statement and support the City's Strategic Goals (see Strategic Planning Section).

The five-year plan includes the current budget year in addition to the four succeeding years. The first year of the five-year CIP is formally adopted by the Commission as the Capital Improvement Program Budget for the current year, with the following four years reflecting projected but unfunded requirements. The City also uses the CIP to analyze the City's fiscal capability to finance and construct future capital improvements.



The City's fiscal year runs from October 1st through September 30th. The Capital Improvement Program process begins in December with budgetary planning and continues over the following several months with preparation until final budget and Capital Improvement Program adoption, which occurs in September. The following are key highlights of the Capital Improvement Program process:



CIP BUDGET PROCESS CALENDAR

DATES	ACTIVITY/REQUIREMENT
February 3 - 4	Budget Coordinator Training Budget Manager Training
February 23	Budget Kick Off Budget Central Opens Goal Setting / Long Range Planning Commences
March 12	Commission Strategic Planning Session (1st Meeting)
March 23	Capital Improvement Program Budget Form Submission
April 6 - 9	CIP Review and Preparation
April 28	Town Hall Meeting
May 18 - 21	City Manager/Department Meetings
August 13	Commission Budget Workshop (2nd Meeting)
September 14	1st Public Hearing to Tentatively Set Tax Millage Rate and Adopt FY 2027 Budget
September 24	2nd Public Hearing to Formally Set Tax Millage Rate and Formally Adopt FY 2027 Budget Resolution is passed to Formally Adopt the Capital Improvement Program

City Community Resilience Plan

The City Commission adopted the City's Community Resilience Plan in order to establish a framework for achieving environmental leadership through a series of action steps over a 10-year period. As a part of the City's updated 10-year strategic plan, Vision 2030, the City's efforts have evolved into the Community Resilience Plan (formerly the Green Plan and Climate Action Plan). The City has incorporated the Community Resilience Plan into the budget process to ensure government operations and future capital improvements assist in the City's advancement toward addressing pertinent resource categories that include: energy, water, urban nature, and transportation. Therefore, each capital improvement project is linked to specific actions in the plan. The overall objective is to clearly identify those capital improvements that advance the Community Resilience Plan. For the purpose of easy identification, the City's action plan logo is inserted on those pages within the Capital Improvement Program.

Project Ranking & Prioritization

The City evaluates each potential Capital Project based on 15 criteria to determine priority and ranking of all projects requested in the CIP. The criteria are:

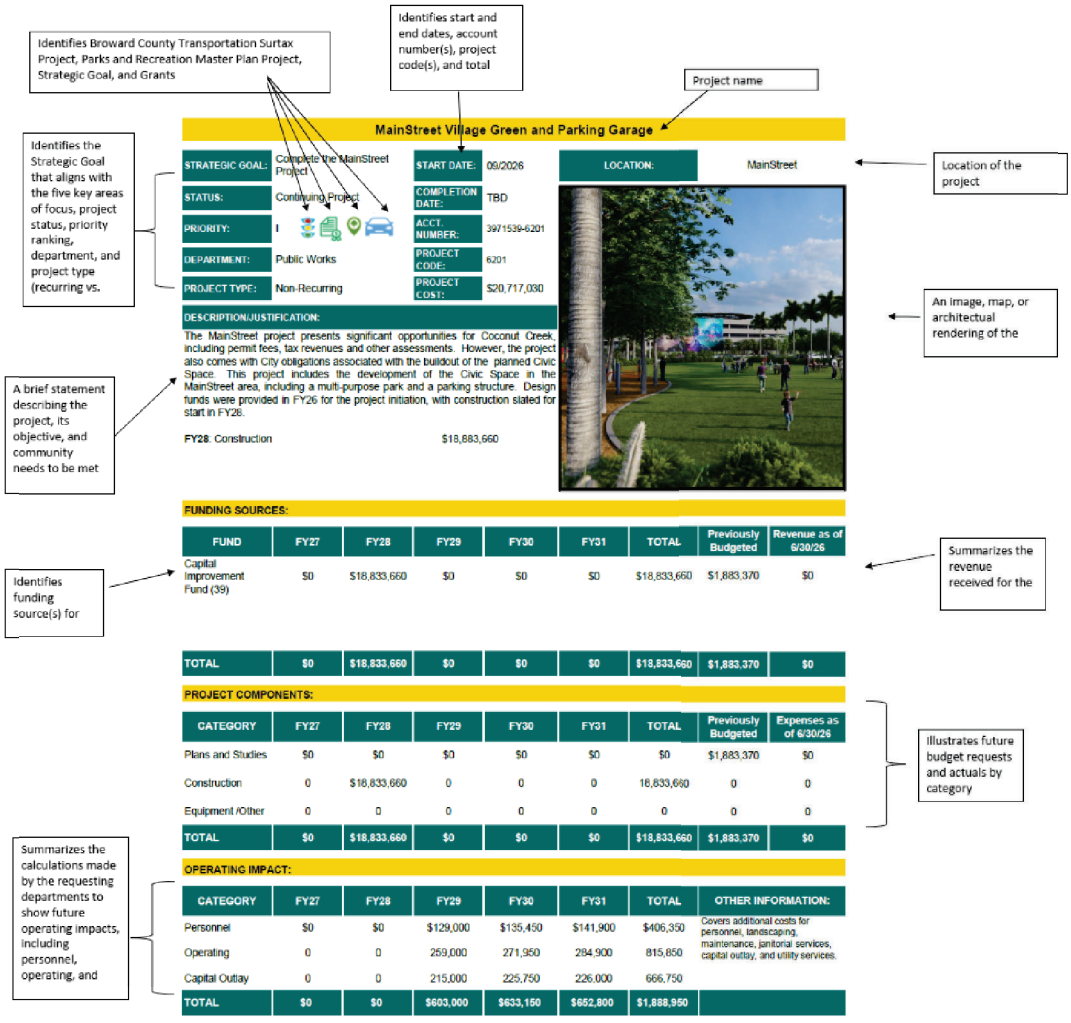
- Consistency with the Strategic Plan – measures the fit with the Key Areas of Focus, Strategic Goals, and objectives.
- Quality of Life – the impact on residents and other project stakeholders' overall physiological well-being, social health, functional ability, morale, and/or other subjective measures.
- Public Sentiment – community input on projects and related issues.
- Federal/State Mandates – the requirement of federal or state law(s) which will be met by the project.
- Grant Availability – the relative amount of grant funding from all sources available with reasonable certainty in order to offset project costs.
- Funding Availability/Viability – the revenue stream or fund balance available now or in the future for the allocation of project costs over time.
- Department Priority – the ranking provided by the project's originating/supervising department.
- Ongoing Operating Impact – the annual recurring impact to the operational budget of the City as estimated by the originating department.
- Revenue Generation Potential – new or increased revenue bases/sources provided upon project completion.
- Disaster Prevention – provides a means of mitigating City and resident loss or injury; or provides a means of minimizing the areas or situations affected by a disaster.
- Environmental Impact – the impact which a land development or construction project would have on the environment in the area, including population, traffic, schools, fire protection, endangered species, and community aesthetics.
- Economic Impact – the impact of the infrastructure improvement on the regional economy.
- Continuation of Established Funding – sustaining current funding mechanisms for ongoing capital, maintenance, and operating impact issues.
- Public/Private Venture Potential – project provides opportunity for funding contributions from private industry to promote municipal infrastructure.
- Intergovernmental Cooperation – project provides opportunity for federal, state, and/or local government participation and interaction.

Once these criteria are considered, projects are ranked into one of three priority levels. The priorities are designated as follows:

- Priority I: IMPERATIVE – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences
- Priority II: ESSENTIAL – Projects that address clearly demonstrated needs or objectives
- Priority III: IMPORTANT – Projects that benefit the community but may be delayed without detrimental effects to basic services

CIP Project Form

The Capital Improvement Program Budget was developed utilizing the information reflected on the Capital Improvement Program Budget Form. The form facilitates data entry and centralizes the collection of project information. The completed forms provide all of the information for compiling the recommended annual CIP update to the five-year plan and provide a tool for ongoing project information and reporting. The forms are completed for new and existing projects, including changes to scope, timing, and funding for projects currently scheduled in the CIP. Information provided for each project is used to prioritize, recommend, and implement the project. Project forms are updated throughout the process and implementation years and are used for reporting and presentation.



FUND DESCRIPTION

The success of the Capital Improvement Program depends on the close coordination of the physical plan with a financial plan. Although projects may be financed through regular operating funds such as the General Fund, it is generally more viable to use other funds so that capital projects do not compete with ongoing operating costs. The financial plan may require in-depth research to determine alternative means within a desired timetable to finance capital improvements. The City can borrow money through the sale of bonds. Bonds sold by the City fall into two categories: General Obligation Bonds and Revenue Bonds. A property tax levy is used to pay for General Obligation Bonds, which requires voter approval. Revenue Bonds are paid for by pledging a specific revenue stream for the repayment of debt. Federal and state aid and grant programs also play an important role in capital improvement planning, as they aid in the ability to plan for and finance projects.

The City's ability to leverage different financing alternatives helps maximize the City's Capital Improvement Program, saving the cost of inefficiencies that can occur from inadequately addressing infrastructure needs. The individual funds used to account for the City's Capital Improvement Program are listed as follows:

Governmental Funds - The funds through which most government functions typically are funded. These funds are generally used to account for tax-supported activities.

FUND 01 - GENERAL FUND (MAJOR FUND)

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

FUND 11 - STREET CONSTRUCTION AND MAINTENANCE FUND

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

FUND 12 - TRANSPORTATION SURTAX FUND

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

FUND 14 - COMMUNITY IMPROVEMENT FUND (MAJOR FUND)

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

FUND 16 - COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND (MAJOR FUND)

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

FUND 18 - SEMINOLE MITIGATION FUND

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

FUND 31 - PARKS IMPROVEMENT FUND

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

FUND 32 - CAPITAL PROJECTS FINANCING FUND (MAJOR FUND)

The Capital Projects Financing Fund is used to account for the City's Capital Improvement Projects that are funded by the Series 2017A and 2021 Capital Improvement Revenue Notes. Projects include Facility Roof Replacement Program, Recreation Complex Building Rehabilitation, Fire Station #94 Improvements, Commission Chambers Renovation, and improvements to Sunshine and Veterans Parks.

FUND 33 - 2009 CAPITAL PROJECT FUND (MAJOR FUND)

The 2009 Capital Improvement Fund is used to account for the City's Capital Improvement Projects that are funded by the Series 2009 Capital Improvement Revenue Note. Projects previously funded include the Undergrounding of Aboveground Utility Lines, Government Center Rehabilitation project, Facility Roof Replacement Program, and Facilities Alternative Fuel Vehicle Charging Station Program.

FUND 35 - UTILITY UNDERGROUND FUND

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

FUND 36 - PUBLIC SAFETY FUND

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

FUND 37 - 2027 CAPITAL PROJECTS FUND (MAJOR FUND)

The 2027 Capital Projects Fund is used to account for the City's construction of Fire Station 113.

FUND 39 - CAPITAL IMPROVEMENT PROGRAM FUND (MAJOR FUND)

The Capital Improvement Program Fund is used to account for the City's Capital Improvement Program funded by the City's General Fund. Programs funded include Vehicle Replacement Program, Parks Improvement Program, Fitness Equipment Replacement Program, Police Officer Equipment Replacement Program, and the construction, renovation, or expansion of City facilities.

FUND 61 - GENERAL TRUST FUND (MAJOR FUND)

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

FUND 62 & 63 - LAW ENFORCEMENT TRUST FUND

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

FUND 65 - GRANTS FUND (MAJOR FUND)

The Grants Fund is a major fund and a Special Revenue Fund used to account for revenues for various grant programs and held for a specific purpose. The expenditures are directly related to requirements stipulated by the agencies providing the revenues received.

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

FUND 41 - WATER AND WASTEWATER FUND (MAJOR FUND)

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

FUND 42 - WATER/SEWER CAPITAL IMPROVEMENT FUND (MAJOR FUND)

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

FUND 45 - STORMWATER MANAGEMENT FUND (MAJOR FUND)

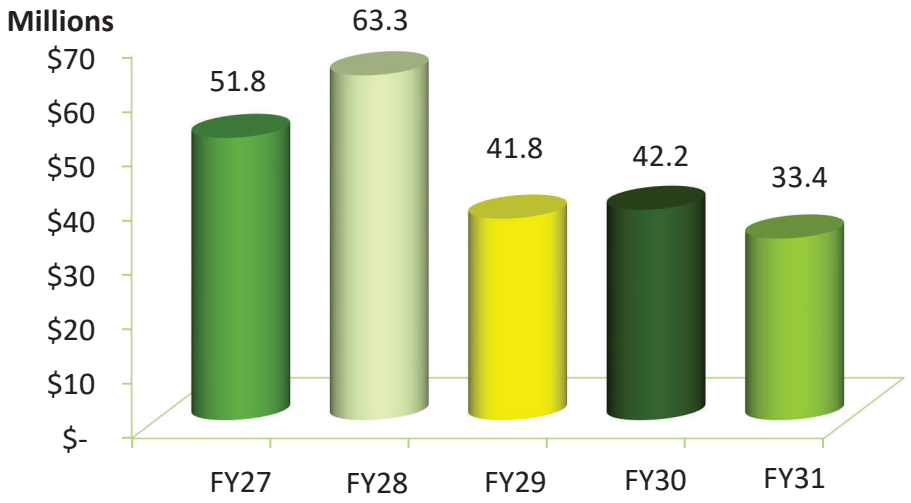
The Stormwater Management Fund is an Enterprise Fund used to provide funding for stormwater maintenance and capital improvements to the residents of the City and includes necessary programs required for compliance with the National Pollutant Discharge Elimination System (NPDES) Permit.



2027 CAPITAL IMPROVEMENT PROGRAM

The Fiscal Year 2027 Capital Improvement Program shows a five-year projection of the City's needs and desired services. Only 22.3% of total capital projects are slated for FY 2027. All future capital projects will be assessed and funding sources fully evaluated to determine whether to start or defer projects.

The chart below shows a five-year budgetary summary of the $233 million five-year Capital Improvement Program:



The chart below summarizes the five-year Capital Improvement Program budget by fund:

FUND	FY27	FY28	FY29	FY30	FY31	FY27-FY31
Capital Improvement Program	$ 7,242,080	$ 16,008,290	$ 11,364,880	$ 26,637,210	$ 23,129,490	$ 84,381,950
Transportation Surtax	6,867,150	1,966,200	15,424,700	3,343,100	343,100	27,944,250
Community Development Block Grant	300,000	-	-	-	-	300,000
Seminole Mitigation	1,653,430	38,387,970	3,977,790	1,731,880	2,321,470	48,072,540
Capital Project Financing	350,000	200,000	-	55,000	-	605,000
2009 Capital Project	140,000	55,000	-	-	-	195,000
2027 Capital Projects	26,000,000	500,000	-	5,475,000	-	31,975,000
Water and Wastewater	5,369,800	4,845,000	4,870,000	-	6,215,000	21,299,800
Water/Sewer Capital Improvement	450,000	-	-	1,325,000	-	1,775,000
Stormwater Management	750,000	1,275,000	1,300,000	60,000	1,350,000	4,735,000
General Trust	60,000	60,000	60,000	-	-	180,000
Grants	2,641,110	-	-	-	-	2,641,110
Special Assessment	-	-	4,800,000	3,600,000	-	8,400,000
TOTAL	$ 51,823,570	$ 63,297,460	$ 41,797,370	$ 42,227,190	$ 33,359,060	$ 232,504,650

Capital Improvement Program Projects and Alternative Funding Sources



The Parks and Recreation Master Plan was completed in 2019 to ensure the City continues to meet the leisure needs of its residents and contribute to long-term resilience and responsible resource management. The Plan provides a multi-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Improvements to City parks include park amenities such as, new picnic pavilions, pickleball courts, multi-purpose paths, updated signage, adult fitness equipment, site furnishings, and outdoor table games. Multiple capital improvement projects have been organized since the implementation of the plan in FY 2021, such as Lakewood Park Improvements, Coco Point Park Improvements, Sunshine Park Improvements and Donaldson Park Improvements. Capital improvement projects that have been created from the plan can be identified by a green tree image on each project form. For FY 2027, playgrounds at the Community Center and Pond Apple Park are slated for replacement.



A 30-year one cent surtax to improve traffic signalization, roadways, intersections, pedestrian mobility options, public transportation (bus and rail), and fund future investments in Broward's transportation system was approved in November 2018. The surtax will not only provide funding for City transportation programs but will also leverage local option gas tax revenues and general revenue funds (derived from property taxes and other sources) for other operating and capital costs. The Transportation Surtax Fund partially funded the Comprehensive Street Improvement Program Phase I, which addressed the rehabilitation needs of the City's roadway infrastructure; the Sample Road Multi-Purpose Pathway, the widening of sidewalks along Sample Road and improved accessibility to Tradewinds Park; and South Creek Neighborhood Improvements that included traffic calming features, roadway paving/resurfacing, widening of existing bridges and sidewalks, drainage improvements, and other measures to improve mobility infrastructure as well as aesthetics. In FY 2027, Surtax Funds will be used to begin the MainStreet Cullum Road Project. CIP's may be eligible for future surtax funding and are identified on each project form with an image of a traffic light.

The City actively pursues alternative funding sources for capital improvement projects through federal, state, and local agencies whenever feasible. At present, the City is awaiting funding decisions on several applications, including Public Art, Meter Reading Conversion, and Government Center Courtyard and Parking Lot Renovations.

Grant funding opportunities are evaluated for all eligible projects and tracked through a centralized grant management system maintained by both the Finance & Administrative Services and Resilient Design & Development Departments. All awarded funds are restricted to the specific purposes outlined in the applicable grant agreements or contracts.



In FY 2027, the City is anticipating to receive $1,031,000 from the Department of Justice to support the Redundant Fiber Optic Ring, and $550,000 through state appropriations for the Northeast Utilities Expansion.

Looking ahead to FY 2028, the City anticipates utilizing $1,966,200 in Mobility Advancement Program (MAP Broward) surtax funding for the Comprehensive Street Improvement Program and South Creek Neighborhood Improvements and securing $750,000 in federal appropriations for the Meter Reading Conversion. As stewards of public dollars, the City will continue to seek alternative funding sources for future years through various federal, state, and local agencies as well as state appropriations to better leverage City resources.

Program Funding By Source

The chart below depicts other funding sources throughout the City's FY 2027 CIPs.

CAPITAL IMPROVEMENT PROGRAM FUNDING BY SOURCE

Capital Improvement	FY27 Proposed CIP	Grant Funding	Other Funding Activity	CIP Net Cost
Governmental Funds				
Vehicle Replacement Program	$ 1,071,400	$ -	$ -	$ 1,071,400
HVAC Replacement Program	872,500	-	-	872,500
Sidewalk Improvement Program	500,000	-	-	500,000
Playground Replacement Program	400,000	-	-	400,000
Technology Refresh Program	319,100	-	-	319,100
Street Maintenance Program	200,000	-	-	200,000
Sports Lighting Replacement Program	200,000	-	-	200,000
Irrigation Pump Station Replacement Program	160,000	-	-	160,000
Exterior Painting Program	150,000	-	-	150,000
Cyber Resilience, Security Leadership and Disaster Recovery	150,000	-	-	150,000
Facility Roof Replacement Program	150,000	-	-	150,000
Sports Surface Repair and Resurfacing	125,000	-	-	125,000
Parking Lot Rehabilitation Program	110,000	-	-	110,000
Outdoor Park Amenities Replacement Program	75,000	-	-	75,000
Shade Structures	60,000	-	-	60,000
Parks Improvement Program	45,000	-	-	45,000
Fitness Equipment Replacement Program	17,750	-	-	17,750
Redundant Fiber Optic Ring	2,094,830	1,031,000	-	1,063,830
Fleet Building Rehabilitation	1,300,000	600,000	-	700,000
Government Center Courtyard and Parking Lot Renovations	500,000	-	-	500,000
Boardwalk and Pathway Rehabilitation	372,500	-	-	372,500
MainStreet - Cullum Road Construction Project	6,371,890	-	-	6,371,890
Comprehensive Street Improvement Program	495,260	-	-	495,260
Playground Replacement Program	300,000	-	-	300,000
Fire Rescue Equipment Replacement Program	1,900,510	1,010,110	-	890,400
Police Officer Equipment Replacement Program	763,030	-	-	763,030
Enterprise Funds	350,000			350,000
Government Center Rehabilitation	140,000			140,000
Fire Station #113	26,000,000			26,000,000
Public Art	60,000			60,000
Enterprise Funds				
Water Distribution System Improvement Program	$ 1,200,000	$ -	$ -	$ 1,200,000
Wastewater Pump Station Rehabilitation Program	800,000	-	-	800,000
Wastewater Conveyance System Improvement Program	700,000	-	-	700,000
Wastewater Access Structure Rehabilitation Program	400,000	-	-	400,000
Water Meter Connection Lines Retrofit Program	425,000		-	425,000
Standby Generator and Bypass Pump Replacement Program	475,000	-	-	475,000
Wastewater Force Main Isolation Valves Rehabilitation Program	220,000	-	-	220,000
Vehicle Replacement Program	189,800	-	-	189,800
Electrical Control Panel Rehabilitation Program	175,000	-	-	175,000
Water Storage Tank Maintenance	50,000	-	-	50,000
Water Meter and Box Replacement Program	85,000	-	-	85,000
Northeast Utilities Expansion	550,000	-	-	550,000
Water Storage Tanks and Pump Building Rehabilitation Program	100,000	-	-	100,000
Northeast Utilities Expansion	450,000	-	-	450,000
Stormwater Drainage Improvement Program	700,000			700,000
Concrete Curbing Program	50,000			50,000
Total	**$ 51,823,570**	**$ 2,641,110**	**$ -**	**$ 49,182,460**

Major Program Funding Variances

For FY 2027, a total of $7,242,080 (14.0% of the total FY 2027 CIP budget) was approved from the Capital Improvement Fund, reflecting a decrease of 12.6%, or ($1,039,440), from FY26. In FY 2027, variances are attributed to funding allocations based on changes in capital needs from year to year. Major projects for the upcoming year include Vehicle Replacement Program ($1,071,400) and Redundant Fiber Optic ($1,063,830).

The Transportation Surtax Fund's FY 2027 approved CIP budget totals $6,867,150 (13.3% of the total FY 2027 CIP budget). Projects include the MainStreet – Cullum Road Construction Project ($6,371,890), and the Comprehensive Street Improvement Program ($495,260). Both projects are contingent upon surtax funding.

The Community Development Block Grant (CDBG) Fund has an FY 2027 funding allocation of $300,000 (0.6% of the total FY 2027 CIP budget). The funding is allocated to the Playground Replacement Program for playground replacement at Pond Apple Park.

The Seminole Mitigation Fund's FY 2027 approved CIP budget totals $1,653,430 (3.2% of the total FY 2027 CIP budget), a decrease of ($3,461,000) from FY 2026. Funding will be used to replace equipment for both the Fire and Police Departments.

The Capital Project Financing Fund's FY 2027 approved CIP budget totals $350,000 (or 0.7% of the total FY 2027 CIP budget) for the Commission Chambers Renovation. FY 2027 enhancements include replacing the existing projection screen with an LED display, along with new seating and flooring.

The 2009 Capital Project Fund's FY 2027 approved CIP budget totals $140,000 (0.3% of the total FY 2027 CIP budget) for Government Center Rehabilitation, including electrical panel upgrades at City Hall.

The 2027 Capital Project Fund's FY 2027 approved CIP budget totals $26,000,000 (50.2% of the total FY 2027 CIP budget) for the construction of Fire Station #113.

The Water and Wastewater Fund's FY 2027 approved CIP budget totals $5,369,800 (or 10.4% of the total FY 2027 CIP budget) a 14.9% decrease, or ($942,390) from the prior year. The decrease is primarily due to lower funding requests for major capital improvements. FY 2027 projects include recurring infrastructure enhancements and the Northeast Utilities Expansion.

The Water/Sewer Capital Improvement Fund's FY 2027 approved CIP budget totals $450,000 (0.9% of the total FY 2027 CIP budget) for the Northeast Utilities Expansion for the forcemain construction, which runs north from Hillsboro Boulevard along NW 39th Avenue and west on NW 74th Street.

Funding in the amount of $750,000 (or 1.4% of the FY 2027 CIP budget) is approved for the Stormwater Management Fund, a decrease of ($322,500) from FY 2026. Allocations include the Stormwater Drainage Improvement Program ($700,000) and the Concrete Curbing Program ($50,000).

Funding in the amount of $60,000 (or 0.1% of the total FY 2027 CIP budget) is approved for the General Trust Fund to support the Public Art project, which will continue to enrich public spaces with meaningful installations honoring history and community values.

Funding in the amount of $2,641,110 (5.1% of the FY27 CIP budget) is approved for the Grants Fund and includes appropriations for the Redundant Fiber Optic Ring ($1,031,000), along with grant-contingent funding for the Fire Rescue Equipment Replacement Program ($1,010,110) and the Fleet Building Rehabilitation ($600,000).

RECURRING CAPITAL PROJECTS

The City's capital projects are categorized as either recurring or non-recurring. Recurring projects are included in the Capital Improvement Program annually and generally follow an established replacement schedule. Recurring projects within the Governmental Funds total $6,559,180, representing 12.7% of the total CIP budget. Recurring projects within the Enterprise Funds total $5,469,800, representing 10.6% of the overall CIP budget. Combined, recurring projects across both fund categories total $12,028,980, representing 23.2% of the total FY 2027 CIP budget.

FY 2027 – FY 2031 RECURRING PROJECTS

Capital Improvement	FY27	FY28	FY29	FY30	FY31	Total
Capital Improvement Program Fund						
Vehicle Replacement Program	$ 1,071,400	$ 1,736,070	$ 1,800,000	$ 1,900,000	$ 1,900,000	$ 8,407,470
HVAC Replacement Program	872,500	830,000	470,000	900,000	50,000	3,122,500
Sidewalk Improvement Program	500,000	525,000	550,000	575,000	600,000	2,750,000
Playground Replacement Program	400,000	-	-	-	300,000	700,000
Technology Refresh Program	319,100	342,600	173,600	207,100	180,150	1,222,550
Street Maintenance Program	200,000	180,000	190,000	200,000	210,000	980,000
Sports Lighting Replacement Program	200,000	275,000	250,000	-	300,000	1,025,000
Irrigation Pump Station Replacement Program	160,000	160,000	160,000	160,000	160,000	800,000
Exterior Painting Program	150,000	220,000	260,000	-	200,000	830,000
Cyber Resilience, Security Leadership and Disaster Recovery	150,000	80,000	80,000	162,000	182,000	654,000
Facility Roof Replacement Program	150,000	800,000	480,000	175,000	-	1,605,000
Sports Surface Repair and Resurfacing	125,000	64,000	25,000	-	75,000	289,000
Parking Lot Rehabilitation Program	110,000	350,000	100,000	300,000	450,000	1,310,000
Outdoor Park Amenities Replacement Program	75,000	90,000	80,000	70,000	60,000	375,000
Shade Structures	60,000	90,000	50,000	50,000	50,000	300,000
Parks Improvement Program	45,000	310,000	275,000	138,000	300,000	1,068,000
Fitness Equipment Replacement Program	17,750	268,070	98,570	89,840	47,500	521,730
City Facility Lighting Improvement Program	-	650,000	630,000	575,250	320,000	2,175,250
Flooring/Carpet Replacement Program	-	225,000	-	-	168,000	393,000
Traffic Calming Program	-	50,000	50,000	50,000	50,000	200,000
Pedestrian Lighting	-	-	900,000	600,000	-	1,500,000
Total-Capital Improvement Program Fund	**$ 4,605,750**	**$ 7,245,740**	**$ 6,622,170**	**$ 6,152,190**	**$ 5,602,650**	**$ 30,228,500**
Community Development Block Grant (CDBG) Fund						
Playground Replacement Program	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
Total-Community Development Block Grant (CDBG) Fund	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**
Seminole Mitigation Fund						
Fire Rescue Equipment Replacement Program	$ 890,400	$ 624,940	$ 2,104,760	$ 968,850	$ 1,558,440	6,147,390
Police Officer Equipment Replacement Program	763,030	763,030	873,030	763,030	763,030	3,925,150
Total-Seminole Mitigation Fund	**$ 1,653,430**	**$ 1,387,970**	**$ 2,977,790**	**$ 1,731,880**	**$ 2,321,470**	**$ 10,072,540**
2009 Capital Project Fund						
Facilities Alternative Fuel Vehicle Charging Station Program	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 110,000
Total- 2009 Capital Project Fund	**$ -**	**$ 55,000**	**$ -**	**$ 55,000**	**$ -**	**$ 110,000**
Water and Wastewater Fund						
Water Distribution System Improvement Program	$ 1,200,000	$ 1,325,000	$ 1,450,000	$ 1,525,000	$ 1,550,000	$ 7,050,000
Wastewater Pump Station Rehabilitation Program	800,000	850,000	900,000	900,000	900,000	4,350,000
Wastewater Conveyance System Improvement Program	700,000	725,000	750,000	775,000	800,000	3,750,000
Standby Generator and Bypass Pump Replacement Program	475,000	350,000	375,000	400,000	425,000	2,025,000
Water Meter Connection Lines Retrofit Program	425,000	450,000	475,000	700,000	525,000	2,575,000
Wastewater Access Structure Rehabilitation Program	400,000	425,000	450,000	475,000	500,000	2,250,000
Wastewater Force Main Isolation Valves Rehabilitation Program	220,000	230,000	240,000	250,000	260,000	1,200,000
Vehicle Replacement Program	189,800	-	-	-	-	189,800
Electrical Control Panel Rehabilitation Program	175,000	350,000	85,000	100,000	100,000	810,000
Water Meter and Box Replacement Program	85,000	90,000	95,000	100,000	105,000	475,000
Water Storage Tank Maintenance	50,000	50,000	50,000	50,000	50,000	250,000
Exterior Painting Program	-	-	-	200,000	-	200,000
Total- Water and Wastewater Fund	**$ 4,719,800**	**$ 4,845,000**	**$ 4,870,000**	**$ 5,475,000**	**$ 5,215,000**	**$ 25,124,800**
Stormwater Management Fund						
Stormwater Drainage Improvement Program	$ 700,000	$ 475,000	$ 500,000	$ 525,000	$ 550,000	$ 2,750,000
Concrete Curbing Program	50,000	50,000	50,000	50,000	50,000	250,000
Canal and Lake Bank Restoration Program	-	750,000	750,000	750,000	750,000	3,000,000
Total-Stormwater Management Fund	**$ 750,000**	**$ 1,275,000**	**$ 1,300,000**	**$ 1,325,000**	**$ 1,350,000**	**$ 6,000,000**
Grand Total - Recommended	**$ 12,028,980**	**$ 14,808,710**	**$ 15,769,960**	**$ 14,739,070**	**$ 14,489,120**	**$ 71,835,840**

OPERATING IMPACT

The impact of capital project operating costs on the annual budget requires careful consideration. Operating costs are a fundamental element of the City's Capital Improvement Program and play an integral role in the overall budget development process.

Reliable operating cost estimates are necessary from the onset of each budget cycle, as the City must determine the specific ongoing expenses that will be incurred once a project has been completed. For example, once a pump station becomes operational, it requires personnel, fuel, electricity, oil, and lubricants in order to function. Since project components are often completed in phases, partially constructed projects generally have associated operating costs that will need to be funded in future fiscal years.

Several factors such as location, size, number of pump stations, and the number of gated culvert structures determine the level of personnel needs and operating costs. A new structure may be operated from the City's existing control room, which may result in no new personnel being added for operations. However, some new structures may be located in secluded areas and need to be fully staffed with all new personnel. Typically, when additional personnel are hired for these types of capital projects, they are hired before the completion of the project and placed at a similar structure for training. In terms of budgeting, the project's initial operational impact may begin before the full completion of the project.

Typically, recurring capital projects do not have an operating impact on the City's current or future budgets. Such projects may be scheduled for replacement, rehabilitation, or dredging. On occasion, there may be some operational cost savings for recurring projects. For example, the Meter Reading Conversion may reduce personnel and operating expenditures by lowering manual meter reading costs and allowing for the repurposing of existing staff. Many new construction or major improvement projects require additional operating costs such as tree management, mowing, electricity, fuel, and various maintenance needs such as oil, solvents, and equipment rentals.

Capital improvement projects with operating impacts that affect future budgets are displayed on the CIP forms with a brief description of the impact. The chart below summarizes the estimated five-year personnel, operating, and capital outlay fiscal impacts for the City's recurring and non-recurring capital projects.

Capital Improvement	Personnel	Operating	Capital Outlay	Total	Non-Recurring
Art Walk	$ -	$ 240,000	$ -	$ 240,000	√
Boardwalk and Pathway Rehabilitation	-	6,500	-	6,500	√
City Facility Lighting Improvement Program	-	(5,000)	-	(5,000)	
Electrical Control Panel Rehabilitation Program	-	(50,000)	-	(50,000)	
Facilities Alternative Fuel Vehicle Charging Station Program	-	(2,800)	-	(2,800)	
Fitness Equipment Replacement Program	-	(8,500)	-	(8,500)	
Fire Station #113	413,340	795,000	105,000	1,313,340	√
Fleet Building Rehabilitation	-	10,600	-	10,600	√
Government Center Courtyard and Parking Lot Renovations	-	25,000	-	25,000	√
Hillsboro Corridor Project	-	32,000	-	32,000	√
HVAC Replacement Program	-	(5,000)	-	(5,000)	
Irrigation Pump Station Replacement Program	-	(2,500)	-	(2,500)	
Lakeside Park Improvements	-	30,000	-	30,000	√
MainStreet Village Green	406,350	815,850	666,750	1,888,950	√
MainStreet Infrastructure Expansion	-	30,000	-	30,000	√
Meter Reading Conversion	(300,000)	(9,140)	-	(309,140)	√
Northeast Utilities Expansion	-	36,000	-	36,000	√
Oak Trail Park Expansion	-	510,000	-	510,000	√
Pedestrian Lighting	246,000	162,500	18,000	426,500	
Police Station Improvements	-	150,000	-	150,000	√
Recreation Complex Building Rehabilitation	-	(5,000)	-	(5,000)	√
Sports Lighting Replacement Program	-	(2,500)	-	(2,500)	
Vehicle Replacement Program	-	(25,000)	-	(25,000)	
Vinkemulder Neighborhood Improvements	-	103,500	-	103,500	√
Wastewater Access Structure Rehabilitation Program	-	(125,000)	-	(125,000)	
Wastewater Conveyance System Improvement Program	-	(500,000)	-	(500,000)	
Wastewater Pump Station Rehabilitation Program	-	(1,100,000)	-	(1,100,000)	
Water Distribution System Improvement Program	-	(1,175,000)	-	(1,175,000)	
Water Meter Connection Lines Retrofit Program	-	(125,000)	-	(125,000)	
Water Storage Tank Maintenance	-	(125,000)	-	(125,000)	
TOTAL CIP OPERATING IMPACT	**$ 765,690**	**$ (318,490)**	**$ 789,750**	**$ 1,236,950**	

ESTIMATED FY 2027 – FY 2031 CAPITAL IMPROVEMENT PROGRAM
OPERATING IMPACT DETAIL

Total projected five-year operating impact for all current capital projects is estimated at $1,236,950, as follows:

- Art Walk $240,000 – costs associated with contractual landscape, janitorial, and aquatic maintenance
- Boardwalk and Pathway Rehabilitation $6,500 – costs associated with periodic pressure cleaning of new concrete sidewalks
- City Facility Lighting Improvement Program ($5,000) – projected energy savings associated with the use of LED bulbs
- Electrical Control Panel Rehabilitation ($50,000) – anticipated repair cost savings
- Facility Alternative Fuel Vehicle Charging Station Program ($2,800) – anticipated fuel savings
- Fitness Equipment Replacement Program ($8,500) – anticipated savings from equipment trade-ins
- Fire Station #113 $1,313,340 – costs associated with additional personnel, contractual janitorial maintenance, landscaping, and utility expenses
- Fleet Building Rehabilitation $10,600 – cost associated with solar array maintenance
- Government Center Courtyard and Parking Lot Renovations $25,000 – cost associated with the additional trimming of the royal palms in the courtyard required for safety reasons
- Hillsboro Corridor Project $32,000 – landscape, irrigation, and maintenance costs
- HVAC Replacement Program ($5,000) – projected energy savings
- Irrigation Pump Station Replacement Program ($2,500) – projected energy savings
- Lakeside Park Improvements $30,000 – costs associated with pressure cleaning the new concrete sidewalks and the new amenities
- MainStreet Village Green $1,888,950 – covers additional costs for personnel, landscaping, maintenance, janitorial services, capital outlay, and utility services
- MainStreet Infrastructure Expansion $30,000 – costs associated with the operation of the new utility infrastructure
- Meter Reading Conversion ($309,140) – anticipated cost savings due to reduced meter reading costs and staff repurposing
- Northeast Utilities Expansion $36,000 – increase in maintenance cost over time
- Oak Trail Park Expansion $510,000 – costs associated with contractual field, electric charges, and janitorial maintenance services
- Pedestrian Lighting $426,500 – anticipated electricity costs, additional personnel, small bucket truck, and replacement fixtures
- Police Station Improvements $150,000 – costs associated with contractual janitorial maintenance, electrical, and water

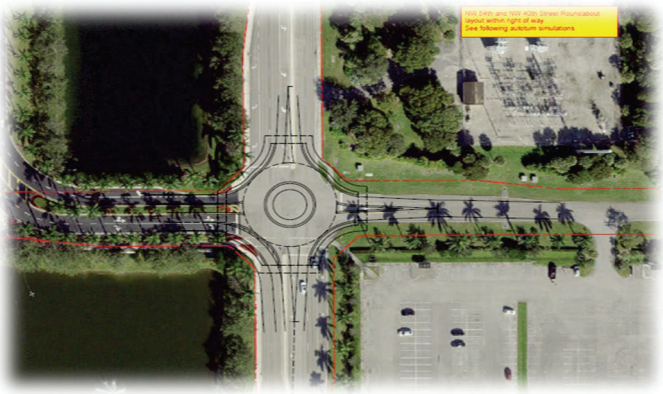
- Recreation Complex Building Rehabilitation ($5,000) – Anticipated minor electrical savings resulting from the replacement of all interior lights with energy-efficient fixtures
- Sports Lighting Replacement Program ($2,500) – projected energy savings
- Vehicle Replacement Program ($25,000) – anticipated maintenance cost savings
- Vinkemulder Neighborhood Improvements $103,500 – costs associated with striping using thermoplastic paint, maintaining the flashing crosswalk lights, and landscaping maintenance
- Wastewater Access Structure Rehabilitation Program ($125,000) – anticipated savings in wastewater treatment costs
- Wastewater Conveyance System Improvement Program ($500,000) – anticipated savings from Broward County treatment fees for maintenance of wastewater infrastructure
- Wastewater Pump Station Rehabilitation ($1,100,000) – anticipated maintenance cost savings for emergency repairs
- Water Distribution System Improvement Program ($1,175,000) – anticipated maintenance cost savings for emergency repairs
- Water Storage Tank Maintenance ($125,000) – anticipated savings is due to reduced repair costs
- Water Meter Connection Lines Retrofit Program ($125,000) – anticipated savings is due to reduced personnel time, lower maintenance needs, and fewer emergency repairs

Future Planning for Capital Improvement Projects

Planning for capital improvements is both a matter of prudent financial management as well as a sound development plan. The extent to which an infrastructure improvement meets the strategic planning and vision for the future of the City of Coconut Creek is a critical factor in determining priority in the overall plan. Capital improvement planning provides the following benefits:

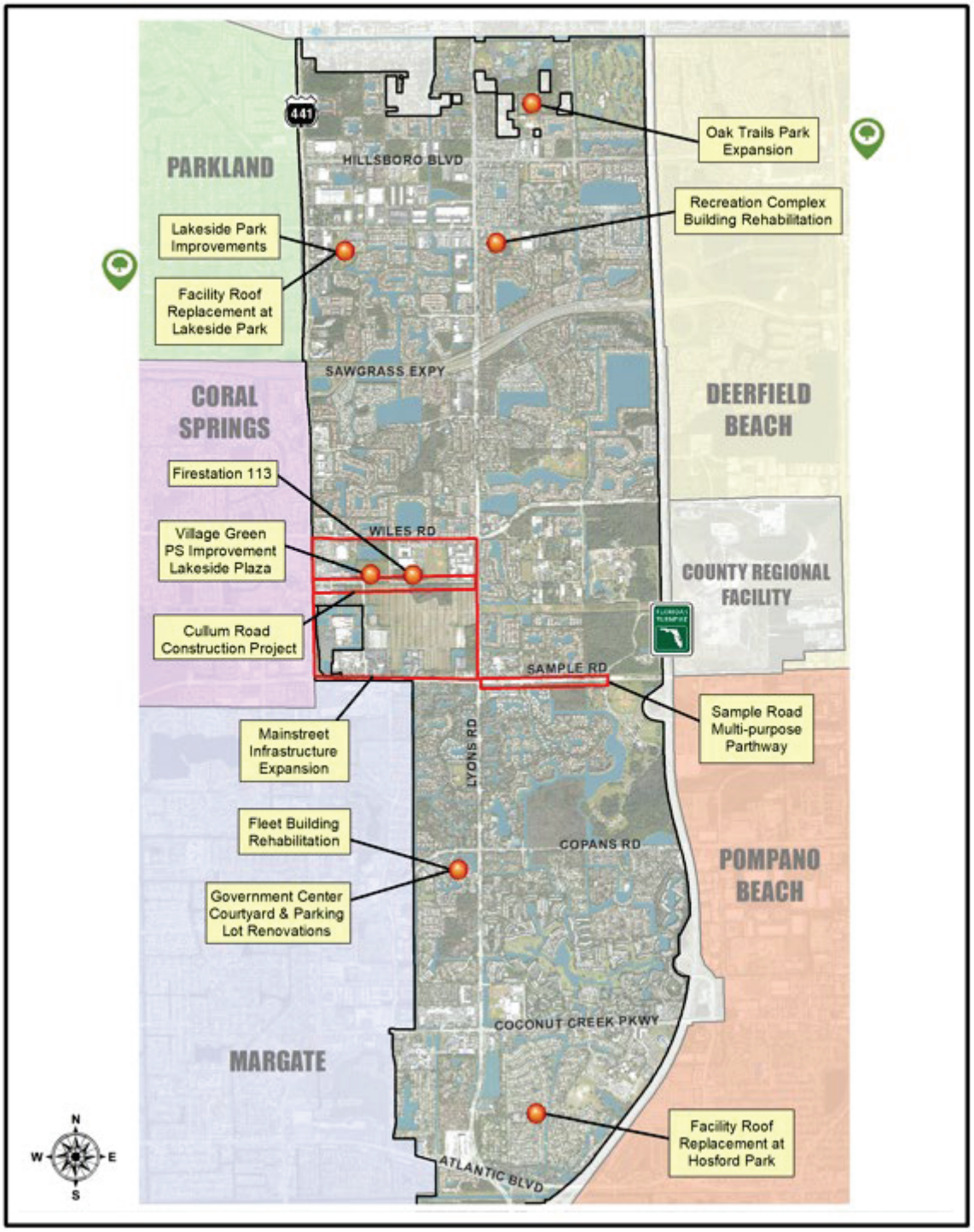
- allows for a systematic evaluation of all potential projects at the same time
- identifies the timing of related projects, grant funding, and the fiscal ability of the City to undertake the projects
- provides for the ability to stabilize debt and consolidate projects to reduce borrowing costs
- focuses on preserving a governmental infrastructure while ensuring the efficient use of public funds
- provides an opportunity to foster cooperation among departments and identifies priorities
- increases transparency by providing information on planned capital projects to the residents of the City of Coconut Creek

In recent years, a vast array of new federal and state regulations primarily in areas of environmental preservation have imposed significant costs on local units of government for capital improvements in order to comply with the mandated laws. Although some programs are combined with financial aid to encourage and assist cities in gaining compliance, the local share of costs often runs into the millions of dollars. Once built, facilities must be maintained and operated, which imposes tremendous ongoing costs for labor and materials. The ability to sustain future operating expenses is as important in planning a Capital Improvement Program as the ability to finance the actual construction. Additionally, rapidly evolving technology often contributes to capital project planning. While costly, modernization of facilities and equipment can often help reduce maintenance and operating costs significantly over the long term. There is also a constant need to rebuild and/or replace facilities which have begun to deteriorate due to age. This is particularly true with water and sewer lines, streets, and bridges. The impact of these various factors contribute to generating capital improvements and highlight the need for sound fiscal planning in the preparation of Coconut Creek's Capital Improvement Program. The future development, growth, and overall well-being of our citizens are directly related to an affordable and realistic Capital Improvement Program.



MainStreet - NW 54th Ave & NW 40th Street Roundabout Project

MAJOR CAPITAL IMPROVEMENT PROJECTS BY LOCATION



PARKS AND RECREATION MASTER PLAN

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY27	FY28	FY29	FY30	FY31	Total	Previously Budgeted
FUND 01	**General Fund-Non Recurring**							
381	Oak Trail Park Expansion	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,810,460
377	Lakeside Park Improvements	-	-	-	-	-	-	2,346,430
FUND 01	**Total-General Fund**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,156,890**
FUND 39	**Capital Improvement Program Fund-Recurring**							
341	Vehicle Replacement Program	$ 1,071,400	$ 1,736,070	$ 1,800,000	$ 1,900,000	$ 1,900,000	$ 8,407,470	$ 814,030
342	HVAC Replacement Program	872,500	830,000	470,000	900,000	50,000	3,122,500	600,000
343	Sidewalk Improvement Program	500,000	525,000	550,000	575,000	600,000	2,750,000	150,000
344	Playground Replacement Program	400,000	-	-	-	300,000	700,000	110,000
345	Technology Refresh Program	319,100	342,600	173,600	207,100	180,150	1,222,550	367,300
346	Street Maintenance Program	200,000	180,000	190,000	200,000	210,000	980,000	176,000
347	Sports Lighting Replacement Program	200,000	275,000	250,000	-	300,000	1,025,000	-
348	Irrigation Pump Station Replacement Program	160,000	160,000	160,000	160,000	160,000	800,000	197,500
349	Exterior Painting Program	150,000	220,000	260,000	-	200,000	830,000	242,000
350	Cyber Resilience, Security Leadership and Disaster Recovery	150,000	80,000	80,000	162,000	182,000	654,000	192,500
351	Facility Roof Replacement Program	150,000	800,000	480,000	175,000	-	1,605,000	642,710
352	Sports Surface Repair and Resurfacing	125,000	64,000	25,000	-	75,000	289,000	60,500
353	Parking Lot Rehabilitation Program	110,000	350,000	100,000	300,000	450,000	1,310,000	-
354	Outdoor Park Amenities Replacement Program	75,000	90,000	80,000	70,000	60,000	375,000	99,000
355	Shade Structures	60,000	90,000	50,000	50,000	50,000	300,000	165,000
356	Parks Improvement Program	45,000	310,000	275,000	138,000	300,000	1,068,000	660,000
357	Fitness Equipment Replacement Program	17,750	268,070	98,570	89,840	47,500	521,730	29,920
358	City Facility Lighting Improvement Program	-	650,000	630,000	575,250	320,000	2,175,250	110,000
359	Flooring/Carpet Replacement Program	-	225,000	-	-	168,000	393,000	66,000
360	Traffic Calming Program	-	50,000	50,000	50,000	50,000	200,000	275,000
361	Pedestrian Lighting	-	-	900,000	600,000	-	1,500,000	100,000
	Total-Capital Improvement Program Fund-Recurring	**$ 4,605,750**	**$ 7,245,740**	**$ 6,622,170**	**$ 6,152,190**	**$ 5,602,650**	**$ 30,228,500**	**$ 5,057,460**
	Capital Improvement Program Fund-Non Recurring							
362	Redundant Fiber Optic Ring	$ 1,063,830	$ -	$ -	$ -	$ -	$ 1,063,830	$ -
363	Fleet Building Rehabilitation	700,000	-	-	-	1,150,000	1,850,000	2,200,000
364	Government Center Courtyard and Parking Lot Renovations	500,000	2,500,000	1,100,000	-	-	4,100,000	59,490
365	Boardwalk and Pathway Rehabilitation	372,500	-	-	-	-	372,500	1,092,390
366	MainStreet Village Green	-	4,800,000	-	-	-	4,800,000	1,883,370
367	Pavilion Replacement Program	-	600,000	380,000	270,000	-	1,250,000	330,000
368	Art Walk	-	250,000	-	-	-	250,000	284,020
369	Community Center Park Improvements	-	242,550	1,623,880	-	-	1,866,430	-
370	Lyons Road Median Landscape Improvements	-	220,000	-	-	-	220,000	-
371	Government Center Rehabilitation	-	150,000	-	-	-	150,000	2,326,560
372	Artificial Turf Sport Fields	-	-	1,000,000	1,000,000	-	2,000,000	-
373	George Gerber Park Improvements	-	-	363,830	2,971,250	-	3,335,080	-
374	Vinkemulder Neighborhood Improvements	-	-	275,000	-	-	275,000	-
375	Enterprise Resource Planning (ERP) Solution	-	-	-	16,000,000	-	16,000,000	-
376	Recreation Complex Park Improvements	-	-	-	243,770	1,726,960	1,970,730	-
377	Lakeside Park Improvements	-	-	-	-	12,442,820	12,442,820	461,580
378	Sabal Pines Park Improvements	-	-	-	-	1,846,420	1,846,420	-
379	MainStreet - NW 40th Street Gap Project	-	-	-	-	300,000	300,000	-
380	Pond Apple Park Improvements	-	-	-	-	60,640	60,640	-
381	Oak Trail Park Expansion	-	-	-	-	-	-	2,313,720
382	MainStreet Infrastructure Expansion	-	-	-	-	-	-	1,799,910
383	NW 74th Place Sidewalk Improvements	-	-	-	-	-	-	350,000
384	Sabal Pines Park Sign Replacement Program	-	-	-	-	-	-	229,990
385	South Creek Neighborhood Improvements	-	-	-	-	-	-	222,300
386	Public Art	-	-	-	-	-	-	75,000
387	Police Station Improvements	-	-	-	-	-	-	55,000
	Total-Capital Improvement Program Fund-Non Recurring	**$ 2,636,330**	**$ 8,762,550**	**$ 4,742,710**	**$ 20,485,020**	**$ 17,526,840**	**$ 54,153,450**	**$ 13,683,330**
FUND 39	**Total-Capital Improvement Program Fund**	**$ 7,242,080**	**$ 16,008,290**	**$ 11,364,880**	**$ 26,637,210**	**$ 23,129,490**	**$ 84,381,950**	**$ 18,740,790**

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY27	FY28	FY29	FY30	FY31	Total	Previously Budgeted
	Street Construction and Maintenance Fund-Non Recurring							
378	Comprehensive Street Improvement Program	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000
	Total-Street Construction and Maintenance Fund-Non Recurring	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**
FUND 11	**Total-Street Construction and Maintenance Fund**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**
FUND 12	**Transportation Surtax Fund-Non Recurring**							
389	MainStreet - Cullum Road Construction Project	$ 6,371,890	$ -	$ -	$ -	$ -	$ 6,371,890	$ -
378	Comprehensive Street Improvement Program	495,260	343,100	343,100	343,100	343,100	1,867,660	3,357,010
385	South Creek Neighborhood Improvements	-	1,623,100	14,745,600	-	-	16,368,700	1,786,400
390	MainStreet - NW 54th Ave & NW 40th Street Roundabout Project	-	-	336,000	3,000,000	-	3,336,000	-
391	Sample Road Multi-Purpose Pathway	-	-	-	-	-	-	2,754,990
	Total-Transportation Surtax Fund-Non Recurring	**$ 6,867,150**	**$ 1,966,200**	**$ 15,424,700**	**$ 3,343,100**	**$ 343,100**	**$ 27,944,250**	**$ 7,898,400**
FUND 12	**Total-Broward County Transportation Surtax Fund**	**$ 6,867,150**	**$ 1,966,200**	**$ 15,424,700**	**$ 3,343,100**	**$ 343,100**	**$ 27,944,250**	**$ 7,898,400**
FUND 16	**Community Development Block Grant (CDBG) Fund-Recurring**							
344	Playground Replacement Program	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000	$ -
	Total-Community Development Block Grant (CDBG) Fund-Recurring	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ -**
FUND 16	**Total-Community Development Block Grant (CDBG)**	**$ 300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 300,000**	**$ -**
FUND 18	**Seminole Mitigation Fund-Recurring**							
392	Fire Rescue Equipment Replacement Program	$ 890,400	$ 624,940	$ 2,104,760	$ 968,850	$ 1,558,440	$ 6,147,390	$ 1,009,670
393	Police Officer Equipment Replacement Program	763,030	763,030	873,030	763,030	763,030	3,925,150	929,760
	Total-Seminole Mitigation Fund-Recurring	**$ 1,653,430**	**$ 1,387,970**	**$ 2,977,790**	**$ 1,731,880**	**$ 2,321,470**	**$ 10,072,540**	**$ 1,939,430**
FUND 18	**Seminole Mitigation Fund-Non Recurring**							
387	Police Station Improvements	$ -	$ 37,000,000	$ 1,000,000	$ -	$ -	$ 38,000,000	$ 3,592,540
394	Recreation Complex Building Rehabilitation	-	-	-	-	-	-	2,200,000
	Total-Seminole Mitigation Fund-Non Recurring	**$ -**	**$ 37,000,000**	**$ 1,000,000**	**$ -**	**$ -**	**$ 38,000,000**	**$ 5,792,540**
FUND 18	**Total-Seminole Mitigation Fund**	**$ 1,653,430**	**$ 38,387,970**	**$ 3,977,790**	**$ 1,731,880**	**$ 2,321,470**	**$ 48,072,540**	**$ 7,731,970**
FUND 32	**Capital Project Financing Fund-Non Recurring**							
395	Commission Chambers Renovation	$ 350,000	$ -	$ -	$ -	$ -	$ 350,000	$ 230,000
396	Fire Station #94 Improvements	-	200,000	-	-	-	200,000	1,195,560
378	Comprehensive Street Improvement Program	-	-	-	-	-	-	6,839,910
351	Facility Roof Replacement Program	-	-	-	-	-	-	4,623,400
377	Lakeside Park Improvements	-	-	-	-	-	-	1,149,800
371	Government Center Rehabilitation	-	-	-	-	-	-	719,870
381	Oak Trail Park Expansion	-	-	-	-	-	-	532,940
394	Recreation Complex Building Rehabilitation	-	-	-	-	-	-	494,000
387	Police Station Improvements	-	-	-	-	-	-	453,490
369	Community Center Park Improvements	-	-	-	-	-	-	86,820
385	South Creek Neighborhood Improvements	-	-	-	-	-	-	48,290
397	Veterans Park Improvements	-	-	-	-	-	-	37,660
364	Government Center Courtyard and Parking Lot Renovations	-	-	-	-	-	-	400,350
	Total-Capital Project Financing Fund-Non Recurring	**$ 350,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 550,000**	**$ 16,812,090**
FUND 32	**Total-Capital Project Financing Fund**	**$ 350,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ 550,000**	**$ 16,812,090**

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY27	FY28	FY29	FY30	FY31	Total	Previously Budgeted
FUND 33	**2009 Capital Project Fund-Recurring**							
398	Facilities Alternative Fuel Vehicle Charging Station Program	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 110,000	$ -
	Total- 2009 Capital Project-Recurring	**$ -**	**$ 55,000**	**$ -**	**$ 55,000**	**$ -**	**$ 110,000**	**$ -**
	2009 Capital Project Fund-Non Recurring							
371	Government Center Rehabilitation	$ 140,000	$ -	$ -	$ -	$ -	$ 140,000	$ 1,908,360
351	Facility Roof Replacement Program	-	-	-	-	-	-	33,380
	Total-Capital Project Fund-Non Recurring	**$ 140,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 140,000**	**$ 1,941,740**
FUND 33	**Total-2009 Capital Project Fund**	**$ 140,000**	**$ 55,000**	**$ -**	**$ 55,000**	**$ -**	**$ 250,000**	**$ 1,941,740**
FUND 36	**Public Safety Fund-Non Recurring**							
371	Government Center Rehabilitation	$ -	$ -	$ -	$ -	$ -	$ -	$ 275,000
	Total-Public Safety Fund-Non Recurring	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**
FUND 36	**Total-Public Safety Fund**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**
FUND 37	**2027 Capital Project-Non Recurring**							
399	Fire Station #113	26,000,000	500,000	-	-	-	26,500,000	-
	Total-2027 Capital Project Fund-Non Recurring	**$ 26,000,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 26,500,000**	**$ -**
FUND 37	**Total-2027 Capital Project Fund**	**$ 26,000,000**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ 26,500,000**	**$ -**
FUND 41	**Water and Wastewater Fund-Recurring**							
400	Water Distribution System Improvement Program	$ 1,200,000	$ 1,325,000	$ 1,450,000	$ 1,525,000	$ 1,550,000	$ 7,050,000	$ 1,400,000
401	Wastewater Pump Station Rehabilitation Program	800,000	850,000	900,000	900,000	900,000	4,350,000	600,000
402	Wastewater Conveyance System Improvement Program	700,000	725,000	750,000	775,000	800,000	3,750,000	675,000
403	Standby Generator and Bypass Pump Replacement Program	475,000	350,000	375,000	400,000	425,000	2,025,000	365,000
404	Water Meter Connection Lines Retrofit Program	425,000	450,000	475,000	700,000	525,000	2,575,000	400,000
405	Wastewater Access Structure Rehabilitation Program	400,000	425,000	450,000	475,000	500,000	2,250,000	500,000
406	Wastewater Force Main Isolation Valves Rehabilitation Program	220,000	230,000	240,000	250,000	260,000	1,200,000	200,000
341	Vehicle Replacement Program	189,800	-	-	-	-	189,800	362,190
407	Electrical Control Panel Rehabilitation Program	175,000	350,000	85,000	100,000	100,000	810,000	80,000
408	Water Meter and Box Replacement Program	85,000	90,000	95,000	100,000	105,000	475,000	80,000
409	Water Storage Tank Maintenance	50,000	50,000	50,000	50,000	50,000	250,000	150,000
349	Exterior Painting Program	-	-	-	200,000	-	200,000	-
	Total-Water and Wastewater Fund-Recurring	**$ 4,719,800**	**$ 4,845,000**	**$ 4,870,000**	**$ 5,475,000**	**$ 5,215,000**	**$ 25,124,800**	**$ 4,812,190**
	Water and Wastewater Fund-Non Recurring							
410	Northeast Utilities Expansion	$ 550,000	$ -	$ 400,000	$ 3,600,000	$ -	$ 4,550,000	$ -
411	Water Storage Tanks and Pump Building Rehabilitation Program	100,000	-	-	-	-	100,000	1,035,000
351	Facility Roof Replacement Program	-	-	-	-	1,000,000	1,000,000	-
412	Copans Road Wastewater Transmission System Improvements	-	-	-	-	-	-	5,641,310
413	Meter Reading Conversion	-	-	-	-	-	-	7,600,000
414	Lead and Copper Rule Compliance	-	-	-	-	-	-	849,890
	Total-Water and Wastewater Fund-Non Recurring	**$ 650,000**	**$ -**	**$ 400,000**	**$ 3,600,000**	**$ 1,000,000**	**$ 5,650,000**	**$ 15,126,200**
FUND 41	**Total-Water and Wastewater Fund**	**$ 5,369,800**	**$ 4,845,000**	**$ 5,270,000**	**$ 9,075,000**	**$ 6,215,000**	**$ 30,774,800**	**$ 19,938,390**
Fund 42	**Water/Sewer Capital Improvement Fund-Non Recurring**							
410	Northeast Utilities Expansion	$ 450,000	$ -	$ -	$ -	$ -	$ 450,000	$ 800,000
382	MainStreet Infrastructure Expansion	-	-	-	-	-	-	323,680
419	Vinkemulder Infrastructure Improvements	-	-	-	-	-	-	147,160
	Total-Water/Sewer Capital Improvement Fund-Non-Recurring	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**	**$ 1,270,840**
	Total-Water/Sewer Capital Improvement Fund	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**	**$ 1,270,840**

CAPITAL IMPROVEMENT PROGRAM BY FUND

Adopted

Page Number	Capital Improvement	FY27	FY28	FY29	FY30	FY31	Total	Previously Budgeted
FUND 45	**Stormwater Management Fund-Recurring**							
415	Stormwater Drainage Improvement Program	$ 700,000	$ 475,000	$ 500,000	$ 525,000	$ 550,000	$ 2,750,000	$ 467,500
416	Concrete Curbing Program	50,000	50,000	50,000	50,000	50,000	250,000	55,000
417	Canal and Lake Bank Restoration Program	-	750,000	750,000	750,000	750,000	3,000,000	550,000
	Total- Stormwater Management Fund-Recurring	**$ 750,000**	**$ 1,275,000**	**$ 1,300,000**	**$ 1,325,000**	**$ 1,350,000**	**$ 6,000,000**	**$ 1,072,500**
	Stormwater Management Fund-Non Recurring							
382	MainStreet Infrastructure Expansion	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,135,780
388	Comprehensive Street Improvement Program	-	-	-	-	-	-	873,500
	Total- Stormwater Management Fund-Non Recurring	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,009,280**
FUND 45	**Total-Stormwater Management Fund**	**$ 750,000**	**$ 1,275,000**	**$ 1,300,000**	**$ 1,325,000**	**$ 1,350,000**	**$ 6,000,000**	**$ 3,081,780**
FUND 61	**General Trust Fund**							
386	Public Art	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -	$ 240,000	$ 120,000
368	Art Walk	-	-	-	-	-	-	50,000
397	Veterans Park Improvements	-	-	-	-	-	-	50,000
FUND 61	**Total-General Trust Fund**	**$ 60,000**	**$ 60,000**	**$ 60,000**	**$ 60,000**	**$ -**	**$ 240,000**	**$ 220,000**
FUND 65	**Grants Fund**							
362	Redundant Fiber Optic Ring	$ 1,031,000	$ -	$ -	$ -	$ -	$ 1,031,000	$ -
392	Fire Rescue Equipment Replacement Program	1,010,110	-	-	-	-	1,010,110	-
363	Fleet Building Rehabilitation	600,000	-	-	-	-	600,000	-
381	Oak Trail Park Expansion	-	-	-	-	-	-	1,135,650
388	Comprehensive Street Improvement Program	-	-	-	-	-	-	250,000
377	Lakeside Park Improvements	-	-	-	-	-	-	118,940
361	Pedestrian Lighting	-	-	-	-	-	-	-
FUND 65	**Total - Grants Fund**	**$ 2,641,110**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,641,110**	**$ 1,504,590**
	Special Assessment							
419	Vinkemulder Infrastructure Improvements	$ -	$ -	$ 4,400,000	$ -	$ -	$ 4,400,000	$ -
	Total-Special Assessment	**$ -**	**$ -**	**$ 4,400,000**	**$ -**	**$ -**	**$ 4,400,000**	**$ -**
	Completed Projects							
420	Hillsboro Corridor Project	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,790,000
421	Sunshine Drive Park Improvements	-	-	-	-	-	-	531,410
422	Donaldson Park Improvements	-	-	-	-	-	-	300,530
	Total-Completed Projects	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,621,940**
	Grand Total-Recommended	**$ 51,823,570**	**$ 63,297,460**	**$ 41,797,370**	**$ 42,227,190**	**$ 33,359,060**	**$ 232,504,650**	**$ 87,694,420**

Vehicle Replacement Program

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	Recurring
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring
PRIORITY:	II	**ACCT. NUMBER:**	3971539-6795 4171539-6795
DEPARTMENT:	Public Works	**PROJECT CODE:**	6795
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

The continued replacement of City vehicles is warranted by age (between 7 and 17 years old), and/or high mileage (over 100,000 miles), and/or high repair and maintenance costs within a two year period. Based on these criteria, replacement of the following 17 vehicles is recommended in FY27:

Police - K9	**1**	**#1449**
Police - Patrol	**8**	**#1386, 1415, 1417, 1419, 1420, 1446, #1451, 1459**
Police – Admin	**3**	**#1370, 1407, 1412**
Utilities & Engineering	**3**	**#1348, 1349, 1431**
Recreation	**1**	**#1424**
Transportation	**1**	**#1373**

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$1,071,400	$1,736,070	$1,800,000	$1,900,000	$1,900,000	$8,407,470	$814,030	Recurring
Water & Wastewater Fund (41)	189,800	0	0	0	0	189,800	362,190	
TOTAL	**$1,261,200**	**$1,736,070**	**$1,800,000**	**$1,900,000**	**$1,900,000**	**$8,597,270**	**$1,176,220**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	1,261,200	1,736,070	1,800,000	1,900,000	1,900,000	8,597,270	1,176,220	
TOTAL	**$1,261,200**	**$1,736,070**	**$1,800,000**	**$1,900,000**	**$1,900,000**	**$8,597,270**	**$1,176,220**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to anticipated maintenance costs savings.
Operating	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($5,000)**	**($5,000)**	**($5,000)**	**($5,000)**	**($5,000)**	**($25,000)**	

HVAC Replacement Program

STRATEGIC GOAL:	Plan Ahead for Emerging Technologies and Business Methods	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	3971539-6754 6571539-6754		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6754		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace the HVAC units at the end of their useful life throughout City facilities. The City is actively seeking appropriations to aid in the replacement of the Public Works/EOC building unit. The following replacement schedule is included:

FY27: Public Works HVAC & Software Updates	$872,500
FY28: Community Center & Software Updates	$830,000
FY29: Sabal Pines Park, Fire Station 94 & Software	$470,000
FY30: Cooling Tower City Hall	$900,000
FY31: EMS Controls & Software Updates	$50,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$872,500	$830,000	$470,000	$900,000	$50,000	$3,122,500	$600,000	Recurring
Grants Fund (65)	0	0	0	0	0	0	0	
TOTAL	**$872,500**	**$830,000**	**$470,000**	**$900,000**	**$50,000**	**$3,122,500**	**$600,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	872,500	830,000	470,000	900,000	50,000	3,122,500	600,000	
TOTAL	**$872,500**	**$830,000**	**$470,000**	**$900,000**	**$50,000**	**$3,122,500**	**$600,000**	**Recurring**

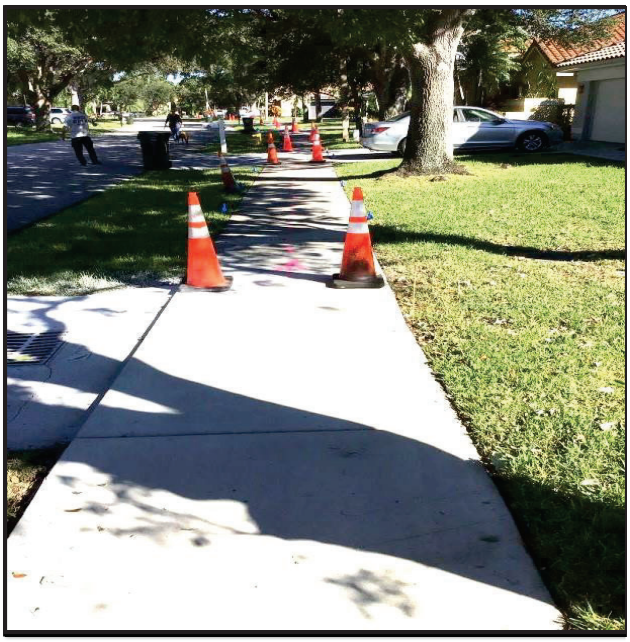
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact reflects projected energy savings.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($5,000)**	

Sidewalk Improvement Program

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	Recurring
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring
PRIORITY:	I	**ACCT. NUMBER:**	3991541-6715
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6715
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

This program funds the rehabilitation and improvement of existing City-owned sidewalks. Improvements include completing missing sidewalk links, repairing sidewalk trip hazards, replacing asphalt sidewalks with concrete, meeting Americans with Disabilities Act (ADA) requirements and other activities impacted by rehabilitation such as drainage and landscaping replacement, as needed. In FY26, the City completed sidewalk sections in South Creek (NW 45th Ave, NW 7th Street, NW 6th Court, NW 42nd Ave, and NW 43rd Ave), Coral Tree Circle, Breckenridge North, and Alexandria Blvd. In FY27, the City is planning to rehabilitate sidewalk sections in Cougar Trail, Park School Road, South Creek (Edgewood Pl, Lake Dr, Coconut Creek Blvd), Winston Park Blvd East and West and other locations, as funding allows.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$500,000	$525,000	$550,000	$575,000	$600,000	$2,750,000	$150,000	Recurring
TOTAL	**$500,000**	**$525,000**	**$550,000**	**$575,000**	**$600,000**	**$2,750,000**	**$150,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	500,000	525,000	550,000	575,000	600,000	2,750,000	150,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$500,000**	**$525,000**	**$550,000**	**$575,000**	**$600,000**	**$2,750,000**	**$150,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Playground Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	1671572-6501 3971572-6501 6571572-6501		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6501		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program provides for the replacement of playgrounds that have exceeded their expected useful life and require frequent repairs/maintenance to keep them safe and operational. The following replacements are included, including a CDBG grant for Pond Apple Park:

FY27:	Community Center Playground	$400,000
	Pond Apple Park	$300,000
FY31:	Winston Park Playground	$300,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$400,000	$0	$0	$0	$300,000	$700,000	$110,000	Recurring
CDBG Fund (16)	300,000	0	0	0	0	300,000	0	
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$300,000**	**$1,000,000**	**$110,000**	**Recurring**

PROJECT COMPONENTS:

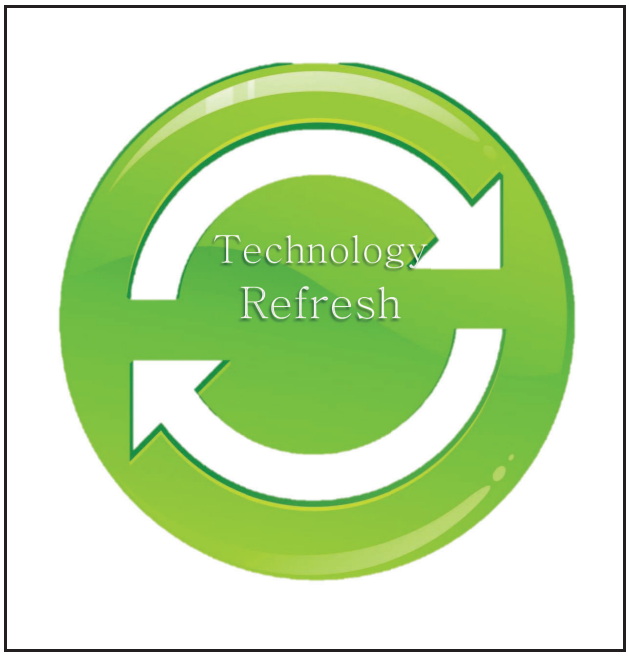
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	700,000	0	0	0	300,000	1,000,000	110,000	
TOTAL	**$700,000**	**$0**	**$0**	**$0**	**$300,000**	**$1,000,000**	**$110,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Technology Refresh Program

STRATEGIC GOAL:	Plan Ahead for Emerging Technologies and Business Methods	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	3915513-6738		
DEPARTMENT:	Information Technology	**PROJECT CODE:**	6738		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This project provides for the continual upgrading of hardware, including computers, servers, routing and switching equipment, wireless bridges, tablets, projectors, security firewalls, large printers, and audio/visual equipment. This provides City-wide users the necessary tools to process information efficiently while maintaining operations and enables the City to remain in a proactive position for current technological advances.

Computers and Equipment Total	$319,100

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$319,100	$342,600	$173,600	$207,100	$180,150	$1,222,550	$367,300	Recurring
TOTAL	**$319,100**	**$342,600**	**$173,600**	**$207,100**	**$180,150**	**$1,222,550**	**$367,300**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	319,100	342,600	173,600	207,100	180,150	1,222,550	367,300	
TOTAL	**$319,100**	**$342,600**	**$173,600**	**$207,100**	**$180,150**	**$1,222,550**	**$367,300**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Street Maintenance Program

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	1191541-6761 3991541-6761		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6761		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

As the City's roadway infrastructure ages, the need for rehabilitation and improvements become necessary. The program funds roadway maintenance and other related activities, not covered by the Comprehensive Street Improvement Program, that are in need of immediate attention. Locations will be addressed on an as-needed basis in FY27. In FY26, the City worked with Broward County School Board on the design phase of the Lyons Creek Middle School traffic circulation improvements along Sol Press Blvd. When the design is finalized, the construction will follow accordingly in FY27.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$200,000	$180,000	$190,000	$200,000	$210,000	$980,000	$176,000	Recurring
Street Construction & Maint. Fund (11)	0	0	0	0	0	0	0	
TOTAL	**$200,000**	**$180,000**	**$190,000**	**$200,000**	**$210,000**	**$980,000**	**$176,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	200,000	180,000	190,000	200,000	210,000	980,000	176,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$200,000**	**$180,000**	**$190,000**	**$200,000**	**$210,000**	**$980,000**	**$176,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Sports Lighting Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971572-6893		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6893		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

Many sports lighting fixtures in City parks have exceeded their expected useful life. As the fixtures age, it becomes difficult to maintain the adequate lighting for safe play on the fields and courts. Replacement of these fixtures will ensure adequate lighting is maintained at a cost savings to the City due to the use of LED fixtures. The following replacement schedule is included:

FY27: Community Center - Pickleball & Basketball Courts $200,000

FY28: Sabal Pines Park - East Soccer Field $275,000

FY29: Sabal Pines Park - West Soccer Field $250,000

FY31: Sabal Pines Park North Baseball Fields $300,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$200,000	$275,000	$250,000	$0	$300,000	$1,025,000	$0	Recurring
TOTAL	**$200,000**	**$275,000**	**$250,000**	**$0**	**$300,000**	**$1,025,000**	**$0**	**Recurring**

PROJECT COMPONENTS:

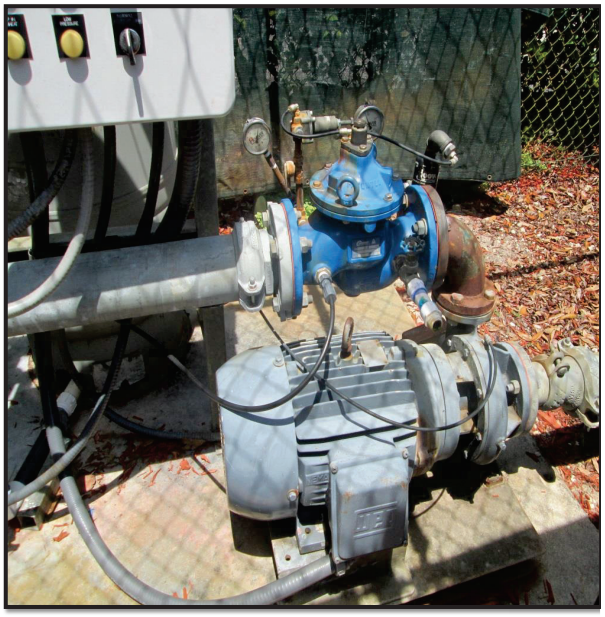
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	200,000	275,000	250,000	0	300,000	1,025,000	0	
TOTAL	**$200,000**	**$275,000**	**$250,000**	**$0**	**$300,000**	**$1,025,000**	**$0**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact reflects savings in electric costs.
Operating	(500)	(500)	(500)	(500)	(500)	(2,500)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($500)**	**($500)**	**($500)**	**($500)**	**($500)**	**($2,500)**	

Irrigation Pump Station Replacement Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971537-6860		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6860		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

Many of the irrigation pump stations throughout the City have exceeded their expected useful life and have been repaired multiple times to keep them operational. Age, wear and tear, and frequent repairs make them costly to maintain and operationally inefficient. The following replacement schedule is included:

FY27:	441 North, 441 Central, 441 South, Lyons 2600, Lyons 15th Street, Lyons North, Sample West	$160,000
FY28:	Hillsboro West, Hillsboro East, Atlantic, CC Parkway East CC Parkway West, Wiles West, Copans East	$160,000
FY29:	Donaldson Park, Cougar Trail, Coral Tree Greenway, Utilities & Engineering, Hosford Park, Rec Complex	$160,000
FY30:	69th Street Greenway, Oak Trails Park, Fire Station #50, Hilton Greenway, Government Center	$160,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$160,000	$160,000	$160,000	$160,000	$160,000	$800,000	$197,500	Recurring
TOTAL	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$800,000**	**$197,500**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	160,000	160,000	160,000	160,000	160,000	800,000	197,500	
TOTAL	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$800,000**	**$197,500**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact reflects anticipated electricity costs savings.
Operating	(500)	(500)	(500)	(500)	(500)	(2,500)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($500)**	**($500)**	**($500)**	**($500)**	**($500)**	**($2,500)**	

Exterior Painting Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	3971539-6880 4171539-6880		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6880		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The exterior of City buildings are in need of repainting typically every 6 - 8 years depending on the severity of weather conditions. The following painting schedule is as follows:

FY27:	Recreation Complex Bldg, Pavilion & Restroom Bldg	$150,000
FY28:	Public Works Bldg & Bay Storage	$220,000
FY29:	Sabal Pines Park Baseball Backstops	$260,000
FY30:	Utilities & Engineering Bldgs & Tank	$200,000
FY31:	Government Center / City Hall	$200,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$150,000	$220,000	$260,000	$0	$200,000	$830,000	$242,000	Recurring
Water & Wastewater Fund (41)	0	0	0	200,000	0	200,000	0	
TOTAL	**$150,000**	**$220,000**	**$260,000**	**$200,000**	**$200,000**	**$1,030,000**	**$242,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	150,000	220,000	260,000	200,000	200,000	1,030,000	242,000	
TOTAL	**$150,000**	**$220,000**	**$260,000**	**$200,000**	**$200,000**	**$1,030,000**	**$242,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Cyber Resilience, Security Leadership and Disaster Recovery

STRATEGIC INITIATIVE:	Plan Ahead for Emerging Technologies and Business Methods	**START DATE:**	Recurring	**LOCATION:**	Information Technology Department
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3915513-6717 6515513-6717		
DEPARTMENT:	Information Technology	**PROJECT CODE:**	6717		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The project will replace and enhance the current data center infrastructure, as well as construct new infrastructure that will help ensure minimal downtime and improve operability for the 24/7 Police and Fire departments. Improvements include an upgraded data center with redundant data sites. This will also improve networking capabilities to ensure uptime and availability through the use of fiber and upgraded switching technologies.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$150,000	$80,000	$80,000	$162,000	$182,000	$654,000	$192,500	Recurring
TOTAL	**$150,000**	**$80,000**	**$80,000**	**$162,000**	**$182,000**	**$654,000**	**$192,500**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	150,000	80,000	80,000	162,000	182,000	654,000	192,500	
TOTAL	**$150,000**	**$80,000**	**$80,000**	**$162,000**	**$182,000**	**$654,000**	**$192,500**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Facility Roof Replacement Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	3971539-6895 3371539-6895 3271539-6895		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6895		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace the roofs of City facilities at the end of their useful life. When feasible, the City seeks to install solar panels to support the City's resiliency initiatives. The following replacements are included:

FY27: Park Dugouts: Lakeside (2), Hosford (2)	$150,000
FY28: Public Works Building	$800,000
FY29: Rowe Center, Donaldson Park Restroom, Fire Station #94	$480,000
FY30: Recreation Center Pavilion and Pavilion Restroom	$175,000
FY31: Utilities & Engineering Buildings	$1,000,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$150,000	$800,000	$480,000	$175,000	$0	$1,605,000	$642,710	Recurring
2009 Capital Project Fund (33)	0	0	0	0	0	0	33,380	
Capital Projects Financing Fund (32)	0	0	0	0	0	0	4,623,400	
Water & Wastewater Fund (41)	0	0	0	0	1,000,000	$1,000,000	0	
TOTAL	**$150,000**	**$800,000**	**$480,000**	**$175,000**	**$1,000,000**	**$2,605,000**	**$5,299,490**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$183,730	Recurring
Construction	150,000	800,000	480,000	175,000	1,000,000	2,605,000	5,115,760	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$150,000**	**$800,000**	**$480,000**	**$175,000**	**$1,000,000**	**$2,605,000**	**$5,299,490**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Sports Surface Repair and Resurfacing

STRATEGIC GOAL:	Protect and Enhance Access to Open Space and Natural Areas	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971572-6516		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6516		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the maintenance needs for the City's sport court surfaces. Sports courts typically need to be resurfaced every 5-7 years depending upon their use and weather conditions. Future improvements include:

FY27:	Lakeside Fields Re-sodding	$125,000
FY28:	Winston Park Racquetball	$ 5,000
	Winston Park Basketball	$10,000
	Community Center Pickleball & Basketball	$34,000
	George Gerber Basketball	$15,000
		$64,000
FY29:	Sabal Pines Park Hockey Rink	$25,000
FY31:	Winston Park Tennis	$16,500
	Windmill Park Tennis, Racquetball, and Pickleball	$58,500
		$75,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$125,000	$64,000	$25,000	$0	$75,000	$289,000	$60,500	Recurring
TOTAL	**$125,000**	**$64,000**	**$25,000**	**$0**	**$75,000**	**$289,000**	**$60,500**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	125,000	64,000	25,000	0	75,000	289,000	60,500	
TOTAL	**$125,000**	**$64,000**	**$25,000**	**$0**	**$75,000**	**$289,000**	**$60,500**	**Recurring**

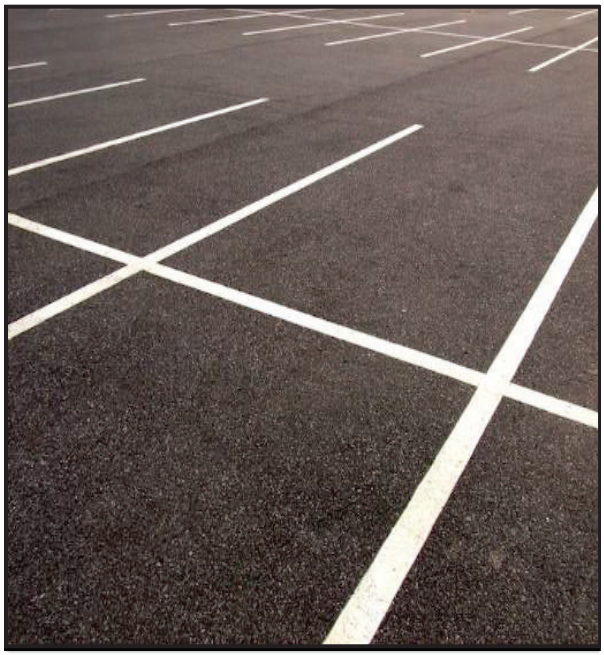
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Parking Lot Rehabilitation Program

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	Recurring
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring
PRIORITY:	II	**ACCT. NUMBER:**	1191541-6759 3291541-6759 3991541-6759
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6759
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

This program funds rehabilitations of City-owned parking lots and associated access roadways. Rehabilitation includes milling and resurfacing asphalt, striping, adding and/or replacing concrete curbs, adding root barriers, repairing damaged sidewalks, improvements to meet ADA guidelines, and other associated work. In FY25, construction of the Fleet Parking Lot was completed.

The following schedule is planned:

- **FY27:** Design for two (2) Sabal Pines Park entrance parking lots
- **FY28:** Construction for two (2) Sabal Pines Park entrance parking lots
- **FY29:** Design for Winston Park Nature Center and Cypress Park
- **FY30:** Construction of Winston Park Nature Center and Cypress Park
- **FY31**: Design for Veterans Park and Gerber Park
- **FY32:** Construction of Veterans and Gerber Park

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$110,000	$350,000	$100,000	$300,000	$450,000	$1,310,000	$0	Recurring
Capital Projects Financing Fund (32)								
Street Construction & Maint. Fund (11)								
TOTAL	**$110,000**	**$350,000**	**$100,000**	**$300,000**	**$450,000**	**$1,310,000**	**$0**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$110,000	$0	$100,000	$0	$100,000	$310,000	$0	Recurring
Construction	0	350,000	0	300,000	350,000	1,000,000	0	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$110,000**	**$350,000**	**$100,000**	**$300,000**	**$450,000**	**$1,310,000**	**$0**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to anticipated maintenance costs savings.
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Outdoor Park Amenities Replacement Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	3971572-6709		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6709		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the replacement of outdoor park amenities that have become unsightly or unusable due to age, exposure to the elements, or vandalism. Replacements are based on need and include, but are not limited to, benches, trash receptacles, tables, bleachers, grills, outdoor water fountains, and various outdoor amenities.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$75,000	$90,000	$80,000	$70,000	$60,000	$375,000	$99,000	Recurring
TOTAL	**$75,000**	**$90,000**	**$80,000**	**$70,000**	**$60,000**	**$375,000**	**$99,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	75,000	90,000	80,000	70,000	60,000	375,000	99,000	
TOTAL	**$75,000**	**$90,000**	**$80,000**	**$70,000**	**$60,000**	**$375,000**	**$99,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Shade Structures

STRATEGIC INITIATIVE:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971539-6785		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6785		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This project provides for the new installation of shade structures and the replacement of shade awnings along with the recurring maintenance on posts and other metal components. The following improvements are included:

FY27:	Community Center Fabric Replacement	$60,000
FY28:	Lakeside Park Spectator Bleacher Fabric Replacement	$30,000
	Lakeside Park Playground & Bleacher Canopy Posts	$20,000
	Windmill Park Playground & Tennis Bench Canopies	$40,000
		$90,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$60,000	$90,000	$50,000	$50,000	$50,000	$300,000	$165,000	Recurring
TOTAL	**$60,000**	**$90,000**	**$50,000**	**$50,000**	**$50,000**	**$300,000**	**$165,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	60,000	90,000	50,000	50,000	50,000	300,000	165,000	
TOTAL	**$60,000**	**$90,000**	**$50,000**	**$50,000**	**$50,000**	**$300,000**	**$165,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Parks Improvement Program

STRATEGIC GOAL:	Protect and Enhance Access to Open Space and Natural Areas	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971572-6800		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6800		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the rehabilitation needs of City parks. The following replacement schedule is included:

FY27:	Windmill Split Rail Fence	$ 45,000
FY28:	Sabal Pines Park Baseball Field 4 Fence	$148,000
	Lakeside Park Baseball Fence	$162,000
		$310,000
FY29:	Donaldson Park Dock	$200,000
	Sabal Pines Park Soccer Field Fence	$ 50,000
	Replace Volleyball Posts (Cypress, Donaldson, Gerber, & Winston Parks)	$ 25,000
		$275,000
FY30:	Sabal Pines Park Baseball Fields 5 & 6 Fence	$138,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$45,000	$310,000	$275,000	$138,000	$300,000	$1,068,000	$660,000	Recurring
TOTAL	**$45,000**	**$310,000**	**$275,000**	**$138,000**	**$300,000**	**$1,068,000**	**$660,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$5,000	$0	$0	$0	$5,000	$0	Recurring
Construction	45,000	305,000	275,000	138,000	300,000	1,063,000	660,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$45,000**	**$310,000**	**$275,000**	**$138,000**	**$300,000**	**$1,068,000**	**$660,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Fitness Equipment Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	Recreation Complex and Community Center
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	3972572-6500		
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6500		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the replacement of fitness equipment at Creek Fit North (Recreation Complex) and Creek Fit South (Community Center). Timely replacement of fitness equipment ensures user safety and optimal customer service to fitness members. The following fitness equipment replacement schedule is included:

- **FY27:** Strength Equipment Accessories (North)
- **FY28:** 6 Treadmills and 2 Ellipticals (South), Strength Equipment (South), Strength Equipment Accessories (South), 25 Stationary Spinning Bikes (North), and 2 Arm Ergometers (North and South)
- **FY29:** 8 Bikes, 3 NuSteps, 1 Stairmaster, 2 Stepmills, 2 Rowers (North and South), and Strength Equipment Accessories (North & South)
- **FY30:** 6 Treadmills (North) and Strength Equipment Accessories (North & South)
- **FY31:** 4 Ellipticals (North) and Strength Equipment Accessories (North & South)

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$17,750	$268,070	$98,570	$89,840	$47,500	$521,730	$29,920	Recurring
TOTAL	**$17,750**	**$268,070**	**$98,570**	**$89,840**	**$47,500**	**$521,730**	**$29,920**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	17,750	268,070	98,570	89,840	47,500	521,730	29,920	
TOTAL	**$17,750**	**$268,070**	**$98,570**	**$89,840**	**$47,500**	**$521,730**	**$29,920**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes savings from equipment trade-ins.
Operating	(2,500)	(2,500)	(1,500)	(1,200)	(800)	(8,500)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($2,500)**	**($2,500)**	**($1,500)**	**($1,200)**	**($800)**	**($8,500)**	

City Facility Lighting Improvement Program

STRATEGIC GOAL:	Strengthen Long-Term Community Resilience and Resource Stewardship	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	3971572-6505		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6505		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses lighting improvements at City facilities and parking lots. Improvements include the replacement of less energy efficient high intensity discharge (HID) and fluorescent lights and fixtures with high efficiency LED lights and fixtures in support of the City's Community Resilience Plan. The following improvements are included:

FY28: Sabal Pines Park Outside Buildings & Parking Lot
FY29: Government Center & Public Works Parking Lots & Outside Buildings
FY30: Winston Park & Lakeside Park Outside Buildings & Parking Lots
FY31: George Gerber Park Outside Buildings & Parking Lot

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$650,000	$630,000	$575,250	$320,000	$2,175,250	$110,000	Recurring
TOTAL	**$0**	**$650,000**	**$630,000**	**$575,250**	**$320,000**	**$2,175,250**	**$110,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$50,000	$50,000	$50,000	$50,000	$200,000	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	0	600,000	580,000	525,250	270,000	1,975,250	110,000	
TOTAL	**$0**	**$650,000**	**$630,000**	**$575,250**	**$320,000**	**$2,175,250**	**$110,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating cost savings reflects lower electrical costs due to changing bulbs to LED.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($5,000)**	

Flooring/Carpet Replacement Program

STRATEGIC INITIATIVE:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	3971572-6873		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6873		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace flooring in City facilities that have reached unacceptable conditions due to wear, permanent staining, or damage. The following replacement schedule is included:

FY28: Public Works $225,000

FY31: Community Center $168,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$225,000	$0	$0	$168,000	$393,000	$66,000	Recurring
TOTAL	**$0**	**$225,000**	**$0**	**$0**	**$168,000**	**$393,000**	**$66,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	0	225,000	0	0	168,000	393,000	66,000	
TOTAL	**$0**	**$225,000**	**$0**	**$0**	**$168,000**	**$393,000**	**$66,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Traffic Calming Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring
PRIORITY:	II	**ACCT. NUMBER:**	3991541-6856
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6856
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

The City's Code of Ordinances allows for the installation of traffic calming devices within the City's right-of-way. This program funds speed and volume studies, traffic analyses, and construction of traffic calming devices following review and recommendation from the City's Traffic Management Team. Improvements are based on resident requests and Traffic Management Team recommendations. In FY26, $275,000 was funded for the Traffic Management Team to begin the design and construction of the pedestrian crosswalk with rectangular rapid flashing beacons (RRFB) on Winston Park Boulevard west of Lyons Road to improve pedestrian safety. In FY27, construction is slated for the installation of the beacon and crosswalk.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$50,000	$50,000	$50,000	$50,000	$200,000	$275,000	Recurring
TOTAL	**$0**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$200,000**	**$275,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$5,000	$5,000	$5,000	$5,000	$20,000	$275,000	Recurring
Construction	0	45,000	45,000	45,000	45,000	180,000	0	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$0**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$200,000**	**$275,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Pedestrian Lighting

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	3971541-6896 6571541-6896		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6896		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

Installation of pedestrian lighting enhances the safety of pedestrians by providing visibility in low-light conditions. FDOT has completed the construction of improvements within the Lyons Road right-of-way from Atlantic Boulevard to the Sawgrass Expressway to include new sidewalks, bicycle lanes, and road resurfacing. Additionally, conduits were installed adjacent to the new sidewalks to allow for the addition of pedestrian lighting in the future without disturbance to the newly constructed improvements. In FY23, the City was approved for $3.9 million in earmarked funds to install pedestrian lights along Lyons Road. In FY24, replacement of pedestrian lights along the Hilton Road Greenway was completed. Streetlights were installed along NW 43rd Avenue between Sol Press Boulevard and NW 42nd Terrace near the entrance to Parkwood VI. These streetlights will improve safety for students walking from Parkwood VI to Lyons Creek Middle School. Design for the grant funded portion of the project began in FY25 and construction began in FY26. Future plans include the installation of pedestrian lighting along Pine Creek Greenway in FY29 and the replacement of pedestrian lights along the 69th Street Greenway in FY30.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$900,000	$600,000	$0	$1,500,000	$100,000	Recurring
Grants Fund (65)	0	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$900,000**	**$600,000**	**$0**	**$1,500,000**	**$100,000**	**Recurring**

PROJECT COMPONENTS:

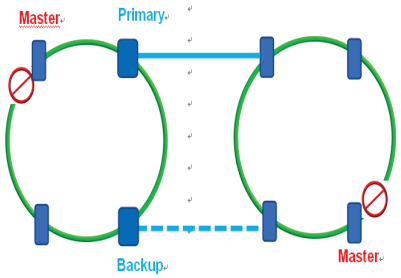
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$90,000	$75,000	$0	$165,000	$0	Recurring
Construction	0	0	677,000	407,500	0	1,084,500	100,000	
Equipment /Other	0	0	133,000	117,500	0	250,500	0	
TOTAL	**$0**	**$0**	**$900,000**	**$600,000**	**$0**	**$1,500,000**	**$100,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$82,000	$82,000	$82,000	$246,000	Operating impacts due to additional personnel, electricity costs, and capital outlay for a small bucket truck and replacement fixtures.
Operating	0	0	52,500	54,000	56,000	162,500	
Capital Outlay	0	0	18,000	0	0	18,000	
TOTAL	**$0**	**$0**	**$152,500**	**$136,000**	**$138,000**	**$426,500**	

Redundant Fiber Optic Ring

STRATEGIC GOAL:	Enhance Technological Connectivity	**START DATE:**	03/2027	**LOCATION:**	City-wide
STATUS:	Upcoming Project	**COMPLETION DATE:**	12/2027		
PRIORITY:	III	**ACCT. NUMBER:**	6515519-6499		
DEPARTMENT:	Information Technology	**PROJECT CODE:**	6499		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$2,094,830		



DESCRIPTION/JUSTIFICATION:

Redundant fiber optic ring architecture improves resilience on the current fiber optic system. To meet the requirements of resiliency, a fiber optic ring is recommended. This project will add redundancy via fiber optics. If the fiber is accidentally damaged by fiber cuts, equipment failure, or malicious attacks, communication will be redirected through the ring to the data center and quickly repaired. Phase I will focus on establishing connections between critical emergency operations centers, while Phase II will extend connectivity to key infrastructure sites. The City has been granted appropriations to fund a portion of this project in the amount of $1,031,000.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$1,063,830	$0	$0	$0	$0	$1,063,830	$0	$0
Grants Fund (65)	1,031,000	0	0	0	0	1,031,000	0	0
TOTAL	**$2,094,830**	**$0**	**$0**	**$0**	**$0**	**$2,094,830**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$218,460	$0	$0	$0	$0	$218,460	$0	$0
Construction	1,362,540	0	0	0	0	1,362,540	0	0
Equipment /Other	513,830	0	0	0	0	513,830	0	0
TOTAL	**$2,094,830**	**$0**	**$0**	**$0**	**$0**	**$2,094,830**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Fleet Building Rehabilitation

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	10/2022
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2032
PRIORITY:	III	**ACCT. NUMBER:**	3971539-6748
DEPARTMENT:	Public Works	**PROJECT CODE:**	6748
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$4,650,000

LOCATION: Government Center



DESCRIPTION/JUSTIFICATION:

The fleet maintenance building is in need of renovation to meet the daily operational needs of the staff, increase resiliency during emergencies and/or disasters, and provide a safe updated work environment. Design started in FY25 with construction anticipated to begin in early FY27. The funding request for FY27 is to cover the increased costs for materials, labor and an expanded scope of work due to unforeseen conditions and changes with the Building Code. Solar Panels are included, however this addition is contingent upon grant funding. In addition, the two large underground fuel tanks are nearing the end of their useful life and will need replacement with respect to environmental and code requirements in FY31.

FY27: Additional Construction Funds Required $ 700,000

FY31: Replace Underground Fuel Tanks (15,000 gallon) & 20,000 gallon) at Fuel Island $1,150,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$700,000	$0	$0	$0	$1,150,000	$1,850,000	$2,200,000	$2,200,000
Grants Fund (65)	600,000	0	0	0	0	600,000	0	0
TOTAL	**$1,300,000**	**$0**	**$0**	**$0**	**$1,150,000**	**$2,450,000**	**$2,200,000**	**$2,200,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$150,000	$150,000	$200,000	$151,311
Construction	700,000	0	0	0	1,000,000	1,700,000	2,000,000	163,573
Equipment /Other	600,000	0	0	0	0	600,000	0	0
TOTAL	**$1,300,000**	**$0**	**$0**	**$0**	**$1,150,000**	**$2,450,000**	**$2,200,000**	**$314,884**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to the required solar array maintenance as savings will not be realized until year 7 after initiation (FY33).
Operating	0	2,500	2,650	2,650	2,800	10,600	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$2,500**	**$2,650**	**$2,650**	**$2,800**	**$10,600**	

Government Center Courtyard and Parking Lot Renovations

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2023	**LOCATION:**	Government Center
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2028		
PRIORITY:	III	**ACCT. NUMBER:**	3271539-6726 3971539-6726		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6726		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$4,559,840		



DESCRIPTION/JUSTIFICATION:

The Government Center courtyard is in need of renovation to meet the daily operational needs and to expand its potential. Planned improvements include a redesign of the courtyard area to enhance its use during public events and a reconfiguration of the parking lot to increasing the City's ability to operate a safe and efficient Emergency Operations Center (EOC), Community Staging Area, and Point of Distribution (POD). The City submitted an appropriations funding request for the emergency related component of this project. Initial Design services were awarded in FY25. Future improvements include:

FY27:	Additional Design Services to Include Lighting and the completion of the Construction Documents	$500,000
FY28:	Courtyard and Breezeway Renovation	$2,500,000
FY29:	Parking Lot Renovation	$1,100,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$500,000	$2,500,000	$1,100,000	$0	$0	$4,100,000	$59,490	$59,490
Capital Projects Financing Fund (32)	0	0	0	0	0	0	400,350	400,350
TOTAL	**$500,000**	**$2,500,000**	**$1,100,000**	**$0**	**$0**	**$4,100,000**	**$459,840**	**$459,840**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$500,000	$0	$0	$0	$0	$500,000	$210,000	$180,998
Construction	0	2,500,000	1,100,000	0	0	3,600,000	139,850	0
Equipment /Other	0	0	0	0	0	0	109,990	1,353
TOTAL	**$500,000**	**$2,500,000**	**$1,100,000**	**$0**	**$0**	**$4,100,000**	**$459,840**	**$182,351**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to the additional trimming of the Royal Palms in the courtyard required for safety reasons.
Operating	5,000	5,000	5,000	5,000	5,000	25,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$25,000**	

Boardwalk and Pathway Rehabilitation

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	10/2015
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2027
PRIORITY:	I	**ACCT. NUMBER:**	3951572-6597
DEPARTMENT:	Public Works	**PROJECT CODE:**	6597
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,464,890

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

This project addresses the rehabilitation needs of the City's boardwalks and recycled rubber pathways that have exceeded their useful life. The rubber pathways at Sabal Pines Park were installed over fifteen (15) years ago and need to be replaced. Segments of the rubber path will be replaced with concrete in a phased approach. Phase 1 of the project was started in FY26 with approximately 1/3 of the paths replaced. Phase 2 is proposed for FY27 which would complete the project.

FY27: Phase 2 - Final installment of Sabal Pines Rubber Pathway Replacement with Concrete

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$372,500	$0	$0	$0	$0	$372,500	$1,092,390	$1,092,390
TOTAL	**$372,500**	**$0**	**$0**	**$0**	**$0**	**$372,500**	**$1,092,390**	**$1,092,390**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$45,000	$0	$0	$0	$0	$45,000	$100,000	$89,561
Construction	327,500	0	0	0	0	327,500	992,390	930,905
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$372,500**	**$0**	**$0**	**$0**	**$0**	**$372,500**	**$1,092,390**	**$1,020,466**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes costs associated with periodic pressure cleaning of the new concrete sidewalks.
Operating	500	1,500	1,500	1,500	1,500	6,500	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$500**	**$1,500**	**$1,500**	**$1,500**	**$1,500**	**$6,500**	

MainStreet Village Green

STRATEGIC GOAL:	Complete the MainStreet Project	**START DATE:**	11/2026	**LOCATION:**	MainStreet
STATUS:	Continuing Project	**COMPLETION DATE:**	TBD		
PRIORITY:	I	**ACCT. NUMBER:**	3971539-6201		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6201		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$6,683,370		



DESCRIPTION/JUSTIFICATION:

The MainStreet project presents significant opportunities for Coconut Creek, including permit fees, tax revenues and other assessments. However, the project also comes with City obligations associated with the buildout of the planned Civic Space. This project includes the development of the Civic Space in the MainStreet area, including a multi-purpose park and surface parking. A bathroom with AV and lighting control space will also be developed at Lakeside Plaza. Design funds were provided in FY26 for the project initiation, with construction slated to commence in FY28.

FY28: Construction $4,800,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$4,800,000	$0	$0	$0	$4,800,000	$1,883,370	$1,883,370
TOTAL	**$0**	**$4,800,000**	**$0**	**$0**	**$0**	**$4,800,000**	**$1,883,370**	**$1,883,370**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$800,000	$0
Construction	0	4,800,000	0	0	0	4,800,000	1,083,370	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$4,800,000**	**$0**	**$0**	**$0**	**$4,800,000**	**$1,883,370**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$129,000	$135,450	$141,900	$406,350	Covers additional costs for personnel, landscaping, maintenance, janitorial services, capital outlay, and utility services.
Operating	0	0	259,000	271,950	284,900	815,850	
Capital Outlay	0	0	215,000	225,750	226,000	666,750	
TOTAL	**$0**	**$0**	**$603,000**	**$633,150**	**$652,800**	**$1,888,950**	

Pavilion Replacement Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	09/2026	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2030		
PRIORITY:	II	**ACCT. NUMBER:**	3971572-6202		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6202		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,580,000		



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace or rehabilitate the pavilions located within the City's parks that are at the end of their useful life. In FY26, the City allocated $330,000 for (1) Donaldson Park Shelter and (2) Gerber Park Shelters. The following replacements are included:

FY28: (7) Winston Park Pavilions	$600,000
FY29: (2) Windmill Park Pavilions	$380,000
FY30: (1) Recreation Complex Pavilion	$270,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$600,000	$380,000	$270,000	$0	$1,250,000	$330,000	$330,000
TOTAL	**$0**	**$600,000**	**$380,000**	**$270,000**	**$0**	**$1,250,000**	**$330,000**	**$330,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$25,000	$25,000	$20,000	$0	$70,000	$20,000	$0
Construction	0	575,000	355,000	250,000	0	1,180,000	0	0
Equipment /Other	0	0	0	0	0	0	310,000	0
TOTAL	**$0**	**$600,000**	**$380,000**	**$270,000**	**$0**	**$1,250,000**	**$330,000**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Art Walk

STRATEGIC GOAL:	Expand Safe and Walkable/Bikeable Options Across the Community	**START DATE:**	01/2022
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2029
PRIORITY:	III	**ACCT. NUMBER:**	3951572-6594
DEPARTMENT:	Public Works	**PROJECT CODE:**	6872 6594
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$584,020

LOCATION: Northeast Corner of 441 and Sawgrass Expressway



DESCRIPTION/JUSTIFICATION:

This project enhances a linear pathway that links the residential development of Casa Palma to the new hotel developments and the Regency Lakes shopping area. The addition of wayfinding signage, artwork, amenities, and landscaping will improve cohesion of the area and enhance walkability. This project consists of the following components:

Landscape, Lighting & Irrigation	$434,020
Plans & Studies	$ 50,000
Art	$ 50,000
Benches, Trash Receptacles, & Signage	$ 50,000
	$584,020

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$250,000	$0	$0	$0	$250,000	$284,020	$284,020
General Trust Fund (61)	0	0	0	0	0	0	50,000	50,000
TOTAL	**$0**	**$250,000**	**$0**	**$0**	**$0**	**$250,000**	**$334,020**	**$334,020**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$50,000	$13,649
Construction	0	250,000	0	0	0	250,000	209,020	0
Equipment /Other	0	0	0	0	0	0	75,000	0
TOTAL	**$0**	**$250,000**	**$0**	**$0**	**$0**	**$250,000**	**$334,020**	**$13,649**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes costs associated with contractual landscape, janitorial, and aquatic maintenance.
Operating	0	0	80,000	80,000	80,000	240,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$80,000**	**$80,000**	**$80,000**	**$240,000**	

Community Center Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2020
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2029
PRIORITY:	I	**ACCT. NUMBER:**	3271572-6743
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6743
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,953,250

LOCATION: Community Center Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. Considered improvements include:

FY28: Design

FY29: Site Furnishings, Tree Seating, Extension Fishing Dock with Rails, Outdoor Patio, Multi-Purpose Lawns/Fields, Outdoor Table Games, Signage, and Public Art

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$242,550	$1,623,880	$0	$0	$1,866,430	$0	$0
Capital Projects Financing Fund (32)	0	0	0	0	0	0	86,820	86,820
TOTAL	**$0**	**$242,550**	**$1,623,880**	**$0**	**$0**	**$1,866,430**	**$86,820**	**$86,820**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$242,550	$0	$0	$0	$242,550	$10,000	$8,189
Construction	0	0	1,347,980	0	0	1,347,980	76,820	78,625
Equipment /Other	0	0	275,900	0	0	275,900	0	0
TOTAL	**$0**	**$242,550**	**$1,623,880**	**$0**	**$0**	**$1,866,430**	**$86,820**	**$86,813**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Lyons Road Median Landscape Improvements

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	09/2028
STATUS:	New Project	**COMPLETION DATE:**	09/2029
PRIORITY:	III	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Public Works	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$220,000

LOCATION: Lyons Road Medians - County Line to Sawgrass Expressway



DESCRIPTION/JUSTIFICATION:

The medians from the County Line southward to the Sawgrass Expressway are in need of landscape replacements. The groundcover within this area was originally installed approximately fifteen (15) years ago and for various reasons such as decline or maintenance difficulty, needs to be replaced with new landscaping. The project will remove and replace landscaping within this segment of Lyons Road.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$220,000	$0	$0	$0	$220,000	$0	$0
TOTAL	**$0**	**$220,000**	**$0**	**$0**	**$0**	**$220,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	220,000	0	0	0	220,000	0	0
TOTAL	**$0**	**$220,000**	**$0**	**$0**	**$0**	**$220,000**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Government Center Rehabilitation

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2012	**LOCATION:**	Government Center
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2028		
PRIORITY:	III	**ACCT. NUMBER:**	3971539-6758 3671539-6758 3371539-6758 3271539-6758		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6758		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$5,519,790		



DESCRIPTION/JUSTIFICATION:

The Government Center is in need of renovation to meet the daily operational needs of City staff. Phases I through IV have been completed. Installation of protective ballistic glass (Phase V) was completed in FY24. In FY25 all external automated doors were replaced, bollards in the courtyard were refurbished, and a new office in the Finance Department was created. Future improvements include:

FY27:	Electrical Panel Upgrades City Hall	$140,000
FY28:	Common Area, Kitchen, and Patio Renovation	$150,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
2009 Capital Project Fund (33)	$140,000	$0	$0	$0	$0	$140,000	$1,908,360	$1,908,360
Capital Improvement Fund (39)	0	150,000	0	0	0	150,000	2,326,560	2,326,560
Capital Projects Financing Fund (32)	0	0	0	0	0	0	719,870	719,870
Public Safety Fund (36)	0	0	0	0	0	0	275,000	275,000
TOTAL	**$140,000**	**$150,000**	**$0**	**$0**	**$0**	**$290,000**	**$5,229,790**	**$5,229,790**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$20,000	$50,000	$0	$0	$0	$70,000	$476,450	$343,437
Construction	120,000	100,000	0	0	0	220,000	4,267,420	3,868,464
Equipment /Other	0	0	0	0	0	0	485,920	271,499
TOTAL	**$140,000**	**$150,000**	**$0**	**$0**	**$0**	**$290,000**	**$5,229,790**	**$4,483,400**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Artificial Turf Sport Fields

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	09/2029	**LOCATION:**	City Parks
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2031		
PRIORITY:	III	**ACCT. NUMBER:**	TBD		
DEPARTMENT:	Public Works	**PROJECT CODE:**	TBD		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$2,000,000		



DESCRIPTION/JUSTIFICATION:

Currently, the City's grass fields require periodic replacement of sod in high usage areas of the field and, eventually, full sod replacement. This results in the fields being out of service for extensive periods of time. Artificial fields have less field downtime and a more uniform playing surface. The following improvements are included:

FY29: Gerber Park West Soccer Field $1,000,000

FY30: Gerber Park East Soccer Field $1,000,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$1,000,000	$1,000,000	$0	$2,000,000	$0	$0
TOTAL	**$0**	**$0**	**$1,000,000**	**$1,000,000**	**$0**	**$2,000,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	0	1,000,000	1,000,000	0	2,000,000	0	0
TOTAL	**$0**	**$0**	**$1,000,000**	**$1,000,000**	**$0**	**$2,000,000**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

George Gerber Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2028	**LOCATION:**	George Gerber Park
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2030		
PRIORITY:	I	**ACCT. NUMBER:**	TBD		
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	TBD		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$3,335,080		



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. The following improvements are as follows:

FY29: Design

FY30: Site Furnishings, Picnic Pavilion Replacement, 8' wide Paved Multi-Purpose Path with Improved All Inclusive Access, Public Art, Signage, and Adult Fitness Equipment

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$363,830	$2,971,250	$0	$3,335,080	$0	$0
TOTAL	**$0**	**$0**	**$363,830**	**$2,971,250**	**$0**	**$3,335,080**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$363,830	$0	$0	$363,830	$0	$0
Construction	0	0	0	2,880,290	0	2,880,290	0	0
Equipment /Other	0	0	0	90,960	0	90,960	0	0
TOTAL	**$0**	**$0**	**$363,830**	**$2,971,250**	**$0**	**$3,335,080**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Vinkemulder Neighborhood Improvements

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	10/2028
STATUS:	Upcoming Project	**COMPLETION DATE:**	10/2029
PRIORITY:	III	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Resilient Design & Development	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$275,000

LOCATION: Vinkemulder Area



DESCRIPTION/JUSTIFICATION:

The Vinkemulder Equestrian Neighborhood Zoning Overlay (District) is designed to maintain the residential and recreational nature of the neighborhood while improving traffic safety, circulation infrastructure, and environmental quality, fostering a harmonious and vibrant community for residents.

To support these objectives, key outcomes and resident recommendations from Phase I include:

1) Landscaping improvements to enhance the area's visual appeal and maintain its rural ambiance.
2) Neighborhood identification signage to strengthen community identity and ensure clear navigation.
3) Designated pedestrian crosswalks to improve walkability and ensure safe passage for residents and visitiors.

To implement these improvements, the FY29 request will support the execution of these enhancements in alignment with the zoning overlay study recommendations.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$275,000	$0	$0	$275,000	$0	$0
TOTAL	**$0**	**$0**	**$275,000**	**$0**	**$0**	**$275,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	275,000	0	0	275,000	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$275,000**	**$0**	**$0**	**$275,000**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes costs associated with striping using thermoplastic paint, maintaining the flashing crosswalk lights, and landscaping maintenance.
Operating	11,500	11,500	11,500	11,500	11,500	103,500	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$11,500**	**$11,500**	**$11,500**	**$11,500**	**$11,500**	**$103,500**	

Enterprise Resource Planning (ERP) Solution

STRATEGIC GOAL:	Plan Ahead for Emerging Technologies and Business Methods	**START DATE:**	10/2029	**LOCATION:**	City-wide
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2031		
PRIORITY:	III	**ACCT. NUMBER:**	TBD		
DEPARTMENT:	Information Technology	**PROJECT CODE:**	TBD		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$16,000,000		



DESCRIPTION/JUSTIFICATION:

An Enterprise Resource Planning Solution (ERP) is a powerful business tool that integrates various functions into one system to streamline processes and information. In an effort to remain current with new technologies and increase employee efficiency, the City will be evaluating the ERP options available to upgrade the City's software. Core processes that are essential to running a more efficient organization that will be considered include: a Financial System, Utility Billing, Inventory, Purchase Order Management, Human Resources, Building, Business Permitting and Licensing, Code Enforcement, Payroll, Parks and Recreation, and various other applications. The estimated cost for an ERP supporting an organization the size of this City is $16,000,000.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$16,000,000	$0	$16,000,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$16,000,000**	**$0**	**$16,000,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	0	0	16,000,000	0	16,000,000	0	0
TOTAL	**$0**	**$0**	**$0**	**$16,000,000**	**$0**	**$16,000,000**	**$0**	**$0**

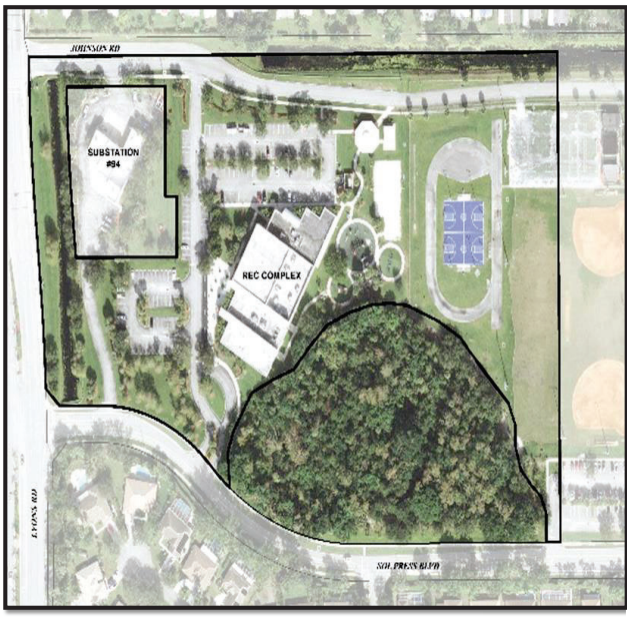
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Recreation Complex Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2029
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2031
PRIORITY:	I	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,970,730

LOCATION: Recreation Complex Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. The following improvements are as follows:

FY30: Design

FY31: Site Furnishings, Outdoor Patio, Outdoor Table Games Signage, Lighting, Pickleball Courts, and Public Art

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$243,770	$1,726,960	$1,970,730	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$243,770**	**$1,726,960**	**$1,970,730**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$243,770	$0	$243,770	$0	$0
Construction	0	0	0	0	1,726,960	1,726,960	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$243,770**	**$1,726,960**	**$1,970,730**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Lakeside Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2016
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2031
PRIORITY:	I	**ACCT. NUMBER:**	0198-6100 3271572-6891 3971572-6891
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6891
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$16,519,570

LOCATION: Johnson Road Adjacent to Lakeside Park



DESCRIPTION/JUSTIFICATION:

The City purchased a five-acre parcel of vacant land adjacent to Lakeside Park from the Broward County School Board. In FY20, the City was awarded $200,000 from the Florida Recreation Development Assistance Program (FRDAP) to partially fund sports lighting, landscaping, new parking and restroom improvements. Phase 1 Construction started in FY26 and is anticipated to be completed in early FY27. In conjunction with the Parks and Recreation Master Plan improvements include:

FY24: Phase I (SOUTH)
Pickleball Courts, Half Court Basketball Courts, Batting Cage, Shade Trees/Structure, Multi-Purpose Paved Pathways, Irrigation, Site Furnishing, Outdoor Table Games

FY31: Phase II (NORTH)
Bandshell, Signage, Multi-Purpose Lawns/Fields, Multi-Purpose Paved Pathways, Outdoor Exercise Equipment, Food Truck Pull Off Area, Field/LED Lighting, Restroom Facility, Parking Lot, Fencing, Irrigation, Site Furnishing, Landscaping

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$12,442,820	$12,442,820	$461,580	$461,580
Capital Projects Financing Fund (32)	0	0	0	0	0	0	1,149,800	1,149,800
Grants Fund (65)	0	0	0	0	0	0	118,940	118,940
General Fund (01)	0	0	0	0	0	0	2,346,430	2,346,430
TOTAL	**$0**	**$0**	**$0**	**$0**	**$12,442,820**	**$12,442,820**	**$4,076,750**	**$4,076,750**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$505,300	$473,732
Construction	0	0	0	0	12,442,820	12,442,820	1,225,020	810,558
Equipment /Other	0	0	0	0	0	0	2,346,430	2,346,428
TOTAL	**$0**	**$0**	**$0**	**$0**	**$12,442,820**	**$12,442,820**	**$4,076,750**	**$3,630,718**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes the costs associated with pressure cleaning the new concrete sidewalks and the new amenities.
Operating	6,000	6,000	6,000	6,000	6,000	30,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$6,000**	**$6,000**	**$6,000**	**$6,000**	**$6,000**	**$30,000**	

Sabal Pines Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2031	**LOCATION:**	Sabal Pines Park
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2033		
PRIORITY:	I	**ACCT. NUMBER:**	TBD		
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	TBD		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$5,365,020		



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. The following improvements are as follows:

FY31: Safety Town

FY32: Design

FY33: Site Furnishing, Signage, Repairs to Cypress Pavilion, Multi-Purpose Lawns/Field, Food Truck Parking, Outdoor Exercise Equipment, Upgrade Asphalt Walkway to Concrete, and Public Art

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$1,846,420	$1,846,420	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,846,420**	**$1,846,420**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	1,846,420	1,846,420	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,846,420**	**$1,846,420**	**$0**	**$0**

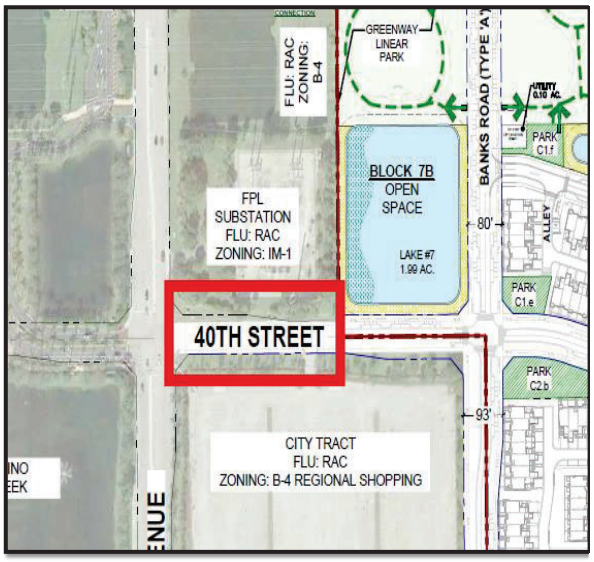
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

MainStreet - NW 40th Street Gap Project

STRATEGIC GOAL:	Complete the MainStreet Project	**START DATE:**	01/2029
STATUS:	New Project	**COMPLETION DATE:**	09/2032
PRIORITY:	I	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Resilient Design & Development	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$2,450,000

LOCATION: MainStreet



DESCRIPTION/JUSTIFICATION:

Between the NW 54th and NW 40th Traffic Circle and the western extent of the MainStreet Development at Block 7B, there is a gap in roadway improvements. This project will involve building out the complete street design in FY28, with construction planned for FY31, consistent with the MainStreet at Coconut Creek Planned MainStreet Development (PMDD) roadway design. Features include, but are not limited to, paving, drainage, a shared-use pathway, on-street parking spaces, and landscaping.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$300,000	$300,000	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$300,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$300,000	$300,000	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$300,000**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Pond Apple Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2030
STATUS:	Upcoming Project	**COMPLETION DATE:**	09/2032
PRIORITY:	I	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$415,610

LOCATION: Pond Apple Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. This park is slated for a CDBG funded playground in FY27. The following improvements are as follows:

FY31: Design

FY32: Site Furnishings, Wide Walking Path with Improved All Inclusive Access, Outdoor Table Games, Signage, Public Art, and Native Butterfly Plantings

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$60,640	$60,640	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$60,640**	**$60,640**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$60,640	$60,640	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$60,640**	**$60,640**	**$0**	**$0**

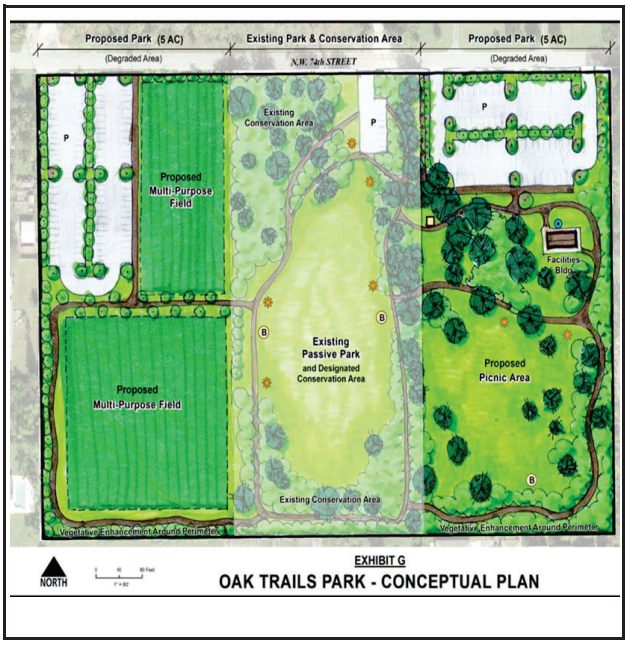
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Oak Trail Park Expansion

STRATEGIC GOAL:	Protect and Enhance Access to Open Space and Natural Areas	**START DATE:**	01/2018
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2027
PRIORITY:	I	**ACCT. NUMBER:**	0198-6100 3271572-6898 3971572-6898
DEPARTMENT:	Public Works	**PROJECT CODE:**	6898
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$6,792,770

LOCATION: Adjacent to Oak Trails Park



DESCRIPTION/JUSTIFICATION:

The City began the development of Oak Trail Park in 2007. Since then, the City implemented the Parks & Recreation Master Plan to strategically plan for the future. The City was awarded $1,135,650 from the State in FY25 to help offset the construction cost for Phase I of the project which will begin in FY26. The Phase I funds will be used for additional design and post-design services as well as funding construction of external lighting in the parking lot and entrance road. The following improvements include:

Phase I: Parking Lot, Multi-Purpose Path, Outdoor Exercise Fitness Equipment, Split Rail Fencing, Multi-Purpose Lawns/Field, Restrooms, Signage, Interpretive Kiosk, Restoration of Existing Facility, Irrigation, and after dark lighting.

Phase II: Slated for FY35 and will consist of the development of the remaining space to potentially include play features such as a playground, basketball, volleyball, open play space, outdoor seating, public art, outdoor games, and butterfly plantings.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$0	$0	$2,313,720	$2,313,720
Capital Projects Financing Fund (32)	0	0	0	0	0	0	532,940	532,940
General Fund (01)	0	0	0	0	0	0	2,810,460	2,810,460
Grants Fund (65)	0	0	0	0	0	0	1,135,650	1,135,650
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,792,770**	**$6,792,770**

PROJECT COMPONENTS:

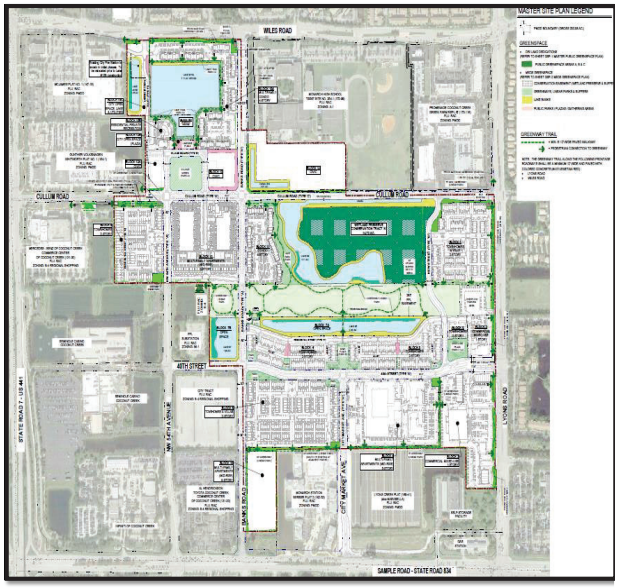
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$433,870	$373,841
Construction	0	0	0	0	0	0	2,420,290	319,638
Equipment /Other	0	0	0	0	0	0	3,938,610	2,835,153
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,792,770**	**$3,528,632**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes costs associated with contractual field, electric charges, and janitorial maintenance services.
Operating	50,000	115,000	115,000	115,000	115,000	510,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$50,000**	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$510,000**	

MainStreet Infrastructure Expansion

STRATEGIC GOAL:	Complete the MainStreet Project	**START DATE:**	01/2025	**LOCATION:**	MainStreet
STATUS:	New Project	**COMPLETION DATE:**	09/2028		
PRIORITY:	I	**ACCT. NUMBER:**	3991541-6817 4291535-6817 4591538-6817		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6817		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$3,259,370		



DESCRIPTION/JUSTIFICATION:

The MainStreet project presents significant opportunities for Coconut Creek, including permit fees, tax revenues and other assessments. However, the project also comes with City obligations associated with substantial infrastructure improvements. This CIP includes shared infrastructure expenses covering roadway, water, sewer, drainage and reclaimed water improvements in City-owned parcels and on public right-of-way within the MainStreet area.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$0	$0	$1,799,910	$1,799,910
Capital Imp. Fund (42)	0	0	0	0	0	0	323,680	323,680
Stormwater Mgmt. Fund (45)	0	0	0	0	0	0	1,135,780	1,135,780
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,259,370**	**$3,259,370**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$1,206,510	$0
Construction	0	0	0	0	0	0	1,546,380	0
Equipment /Other	0	0	0	0	0	0	506,480	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,259,370**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact due to routine maintenance costs associated with the operation of the new utility infrastructure.
Operating	0	0	10,000	10,000	10,000	30,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$10,000**	**$10,000**	**$10,000**	**$30,000**	

NW 74th Place Sidewalk Improvements

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	10/2023
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2027
PRIORITY:	III	**ACCT. NUMBER:**	3991541-6509
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6509
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$350,000

LOCATION: NW 74th Place



DESCRIPTION/JUSTIFICATION:

Multiple portions of the NW 74th Place sidewalk were uplifted and damaged by roots from existing shade trees. Costly repairs are needed annually to maintain ADA compliance and pedestrian safety. With the existing sidewalk providing the only direct pedestrian connection to the Broward County nature area and the City's desire to keep the shade trees in place, a complete reconstruction of the sidewalk is necessary. In FY24, preliminary design plans were completed. Due to limited use and budget, the City will repair the sidewalk as needed to provide adequate access. To fully address known issues, this section of sidewalk will be incorporated into the Comprehensive Street Improvement (CSI) Program Phase III. In FY26, the design phase for this project has been included in the R&M Surtax application and will begin once it is fully approved.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$0	$0	$350,000	$350,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,000**	**$350,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$50,000	$29,520
Construction	0	0	0	0	0	0	300,000	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$350,000**	**$29,520**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Sabal Pines Park Sign Replacement Program

STRATEGIC GOAL:	Protect the Small Town Feeling and Look	**START DATE:**	10/2023
STATUS:	Continuing Project	**COMPLETION DATE:**	04/2027
PRIORITY:	III	**ACCT. NUMBER:**	3971539-6874
DEPARTMENT:	Public Works	**PROJECT CODE:**	6874
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$229,990

LOCATION: Sabal Pines Park



DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace all signage within Sabal Pines Park, as they are over twenty years old and have exceeded their useful life. Staff has created a standardized concept design for all park locations that will create a new city brand in line with the City's strategic priorities. Construction anticipated to begin in FY26.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$0	$0	$229,990	$229,990
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$229,990**	**$229,990**

PROJECT COMPONENTS:

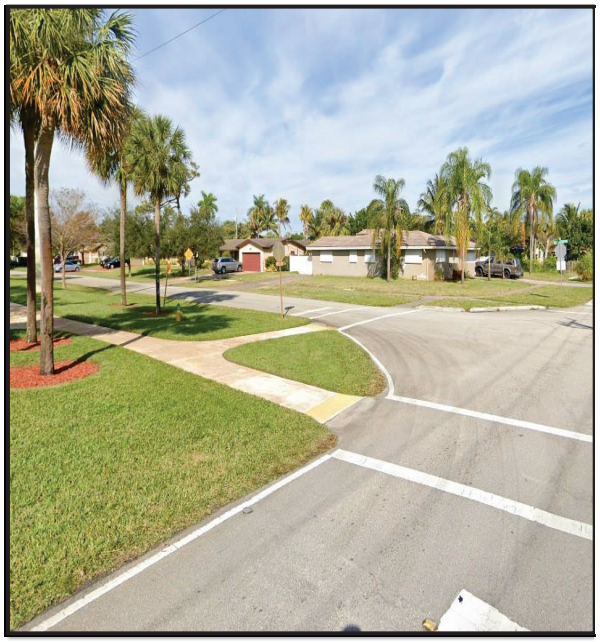
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	0	0	0	0
Equipment /Other	0	0	0	0	0	0	229,990	13,228
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$229,990**	**$13,228**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

South Creek Neighborhood Improvements

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	09/2028	**LOCATION:**	South Creek
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2032		
PRIORITY:	II	**ACCT. NUMBER:**	3991541-6707 3951541-6885 3251541-6885 1291541-6707		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6707 6885		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$18,425,690		



DESCRIPTION/JUSTIFICATION:

South Creek neighborhood improvements include traffic calming features, roadway paving/resurfacing, widening of existing bridges and sidewalks, drainage improvements, and other measures to improve the mobility infrastructure as well as aesthetics. In FY23, an initial assessment of the bridges was conducted to ensure integrity and compliance with current standards and in FY24 rehabilitation of the bridges began; both tasks were completed and funded by the City. The City successfully applied for Broward County Mobility Advancement Program (MAP) funding for both the design and construction phases of the South Creek Neighborhood Improvement project. The funds have been programmed for FY28 for design and FY29 for construction.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Transportation Surtax Fund (12)	$0	$1,623,100	$14,745,600	$0	$0	$16,368,700	$1,786,400	$1,786,400
Capital Improvement Fund (39)	0	0	0	0	0	0	222,300	222,300
Capital Projects Financing Fund (32)	0	0	0	0	0	0	48,290	48,290
TOTAL	**$0**	**$1,623,100**	**$14,745,600**	**$0**	**$0**	**$16,368,700**	**$2,056,990**	**$2,056,990**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$1,623,100	$0	$0	$0	$1,623,100	$908,900	$122,495
Construction	0	0	14,745,600	0	0	14,745,600	1,148,090	148,087
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$1,623,100**	**$14,745,600**	**$0**	**$0**	**$16,368,700**	**$2,056,990**	**$270,582**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Public Art

STRATEGIC GOAL:	Promote Arts, Culture, and Entertainment Across City	**START DATE:**	10/2026	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2030		
PRIORITY:	III	**ACCT. NUMBER:**	6151573-6872 3951572-6594		
DEPARTMENT:	Resilient Design & Developme	**PROJECT CODE:**	6872 6594		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$435,000		



DESCRIPTION/JUSTIFICATION:

The City is committed to enriching public spaces with meaningful and culturally significant art installations that honor history and community values. In FY26, the City successfully completed the Holocaust Memorial art piece installation in the City Hall Memorial Garden. In FY27, the City will commission a new art piece in the City Hall Memorial Garden to honor the victims of the September 11th, 2001 Terrorist Attacks on America. The City is also seeking grant opportunities to support the funding of future art projects. Over the next five years, the City is committed to spending up to $240,000 on public art projects.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
General Trust Fund (61)	$60,000	$60,000	$60,000	$60,000	$0	$240,000	$120,000	$120,000
Improvement Fund (39)	0	0	0	0	0	0	75,000	75,000
TOTAL	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$0**	**$240,000**	**$195,000**	**$195,000**

PROJECT COMPONENTS:

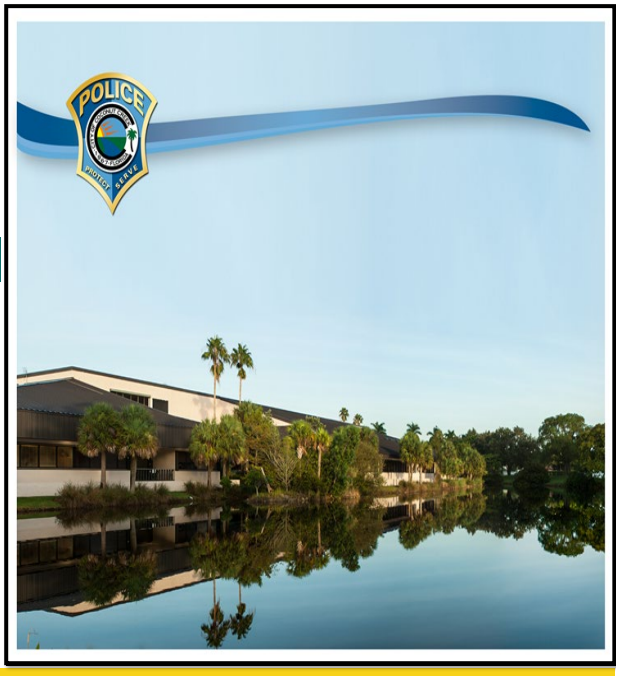
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	10,000	10,000	10,000	10,000	0	40,000	10,000	115
Equipment /Other	50,000	50,000	50,000	50,000	0	200,000	185,000	101,661
TOTAL	**$60,000**	**$60,000**	**$60,000**	**$60,000**	**$0**	**$240,000**	**$195,000**	**$101,775**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Police Station Improvements

STRATEGIC GOAL:	Provide Outstanding Local Emergency Preparedness and Response	**START DATE:**	10/2019	**LOCATION:**	Police Station
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2030		
PRIORITY:	I	**ACCT. NUMBER:**	3271539-6756 1871572-6756		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6756		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$42,101,030		



DESCRIPTION/JUSTIFICATION:

Population growth in the city resulted in the need to hire additional police officers in recent years. The City's police station, located adjacent to City Hall, has not expanded since it was constructed decades ago. This has resulted in a significant shortage of space that is negatively impacting operations. This project consists of a complete renovation of the existing police station to improve the use of the space and the flow of operations. Additionally, a new two-story Category 5 hurricane rated building is being recommended adjacent to the existing station to provide for safe operations during a disaster and room for additional growth of the department as the population increases in the future. FY26 provided funding for the requested new kennel building within the police compound, with additional funds used to secure design services for the police station renovation & expansion.The FY28 funding request covers the construction costs for the station improvements and expansion while the FY29 request is for outfitting the building to include new furniture, computers, and other necessities.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Seminole Mitigation Fund (18)	$0	$37,000,000	$1,000,000	$0	$0	$38,000,000	$3,592,540	$3,592,540
Capital Improvement Fund (39)	0	0	0	0	0	0	55,000	55,000
Capital Projects Financing Fund (32)	0	0	0	0	0	0	453,490	453,490
TOTAL	**$0**	**$37,000,000**	**$1,000,000**	**$0**	**$0**	**$38,000,000**	**$4,101,030**	**$4,101,030**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$3,610,240	$115,714
Construction	0	37,000,000	0	0	0	37,000,000	269,490	57,925
Equipment /Other	0	0	1,000,000	0	0	1,000,000	221,300	157,564
TOTAL	**$0**	**$37,000,000**	**$1,000,000**	**$0**	**$0**	**$38,000,000**	**$4,101,030**	**$331,204**

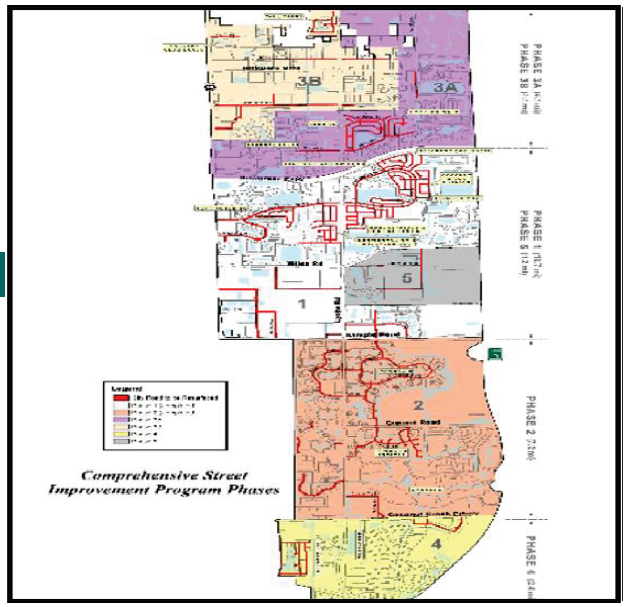
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes costs associated with contractual janitorial maintenance, electrical, and water.
Operating	0	0	50,000	50,000	50,000	150,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$50,000**	**$50,000**	**$50,000**	**$150,000**	

Comprehensive Street Improvement Program

STRATEGIC GOAL:	Invest in Maintenance of All Mobility Systems	**START DATE:**	10/2015
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2031
PRIORITY:	II	**ACCT. NUMBER:**	4591538-6859 3291541-6859 1291541-6859
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6859
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$13,688,080

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

The City's roadway infrastructure has aged and requires rehabilitation. This is a multi-year comprehensive street improvements program that includes milling and resurfacing, striping, sidewalk and ADA improvements, implementation of complete streets where possible, and aesthetic enhancements. Both Phase I and Phase II are complete. Phase IV is being primarily addressed by two (2) separate CIPs: the South Creek Neighborhood Improvement Program (South Creek roadways) and the Streets Maintenance Program (Lakewood East roadways). In FY26, the City successfully applied for Broward County Transportation Surtax funding through the R&M application to support the design phase of the Comprehensive Street Improvements Phase III (CSI III). Construction will follow the completion of the design phase, subject to the availability of Surtax R&M funds.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Transportation Surtax Fund (12)	$495,260	$343,100	$343,100	$343,100	$343,100	$1,867,660	$3,357,010	$3,357,010
Capital Projects Financing Fund (32)	0	0	0	0	0	0	6,839,910	6,839,910
Stormwater Mgmt. Fund (45)	0	0	0	0	0	0	873,500	873,500
Street Construction & Maint. Fund (11)	0	0	0	0	0	0	500,000	500,000
Grants Fund (65)	0	0	0	0	0	0	250,000	250,000
TOTAL	**$495,260**	**$343,100**	**$343,100**	**$343,100**	**$343,100**	**$1,867,660**	**$11,820,420**	**$11,820,420**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$590,000	$587,515
Construction	495,260	343,100	343,100	343,100	343,100	1,867,660	11,230,420	11,227,888
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$495,260**	**$343,100**	**$343,100**	**$343,100**	**$343,100**	**$1,867,660**	**$11,820,420**	**$11,815,403**

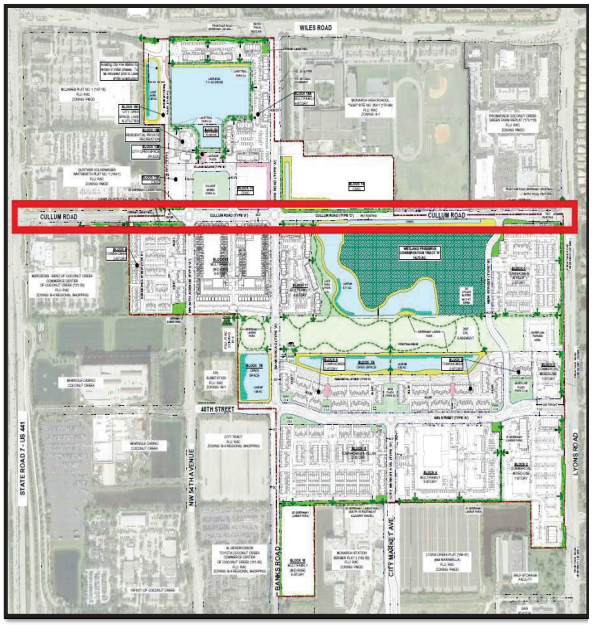
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

MainStreet - Cullum Road Construction Project

STRATEGIC GOAL:	Complete the MainStreet Project	**START DATE:**	01/2027
STATUS:	New Project	**COMPLETION DATE:**	09/2029
PRIORITY:	I	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Resilient Design & Development	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$6,371,890

LOCATION: MainStreet



DESCRIPTION/JUSTIFICATION:

Cullum Road is a crucial roadway in the MainStreet development providing connectivity from State Road 441 to Lyons Road. This project will provide an east/west Complete Street roadway connection in the City's MainStreet neighborhood. This connection will provide access to the City's Civic Complex and allow mobility from Lyons Road to SR7/441. The construction will include, but is not limited to the following: roadway drainage, roadway lighting, curb & gutter, traffic calming features, concrete shared use pathways, pavement markings & signage. The Americans with Disabilities Act (ADA) will cover the cost of treatments and landscaping. This project will be funded through a cost-sharing agreement with the developer with funds from the Broward County Mobility Advancement Program (MAP).

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Transportation Surtax Fund (12)	$6,371,890	$0	$0	$0	$0	$6,371,890	$0	$0
TOTAL	**$6,371,890**	**$0**	**$0**	**$0**	**$0**	**$6,371,890**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	6,371,890	0	0	0	0	6,371,890	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$6,371,890**	**$0**	**$0**	**$0**	**$0**	**$6,371,890**	**$0**	**$0**

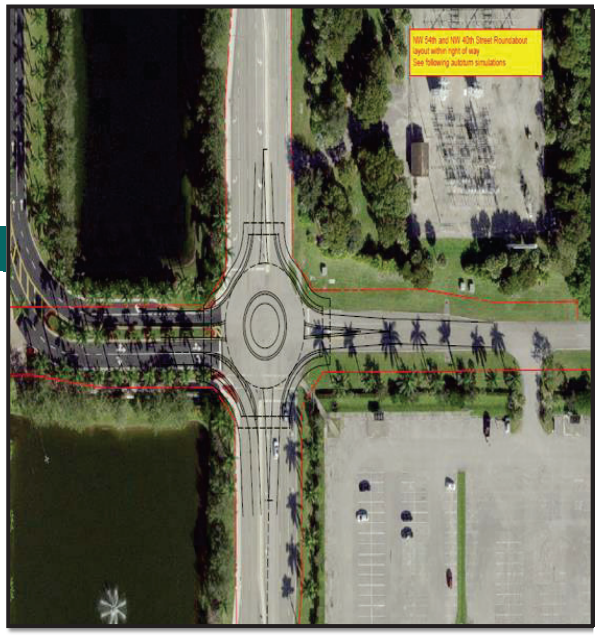
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

MainStreet - NW 54th Ave & NW 40th Street Roundabout Project

STRATEGIC GOAL:	Complete the MainStreet Project	**START DATE:**	01/2028
STATUS:	Continuing Project	**COMPLETION DATE:**	01/2030
PRIORITY:	I	**ACCT. NUMBER:**	TBD
DEPARTMENT:	Resilient Design & Development	**PROJECT CODE:**	TBD
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$3,336,000

LOCATION: MainStreet



DESCRIPTION/JUSTIFICATION:

A traffic circle is recommended at the intersection of NW 54th Avenue and NW 40th Street. The traffic circle will improve connectivity, provide multimodal transportation options, and calm traffic in the MainStreet area. The construction cost of this project will be funded through the Mobility Advancement Program (MAP Broward) and a developer obligation contribution of $125,000. Landscaping will be maintained by the MainStreet Community Development District (CDD). This project is contingent on Surtax funding.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Transportation Surtax Fund (12)	$0	$0	$336,000	$3,000,000	$0	$3,336,000	$0	$0
TOTAL	**$0**	**$0**	**$336,000**	**$3,000,000**	**$0**	**$3,336,000**	**$0**	**$0**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$336,000	$0	$0	$336,000	$0	$0
Construction	0	0	0	3,000,000	0	3,000,000	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$336,000**	**$3,000,000**	**$0**	**$3,336,000**	**$0**	**$0**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Sample Road Multi-Purpose Pathway

STRATEGIC GOAL:	Expand Safe and Walkable/Bikeable Options Across the Community	**START DATE:**	10/2024	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2027		
PRIORITY:	III	**ACCT. NUMBER:**	1251541-6776		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6776		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$2,754,990		



DESCRIPTION/JUSTIFICATION:

This project consists of widening the sidewalks along Sample Road from Lyons Road to the entrance of Tradewinds Park. The improvements include enhanced accessibility to Tradewinds Park, as well as the installation of crosswalks, bus shelters, and other transit-related amenities. The design and construction phases of this project are funded through the Broward County Mobility Advancement Program (MAP). The design phase has been completed and construction is anticipated to be completed in FY26.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Transportation Surtax Fund (12)	$0	$0	$0	$0	$0	$0	$2,754,990	$2,754,990
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,754,990**	**$2,754,990**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$330,600	$305,619
Construction	0	0	0	0	0	0	2,424,390	114,501
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,754,990**	**$420,120**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Fire Rescue Equipment Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	1862522-6318 6562522-6318		
DEPARTMENT:	Fire Rescue	**PROJECT CODE:**	6318		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		

DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace Fire Rescue and EMS equipment at the end of its useful life. The department is also actively seeking grant opportunities to help fund these replacements and reduce the impact on the City's budget. The replacement equipment is as follows:

FY27:	Lifepacks (4)	$277,070
	Bunker Gear & Boots (21)	$113,160
	SCBA Paks (23)	$238,050
	Stretchers/Cots (5)	$262,220
	AFG Grant	$1,010,010
		$1,900,510
FY28:	Lifepacks (4)	$304,780
	Bunker Gear & Boots (21)	$113,160
	SCBA Paks (20)	$207,000
		$624,940



FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Seminole Mitigation Fund (18)	$890,400	$624,940	$2,104,760	$968,850	$1,558,440	$6,147,390	$1,009,670	Recurring
Grants Fund (65)	1,010,110	0	0	0	0	1,010,110	0	
TOTAL	**$1,900,510**	**$624,940**	**$2,104,760**	**$968,850**	**$1,558,440**	**$7,157,500**	**$1,009,670**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	1,900,510	624,940	2,104,760	968,850	1,558,440	7,157,500	1,009,670	
TOTAL	**$1,900,510**	**$624,940**	**$2,104,760**	**$968,850**	**$1,558,440**	**$7,157,500**	**$1,009,670**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Police Officer Equipment Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	Police Department
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	1861521-6854 3961521-6854 6261521-6854		
DEPARTMENT:	Police	**PROJECT CODE:**	6854		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		

DESCRIPTION/JUSTIFICATION:

This program addresses the need to replace Police Officer equipment at the end of their useful life. The replacement equipment is as follows:

FY27:	Officer Safety Plan and Software	$496,460
	Body Worn Camera Program	$266,570
		$763,030
FY28:	Officer Safety Plan and Software	$496,460
	Body Worn Camera Program	$266,570
		$763,030



FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Seminole Mitigation Fund (18)	$763,030	$763,030	$873,030	$763,030	$763,030	$3,925,150	$929,760	Recurring
Capital Improvement Fund (39)	0	0	0	0	0	0	0	
Law Enforcement Trust Fund (62)	0	0	0	0	0	0	0	
TOTAL	**$763,030**	**$763,030**	**$873,030**	**$763,030**	**$763,030**	**$3,925,150**	**$929,760**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	763,030	763,030	873,030	763,030	763,030	3,925,150	929,760	
TOTAL	**$763,030**	**$763,030**	**$873,030**	**$763,030**	**$763,030**	**$3,925,150**	**$929,760**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Recreation Complex Building Rehabilitation

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2022	**LOCATION:**	Recreation Complex
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2027		
PRIORITY:	II	**ACCT. NUMBER:**	3271572-6787 1871572-6787		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6787		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$2,694,000		



DESCRIPTION/JUSTIFICATION:

The Recreation Complex was constructed over twenty years ago and is in need of rehabilitation. The recommended improvements include the remodeling of all offices, rooms, hallways, ceilings, lighting, and bathrooms. In support of the City's Community Resilience Plan, energy-efficient lighting fixtures and water efficient plumbing fixtures will be installed. Replacement of some doors, exhaust fans, and water heaters occurred in FY24 along with additional hardware, gym & aerobic room lighting, and new drainage in FY25. FY26 funding provided for the construction of the full interior renovation as noted above.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Seminole Mitigation Fund (18)	$0	$0	$0	$0	$0	$0	$2,200,000	$2,200,000
Capital Projects Financing Fund (32)	0	0	0	0	0	0	494,000	494,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,694,000**	**$2,694,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$200,000	$128,015
Construction	0	0	0	0	0	0	2,494,000	247,562
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,694,000**	**$375,577**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to the minor electrical savings resulting from the replacement of all interior lights with energy-efficient fixtures.
Operating	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($1,000)**	**($5,000)**	

Commission Chambers Renovation

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	09/2024
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2028
PRIORITY:	II	**ACCT. NUMBER:**	3271539-6760
DEPARTMENT:	Public Works	**PROJECT CODE:**	6760
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$580,000

LOCATION: Government Center



DESCRIPTION/JUSTIFICATION:

The Commission Chambers at the Government Center is in need of renovation to meet the daily operational needs of City Commissioners and staff. While a full renovation is needed, the Audio/Visual and Technology improvements, lobby flooring replacements, as well as the purchase of new lobby furnishings were started in FY26. The following improvements are slated for FY27:

FY27: Replace Projection Screen with LED Display Screen, New Seating and Flooring

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Projects Financing Fund (32)	$350,000	$0	$0	$0	$0	$350,000	$230,000	$230,000
Capital Improvement Fund (39)	0	0	0	0	0	0	0	0
TOTAL	**$350,000**	**$0**	**$0**	**$0**	**$0**	**$350,000**	**$230,000**	**$230,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$1,508
Construction	240,000	0	0	0	0	240,000	0	0
Equipment /Other	110,000	0	0	0	0	110,000	230,000	23,030
TOTAL	**$350,000**	**$0**	**$0**	**$0**	**$0**	**$350,000**	**$230,000**	**$24,538**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Fire Station #94 Improvements

STRATEGIC GOAL:	Provide Outstanding Local Emergency Preparedness and Response	**START DATE:**	10/2021	**LOCATION:**	Fire Station #94
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2028		
PRIORITY:	II	**ACCT. NUMBER:**	3262522-6720		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6720		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,395,560		



DESCRIPTION/JUSTIFICATION:

This project addresses the need of improvements for Fire Station #94 to meet the daily operational needs of the City's Fire Rescue personnel. Previous improvements include a new underground fuel tank, replacement of bay doors, installation of generator and a fire sprinkler system. Future improvements include the following:

FY28: Reconfigure 2-Story Area for Improved Storage $200,000

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Projects Financing Fund (32)	$0	$200,000	$0	$0	$0	$200,000	1,195,560	$1,195,560
TOTAL	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**	**$1,195,560**	**$1,195,560**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$50,560	$39,270
Construction	0	0	0	0	0	0	290,000	109,829
Equipment /Other	0	200,000	0	0	0	200,000	855,000	788,525
TOTAL	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$200,000**	**$1,195,560**	**$937,624**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Veterans Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2023	**LOCATION:**	Veteran's Park
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2033		
PRIORITY:	I	**ACCT. NUMBER:**	3285572-6512		
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6512		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,575,420		



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, open space, and trails as well as an action plan for implementing this vision. In FY24, the City allocated $300,000 for the Banner Poles and Memorial Plaques. The following improvements are as follows:

FY32: Design

FY33: Landscaping, Walking Path, Wayfinding with QR Codes, Memorial Embracing all Ethnicities, Religions, Genders, Background of Veterans that have served in the Armed Forces

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Projects Financing Fund (32)	$0	$0	$0	$0	$0	$0	$37,660	$37,660
General Trust Fund (61)	0	0	0	0	0	0	50,000	50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$87,660**	**$87,660**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	$0
Construction	0	0	0	0	0	0	37,660	823
Equipment /Other	0	0	0	0	0	0	50,000	36,831
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$87,660**	**$37,654**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Facilities Alternative Fuel Vehicle Charging Station Program

STRATEGIC GOAL:	Strengthen Long-Term Community Resilience and Resource Stewardship	**START DATE:**	Recurring
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring
PRIORITY:	III	**ACCT. NUMBER:**	3371539-6502
DEPARTMENT:	Public Works	**PROJECT CODE:**	6502
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring

LOCATION: City-wide



DESCRIPTION/JUSTIFICATION:

This program addresses the installation of additional alternative fuel vehicle charging stations on City property to accommodate the City's current and future alternative fuel fleet vehicles. The City currently has five (5) alternative fuel vehicles in its fleet with the intention of expanding the alternative fuel fleet in the future. These recommended Level 1 charging stations are intended for City use only and will be installed in multiple locations to accommodate City staff working at various facilities. Future locations include:

FY28: Community Center (1)
FY30: Utilities & Engineering (1)
FY32: Recreation Complex (1)

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
2009 Capital Project Fund (33)	$0	$55,000	$0	$55,000	$0	$110,000	$0	Recurring
TOTAL	**$0**	**$55,000**	**$0**	**$55,000**	**$0**	**$110,000**	**$0**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$10,000	$0	$10,000	$0	$20,000	$0	Recurring
Construction	0	35,000	0	35,000	0	70,000	0	
Equipment /Other	0	10,000	0	10,000	0	20,000	0	
TOTAL	**$0**	**$55,000**	**$0**	**$55,000**	**$0**	**$110,000**	**$0**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes the anticipated annual electrical costs associated with charging the vehicles as well as fuel savings.
Operating	(200)	(300)	(300)	(500)	(500)	(2,800)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($200)**	**($300)**	**($300)**	**($500)**	**($500)**	**($2,800)**	

Fire Station #113

STRATEGIC GOAL:	Provide Outstanding Local Emergency Preparedness and Response	**START DATE:**	10/2021	**LOCATION:**	MainStreet Area
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2029		
PRIORITY:	I	**ACCT. NUMBER:**	1871572-6510		
DEPARTMENT:	Public Works	**PROJECT CODE:**	6510		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$29,204,660		



DESCRIPTION/JUSTIFICATION:

Fire Station #113 is currently operating out of a temporary trailer within the MainStreet area. With the realization of MainStreet and the anticipated population growth, construction of a permanent Fire Station #113 in the MainStreet area has been deemed necessary. Design for the new permanent facility began in FY26, with construction slated for FY27. With the completion of the new permanent facilities expected in 2028, the FY28 funding request covers the costs associated with the removal of the temporary fire station.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
2027 Capital Projects Fund (37)	$26,000,000	$500,000	$0	$0	$0	$26,500,000	$0	$0
Seminole Mitigation Fund (18)	0	0	0	0	0	0	2,704,660	2,704,660
TOTAL	**$26,000,000**	**$500,000**	**$0**	**$0**	**$0**	**$26,500,000**	**$2,704,660**	**$2,704,660**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$2,664,660	$498,837
Construction	24,500,000	500,000	0	0	0	25,000,000	40,000	102,104
Equipment /Other	1,500,000	0	0	0	0	1,500,000	0	1,594
TOTAL	**$26,000,000**	**$500,000**	**$0**	**$0**	**$0**	**$26,500,000**	**$2,704,660**	**$602,535**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$77,000	$161,700	$174,640	$413,340	Operating impact is due to additional personnel, contractual janitorial, plaza maintenance, and landscaping services, along with additional utility expenses.
Operating	0	0	265,000	265,000	265,000	795,000	
Capital Outlay	0	0	105,000	0	0	105,000	
TOTAL	**$0**	**$0**	**$447,000**	**$426,700**	**$439,640**	**$1,313,340**	

Water Distribution System Improvement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4191533-6863 4191533-6844		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6863 6844		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program funds the assessment, repair, and replacement of City-owned water distribution system components, including water mains, valves, fire hydrants, and appurtenances. The system includes approximately 5,500 valves essential for isolating sections of the system to perform maintenance and minimize service disruptions.

In FY26, twenty-seven (27) valves were installed in the Wynmoor community. City-wide improvements include fire hydrant repair and replacement, as well as utility adjustments required by FDOT and Broward County projects within their rights-of-way. In FY27, the City plans to begin the replacement of forty-two (42) valves in the Wynmoor community, as part of Phase IV of the project, along with additional City-wide improvements as needed.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$1,200,000	$1,325,000	$1,450,000	$1,525,000	$1,550,000	$7,050,000	$1,400,000	Recurring
TOTAL	**$1,200,000**	**$1,325,000**	**$1,450,000**	**$1,525,000**	**$1,550,000**	**$7,050,000**	**$1,400,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	1,200,000	1,325,000	1,450,000	1,525,000	1,550,000	7,050,000	1,400,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$1,200,000**	**$1,325,000**	**$1,450,000**	**$1,525,000**	**$1,550,000**	**$7,050,000**	**$1,400,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to reduced costs for emergency repairs.
Operating	(200,000)	(225,000)	(250,000)	(250,000)	(250,000)	(1,175,000)	
Capital Outlay	0	0	0	0		0	
TOTAL	**($200,000)**	**($225,000)**	**($250,000)**	**($250,000)**	**($250,000)**	**($1,175,000)**	

Wastewater Pump Station Rehabilitation Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4191535-6810		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6810		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program provides funding for the inspection and rehabilitation of the City's wastewater pump/lift stations (LS) to prevent potential failures, minimize inflow and infiltration, and increase efficiency of the City's wastewater collection and transmission system and provide uninterrupted service. The program includes the rehabilitation of fifty-nine (59) pump stations on a 10-year cycle including inspection, wet well rehab, pump replacement, and wet well piping. Costs vary based on the size of the lift station. In FY26, pump replacement was completed at LS #12C, #33, #47, and #52. Likewise, pipe rehabilitation was completed at LS #10B, #42, #46, and #59. In FY27, pump replacement is proposed at LS #38, #12A, #40, #47A, and #53. Likewise, pipe rehabilitation is proposed at LS #12D, #17, #50, and #53.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$800,000	$850,000	$900,000	$900,000	$900,000	$4,350,000	$600,000	Recurring
Water & Wastewater Fund Appropriations (41)	0	0	0	0	0	0	0	
TOTAL	**$800,000**	**$850,000**	**$900,000**	**$900,000**	**$900,000**	**$4,350,000**	**$600,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	800,000	850,000	900,000	900,000	900,000	4,350,000	600,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$800,000**	**$850,000**	**$900,000**	**$900,000**	**$900,000**	**$4,350,000**	**$600,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to reduced costs for emergency repairs.
Operating	(175,000)	(200,000)	(225,000)	(250,000)	(250,000)	(1,100,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($175,000)**	**($200,000)**	**($225,000)**	**($250,000)**	**($250,000)**	**($1,100,000)**	

Wastewater Conveyance System Improvement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	START DATE:	Recurring	LOCATION:	City-wide
STATUS:	Continuing Project	COMPLETION DATE:	Recurring		
PRIORITY:	I	ACCT. NUMBER:	4191535-6806		
DEPARTMENT:	Utilities & Engineering	PROJECT CODE:	6806		
PROJECT TYPE:	Recurring	PROJECT COST:	Recurring		



DESCRIPTION/JUSTIFICATION:

As the City's wastewater infrastructure ages, rehabilitation is needed to maintain structural integrity, water tightness, and hydraulic capacity. Reduction of ground water infiltration reduces wastewater transmission and treatment costs charged to the City by Broward County and ensures uninterrupted services. The City owns and maintains approximately 160 miles of wastewater lines. This program funds cleaning and televising of mainlines to maintain infrastructure and funds the repair of deficiencies observed. The objective is to clean and televise 20% (160,000 ft.) of the City's gravity wastewater mains annually and rehabilitate/reline pipes as necessary. In FY26, mainlines associated with LS #21, #28, #33, #34, #35, #36, #37, #38, #39 and #42 were cleaned and televised. In FY27, LS #12A, #12C, #12D, #12E, #12F, #12G, #13, #15, #16, #17, #24, #40, #43, #52, and #55 are included for cleaning and televising, which may include the lining of ductile iron pipes (DIP) observed during inspections.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$700,000	$725,000	$750,000	$775,000	$800,000	$3,750,000	$675,000	Recurring
TOTAL	$700,000	$725,000	$750,000	$775,000	$800,000	$3,750,000	$675,000	Recurring

PROJECT COMPONENTS:

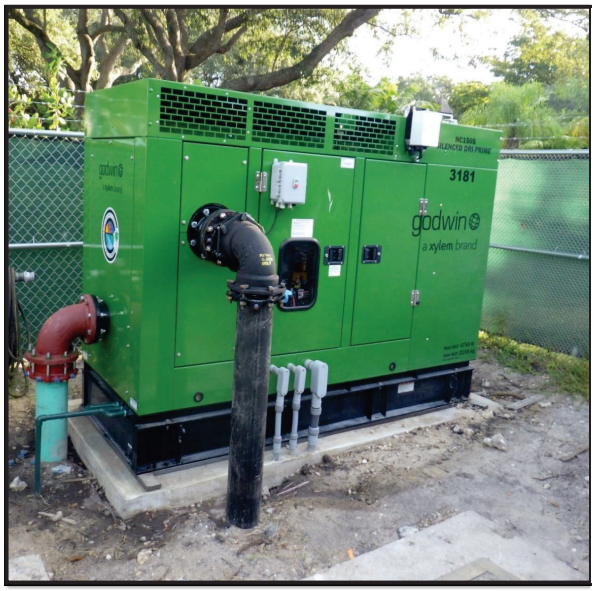
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	700,000	725,000	750,000	775,000	800,000	3,750,000	675,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	$700,000	$725,000	$750,000	$775,000	$800,000	$3,750,000	$675,000	Recurring

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes potential savings from Broward County treatment fees for maintenance of wastewater infrastructure.
Operating	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(500,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	($100,000)	($100,000)	($100,000)	($100,000)	($100,000)	($500,000)	

Standby Generator and Bypass Pump Replacement Program

STRATEGIC GOAL:	Outstanding Local Emergency Preparedness and Response	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4191535-6842		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6842		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The City owns seventeen portable generators, seven stationary generators and six stationary by-pass pumps. As part of the City's Emergency Preparedness Plan, the City installed stationary standby generators at designated lift stations (LS) servicing Broward County emergency shelters, City emergency operation centers, as well as water storage tanks and wastewater lift stations servicing these critical facilities. In FY26, two stationary bypass pumps were installed at LS #44 and #59. FY27 includes the installation of stationary bypass pumps at LS #46 and #55.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$475,000	$350,000	$375,000	$400,000	$425,000	$2,025,000	$365,000	Recurring
TOTAL	**$475,000**	**$350,000**	**$375,000**	**$400,000**	**$425,000**	**$2,025,000**	**$365,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	475,000	350,000	375,000	400,000	425,000	2,025,000	365,000	
TOTAL	**$475,000**	**$350,000**	**$375,000**	**$400,000**	**$425,000**	**$2,025,000**	**$365,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Water Meter Connection Lines Retrofit Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4191533-6865		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6865		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

In neighborhoods within the City's utility service area, water meter service lines, valves, and appurtenances have aged and are in need of replacement. This program funds the assessment of current community infrastructure and provides remedies using newer, better quality service lines to reduce waste and minimize water losses while providing reliable and uninterrupted service. In FY26, thirty-two (32) new service lines were installed on the north side of Hammocks Drive. In FY27, approximately twenty (20) additional service lines will be replaced primarily on the south side of Hammocks Drive. Retrofitting water service lines in the Wynmoor community will be done as funding allows.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$425,000	$450,000	$475,000	$700,000	$525,000	$2,575,000	$400,000	Recurring
TOTAL	**$425,000**	**$450,000**	**$475,000**	**$700,000**	**$525,000**	**$2,575,000**	**$400,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	425,000	450,000	475,000	700,000	525,000	2,575,000	400,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$425,000**	**$450,000**	**$475,000**	**$700,000**	**$525,000**	**$2,575,000**	**$400,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	The operating impact is due to reduced personnel time, lower maintenance needs, and fewer emergency repairs.
Operating	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($125,000)**	

Wastewater Access Structure Rehabilitation Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4191535-6812		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6812		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program funds the inspection and rehabilitation of wastewater access structures and recoating of lift stations (LS) within the City's wastewater collection system. The City currently has 3,818 access structures that have aged in a corrosive environment and are in need of routine rehabilitation. Recoating of the structures is needed to reduce inflow and infiltration issues related to the deterioration of existing coatings. In FY26, rehabilitation of wet well structures at lift stations #10B, #14, #42, #46, and #59 were completed, along with access structures north of Wiles Rd. In FY27, rehabilitation of wet well structures at lift stations LS #12D, #17, #50, and #53 are included along with access structures north of Sawgrass Blvd.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$400,000	$425,000	$450,000	$475,000	$500,000	$2,250,000	$500,000	Recurring
TOTAL	**$400,000**	**$425,000**	**$450,000**	**$475,000**	**$500,000**	**$2,250,000**	**$500,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	400,000	425,000	450,000	475,000	500,000	2,250,000	500,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$400,000**	**$425,000**	**$450,000**	**$475,000**	**$500,000**	**$2,250,000**	**$500,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact includes wastewater treatment cost savings.
Operating	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($125,000)**	

Wastewater Force Main Isolation Valves Rehabilitation Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4191535-6846		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6846		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program funds the rehabilitation/replacement of the City's existing wastewater force main isolation valves and the installation of new valves, including appurtenances, to provide the ability to redirect flows in the event of an emergency or for scheduled repairs. In FY26, an upgrade of a 16" inline isolation valve along State Road 7 and the south side of Winston Park Blvd was completed. FY27 includes an assessment and installation of one (1) 18" forcemain valve with a linestop in the Wynmoor Community.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$220,000	$230,000	$240,000	$250,000	$260,000	$1,200,000	$200,000	Recurring
TOTAL	**$220,000**	**$230,000**	**$240,000**	**$250,000**	**$260,000**	**$1,200,000**	**$200,000**	**Recurring**

PROJECT COMPONENTS:

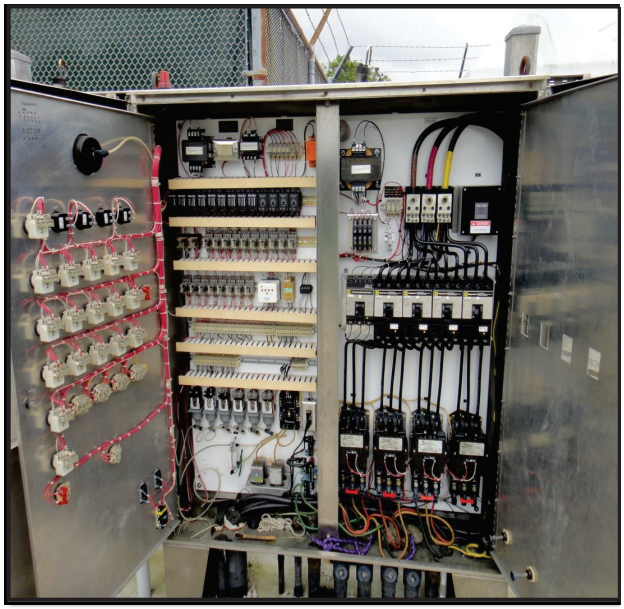
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	220,000	230,000	240,000	250,000	260,000	1,200,000	200,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$220,000**	**$230,000**	**$240,000**	**$250,000**	**$260,000**	**$1,200,000**	**$200,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Electrical Control Panel Rehabilitation Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4191535-6840		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6840		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The City's 59 wastewater pump/lift stations (LS) require electrical control panels that need to be replaced on a precautionary 10-year schedule for continuous operation and monitoring of the wastewater collection/transmission system. This program funds upgrading and/or replacing existing control panels to meet current standards while providing safe operations and reducing the number of emergency repairs. In FY26, one (1) pump control panel was replaced at LS #53. In FY27, two (2) pump control panels will be replaced at LS #10B and #12F. Based on the 10 year plan four (4) panels will be replaced in FY28 and then reduced to one panel the following years.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	175,000	350,000	85,000	100,000	100,000	810,000	80,000	Recurring
TOTAL	**$175,000**	**$350,000**	**$85,000**	**$100,000**	**$100,000**	**$810,000**	**$80,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	175,000	350,000	85,000	100,000	100,000	810,000	80,000	
TOTAL	**$175,000**	**$350,000**	**$85,000**	**$100,000**	**$100,000**	**$810,000**	**$80,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to reduced repair costs.
Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($10,000)**	**($10,000)**	**($10,000)**	**($10,000)**	**($10,000)**	**($50,000)**	

Water Meter and Box Replacement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4191533-6823		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6823		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program funds the evaluation and rehabilitation/replacement of potable water meters and appurtenances. Meters should typically be replaced within 30 years of installation to improve service, ensure accurate accounting of water usage and billing, and minimize water losses. Appurtenances including meter boxes and curb stops are also replaced based on their condition. In FY26, rehabilitation/replacement of approximately 600 water meters and appurtenances citywide were completed. In FY27, funding will be used for the replacement of malfunctioning meters and appurtenances until the AMI conversion program is completed.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$85,000	$90,000	$95,000	$100,000	$105,000	$475,000	$80,000	Recurring
TOTAL	**$85,000**	**$90,000**	**$95,000**	**$100,000**	**$105,000**	**$475,000**	**$80,000**	**Recurring**

PROJECT COMPONENTS:

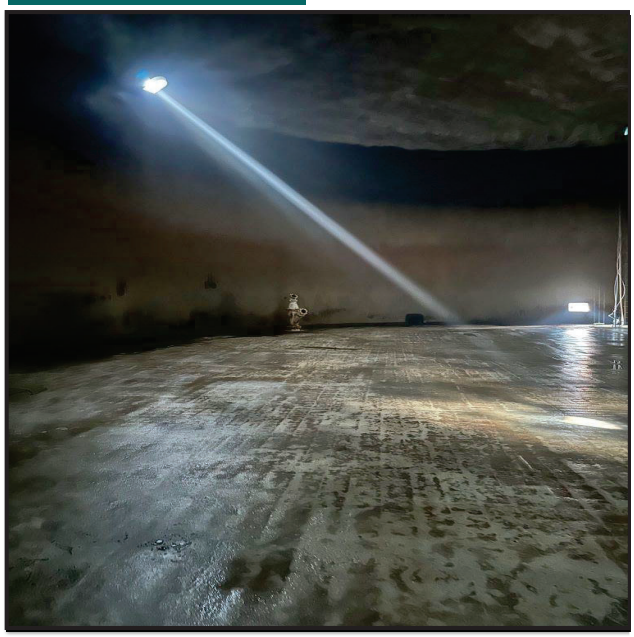
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	85,000	90,000	95,000	100,000	105,000	475,000	80,000	
TOTAL	**$85,000**	**$90,000**	**$95,000**	**$100,000**	**$105,000**	**$475,000**	**$80,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Water Storage Tank Maintenance

STRATEGIC GOAL:	Provide Outstanding Local Emergency Preparedness and Response	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4191533-6450		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6450		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program provides funding for the routine maintenance of the City's two (2) water storage tanks (WST) and their associated pumps and equipment. Every year the Florida Department of Environmental Protection (FDEP) conducts inspections of the WSTs, systems and compounds, which result in routine maintenance requirements. In FY27, in addition to FDEP's annual routine repair requirements, both tanks and associated systems will undergo additional repairs, based on inspections performed by tank manufacturer and tank inspection companies.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water & Wastewater Fund (41)	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000	$150,000	Recurring
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**	**$150,000**	**Recurring**

PROJECT COMPONENTS:

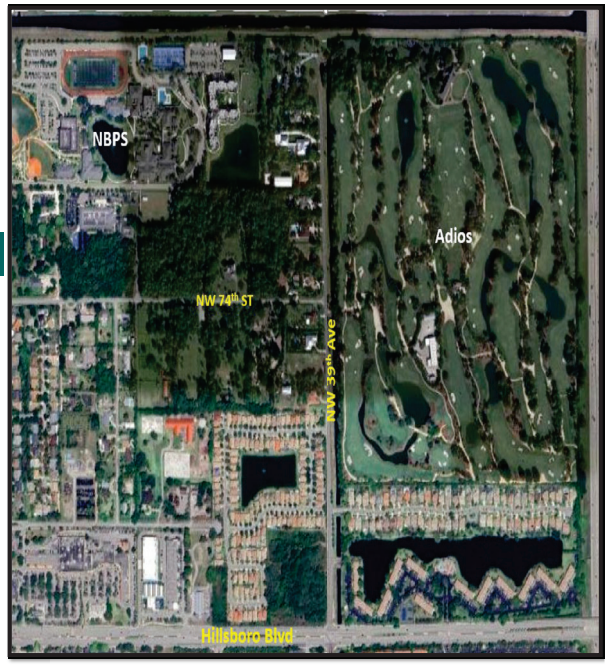
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	50,000	50,000	50,000	50,000	50,000	250,000	150,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**	**$150,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to reduced repair costs.
Operating	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($125,000)**	

Northeast Utilities Expansion

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2025	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2030		
PRIORITY:	I	**ACCT. NUMBER:**	4291535-6515		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6515		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$5,800,000		



DESCRIPTION/JUSTIFICATION:

This program is for the design and construction of water and wastewater system improvements north of Hillsboro Blvd between Lyons Road and NW 39th Avenue. Lift Station #56 and existing 4" wastewater forcemain on NW 39th Avenue were originally designed to service Adios Golf Club and nearby properties. Consequently, North Broward Preparatory School and other properties in the area connected to the existing forcemain, which has been nearing its maximum capacity. In order to sustain current demand and accommodate for future developments and connections in the area, the City completed the design phase of the forcemain upgrade in FY26, which runs north from Hillsboro Blvd along NW 39th Avenue and west on NW 74th Street. The forcemain construction phase is set to begin in FY27.

Following years' budget requests will focus on new developments and demands to connect properties currently on septic tanks and well water systems to the City's water and wastewater systems. All future plans will explore grant opportunities to help offset costs and will also require special assessments.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water & Sewer Capital Imp. Fund (42)	$450,000	$0	$0	$0	$0	$450,000	$800,000	$800,000
Water & Wastewater Fund (41)	550,000	0	0	0	0	550,000	0	0
Special Assessment (TBD)	0	0	400,000	3,600,000	0	4,000,000	0	0
TOTAL	**$1,000,000**	**$0**	**$400,000**	**$3,600,000**	**$0**	**$5,000,000**	**$800,000**	**$800,000**

PROJECT COMPONENTS:

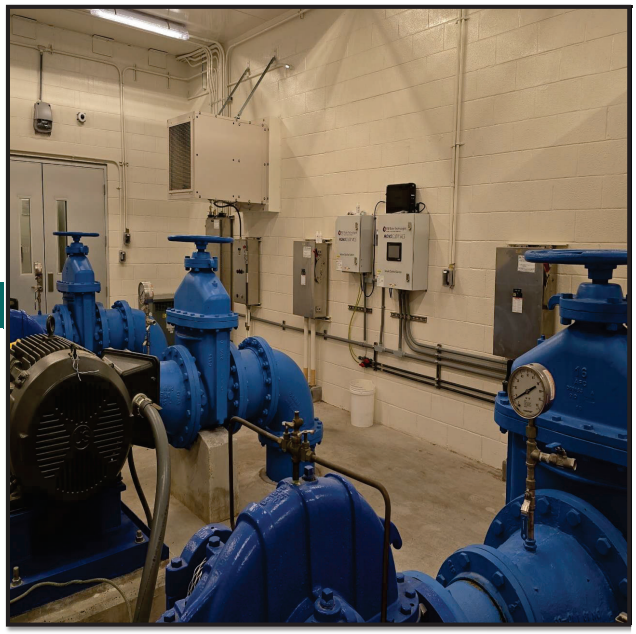
CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$400,000	$0	$0	$400,000	$800,000	$110,509
Construction	1,000,000	0	0	3,600,000	0	4,600,000	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$1,000,000**	**$0**	**$400,000**	**$3,600,000**	**$0**	**$5,000,000**	**$800,000**	**$110,509**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Increase in maintenance cost over time.
Operating	0	1,000	5,000	10,000	20,000	36,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$1,000**	**$5,000**	**$10,000**	**$20,000**	**$36,000**	

Water Storage Tanks and Pump Building Rehabilitation Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4291533-6513		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6513		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program provides funding for the rehabilitation of the City's two (2) water storage tanks (WST). In FY25, staff initiated the rehabilitation of the interior lining of the Hilton Road WST, which was a major rehabilitation component. The Hilton Road WST must be relined every 10 years and the Hillsboro Blvd WST rehabilitation will be evaluated in future years. Two pumps are expected to be replaced in FY27.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water & Sewer Capital Imp. Fund (42)	$100,000	$0	$0	$0	$0	$100,000	$1,035,000	Recurring
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**	**$1,035,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$80,000	Recurring
Construction	0	0	0	0	0	0	955,000	
Equipment /Other	100,000	0	0	0	0	100,000	0	
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$100,000**	**$1,035,000**	**Recurring**

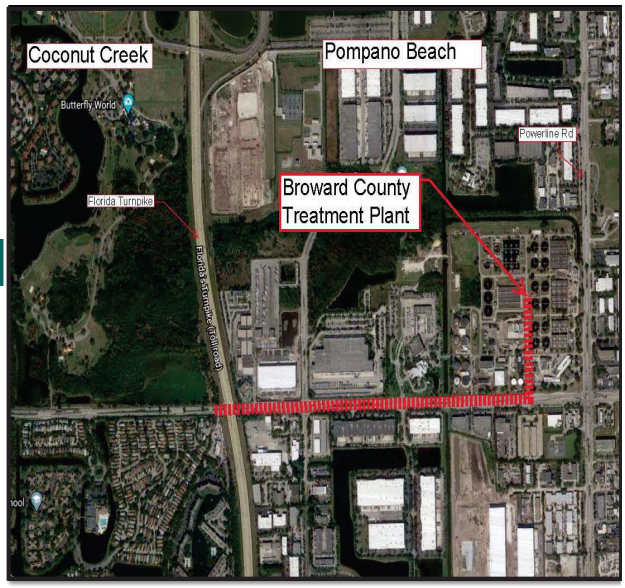
OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impact is due to reduced repair costs.
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Copans Road Wastewater Transmission System Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2014
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2026
PRIORITY:	I	**ACCT. NUMBER:**	4191535-6883 4291535-6883
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6883
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$5,641,310

LOCATION: East of Lyons Rd between Copans Rd and Sample Rd



DESCRIPTION/JUSTIFICATION:

This program funds the inspection, rehabilitation, replacement, and/or installation of wastewater force mains along Copans Road. Phase I is complete, which included rehabilitation along Copans Road from Lyons Road to the Turnpike. Phase II includes the force main from the Turnpike to the Broward County treatment plant. Evaluation and surveys of Phase II began in FY23 and is expected to be completed in FY25. Valve insertions, part of the rehabilitation work, and further visual inspection is expected to begin in FY26, followed by rehabilitation, as needed.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water & Wastewater Fund (41)	$0	$0	$0	$0	$0	$0	$5,641,310	$5,641,310
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,641,310**	**$5,641,310**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$400,000	$370,970
Construction	0	0	0	0	0	0	5,241,310	2,653,031
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,641,310**	**$3,024,002**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Meter Reading Conversion

STRATEGIC GOAL:	Plan Ahead for Emerging Technologies and Business Methods	**START DATE:**	10/2025	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	05/2028		
PRIORITY:	II	**ACCT. NUMBER:**	4191533-6884		
DEPARTMENT:	Finance & Administrative Services	**PROJECT CODE:**	6884		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$7,600,000		



DESCRIPTION/JUSTIFICATION:

The City has over 12,136 metered connections within its potable water service area. Meter reading is currently performed by touch read once a month. This meter conversion project will enable remote, fixed network electronic reading of meters at any time. An Advanced Metering Infrastructure (AMI) system allows for accuracy in the tracking of water usage and can be used to assist customers with identifying leaks or abnormalities prior to billing and will dramatically decrease read times. Project is scheduled to begin in FY26 with completion in FY28. The City is currently seeking appropriations to supplement funding for this project.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Wastewater Fund (41)	$0	$0	$0	$0	$0	$0	$7,600,000	$7,600,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,600,000**	**$7,600,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$280,000	$182,000
Construction	0	0	0	0	0	0	600,000	0
Equipment /Other	0	0	0	0	0	0	6,720,000	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,600,000**	**$182,000**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	($35,000)	($65,000)	($80,000)	($120,000)	($300,000)	Anticipated cost savings due to reduced meter reading costs and staff repurposing
Operating	0	(2,500)	(2,380)	(2,260)	(2,000)	(9,140)	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**($37,500)**	**($67,380)**	**($82,260)**	**($122,000)**	**($309,140)**	

Lead and Copper Rule Compliance

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2023	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	09/2025		
PRIORITY:	I	**ACCT. NUMBER:**	4191533-6511		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6511		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$849,890		



DESCRIPTION/JUSTIFICATION:

This program funds the assessment, inventory, and retrofitting of public and private water service lines as required by the Environmental Protection Agency (EPA) Lead and Copper Rule Revision to address locations where lead is found in drinking water. In FY24, the inventory was completed, and all of the City's water service lines were assessed using existing records and field inspections conducted by City staff, revealing no lead materials. This approach resulted in significant cost savings, as it minimized the need for extensive retrofitting. In FY25, the City submitted a formal 100% inventory, along with all supporting documentation, to the Florida Department of Environmental Protection (FDEP) to ensure full compliance with the rule. In FY26, the City updated the existing Lead and Copper Sampling plan. In FY27, the City will continue monitoring and addressing upcoming FDEP compliance and regulatory requirements related to lead and copper.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water & Wastewater Fund (41)	$0	$0	$0	$0	$0	$0	$849,890	$849,890
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$849,890**	**$849,890**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$500,000	$86,757
Construction	0	0	0	0	0	0	349,890	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$849,890**	**$86,757**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Stormwater Drainage Improvement Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	I	**ACCT. NUMBER:**	4591538-6862		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6862		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The City's stormwater drainage system requires regular maintenance and improvements. Since drainage systems throughout the City are unique, the City must tailor improvements on a case-by-case basis. This program funds the assessment of all City-owned drainage systems and rehabilitation, which includes cleaning, relining, replacement, and installation of drainage structures and pipes. The City strives to inspect, televise, and/or clean approximately 20% of the 24 miles of its stormwater infrastructure on an annual basis to meet Federal NPDES and Broward County Surface Water Management license requirements. In FY26, the City completed the inspection and cleaning of stormwater pipes and structures at Cullum Rd (from SR7 to Lyons Rd), NW 69th St. Greenway, a pipe replacement at City Hall, and Sawgrass Blvd. FY27, includes the inspection and cleaning of stormwater pipes and structures and rehabilitation of drainage systems in Sabal Pines Park, Hilton Road, Alexandria Blvd, Lakeside Park/441, Trails of Willow Bend, City Hall drainage system replacement, and other locations as funding allows.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Stormwater Mgmt. Fund (45)	$700,000	$475,000	$500,000	$525,000	$550,000	$2,750,000	$467,500	Recurring
TOTAL	**$700,000**	**$475,000**	**$500,000**	**$525,000**	**$550,000**	**$2,750,000**	**$467,500**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	700,000	475,000	500,000	525,000	550,000	2,750,000	467,500	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$700,000**	**$475,000**	**$500,000**	**$525,000**	**$550,000**	**$2,750,000**	**$467,500**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Concrete Curbing Program

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	II	**ACCT. NUMBER:**	4591538-6742		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6742		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program funds the installation and replacement of concrete curbing throughout the City on an as needed basis. Installation of curbing can improve stormwater drainage and prevent damage to swales from unwanted vehicular traffic. In FY26, concrete curbing was replaced on NW 30th St. In FY27, any/all concrete curbing installations will be addressed on an as-needed basis.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Stormwater Mgmt. Fund (45)	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000	$55,000	Recurring
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**	**$55,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	50,000	50,000	50,000	50,000	50,000	250,000	55,000	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**	**$55,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Canal and Lake Bank Restoration Program

STRATEGIC GOAL:	Provide Outstanding Local Emergency Preparedness and Response	**START DATE:**	Recurring	**LOCATION:**	City-Wide
STATUS:	New Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	4591538-6514		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6514		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

The City's canal and lake banks are experiencing natural erosion. The migration of soil along the banks into the water reduces land, is unsightly, creates unsafe drop-offs, and can compromise nearby infrastructure. In FY25, this program funded the establishment of a Canal and Lake Bank Restoration Master Plan for the inspection and prioritization of all city-owned canal and lake banks, as well as non-city-owned banks, which can affect city-owned infrastructure. In FY26, the city hired Kimley-Horn and Associates to prepare the Canal and Lake Bank Restoration Master Plan and after completion the City will evaluate the priority list.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Stormwater Mgmt. Fund (45)	$0	$750,000	$750,000	$750,000	$750,000	$3,000,000	$550,000	Recurring
TOTAL	**$0**	**$750,000**	**$750,000**	**$750,000**	**$750,000**	**$3,000,000**	**$550,000**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$75,000	$75,000	$75,000	$75,000	$300,000	$0	Recurring
Construction	0	675,000	675,000	675,000	675,000	$2,700,000	550,000	
Equipment /Other	0	0	0	0	0	$0	0	
TOTAL	**$0**	**$750,000**	**$750,000**	**$750,000**	**$750,000**	**$3,000,000**	**$550,000**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Tree Canopy Grant Restoration Program

STRATEGIC GOAL:	Strengthen Long-Term Community Resilience and Resource Stewardship	**START DATE:**	Recurring	**LOCATION:**	City-wide
STATUS:	Continuing Project	**COMPLETION DATE:**	Recurring		
PRIORITY:	III	**ACCT. NUMBER:**	6151515-6805		
DEPARTMENT:	Resilient Design & Development	**PROJECT CODE:**	6805		
PROJECT TYPE:	Recurring	**PROJECT COST:**	Recurring		



DESCRIPTION/JUSTIFICATION:

This program re-establishes tree canopy through the newly adopted Tree Canopy Replacement Grant. The grant offers communities financial assistance when replacing lost canopy during tree removal.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
General Trust Fund (61)	$0	$0	$0	$0	$0	$0	$0	Recurring
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**Recurring**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$0	Recurring
Construction	0	0	0	0	0	0	0	
Equipment /Other	0	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**Recurring**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Vinkemulder Infrastructure Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2018
STATUS:	Continuing Project	**COMPLETION DATE:**	12/2029
PRIORITY:	III	**ACCT. NUMBER:**	4291533-6897
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6897
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$4,547,160

LOCATION: Vinkemulder Rd., NW 43rd St. and NW 39th Ave.



DESCRIPTION/JUSTIFICATION:

This project consists of the design and construction of approximately 4,800 Linear Feet (LF) of new water distribution main and approximately 4,400 LF of new wastewater gravity collection line to serve the residents along Vinkemulder Road, NW 43rd Street and NW 39th Avenue. Design was completed in FY21. Construction funding will be through grants and/or special assessments. No construction date has been established.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Water/Sewer Capital Improv. Fund (42)	$0	$0	$0	$0	$0	$0	$147,160	$147,160
Special Assessment (TBD)	0	0	4,400,000	0	0	4,400,000	0	0
TOTAL	**$0**	**$0**	**$4,400,000**	**$0**	**$0**	**$4,400,000**	**$147,160**	**$147,160**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$147,160	$147,158
Construction	0	0	4,400,000	0	0	4,400,000	0	0
Equipment /Other	0	0	0	0	0	0	0	0
TOTAL	**$0**	**$0**	**$4,400,000**	**$0**	**$0**	**$4,400,000**	**$147,160**	**$147,158**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Hillsboro Corridor Project

STRATEGIC GOAL:	Expand Safe and Walkable/Bikeable Options Across the Community	**START DATE:**	09/2020	**LOCATION:**	Hillsboro Boulevard
STATUS:	Completed Project	**COMPLETION DATE:**	02/2026		
PRIORITY:	I	**ACCT. NUMBER:**	3951541-6749 6551541-6749		
DEPARTMENT:	Utilities & Engineering	**PROJECT CODE:**	6100 6749		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$1,790,000		



DESCRIPTION/JUSTIFICATION:

This project includes the property acquisition of 4651 W. Hillsboro Blvd. and the redevelopment of the existing sidewalk along Hillsboro Boulevard (Lyons Road to NW 51st Terrace). Improvements include a multi-use pathway with landscape enhancements which will recreate the historic landscape buffer along with the area preserves. The project provides a missing link segment of a multi-use pathway from Lyons Road to the Broadstone apartments. The City was awarded a $1,000,000 grant from Broward County to offset project costs. Additionally, the City has specified that $200,000 of the proceeds from the sale of Broward Redevelopment Program property acquisition will be utilized for enhancement along the Hillsboro Corridor.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Improvement Fund (39)	$0	$0	$0	$0	$0	$0	$1,080,000	$1,080,000
Grants Fund (65)	0	0	0	0	0	0	640,000	640,000
General Trust Fund (61)	0	0	0	0	0	0	70,000	70,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,790,000**	**$1,790,000**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$186,190	$92,709
Construction	0	0	0	0	0	0	1,102,500	938,795
Equipment/Other	0	0	0	0	0	0	501,310	414,680
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,790,000**	**$1,446,185**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	Operating impacts include costs to landscape, irrigation, and maintenance.
Operating	8,000	8,000	8,000	8,000	0	32,000	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$8,000**	**$8,000**	**$8,000**	**$8,000**	**$0**	**$32,000**	

Sunshine Drive Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2021	**LOCATION:**	Sunshine Drive Park
STATUS:	Completed Project	**COMPLETION DATE:**	04/2026		
PRIORITY:	I	**ACCT. NUMBER:**	3285572-6508 6585572-6508		
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6508		
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$531,410		



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision. The City was awarded $315,000 in state appropriations to help offset cost in FY24. FY25, park demolition and construction started. In FY26, final improvements were completed including signage installation. FY24 Improvements included:

FY24: Site Furnishings, Playground, Half Court Basketball, Adult Exercise Equipment, Multi-Purpose Path with Improved All-Inclusive Access, Outdoor Table Games, Signage, and Public Art

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Projects Financing Fund (32)	$0	$0	$0	$0	$0	$0	$216,410	$216,410
Grants Fund (65)	0	0	0	0	0	0	315,000	315,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$531,410**	**$531,410**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$31,680	$32,752
Construction	0	0	0	0	0	0	480,000	472,612
Equipment /Other	0	0	0	0	0	0	19,730	17,273
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$531,410**	**$522,637**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Donaldson Park Improvements

STRATEGIC GOAL:	Enhance Community Health, Safety, and Well-Being	**START DATE:**	10/2021
STATUS:	Completed Project	**COMPLETION DATE:**	04/2026
PRIORITY:	I	**ACCT. NUMBER:**	3285572-6506
DEPARTMENT:	Parks & Recreation	**PROJECT CODE:**	6506
PROJECT TYPE:	Non-Recurring	**PROJECT COST:**	$300,530

LOCATION: Donaldson Park



DESCRIPTION/JUSTIFICATION:

To optimize the City's existing parks and recreation resources and assets as well as strategically plan for the future, the City adopted a Parks and Recreation Master Plan in 2019. The Plan provides a 10-year vision for parks, recreation, and open space and trails as well as an action plan for implementing this vision.In FY25, park demolition and construction started. In FY26, final improvements were completed including the fence and signage installation. Improvements included:

FY22: Site Furnishing, Shade Canopy, Native Butterfly Planting, and Public Art, Adult Exercise Equipment, Outdoor Games, Signage.

FUNDING SOURCES:

FUND	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Revenue as of 9/30/26
Capital Projects Financing Fund (32)	$0	$0	$0	$0	$0	$0	$300,530	$300,530
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300,530**	**$300,530**

PROJECT COMPONENTS:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	Previously Budgeted	Expenses as of 9/30/26
Plans and Studies	$0	$0	$0	$0	$0	$0	$60,000	$57,583
Construction	0	0	0	0	0	0	230,000	229,421
Equipment /Other	0	0	0	0	0	0	10,530	8,908
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$300,530**	**$295,911**

OPERATING IMPACT:

CATEGORY	FY27	FY28	FY29	FY30	FY31	TOTAL	OTHER INFORMATION:
Personnel	$0	$0	$0	$0	$0	$0	
Operating	0	0	0	0	0	0	
Capital Outlay	0	0	0	0	0	0	
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

APPENDICES



DEBT ADMINISTRATION

Debt Issuance

The objective of the City of Coconut Creek's debt management policy is to maintain the City's ability to incur present and future debt at the most beneficial interest rates in amounts needed for financing the adopted Capital Improvement Program without adversely affecting the City's ability to fund essential City services. The City desires to maintain a conservative debt position.

Review and analysis of the City's debt position is required to provide a capital financing plan for infrastructure and other improvements. Both available resources and City's needs drive the City's debt issuance program. Decisions regarding the use of debt are based upon a number of factors including, but not limited to, the long-term needs of the City and the amount of resources available to repay the debt. City debt ratios are examined, as is the impact of future debt financing on those ratios. The use of debt ratios is only one tool of many in determining a course of action and is not used exclusively in making a decision. The debt policy is not expected to anticipate every future contingency in the City's Capital Improvement Program. Sufficient flexibility is required to enable City management to respond to unforeseen circumstances or new opportunities when appropriate.

The decision to issue bonds or obtain bank financing is based upon which alternative will provide the City with lower costs. The City Commission decides on an issue-by-issue basis which method of sale would be more appropriate. The City encourages the use of competitive sales for all issues unless circumstances dictate otherwise. Negotiated sales are considered if the sale is a complex financing structure (amount of issues, certain revenue issues, a combination of taxable/nontaxable issues, etc.) or based upon other factors that lead the Finance and Administrative Services Department to conclude that a competitive sale would be less effective. If a negotiated sale was anticipated, then the Finance and Administrative Services Department and City Bond Counsel would establish a list of pre-qualified underwriters.

Legal Debt Limit

The City Charter allows revenue bonds to be issued when authorized by the City Commission. General Obligation bonds must be approved by a referendum of the electorate. The City Charter and State Statutes do not provide for a legal debt limit.

DEBT SERVICE FUND SUMMARY

The City currently has three revenue notes outstanding as follows:

Capital Improvement Revenue Note, Series 2017A - The Series 2017A issue provided funds for the acquisition, improvement and equipping of various public improvements in accordance with the City's Five-Year Capital Improvement Program, as amended and approved by the City Commission from time to time. The note has a fifteen-year term and is secured by non-ad valorem revenues.

Capital Improvement Revenue Note, Series 2017B - The Series 2017B issue retired the then outstanding Series 2009 Revenue Notes. The original bonds were issued to provide funds for the undergrounding of above ground utility lines, construction of a Public Works/EOC Administration Building, and other capital projects. The note has a fifteen-year term and is secured by non-ad valorem revenues.

Capital Improvement Revenue Note, Series 2021 - The Series 2021 issue retired the then outstanding Series 2018 Revenue Note. The original bond was issued to provide funds for the acquisition, improvement and equipping of various public improvements in accordance with the City's Five-Year Capital Improvement Program, as amended and approved by the City Commission from time to time. The note has a seven-year term and is secured by non-ad valorem revenues.

The City Charter allows revenue bonds to be issued when authorized by the City Commission. General Obligation bonds must be approved by referendum of the electorate. The City Charter and State Statutes does not provide for a legal debt limit.

Outstanding as of September 30, 2026

Description	Year of Maturity	Interest Rates	Principal Amount Payable
Capital Improvement Revenue Note, Series 2017A	2032	2.46%	$ 4,450,000
Capital Improvement Revenue Note, Series 2017B	2032	2.91%	$ 3,070,000
Capital Improvement Revenue Note, Series 2021	2028	1.12%	$ 2,165,000
Total Outstanding Long-term Debt			**$ 9,685,000**

DEBT SERVICE REQUIREMENTS TO MATURITY

TOTAL DEBT SERVICE REQUIREMENTS

Fiscal Year	Principal	Interest	Total
2027	2,245,000	223,120	2,468,120
2028-2032	7,440,000	524,943	7,964,943
	$ 9,685,000	$ 748,063	$ 10,433,063

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2017A

Fiscal Year	Principal	Interest	Total
2027	695,000	109,470	804,470
2028-2032	3,755,000	281,794	4,036,794
	$ 4,450,000	$ 391,264	$ 4,841,264

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2017B

Fiscal Year	Principal	Interest	Total
2027	475,000	89,337	564,337
2028-2032	2,595,000	230,908	2,825,908
	$ 3,070,000	$ 320,245	$ 3,390,245

CAPITAL IMPROVEMENT REVENUE NOTE, SERIES 2021

Fiscal Year	Principal	Interest	Total
2027	1,075,000	24,313	1,099,313
2028	1,090,000	12,241	1,102,241
	$ 2,165,000	$ 36,554	$ 2,201,554

The City anticipates issuing debt during FY 2027 to finance the construction of Fire Station 113. Accordingly, the FY 2027 budget includes estimated debt service expenditures associated with the anticipated issuance. Actual debt service requirements will be determined upon the completion of the financing and may vary based on the final amount, timing, and terms of the debt issuance.

PLEDGED REVENUE COVERAGE
Last Ten Fiscal Years
(Amounts Expressed in Thousands)

				Improvement Revenue Notes							
				Debt Service			Non-Ad Valorem	Debt Service			
Fiscal Year	Electric Utility Taxes	Electric Franchise Fees	Total Revenue	Principal	Interest	Coverage	Revenue	Principal		Interest	Coverage
2017	3,802	2,985	6,787	1,685	64	3.88	29,551	6,766	(1)	298	4.18
2018	-	2,959	2,959	799	16	3.63	34,568	925		488	24.46
2019	-	-	-	-	-	-	38,709	1,825		693	15.37
2020	-	-	-	-	-	-	36,906	1,875		643	14.66
2021	-	-	-	-	-	-	39,928	10,205	(2)	523	3.72
2022	-	-	-	-	-	-	41,326	2,040		424	16.77
2023	-	-	-	-	-	-	48,585	2,080		386	19.70
2024	-	-	-	-	-	-	52,242	2,120		347	21.18
2025	-	-	-	-	-	-	55,292	2,165		306	22.38
2026	-	-	-	-	-	-	56,419	2,205		265	22.84

(1) Includes $6,765,000 to fully refund principal on Series 2009 from issuance of Series 2017B revenue note proceeds.
(2) Includes $8,215,000 to fully refund principal on Series 2018 from issuance of Series 2021 revenue note proceeds.

Fiscal Year 2026 - Not Audited

ORDINANCE NO. 2026-033

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ESTABLISHING AND ADOPTING THE CITY OF COCONUT CREEK'S AD VALOREM TAX OPERATING MILLAGE RATE AT 6.8988 MILLS FOR THE 2027 FISCAL YEAR; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Coconut Creek has estimated expenditures and revenues of said City for the 2027 Fiscal Year with detailed information, including revenues to be derived from sources other than the ad valorem tax levy and has made recommendations as to the amounts necessary to be appropriated for the ensuing fiscal year; and

WHEREAS, the City Commission has received and considered the recommendations of the City Manager and the proposed budget and has determined the amount of available funds on hand and the estimated ad valorem tax necessary to be levied; and

WHEREAS, all public hearings, as required by law, have been held pursuant to notice duly published, the public has been given the opportunity to be heard, and all other requirements have been fulfilled.

NOW, THEREFORE, THE CITY COMMISSION OF THE CITY OF COCONUT CREEK HEREBY ORDAINS:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That an ad valorem tax operating millage rate of 6.8988 mills (6.8988 per $1,000 of taxable value) is hereby established and adopted for the 2026 tax year (2027 Fiscal Year).

Section 3: That said operating millage rate represents a 0.00% increase from the current millage rate of 6.8988 and is a 5.56% increase from the roll back millage rate of 6.5357.

Section 4: That all ordinances or parts of ordinances, all City Code sections or parts of City Code sections, and all resolutions or parts of resolutions in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 5: That should any section or provision of this ordinance or any portion thereof, any paragraph, sentence, clause or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part hereof other than the part declared invalid.

Section 6: That this ordinance shall become effective upon its passage on second and final reading.

PASSED FIRST READING THIS 14TH DAY OF SEPTEMBER, 2026.

PASSED SECOND READING THIS 24TH DAY OF SEPTEMBER, 2026.

Jeffrey R. Wasserman, Mayor

Attest:

Joseph J. Kavanagh, City Clerk

	1st	2nd
Wasserman	Aye	Aye
Brodie	Aye	Aye
Welch	Aye	Aye
Rydell	Aye	Aye
Railey	Aye	Aye

ORDINANCE NO. 2026-034

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2026, AND ENDING SEPTEMBER 30, 2027; DETERMINING THE AMOUNT OF AVAILABLE FUNDS ON HAND AND ESTIMATED REVENUES FOR SAID YEAR; APPROPRIATING THE FUNDS NECESSARY FOR THE OPERATION OF THE CITY FOR SAID YEAR; AUTHORIZING CONTINUATION OF A GENERAL TRUST FUND; AUTHORIZING CONTINUATION OF GRANTS FUNDS; AUTHORIZING CONTINUATION OF LOCAL AND FEDERAL LAW ENFORCEMENT TRUST FUNDS; AUTHORIZING THE CONTINUATION OF THE TRANSPORTATION SURTAX FUND; AND AUTHORIZING RE-APPROPRIATION OF UNSPENT ECONOMIC DEVELOPMENT DIVISION FUNDS; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager of the City of Coconut Creek has presented the proposed budget to the City Commission, which contains estimates of amounts on hand, revenues to be received, and amounts to be appropriated to each of the various departments and capital projects of the City for the 2027 Fiscal Year; and

WHEREAS, the City Commission has received and reviewed said proposed budget and desires to adopt the Operating and Capital Improvement Budget as the official budget for the City of Coconut Creek for the 2027 Fiscal Year; and

WHEREAS, all public hearings, as required by law, have been held pursuant to notice duly published, the public has been given the opportunity to be heard, and all other requirements have been fulfilled.

NOW, THEREFORE, THE CITY COMMISSION OF THE CITY OF COCONUT CREEK HEREBY ORDAINS:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this ordinance.

Section 2: That the Operating and Capital Improvement Budget is hereby adopted as the City of Coconut Creek's official budget for the 2027 Fiscal Year, as presented and amended by the City Commission during the Budget Workshop held on August 13, 2026:

	Increases/ (Decreases)
General Fund (01)	
Expenditures	
City Commission	
Personal Services	$ (1,030)
Operating Expenses	(15,500)
City Manager	
Operating Expenses	(9,240)
Fire Rescue	
Personal Services	(7,200)
Parks & Recreation	
Capital Outlay	9,500
Non-Departmental	
Contingency	23,470
Total Expenditures	$ -

Section 3: That the Operating and Capital Improvement Budget establishes the amount of available funds on hand, estimated revenues, and appropriates the funds necessary to operate the government of the City for the 2027 Fiscal Year.

Section 4: That the continuation of a General Trust Fund is hereby authorized with said Fund to be used to receive monies from grants, gifts, and bequests and to disburse monies in accordance with said grant, gift, or bequest without being included in the Operating and Capital Improvement Budget.

Section 5: That the continuation of the Grants Funds are hereby authorized with said Funds to be used to receive monies from grants and to disburse monies in accordance with said grants without being included in the Operating and Capital Improvement Budget.

Section 6: That the continuation of Local and Federal Law Enforcement Trust Funds are hereby authorized with said Funds to be used to receive and expend monies in accordance with State and Federal laws without being included in the Operating and Capital Improvement Budget.

Section 7: That the continuation of the Transportation Surtax Fund is hereby authorized with said Funds to be used to receive and expend monies in accordance with State and Local requirements without being included in the Operating and Capital Improvement Budget.

Section 8: That for financial reporting purposes, the appropriate fund budgets may be amended to account for activities related to the General Trust Fund, the Grants Funds, the Local and Federal Law Enforcement Trust Funds, and the Transportation Surtax Fund.

Section 9: That re-appropriating any unspent funds budgeted for the Economic Development Division is hereby authorized.

Section 10: That all ordinances or parts of ordinances, all City Code sections or parts of City Code sections, and all resolutions or parts of resolutions in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 11: That should any section or provision of this ordinance or any portion thereof, any paragraph, sentence, clause or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part hereof other than the part declared invalid.

Section 12: That this ordinance shall become effective upon its passage on second and final reading.

PASSED FIRST READING THIS 14TH DAY OF SEPTEMBER, 2026.

PASSED SECOND READING THIS 24TH DAY OF SEPTEMBER, 2026.

Jeffrey R. Wasserman, Mayor

Attest:

Joseph J. Kavanagh, City Clerk

	1st	2nd
Wasserman	Aye	Aye
Brodie	Aye	Aye
Welch	Aye	Aye
Rydell	Aye	Aye
Railey	Aye	Aye

RESOLUTION NO. 2026-127

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM (CIP) FOR FISCAL YEAR 2027 THROUGH FISCAL YEAR 2031, PURSUANT TO SECTION 602 OF THE CITY CHARTER; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Commission has considered and desires to approve the Capital Improvement Program for Fiscal Year 2027 through Fiscal Year 2031.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF COCONUT CREEK, FLORIDA:

Section 1: That the foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this resolution.

Section 2: That the City Commission has reviewed and hereby approves and adopts the Capital Improvement Program for Fiscal Year 2027 through Fiscal Year 2031.

Section 3: That if any clause, section, other part or application of this resolution is held by any court of competent jurisdiction to be unconstitutional or invalid, in part or in application, it shall not affect the validity of the remaining portion or applications of this resolution.

Section 4: That this resolution shall be in full force and effect immediately upon its adoption.

Adopted this 24th **day of** September**, 2026.**

Jeffrey R. Wasserman, Mayor

Attest:

Joseph J. Kavanagh, City Clerk

Wasserman	Aye
Brodie	Aye
Welch	Aye
Rydell	Aye
Railey	Aye

GLOSSARY

Account	A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure are recorded in accounts.
Accountability	The state of being obliged to explain actions to justify what was done. Accountability requires justification for the raising of public funds and the purposes for which they are used.
Accounting Period	A period of time (e.g. one month, one year) where the City determines its financial position and results of operations.
Accounting Standards	The generally accepted accounting principles (GAAP) promulgated by the Government Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as to when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.
Accounting System	The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.
Accrual Basis	A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.
Activity	A department effort contributing to the achievement of a specific set of program objectives; the smallest unit of the program budget.
Adopted Budget	The original budget as approved by the City Commission at the beginning of the fiscal year.
Ad Valorem Tax	A tax levied on the assessed value of real and personal property; also known as Property Tax.
Amended Budget	The current budget resulting from changes to the Adopted Budget. An example of a common change would be a line item transfer of funds.
Americans with Disabilities Act (ADA)	A civil rights legislation that prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications, and access to state and local government programs and services.
Annual Comprehensive Financial Report	Financial report which contains, at a minimum, three sections: (1) introductory, (2) financial, and (3) statistical, and whose financial section provides information on each individual fund.

GLOSSARY

Appropriation	The setting aside of money for a particular purpose.
Assessed Property Value	The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying property taxes.
Assets	Resources, owned or held by a government, which have monetary value.
Audit	An examination of evidence, including records, facilities, inventories, systems, etc., to discover or verify desired information.
Balanced Budget	A budget in which current revenues equal current expenditures. The legal requirements for a balanced budget may be set by the state or local government.
Benchmark	A point of reference from which measurements may be made. A benchmark is something that serves as a standard by which other performance indicators may be evaluated or compared.
Bond	A promise to repay borrowed money on a particular date, often ten or twenty years in the future. Most bonds also involve a promise to pay a specified dollar amount of interest at predetermined intervals. Local governments use bonds to obtain long-term financing for capital projects.
Bond Covenant	A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.
Budget	A plan of financial activity for a specified period of time (e.g. fiscal year, biennium) indicating all planned revenues and expenses for the budget period.
Budget Amendment	A revision of the adopted budget which, when approved by the Commission, replaces the original provision. Budget amendments occur throughout the fiscal year as spending priorities shift.
Budgetary Basis	The basis of accounting used to estimate financing sources and uses in the budget. This generally takes on the three forms: GAAP, cash, or modified accrual.
Budget Calendar	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

GLOSSARY

Budget Cycle	The recurring process, either annual or biennial, in which a government prepares, adopts, and implements a spending plan. The budget cycle consists of (1) preparation of a budget proposal, (2) legislative approval of the proposed budget, (3) executive-branch implementation of the proposed budget, and (4) preparation of an annual report detailing the results of operations.
Budget Message	Included in the opening section of the budget, the Budget Message provides summary of the most important aspects of the budget, changes from previous fiscal years, and recommendations regarding the financial policy for the upcoming period.
Business Tax	A tax imposed for the privilege of doing business in Coconut Creek. Any individual or home-based business providing merchandise, entertainment, or service directly or indirectly to the public must obtain a license to operate.
Capital Assets	Assets of significant value and long-term character, which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment; also known as Fixed Assets.
Capital Budget	The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.
Capital Expenditure / Capital Outlay	Spending on fixed assets. Generally, such acquisitions cost more than a specified amount (e.g. $5,000) and are intended to last more than one year.
Capital Improvement	Any significant expenditure relating to the acquisition, expansion, rehabilitation, or renovation of a government's infrastructure, which adds value to its physical assets, and generally falls into one of the following categories: land purchase, new structures, structural and non-structural improvements, major repairs, and major equipment; also known as Capital Project.
Capital Improvement Program (CIP)	A five-year plan which identifies capital projects and equipment purchases, provides a planning schedule (including start and completion dates), and identifies options for financing the plan.
Capital Project	Any significant expenditure relating to the acquisition, expansion, rehabilitation, or renovation of a government's infrastructure, which adds value to its physical assets, and generally falls into one of the following categories: land purchase, new structures, structural and non-structural improvements, major repairs, and major equipment; also known as Capital Improvement.

GLOSSARY

Capital Projects Funds	Governmental funds established to account for resources used for the acquisition of large capital improvements, other than those accounted for in the proprietary or trust funds.
Cash Flow	The net cash balance at any given point. A cash budget that projects the inflow, outflow, and net balance of cash reserves is prepared on a daily, weekly, and/or monthly basis.
Charges for Services	A collection of accounts used to capture revenue related to services provided by the City, such as administrative, parks and recreation, sewer and stormwater, and water.
Collective Bargaining Agreement	A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, matters affecting health and safety of employees).
Community Development Block Grant (CDBG) Fund	A special revenue fund used to account for funds received from the U.S. Department of Housing and Urban Development.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (e.g. economic inflation).
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. This type of account protects the local government from having to issue short-term debt to cover such needs.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies; examples include maintenance agreements, professional consulting services, rent, and utilities.
Cost-of-Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
COVID-19	The coronavirus disease.
Debt Service	The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.
Debt Service Funds	One or more funds established to account for expenditures used to repay the principal and interest on debt.
Deficit	The amount by which expenditures exceed revenues during a single accounting period.

GLOSSARY

Department	The basic organizational unit of government, which is functionally unique in its delivery of services.
Depreciation	Expiration in the service life capital assets attributes to wear and tear, deterioration, and action of the physical elements, inadequacy, or obsolescence.
Designated	Funds that have been identified for a specific purpose. This differs from reserved funds, in that there is no legal requirement for funds that have been designated.
Disbursement	Payment for goods or services that have been delivered and invoiced.
Distinguished Budget Presentation Program	A voluntary program administered by the Government Finance Officers Association (GFOA) to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.
Earmark	Legal limitations on revenue from fees, licenses, taxes, or grants, which determine how the funds may be spent. Many state and federal grants are earmarked for particular types of projects. Earmarked revenues are frequently accounted for in special revenue funds.
Employee Benefits	Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for deferred compensation, medical and life insurance plans, Social Security, and various pensions; also known as Fringe Benefits.
Encumbrances	Budget authority that is set aside from a government's resources to cover approved contracts, liabilities, and purchase orders; also known as Obligations.
Enterprise Funds	A separate fund used to account for services supported primarily by service charges; examples include airport funds, golf, sewer, and water.
Enterprises	Government-owned services, such as utilities, that are supported primarily by fees rather than by tax revenue.
Estimate	The most recent prediction of current year revenue and expenditures. Estimates are based on several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

GLOSSARY

Expense	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.
Fiduciary Funds	Funds that account for resources that government holds in trust for individuals or other governments.
Fines and Forfeitures	Consists of a variety of fees, fines, and forfeitures collected by the State Court System, including bail forfeitures, garnishments, legal defenders recoupment, and juror/witness fees.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. For Coconut Creek, this twelve-month period is October 1 to September 30.
Five-Year Capital Plan	A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures. The Five-Year Capital Plan should link to the City's Business/Strategic Plans.
Fixed Assets	Assets of significant value and long-term character, which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment; also known as Capital Assets.
Fleet	The vehicles owned and operated by the City.
Forfeiture	The automatic loss of property, including cash, as penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the City may claim it, resulting in confiscation of the property.
Franchise Fee	Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries; examples include cable television, electricity, solid waste, and telephone.
Fringe Benefits	Contributions made by an employer to meet commitments or obligations for employees beyond base pay, including the employers' share of costs for deferred compensation, medical and life insurance plans, Social Security, and various pensions; also known as Employee Benefits.
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.

GLOSSARY

Fund	A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.
Fund Balance	The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.
General Fund	The major fund in most governmental units, the General Fund accounts for all activities not accounted for in other funds. Most tax-funded functions, such as fire rescue services and police, are accounted for in the General Fund.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board (GASB).
General Obligation (GO) Bond	This type of bond is backed by the full faith, credit, and taxing power of the government; requires voter approval.
Governmental Accounting Standards Board (GASB)	The body that sets accounting standards specifically for governmental entities at the state and local levels.
Government Finance Officers Association (GFOA)	An association of state/provincial and local finance professionals in the United States and Canada.
Governmental Funds	Funds typically used to account for tax supported, governmental activities (e.g. the general fund, special revenue funds, debt service funds, capital projects funds, permanent funds).
Goal	A statement of broad direction, purpose, or intent based on the needs of the community.
Grants	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.
Homestead Exemption	Pursuant to the Florida State Constitution, the first $25,000 of assessed value of a home that the owner occupies as principal residence is exempt from the property tax. The second $25,000 excludes School Board taxes and applies to properties with assessed values greater than $50,000.

GLOSSARY

HB7055	The bill requires all local government employees with access to the government's network to complete a basic cybersecurity training within 30 days after they begin employment and annually thereafter.
Impact Fees	Fees charged to developers to cover the anticipated cost of improvements that will be needed as a result of growth and development.
Indirect Cost	A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.
Infrastructure	The physical assets of a government (e.g. streets, water, sewer, public buildings, parks).
Intergovernmental Revenue	Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
Interlocal Agreement	A contractual agreement between two or more governmental entities.
Internal Service Funds	One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g. data processing) may have a line item in their budget for such services.
Key Performance Indicators (KPI)	Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program, which are often expressed as the extent to which objectives were accomplished.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.
Levy	To impose taxes for the support of government activities.
Licenses and Permits	A collection of accounts used to capture revenues related to business licenses, as well as electrical, mechanical, building permits, etc. issued by the City.
Line Item Budget	A budget prepared along departmental lines that focuses on what is to be bought by linking appropriations to objects of expenditures.
Local Housing Assistance Plan	A program that assist very low to moderate income households in order to preserve and expand production of affordable housing.
Long-Term Debt	Debt payable more than one year after date of issue.

GLOSSARY

Major Fund	A fund that reports at least 10% of total governmental assets, liabilities, revenues or expenditures and at least 5% of combined City assets, liabilities, revenues, or expenditures.
Mandate	A requirement from a higher level of government that a lower level of government perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.
Measurement	A variety of methods used to assess the results achieved and improvements still required in a process or system. Measurement gives the basis for continuous improvement by helping evaluate what is working and what is not working.
Mill	The property tax rate, which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of assessed property valuation. One tenth of one cent.
Millage	The total tax obligation per $1,000 of assessed valuation of property.
Mission	A clear and concise statement that focuses on the purpose of the program and sets program goals to align practices with values. A mission statement is an actionable plan for a program's future, which includes the objectives, how these objectives will be reached, who is responsible for performance, and why the program must meet its goals.
Modified Accrual Basis of Accounting	A form of accrual accounting in which (1) expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.
Municipal Service Provider	Services provided, either by the municipality, or by an external agent on behalf of the municipality in terms of a service delivery agreement.
National Pollutant Discharge Elimination System	A permit program which controls water pollution by regulating point sources that discharge pollutants into waters of the United States.
Net Position	An account in the equity section of the balance sheet reflecting the accumulated earnings of the Water & Sewer Fund, the Self-Insurance Funds, the Equipment Services Fund, or the City Centre Fund.
Non-Departmental	Referring to activities, revenues, and expenditures that are not assigned to a department.

GLOSSARY

Non-Major Fund	A fund that reports less than 10% of total governmental assets, liabilities, revenues, or expenditures and less than 5% of combined City assets, liabilities, revenues, or expenditures.
Object of Expenditure	An expenditure classification referring to the lowest and most detailed level of classification, such as asphalt, electricity, furniture, and office supplies.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific period.
Obligations	Budget authority that is set aside from a government's resources to cover approved contracts, liabilities, and purchase orders; also known as Encumbrances.
Operating Expenses	The cost of personnel, materials, and equipment required for a government and/or its departments to function.
Operating Income	The excess of operating revenue over operating expenses, before interfund transfers, interest, and other adjustments not directly related to operations. The concept of operating income applies only to enterprise, internal service, as well as non-expendable and pension trust funds.
Operating Revenue	Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues; used to pay for day-to-day services.
Ordinance	A municipal regulation or an authoritative decree or law.
Pandemic	A disease outbreak that spreads across countries or continents.
Pay-As-You-Go Basis	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
Per Capita	A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
Performance Measurement System	The City's methodology for monitoring performance measures and Key Performance Indicators (KPI); also known as Quarterly Performance Report.
Personal Services	Expenditures for salaries, wages, and fringe benefits of government employees.
Potable Water	Water that is fit to drink.

GLOSSARY

Productivity	The cost per unit of goods or services, holding quality constant. Productivity increases when the cost per unit goes down but quality remains constant or increases.
Program	A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
Program Budget	A budget format that organizes budgetary information and allocates funds along program rather than departmental lines.
Property Tax	A tax levied on the assessed value of real and personal property; also known as Ad Valorem Tax.
Proprietary Funds	The Enterprise Fund account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
Public Hearing	An open meeting regarding proposed operating or capital budget allocations, which provides citizens with an opportunity to voice their views on the merits of the proposals.
Purchase Order	An agreement to buy goods and services from a specific vendor with a promise to pay on delivery.
Quality	Excellence, as defined by the customer.
Quarterly Performance Report	The City's methodology for monitoring performance measures and Key Performance Indicators (KPI); also known as Performance Measurement System.
Reappropriation	The process of bringing forward unspent dollars from the previous fiscal year budget to the current approved budget.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Reserves	A portion of the fund balance or retained earnings legally segregated for specific purposes.

GLOSSARY

Resolution	A special or temporary order of legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Revenues	All amounts of money received by a government from external sources for the purpose of financing the operations of the government.
Retained Earnings	Cumulative net earnings or profits.
Revenue Bonds	A bond that is backed only by revenues which come from a specific enterprise or project, such as a hospital or toll road.
Rollback Rate	The millage necessary to raise the same amount of Ad Valorem tax revenue as the previous year, excluding taxes for new construction.
Service Level	Services or products that comprise actual or expected output of a given program, focus is on result, not measures of workload.
Source of Revenue	The classification of revenues according to their point of origin.
Special Assessment	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
Special Revenue Fund	A fund used to account for revenues legally restricted to expenditures for a particular purpose.
State Housing Initiatives Partnership Program (SHIP)	A State of Florida housing initiative program which provides local funding to implement and/or supplement the following programs: housing development, down payment assistance, housing acquisition and rehabilitation, homeownership assistance, and homebuyers counseling and technical assistance.
Statute	A law enacted by a legislative body.
Strategic Plan	A document outlining long-term goals, critical issues, and action plans that will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.
Taxable Value	The assessed value less homestead and other exemptions, if applicable.

GLOSSARY

Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Temporary Positions	An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads or to address temporary staffing needs. Temporary employees are on a per-hour basis, and do not receive benefits.
Transport Fees	The cost to provide ambulance transportation to patients from home to hospital.
Truth in Millage	The Florida Truth in Millage Act (TRIM) serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements, and advertisement specifications prior to the adoption of a budget tax rate.
Trust Funds	A fund established to receive money that the local government holds on behalf of individuals or other governments whereas the government holding the money has little or no discretion over it; examples include employee pension funds and taxes collected for other governments.
Unappropriated	Not obligated for specific purposes; also known as Undesignated.
Unassigned Fund Balance	The portion of a fund balance that is not restricted for a specific purpose and is available for general appropriation.
Undesignated	Not obligated for specific purposes; also known as Unappropriated.
Unencumbered Balance	The amount of an appropriation that is neither expended nor encumbered; essentially the amount of money still available for future use.
User Fees	Charges for expenses incurred when services are provided to an individual or group and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of the service they are consuming (e.g. building inspections).
Utility Tax	Taxes levied on consumer consumption of utility services provided in the City; levied as a percentage of gross receipts.

GLOSSARY

Vision 2030	A strategic plan which includes the City's Vision, Mission, and Values, launched by the City Commission to help guide our long-term planning, align our services with community priorities, and prepare Coconut Creek for the future.
Water & Sewer Fund	An enterprise fund established to account for the resources and uses of the Utilities function of the City and is prepared on the full accrual basis of accounting. The Utilities function consists of the provision of a clean water source and the proper disposal of wastewater. The Water & Sewer Fund is an enterprise fund and as such receives its revenues from charges levied for the provision of services to users.
Working Capital	A calculation of the current assets minus the current liabilities.

ACRONYMS

ACFR	Annual Comprehensive Financial Report
ADA	Americans with Disabilities Act
AI	Artificial Intelligence
AED	Automatic External Defibrillator
AMI	Advanced Metering Infrastructure
AWWA	American Water Works Association
BCPS	Broward County Public School Board
BCTE	Broward County Traffic Engineering
BHAP	Behavioral Health Access Program
BLS	Bureau of Labor Statistics
CAAS	Commission on Accreditation of Ambulance Services
CCAP	Broward County Climate Change Action Plan
CCR	Consumer Confidence Report
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
CFA	Commission for Florida Law Enforcement Accreditation
CFAI	Commission on Fire Accreditation International
CIP	Capital Improvement Program
CIT	Crisis Intervention Training
COA	Comprehensive Operational Analysis
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CSI	Comprehensive Street Improvement
CST	Communications Service Tax
DBPR	Department of Business and Professional Regulation
DOGE	Department of Government Efficiency
DRC	Development Review Committee
DUI	Driving Under the Influence
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EPA	Environmental Protection Act
ERP	Enterprise Resource Planning
FAPPO	Florida Association of Public Purchasing Officers
FDEP	Florida Department of Environmental Protection
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FGBC	Florida Green Building Coalition
FPL	Florida Power and Light
FRDAP	Florida Recreation Development Assistance Program
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
HDHP	High Deductible Health Plan
HEART	Homeless Engagement, Assistance, and Resource Team
HHW	Household Hazardous Waste

ACRONYMS

HID	High Intensity Discharge
HR	Human Resources
HSA	Health Savings Account
HUD	Department of Housing and Urban Development
HVAC	Heating, Ventilating and Air Conditioning
ICC	International Code Council
ISO	Insurance Services Office
IT	Information Technology
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LF	Linear Feet
LS	Lift Station
MAP	Broward County Mobility Advancement Program
MOD	Mobility on Demand
MPO	Metropolitan Planning Organization
MSPA	Municipal Services Provider Agreement
MSW	Maintenance Service Worker
MTECC	Metro Transportation Engineering & Construction Cooperative
NIBRS	National Incident-Based Reporting System
NPDES	National Pollutant Discharge Elimination System
NPI	National Procurement Institute
OEM	Original Equipment Manufacturer
PAFR	Popular Annual Financial Report
PFAS	Per- and Polyfluoroalkyl Substances
PFOS	Perfluorooctanesulfonate
PMDD	Planned MainStreet Development District
PREMO	Broward County Premium Mobility Program
PW	Public Works
RFID	Radio Frequency Identification
RFP	Request for Proposals
ROSC	Return of Spontaneous Circulation
RRFB	Rectangular Rapid Flashing Beacon
RTCC	Real-Time Crime Center
SDWA	Safe Drinking Water Act
SET	Special Enforcement Team
SFRCC	South Florida Regional Climate Compact
SFWMD	South Florida Water Management District
SLA	Service Level Agreement
SMART	Specific Measurable Achievable Realistic and Timely
SOE	Supervisor of Elections
SRO	School Resource Officer
SWA	Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County
SWAT	Special Weapons and Tactics
TGD	Thousand Gallons per Day
TRIM	Truth in Millage
UCMR	Unregulated Contaminant Monitoring Rule
USPCA	United States Police Canine Association
USW	Utility Service Worker
WST	Water Storage Tank
WWS	Broward County Water and Wastewater Services



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