



# ADOPTED Annual Budget

FISCAL YEAR 2021-2022

CITY OF PARKLAND, FL





# FISCAL YEAR 2022 Adopted Budget

## MAYOR AND CITY COMMISSIONERS



**RICH WALKER**  
Mayor



**BOB MAYERSOHN**  
Vice Mayor



**SIMEON BRIER**  
Commissioner



**JORDAN ISROW**  
Commissioner



**KEN CUTLER**  
Commissioner

## CITY ADMINISTRATION

**Nancy Morando**  
City Manager

**Sowande Johnson**  
Assistant City Manager

Anthony Cariveau  
Purchasing Director

Todd DeAngelis  
Communications Director

William Evans  
Public Works Director

Christine Garcia  
Parks & Recreation Director

Chris Johnson  
Finance Director

Scott Marrone  
Information Technology Director

Michael McNally  
Fire Chief-CSFD

Michele Mellgren  
Planning Director

Alyson Morales  
City Clerk

Chris Moran  
City Engineer

Craig Calavetta  
Captain-BSO

Anthony Soroka  
City Attorney

William Tracy  
Building Official

Jacqueline Wehmeyer  
Human Resources Director  
and Library Director



# Vision, Mission, Values

## Our Vision for Our City

We are one City, united by our compassion, commitment to diversity, safety, and our distinctive and attractive community that has a strong sense of place. Building on our history, we support our family-friendly, kind and peaceful suburban setting. We are a City committed to enhancing the quality of life with superior community amenities and services. As such, Parkland is a place to establish your roots that you will now call home.

## The Mission of City Government

To provide quality services while protecting the community's unique character and natural environment, adding value to our residents' lives, and advocating to protect community interests.

## Community Values and Defining Features

**Compassion**  
**Inclusion**  
**Education**  
**Environment**  
**Culture**

## The Values and Core Beliefs of City Government

- Small Town
- Sustainable
- Entrepreneur Friendly
- High Quality Maintenance of Assets
- One City
- Effective Relationships with Other Agencies
- Inclusive
- Engaged Community, High Levels of Community Ownership
- Preserve History
- Innovative Development Options



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Parkland  
Florida**

For the Fiscal Year Beginning

**October 01, 2020**

*Christopher P. Morill*

Executive Director

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

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





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September 22, 2021

Dear Mayor and Commissioners:

Attached is the City of Parkland's (City) fiscal year 2022 financial budget. The total fiscal year 2022 budget equals \$61,954,915 and represents a 28.8% increase from the 2021 adopted budget. This budget is balanced and continues to reflect conservative revenue and expenditure estimates and sets a solid foundation to accomplish the goals and action items set forth by the City Commission for the upcoming year. Since the City is a bedroom community, it was largely insulated from significant COVID-19 revenue impacts when compared to neighboring cities that rely heavily on the tourism industry. As the City emerges from the uncertainties surrounding the COVID-19 economic environment, the 2022 budget has been designed to enable the City to put the COVID-19 pandemic behind it and enhance and grow the City's pre-eminent parks — all while looking ahead to the long-term goals of the City and sustaining responsible government, a stable financial position, and high service levels.

The budget attached reflects how the City of Parkland persevered through the COVID-19 pandemic and is now poised to capitalize on the local, state, and national economic recovery that is ongoing. I believe the COVID-19 pandemic has served to illustrate the quality of our City. Through their leadership, our elected officials have demonstrated perseverance through this unique time. On behalf of City staff, I extend our collective thanks for that leadership.

As stay-at-home orders were relaxed, the City was one of the first in our area to re-open facilities and recreational opportunities with innovative service delivery methods that resulted in limited interruptions, proper physical distancing, and enhanced sanitation protocols for City employees and residents alike. The City reacted accordingly to the ever-changing environment. For that, I want to thank all City employees for their continued willingness to serve in unwavering fashion despite unprecedented circumstances. It has been an honor to be their City Manager and watch them excel in the cause of public service.

### **Strategic Plan**

Amid the public health emergency surrounding COVID-19, a formal strategic planning was not completed in Spring 2020. As part of a financial planning session, three (3) different financial scenarios were developed and presented to the City Commission in June 2020. These scenarios were based upon a quick economic recovery, a medium-length recovery, and a prolonged recovery from the COVID-19 pandemic. These scenarios were used to guide the evolution of the fiscal year 2021 operating and capital budget.

The 2021 strategic planning process began well before the formal City Commission retreat. For the first time since 2018, the City conducted a resident survey. The survey was disseminated through the City's e-mail blast, social media, and through homeowners associations in the City. The survey asked residents many questions regarding their satisfaction with City services and what major issues the City should focus on. Over 1,000 responses were received. These responses were a key component of the City's formal strategic planning process in April 2021.

Most of the survey responses were highly favorable for the City. There has been a slight downturn in the enthusiasm of residents living here. Just over 26% of the respondents feel that overall, the City has improved in the last five (5) years compared to about 48% during the last survey. The 2021 resident survey gave a 92% satisfaction rate as a place to raise children, which was lower than the 98% satisfaction rate in 2016. As the City has grown significantly in the last 10 years, residents do not feel as strongly about the City maintaining its feel of a small town community.

As part of the survey, residents were asked to provide their opinion about future issues the City should address. The top five (5) issues provided are as follows:

1. Road Issues
2. Development Issues
3. Parks, Fields, Recreation
4. Safety Concerns (Policing and School Safety)
5. Schools (Capacity and Improvement)

The formal 2021 strategic planning retreat took place on April 11-12, 2021 with the City Commissioners, City Manager, City Attorney, the Strategic Planner, and all department directors. City Commissioners reviewed the City's Vision, Mission, and Core Values with no changes being made.

The five (5) strategies of the strategic plan were discussed and are as follows:

- Quality of Life Experiences – These strategies encompass the services, facilities, and infrastructure that provide the seven (7) experiences that determine the quality of life in Parkland.
- Community Engagement – This strategy addresses how City government works with the community to support the quality of life in Parkland.
- Intergovernmental Engagement – This strategy addresses how City government works with other public bodies to address those policy issues that, while they go beyond the boundaries of the City, impact the quality of life in Parkland.
- Effective and Efficient Government – This strategy addresses how City government will operate internally to provide services and manage infrastructure in a cost-effective manner.
- Policy Leadership – This strategy addresses how the City Commission will work as a leadership body to ensure execution of the strategic plan.

The six (6) goals for the strategic plan are as follows:

- Continue to be a financially sound City government
- Maintain a safe community
- Improve and enhance the City's infrastructure
- Foster high quality development
- Continue to be a pre-eminent City for parks and recreation programs
- Strengthen the City's community character

Staff provided updates on current and ongoing projects occurring within the City. Staff also reviewed 29 action items to focus on in the upcoming year. City Commissioners prioritized and ranked each action item. The approved action items and the continuation of the current and ongoing projects make up the fiscal year 2022 Strategic Plan. The primary focus of this strategic plan is on maintenance and service enhancements to existing parks and the development of a new 36-acre park.

A Parks Master Plan was adopted in December 2020. Resident input through focus groups and surveys were used to guide the Parks Master Plan. The results clearly indicated that additional field space was needed throughout the City to meet the current and future demands for sports fields. Some of the smaller field and playground improvement recommendations were funded in the fiscal year 2021 capital budget. The larger items will be constructed over the next 3-5 years.

The City has always been well known for its high levels of service with respect to City parks. During strategic planning, the City Commission directed staff to make many upgrades and service enhancements to both Pine Trails Park and Terramar Park over the next three (3) years. Their guidance has set forth a robust capital spending program that achieves the goals of this Commission.

In early fiscal year 2020, the City acquired a 24-acre piece of land that is adjacent to an existing 12-acre parcel of land owned by the City, thus creating 36 acres of vacant park land. During strategic planning, the City Commission directed staff to obtain a \$20,000,000 twenty-year loan that will be used for park enhancements throughout the City and to construct a new 36-acre park. The construction of this park will be a multi-year endeavor that will take 3-4 years to complete.

As the City nears build-out in a few years, future development of the City was a very important discussion during strategic planning. In order to have more control over the City's future development, the City Commission directed staff to hire a Development Services Director and a Senior Planner to bring these functions in-house.

### **Development of the Fiscal Year 2022 Budget**

The budget process is a year-round staff endeavor. The formal process for the fiscal year 2022 annual budget began in early 2021. As this budget was being developed under ever-changing economic circumstances surrounding the recovery from the COVID-19 pandemic, understand it was prepared



with many decisions that will have long-term ramifications as the City nears build-out in a few years. It required thoughtful consideration to the sustainability of enhanced service levels all while living within our means. It required great restraint to ensure we remain, as we always have been, responsible stewards of the public trust and of public funds.

The City's largest revenue source is ad valorem taxes, which comprise approximately 55% of all General Fund revenue. The adopted millage rate for fiscal year 2022 is 4.2979 mills, which is the same as fiscal year 2021. For the 2022 budget year, the City had an increase of 6.28% or \$359 million in taxable value. This increase resulted in an additional \$1.38 million in ad valorem revenue. Existing residential growth was 2.31% or \$132 million. New residential construction added \$227 million in taxable value, which adds an additional \$925,000 in new ad valorem revenue.



An integral part of the fiscal year 2022 budget is taxable values provided by the Broward County Property Appraiser's office, which were released in late June. The City is primarily a bedroom community with 81% of its homes receiving Florida's homestead exemption. By law, a homesteaded property can only increase by the yearly Consumer Price Index increase with a maximum of a 3% increase each year. For fiscal year 2022, the increase was 1.4%. Existing properties in the City only provided an additional \$453,000 in ad-valorem tax revenue. As the City nears build-out with additional homestead properties, the City can expect to receive a 2-3% yearly increase in property tax revenue.

In the current economic climate, price increases are making us become more resourceful as we focus on minimizing costs while providing operating necessities. The capital improvement program for fiscal year 2022 provides spending for starting construction of the 36-acre park, many upgrades/enhancements to Pine Trails Park and Terramar Park, and scheduled equipment and infrastructure replacements. All of these factors aided in the development of the budget directives.

The fiscal year 2022 proposed budget is balanced at \$61,945,915 for all funds and \$44,760,000 for the General Fund. This budget was balanced with a adopted millage rate of 4.2979 mills, which is the same as the fiscal year 2021 millage rate. The fiscal year 2022 adopted fire assessment fee is \$250 per residential unit, which is the same rate charged in fiscal year 2021. The fiscal year 2022 adopted solid waste assessment is \$402.96 for each residential unit. This represents a \$13.68 increase over the fiscal year 2021 adopted solid waste assessment. The solid waste assessment is a pass-through charge per our contract terms.

The City maintains many reserves set aside for various purposes. The City's emergency stabilization reserve is 25% of budgeted operating expenditures, \$10,627,500. This reserve can be used for hurricane recovery or unanticipated economic downturns. The City also maintains a Capital Replacement Fund and Infrastructure Replacement Fund to ensure future replacements are being adequately funded. The funding for these replacement funds has been increased by \$400,000 for fiscal year 2022.

The City took out a \$20,000,000 twenty-year loan in fiscal year 2021. The City has the ability to pay back additional debt service payments of approximately \$1.35 million annually for fiscal year 2022 and beyond. The loan proceeds can be used to acquire, construct, improve, and equip various public improvements.

This budget allows the City to sustain service levels by maintaining equitable and competitive employee compensation and benefits. The contract for police services with the Broward Sheriff's Office is at the same staffing levels as fiscal year 2021. The contract for fire rescue services with the Coral Springs-Parkland Fire Department is at the same staffing levels as fiscal year 2021. The City will be adding ten (10) new full-time employees and eliminating seven (7) part-time positions.

## **Capital Projects**

Unless specifically put on hold, capital projects funded through fiscal year 2021 will be completed as originally intended, though there may be some price overruns due to COVID-19 related supply chain disruptions and related price increases. As major capital projects budgeted in fiscal year 2021 are completed, unrestricted General Fund reserves will be used to fund these projects. Except for the projects funded by the loan proceeds, future capital spending will use available cash reserves.

Due to the City's favorable financial position and the issuance of a \$20,000,000 bank loan, the City Commission has directed City staff to build the 36-acre park and make various improvements/enhancements to City parks. A combination of the loan proceeds and existing reserves will fund these projects.

Many large equipment and infrastructure replacement purchases that were deferred last year will be made in fiscal year 2022 using existing cash reserves specifically set aside for such replacements.

The fiscal year 2022 Capital Improvement Program, which totals \$15,661,965, is comprised of the following funding sources:

- Capital Improvement Projects Fund – \$12,123,275
- Capital Replacement Fund – \$1,432,100
- Infrastructure Replacement Fund – \$2,106,590



*Roundabout at Parkland Golf & Country Club entrance underway.*

The purpose of the capital and infrastructure replacement plans is to fund replacement items for all City equipment and infrastructure, such as vehicles, roofs, air conditioning, road infrastructure, fire engines, dump trucks, and computers. The funding structure allows for a consistent set of payments, budgeted as expenditures, which will pay for all future replacements. The funding plan ensures that taxpayers today and in the future, pay their equivalent share of the replacement items and the users will benefit over the life of the asset.

The five (5) largest budgeted capital projects are as follows:

- 36-Acre Park—\$5,000,000 (This will be a multi-year project costing approximately \$20,000,000.)
- Terramar Park Enhancements—\$3,930,000
- Pine Trails Park Enhancements—\$2,836,000
- Fire Station #42 Engine Replacement—\$882,000
- Architectural Feature for Hillsboro Boulevard Roundabout—\$310,000

At the budget workshop held in August 2021, the City Commission authorized staff to move up artificial turf replacements for fiscal year 2023 to fiscal year 2022, thus increasing the fiscal year 2022 Capital Improvement Program by \$4,620,000.

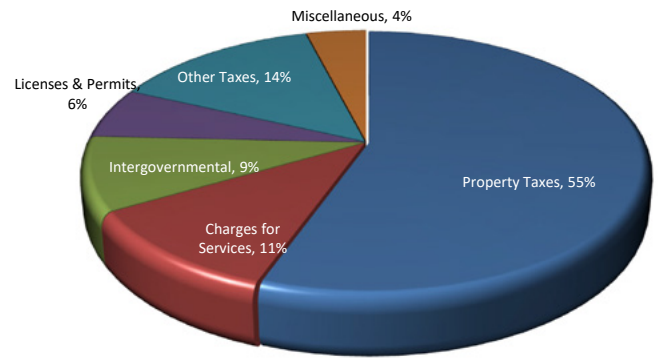
The City prides itself on well-maintained parks. As previously mentioned, the City acquired a 24-acre parcel of land adjacent to a 12-acre parcel of land owned by the City. The intent is to build a park that will accommodate the demand for additional park/field space throughout the City. Pine Trails Park is the largest and most popular park in the City. Terramar Park is a smaller park that has unique charm with mature trees. The Strategic Plan put forth in April 2021 provides the backbone to bring these two parks to an even higher standard. New perimeter landscaping, restroom remodeling, new playgrounds, and artificial turf field conversions are among some of the items planned to upgrade both of these parks.

Fire engines have a useful life of approximately 8-10 years. The City's fire engine at Station #42 is nearing the end of its useful life. Existing cash reserves have been set aside to fund this purchase, without affecting the City's millage rate or daily operations.

## General Fund Financial Revenue Highlights

- Total revenue is expected to increase in fiscal year 2022 by 7.2% or \$3,027,000 compared to the fiscal year 2021 adopted budget.
- The fiscal year 2022 millage rate is 4.2979 mills; the same as last year.
- Property taxes of \$24,782,480 represent 55% of the total fiscal year 2022 General Fund budget.
- Property taxes for fiscal year 2022 are based on a taxable value of \$6.070 billion.
- Other taxes are comprised of the City's FPL Franchise Fee, FPL Utility Service Tax, and Communications Service Tax. Other taxes have increased about 7% and comprise 14% of the total fiscal year 2022 General Fund budget.
- Charges for services are comprised of engineering and review inspections, fire rescue and ambulance fees, summer camp and afterschool care, etc. The City's adopted fire rescue assessment is the same as fiscal year 2021 at \$250.00/residential household. Overall, charges for services are projected to increase 5.7% compared to fiscal year 2021 and make up 11% of the total fiscal year 2022 General Fund budget.
- As the recovery from the COVID-19 pandemic evolves, there is a high degree of uncertainty regarding the larger intergovernmental revenues, which include Half Cent Sales Tax, Municipal Revenue Sharing, and Local Option Gas Taxes. These revenues are provided by the State of Florida and are largely dependent on tourism and consumer spending. This revenue source is expected to rebound in fiscal year 2022 and is projected to increase about 19% compared to fiscal year 2021.
- License and Permits are \$2,789,300 or 6% of the fiscal year 2022 General Fund budget and includes Building permits and inspections.

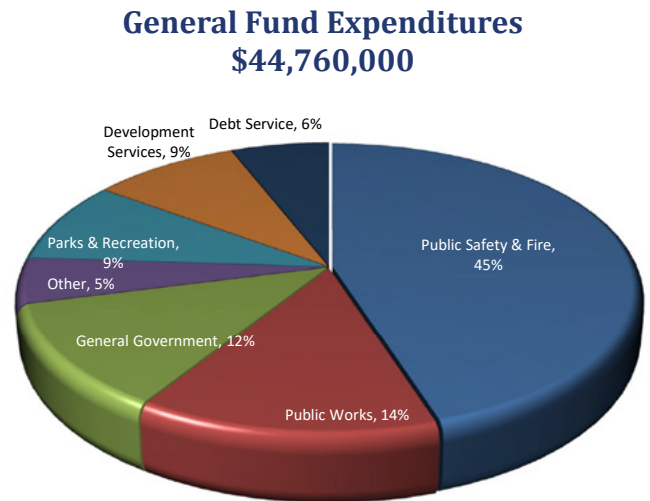
## General Fund Revenue \$44,760,000





## General Fund Financial Expenditure Highlights

- Total expenditures are expected to increase in fiscal year 2022 by 7.2% or \$3,027,000.
- Excluding transfers and debt service, operating expenditures are expected to increase in fiscal year 2022 by 6% or \$2.2 million.
- Public Safety costs are approximately \$20.3 million and make up nearly half of the General Fund budget. Contractual increases of \$389,446 for police services and \$353,897 for fire rescue services have been included in the fiscal year 2022 budget.
- Other than Public Safety, Public Works is the City's largest department and accounts for about 14% or \$6,209,140 of the General Fund budget.
- General Government comprises about 12% of the General Fund Budget. This is for all of the administrative functions necessary to run the City.
- Personnel costs and benefits represent a 10.2% increase over the fiscal year 2021 budget. A 3% cost of living adjustment and pay for performance merit increases ranging from 0-3% have also been included in the fiscal year 2022 budget for all employees. Health insurance premiums are budgeted to increase approximately 8%. Staffing levels are budgeted at 116 full time and 40 part time positions. Below is a summary of positions for the past five (5) years.



Fiscal Year	2018	2019	2020	2021	2022
Full-time	90	97	100	106	116
Part-time	70	54	51	46	40

## American Rescue Plan Act

As part of the COVID-19 economic recovery, the federal government enacted the American Rescue Plan Act of 2021 (ARPA). Under this legislation, every state, county and municipality in America will be given money that has very specific use restrictions. Some of the permitted uses are for revenue lost as a result of the COVID-19 pandemic and to make necessary investments in water, sewer, or broadband infrastructure. The City will receive approximately \$17.1 million from ARPA, with the first half being distributed in October 2021 and the second half one year later. The City is currently evaluating how to spend these funds. All funds have to be obligated by December 31, 2024 and the money has to be spent by December 31, 2026. The funding from ARPA is not included in the forecast above as it will have to be accounted for separately in its own fund.

## Long Term Strategic Financial Planning

During the beginning of the fiscal year 2022 budget formulation, the City's five-year annual forecast was updated. New operating costs to staff and maintain the new 36-acre park will occur in fiscal year 2024. The City has limited control over contractual increases for police and fire rescue services that continue to escalate approximately 5% per year. Currently, these public safety costs make up about half of the General Fund budget. While the City is still experiencing new housing growth, it is not as much as in previous years. The housing growth will end in the next 3-4 years as there will be no available land to build homes. Starting in fiscal year 2024, expenditure growth will exceed revenue growth. Once the City reaches build-out around 2025-2026, the potential shortfalls become worse. The table below shows potential surpluses/gaps with the current millage rate of 4.2979 mills.

	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	Fiscal Year 2027
Existing Home Value Growth	\$495,639	\$524,497	\$548,383	\$566,374	\$583,401
New Home Value Growth	\$947,257	\$669,817	\$351,138	\$284,994	\$0
Other Revenue Growth	\$755,065	\$538,555	\$395,998	\$355,756	\$208,015
Approximate Revenue Growth	\$2,197,961	\$1,732,869	\$1,295,519	\$1,207,124	\$791,416
Public Safety Cost Increases	\$994,583	\$1,044,131	\$1,096,150	\$1,150,765	\$1,208,104
Departmental Operating Cost Increases	\$534,772	\$1,197,280	\$816,925	\$1,018,492	\$1,080,062
Approximate Expenditure Growth	\$1,529,355	\$2,241,411	\$1,913,075	\$2,169,257	\$2,288,166
Surplus/(Gap)	\$668,606	\$(508,542)	\$(617,556)	\$(962,133)	\$(1,496,750)

As new housing construction ends and the City is not adding new residents, revenue growth will be limited to its natural increase levels of 2-3%. As public safety costs increase approximately 5% yearly, the City's future revenue growth will not be able to absorb the public safety increases, let alone the departmental increases. Therefore, to plan for these potential future shortfalls, a millage rate increase will be necessary in fiscal year 2024 and possible incremental increases thereafter. Currently, an increase of 0.10 mills equates to approximately \$600,000.

The goal of the long-term forecasting is to forge planning discussions and enables decision makers to have a longer range vision of the impacts. It brings issues to the forefront and assists with the prevention of future financial issues. The goal is to get consensus on the long-term financial direction such as knowing when the millage rate should be increased.

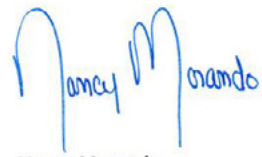
As the economic recovery from the COVID-19 pandemic is in full swing, the City is in a solid financial position and has adequate reserves to withstand possible economic uncertainties. As illustrated, millage rate decisions will need to be made to ensure the financial viability of the City in the future.

## Acknowledgements

I would like to thank the City Commission for its leadership and our Department Directors and the entire staff of the City for providing outstanding services to the residents of our City. It is through the support of this team we have overcome the challenges faced last year, and through this resiliency, our experiences have prepared us for the challenges ahead. Together, we must take action to address issues in the near term and position the City for the long term so we can meet the needs of the City today and beyond. The Parkland community should be proud of your leadership and commitment to service.

A budget document takes countless hours of teamwork, collaboration and patience to produce. I would like to offer special thanks to Chris Johnson, our Finance Director and Sherri Toops, our Budget and Grants Manager. Completing this budget could not have been accomplished without their skill, dedication, and professionalism. Their willingness to guide the City financially throughout the COVID-19 pandemic and sacrifice countless hours are a testament to their commitment to this City and to the community. I am also grateful to our Department Directors for their continued leadership. This budget could not have been produced without the teamwork of every City department who helped craft this budget and will lead this City during the exciting times ahead.

Sincerely,

A handwritten signature in blue ink that reads "Nancy Morando". The signature is fluid and cursive, with the first name "Nancy" and last name "Morando" clearly legible.

Nancy Morando  
City Manager



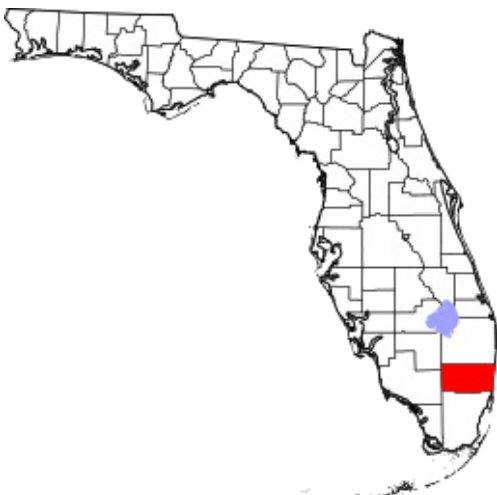


# Community Profile

The City of Parkland is the most northwestern city in Broward County Florida, located between Coral Springs and Boca Raton. Nestled in a serene, carefully landscaped environment, the City is an affluent, upscale residential community that maintains a “park-like” atmosphere. Parkland is predominately residential with a small portion zoned commercial. Parkland is known for its low density housing, outstanding recreational facilities, and excellent schools.

The City operates under a Commission/Manager form of government in which the Commission hires the City Manager who oversees the daily operations of the City. The Commission is comprised of five elected officials including the Mayor all of whom are elected at large.

Bruce B. Blount was the founder and first Mayor of the City of Parkland. He inherited a large portion of land in northwest Broward County where he raised cattle. He conceived the idea of a city in 1959 and had it chartered in 1963. The new city was named Parkland for its “park-like” atmosphere. During the early years, the only assessment residents paid was for canal maintenance. In 1974 the City imposed its first ad valorem tax of 2.7 mills.



**Population Estimate = 35,438<sup>1</sup>**

**Median Age = 41.1 years<sup>2</sup>**

**Median Household Income = \$154,844<sup>3</sup>**

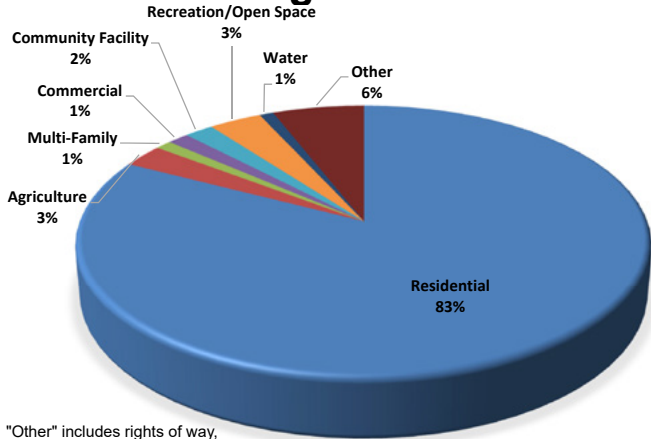
<sup>1</sup> University of Florida BEBR, April 1, 2020 est

<sup>2</sup> US Census Bureau, 2019 ACS 5-Year Estimates

<sup>3</sup> US Census Bureau, 2019 ACS 5-Year Estimates

# Community Profile

## Existing Land Use



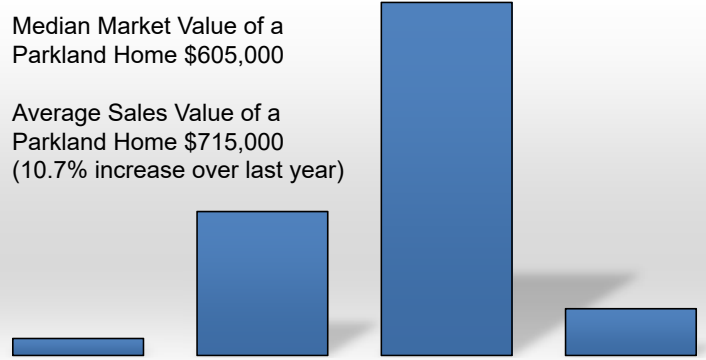
"Other" includes rights of way, transportation, and utilities.

Source: 2015 Comp Plan

## Housing Characteristics

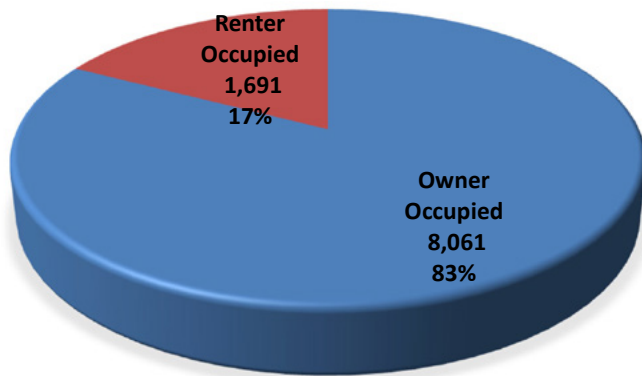
Median Market Value of a Parkland Home \$605,000

Average Sales Value of a Parkland Home \$715,000  
(10.7% increase over last year)



Sources: BCPA July 1, 2021 Detail File; Average Sales Value = Zillow Home Value Index as of May 31, 2021

## Occupied Housing Units 9,752 Total



Source: 2019 ACS 5-Year Estimates

Age Composition <sup>1</sup>	%	Est. # of Residents
Under 18 years	31%	10,986
18-24 years	6%	2,126
25-34 years	5%	1,772
35-44 years	14%	4,961
45-54 years	18%	6,378
55-64 years	13%	4,607
65 + years	13%	4,607

<sup>1</sup> 2019 ACS 5-Year Estimates

Principal Property Owners	Taxable Assessed Value (\$000s)	% of Total Taxable Assessed Value
Keystone Parkland LLC	\$72,796	1.21%
Parkland FL Senior Housing	\$52,020	0.87%
Allegro at Parkland LLC	\$31,140	0.52%
New Market-Parkland LLC	\$26,020	0.43%
Lucky Star Holdings LLC	\$15,600	0.26%
BREM Parkland LP	\$13,593	0.23%
Riverstone Plaza LLC	\$12,085	0.20%
Parkland Centerline Dev LLC	\$ 6,568	0.11%
Jacur Parkland Town Center LLC	\$ 6,116	0.10%
Parkland Golf & Country Club	\$ 4,734	0.08%

Source: Broward County Property Appraiser, July 1, 2021 taxable value detail

Educational Attainment of Parkland Residents 25 years and older <sup>1</sup>	
Less than High School Graduate	3%
High School Graduate (or equivalent)	15%
Some College, no degree	13%
Associate's Degree	8%
Bachelor's Degree	32%
Graduate or Professional Degree	29%

<sup>1</sup> 2019 ACS 5-Year Estimates



# History of Parkland



Parkland was founded in 1963 by Bruce Barnett Blount. He owned most of the land in the area of The Ranches and desired to build a city primarily to protect the agrarian lifestyle that he and his neighbors were living as he saw development coming his way from the south in Coral Springs. The City Commission was appointed in the charter, and consisted of Bruce B. Blount, Mayor, for a term to end with an election in November 1965. Two resident Commissioners were appointed to serve until an election in November 1964. These were John R. Nelson and Walter L. Maule. Two non-residents, but property owners, were appointed, Bob D. McMichael of Pompano Beach, and John M. Gerren Jr. of Ft. Lauderdale, to serve concurrent with the Mayor until 1965.

1965 through 1969 were gateway years for families willing to pioneer to become gentleman farmers or ranchers. Most residents had no knowledge of farming or ranching. Wells had to be drilled to supply each homestead with potable water since it was not being provided by the City. Roads were rock bed only and had to be paved. Many of the early Mayors and Commissioners were unpaid volunteers and gave their time, money and abilities to support the new pioneers of Parkland. Many of the efforts to build infrastructure required the Commissioners to assess the early Parkland landowners to get the job done or convince developers to contribute money or buildings as impact fees for development.



The 1970's brought a rapid expansion of the City as land was purchased for development; many difficult issues were faced by the Commission and City management. Foremost in the minds of the early Mayors and Commissioners was the idea of careful, controlled growth, with minimum density and maximum quality by the developers. Each successive Commission dealt with pressures from developers, the County, and even neighboring cities, for the development of its land. Some of the battles fought were not just over the building of residences but also included a potential airport expansion, waste recycle facility, women's prison, the location of the Sawgrass Expressway, school boundary issues, charter school development and much more. One proposed development would have brought potentially 80,000 residents to the area just to the west of where Cypress Head is today, but that did not come to pass. In addition, Parkland has had its share of both natural and man-made disasters that the Commission and City management took very active roles in the leadership of the community.

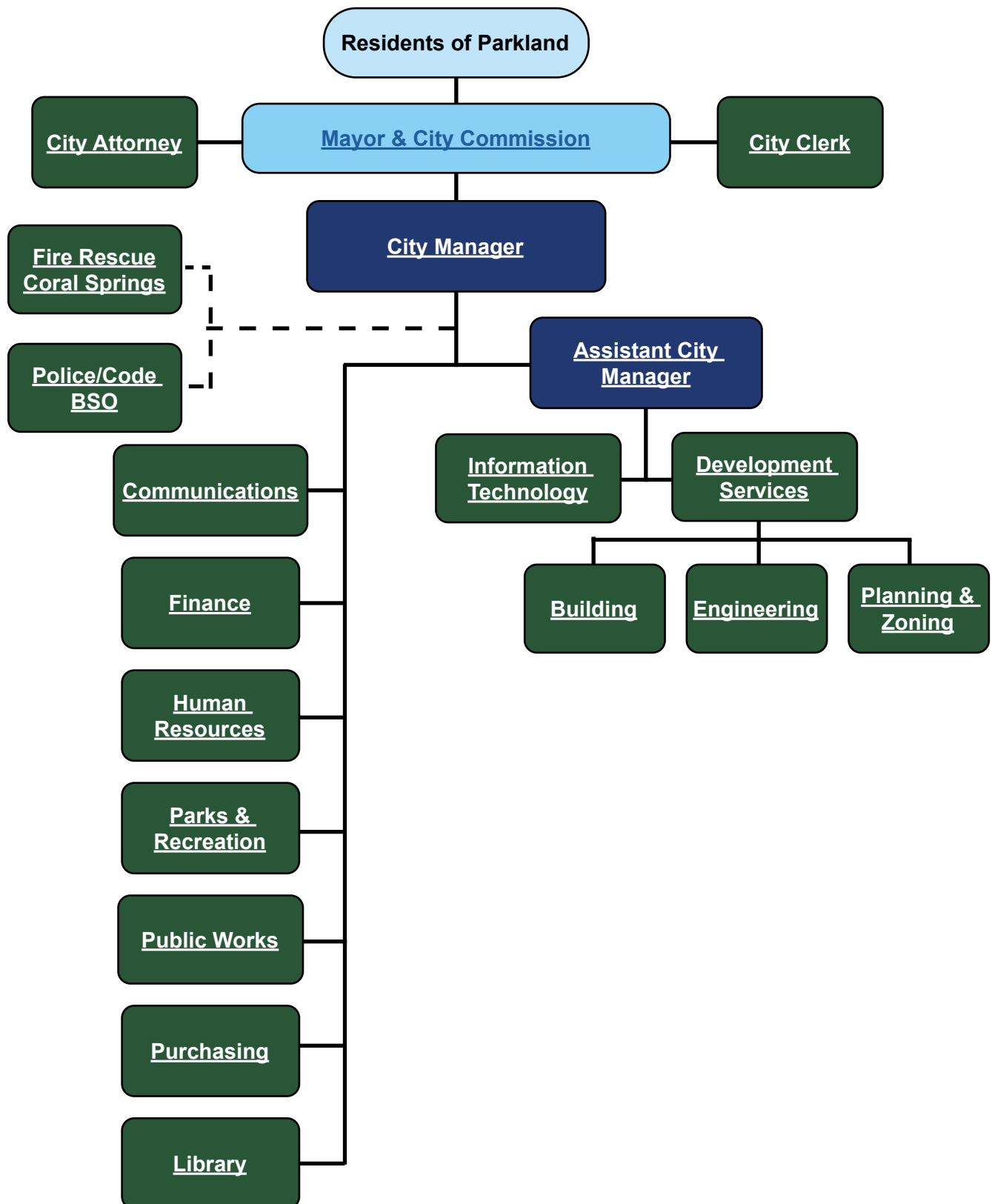


Through it all, in good times and bad, the Commissioners, City management, and staff have worked together over the years to build an amazing City for the residents to live and raise their families. There will be many tough challenges in the years to come, but with hard work, dedication, and team effort, Parkland will continue to be an outstanding place for everyone.





# City of Parkland Organizational Chart







# Strategic Planning Overview

The City has a Strategic Plan with five strategies: Quality of Life Experiences; Community Engagement; Inter-Government Collaboration; Efficient and Effective Government; Policy Leadership. The factors that make up the Quality of Life Strategy, as represented by the pyramid, are explained below.



There are six factors which determine quality of life in any community. They interact with each other, but can be understood separately.

## Community Character

The base of the pyramid is “Community Character.” This refers to the basic physical structure of the community, its natural characteristics, and its geographic location. It is what physically distinguishes one community from another. For Parkland, this includes its geographic location on the edge of Broward County, its physical layout of lots ranging in size, its road network, parks, and landscaping. These features make Parkland a distinctive community. It is at the base because it is the starting point upon which the other factors build. The physical environment of Parkland provides an experience of quality, of beauty, of quiet, and of restfulness.

## Safety

The core determinant of quality of life is feeling safe. If one does not feel safe, none of the other factors matter. Feeling safe on the other hand enables one to participate in these other factors.

## Mobility and Accessibility

Being able to move about the community, to get to events or services, impacts one’s experience of the community. Traffic jams, a lack of parking, or other factors which restrict movement, can create a feeling of frustration and dissatisfaction.

## Opportunity

Opportunity has many personal meanings. If a person experiences a lack of opportunity in their community, their quality of life is diminished. Opportunity in Parkland is most broadly defined as educational opportunity for the children of the community.

## Play

This is the experience of recreation. It takes many forms dependent upon personal preferences. In Parkland, this is most often expressed as sports, biking and walking trails, community events, and the various experiences provided through the library.

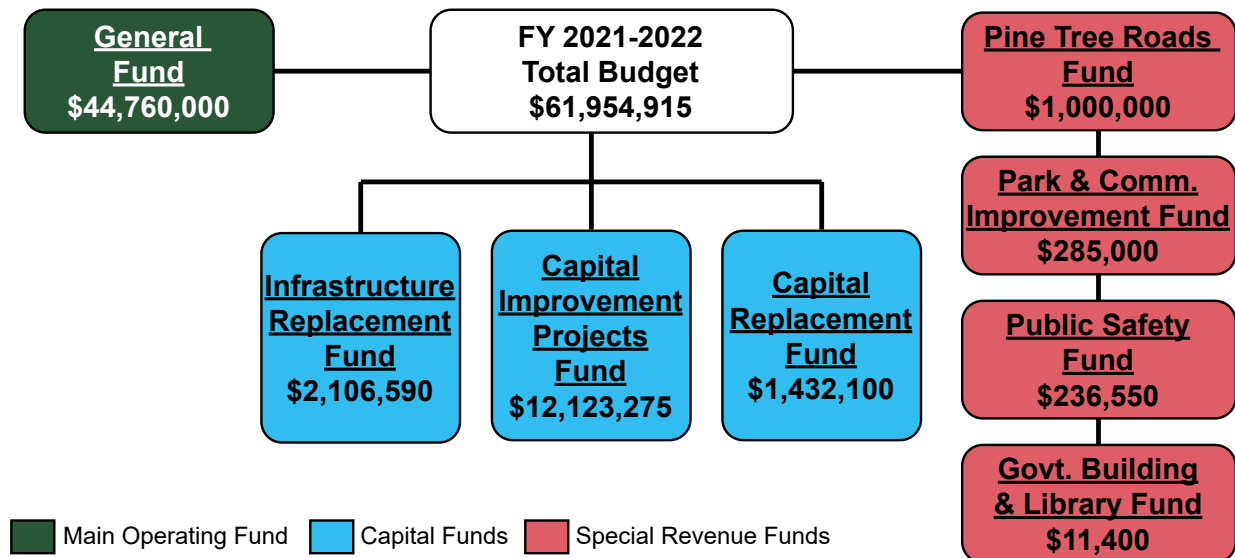
## Information and Recognition

People almost always feel better when they know what is going on. This increases our sense of control which is an experience required for quality of life. Another dimension of this is recognition. The element that brings a “small town” atmosphere is being recognized and recognizing others. Whether this is on a name basis or a facial basis is immaterial. It is the experience of the familiar, of the known that contributes to a quality of life experience.



# Budget Highlights

The Fiscal Year 2022 Adopted Budget for all funds is \$61,954,915. This represents an increase of \$13.8 million or 29% over the Fiscal Year 2021 Adopted Budget.



## General Fund

The General Fund is the main operating fund for the City and all departments are budgeted in this fund. The Fiscal Year 2022 Adopted General Fund Budget is \$44,760,000. This represents an increase of \$3,027,000 or 7.25% from last year's adopted budget. Significant factors affecting the Fiscal Year 2022 Adopted Budget include:

<b>Taxable Values 6.3% increase</b>	The City's taxable value increased 6.3% (\$337 million more than the value used in the Fiscal Year 2021 Adopted Budget), to a total of \$6.07 billion per the Broward County Property Appraiser as of July 1.
<b>Millage Rate 4.2979</b>	The Operating Millage Rate remains at 4.2979 for Fiscal Year 2022. This is the same rate assessed by the City as last year. Homeowners may see an increase in the taxes paid to the City due to an increase in the assessed value of their home.
<b>Fire Assessment \$250.00</b>	The Fire Assessment rate is \$250.00 for residential, \$0.5911 per sq. ft. for commercial, and \$0.3150 per sq. ft. for institutional. These are the same rates charged for the past three years.
<b>Solid Waste Assessment \$402.96</b>	The Solid Waste Assessment is \$402.96 per dwelling unit, an increase of \$13.68 over last year. The solid waste assessment is a pass-through charge per our contract terms with Waste Management.
<b>Contractual Services</b>	The Fire Rescue Budget is \$8,906,417 which is a 4.3% increase over last year. The Public Safety/Police Budget is \$11,421,485 which is a 3% increase.

# Budget Highlights

## Operating Departments

The departments began the Fiscal Year 2022 budget process by examining their staffing levels and current spending, then justifying all line items in their operating budget.

### *Staffing*

The City added four new full-time positions and converted six part-time positions to full-time positions in the Fiscal Year 2022 Budget:

- Development Services Director
- Senior Planner
- Two new Maintenance Technician I positions in the Facilities division of Public Works to implement the enhancements at Pine Trails Park and Terramar Park.
- Six full-time Maintenance Technician I positions were created in the Parks and Grounds Maintenance division of Public Works by converting six part-time positions.
- Other personnel changes include the elimination of the budget for a Library Director, the addition of one part-time Library Aide, and the conversion of the part-time Electrical Inspector to full-time.

### *Salary and Benefits*

All employees will receive a 3% cost of living adjustment effective October 1. Merit increases (pay for performance) for all employees are budgeted at a maximum of 3%.

Retirement contributions will remain at 10% with an additional 4% matching contribution for exempt employees.

Health insurance costs increased by approximately 8%.

### *Insurance*

Property, General Liability, and Workers' Compensation insurance costs increased by approximately 5%.

### *Contractual Services*

Citywide contractual services have increased by approximately \$582,000 due to the Fire Rescue contract increasing by \$350,000 and the Police contract increasing by \$390,000. Some departments saw a decrease in this expense, such as Development Services (\$82,000) and Communications & Marketing (\$52,000), reflecting a reduced use of consultants planned for Fiscal Year 2022.

### *Transfers Out - General Fund*

General Fund outgoing transfers have increased by \$400,000 to bolster funding of the Capital Replacement Fund and Infrastructure Replacement Fund.

## Other Funds

### **Pine Tree Roads Fund**

Established in Fiscal Year 2016, this fund was created to account for the City using \$1 million of existing reserves to fund road reconstruction within the Pine Tree Estates section of the City. Initially, for the adoption of the Fiscal Year 2021 Annual Budget, the appropriation was not continued. An amendment to the Fiscal Year 2021 Annual Budget was passed on second reading in November 2020 to repurpose \$1 million of existing reserves into the Pine Tree Roads Fund, which is continued for Fiscal Year 2022.

### **Park and Community Improvement Fund**

The Park and Community Improvement Fund was established to dedicate land or funds for future parks, open space, and other recreational needs of residents. Developers must provide five acres for every 1,000 residents

# Budget Highlights

planned within a development area. If land is not dedicated, developers can provide equivalent funding determined by market value. The equivalent funding is set at \$175,000 per acre and the assessment fee is \$3,850 per acre.

For Fiscal Year 2022 existing impact fee reserves of \$285,000 will be used to fund the Fiscal Year 2022 debt service for the completion of Pine Trails Park.

## Public Safety Improvement Fund

The Public Safety Improvement Fund was created in Fiscal Year 2011 to collect Fire and Police Impact Fees. These are fees assessed on new construction of both residential and non-residential land uses.

For Fiscal Year 2022 existing impact fee reserves of \$236,550 will be used to offset the debt service for the completion of the Western Fire Station #109.

## Government and Library Building Fund

The Government and Library Building Fund, established in Fiscal Year 2012, collects impact fees for government buildings and the library. Impact fees are assessed on new construction of residential land uses.

For Fiscal Year 2022 existing impact fee reserves of \$11,400 will be used to offset the debt service for the completion of the Western Fire Station #109 which includes a computer server room and additional office space for the Building Department.

## Changes: Proposed to Adopted

The Fiscal Year 2022 Adopted Budget did not see significant changes to operating items from the Proposed Budget provided to the City Commission in July 2021 - the General Fund increased only \$15,000 between the Proposed and Adopted budgets. However, at the budget workshop held with the City Commission in August 2021, it was noted there was an opportunity to achieve efficiencies with an existing Fiscal Year 2020 capital project by accelerating plans for additional artificial turf fields at Terramar Park. The Capital Improvement Projects Fund budget increased \$4,600,000 from Proposed to Adopted using existing reserves with no impact to the millage rate.

Fund	Proposed Budget	Adopted Budget	Change
General Fund	\$44,745,000	\$44,760,000	\$15,000
Infrastructure Repl. Fund	\$2,106,590	\$2,106,590	-
Capital Improvement Projects Fund*	\$7,523,275	\$12,123,275	\$4,600,000
Capital Repl. Fund	\$1,432,100	\$1,432,100	-
Pine Tree Roads Fund	\$1,000,000	\$1,000,000	-
Park & Comm.Imprvmnt Fund	\$285,000	\$285,000	-
Public Safety Fund	\$236,550	\$236,550	-
Govt.Bld. & Library Fund	\$11,400	\$11,400	-
<b>TOTAL ALL FUNDS</b>	<b>\$57,319,915</b>	<b>\$61,945,915</b>	<b>\$4,615,000</b>

\* See the Capital Improvement Program projects **“Terramar Park Field, Parking Lot Expansion”** and **“Pine Trails Park Enhancements”**.



# Budget Highlights

## Capital Improvement Program

For Fiscal Year 2022, the Capital Improvement Program totals \$15,661,965 excluding debt service payments from impact fee funds.

### Capital Improvement Projects (CIP) Fund








The Capital Improvement Projects Fund records acquisitions and construction of major capital projects. Fiscal Year 2022 projects total \$12,123,275. The 36-acre Park budgeted expenditures of \$5 million will be funded with a low-interest long-term loan acquired in Fiscal Year 2021. The remainder of the capital improvement projects will be funded with City cash reserves.

### Infrastructure Replacement Fund

The Infrastructure Replacement Fund was created in Fiscal Year 2013 to fund future capital expenditures relating to City facilities and infrastructure. In order to maintain this fund, \$1,700,000 of General Fund reserves are budgeted to be transferred into this fund for Fiscal Year 2022. The Fiscal Year 2022 Infrastructure Replacement projects total \$2,106,590 which is 14% greater than last year when replacements were delayed due to the COVID-19 pandemic.

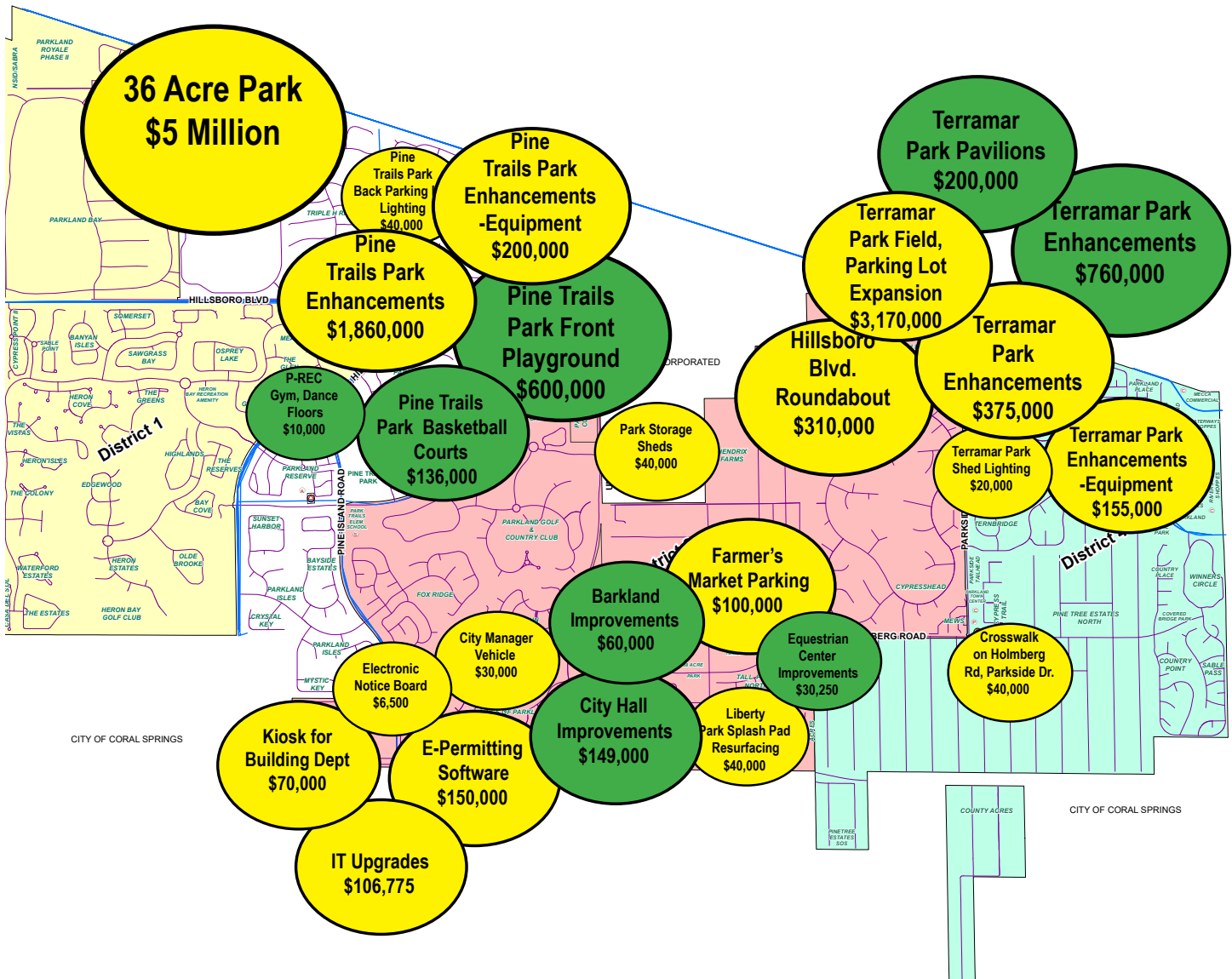
### Capital Replacement Fund

The Capital Replacement Fund is for acquisitions of replacement fleet, equipment, and computers. In order to support these planned replacements, \$400,000 of General Fund reserves will be transferred into this fund for Fiscal Year 2022. The Fiscal Year 2022 Capital Replacement projects total \$1,432,100 which is \$871,500 more than last year when replacements were delayed due to the COVID-19 pandemic.

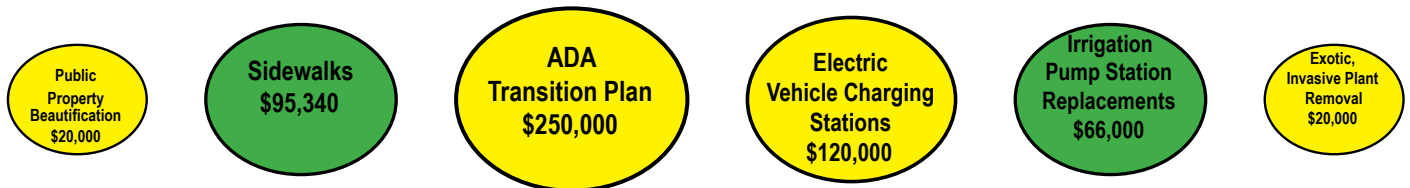
	Fire Engine PK 142	\$882,000	Cargo Van	\$41,500	
			SUV Building Dept.	\$30,000	
	Grapple Truck	\$175,000	Pickup Truck	\$25,000	
			Computers	\$30,000	
	Tractor/Loader/Backhoe	\$105,800	Toro Sand Pro	\$22,200	
			Gators (2)	\$22,200	
			Spreader	\$11,000	
			Water Tanker	\$10,500	
			Floor Stripper	\$6,400	
	Track Loader	\$70,500			

# Budget Highlights

## Capital Improvement Program - Location Guide



### Citywide Projects

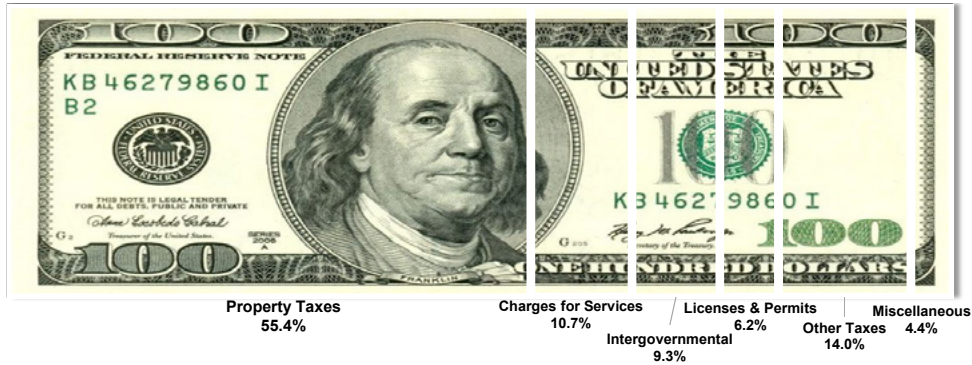




# General Fund Overview



## Where the Money Comes From



## Where the Money Goes by Department



## Where the Money Goes by Category





# Staffing



Staffing levels are budgeted at 116 full-time and 40 part-time positions for Fiscal Year 2022. The changes are a combination of new positions and conversions of part-time positions to full-time.

Added Full-Time Positions - New	4	Development Services Director, Senior Planner, 2 Maintenance Tech. I's in PW-Facilities
Added Full-Time Positions - Converted from Part-Time	7	6 Maintenance Tech. I's in PW-Parks and Grounds, Electrical Inspector in Building
Deleted Full-Time Positions	-1	Library Director
Added Part-Time Positions	1	Library Aide
Deleted Part-Time Positions	-7	6 Maintenance Tech. I's in PW-Parks and Grounds, Electrical Inspector in Building

	Fiscal Year 2020		Fiscal Year 2021		Fiscal Year 2022	
	FT	PT	FT	PT	FT	PT
City Commission*	-	-	-	-	-	-
City Manager	4	0	4.5	1	4.5	1
Communications & Marketing	3	0	3	0	3	0
City Clerk	3	0	2	0	2	0
Finance	5	0	5	0	5	0
Human Resources	3	0	3	0	3	0
Purchasing	2	1	2	1	2	1
Information Technology	3	0	4	0	4	0
Dev Svcs-Planning & Zoning	1	0	1	0	2.25	0
Dev Svcs-Building	17	6	19.5	4	21	3
Dev Svcs-Engineering	4	0	4	0	4.25	0
Public Works-Admin	7	1	7	1	6	1
Public Works-Facilities	11	3	11	3	13	3
Public Works-Streets	8	1	8	1	7	1
Public Works-Grounds Maint	13	12	13	12	21	6
Public Works-Fleet	1	0	1	0	1	0
P&R - Admin	2	1	2	1	2	1
P&R - Rec	4	10	4	10	4	10
P&R - Parks Support	2	9	5	4	5	4
P&R - Athletics	3	1	3	1	3	1
Library	4	6	4	7	3	8
<b>TOTALS</b>	<b>100</b>	<b>51</b>	<b>106</b>	<b>46</b>	<b>116</b>	<b>40</b>
	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>

\* City Commissioners are considered neither full-time nor part-time employees in FTE (full-time equivalent) counts.





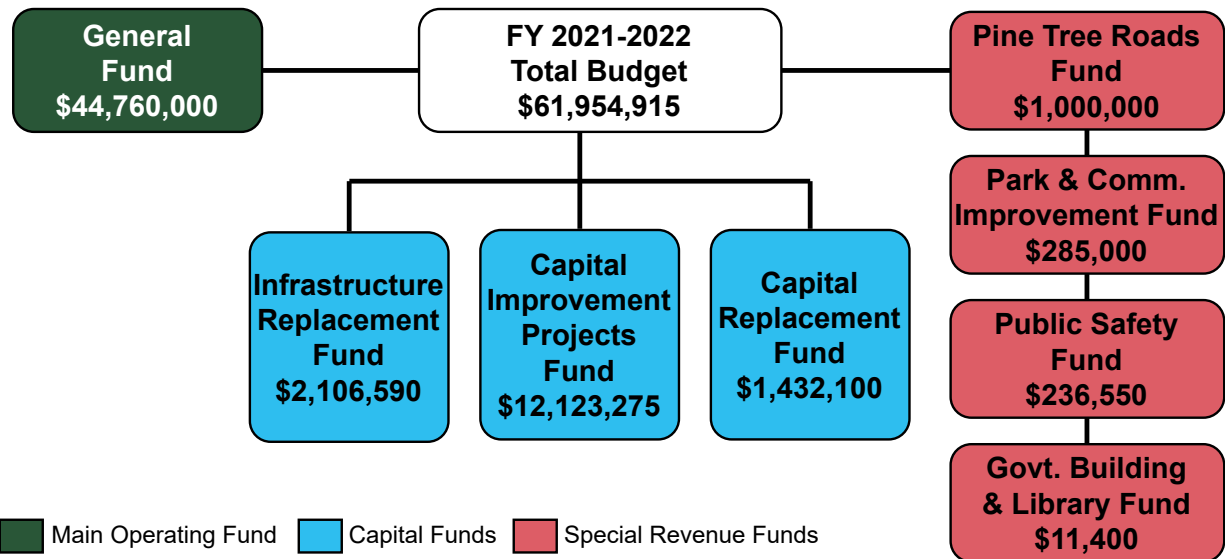
# Budget Calendar



Date	Day	Activity/Requirement	Participants
March 26	Friday	<b>Directors Provide all Potential Personnel Changes to HR/Finance for Initial Review</b>	Directors/HR/Finance
April 5	Week of	<b>Budget Kickoff - Individual Kickoff Meetings due to COVID</b> (Orientation to Budget Process: Dept. packages distributed)	Finance/Directors City Manager
April 11-12	Sunday	<b>Strategic Planning with Commission</b>	City Commission/City Manager
April 15	Thursday	<b>Review all Personnel Changes with HR/Finance</b>	Finance/HR/Directors
April 30	Friday	<b>Department Budgets/Capital due</b>	Directors
May 3	Week of	<b>Finance Reviews Budgets with Departments</b> (Review submissions, update Personnel Services accounts, update revenues & y-t-d status )	Finance/Directors
May 21	Friday	<b>City Manager 1st Review</b> Proposed Budget	City Manager/Finance
June 1	Tuesday	<b>Estimate of Assessed Property Values</b>	Property Appraiser
June 18	Friday	<b>City Manager 2nd Review</b>	City Manager/Finance
July 1	Thursday	<b>Certification of Taxable Property Values</b>	Property Appraiser
<b>July 7</b>	Wednesday	<b>City Mgr Delivers Proposed Budget to Commission</b>	City Commission/
	7:00 PM	<b>City Commission: Sets Proposed Property Tax Millage Rate/ 1st Public Hearing to Adopt Solid Waste &amp; Fire Rescue Assessment</b>	City Manager
August 4	Wednesday	<b>Notification to Property Appraiser of Proposed Millage, Rollback Rate and Date, Time and Place of Public Hearings</b>	Finance/City Clerk
August 11	Wednesday	<b>Residents' Workshop</b>	City Manager/Finance
	6:00 PM		
August 15	no later than	<b>Advertise Public Hearing to Adopt Fire Rescue Assessment</b>	Finance/City Clerk
<b>August 18</b>	Wednesday	<b>City Commission Budget Workshop</b>	City Commission/City Manager/ Directors
	6:00 PM		
August 12-24		<b>Mailing of Notices of Proposed Property Taxes- TRIM</b>	Property Appraiser
<b>September 13 (1st Hearing)</b>	Monday	<b>1st Public Hearing on Budget/Tax Adoption</b>	City Commission/ City Manager/
	7:00 PM	<b>2nd Public Hearing for Solid Waste &amp; Fire Assessment</b>	City Clerk/ Depts & Finance
September 19	Sunday	Advertise Final Budget/Tax Hearing	Finance/ City Clerk
<b>September 22 (Final Hearing)</b>	Wednesday	<b>Budget Adopted and Tax Millage Rate Set</b>	City Commission/ City Manager/
	6:00 PM	<b>City Certifies Adopted Tax Millage Rate</b> <b>City Certifies Statute Compliance</b>	City Clerk/ Depts & Finance
September 24	Friday	Send Ordinance Adopting Budget to Property Appraiser, Tax Collector, and Department of Revenue	Finance/City Clerk
October 22	no later than	TRIM Compliance Packages Due	Finance/City Clerk
November 30		Publication of Fiscal Year 2022 Budget and CIP	Finance



# Fund Summaries



The City of Parkland's General Fund is the City's primary operating fund and is the largest fund. It accounts for all the financial resources needed to operate the City except for those required to be accounted for in a separate fund.

Special Revenue Funds account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

Capital Projects Funds account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.





# All Funds Summary

Fund		2019 Actual	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2022 Adopted Budget	\$ Change	% Change
General Fund	Revenues	45,059,093	44,466,847	41,733,000	45,903,000	44,760,000	(1,143,000)	-3%
	Expenditures	40,163,535	38,152,493	41,733,000	45,903,000	44,760,000	(1,143,000)	-3%
	Revenues over/(under) Expenditures	4,895,558	6,314,354	0	0	0	0	
Capital Improvement	Revenues	6,340,362	4,349,259	4,127,000	36,961,475	12,123,275	(24,838,200)	-67%
	Expenditures	3,293,660	1,897,762	4,127,000	36,961,475	12,123,275	(24,838,200)	-67%
	Revenues over/(under) Expenditures	3,046,702	2,451,497	0	0	0	0	
Capital Replacement	Revenues	304,313	310,139	352,600	560,600	1,432,100	871,500	156%
	Expenditures	345,885	260,654	352,600	560,600	1,432,100	871,500	156%
	Revenues over/(under) Expenditures	(41,572)	49,485	0	0	0	0	
Infrastructure Replacement	Revenues	1,214,985	1,491,113	1,350,000	1,845,600	2,106,590	260,990	14%
	Expenditures	434,526	1,526,008	1,350,000	1,845,600	2,106,590	260,990	14%
	Revenues over/(under) Expenditures	780,459	(34,895)	0	0	0	0	
Pine Tree Roads Fund	Revenues	3,503	8,788	0	1,000,000	1,000,000	0	n/a
	Expenditures	0	0	0	1,000,000	1,000,000	0	n/a
	Revenues over/(under) Expenditures	3,503	8,788	0	0	0	0	
Park/Community Improvement	Revenues	2,964,092	49,879	285,000	285,000	285,000	0	n/a
	Expenditures	303,131	7,411,203	285,000	285,000	285,000	0	n/a
	Revenues over/(under) Expenditures	2,660,961	(7,361,324)	0	0	0	0	
Public Safety Impact Fees	Revenues	370,053	168,585	236,550	236,550	236,550	0	n/a
	Expenditures	236,550	236,550	236,550	236,550	236,550	0	n/a
	Revenues over/(under) Expenditures	133,503	(67,965)	0	0	0	0	
Govt Building & Library Impact Fees	Revenues	909,038	269,541	11,400	11,400	11,400	0	n/a
	Expenditures	2,007,478	345,104	11,400	11,400	11,400	0	n/a
	Revenues over/(under) Expenditures	(1,098,440)	(75,563)	0	0	0	0	
TOTAL ALL FUNDS								
Revenues		57,165,439	51,114,151	48,095,550	86,803,625	61,954,915	(24,848,710)	-29%
Expenditures		46,784,765	49,829,774	48,095,550	86,803,625	61,954,915	(24,848,710)	-29%
Revenues over/(under) Expenditures		\$10,380,674	\$1,284,377	\$-	\$-	\$-	\$-	

# General Fund Overview

<b>REVENUES/SOURCES</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Amended Budget</b>	<b>2021 Projected Year-End</b>	<b>2022 Adopted Budget</b>	<b>\$ Change From 2021</b>
Property Taxes	21,253,041	22,641,111	23,403,727	23,685,838	24,782,480	1,378,753
Franchise Fees	2,558,804	2,576,339	2,395,000	2,723,169	2,481,000	86,000
Utility Service Taxes	3,745,735	3,985,648	3,469,000	4,093,174	3,788,000	319,000
Intergovernmental Revenue	4,463,712	5,760,533	3,512,600	5,392,926	4,182,500	669,900
Licenses & Permits	5,392,276	2,961,246	2,433,100	4,552,749	2,789,300	356,200
Charges for Services	5,592,166	4,476,100	4,523,653	5,252,873	4,783,420	259,767
Fines and Forfeitures	196,695	165,478	163,800	389,644	132,800	(31,000)
Miscellaneous Revenues	1,300,568	1,362,244	811,800	893,939	863,700	51,900
Insurance Reimbursements	23,146	5,198	-	19,560	-	-
Operating Transfers In	532,950	532,950	532,950	532,950	532,950	-
Prior Year Carryover	-	-	4,657,370	-	423,850	(4,233,520)
<b>TOTAL REVENUES/SOURCES</b>	<b>\$45,059,093</b>	<b>\$44,466,847</b>	<b>\$45,903,000</b>	<b>\$47,536,822</b>	<b>\$44,760,000</b>	<b>\$(1,143,000)</b>

## **EXPENDITURES - DEPARTMENT**

Commission	272,214	273,058	306,227	274,690	318,713	12,486
City Manager	729,511	605,662	796,689	559,063	840,883	44,194
Communications	-	366,796	425,397	376,749	459,313	33,916
City Clerk	307,757	297,127	336,581	307,768	335,109	(1,472)
Finance	679,569	558,953	593,724	597,911	655,996	62,272
Purchasing	243,457	285,490	327,982	313,274	336,317	8,335
Human Resources	310,889	366,461	462,823	442,153	504,557	41,734
Information Technology	523,988	545,196	787,052	602,187	790,979	3,927
Legal	205,000	218,624	536,200	245,386	532,200	(4,000)
Development Services	2,705,669	3,102,240	3,722,429	3,382,893	4,065,158	342,729
Public Safety/BSO/Cross.Grds	9,776,876	9,947,866	11,087,743	10,457,896	11,421,485	333,742
Fire Rescue	6,772,222	8,128,381	8,541,120	8,406,148	8,906,417	365,297
Public Works	5,348,352	4,920,692	5,561,653	5,234,545	6,209,140	647,487
Parks & Recreation	1,920,684	1,959,163	2,997,884	2,180,748	3,145,107	147,223
Library	588,989	604,796	806,176	548,525	747,406	(58,770)
Non-Departmental	468,301	343,529	310,570	213,158	567,120	256,550
Contingency	-	-	105,000	-	150,000	45,000
Emergency Operations	-	30,388	-	160,911	-	-
Debt Service	1,291,295	1,291,215	2,497,750	1,290,799	2,674,100	176,350
Transfers Out-Capital Projects	6,518,762	2,806,856	4,000,000	4,000,000	-	(4,000,000)
Transfers Out-Equip Rplmnt.	300,000	300,000	350,000	350,000	400,000	50,000
Transfers Out-Facilities Maint.	1,200,000	1,200,000	1,350,000	1,350,000	1,700,000	350,000
<b>TOTAL EXPENDITURES</b>	<b>\$40,163,535</b>	<b>\$38,152,493</b>	<b>\$45,903,000</b>	<b>\$41,294,804</b>	<b>\$44,760,000</b>	<b>\$(1,143,000)</b>

Excess revenues over (under) expenditures	\$4,895,558	\$6,314,354	\$-	\$6,242,018	\$-	\$-
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# General Fund - Revenues

	2019 Actual	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	\$ Change From 2021
<b>REVENUES/SOURCES</b>							
Locally Levied Taxes:							
Property Taxes	21,253,041	22,641,111	23,403,727	23,403,727	23,685,838	24,782,480	1,378,753
Franchise Fee - Electricity	2,019,370	2,052,688	2,000,000	2,000,000	2,101,272	2,040,000	40,000
Franchise Fee - Garbage	466,832	436,017	380,000	380,000	511,571	401,000	21,000
Franchise Fee - Gas	72,602	87,634	15,000	15,000	110,326	40,000	25,000
Total Franchise Fees	2,558,804	2,576,339	2,395,000	2,395,000	2,723,169	2,481,000	86,000
Utility Service Taxes:							
Electricity	2,743,876	2,949,272	2,569,000	2,569,000	3,046,074	2,863,000	294,000
Communication Service Tax	1,001,859	1,036,376	900,000	900,000	1,047,100	925,000	25,000
Total Utility Service Taxes	3,745,735	3,985,648	3,469,000	3,469,000	4,093,174	3,788,000	319,000
Total Taxes	27,557,580	29,203,098	29,267,727	29,267,727	30,502,181	31,051,480	1,783,753
Intergovernmental Revenue:							
Municipal Revenue Sharing	952,040	879,340	601,600	601,600	1,101,975	741,000	139,400
Alcoholic Bev Licenses	5,700	5,085	2,500	2,500	5,802	2,500	-
Half Cent Sales Tax	2,161,055	2,006,089	1,885,000	1,885,000	2,438,988	2,132,000	247,000
CDBG - Senior Program	42,336	13,338	31,000	31,000	13,824	31,000	-
FEMA Reimbursement	290,284	1,390,779	-	-	7,250	-	-
County Business Tax Receipts	36,794	33,825	7,500	7,500	41,361	7,500	-
Seminole Compact	34,917	25,904	-	-	-	-	-
Grants & Aids	-	194,253	-	-	641,905	3,500	3,500
Broward County School Board-SRO	364,000	696,535	580,000	580,000	591,435	795,000	215,000
Local Option Gas Tax	576,586	515,385	405,000	405,000	550,386	470,000	65,000
Total Intergovernmental Revenue	4,463,712	5,760,533	3,512,600	3,512,600	5,392,926	4,182,500	669,900
Licenses & Permits:							
Continuing Education	159,132	76,113	72,000	72,000	121,783	78,100	6,100
Business Tax Receipts	36,666	39,449	32,600	32,600	38,658	33,200	600
Waste Hauler Licenses	12,000	15,000	7,500	7,500	15,000	7,500	-
Zoning Occ License Fee	2,040	1,740	750	750	1,620	750	-
Record Retention/Retrieval Fee	73,715	33,450	24,000	24,000	64,620	23,000	(1,000)
Other Licenses and Permits	284,476	169,604	-	-	307,100	-	-
Special Event Permits	23,221	6,482	2,000	2,000	4,014	2,000	-
Lobbyist Registration	1,350	1,050	1,250	1,250	750	1,250	-
Zoning Building Permit Review	129,785	90,015	64,000	64,000	148,053	56,000	(8,000)
Building Permits	2,002,652	1,085,013	1,050,000	1,050,000	1,710,178	1,144,000	94,000
Electrical Permits	1,070,806	496,709	475,000	475,000	799,831	517,500	42,500
Plumbing Permits	891,964	497,577	400,000	400,000	784,055	510,800	110,800
Fire Related Permits	29,523	29,935	12,000	12,000	17,625	23,100	11,100
Mechanical Permits	441,340	212,332	180,000	180,000	312,797	215,700	35,700
Landscaping Permits	210,576	188,857	100,000	100,000	210,145	162,300	62,300
Reinspection Fees	23,030	17,920	12,000	12,000	16,520	14,100	2,100
Total Licenses & Permits	5,392,276	2,961,246	2,433,100	2,433,100	4,552,749	2,789,300	356,200



# General Fund - Revenues

	2019 Actual	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	\$ Change From 2021
Charges for Services:							
Tennis Memb/Court Fees/Rentals	43,519	63,173	28,560	28,560	66,391	35,000	6,440
Tennis Contractor	50,872	65,320	35,700	35,700	130,326	50,000	14,300
Facility/Equip & Field Rental	84,907	50,753	57,120	57,120	61,908	57,700	580
Development Review Fee	26,920	35,560	20,000	20,000	14,610	50,000	30,000
Engineering Review & Inspection	754,264	330,497	210,000	210,000	495,664	250,000	40,000
Public Records Request	170	857	-	-	3,961	-	-
Document Retention	190,776	98,470	72,000	72,000	154,933	37,200	(34,800)
Fire Rescue Assessment Fees	2,878,400	2,977,078	2,925,000	2,925,000	3,070,583	3,050,000	125,000
Interim Fire Service Fee	119,272	62,621	40,800	40,800	133,450	35,700	(5,100)
Fire Inspections Fees	32,589	33,332	28,560	28,560	36,415	29,100	540
False Alarm Fees	235	100	-	-	-	-	-
Ambulance Fees	383,440	423,574	302,000	302,000	363,200	311,000	9,000
Telecommunications Inspection	-	-	1,000	1,000	-	-	(1,000)
Sports Contractors	40,607	64,933	35,000	35,000	124,655	35,000	-
Enrichment Contractors	105,188	40,889	60,000	60,000	72,255	60,000	-
Non-Resident Sports Card	34,894	16,299	12,120	12,120	71,670	15,000	2,880
Summer Recreation	523,970	(31)	484,500	484,500	232,908	494,100	9,600
Concessions	11,446	8,060	12,000	12,000	11,898	12,000	-
After Care P-Rec	219,503	114,427	153,000	153,000	106,909	156,000	3,000
Other Culture-Rec	12,796	5,843	-	-	11,670	-	-
Library Fines & Misc	14,278	6,345	12,000	12,000	6,327	6,000	(6,000)
Library Special Events	-	-	-	-	-	-	-
Library Donations	10,000	12,000	10,000	10,000	1,000	7,500	(2,500)
Other Charges for Services	54,120	66,000	24,293	24,293	82,140	92,120	67,827
Total Charges for Services	5,592,166	4,476,100	4,523,653	4,523,653	5,252,873	4,783,420	259,767
Fines and Forfeitures:							
Fines and Forfeitures	138,935	50,586	93,800	93,800	68,506	62,800	(31,000)
Code Violations	57,760	114,892	70,000	70,000	321,138	70,000	-
Total Fines and Forfeitures	196,695	165,478	163,800	163,800	389,644	132,800	(31,000)

# General Fund - Revenues

	2019 Actual	2020 Actual	2021 Adopted Budget	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	\$ Change From 2021
Miscellaneous Revenues:							
Interest Income	465,420	497,096	35,000	35,000	83,881	35,000	-
Interest Tax Collector	18,097	13,906	1,000	1,000	423	1,000	-
Interest Assessment Tax	2,679	2,065	-	-	59	-	-
Cell Tower	220,288	211,679	179,550	179,550	220,260	189,000	9,450
Sale of Surplus Property	21,140	12,563	-	-	11,068	-	-
State Contributions	323,709	339,340	374,000	374,000	373,255	411,000	37,000
Other Miscellaneous	25,057	45,336	15,000	15,000	28,739	15,000	-
Donations	105,150	122,428	63,000	63,000	97,938	63,000	-
Events/Farmers Mkt Receipts	83,221	80,401	110,250	110,250	43,328	115,700	5,450
Reimbursement Streetlighting	21,586	24,106	20,000	20,000	21,591	20,000	-
Reimbursement Utilities BSO	14,221	13,324	14,000	14,000	13,397	14,000	-
Total Miscellaneous Revenues	1,300,568	1,362,244	811,800	811,800	893,939	863,700	51,900
Total Locally Levied Taxes	44,502,997	43,928,699	40,712,680	40,712,680	46,984,312	43,803,200	3,090,520
Other Sources							
Insurance Reimbursements	23,146	5,198	-	-	19,560	-	-
Operating Transfers In	532,950	532,950	532,950	532,950	532,950	532,950	-
Prior Year Carryover	-	-	487,370	4,657,370	-	423,850	(4,233,520)
Total Non Revenue Sources	556,096	538,148	1,020,320	5,190,320	552,510	956,800	(4,233,520)
<b>TOTAL REVENUES/SOURCES</b>	<b>\$45,059,093</b>	<b>\$44,466,847</b>	<b>\$41,733,000</b>	<b>\$45,903,000</b>	<b>\$47,536,822</b>	<b>\$44,760,000</b>	<b>\$(1,143,000)</b>



# Capital Improvement Projects Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
<b>REVENUES/SOURCES</b>						
Special Assessments	-	-	-	-	-	-
Grants & Aids	-	-	-	-	-	-
State/County Grants	-	-	250,000	-	250,000	-
Interest Income	21,849	73,162	10,000	16,026	5,000	(5,000)
Donations	-	370,908	-	506,718	-	-
Settlements	-	-	-	-	-	-
Transfer In	6,118,762	2,806,855	4,000,000	4,000,000	-	(4,000,000)
Loan Proceeds	-	-	20,000,000	20,000,000	-	(20,000,000)
Other Miscellaneous	199,751	1,098,334	5,000	140,414	5,000	-
Use of Fund Balance	-	-	12,696,475	-	11,863,275	(833,200)
<b>TOTAL REVENUES/SOURCES</b>	<b>\$6,340,362</b>	<b>\$4,349,259</b>	<b>\$36,961,475</b>	<b>\$24,663,158</b>	<b>\$12,123,275</b>	<b>\$(24,838,200)</b>

## **EXPENDITURES/USES**

36 Acre Park		-	250,000	-	5,000,000	4,750,000
Terramar Park Enhancements - Level 1			-	-	375,000	375,000
Hillsboro Blvd Roundabout-Arch.Element	-	628	79,372	29,136	310,000	230,628
ADA Transition Plan	-	158,053	34,860	28,005	250,000	215,140
Pine Trails Park Enhancements-Level 1			-	-	240,000	240,000
Pine Trails Park Enhncmnts-Level 1 Equip.			-	-	200,000	200,000
Terramar Park Field/Parking Lot Exp.	-		370,000	14,523	3,170,000	2,800,000
Terramar Park Enhncmnts-Level 1 Equip.			-	-	155,000	155,000
E-Permitting Software			-	-	150,000	150,000
Pine Trails Park Enhancements-Level 2			-	-	1,620,000	1,620,000
Electric Vehicle Charging Stations			-	-	120,000	120,000
Information Technology Improvements	200,262	15,596	51,000	49,046	106,775	55,775
Farmer's Market Parking			-	-	100,000	100,000
Building Department Kiosk	-		130,000	-	70,000	(60,000)
Crosswalk on Holmberg Rd/Parkside Dr	-	-	45,000	4,616	40,000	(5,000)
Pine Trails Park BackParking LotLighting			-	-	40,000	40,000
Liberty Park Splash Pad Resurfacing			-	-	40,000	40,000
Park Storage Sheds			-	-	40,000	40,000
Terramar Park Shed Lighting			-	-	20,000	20,000
City Manager Vehicle			-	-	30,000	30,000
Invasive Plant Removal	-		60,000	-	20,000	(40,000)
Public Property Beautification	19,800	11,715	28,285	28,129	20,000	(8,285)
Electronic Notice Board			-	-	6,500	6,500
Pine Trails Park Field Improvements	-		1,800,000	1,656,397	-	(1,800,000)
Terramar Park Baseball Field Reconfig.	-		1,630,000	243,042	-	(1,630,000)
University Drive/Old Club Rd Imprvmnt	-	65,634	1,019,366	674,403	-	(1,019,366)
Solar Battery Replacements	-		75,000	31,272	-	(75,000)
Renovation/FF&E City Hall Activity Room	31,531	38,145	324,294	319,321	-	(324,294)
EOC/FS 109 Drainage Well(Grant)	-	-	50,000	-	-	(50,000)
P-REC Flooring Replacement	-	-	50,000	49,659	-	(50,000)
Basketball Backboards, Misc. Equip.	-		21,000	19,175	-	(21,000)
Pine Trails Park Flag Pole	-	-	15,000	5,114	-	(15,000)

# Capital Improvement Projects Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
Terramar Park Field 5 Fencing	-	-	15,000	13,637	-	(15,000)
Terramar Park Walkway Lighting	-	-	15,000	2,555	-	(15,000)
Agenda Management Software	-	-	10,000	6,300	-	(10,000)
Ternbridge Ditches Maintenance (Grant)	-	-	700,000	-	-	(700,000)
CAD System	-	-	200,000	-	-	(200,000)
Holmberg Road/Covered Bridge Park	40,189	114,284	919,620	207,842	-	(919,620)
Existing Library Cnstrct/Interior Furnish.	1,248,112	73,990	-	-	-	-
Secure City Facilities - Level 1	-	32,558	747,443	6,987	-	(747,443)
Pine Trails Park	-	49,942	-	-	-	-
Comp. Stormwater Study/Master Plan	-	-	325,000	111,176	-	(325,000)
Pine Tree Estates Roadway Maint. Plan	-	-	220,000	-	-	(220,000)
Extend Right Turn Lane on Holmberg.	-	-	180,000	88,189	-	(180,000)
Portable License Plate Readers (2)	98,700	107,085	-	-	-	-
Ranches DrainageDitchOvergrowth Trim.	-	99,983	-	-	-	-
Terramar Park Maintenance Shed	-	-	80,000	79,001	-	(80,000)
Hillsboro Boulevard Lighting Extension	-	-	55,000	12,243	-	(55,000)
Parks Trash Receptacle Replacement	-	-	50,000	49,999	-	(50,000)
Toro Workman HDX Sprayer	-	41,371	-	-	-	-
Pine Trails Playgrnd Perimeter Fencing	-	25,288	-	-	-	-
Fleet Mngmnt System Configuration	-	14,159	14,160	14,159	-	(14,160)
Add'l ADA Compliant Webstreaming	-	65,820	-	-	-	-
Roadway & Trail Improvements	56,611	-	-	-	-	-
Ranches Drainage Improvements	8,438	-	-	-	-	-
Amphitheater Exterior Renovations	54,501	8,560	-	-	-	-
Traffic Signal Design (3)	61,628	405,062	183,310	137,486	-	(183,310)
Station 42 Rescue Unit	302,418	60,972	-	-	-	-
P-REC Air Conditioning	132,158	56,785	-	-	-	-
Ford Escape - (2)	53,310	-	-	-	-	-
Body Worn Camera Room Buildout	41,029	-	-	-	-	-
Fire Station 109 Air Conditioning	27,014	650	-	-	-	-
Ford Transit T-150 Cargo Van	32,469	-	-	-	-	-
City Hall Renovations	25,000	-	-	-	-	-
Toro Blower	7,873	-	-	-	-	-
Vehicle Telematics/GPS	9,212	-	-	-	-	-
Loxahatchee Road Improvements	8,381	40,227	3,451,392	1,789,685	-	(3,451,392)
Records Storage Building	584,916	-	-	-	-	-
Library Additional Parking Lot	187,650	127,350	-	-	-	-
Ford F-250 4x4	25,839	-	-	-	-	-
Terramar Park Fields (2)	29,141	-	-	-	-	-
Street Lighting- Citywide	7,478	29,905	516,466	-	-	(516,466)
Other Capital Expenditures	-	-	-	20,000	-	-
Reserved for Capital Improvements	-	-	23,245,907	-	-	(23,245,907)
Transfer Out	-	254,000	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$3,293,660</b>	<b>\$1,897,762</b>	<b>\$36,961,475</b>	<b>\$5,691,097</b>	<b>\$12,123,275</b>	<b>\$(24,838,200)</b>
Excess revenues over (under) expenditures	\$3,046,702	\$2,451,497	\$-	\$18,972,061	\$-	\$-

# Infrastructure Replacement Fund

	2019	2020	2021	2021	2022	\$ Change
	Actual	Actual	Amended Budget	Projected Year End	Adopted Budget	From 2021
<b>REVENUES/SOURCES</b>						
Grants & Aids	-	-	-	-	-	-
State/County Grants	-	-	-	-	-	-
Interest Income	14,985	37,113	-	8,419	-	-
Miscellaneous	-	-	31,000	31,000	-	(31,000)
Transfer In	1,200,000	1,454,000	1,350,000	1,350,000	1,700,000	350,000
Loan Proceeds	-	-	-	-	-	-
Other Misc	-	-	-	-	-	-
Use of Fund Balance	-	-	464,600	-	406,590	(58,010)
<b>TOTAL REVENUES/SOURCES</b>	<b>\$1,214,985</b>	<b>\$1,491,113</b>	<b>\$1,845,600</b>	<b>\$1,389,419</b>	<b>\$2,106,590</b>	<b>\$260,990</b>
<b>EXPENDITURES/USES</b>						
Terramar Park Improvements	-	-	-	-	760,000	760,000
Pine Trails Park Front Playground	-	-	-	-	600,000	600,000
Terramar Park Pavilions	-	-	-	-	200,000	200,000
City Hall Interior Renovations	-	-	150,000	-	149,000	(1,000)
Pine Trails Park Basketball Courts	-	-	-	-	136,000	136,000
Sidewalks	82,866	77,030	123,560	106,617	95,340	(28,220)
Irrigation Pump Station Replacements	39,700	78,992	71,220	46,196	66,000	(5,220)
Barkland Improvements	-	-	-	-	60,000	60,000
Equestrian Center Improvements	-	-	-	-	30,250	30,250
P-REC Gym and Dance Floors	-	-	-	-	10,000	10,000
Terramar Park Playground Imprvmnts	-	-	514,400	269,463	-	(514,400)
Brian Archer Walkway	-	-	100,000	85,072	-	(100,000)
Liberty Park Playground	-	-	60,000	-	-	(60,000)
Equestrian Center Perimeter Fence	-	-	25,000	11,005	-	(25,000)
Terramar Park Concession AC Rplcemnt	-	-	15,000	14,690	-	(15,000)
Ice Machine Replacements	-	-	14,000	12,305	-	(14,000)
Artificial Turf Replacement Fields 1 & 2	-	1,053,897	-	-	-	-
Public Safety Building Improvements	-	70,959	17,420	14,733	-	(17,420)
Public Safety Building AC Replacement	-	60,551	-	-	-	-
City Wide Signage	-	-	50,000	-	-	(50,000)
Public Works AC Replacement	-	29,660	-	-	-	-
Thor-Guard Remote Unit at Terramar Park	-	-	-	-	-	-
Existing Library Infrastructure Rplcemnt	183,664	152,919	-	-	-	-
Terramar Park Playground	2,000	2,000	-	-	-	-
Terramar Park Parking Lot Resurfacing	126,296	-	-	-	-	-
Reserved for Capital Improvements	-	-	705,000	-	-	(705,000)
<b>TOTAL EXPENDITURES</b>	<b>\$434,526</b>	<b>\$1,526,008</b>	<b>\$1,845,600</b>	<b>\$560,081</b>	<b>\$2,106,590</b>	<b>\$260,990</b>
Excess revenues over (under) expenditures	\$780,459	\$(34,895)	\$-	\$829,338	\$-	\$-



# Capital Replacement Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
<b>REVENUES/SOURCES</b>						
General Fund Fleet Charges	-	-	-	-	-	-
General Fund Computer Replacement	-	-	-	-	-	-
Library Computer Replacement	-	-	2,600	-	-	(2,600)
Transfer In	300,000	300,000	350,000	350,000	400,000	50,000
Interest	4,313	10,139	-	2,106	-	-
Sale of Fixed Assets	-	-	-	-	-	-
Use of Fund Balance	-	-	208,000	-	1,032,100	824,100
<b>TOTAL REVENUES/SOURCES</b>	<b>\$304,313</b>	<b>\$310,139</b>	<b>\$560,600</b>	<b>\$352,106</b>	<b>\$1,432,100</b>	<b>\$871,500</b>
<b>EXPENDITURES/USES</b>						
Fire Engine PK-142	-	-	-	-	882,000	882,000
Fleet Replacement	327,503	241,717	301,000	298,183	520,100	219,100
Computer Replacement	18,382	18,937	30,000	-	30,000	-
Reserved for Library Replacements	-	-	2,600	-	-	(2,600)
Reserved for Capital Improvements	-	-	227,000	-	-	(227,000)
<b>TOTAL EXPENDITURES</b>	<b>\$345,885</b>	<b>\$260,654</b>	<b>\$560,600</b>	<b>\$298,183</b>	<b>\$1,432,100</b>	<b>\$871,500</b>
Excess revenues over (under) expenditures	\$(41,572)	\$49,485	\$-	\$53,923	\$-	\$-



# Other Funds

## Pine Tree Roads Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
<b><u>REVENUES/SOURCES</u></b>						
Grants & Aids	-	-	-	-	-	-
State/County Grants	-	-	-	-	-	-
Interest Income	3,503	8,788	-	1,720	-	-
Miscellaneous	-	-	-	-	-	-
Transfer In	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-
Other Misc	-	-	-	-	-	-
Use of Fund Balance	-	-	1,000,000	-	1,000,000	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$3,503</b>	<b>\$8,788</b>	<b>\$1,000,000</b>	<b>\$1,720</b>	<b>\$1,000,000</b>	<b>\$-</b>
<b><u>EXPENDITURES/USES</u></b>						
Reserved for Capital Improvements	-	-	1,000,000	-	1,000,000	-
Transfer Out	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,000,000</b>	<b>\$-</b>	<b>\$1,000,000</b>	<b>\$-</b>
Excess revenues over (under) expenditures	\$3,503	\$8,788	\$-	\$1,720	\$-	\$-

## Park and Community Improvement Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
<b><u>REVENUES/SOURCES</u></b>						
Park Fees	2,938,816	23,349	-	945	-	-
Interest Income	25,276	26,530	-	30,800	-	-
Prior Year Carryover	-	-	285,000	-	285,000	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$2,964,092</b>	<b>\$49,879</b>	<b>\$285,000</b>	<b>\$31,745</b>	<b>\$285,000</b>	<b>\$-</b>
<b><u>EXPENDITURES</u></b>						
Capital Outlay - Quigley Tennis Center	18,131	-	-	-	-	-
Land Acquisition	-	7,126,203	-	-	-	-
Transfer Out	285,000	285,000	285,000	285,000	285,000	-
Reserved for Capital Improvements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$303,131</b>	<b>\$7,411,203</b>	<b>\$285,000</b>	<b>\$285,000</b>	<b>\$285,000</b>	<b>\$-</b>
Excess revenues over (under) expenditures	\$2,660,961	\$(7,361,324)	\$-	\$(253,255)	\$-	\$-

# Other Funds

## Public Safety Impact Fee Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget	\$ Change From 2021
<b><u>REVENUES/SOURCES</u></b>						
Impact Fees - Police	98,716	41,053	-	62,906	-	-
Impact Fees - Fire	265,428	111,282	-	170,849	-	-
Impact Fees - Public Safety Facilities	-	-	-	308,582	-	-
Interest Income	5,909	16,250	-	2,993	-	-
Prior Year Carryover	-	-	236,550	-	236,550	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$370,053</b>	<b>\$168,585</b>	<b>\$236,550</b>	<b>\$545,330</b>	<b>\$236,550</b>	<b>\$-</b>
<b><u>EXPENDITURES</u></b>						
Capital Outlay	-	-	-	-	-	-
Transfer Out	236,550	236,550	236,550	236,550	236,550	-
Reserved for Capital Improvements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$236,550</b>	<b>\$236,550</b>	<b>\$236,550</b>	<b>\$236,550</b>	<b>\$236,550</b>	<b>\$-</b>
Excess revenues over (under) expenditures	\$133,503	\$(67,965)	\$-	\$308,780	\$-	\$-

## Government Building and Library Impact Fee Fund

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-end	2022 Adopted Budget	\$ Change From 2021
<b><u>REVENUES/SOURCES</u></b>						
Impact Fees - Government Buildings	208,735	103,775	-	413,216	-	-
Impact Fees - Library	294,135	154,455	-	365,817	-	-
Interest Income	6,168	11,311	-	2,540	-	-
Transfer In	400,000	-	-	-	-	-
Prior Year Carryover	-	-	11,400	-	11,400	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$909,038</b>	<b>\$269,541</b>	<b>\$11,400</b>	<b>\$781,573</b>	<b>\$11,400</b>	<b>\$-</b>
<b><u>EXPENDITURES</u></b>						
Library Expansion	1,727,453	324,022	-	-	-	-
Fire Station #42 Addition	268,625	9,682	-	-	-	-
Transfer Out	11,400	11,400	11,400	11,400	11,400	-
Reserved for Capital Improvements	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$2,007,478</b>	<b>\$345,104</b>	<b>\$11,400</b>	<b>\$11,400</b>	<b>\$11,400</b>	<b>\$-</b>
Excess revenues over (under) expenditures	\$(1,098,440)	\$(75,563)	\$-	\$770,173	\$-	\$-



# Fund Balance



Fund balance information is used to identify resources that are liquid and available to help finance a particular activity, program, or project. The City of Parkland has implemented Statement No. 54 of the Governmental Accounting Standards Board (GASB) and classifies fund balances as Non-Spendable, Restricted, Committed, Assigned, and Unassigned. For a detailed explanation, please see our [Fund Balance Policy](#).



For the General Fund, the Fiscal Year 2021 year-end fund balance total is estimated at \$49,670,170. The Non-Spendable balance is an amount that must be maintained intact legally or contractually. Restricted amounts are held for a specific purpose. The Committed balances include an amount for a stabilization/operating reserve that provides financial stability by protecting against temporary revenue shortfalls or unexpected one-time expenditures, and the insurance deductible reserve that can be used to pay the City's deductible on damaged property in the event of a natural disaster. These amounts are calculated in the Fund Balance Policy.

The remaining amount is classified as Unassigned fund balance, estimated at \$30.4 million. The City earmarks these funds for future capital projects, reducing debt service costs, offsetting difficult economic circumstances, and providing for emergencies.



# General Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget
Fund Balance, Beginning of Year	\$32,218,240	\$37,113,798	\$43,428,152	\$43,428,152	\$49,670,170
Fund Balance, End of Year	\$37,113,798	\$43,428,152	\$43,428,152	\$49,670,170	\$49,670,170
<b>Nonspendable</b>					
Assessments Receivable	-	-	-	-	-
Interest Receivable	-	-	-	-	-
Prepaid Expenses	116,399	10,081	10,081	29,525	29,525
<b>Restricted</b>					
Equestrian Center	9,470	9,470	9,470	9,470	9,470
Liberty Park	200	200	200	200	200
Library	554	554	554	554	554
Country Point	4,575	4,575	4,575	4,575	4,575
Building Department	8,681,403	7,637,217	7,149,847	8,283,928	7,860,078
<b>Committed</b>					
Stabilization Requirement	8,021,786	9,970,750	9,970,750	10,627,500	10,627,500
Insurance Deductible Reserve	750,000	750,000	750,000	750,000	750,000
Capital Replacement Fund	-	-	-	-	-
Infrastructure Replacement Fund	-	-	-	-	-
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's budget	-	-	-	-	-
Police Pension	-	-	-	-	-
<b>Unassigned</b>	19,529,407	25,045,305	25,532,675	29,964,418	30,388,268

The nearly \$5 million addition to fund balance for Fiscal Year 2021 year-end is due to the conservative approach to budgeting that was required during the early stages of the COVID-19 pandemic. State and local officials issued calls to do whatever could be done to help the taxpayers, to avoid placing any further drag on a damaged economy. With businesses closed and many people out of work, the term “foreclosures” popped back into Fiscal Year 2021 budget deliberations. More than any other budget, the Fiscal Year 2021 budget was crafted to reflect conservative revenue and expenditure estimates to ensure a solid foundation for the challenges ahead.

Florida was one of the first states to reopen after the sudden shutdown to slow the pandemic and the State's economy rebounded quickly. By September 2021 state sales tax collections, which are shared with local government, were 10% higher than forecast. While the City budgeted decreases in other demand-driven revenues, such as Electric Utility Service Taxes, the work-from-home phenomenon led to unexpected increases for the City. These savings will be used for future replacements and capital projects.

# Capital Improvements Projects Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget
Fund Balance, Beginning of Year	\$4,811,482	\$7,858,184	\$10,309,681	\$10,309,681	\$29,281,742
Fund Balance, End of Year	\$7,858,184	\$10,309,681	\$10,309,681	\$29,281,742	\$17,418,467
Nonspendable					
Prepaid Expenses	-				
Restricted					
Riverside Trail MUST	5,646	5,646	5,646	5,646	5,646
Impact Fees- Fire Station	6,250	6,250	6,250	6,250	6,250
Waste Containers	3,817	3,817	3,817	3,817	3,817
Committed					
Subsequent year's expenditures	-	-	-	-	-
Encumbrances	-	-	-	3,012,889	3,012,889
Assigned					
Designated Carry Forward	-	-	-	-	-
Capital Projects	7,842,471	10,293,968	10,293,968	26,253,140	14,389,865
Unassigned	-	-	-	-	-

The Fiscal Year 2021 year end fund balance for the Capital Improvement Projects Fund is estimated to be \$29 million. The City has a strong financial position with adequate reserves to close out Fiscal Year 2021 plus a low-interest \$20 million loan was obtained in June 2021 to help fund upcoming capital needs. Therefore, the Fiscal Year 2022 capital budget is significantly more ambitious and robust, making up for last year's conservative plan and working toward the City Commission's vision for our future.

The Restricted fund balances are amounts constrained for a specific purpose. Committed fund balance is set aside to fund the Fiscal Year 2021 encumbrances and other prior year expenditures for projects underway. The future fund balance will be adjusted using General Fund reserves as needed.

# Infrastructure Replacement Fund Balance

	2019 Actual	2020 Actual	2021 Adopted Budget	2021 Projected Year End	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$3,632,716	\$4,413,175	\$4,378,280	\$4,378,280	\$5,207,618
<b>Fund Balance, End of Year</b>	\$4,413,175	\$4,378,280	\$5,518,880	\$5,207,618	\$4,801,028
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	-	-	-	-	-
<b>Committed</b>					
Infrastructure Replacements	4,413,175	4,378,280	5,518,880	5,207,618	4,801,028
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's budget	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The Fiscal Year 2021 year end fund balance for the Infrastructure Replacement Fund is estimated at \$5,207,618 but is expected to decrease 8% in Fiscal Year 2022 due to the planned replacement of playground equipment, facility equipment, sidewalks, and roadways that require regular replacement. All balances in this fund are committed and there are no unassigned balances.

# Capital Replacement Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$1,220,516	\$1,178,944	\$1,228,429	\$1,228,429	\$1,282,352
<b>Fund Balance, End of Year</b>	\$1,178,944	\$1,228,429	\$1,228,429	\$1,282,352	\$250,252
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	-	-	-	-	-
<b>Committed</b>					
Capital Projects	1,176,344	1,017,829	1,017,829	1,255,352	223,252
Library Replacements Reserve	2,600	2,600	2,600	-	-
Encumbrances	-	-	-	-	-
<b>Assigned</b>					
Designated Carry Forward	-	208,000	208,000	27,000	27,000
Subsequent year's expenditures	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The fund balance for the Capital Replacement Fund is expected to decrease 80% in Fiscal Year 2022 due to the planned replacement of a 15-year-old fire engine, estimated at \$882,000. Committed fund balances are for encumbrances and capital projects. A special reserve has been set aside for library computers. The Designated Carry Forward amount of \$27,000 is due to the outstanding encumbrances as of 9/30/2021 that will be paid in full during the upcoming fiscal year. All balances in this fund are committed and there are no unassigned balances.

# Other Funds

## Pine Tree Roads Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$1,003,977	\$1,007,480	\$1,016,268	\$1,016,268	\$1,017,988
<b>Fund Balance, End of Year</b>	\$1,007,480	\$1,016,268	\$1,016,268	\$1,017,988	\$1,017,988
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	-	-	-	-	-
<b>Committed</b>					
Infrastructure Replacements	1,007,480	1,016,268	1,016,268	1,017,988	1,017,988
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's budget	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The Pine Tree Roads Fund is a Special Revenue Fund that was created in Fiscal Year 2016 with \$1 million of General Fund reserves to fund road reconstruction with Pine Tree Estates. All balances in this fund are committed. This fund's balance is not expected to change.

## Park and Community Improvement Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year End	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$5,400,612	\$8,061,573	\$700,250	\$700,250	\$446,995
<b>Fund Balance, End of Year</b>	\$8,061,573	\$700,250	\$415,250	\$446,995	\$161,995
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	8,061,573	700,250	415,250	446,995	161,995
<b>Committed</b>					
Capital Projects	-	-	-	-	-
Encumbrances	-	-	-	-	-
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's expenditures	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The Park and Community Improvement Fund is a Special Revenue Fund and all revenue sources are restricted to expenditures for park and community improvements. In Fiscal Year 2020, approximately \$7.1 million of reserves were used to acquire 24 acres of land adjacent to a city-owned 12 acre piece of land. Fund balance will be used to pay regular debt service on a loan used for the construction of Pine Trails Park.



# Other Funds

## Public Safety Impact Fee Fund Balance

	2019 Actual	2020 Actual	2021 Amended	2021 Projected Year End	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$1,615,619	\$1,749,122	\$1,681,157	\$1,681,157	\$1,989,937
<b>Fund Balance, End of Year</b>	\$1,749,122	\$1,681,157	\$1,444,607	\$1,989,937	\$1,753,387
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	1,749,122	1,681,157	1,444,607	1,989,937	1,753,387
<b>Committed</b>					
Capital Projects	-	-	-	-	-
Encumbrances	-	-	-	-	-
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's expenditures	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The Public Safety Impact Fee Fund is a Special Revenue Fund and all revenue sources are restricted for capital expenditures for police and fire improvements. This fund's balance is expected to decrease by about 12% due to a regular debt service payment for a \$7 million loan that was obtained in Fiscal Year 2014 to construct a new fire station.

## Government Building and Library Fund Balance

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-end	2022 Adopted Budget
<b>Fund Balance, Beginning of Year</b>	\$2,387,034	\$1,288,594	\$1,213,031	\$1,213,031	\$1,983,204
<b>Fund Balance, End of Year</b>	\$1,288,594	\$1,213,031	\$1,201,631	\$1,983,204	\$1,971,804
<b>Nonspendable</b>					
Prepaid Expenses	-	-	-	-	-
<b>Restricted</b>	1,288,594	1,213,031	1,201,631	1,983,204	1,971,804
<b>Committed</b>					
Capital Projects	-	-	-	-	-
Encumbrances	-	-	-	-	-
<b>Assigned</b>					
Designated Carry Forward	-	-	-	-	-
Subsequent year's expenditures	-	-	-	-	-
<b>Unassigned</b>	-	-	-	-	-

The Government and Library Building Fund is a Special Revenue Fund and all revenue sources are restricted for government buildings and library infrastructure expenditures. This fund's balance is expected to decrease by less than 1%.



# Policies and Planning



The City of Parkland has created policies and procedures that guide effective government management. Adopting these as formal policies ensures that they outlive staff changes, promoting stability and continuity. The City is currently in compliance with all policies, as summarized in the chart below and in the following details of this section.

Policy	Purpose	Compliant?
<a href="#">Financial Statements</a>	Prepare in conformity with GAAP.	✓
<a href="#">Fund Structure</a>	Separate funds should be used to account for distinct government activities.	✓
<a href="#">Operating Budget</a>	Adopt an annual balanced budget to impose spending controls on each fund.	✓
<a href="#">Performance Measurement</a>	Use a Strategic Plan to develop goals and objectives to drive the budget process.	✓
<a href="#">Fund Balance</a>	Implement the five GASB 54 fund balance classifications and guidelines for using them.	✓
<a href="#">Operating Reserve</a>	Maintain a reserve of 25% of the General Fund operating budget less transfers and contingency.	✓
<a href="#">Insurance Reserve</a>	Maintain a reserve for the insurance deductible at 2.5% of total covered property.	✓
<a href="#">Capital Improvement Program</a>	Adopt a plan with 4 years' of future capital projects, linked to the Strategic Plan. Maintain replacement programs for Infrastructure and Equipment.	✓
<a href="#">Debt Management</a>	Confine long-term borrowing to capital improvement projects; repay debt within the useful life of the project.	✓
<a href="#">Debt Service Limit</a>	Must be less than 15% of the General Fund revenues.	✓
<a href="#">Investment</a>	Use pooled cash and investments to maximize earnings, following guidelines for investing to optimize cash utilization and interest income.	✓
<a href="#">Procurement</a>	Acquire goods and services following a uniform set of guidelines.	✓

## Financial Statements

The financial statements of the City of Parkland have been prepared in conformity with Generally Accepted Accounting Principles (GAAP) as applied to governmental units. GAAP include all relevant Governmental Accounting Standards Board (GASB) pronouncements.

### ***Fund Financial Statements***

The accounts of the City are organized on the basis of funds, each of which is considered and accounted for as a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balances, revenues, and expenditures.

# Policies and Planning

## Fund Structure

Funds are organized into three major categories: governmental, proprietary, and fiduciary. Governmental fund types are defined as the following:

**General Fund:** Used to account for and report all financial resources not accounted for and reported in another fund.

**Special Revenue Funds:** Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. One or more specific restricted or committed revenue sources should be the foundation for a special revenue fund.

**Capital Projects Funds:** Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

**Debt Service Funds:** Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

**Permanent Funds:** Used to account for and report resources that are restricted to the extent only earnings, and not principal, may be used for purposes that support the reporting government's programs.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, generally only current assets and current liabilities are included in the balance sheet. Operating statements of these funds present increases and decreases in current net assets.

All governmental fund types use the **modified accrual basis of accounting** under which revenue is recognized in the accounting period in which it becomes susceptible to accrual (i.e., when it becomes both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers property taxes as available if they are collected within sixty days after year end. Other taxes, intergovernmental revenues, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items such as fines and forfeitures and licenses and permits are considered to be measurable and available only when cash is received by the City.

# Policies and Planning

## ***Major Governmental Funds***

- **General Fund** - The General Fund is the principal operating fund of the City and is used to account for all financial transactions except those that are required to be accounted for in another fund.
- **Capital Improvement Projects Fund** - The Capital Improvement Projects Fund is used to account for the acquisition and construction of major capital facilities as well as account for financial resources to be used for the purchase of equipment and the construction of major improvements to City facilities.

## ***Non-Major Government Funds***

- **Park & Community Improvement Fund** - This Special Revenue Fund accounts for revenues and expenditures for capital improvements to City parks and contributions to Broward County schools located in the City.
- **Public Safety Improvement Fund** – A Special Revenue Fund to account for revenues and expenditures associated with public safety improvements.
- **Government & Library Building Fund** – A Special Revenue Fund to account for revenues and expenditures set aside for the construction of general governmental buildings and library improvements.
- **Law Enforcement Fund** - A Special Revenue Fund to account for revenues derived from the enforcement of the Florida Contraband Act. Expenditures are restricted to the purchase of law enforcement equipment.

## ***Capital Project Funds***

- **Capital Replacement Fund** - Used to account for revenues and expenditures set aside for equipment replacement purchases for City departments.
- **Infrastructure Replacement Fund** – Used to account for revenues and expenditures set aside for the purpose of performing major repairs and replacements of existing real property and facilities.

## ***Fiduciary Trust Fund***

The Fiduciary Trust Fund is used to account for assets held by the City as trustee for others. The Police Officers Retirement Plan is used to account for the activities of the City-sponsored plan.





# Policies and Planning

## Operating Budget

The City adopts an annual operating budget, employed as a management control device, for the general governmental activities of the General Fund, Park and Community Improvement Fund, Public Safety Improvement Fund, Government & Library Building Fund, Capital Improvement Projects Fund, Capital Replacement Fund, and Infrastructure Replacement Fund.

### *Basis of Budgeting*

The basis of budgeting is the method used to determine when revenues and expenditures are recognized for budgetary purposes. In governmental funds, GAAP require recognition of transactions or events on a modified accrual basis of accounting. This recognizes increases and decreases in financial resources only to the extent they reflect near-term inflows or outflows of cash.

### *Guidelines*

The City budgets resources on a fiscal year, which begins October 1st and ends on the following September 30th. A budget calendar is prepared defining timelines for the budget process, workshops, Truth in Millage (TRIM) compliance and Budget Hearings.

### *Budget Adoption*

All funds are required to balance. Total anticipated revenues must equal the sum of budgeted expenditures for each fund. Current revenues must be sufficient to support current expenditures. Section 2-100(6) of the Code of Ordinances, requires submitting an annual budget to the Commission for its consideration. Two public hearings are conducted in September to inform the taxpayers of the adopted budget and tax millage rate.

### *Budget Amendment*

Budget transfers within a department requires approval from the Department Director, the Director of Finance and the City Manager. Budget transfers between programs or departments must be approved by City Commission through an ordinance or resolution. Budget transfers between individual capital projects in the Capital Improvement Projects Fund must be approved by City Commission via resolution. Budget appropriations may be amended after budget adoption. All budget amendments that alter the budget of any fund require City Commission approval.

## Performance Measurement

The budget process and format shall be performance-based and focused on goals and objectives. Every year the City Commission evaluates the Strategic Plan that identifies the Strategic Goals and Objectives. Each goal has short term challenges and opportunities. Annually, each department shall develop department performance measures that directly support the Strategic Goals and Objectives. Measures should be a mix of different types, including effectiveness, efficiency, demand and workload. Measures should have goals to ensure continuous improvement.

- Workload: Measures the quantity of activity for a department (e.g., number of permits processed).
- Demand: Measures the amount of service opportunities (e.g., total number of calls).
- Efficiency: Measures the relationship between output and service cost (e.g., average cost to process a permit).
- Effectiveness: Measures the impact of an activity (e.g., percent of people who are satisfied).

### *Reporting Performance*

Quarterly summaries on departmental performance measures will be published and distributed.

# Policies and Planning

## Fund Balance

The purpose of this policy is to implement Statement No. 54 of the Governmental Accounting Standards Board (GASB). The objective of the Statement is twofold:

- Improve the usefulness, including the understandability, of governmental fund balance.
- Clarify definitions for governmental fund types.

### *Overview*

As adopted in 2012, this policy establishes the criteria for classifying fund balances into specifically defined classifications, defines those parties with authority to express intended uses that result in amounts being assigned to one of the classifications, and the formal action required to establish, modify, and rescind an amount in a classification. It will also define the governmental fund types.

### *Discussion*

The GASB's research indicates the fund balance is one of the most universally used pieces of governmental financial information by a very diverse community of users. In general, the fund balance is examined as part of an effort to identify resources that are liquid and available to finance a particular activity, program, or project.

The GASB's research also revealed an uneven application of the standards of the guiding pronouncements concerning fund balance. The difference of application in practice could be because relevant parts of GAAP are unclear, or because the National Council on Governmental Accounting Statement No.1 is 30 years old. The uneven application of these standards can make it difficult for users to identify the amount of resources that are truly available.

### *Implementation of GASB 54*

The classifications of fund balance are:

1. Non-spendable
2. Restricted
3. Committed
4. Assigned
5. Unassigned

The definition of each classification is as follows:

1. Non-spendable – Amounts not in a spendable form, long-term loans and notes receivable, property held for re-sale and amounts that must be maintained intact legally or contractually.
2. Restricted – Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation.
3. Committed – Amounts constrained for a specific purpose by adoption of an ordinance from the government using its highest level of decision-making authority.
4. Assigned – For the General Fund, amounts constrained for the intent to be used for a specific purpose by a governing board, body or official that has been delegated authority to assign amounts. For all governmental funds other than the General Fund, any remaining positive amounts not classified as non-spendable, restricted, or committed.
5. Unassigned – For the General Fund, amounts not classified as non-spendable, restricted or assigned. For all governmental funds other than the General Fund, only as a deficit as a result of amounts expended in excess of resources that are non-spendable, restricted, committed or assigned.

# Policies and Planning

## *Authority to constrain amounts*

The definitions of the classifications describe in general terms who has the authority to constrain amounts. This section will specifically describe the level of authority required for each classification.

1. Non-spendable – Amounts are classified as non-spendable by their form, and are not constrained by any authority's action. These include inventories and prepaid expenditures.

2. Restricted

*Constraints placed on the use of resources by external parties such as:*

- Creditors, i.e., through debt covenants
- Grantors
- Contributors
- Laws or regulations of other governments

*Constraints imposed by law through constitutional provisions or enabling legislations, such as:*

- Enabling legislation authorizes the government to assess, levy, charge, or otherwise mandate payment of resources and includes a legally enforceable requirement that those resources be used only for the specific purposes stipulated in the legislation.- Enabling legislation can have legal enforceability by an external party to use resources only for the purposes specified by the legislation.

3. Committed – Constraints placed by the City Commission by the adoption of an ordinance.

4. Assigned – The City Commission or the City Manager are authorized to assign amounts.

## *Procedures to constrain amounts*

The processes through which amounts are committed or assigned are as follows:

1. Committed – Amounts are committed by acts of the City Commission in the form of an ordinance, stating the amount and purpose. An ordinance would also be required to modify or rescind the specified use or amount.
2. Assigned – Amounts are assigned by acts of the City Commission or the City Manager. This act would be in the form of a resolution or a written request. Any modifications or a rescission would be in a written notification to the City Manager.

## *Order of spending*

In circumstances where an expenditure is made for a purpose for which amounts are available in multiple fund balance classifications, the amounts would be spent as follows:

- First, from the Restricted Fund Balance;
- Second, from the Committed Fund Balance;
- Third, from the Assigned Fund Balance;
- Fourth, from the Unassigned Fund Balance.



# Policies and Planning

## **Stabilization/Operating Reserves**

Many governments have formal arrangements to maintain amounts for budget or revenue stabilization, working capital needs, contingencies or emergencies and other similar purposes. These are subject to controls which dictate the circumstances under which they can be spent.

Stabilization arrangements are established by a resolution of the City Commission. The resolution shall include the following:

- Define in detail the amount(s) to be set aside;
- Define the specific circumstances under which stabilization amounts may be expended;
- These amounts would be reported under the Committed classification in the Fund Balance.

The specific circumstances mentioned above would not be expected to occur routinely. The stabilization arrangement would be used in lieu of establishing a minimum fund balance policy.

The City's current policy is to maintain a stabilization/operating reserve of 25% of the General Fund Operating budget less transfers and contingency. The operating reserve is in addition to any contingency in the General Fund Budget. The Fiscal Year 2022 contingency is \$150,000.

A variety of factors were considered in determining the appropriate level of stabilization/operating reserve in the General Fund. Major circumstances include economic stabilization for unforeseen economic conditions and potential national disasters (hurricanes) that could affect our area.

General Fund Operating Budget	\$44,760,000
Less: Transfers	(\$2,100,000)
Less: Contingency	(\$150,000)
Total	\$42,510,000
Fiscal Year 2022 Reserve Requirement 25% of \$42,510,000	<b>\$10,627,500</b>

*\*1% of this reserve is designated for tree replacements*

Parkland's reserve is three (3) months of operating expenses. The stabilization/operating reserve balance is conservative but necessary. The overall budget size determines this. The reserve balance should be inversely proportional to total budget size. Smaller governments are more susceptible to economic changes and, therefore, require a larger stabilization/operating reserve. Another determining factor is unexpected weather-related events. South Florida is vulnerable to hurricanes and past experience substantiates the need for appropriate reserves.

During Fiscal Year 2017, the City utilized \$780,000 of its stabilization reserve to cover the costs related to Hurricane Irma. For Fiscal Year 2018, the City used an additional \$850,000 to cover Hurricane Irma debris removal costs. The stabilization reserve has been replenished as FEMA has reimbursed the City for its costs.

### **Unassigned fund balance will be used for the following:**

- Meeting future capital needs;
- Reducing debt service costs;
- Offsetting difficult economic times;
- Providing for emergency situations.



# Policies and Planning

## ***Insurance Deductible Reserve***

The City's current policy is to maintain an insurance deductible reserve. In the event of a natural disaster, the reserve will be used to pay its 5% deductible on damaged property without affecting current operations. Since it is unlikely that all property will be fully damaged in a natural disaster, the current reserve is 2.5% of the total covered property.

Covered Property	\$30,000,000
Reserve Requirement 2.5% of \$30,000,000	\$750,000

## **Capital Improvement Program Policy**

The City shall adopt an annual Capital Projects Plan which includes four years of future capital. All capital projects will be linked to the City's Strategic Plan. Costs that are greater than \$25,000 require further explanation on how the project benefits the City's Strategic Goals, how the project costs were calculated and what the projects alternatives are. Additional operating costs shall be calculated for all projects. These are new costs that will impact the operating budget. This could include offsetting revenue/income that would be generated from the project.

The City will determine the most prudent financial method for acquisition of new capital. When possible the City shall use cash reserves to purchase capital.

### ***Guidelines***

A capital improvement project is defined as a major construction, expansion/renovation, purchase, or major repair/replacement of buildings, streets or other physical structure which has an estimated cost of \$5,000 or more and a life of at least three years.

The City shall establish and maintain equipment and facilities replacement programs. This allows for perpetual funding of fleet, equipment, computers, printers and facilities maintenance related items. Funding for these programs will be made through transfers of designated available reserves. A separate Capital Replacement Fund and Infrastructure Replacement Fund are established and they maintain a Designated Fund Balance to ensure future funding.

The following replacement programs are established:

- Ten-Year Fleet Replacement Program
- Ten-Year Computer Replacement Program
- Infrastructure Replacement Program



# Policies and Planning

## Debt Management Policy

- The City will confine long-term borrowing to capital improvement projects.
- When the City finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.
- Where possible, the City will use revenue bonds instead of general obligation bonds.
- The City will follow a policy of full disclosure on every financial report and bond prospectus.
- The City will utilize the form of borrowing that is most cost effective, including not just interest expense, but all other associated costs.

### Debt Service

The City of Parkland prides itself on paying for the majority of its capital items with available fund balance but will prudently take advantage of low interest rates. The City's total current debt issue obligation is \$37,000,000 which consists of the following:

- SunTrust Loan totaling \$7,000,000
- Bank of America Note totaling \$10,000,000
- Sterling National Bank 2021 Revenue Note totaling \$20,000,000

At the beginning of Fiscal Year 2014, the City received a \$7,000,000 loan to finance construction of the Western Fire Station and the final phase of Pine Trails Park. This loan has a payback period of 15 years with a maturity date of 2028 and is secured by the City's non-ad valorem revenue.

The Bank of America Note was issued to finance Terramar and Pine Trails Park projects with a payback period of 20 years and has a maturity date of 2025. The payment of these notes is secured by the City's Half-Cent Sales Tax and Electric Utility Tax

A \$20 million 2.55% 20-year loan was arranged in June 2021 with Sterling National Bank to help finance the development of 36-Acre Park. This loan is secured by the City's Half-Cent Sales Tax and the Electric Utility Tax.

The outstanding balance as of September 30, 2021 will be approximately \$26,743,500.

	<b>\$10,000,000 Bank of America</b>			<b>\$7,000,000 SunTrust Bank</b>			<b>\$20,000,000 Sterling National Bank</b>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Total Debt Service</b>
<b>2021</b>	601,944	117,480	719,425	451,000	120,375	571,375				1,290,799
<b>2022</b>	625,599	93,826	719,425	463,000	107,624	570,624	911,273	469,737	1,381,010	2,671,059
<b>2023</b>	650,183	69,242	719,425	476,000	94,525	570,525	894,248	475,361	1,369,609	2,659,559
<b>2024</b>	675,621	43,804	719,425	490,000	81,050	571,050	905,650	452,412	1,358,062	2,648,536
<b>2025</b>	703,100	17,412	720,242	503,000	67,197	570,197	917,197	429,171	1,346,368	2,636,806
<b>2026</b>				517,000	52,968	569,968	928,891	405,633	1,334,524	1,904,492
<b>2027</b>				532,000	38,334	570,334	940,734	381,796	1,322,530	1,892,864
<b>2028</b>				546,000	23,297	569,297	952,729	357,654	1,310,383	1,879,679
<b>2029</b>				562,000	7,840	569,840	964,876	333,204	1,298,080	1,867,920
<b>2030</b>							977,178	308,443	1,285,621	1,285,621

# Policies and Planning

## ***Debt Service Policy***

The City shall review its outstanding debt annually. The financing term of capital projects should not exceed the average useful life of the project that is financed. These projects shall be major projects and shall be financed only when unreserved fund balance is not available.

Debt service payments will be funded through the General Fund, Fire Impact Fees, Park Impact Fees, and Government & Library Impact Fees. Revenues shall be identified and appropriated for all interest and principal payments.

The General Fund Intergovernmental Revenues shall be greater than or equal to the debt service.

When required, the City shall use special assessments when those benefiting from the improvements will bear all or part of the cost of the project.

## ***Debt Service Limitation***

The City has instituted a Debt Service Limitation that all debt service payments must be less than 15% of the General Fund Revenue Budget, excluding Operating Transfers In and Use of Reserves. This limitation is continually evaluated to ensure the City is able to meet its present and any potential future debt service payments. Below is a calculation that demonstrates the City's compliance with this limitation.

## ***Future Debt***

There are no plans for additional debt in the City's near future.

## **Debt Service Limit Policy**

Fiscal Year 2022 General Fund Revenue Budget	\$44,760,000
Less: Prior Year Carryover	(423,850)
Less: Transfers In	(532,950)
Total	\$43,803,200
Debt Service Limitation (15% of Total)	\$6,570,480
Fiscal Year 2022 Debt Service Payment = compliant	\$2,671,059

# Policies and Planning

## Procurement Policy

The purpose of these purchasing regulations is to provide a uniform means of acquiring goods and services in a manner which:

- Protects the interests of taxpayers;
- Ensure qualified vendors have access to the municipal market on a fair and equitable basis;
- Applies to all purchases of the City irrespective of the source of funding, except as otherwise provided by Federal or State law, regulations, and guidance, and;
- Provides guidelines to user departments.

The Purchasing Department shall serve as the purchasing gateway to provide assistance and technical expertise in purchasing procedures, and to ensure that user departments understand and comply with established budgetary, purchasing and accounting procedures for overall internal control. No City employee shall order goods or services without the required authorization, funding and purchasing/finance documents. The procurement policy was amended in 2019.

### *Procedures*

- Payment for the goods and services shall be made using a Purchase Order or a Procurement Card unless the item is a Capital Asset;
- When using a procurement card, the procurement requirements shall not be artificially divided so as to constitute a small purchase;
- All purchases of Capital Assets require a Purchase Order;
- Capital (Fixed) Asset is when the dollar amount to be capitalized is a unit cost of \$1,000 or greater and useful life exceeding two years. Fixed Assets include equipment, computers, furniture and vehicles;
- Purchases up to \$5,000 - Department heads have authorization to purchase goods and services up to five thousand dollars (\$5,000.00) for a single purchase, without the use of a competitive bidding process, subject to a valid, current appropriation for the item(s) to be purchased;
- Purchases of \$5,000 and up to \$10,000 - May be awarded where a minimum of three (3) written quotes have been obtained prior to contractor selection. Written authorization must be provided to the Director of Purchasing or designee in the form of a purchase order. Purchases above \$5,000 and up to \$10,000 need not be administered by the Purchasing Department. The procurement for goods and services shall not be artificially divided to fall within the purchase threshold so as to circumvent any competitive bidding requirements. Award shall be made to the lowest, responsive and responsible bidder.
- Purchases of \$10,000 and up to \$50,000 - Must have a minimum of three (3) written price quotes. Purchases above \$10,000 and up to \$50,000 shall be administered by the Purchasing Department. The procurement for goods and services shall not be artificially divided to fall within the purchase threshold so as to circumvent any competitive bidding requirements. Award shall be made to the lowest, responsive and responsible bidder. Written contracts may be executed by the city manager or designee.
- Purchases of \$50,000 or more - Require a competitive solicitation process, except for purchases defined as exempt purchases or emergency purchases. Purchase requisition must be approved prior to procurement of goods and services exceeding \$50,000. Procurement of goods or services from the same vendor exceeding the aggregate sum of fifty thousand dollars (\$50,000) per annum or one hundred fifty (\$150,000) on a multi-year basis shall not be permitted unless the acquisition is first approved by the City Commission.

# Policies and Planning

## *Projects Coordinated with Other Governmental Entities*

If the City undertakes a project in conjunction with another governmental entity the City Commission may decide to award a contract without the necessity of a competitive bid where the following circumstances exist:

- The project is in coordination with another governmental entity;
- The project is on property owned by the City of Parkland or owned by another governmental entity;
- The other governmental entity, which is participating in the project, recommends a particular contractor or supplier based upon prior direct experience with that contractor or the contractor or supplier has recently provided a similar service or product to another governmental entity;
- The total cost of the improvements to the city is less than three million dollars (\$3,000,000).

## *Competitive Bids/Proposals*

All purchases and contractual services that exceed \$50,000 shall be purchased by a formal written contract from the lowest responsive bidder after due notice inviting bids. The bids will be presented to the City Commission for acceptance or rejections.

## *Professional Services - Consultants Competitive Negotiations Act (CCNA)*

The City complies with Section 287.055 F.S., known as the Consultants Competitive Negotiation Act (CCNA). Under the CCNA, a public announcement for professional services is published in a newspaper with general circulation, on the City webpage and on DemandStar. Respondents are required to submit a full statement of their qualifications.

## *Purchase Orders and Contracts*

A purchase order will be issued for all purchases and serves as a binding contract between the vendor and the City. In addition, a formal contract may be required for services and construction projects.

## Investment Policy

Cash and investments of each fund, except certain investments, are accounted for in pooled cash and investment accounts with each fund maintaining its proportionate equity in the pool accounts. The use of pooled cash and investment accounts enables the Commission to invest idle cash for short periods of time, thereby maximizing earnings potential. Income earned from this pooling of cash and investments is allocated to the respective funds based upon average monthly proportional balances. All funds are generally invested in either Money Market cash accounts with TD Bank, Florida Local Government Investment Pools or Florida's State Board of Administration. Investments shall be managed to optimize cash utilization to generate and enhance interest income opportunities. The investment policy was amended in 2010.





# Strategic Planning and the Budget Process



Since 2004, the City of Parkland has engaged in an annual strategic planning process to direct the prudent use of City resources to accomplish goals and objectives established by the City Commission. Each strategic plan has resulted in a document that provides the community with a clear vision of where Parkland is headed and policy direction for the City Manager and staff. While the mission and core beliefs have changed only slightly since 2004, they are periodically reviewed to ensure they continue to reflect the long-term direction of Parkland.

Amid the public health emergency surrounding COVID-19, a formal strategic planning was not completed in Spring 2020. Parkland City Commissioners, the City Manager, City Attorney, City Clerk, and Department Directors gathered for strategic planning on April 11-12, 2021. Action items slated for 2020 were discussed during the 2021 strategic planning session. In addition, resident survey responses and the Parks Master Plan report drove many of the decisions made during strategic planning. The City Commission directed staff to make many upgrades and service enhancements to both Pine Trails Park and Terramar Park over the next several years. This Commission directed guidance has set forth a robust capital spending program that achieves the goals of this Commission. In addition, the City Commission directed staff to obtain a \$20,000,000, 20-year bank loan that will be used for these park enhancements throughout the City and to construct a new 36-acre park.

The Fiscal Year 2022 budget required a more focused approach due to the economic recovery from the COVID-19 pandemic and the enhanced service levels desired by the City Commission. In the current economic climate, price increases are making us become more resourceful while still being focused on minimizing costs while providing operating necessities. This will ensure the City remains fiscally responsible with adequate reserves.

## Vision

We are one City, united by our compassion, commitment to diversity, safety, and our distinctive and attractive community that has a strong sense of place. Building on our history, we support our family-friendly, kind and peaceful suburban setting. We are a City committed to enhancing the quality of life with superior community amenities and services. As such, Parkland is a place to establish your roots that

## Strategic Plan

The values and features which define our City, the mission of City government, the values and core beliefs of City government and quality of life strategies have been developed to aid in the creation of the Strategic Plan and continue to be relevant even during this time of financial distress.

The **mission statement** provides the purpose of the organization. It gives a rationale for programs that are carried out by the organization and guides the prioritization of opportunities. Parkland's mission is

***To provide quality services, while protecting the community's unique character and natural environment, adding value to our residents' lives and advocating to protect community interest.***

# Strategic Planning and the Budget Process

The **values and core beliefs** express the values of the organization that drive the goals and strategic objectives, as well as providing staff with guidance on how services are to be provided:

- Small Town
- Sustainable
- Entrepreneur Friendly
- High Quality Maintenance of Assets
- One City
- Effective Relationships with Other
- Inclusive
- Engaged Community, High Levels of Community Ownership
- Preserve History
- Innovative Development Options

The City has defined six goals. Each goal has new action items and continued action items, which comprise the Strategic Plan. The action items were reviewed and discussed during the Commission's Strategic Planning Retreat in mid-April. The action items listed went through a prioritization framework and most action items made it into the strategic plan.

The goals and related action plans for the strategic plan are as follows:

## ***Goal: Continue to be a financially sound City government***

New Actions:

- Ensure the Infrastructure Replacement Plan is updated to include stormwater and roads
- Assess Park User Fees
- Assess Park Sponsorships
- Conduct updated methodology report for Fire Assessment Fees
- Obtain Quote for Fire Assessment Fee based on value and square feet
- Implement Senior Exemption for Low Income Seniors with Long Term Residency

Continuation Actions:

- Develop a systematic approach to Grant funding that enhances and supports the City
- Engage Lobbyist to Actively Pursue Legislative funding

## ***Goal: Maintain a safe community***

New Actions:

- Install Parks Security Cameras
- Rescue 97 Additional Staffing/ Assessment

Continuation Actions:

- Continue effort to further secure City facilities
- Create a Police Explorer program
- Create a Citizen's Academy



# Strategic Planning and the Budget Process

## ***Goal: Improve and enhance the City's infrastructure***

### New Actions:

- Proceed with ADA Citywide Assessment Projects

### Continuation Actions:

- Construction of University/Old Club Road Roundabout
- Enhancements to Hillsboro Roundabout
- Continue Storm Water Utility Study
- Continue Assessing Ranches Water Distribution, and Roadway Improvements Projects pending drainage completion
- Continue to monitor Loxahatchee Road Improvement project
- Continue current work on Pine Tree Estates Roadway Plan

## ***Goal: Foster High Quality Development***

### New Actions:

- Hire a Development Services Director
- Hire a Senior Planner
- Review Commercial Code

### Continuation Actions:

- Continue Storm Water Utility Study

## ***Goal: Continue to be a pre-eminent City for parks and recreation programs***

### New Actions:

- Terramar Park Level I Maintenance Plan
- Pine Trails Park Level I Maintenance Plan
- Pine Trails Park Level II Maintenance Plan
- Develop 36 Acre Park
- Farmers Market Parking
- Pocket Refuge (Nature Scape) Liberty Park

### Continuation Actions:

- Pine Trails Park Field Improvements
- Terramar Park Baseball Field Reconfiguration and Batting Cages
- Terramar Playground Improvements
- Coverage Bridge Passive Park

## ***Goal: Strengthen the City's community character***

### New Actions:

- Create a City Brand
- Install New Electric Charging Stations at City Parks
- Create an Economic Development Advisory Board
- Create Advisory Board Tasks and Committees

### Continuation Actions:

- Intergovernmental Engagement
- Conduct quarterly review of status of strategic plan activities

# Strategic Planning and the Budget Process

## Budget Preparation/Development

### February-March

The budget process begins by creating the new Fiscal Year in the Financial Operating System. All schedules are updated and a budget manual is created for each department. The manual includes a performance budget, staffing/salary details, line item budget details, capital improvement program, replacement programs and the Strategic Plan. Each Department Director is instructed to justify all expenditure changes for the upcoming year. The annual five-year financial forecast is prepared.

### April-June

City Commission and Department Directors attend the Strategic Planning Workshop. The Strategic Plan is reviewed, discussed and updated. The five-year financial forecast, five-year capital project list and resident survey are valuable tools used during the workshop.

### June

The Finance Department reviews all budgets with each Department Director, ensuring alignment with the Strategic Plan. Capital Improvements are evaluated and funded according to the Strategic Plan. The Estimate of Assessed Value is provided by the Property Appraiser's Office. Finance prepares all numbers and updates the City Manager with the financial position and the upcoming proposed budget.

### July

On or before July 1st, the Certificate of Taxable Value is received from the Property Appraiser's Office. This determines the amount of ad valorem tax revenue the City will collect. The Proposed Budget is presented to the City Commission. The Commission sets the proposed maximum millage rate and the first Public Hearing for the Fire and Solid Waste Assessments occurs.

### August

The City prepares notification to the Property Appraiser of the proposed millage rate and TRIM notices are sent out. The City Commission holds a Budget Workshop. The City has one (1) resident budget workshop.

### September

The first Public Hearing of the Budget/Millage Rate Adoption and the second Public Hearing for the Fire and Solid Waste Assessments are conducted. Later that month the Final Public Hearing for the Adopted Budget and Millage Rate conclude the process. The two Public Hearings adopting the budget establish the legal authority to incur expenditures.

## Amending the Budget

If during the Fiscal Year expenditures exceed the budget, the adopted budget may be amended as follows:

- Transfers within a department requires approval from the requesting Department Director, Director of Finance and the City Manager's approval.
- Transfers between programs or departments require City Commission approval.
- Budget adjustments that transfer monies from fund to fund require City Commission approval.
- Adding new full-time positions during the year require City Commission approval.
- Year-end budget amendments to increase/decrease the budget must be complete within two (2) months of the fiscal year end.

## Budget Monitoring/Control

The budget is monitored on an ongoing basis to track variances between actual and budgeted amounts. Significant variances are evaluated and compared to prior years. Adjustments will be made to expenditures if revenues are showing a downward trend.



# Resident Survey



## Executive Summary

During the month of March 2021, the City of Parkland conducted a Citywide Customer Service Survey of its residents. The survey was developed online and participants were driven to it via email, including citywide email blasts, the City website, and City banners. The overwhelming majority of respondents accessed the survey via one of the City's social media platforms or the Nextdoor neighborhood app. All of which publicized the survey numerous times. Additionally, the City utilized the many homeowners' associations within Parkland, enlisting their assistance in disseminating the information to residents.

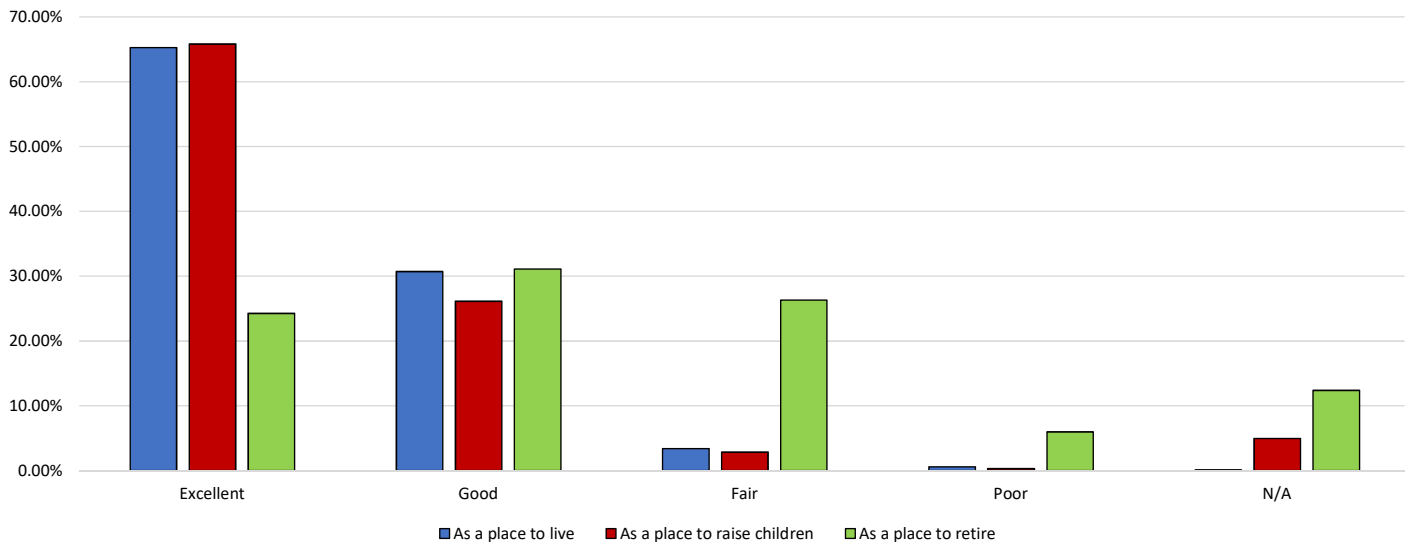
## Demographics

The 2021 survey had more respondents than any other year, by far, and over a quarter of them have lived here for 6-10 years. Heron Bay provided the greatest amount of participation in the survey with 170 of the 1,036 participants (17%) followed by Pine Tree with 127 participants, or 13% of those responding. The majority of the respondents (67%) are between the ages of 36 and 55 years old.

## Overall City Rating

Residents were asked how the City rates as a place to live, as a place to raise children and as a place to retire. As seen below, the City received a majority of excellent and good responses for a place to live and a place to raise children.

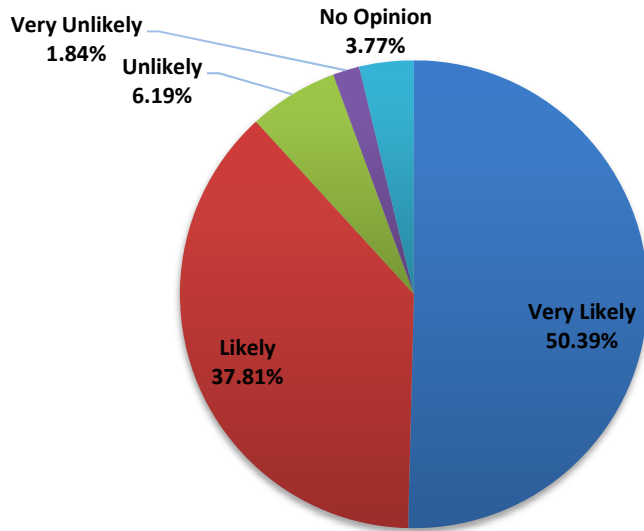
How Does the City Rate?





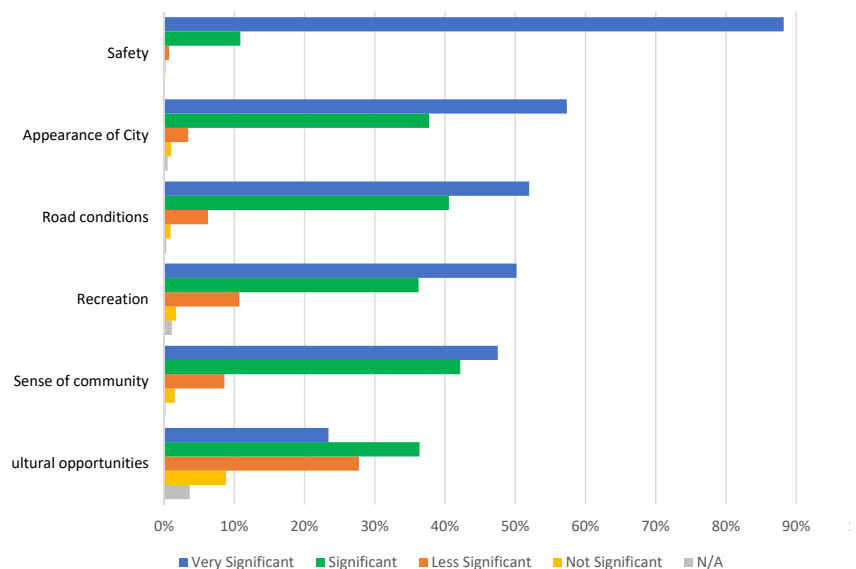
# Resident Survey

## Would you recommend Parkland?



Residents were asked if a friend or relative were considering move to South Florida, how likely would you be to encourage them to consider Parkland. Just under 90% of the respondents said they would very likely or likely encourage them to consider Parkland.

## How significant is this to your quality of life?



In order to gauge what matters most to our residents, we asked them to “Rate how significantly each of the following contributes to your quality of life.” The answer given the most weight was “Safety” and the remaining factors are in order by the overall weighted average.

## Community Attributes

Residents were asked specific questions regarding the City’s community attributes. The table below summarizes the responses.

	Excellent	Good	Fair	Poor	N/A	Total
Maintaining a small town community	28.63%	44.49%	19.05%	7.45%	0.39%	1034
Strong pride in the Parkland community	51.06%	38.10%	8.80%	1.84%	0.19%	1034
Residents and businesses contributing and volunteering in the community	34.56%	44.43%	12.78%	2.71%	5.52%	1033
Neighbors knowing and helping neighbors	28.05%	42.46%	21.57%	6.96%	0.97%	1034
Being safe and feeling secure anywhere in the city	43.12%	44.67%	10.37%	1.74%	0.10%	1032
Availability and diversity of Parks & Recreation opportunities	43.76%	42.79%	9.39%	2.71%	1.36%	1033
Quality of public schools located in Parkland	42.73%	35.47%	9.88%	2.91%	9.01%	1032
Community respect and tolerance for all people	29.19%	44.33%	18.04%	7.37%	1.07%	1031

# Resident Survey

## Parks & Recreation Facilities

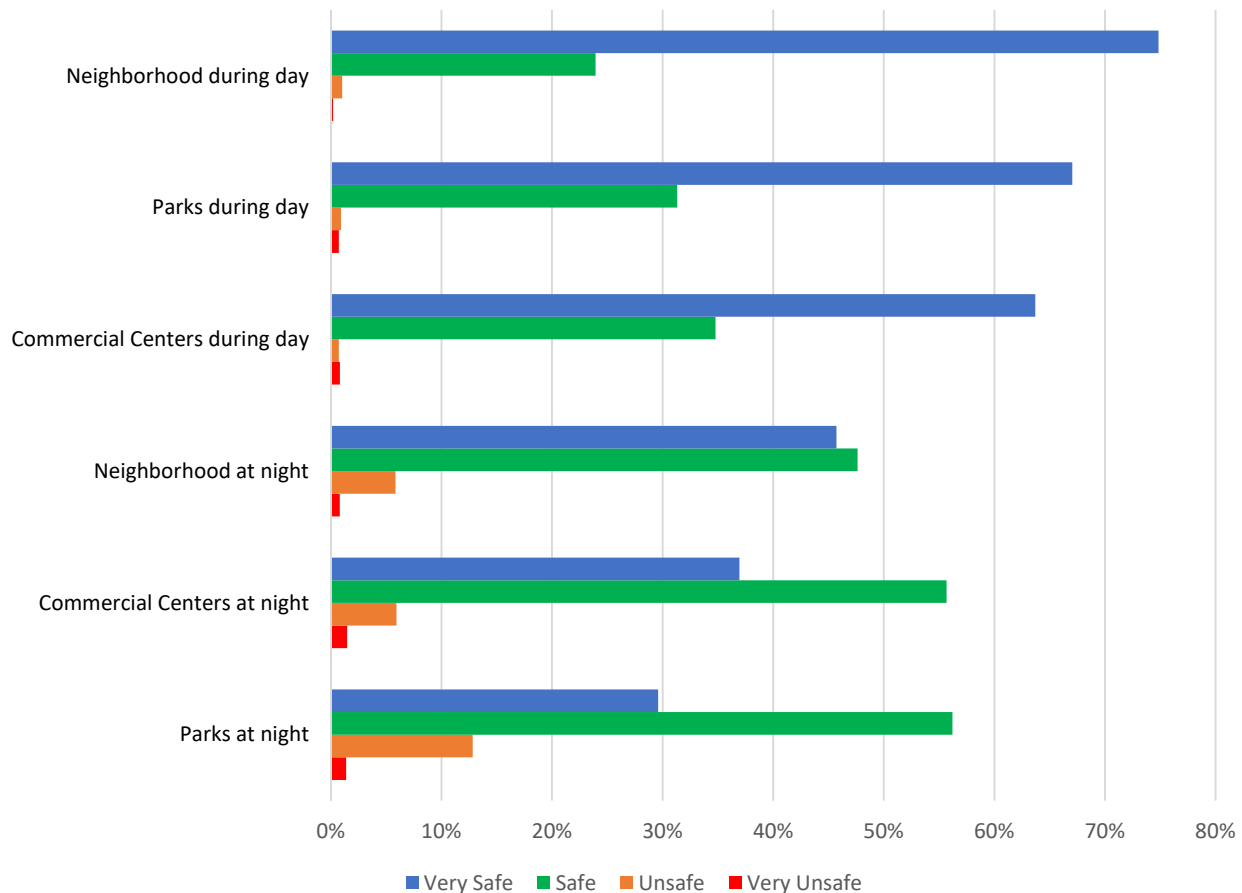
The City prides itself on its parks and recreation facilities. Residents were asked specific questions to gauge their rating of the City's parks and recreational facilities.

	Excellent	Good	Fair	Poor	N/A
Pine Trails Park	50.54%	37.17%	4.98%	1.95%	5.37%
P-REC (Recreational facility at Pine Trails Park)	35.42%	39.92%	7.93%	1.96%	14.77%
Amphitheatre	36.22%	44.89%	7.59%	0.88%	10.42%
Terramar Park	31.94%	42.65%	10.03%	2.14%	13.24%
Library	41.76%	36.20%	5.95%	0.98%	15.12%
Tennis Center at Quigley Park	23.51%	23.41%	3.90%	0.78%	48.39%
Equestrian Center	22.61%	28.75%	6.04%	0.88%	41.72%
Barkland	25.15%	28.59%	8.15%	2.75%	35.36%
Liberty Park/Splash Pad	28.96%	33.76%	7.24%	1.27%	28.77%

## Safety throughout the City

Residents were asked how safe they felt in their neighborhood during the day/night, how safe they felt in City parks during the day/night and how safe they felt in commercial centers during the day/night. The results are as follows.

### How safe do you feel in...?





# Environmental Trend



## Land Development

In 2007, House Bill 1315 approved the transfer of a 1,949 acre, wedge shaped property located between County Line Road and Loxahatchee Road from Palm Beach County to Broward County. Parkland desires that all future development of these lands be in a manner which is consistent and compatible with the existing development and will be of the same high quality and overall density as the existing community.

New single-family housing construction began in the Wedge in 2012. Since that time, approximately 3,200 new homes have been built. The City is anticipating solid housing growth for the next two-three years as the City approaches build-out. Approximately 700 new homes will be built during this time period.

### *Livable Communities and Neighborhoods*

The City currently has four housing developments within the Wedge. Below is a brief description of each development.

- Cascata at MiraLago is a community built around Parkland's largest lake featuring 3-6 bedroom single family homes ranging in size from 2,151 to 4,735 square feet of air conditioned space. The community is nearly 100% built-out with approximately 520 homes and 230 townhomes. Home prices range from the \$700,000's to the \$800,000's.
- Four Seasons at Parkland is a 55+ active adult community currently being developed on approximately 230 acres of land. A total of 538 single family homes have been approved for this community. Home prices range from the \$600,000's to the \$800,000's. Approximately 250 homes have been completed thus far. The remaining homes will be built in the next 4-5 years.
- Parkland Bay is a brand new community being developed on 420 acres of land. Approximately 550 new single family homes, ranging in size from 2,250 to 6,630 square feet of air conditioned space will be built over the next 3 to 4 years. Home prices range from the \$650,000's to over \$1,000,000. Construction began in late 2017 and should be complete by the end of 2022.
- The Falls of Parkland is a 55+ active adult residential community being developed on 149 acres of land located at 7240 Loxahatchee Road. This property has been rezoned for 455 home sites and the first CO's have recently been issued. Home prices range from low \$600,000's to the \$800,000's.

### *Roadways and Mobility Plan*

As the new development has added new residents in the Wedge area, road congestion has been an issue. During 2015, University Drive was extended from Hillsboro Boulevard north to connect with Loxahatchee Road. This connection has eased some of the east-west traffic issues related to the growth in the Wedge. As additional residents move into the communities previously mentioned, the east-west corridor of Loxahatchee Road will become strained. A joint project with the City, the Florida Department of Transportation (FDOT) and Broward MPO will help to ease the flow of traffic.

### *Public Utilities & Drainage Infrastructure*

All new development can be adequately serviced for necessary utilities including, but not limited to, potable water, sanitary sewer, reclaimed water and storm water drainage, through standard infrastructure upgrades and development agreements negotiated with the utility service providers. The utilities and drainage services will be provided through North Springs Improvement District (NSID) or Parkland Utilities.

# Environmental Trend

## *Schools*

As growth continues in the Wedge additional students will be attending Broward County schools located in Parkland. At the current time, these schools are near capacity or over capacity. It has always been the City Commission's desire that Parkland students attend Broward County schools located in Parkland. The Broward County School Board does not have any current plans to build any new schools within the City limits of Parkland. During the 2017-2018 school year, modular classrooms were opened at Park Trails Elementary School and Heron Heights Elementary School and a 24 classroom addition was opened at Riverglades Elementary School. In September 2018 the City Commission granted a Special Exception Approval permit to allow a kindergarten through eighth grade (K-8) public charter school to be built at the northwest corner of University Drive and Hillsboro Boulevard. This charter school opened at the beginning of the 2020-2021 school year.

## *Public Safety*

As growth continues in the City, a new Advanced Life Support Rescue Unit was purchased for Fire Station 42 in Fiscal Year 2019. This included full staffing for this new rescue unit. Additionally, Fire Station 42 was expanded to accommodate the growth in the 55+ plus communities and the Allegro Assisted Living Facility. Fiscal Year 2022 staffing levels for the Coral Springs-Parkland Fire Department are the same as Fiscal Year 2021.

During Fiscal Year 2019, the agreement with Broward Sheriff's Office added funding for six (6) additional school resource officers and additional management/support staff from BSO. As the City continues to grow, new sheriff deputies may be added to the current contract with the Broward Sheriff's Office. Fiscal Year 2022 staffing levels with BSO are the same as Fiscal Year 2021. The current contract with BSO runs through September 30, 2021, with an option to renew for one three (3) year term. The City desires to extend this contract prior to the current expiration date.

## Economic Analysis

The State of Florida, by Constitution, does not have a State personal income tax and therefore the State operates primarily using sales, gasoline, and corporate income taxes. Local governments rely on property taxes and a limited variety of permitted other taxes such as utility taxes, sales and gasoline taxes, and fees such as business taxes and franchise fees to support their governmental activities.

During Fiscal Year 2020, the world was hit by the COVID-19 pandemic and stay-at-home orders were enacted. Since the City is a bedroom community, it was well insulated from significant COVID-19 revenue impacts when compared to other local cities that rely heavily on tourism based taxes. As the City emerges from the uncertainties surrounding the COVID-19 economic environment, the City is well positioned for the next two years.

This budget is being proposed under ever-changing economic circumstances surrounding the recovery from the COVID-19 pandemic. It was prepared with many decisions that will have long-term ramifications as the City nears build-out in a few years. It required thoughtful consideration to the sustainability of enhanced service levels all while living within our means. It required great restraint to ensure we remain responsible stewards of the public trust and of public funds.

## *Unemployment*

As the COVID-19 pandemic has evolved and much of Florida has reopened, the unemployment rate (not seasonally adjusted) for May 2021 is down to 5.0%, compared to 14.3% a year ago. The US unemployment rate was 5.5% for the same period, compared to 13.0% a year ago. The Broward County unemployment rate for May 2021 is 5.2% compared to 17.4% in May 2020.



# Environmental Trend

## *Housing*

The City of Parkland is a suburban, semi-rural community with 83% of the City's land use designated as residential. While not being too reliant on commercial properties insulated the City from the majority of the COVID-19 economic downturn, the longer-term impact on home ownership needs to be closely watched as the City approaches build-out. In the short-term, the City's housing market has been resilient. Many people have moved to the City from near and far during the pandemic seeking out additional living space and greater recreational opportunities not found in other parts of the country. South Florida has become one of the fastest growing areas in America.

As of May 2021, the Zillow Home Value Index for Broward County homes has increased 10.4% to nearly \$320,000 in the last 12 months. For the City, the Zillow Home Value Index increased 10.7% to nearly \$715,000. Overall, home prices continue to rise with demand still for exceeding supply at nearly historical levels. Currently, 81% of the City's homes receive Florida's homestead exemption, which is the highest percentage in Broward County. Taxable values for homesteaded homes in Florida can only increase a maximum of 3% each year. For Fiscal Year 2022, homesteaded homes will see a 1.4% increase in their taxable value. As the City continues to reach out build-out, the percentage of homesteaded homes may increase, thus limiting the City's annual ad-valorem revenue growth.

## *Consumer Price Index*

The Consumer Price Index (CPI) is the most widely used measure of inflation and is an indicator of effectiveness of government policy. In addition, business executives, labor leaders, and other private citizens use the index as a guide in making economic decisions. The CPI represents changes in prices of all goods and services purchased for consumption by urban households.

Since the beginning of the COVID-19 pandemic, the Federal government has infused trillions of dollars into the economy to assist families in need. As a result, inflation has started to increase in the past few months. The CPI for South Florida rose 4.1% for the first four months of 2021. By comparison, the South Florida CPI first four months of 2020 decreased 0.5% at the onset of the COVID-19 pandemic and related stay-at-home orders.

## *Revenue Impact*

The City first felt the virus's effects on the economy through the State Shared revenues. With tourism and construction two of the main drivers of the Florida economy, revenues based on sales taxes (i.e. Half-Cent Sales Tax and Municipal Shared Revenues) decreased during Fiscal Year 2020. As the statewide economy began to open up, there were still many uncertainties with these revenues and they were revised downward to be conservative for Fiscal Year 2021. The State of Florida provides cities with these revenue estimates in July of each year. As Florida has been relatively open for quite some time, we are anticipating modest increases in these state provided revenue streams for Fiscal Year 2022.





# Environmental Trend

The City entered this period in excellent financial health and well positioned to withstand any economic uncertainties that may lay ahead. Based on the audited financial statements as of September 30, 2020 the City's General Fund had an unrestricted fund balance of \$25 million. In addition, the City had \$9.9 million in stabilization funds that are required to be set aside for natural disasters or economic downturns. All this fund balance supports a General Fund total operating need of about \$45 million.

For the Fiscal Year 2021 budget, three forecast scenarios were developed considering the impact to the economy, especially related to sales taxes, new housing construction, and employment. Thankfully for the City, the dire and extreme forecast did not come to fruition. The Fiscal Year 2022 budget forecast was developed with the economic recovery well underway and a clear picture of the objectives desired by the City Commission. These factors were included in the Fiscal Year 2022 budget and the accompanying five-year financial forecast.

## *Health Care*

The City's health insurance premiums for Fiscal Year 2022 are increasing approximately 8%. Due to the uncertainties surrounding the overall healthcare system as it recovers from the pandemic, the City is anticipating additional yearly increases of approximately 10-15% for the foreseeable future.

## *Millage Rate*

The residents of Parkland enjoy the lowest millage rate in comparison to neighboring cities, such as Coral Springs and Coconut Creek, and one of the lowest rates within Broward County. The proposed Fiscal Year 2022 millage rate is 4.2979. Ad Valorem Taxes will generate 55% of the City's revenue for Fiscal Year 2022 making this the most important revenue source for the City.



# Environmental Trend

## Property Tax Reform

On January 29, 2008, Florida residents passed a Constitutional Amendment for Property Tax Reform that required approval of at least 60% of the voters to become a law. The Florida voters approved this by 64%, Broward County voters approved this by 71%, and City of Parkland voters approved this by 74%. The Amendment contained several different items. With respect to homesteaded property, this revision:

- increased the homestead exemption to \$50,000 for all homesteaded properties with an assessed value of at least \$75,000, except for school district taxes;
- allowed homesteaded property owners to transfer up to \$500,000 of their Save Our Homes benefit to their next homestead.

With respect to non-homesteaded property, this revision:

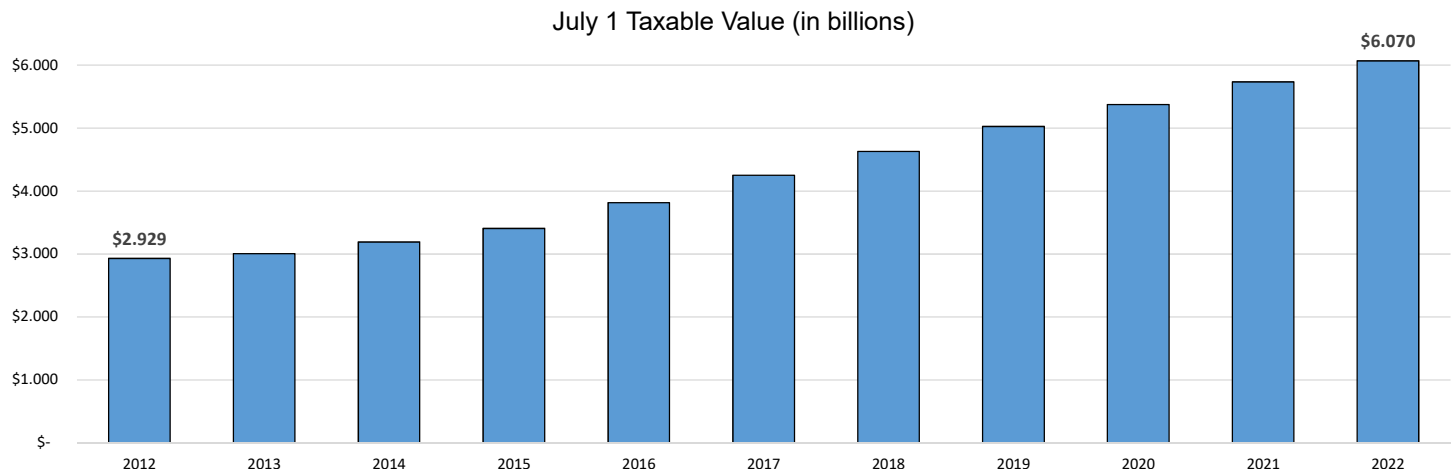
- provides a \$25,000 exemption for tangible personal property, and
- limits assessment increases for specified non-homestead real property to 10% per year, except for school district taxes.

On June 1, 2010 the Florida Governor signed a bill allowing homeowners who can demonstrate that their home has contaminated Chinese drywall and it can no longer be used for its intended purpose without remediation or repair could qualify for \$0 in building “just value.” The City lost an estimated \$83 million in assessed value or \$333,000 in ad valorem revenue in the Fiscal Year 2011 budget.

In Fiscal Year 2011, despite tax reform, foreclosures, Chinese drywall, and the economic impact on assessed values, the City’s July 1 total taxable value decreased by 7.3%. This was significantly better than the Broward County average of 11.7%.

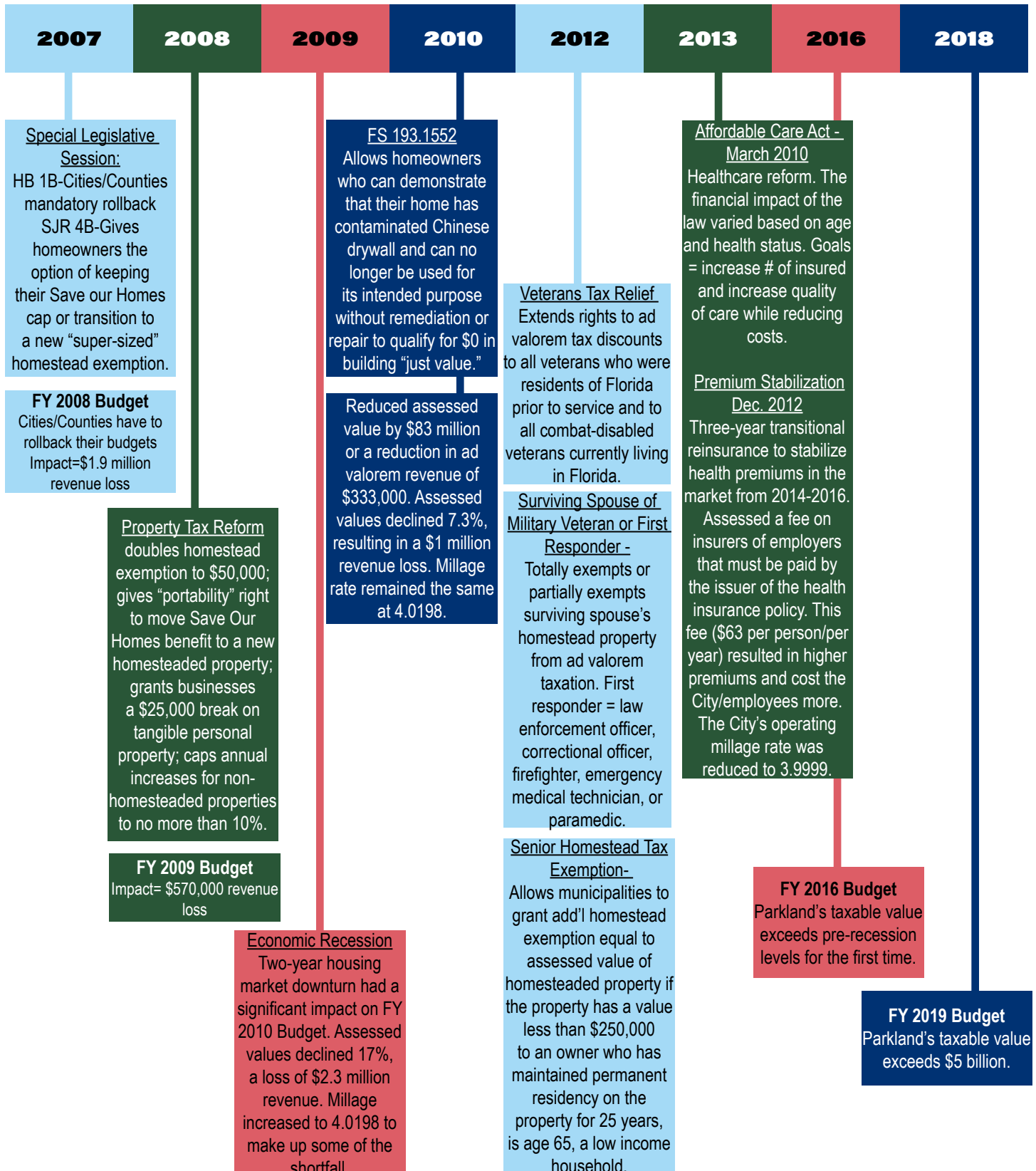
The low point for the City’s taxable value was in Fiscal Years 2010 and 2011. Taxable values started to increase in Fiscal Year 2012. From 2011 to 2015, the City’s taxable value increased approximately \$938 million, or nearly 33% when compared to the 2010 taxable values.

For Fiscal Year 2022, the City will see an increase of 6.28% or \$358 million in taxable value compared to last year’s July 1 Taxable Value. The new taxable value is \$6.07 billion. This increase is due to existing property values increasing (\$132 million) and the addition of new construction (\$226 million). This year’s property values of \$6.07 billion is the highest taxable value in City history.





# Tax Reform and Economic Impacts on the City's Budget





# Revenue Analysis and Forecasting

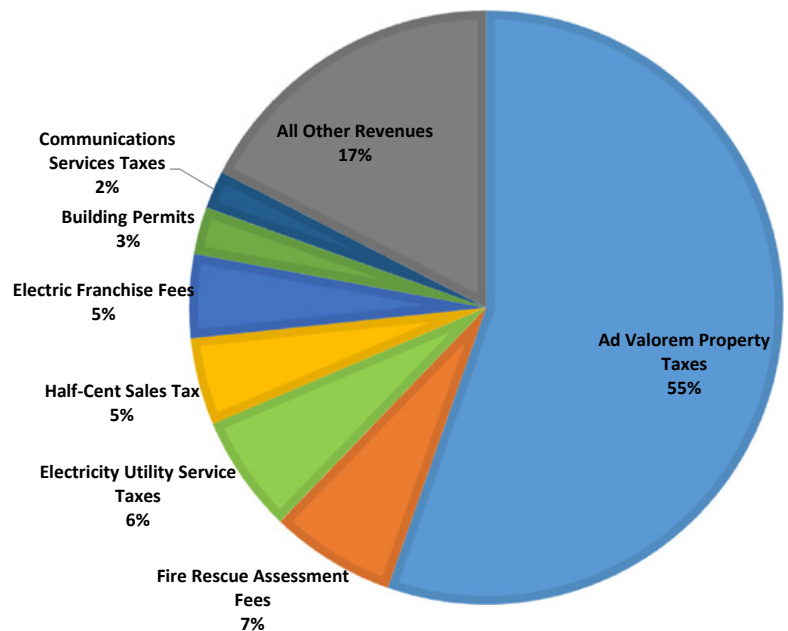
An integral part of the budget process is identifying and evaluating future revenue trends. Preparing these forecasts helps flag any near- or long-term impacts on the City's strategic goals and allows for improved decision-making.

The City has over 70 line item detail accounts for revenues but the following seven individual revenues comprise over 80% of the City's General Fund budget.

- Ad Valorem Property Taxes
- Fire Rescue Assessment Fees
- Electricity Utility Service Taxes
- Half-Cent Sales Tax
- Building Permits
- Electricity Franchise Fees
- Communications Services Taxes

Historical data and future forecasts for each of these key revenues are included on the following pages.

Aside from the General Fund, the revenue sources in the remaining appropriated funds are all interfund transfers and appropriated fund balances. These sources do not require forecasting.





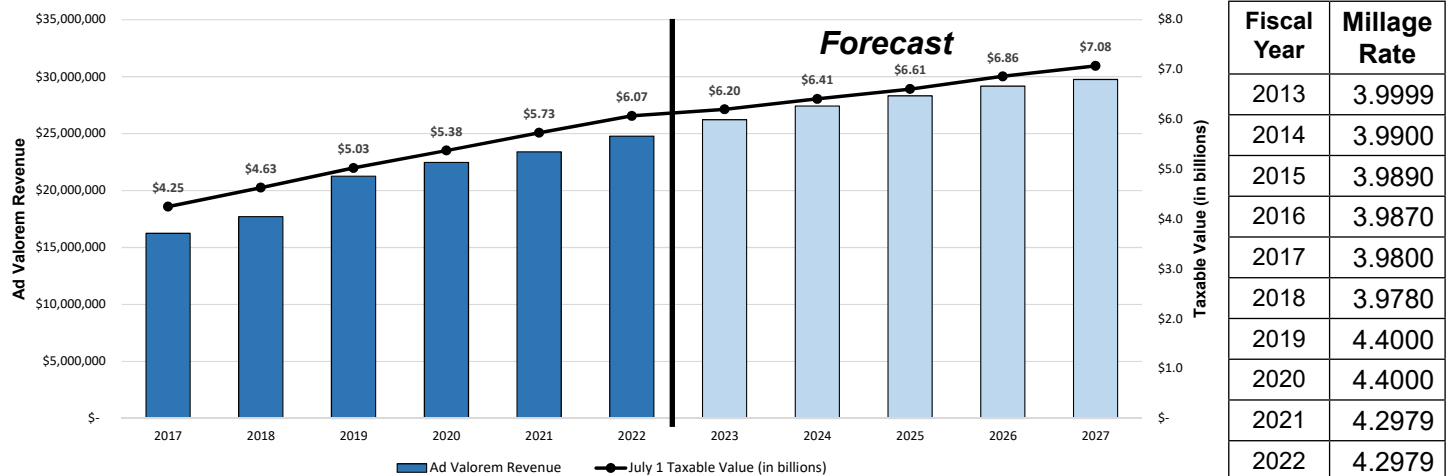
# Revenue Analysis and Forecasting

## Ad Valorem Property Tax

The primary source of funds for most cities in Florida is property taxes. Property taxes are an ad valorem tax, meaning they are allocated to each property according to its value. Broward County Property Appraiser (BCPA) establishes the value of each property and the exemptions allowed, resulting in an assessed, or taxable, value. The City Commission establishes the millage rate which is applied against these values to generate the Ad Valorem Property Taxes for the City. The Fiscal Year 2022 millage rate is 4.2979 which is the same rate as last year. Although the tax rate remains unchanged, the City must declare a tax increase because homeowners may see an increase in the amount of taxes paid to the City due to an increase in the value of their home.

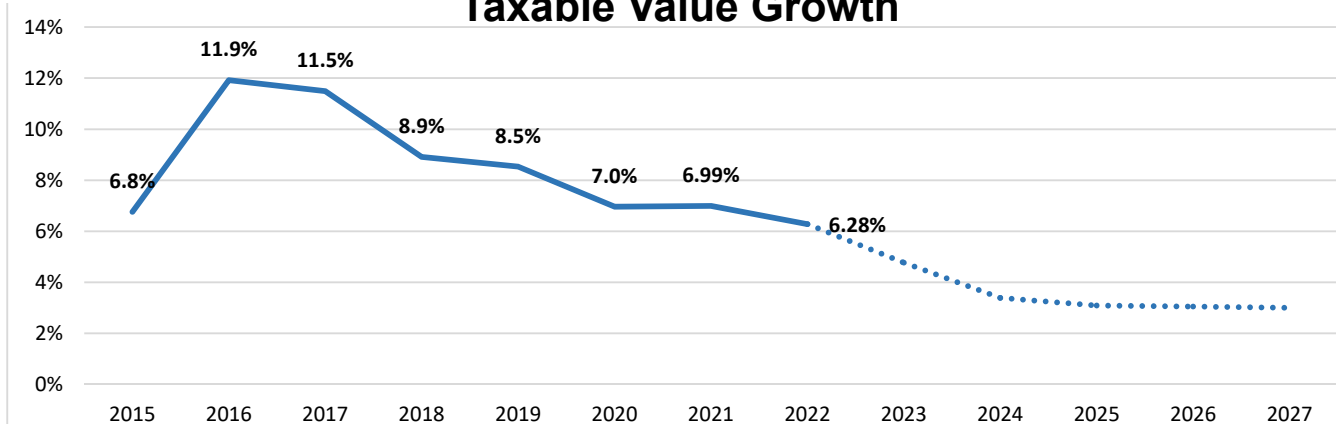
Ad Valorem Property Taxes account for 55% of the City's revenue budget for Fiscal Year 2022 making this the most important revenue source. The forecast calls for a gradual slowdown in new building until 2026 when the City will only have existing, primarily homesteaded, properties to fuel growth in this revenue. Increases in property values are projected to diminish to just 2-3% per year after build-out in 2026.

### Ad Valorem Property Taxes and Taxable Value



The housing market has come back even stronger after the pandemic shutdown. Parkland home values have been increasing by an average of 7% per year since 2013. However, Fiscal Year 2022 marks the first time that the City has only seen property values increase by the County average, or 6.28%, foreshadowing the future of minimal property value growth. This is due to the fact that the City is primarily single-family homes, with very little commercial, industrial, or institutional property. And these homes are mostly homesteaded. Future taxable value growth rates will be limited by the Save Our Homes legislation to no more than 3% as the City approaches build-out.

### Taxable Value Growth



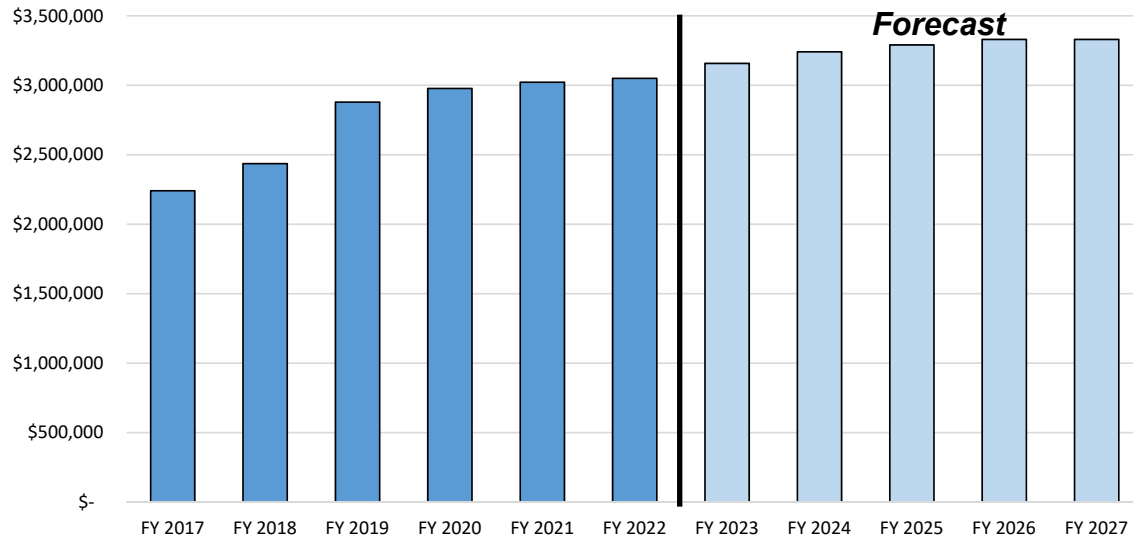


# Revenue Analysis and Forecasting

## Fire Rescue Assessment

Fire Rescue Assessments are imposed on all parcels of land included on the Assessment Roll that receive a special benefit from the delivery of fire rescue services. The Fire Rescue Assessment provides a means of funding fire rescue services for the residents. For Fiscal Year 2022, the Assessment is based on 10,815 units. As the City continues to grow with new building activity, it is anticipating additional increased Assessment revenue, which should flatten out as the City nears build-out after 2026. Growth is anticipated to range between 1%-3% for the forecast period.

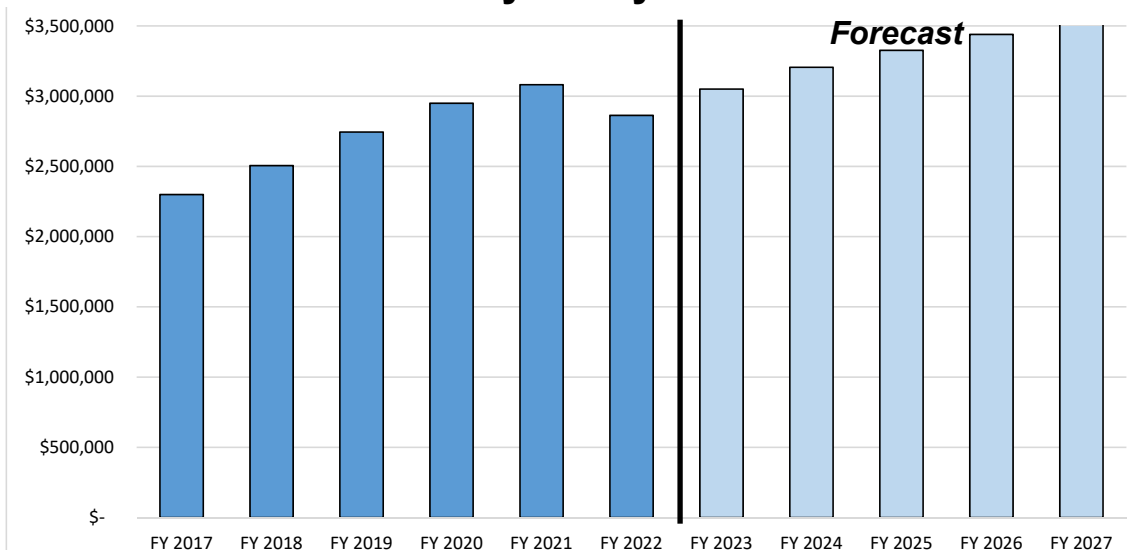
### Fire Rescue Assessment



## Electricity Utility Service Tax

Electricity Utility Service Taxes are levied on the consumer of a utility for the use of utilities within the City's limits. The City collects a flat 10% tax on all electric utility payments made within the City, through Florida Power & Light (FPL). This tax is based on consumption, which has continued, if not increased with more people at home, due to the COVID-19 pandemic. Increases also come with population growth due to continued housing construction. As the City continues to grow, it is anticipating increased revenue that should flatten out as the City nears build-out toward the end of the forecast period. Anticipated increases range between 3%-6% for the future.

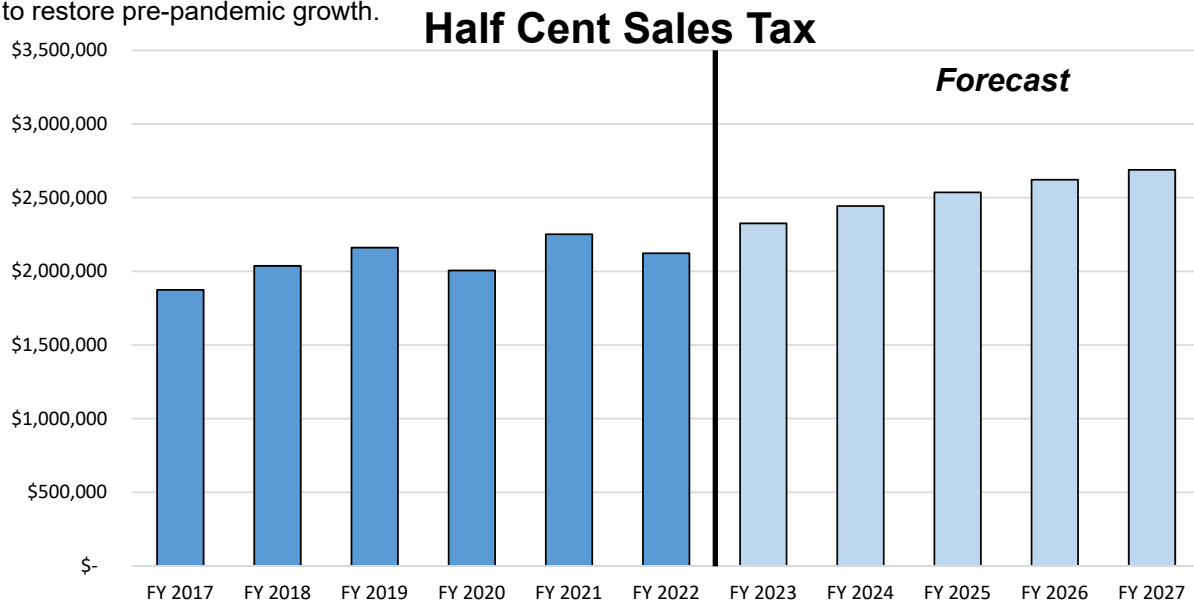
### Electricity Utility Service Tax



# Revenue Analysis and Forecasting

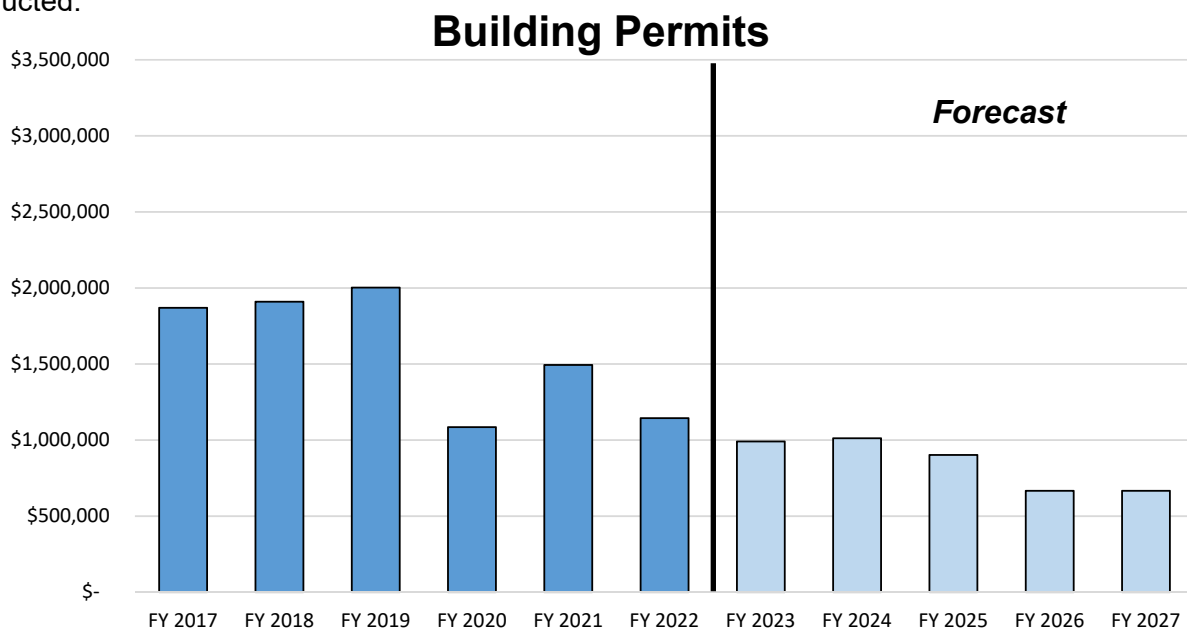
## Half Cent Sales Tax

Half Cent Sales Taxes are state-shared revenues authorized by the legislature and administered through the Department of Revenue. Net sales tax revenue is distributed to counties and municipalities that meet strict eligibility requirements. The primary purpose is to provide relief from ad valorem and utility taxes in addition to providing counties and municipalities with revenues for local programs. Population is a major factor in the distribution formula. Steady growth had been the norm as the economy was humming along until the pandemic. With many businesses closed and tourism all but crushed for a substantial period, this was the revenue that was most impacted. The recovery has far out-paced projections and is on track to restore pre-pandemic growth.



## Building Permits

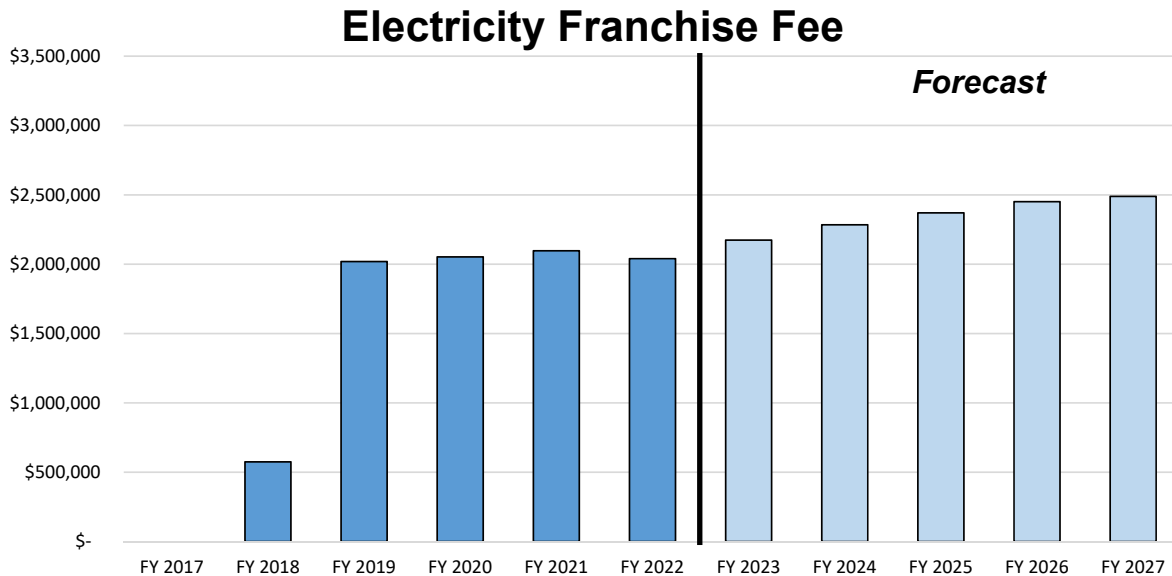
Building permit revenues are charges for services related to construction, renovation, or repair. It is a revenue that is highly susceptible to fluctuations in the housing market. The City has experienced elevated building permit revenue with new construction in the Wedge, and expects this to continue until the City approaches build-out. Recent changes in State law restricting the use of this revenue required the City to lower fees charged for building permits. The Fiscal Year 2022 budget is \$1,050,000 based on 283 new homes expected to be constructed.



# Revenue Analysis and Forecasting

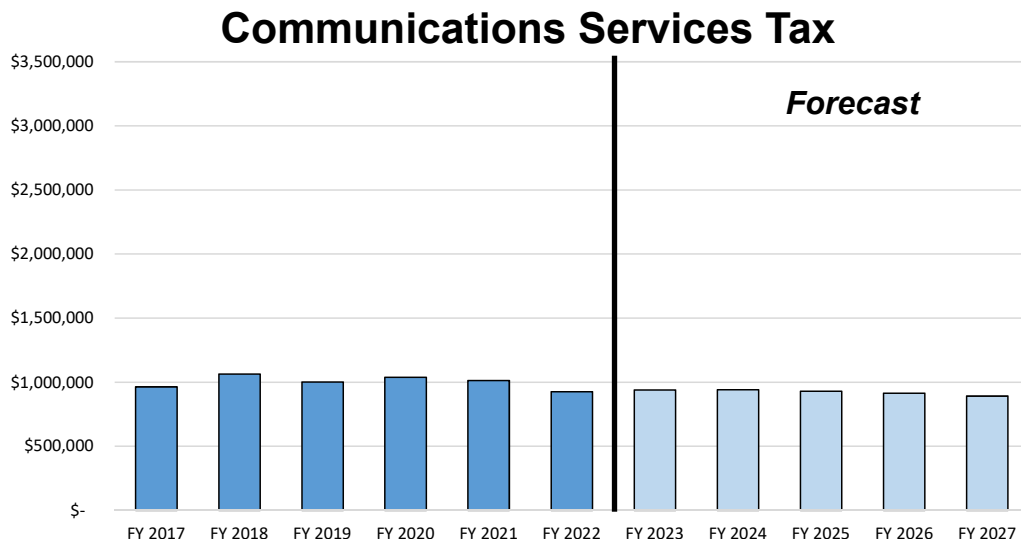
## Electricity Franchise Fee

On May 16, 2018, the City adopted an Ordinance enacting an Electricity Franchise Fee to be used for public safety purposes. The franchise fee provides payment of fees to the City in exchange for the nonexclusive right to supply electricity and other services free of competition. The City assesses a flat 5.9% franchise fee on all electric utility payments made within the City through Florida Power & Light (FPL). This revenue is related to consumption, which has continued, if not increased, during and after the shutdown with more people working from home. As the City continues to grow, it is anticipating increased revenue that should flatten out as the City nears build-out after 2026. Anticipated increases will diminish with the slowdown in new home construction, expected to increase 1-2% after build-out.



## Communications Services Tax

Communications Services Tax revenues are taxes on telecommunications, cable, direct-to-home satellite, and related services, administered by the Florida Department of Revenue. The tax is comprised of a state communications services tax and a local communications services tax. The state portion has two components: a state tax of 6.80% and a gross receipts tax of 2.37%. The local communications services tax for Parkland is 5.22%. Even though the City is forecasting sustained population growth for the foreseeable future, State economic trends have been forecasting downturns in future Communications Services Tax revenues. Therefore, this revenue is not anticipated to grow at the same rate as the population.





# General Fund Five-Year Forecast

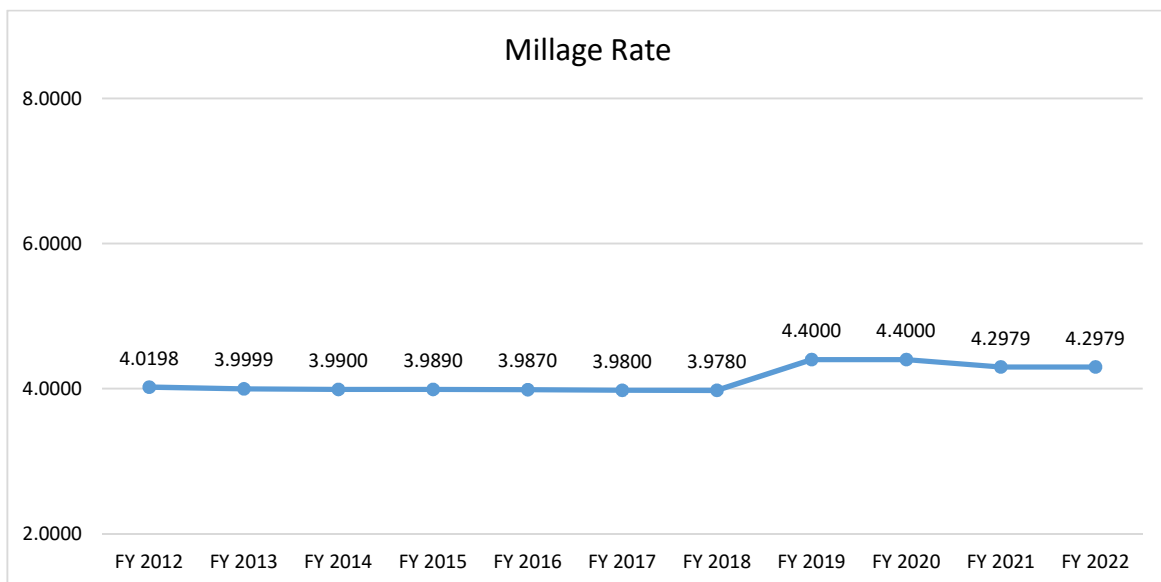


The City of Parkland prepares an annual Five-Year Forecast. All General Fund revenues and expenditures are analyzed and forecasted five years into the future. The forecast is derived from many factors, including trend analysis, anticipated new housing construction, and Federal, State and local economic forecasts. The forecast is based on conservative assumptions, especially with so many continued economic uncertainties. Changes in the future economy can have a significant effect on the Five-Year Forecast. The forecast is updated twice per year to reflect new economic trends.

The purpose of the forecast is to provide a model that predicts revenue surpluses and shortfalls that may occur. By Florida Statutes, the budget presented for adoption must be balanced. This forecast allows City Management to identify and prepare for future challenges and financial difficulties, as well as future growth forecast throughout the City. This model guides policy decisions and assists in determining financial impacts on the General Fund.

The Five-Year Forecast is the beginning process in the budget and provides a baseline. Yearly assumptions will be updated based on current market conditions. The future forecast is not a budget but a projection of possible future outcomes based on a set of known variables and assumptions.

For Fiscal Year 2019, the millage rate was increased to 4.4000 mills to position the City to fund debt service for future capital projects. The millage rate was then reduced to the rolled-back rate of 4.2979 for Fiscal Year 2021 to provide tax relief for residents during the pandemic. It is anticipated that the rate will remain at 4.2979 for a couple years, but may need to increase, possibly as early as Fiscal Year 2024 as new home construction diminishes as the City reaches build-out.



# General Fund Five-Year Forecast

## Revenue Trends

Parkland's quality of life will continue to make Parkland a very desirable place to live. Parkland is anticipating construction of over 1,100 new single-family homes through 2025. The table shows a forecast of new home construction for the next few years.

Fiscal Year	New Homes
2021	395
2022	283
2023	181
2024	171
2025	71

Adding new homes will have a trickle-down effect on other City revenues. Electric Utility Taxes, Electric Franchise Fees, and Half-Cent Sales Tax proceeds are a few population-driven revenues that will see growth as the new homes are built and become occupied. Additional recreation fees are anticipated as the new population utilizes the City's recreational facilities. While the City anticipates steady growth through 2024, all revenue projections are conservative to ensure the City's financial stability.

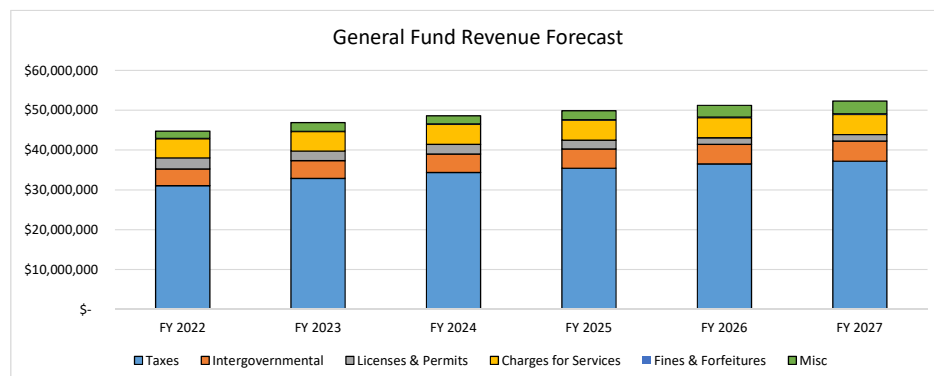
Parkland is committed to maintaining and maximizing home values. Next year's assessed values determine the following year's ad valorem taxes, which comprise over 50% of the City's total revenues. For Fiscal Year 2022, Parkland's overall taxable value increased by 6.28%. Based on the current housing market conditions and the rate of inflation, the City is anticipating continuing taxable value increases in conjunction with new housing growth. To be conservative, a more subdued rate of increase is programmed into the forecast.

Since the City's tax base is almost entirely residential, once build-out is achieved after 2025, the City's taxable value increases will be limited to 2-3% every year due to the undiversified tax base that is about 96% residential. Any unforeseen economic or housing downturns will negatively impact future taxable values and City-wide revenues.

Fiscal Year	Taxable Value Change
2023	4.8%
2024	3.4%
2025	3.1%
2026	3.8%
2027	3.1%

## Revenue Assumptions

- Millage rate at 4.2979 mills throughout the forecast
- Potential increase in the Fire Assessment fee (currently \$250 per single family home) in Fiscal Year 2023
- Population driven revenues will increase as new homes are built
- User fees increase by rate of inflation and growth
- Growth planned only due to new home development in the Wedge through 2025 (excluding Hendrix property)
- Growth based on homebuilder and Building Department projections
- Relatively quick rebound from COVID-19 pandemic





# General Fund Five-Year Forecast

## Expenditure Trends

As Parkland continues to grow and build new parks and other facilities, additional growth and public safety related expenditures have been incorporated into the Five-Year Forecast.

An additional school resource officer for the new charter school was added to the contract with Broward Sheriff's Office in Fiscal Year 2021; no personnel were added to the contract for Fiscal Year 2022. At this time, the City does not anticipate adding additional deputies throughout the forecast period. Contractual increases of 5% for the City's contract with the Broward Sheriff's Office have been included in the forecast.

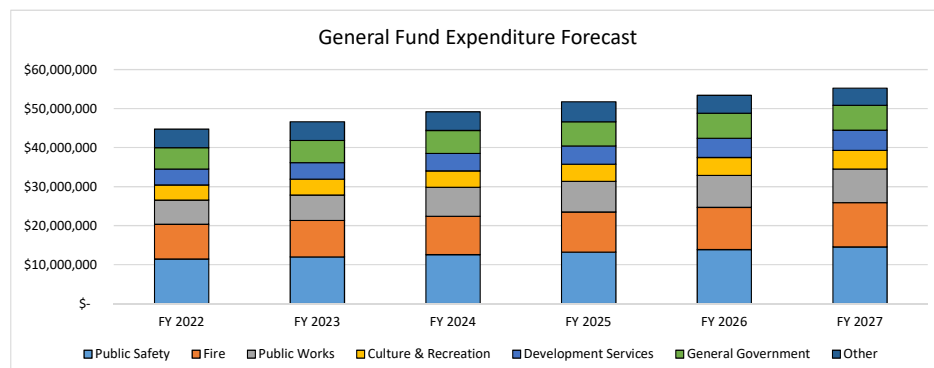
Fire rescue call volume is also anticipated to increase, especially with the addition of several 55 and older communities and an assisted living facility. In order to accommodate this growth, Fire Station 42 has been expanded to accommodate an additional ALS Rescue. The ALS Rescue requires eight (8) additional personnel - five (5) firefighter paramedics and three (3) Lieutenants and was staffed in Fiscal Year 2020. The maintenance and replacement of the new rescue unit, and other equipment, have been incorporated into the Five-Year Forecast. Additionally, 5% increases for the City's contract with Coral Springs Fire Rescue have been included in the City's forecast.

As the City continues to expand parks and recreation services, the City is anticipating hiring additional personnel and purchasing additional equipment. These new personnel and equipment will be used for the ongoing maintenance of new recreational facilities and fields that are planned in the future. For Fiscal Year 2022 six part-time Public Works positions were converted to full-time positions to increase service levels. Future costs of additional personnel and equipment have been incorporated into the forecast.

In addition to the growth related expenditures, there are many cost uncertainties related to health care costs and fuel/electricity costs. Health care cost increases ranging from 10-15% each year and 5% increases for fuel/electricity have been programmed into the Five-Year Forecast to ensure the City is adequately prepared for any increases.

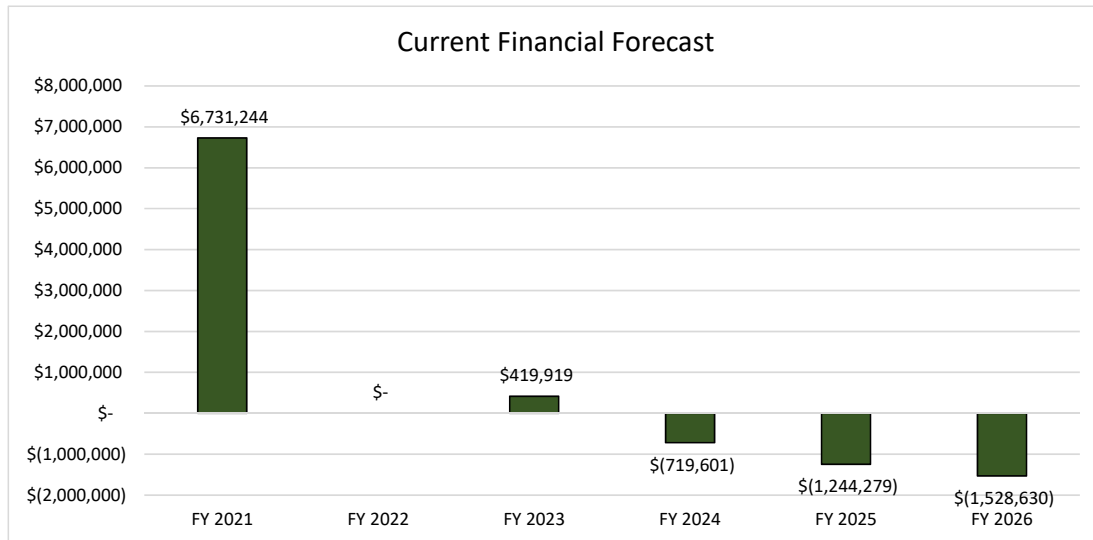
## Expenditure Assumptions

- Performance based merit increases for City employees
- No new core services
- Growth related expenditure increases as previously mentioned
- Conservative increases for health care costs, electricity/utilities, and public safety
- Up to seven (7) City employees added throughout the forecast period
- Use of cash reserves and impact fees to fund current capital projects
- Relatively quick rebound from COVID-19 pandemic.



# General Fund Five-Year Forecast

At the August 18, 2021 budget workshop with the City Commission, discussion was centered around the effects on City revenues once the City reaches build-out. The pandemic was still impacting many revenue sources. Coupled with the planned development of the new 36-acre park and forecasted increases in the Public Safety contracts, concerns were raised about needing to increase the millage rate at some point, possibly as early as Fiscal Year 2024, as indicated by the potential deficit at that time.



## *Future Capital Beyond Fiscal Year 2022*

The decisions set forth in the Fiscal Year 2022 budget will help set the table for the future. The Fiscal Year 2022 budget includes debt service for funding future capital projects, primarily developing the new 36-Acre Park. During the April 2021 Strategic Planning effort, the City Commission directed staff to make many upgrades and service enhancements to both Pine Trails Park and Terramar Park over the next three (3) years. Their guidance has set forth a robust capital spending program that achieves the goals of this Commission. The significant capital projects are as follows:

- \$20 million for a 36 acre new park development
- \$5.4 million for improvements at Terramar Park
- \$4 million for improvements Pine Trails Park
- \$1.5 million for improvements at Liberty Park

Federal, State and local economic trends are continually monitored to ensure sound, conservative revenue and expenditure projections. As economic trends change, projections will be revised accordingly. At this time, the City will be financially stable.



# Department Overview

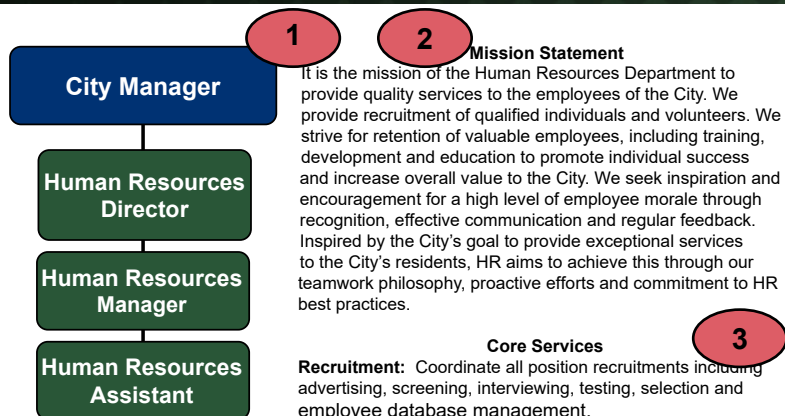


Fiscal Year 2022 Adopted General Fund budget expenditures are \$44,760,000. A major expenditure recap for the General Fund budget is shown below; more details can be found within each department's details.

Department	2022 Adopted Budget	Change from 2021	Expenditure Recap
<a href="#">Commission</a>	\$318,713	\$12,486	Increased Broward League of Cities sponsorship, reinstated travel, training.
<a href="#">City Manager</a>	\$840,883	\$44,194	Annual increases in salaries, benefits, and reinstated travel, training.
<a href="#">City Clerk</a>	\$335,109	(\$1,472)	No election expense needed for Fiscal Year 2022.
<a href="#">Communications</a>	\$459,313	\$33,916	Increased new resident gifts, social media efforts, professional video production.
<a href="#">Finance</a>	\$655,996	\$62,272	OPEB actuarial evaluation needed.
<a href="#">Purchasing</a>	\$336,317	\$8,335	Annual increases in salaries, benefits, and reinstated travel, training.
<a href="#">Human Resources</a>	\$504,557	\$41,734	Added code compliance oversight duties.
<a href="#">Information Technology</a>	\$790,979	\$3,927	Additional hardware maintenance costs.
<a href="#">Legal Services</a>	\$532,200	(\$4,000)	Adjusted to historical actuals while maintaining budget for anticipated litigation.
<a href="#">Development Services</a>	\$4,065,158	\$342,729	Director position brought in-house, added Senior Planner position, increased credit card processing expense.
<a href="#">Public Safety/BSO, Crossing Guards</a>	\$11,421,485	\$333,742	BSO contract increased 3.9%, increased Crossing Guards expense, reduced Special Magistrate expense.
<a href="#">Fire Rescue</a>	\$8,906,417	\$365,297	Contractual increase dictated by Coral Springs Fire Department.
<a href="#">Public Works</a>	\$6,209,140	\$647,487	Added 2 positions in Facilities, converted 6 part-time positions to full-time positions in Parks and Grounds Maintenance. Operating costs increased due to inflationary price increases, and service level enhancements throughout City parks.
<a href="#">Parks and Recreation</a>	\$3,145,107	\$147,223	Additional benefits costs for 3 full-time Park Rangers that were converted from part-time; re-vamping special events; increased summer camp expenses to add an education component; added teen programming.
<a href="#">Library</a>	\$747,406	(\$58,770)	Eliminated director position; added 1 part-time aide position.
<a href="#">Non-Departmental</a>	\$567,120	\$256,550	Branding effort; fire assessment, waste studies planned.
Contingency	\$150,000	\$45,000	Potential cost overruns in capital; storm mitigation.
<a href="#">Debt Service</a>	\$2,674,100	\$176,350	New debt issued.
Transfers Out	\$2,100,000	(\$3,600,000)	Additional Replacement Plan funding to cover cost of future replacements
<b>TOTAL</b>	<b>\$44,760,000</b>	<b>(\$1,143,000)</b>	



# Understanding Department Budgets



A department's budget is comprised of the following components.

1 - Organizational Chart	Defines the department structure by position title.
2 - Mission Statement	Identifies the purpose of the department and how it relates to the City's overall mission.
3 - Core Services	Lists the fundamental services the department performs.
4 - Position Table	Recaps all positions for 4 years, indicating full-time and part-time.
5 - Department or Division Budget	Lists the operating expenditures by major category. Several Departments have multiple divisions and a Summary budget is provided.
6 - Public Service Levels	Indicates the volume, frequency, or level of service provided.
7 - Workload Indicators	Measures that determine how a program is accomplishing its mission through its services or processes.
8 - Performance Measures	Measures that determine how a program is accomplishing its mission and the City's overall mission.

**Budgeted Positions**

	FY 2019	FY 2020	FY 2021	FY 2022
Human Resources Director	1	1	1	1
Human Resources Manager	1	1	1	1
Human Resources Generalist	0	1	0	0
Human Resources Specialist	1	0	0	0
Human Resources Assistant*	0	0	1	1
Interns (part-time)	2	0	0	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* Reclassified the HR Generalist position to HR Assistant in Fiscal Year 2021.

**Budget Summary**

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	273,823	335,438	400,783	443,786	43,003	11%
Contractual Services	18,943	10,416	27,480	23,080	(4,400)	-16%
Operating Expenditures	18,123	20,607	34,560	37,910	3,350	10%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$310,889</b>	<b>\$366,461</b>	<b>\$462,823</b>	<b>\$504,776</b>	<b>\$41,953</b>	<b>9%</b>

**Public Service Levels**

- Increase the number of internal employee training classes;
- Decrease the number of employee work related injuries and Worker's Compensation claims;
- Decrease full time employee turnover rate;
- Increase employee relations efforts;
- Improve consistency by updating HR rules and regulations;
- Increase employee teambuilding opportunities;
- Increase wellness events.

**Accomplishments**

- Decreased full-time employee turnover rate;
- Increased wellness efforts, provided wellness events, and partnered with insurance carrier for funding;
- Continued COVID-friendly employee teambuilding events;
- Revamped job descriptions with assistance from consultant;
- Provided employee leadership training and risk claims training opportunities;

**Performance Measures**

Workload Indicators	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Forecast	Forecast
Wellness events/opportunities (new for FY 2020)		20*	5*	8
Volunteer events	39	14*	24*	15
Team-building, morale events held (new for FY 2020)		13	5*	10

Measurement	Strategic Goal	Measure Type	FY 2019	FY 2020	FY 2021	FY 2022
			Goal	Actual	Goal	Actual
% of performance reviews completed within 30 days after rating period	Effective Governance and Internal Communication	Efficiency	90%	87%	90%	94%
Full-time employee turnover rate	Effective Governance and Internal Communication	Effectiveness	15%	14%	13%	13%
Percent of volunteer placement matched with need (New for FY 2020)	Effective Governance and Internal Communication	Efficiency			95%	100%

# City Commission

Residents of Parkland

Mayor & City Commission

## Mission Statement

Our mission is to provide quality services while protecting the community's unique character and natural environment, adding value to our residents' lives, and advocating to protect community interests.

## Core Services

**Quality of Life Experiences:** There are six (6) factors which determine quality of life in any community. These encompass the services, facilities, and infrastructure that provide the six experiences that determine the quality of life in Parkland. Those are (1) Community Character, (2) Safety, (3) Mobility and Accessibility, (4) Opportunity, (5) Play, and (6) Information and Recognition.

**Community Engagement:** Addresses how City government works with the community to support the quality of life in Parkland. It also addresses how various community elements can contribute to this strategic plan.

**Intergovernmental Engagement:** Addresses how City government works with other public bodies to address those policy issues that, while they go beyond the boundaries of the City, impact the quality of life in Parkland. Additionally, addresses how Parkland could work with other public entities to better fulfill the strategic plan.

**Effective and Efficient Government:** Addresses how City government will operate internally to provide services and manage infrastructure in a cost-effective manner and also addresses the internal operations of City government to enact the strategic plan.

**Policy Leadership:** Addresses how the City Commission will work as a leadership body to ensure execution and achievement of the strategic plan.

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Mayor	1	1	1	1
Commissioners	4	4	4	4
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

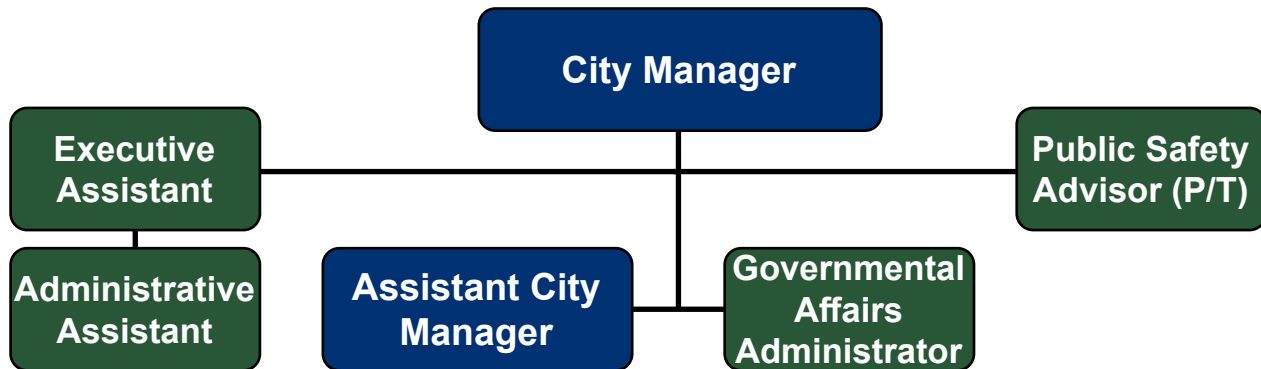
## Budget Summary

The City Commission's budget increased \$12,486 or 4% primarily for an increase in Operating Expenditures due to reinstated travel and training opportunities for City elected officials and an increase in the Broward League of Cities sponsorship.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	222,221	241,204	249,557	254,408	4,851	2%
Contractual Services	0	0	0	0	0	n/a
Operating Expenditures	49,993	31,854	56,670	64,305	7,635	13%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$272,214</b>	<b>\$273,058</b>	<b>\$306,227</b>	<b>\$318,713</b>	<b>\$12,486</b>	<b>4%</b>



# City Manager's Office



## Mission Statement

Our mission is to ensure implementation of the policies set forth by the City Commission through strategic leadership, fiscal stewardship, quality delivery of municipal services and to encourage an environment that fosters a commitment to teamwork to internal and external customers.

## Core Services

**Community Relations and Outreach:** Inform, engage and interact with the residents, including serving as City liaison to various County and regional organizations, implementation of interactive programs like Request Tracker and Code Red and planning of ceremonial activities such as groundbreakings, building dedications and recognition of volunteers within the City.

**City Commission Support:** Act as staff support to the City Commission including providing timely and complete information and recommendations.

**Budget:** Develop and recommend a budget that is balanced based upon the current revenue expectations and expected expenditures and ensure a strong and sustainable financial condition for the City.

**Intergovernmental Relationships:** Serve as the primary liaison between the City of Parkland and the elected and appointed officials of other governmental agencies. Review legislation at the county, state and federal levels and recommend actions to further City policy and interests.

**Strategic Planning:** Coordinate and implement the City Commission's strategic plan which determines the City's strategy or direction and make decisions on allocating the City's resources to pursue the strategy.

**Lead the Organization:** Advance organizational vision, determine accountability, set organizational goals and build organizational capacity.

**Sustainability:** Ensure sustainability that will preserve the quality of life for the residents of the City of Parkland. Coordinate and oversee sustainability initiatives, projects and programs.



# City Manager's Office

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
City Manager	1	1	1	1
Assistant City Manager	0	0	0.5	0.5
Governmental Affairs Administrator	0	1	1	1
Chief Administrative Officer	1	0	0	0
Chief Communication Officer	1	0	0	0
Program Manager	1	0	0	0
Public Safety Advisor (P/T)*	0	0	1	1
Executive Assistant	0	1	1	1
Administrative Assistant	2	1	1	1
<b>Total</b>	<b>6</b>	<b>4</b>	<b>5.5</b>	<b>5.5</b>

\* The Public Safety Advisor (P/T) is budgeted in the Public Safety division (2001) but the headcount is included within the City Manager's Office.

## Budget Summary

The City Manager's budget increased \$44,194 or 6%. Personnel Services increased due to annual increases and benefits costs. Operating Expenditures increased due to reinstated travel and training opportunities.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	682,297	577,982	760,889	803,213	42,324	6%
Contractual Services	3,382	0	1,200	0	(1,200)	-100%
Operating Expenditures	43,832	27,680	34,600	37,670	3,070	9%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$729,511</b>	<b>\$605,662</b>	<b>\$796,689</b>	<b>\$840,883</b>	<b>\$44,194</b>	<b>6%</b>

## Public Service Levels

- Implementation/completion of projects, policies, and programs as identified in the Strategic Plan;
- Ongoing monitoring of activities of other government entities to make sure the City of Parkland is protected (review 150+ agendas for other governmental entity meetings to ensure that the City is current on issues and projects affecting our community);
- Continue to pursue legislative appropriations and grant funding;
- Submit State legislative funding requests annually;
- Ongoing revisions to City's Land Use Code compliance to ensure compliance with Comprehensive Land Use Plan and City's vision;
- Continued management of City service contracts including Broward Sheriff's Office, Coral Springs-Parkland Fire Department, and Waste Management;
- Preparation of annual budget and monitoring of departments to ensure compliance with budget and financial protocols;
- Ongoing interaction with and support for advisory boards;
- Continued outreach efforts with local business community, including Parkland Chamber of Commerce, and the New Business Program;
- Oversight and management of code enforcement process to include lien mitigation and Special Magistrate process;

# City Manager's Office

- Ongoing partnership with Broward County Public Schools within the City of Parkland including SAT/ACT program, scholarships (CAB, Allstate Foundation, Youth Ambassador), Government Days, Walk/Bike to School Days, Back to School Breakfast, Night Out/Get to Know Your S.R.O., quarterly principal meetings;
- Continue working with Broward County Public Schools to monitor enrollment, boundary projections, and S.R.O. funding, with all principals of Broward County Public Schools within the City of Parkland as well as representation from Mary Help of Christians and Somerset Parkland Academy.

## Accomplishments

- Ensured continuity of City operations while ensuring staff safety during COVID-19 pandemic;
- Managed ongoing coordination of COVID-19 responses to ensure the organization's safe but rapid "return to normal";
- Ensured receipt of CARES Act reimbursement funding totaling \$634,967;
- City Manager and Assistant City Manager completed Harvard Kennedy School Executive Education program;
- Conducted successful two-day strategic planning retreat;
- Developed Fiscal Year 2022 work plan through development of a new Strategic Plan;
- Adopted new Parks and Recreation Master Plan;
- Parkland obtained one of the lowest crime rates per 1,000 residents in Broward County;
- Implementation of strong fiscal controls and management, culminating in positive results;
- Timely delivery of quarterly Strategic Planning reports;
- Increased public outreach efforts including Old Club Road Roundabout design (resulting in public selection of preferred design options) and Hillsboro Boulevard Roundabout (public input on design concept selection);
- Proactively completed Mecca Boulevard ADA repairs as identified in the draft Americans with Disabilities Act (ADA) transition plan;
- Successful negotiation with Toll Brothers for cost recovery of Old Club Road Roundabout in the amount of \$493,880;
- Delivered City's contributing portion to FDOT for Loxahatchee Road Improvement Project;
- Negotiated and received cost recovery for Nob Hill Road and Hillsboro Blvd. traffic signal through Broward County in the amount of \$506,718.04;
- ICMA cost savings;
- Received \$347,336 in grant funding;
- Continued work to bring the organization's website to full ADA compliance;
- Developed and hired two key positions – IT Director and Public Safety Advisor;
- Designed and implemented inaugural New Commissioner Orientation;
- Implemented Maintenance Technician Laddering program for the Public Works Department;
- Successfully implemented a Business Expo element to Farmers' Market with 19 businesses participating;
- Oversaw the development of February 14th memorial video;
- Developed and implemented new Dedication Policy for Commission approval;
- Legislative efforts action agenda.





# City Manager's Office



## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Number of calls to main number	5,157	5,294	6,450	5,000
Customer interactions at City Hall	1,431	1,621*	1,077	1,400
Research, analyze City Commission initiatives during the fiscal year	11	0*	0*	10
# of students attending FSA, SAT tutoring programs	1,176	453*	N/A*	700

\* COVID-19 pandemic forced reductions in these activities.

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Complete the City Commission's actions identified in the Strategic Plan	Effective Governance and Internal Communication	Efficiency	60%	60%	90%	48%*	60%	N/A**	60%
Percentage increase of applicants for Parkland scholarship	Effective Governance and Internal Communication	Effectiveness	10%	-28%	10%	286%	10%	-50%*	10%

\* COVID-19 pandemic hindered the accomplishment of these goals.

\*\* A new Strategic Plan was developed in April 2021.

# City Clerk

Mayor & City Commission

City Clerk

Deputy City Clerk

## Mission Statement

The City Clerk's Office is dedicated to delivering consistent and excellent customer service to the members of the City Commission, City staff, Parkland residents, stakeholders, businesses, and the public at large both ethically and with integrity. In doing so, the City Clerk's Office is charged with safeguarding government transparency through the impartial, independent, accurate, and easy access to records of government business. As a Charter Officer, the City Clerk reports directly to the City Commission; a representative of the elected body and liaison to establishing trust and confidence in City government operations.

## Core Services

**City Commission and Advisory Board Liaison:** The City Clerk's Office is responsible for the administrative duties related to the City Commission, Charter Review Board, Community Advisory Board, Parks and Recreation Advisory Board, Planning and Zoning Board, Special Magistrate Hearings, Special Master Hearings, and Police Pension Board meetings. These duties include, but are not limited to, providing public notice, ensuring response to requests for special accommodations, organizing the meeting agenda, posting to the City's website, transcribing minutes of proceedings, preparing resolutions, ordinances, agreements, liens, lien mitigations, and supplementary documentation for recordation.

**Records Management:** The City Clerk serves as Records Management Liaison Officer for the City to the State of Florida and is responsible for creating a Records Management Policy that preserves the integrity of the City's records. This includes designating department records custodians, classifying, maintaining, retrieving and destroying records in accordance with Florida's Statute Chapter 119 (public records), and Chapter 257 (archives).

**Elections:** The City Clerk administers the Municipal Election as the qualifying officer and filing officer for the City. Proper administration of the election process includes preparing referendum items, referendum petitions, notifying the public of an upcoming election, qualifying the candidates to run for office, tracking the filing of monthly Campaign Treasurer's reports by candidates, working with the Broward County Supervisor of Elections to locate polling locations, arranging for the delivery and pickup of the voting equipment, acceptance of the election results, and administering the Oath of Office.

**Maintain the City Seal:** The City Clerk is the custodian of the City Seal and attests all documents affecting the City by affixing its impression on documents when required.

**Public Notices and Legal Advertising:** The City Clerk's Office is charged with ensuring compliance with Florida's Sunshine Law and public business statutes by posting or publishing required public notices, and completing the necessary arrangements to ensure an effective meeting.

**Lobbying:** The City Clerk is responsible for the enforcement of the City's Lobbyist Registration Ordinance, which includes accepting lobbyist registration applications, receipting annual payments, and maintaining the online database of lobbying activities with the City Commission.



# City Clerk

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
City Clerk	1	1	1	1
Deputy City Clerk	1	1	1	1
Records Inventory Clerk	1	0	0	0
Document Imaging Specialist*	0	1	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>

\* The Document Imaging Specialist position was moved to the Building Department.

## Budget Summary

The City Clerk's budget decreased slightly, by (\$1,472) or (0.4%) because there is no Election Expense for Fiscal Year 2022, which offset the personnel cost increases.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	219,648	207,295	212,888	226,584	13,696	6%
Contractual Services	25,135	38,941	44,973	45,345	372	1%
Operating Expenditures	62,974	50,891	78,720	63,180	(15,540)	-20%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$307,757</b>	<b>\$297,127</b>	<b>\$336,581</b>	<b>\$335,109</b>	<b>\$(1,472)</b>	<b>0%</b>

## Public Service Levels

- Attend and record the proceedings of more than 70 public meetings for the City Commission, Police Pension Advisory Board, Community Advisory Board, Parks & Recreation Advisory Board, and Special Magistrate meetings;
- Produce 75 legal advertisements for advancement of City business;
- Manage the Advisory Board applications, appointments and required legal disclosure forms for more than 60 resident volunteers;
- Process a total of 50 campaign filings, Form 1 "Statement of Financial Interest" forms, Elected Official Disclosure Forms, Quarterly Gift Disclosures, Quasi-Judicial Disclosures, and Lobbyist Registration Forms;
- Respond, research and comply with 250+ public records requests;
- Notarize approximately 30 legal documents for residents and the public;
- Destroy approximately 125 cubic feet of records annually in accordance with State guidelines.

## Accomplishments

- Implemented new agenda management software. Saved thousands of dollars and cut the department's annual fee almost in half for newer and more user-friendly technology. Trained staff on usage;
- Responded to more public records requests in the past year. More new homeowners in the City have requested permits, plans, documents, etc;
- Office continues to livestream Commission meetings with SwagIt and just enabled Planning and Zoning Board, Community Advisory Board, and Parks and Recreation Board to livestream meetings;
- Accepted, reviewed and organized applications to fill all City board seats after recent election and provide onboarding presentations regarding Sunshine Law, records and ethics;
- Continuing project to scan all documents to eliminate paper records.

# City Clerk

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Produce Public Hearing Notices	172	70	157	70
Research Public Records Requests	149	200	322	200
Prepare Resolutions	122	35	89	50
Prepare Ordinances	16	20	19	15
Transcribe Commission Meeting minutes	46	40	31	48
Prepare regular/special City Commission Meeting agendas	43	40	28	48
Transcribe Advisory Board minutes	23	24	19	25
Administer General/Special Elections	0	1	1	1
Conduct Certification Notarizations	80	60	29	50
Prepare/Scan documents using Laserfiche	236,852	130,000	0	150,000
Cubic feet of records destroyed		125	117	125

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Transcribe and publish City Commission and Advisory Board meeting minutes prior to their next regularly scheduled meeting	Effective Governance and Internal Communication	Efficiency	100%	84%	100%	100%	100%	96%	100%
Provide a prompt response to all public records requests submitted to the City Clerk's department within 24 hours	Effective Governance and Internal Communication	Efficiency	90%	96%	90%	100%	95%	100%	95%
Post City Commission and Advisory Board agendas at least 5 days prior to the next regularly scheduled meeting	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	99%	100%
Conduct quarterly destruction of records which have met State retention requirements	Effective Governance and Internal Communication	Effectiveness	4	5	4	4	4	2	4

# Communications

**City Manager**

**Director of  
Communications**

**Communications  
Manager**

**Web and  
Communications  
Specialist**

## Mission Statement

Our mission is to ensure residents and media have access to accurate and understandable information from the City of Parkland in a timely manner that complies with all applicable public records laws and the highest ethical standards. This information will educate residents, prospective residents, and visitors to our City on programs, events, projects, amenities, and quality of life in Parkland.

## Core Services

**Public Information:** Assist City departments and the City Commission in communicating the City's goals and objectives; promote the image and positive perception of Parkland to the public including the coordination of all official media releases and official City publications.

**Community Relations and Outreach:** Represent the City as needed at community meetings and City events to further perpetuate City messaging.

**City Commission Recognitions:** Act as staff support to the City Commission for recognitions and proclamations presented by the City Commission.

**Emergency Communications:** Ensure accurate and timely City messaging on a regular basis and before, during, and immediately after emergency operation center activation.

**Social Media:** Disseminate accurate, timely, and relevant information via the City's social media platforms and via electronic newsletters.



## Budgeted Positions\*

	FY 2019	FY 2020	FY 2021	FY 2022
Director of Communications	n/a	1	1	1
Communications Manager	n/a	1	1	1
Web & Communications Specialist	n/a	1	1	1
<b>Total</b>	<b>n/a</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* The Communications Department was created in Fiscal Year 2020, moving two positions, a Director and a Manager, from the City Manager's Office and creating a new Web and Communications Specialist position.

# Communications

## Budget Summary

The Communications Department budget increased \$33,916 or 8%. This is due to increases for new resident gifts, enhanced social media efforts, video equipment, and at least one expected professional video production project.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	0	300,072	352,237	366,953	14,716	4%
Contractual Services	0	37,442	46,000	52,500	6,500	14%
Operating Expenditures	0	29,282	27,160	39,860	12,700	47%
Capital Outlay	0	0	0	0	0	n/a
Total	\$-	\$366,796	\$425,397	\$459,313	\$33,916	8%

## Public Service Levels

- Promote consistent messages on Facebook;
- Promote consistent messages on Twitter;
- Promote consistent messages on Instagram;
- Promote consistent messages on NextDoor;
- Publish e-newsletter, Parkland on Tap;
- Publish Library e-newsletter;
- Facilitate recognitions and proclamations for recipients at City Commission meetings;
- Update capital improvement projects webpage;
- Create and maintain website landing pages.



# Communications

## Accomplishments

- Took responsibility for the February 14 Community Commemoration event;
- Produced a video memorial remembering the 17 victims;
- Secured celebrity involvement in the Community Commemoration event;
- Produced a virtual 9-11 Memorial ceremony;
- Produced a Veterans Day video featuring Parkland residents who have served in the Armed Forces;
- Facilitated a virtual community outreach for the roundabout center feature on University Drive – Old Club Road, and created graphics for a public vote on the feature;
- Created graphics for public vote on roundabout center feature on Hillsboro Boulevard – Everglades Way;
- Publicized the semi-annual Citizen's survey securing the largest total response;
- Continued evolving My Parkland mobile application;
- Continued to increase and improve communications to residents in an effort to increase awareness and participation in programs, services, and events within the City;
- Created a weekly "Did You Know" feature on social media;
- Produced a public service employee recognition video;
- Further solidified a consistent look of graphic design through all digital communication;
- Implemented pre-rainy season campaign;
- Enhanced the City's outreach with a text message alert system;
- "See the Good from Home" campaign enabled residents to take virtual tours on City social media during and after shelter-in-place orders;
- Produced multiple virtual storytime readings at the Parkland Library featuring City Commissioners, the City Manager, and library personnel;
- Sustained timely COVID-19 information regarding prevention, vaccines, and executive orders;
- Created a COVID-19 video to help prevent the spread of the virus;
- Created a Census video tapping into community pride to increase resident response to the Census;
- Created a traffic section on the City's website to focus on traffic impact within Parkland;
- Demonstrated continuity of City government by providing links to City public meetings;
- Achieved all of the above in a remote COVID-19 environment.

## Performance Measures

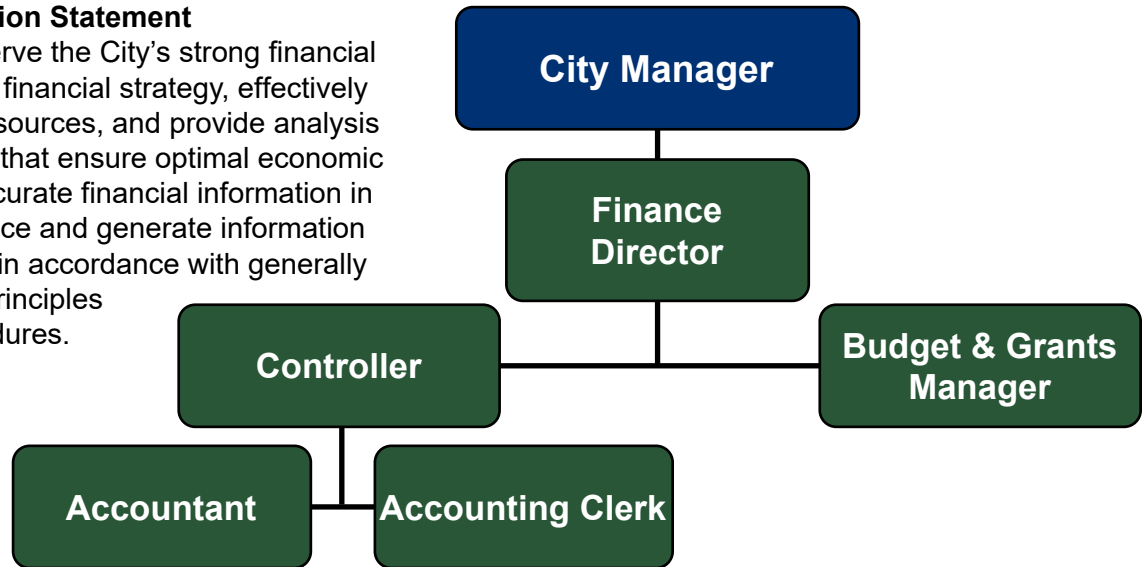
Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Followers on Facebook	N/A	9,669	10,972	11,500
Followers on Twitter	N/A	1,443	1,929	2,100
Followers on Instagram	N/A	2,177	2,926	3,250
Residents enrolled in Parkland on Tap	N/A	9,502	7,357	7,500
Residents signed up for text alerts	N/A	1,579	1,840	1,940



# Finance

## Mission Statement

Our mission is to preserve the City's strong financial condition by creating a financial strategy, effectively managing the City's resources, and provide analysis and recommendations that ensure optimal economic results. We provide accurate financial information in a timely manner, produce and generate information that is meaningful and in accordance with generally accepted accounting principles and department procedures.



## Core Services

**Financial Services:** Provide financial policy, cash management, debt management, accounting, and accounts payable. Monitor the City's financial condition and provide financial strategies to ensure fiscal solvency. Prepare quarterly financial operating statements. Assist with the preparation of the annual Comprehensive Annual Financial Report. Assist with the annual audit.

**Payroll:** Prepare and process all payroll functions as it relates to generating pay checks, overseeing timekeeping, and proper compliance of Human Resources rules and regulations. Prepare quarterly 941's, annual 1099's and W-2's. Prepare all employee changes in the Springbrook financial operating software. Ensure the City's compliance with annual Affordable Care Act reporting requirements.

**Budget:** Prepare the Annual Budget and Capital Improvement Program. Prepare legally required information relating to TRIM compliance. Provide departmental access to real-time, year-to-date reports in the Springbrook financial operating software. Conduct budget meetings with departments.

**Grants:** Obtain grants to provide supplemental funding of projects or additional services.

**Performance Measurement:** Maintain and update quarterly performance measurement system. Coordinate and administer the citywide survey program. Coordinate and implement department surveys. Assist with the City Strategic Planning process.

**Insurance (Property, Casualty, Liability, and Workers' Compensation):** Administer and maintain the City's insurance programs for general, professional, vehicle liability, property, and workers' compensation insurance.

**Investments:** Administer, maintain the City's investment program to maximize interest earnings on idle cash.

**Business Tax Receipts:** Issue new and renewals of business tax receipts, formerly known as occupational licenses, for businesses and home occupations in the City.



# Finance

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Assistant City Manager	1	1	0	0
Finance Director	1	1	1	1
Controller	0	1	1	1
Budget & Grants Manager	0	0	1	1
Senior Accountant	1	0	0	0
Accountant	1	1	1	1
Accounting Clerk	1	1	1	1
Administrative Assistant	1	0	0	0
<b>Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Budget Summary

The Finance budget increased \$62,272 or 10%. Personnel services accounted for half of the increase due to annual increases and benefits costs. Contractual services increased \$29,900 because the City is required to conduct an OPEB Actuarial Valuation in Fiscal Year 2022. Operating expenditures increased \$3,270 primarily due to reinstated travel and training opportunities.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	607,886	497,345	512,064	541,166	29,102	6%
Contractual Services	50,118	40,491	50,600	80,500	29,900	59%
Operating Expenditures	21,565	21,117	31,060	34,330	3,270	11%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$679,569</b>	<b>\$558,953</b>	<b>\$593,724</b>	<b>\$655,996</b>	<b>\$62,272</b>	<b>10%</b>

## Public Service Levels

- Produce the City's Comprehensive Annual Financial Report;
- Produce the City's Annual Budget and Capital Improvement Program;
- Process 3,900 payroll direct deposits;
- Issue 2,300 accounts payable checks;
- Complete 900 lien requests;
- Issue 375 new and renewal business tax receipts

## Accomplishments

- Received no auditor comments on the Fiscal Year 2020 audit;
- Received the GFOA Distinguished Budget Award;
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting;
- Successfully negotiated a \$20 million loan agreement with Sterling National Bank;
- Managed three (3) investment accounts with Florida Local Government Investment Pools;
- Successfully implemented a new procurement card process;
- Successfully administered \$635,000 of CARES Act funding;
- Sold numerous idle vehicles and equipment through online resources;
- Submitted 12 grant applications totaling \$4.9 million in funding requests; 5 were awarded totaling \$1,644,398; 3 are pending; 4 were not funded.

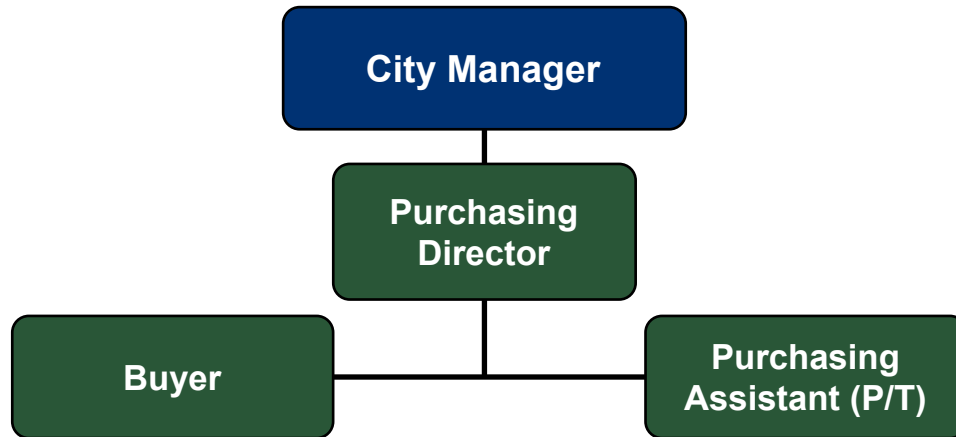
# Finance

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Forecast
Receive the GFOA Certificate for Excellence in Financial Reporting	Yes	Yes	Yes	Yes
Receive the GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Payroll checks processed	3,779	3,671	3,854	3,900
Accounts Payable checks issued	2,301	2,058	2,277	2,200
Check runs prepared	65	64	64	50
Lien requests completed	888	1,040	1,385	1,100
Business tax receipts (new and renewal) issued	266	301	290	375
Payroll changes processed	467	316	312	600

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of Auditor's Comments	Effective Governance and Internal Communication	Demand	0	0	0	0	0	0	0
Number of adjusting journal entries resulting from audit	Effective Governance and Internal Communication	Workload	2	1	2	0	2	0	2
Number of checks voided due to error	Effective Governance and Internal Communication	Efficiency	2	7	2	11	2	36	5
Maintain a year-end budget variance of between +0% and -10%	Effective Governance and Internal Communication	Effectiveness	+0% to -10%	-9.5%	+0% to -10%	-9.0%	+0% to -10%	-9.5%	+0% to -10%

# Purchasing



## Mission Statement

The Purchasing Department is committed to facilitating the procurement of all goods and services efficiently and effectively, in compliance with the policies and procedures of the City of Parkland. The Purchasing Department acts prudently, uses good business judgment, and is fiscally responsible for following sound purchasing practices and procedures by promoting an open, fair, and transparent competitive process to ensure that the citizens of Parkland receive the optimum value for every expenditure.

## Core Services

**Purchasing:** Oversee Citywide purchasing in accordance with the City's Procurement Code, including all purchase orders. Additionally, the Purchasing Department works with all City departments to develop solicitation packages (Request for Qualifications, Request for Proposals, Invitation to Bid, and Quotation Requests). The Purchasing Department also maintains vendor information, reviews and evaluates all solicitations received, and recommends award of the solicitation.

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Purchasing Director	1	1	1	1
Buyer	1	1	1	1
Purchasing Assistant (P/T)	0	1	1	1
<b>Total</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Budget Summary

The Purchasing budget increased \$8,335 or 3% due to annual increases to salaries and benefits. Contractual services was reduced to \$0, and operating expenditures increased \$2,126 due to reinstated travel and training opportunities.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	234,801	269,990	305,167	316,376	11,209	4%
Contractual Services	0	5,000	5,000	0	(5,000)	-100%
Operating Expenditures	8,656	10,500	17,815	19,941	2,126	12%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$243,457</b>	<b>\$285,490</b>	<b>\$327,982</b>	<b>\$336,317</b>	<b>\$8,335</b>	<b>3%</b>

# Purchasing

## Public Service Levels

- Provide valuable public services and amenities, as defined by the stakeholders:
  - Process solicitations <90 days;
- Satisfy internal customers by processing purchase requisitions in a timely fashion:
  - Percent of purchase requisitions with a value of less than \$10,000, processed in less than seven (7) days=90%;
  - Percent of purchase requisitions with a value of greater than \$10,000 and less than \$50,000, processed in less than thirty (30) days=90%;
  - Percent of purchase requisitions with a value of greater than \$50,000, processed in less than ninety (90) days=90%;
- Assist departments with quotes greater than \$10,000;
- Use online system to promote transparency of City solicitations;
- Recruit small businesses and promote City's Disadvantaged Business Enterprise (DBE) as suppliers of commodities to the City;
- Increase the number of suppliers registered to do business with the City.

## Accomplishments

- Updated Procurement Code for the increase to the CCNA threshold, added new E-Verification per F.S. 448.095 and clarified City process on securing bond financing and bank loans.
- Sought cost avoidance with:
  - Reduced Citywide landscaping contract by 5% which was an annual cost savings to the City of \$27,826.49;
  - Negotiated cost reduction of \$32,784 for the University Dr. and Old Club Rd. roundabout project;
  - Successfully sold various items on public auction sites that had reached their useful life cycle for the City versus disposing of items. This was a return to the City of over \$2,150.
- Enhanced and streamlined the bidding process by shifting to an electronic bidding platform with Bids & Tenders E-bidding and E-Contract Management software during FY2020. The new platform streamlines ranking of competitive solicitations, greater accountability in the process, and greater outreach to the vendor community to respond to City solicitations. The online bidding platform has been well-received by vendors and made the process more efficient and user friendly. Promoted the City's Paper Reduction initiative.
- Centralized organization of the contracts is ongoing in the new electronic platform allowing vendors and contract administrators quick and easy access to files and the ability to communicate and update forms.
- Increased the number of long-term contracts to provide efficiency with continued services with little or minimal interruptions, saving City staff hours.
- Staff attended monthly NIGP Cooperative and quarterly South Florida Chapter meetings to continue professional growth and learn from other government agencies. Attending meetings allow information sharing on new cooperative contracts, discounts, legislative updates, and overall shared experiences and knowledge in the profession.



# Purchasing

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Purchase Orders processed	200	336	432	250
Quotes processed	4	11	13	15
Competitive Solicitations (ITBs, RFPs, RFQs) processed	31	8	15	20
Contracts renewed (New for FY 2022)	N/A	N/A	N/A	5
Internal Audits conducted (New for FY 2022)	N/A	N/A	N/A	10

The Purchasing Department previously tracked only Workload Indicators showing activity levels since the department was formed in Fiscal Year 2019. As of Fiscal Year 2022 new Performance Measures have been instituted.

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Process Purchase Requisitions<\$10k within 7 days	Effective Governance and Internal Communication	Efficiency	N/A	N/A	N/A	N/A	N/A	N/A	90%
Process Purchase Requisitions between \$10k-\$50k within 30 days	Effective Governance and Internal Communication	Efficiency	N/A	N/A	N/A	N/A	N/A	N/A	90%
Process Purchase Requisitions>\$50k within 90 days	Effective Governance and Internal Communication	Efficiency	N/A	N/A	N/A	N/A	N/A	N/A	90%
Process Renewal of Contracts>30 days before expiration	Effective Governance and Internal Communication	Efficiency	N/A	N/A	N/A	N/A	N/A	N/A	100%

# Human Resources

City Manager

Human Resources  
Director

Human Resources  
Manager

Human Resources  
Assistant

## Mission Statement

It is the mission of the Human Resources Department to provide quality services to the employees of the City. We provide recruitment of qualified individuals and volunteers. We strive for retention of valuable employees, including training, development and education to promote individual success and increase overall value to the City. We seek inspiration and encouragement for a high level of employee morale through recognition, effective communication and regular feedback. Inspired by the City's goal to provide exceptional services to the City's residents, HR aims to achieve this through our teamwork philosophy, proactive efforts and commitment to HR best practices.

## Core Services

**Recruitment:** Coordinate all position recruitments including advertising, screening, interviewing, testing, selection and employee database management.

**Training and Development:** Coordinate all in-house training programs including compliance policy training, quality training, new employee orientation and other training as identified.

**Compensation and Classification:** Support the development and maintenance of a City-wide classification system, preparation and maintenance of classification specifications, preparation and maintenance of job descriptions and completion of salary surveys.

**Safety and Wellness:** Coordinate City-wide safety programs including safety training, safety inspections and the safety committee.

**Benefits:** Provide comprehensive medical, dental, vision, life, disability coverage as well as additional supplemental insurances.

**Internship and Volunteer Programs:** Coordinate interns and volunteers that have been placed in multiple departments within the City. This benefits the students and promotes community goodwill.



# Human Resources

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Human Resources Director	1	1	1	1
Human Resources Manager	1	1	1	1
Human Resources Generalist	0	1	0	0
Human Resources Specialist	1	0	0	0
Human Resources Assistant*	0	0	1	1
Interns (P/T)	2	0	0	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>3</b>

\* Reclassified the HR Generalist position to HR Assistant in Fiscal Year 2021.

## Budget Summary

The Human Resources budget increased \$41,734 or 9%. The increase is due to increased salaries and benefits as a result of code compliance oversight duties being added to the Human Resources Manager's responsibilities. Contractual services decreased because there was a need for a rules and regulation study last year.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	273,823	335,438	400,783	443,567	42,784	11%
Contractual Services	18,943	10,416	27,480	23,080	(4,400)	-16%
Operating Expenditures	18,123	20,607	34,560	37,910	3,350	10%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$310,889</b>	<b>\$366,461</b>	<b>\$462,823</b>	<b>\$504,557</b>	<b>\$41,734</b>	<b>9%</b>

## Public Service Levels

- Increase the number of internal employee training classes;
- Decrease the number of employee work related injuries and Worker's Compensation claims;
- Decrease full time employee turnover rate;
- Increase employee relations efforts;
- Improve consistency by updating HR rules and regulations;
- Increase employee teambuilding opportunities;
- Increase wellness events.

## Accomplishments

- Decreased full-time employee turnover rate;
- Increased wellness efforts, provided wellness events, and partnered with insurance carrier for funding;
- Continued COVID-friendly employee teambuilding events;
- Revamped job descriptions with assistance from consultant;
- Provided employee leadership training and risk claims training opportunities;
- Navigated employment changes due to COVID-19, including new policies, legal compliance, employee/management support, testing, vaccinations, etc.;
- Continued work on ADA transition plan with other departments;
- Converted health insurance to a new carrier;
- Provided online safety and compliance training to all employees;
- Began efforts to make Parkland a certified Autism-friendly City;
- Created and implemented a Public Works Laddering Program to provide growth opportunities for Maintenance Technicians.

# Human Resources

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Wellness events/opportunities (new for FY 2020)	N/A	20*	7*	8
Volunteer events	39	14*	19*	15
Team-building, morale events held (new for FY 2020)	N/A	13	13*	10
Safety initiatives and trainings offered (new for FY 2020)	N/A	3	10	5
Training opportunities provided (new for FY 2021)	N/A	N/A	19	6

\* COVID-19 pandemic forced reductions in these activities.

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of performance reviews completed within 30 days after rating period	Effective Governance and Internal Communication	Efficiency	90%	87%	90%	94%	90%	98%	90%
Full-time employee turnover rate	Effective Governance and Internal Communication	Effectiveness	15%	14%	13%	13%	13%	14%	13%
Percent of volunteer placement matched with need (New for FY 2020)	Effective Governance and Internal Communication	Efficiency	N/A	N/A	95%	100%	95%	100%	95%
Volunteer program growth (New for FY 2020)	Effective Governance and Internal Communication	Efficiency	N/A	N/A	5%	3%*	5%	10%	5%

\* COVID-19 pandemic hindered the accomplishment of these goals.

# Information Technology

## Mission Statement

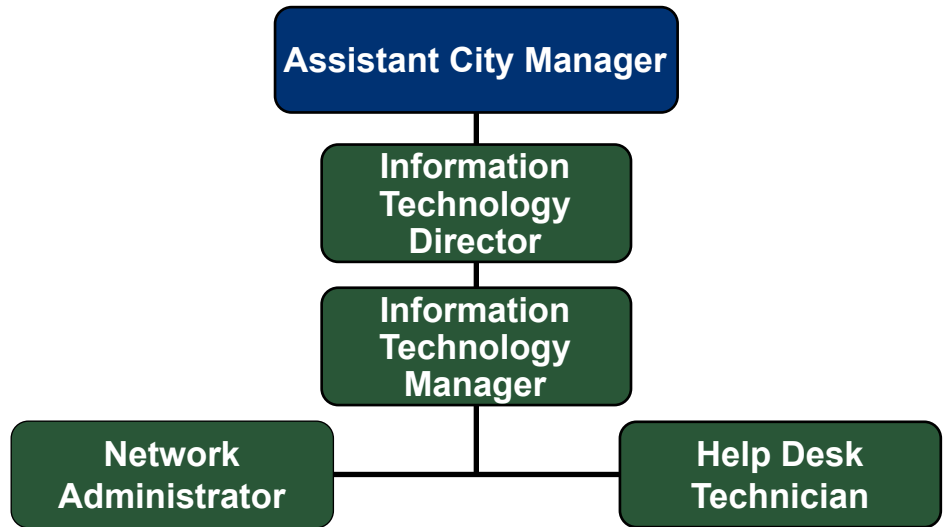
Our mission is to lead, guide, and support in the effective use of computers and information processing technology, in partnership with City departments, to meet the overall objective of providing quality services to the citizens of Parkland.

## Core Services

Develop and maintain business applications, integrating them with the production computing environment. Plan, manage, and maintain a production environment (platforms, LAN) in accordance with service level agreements related to security, reliability, availability, and performance of voice and data services.

Provide and support desktop access to general purpose software tools, business applications and adapt across multiple computing platforms, and external services, data or applications.

Provide “on demand” service and support for system and security administration, problem resolution or coordination, acquisition research and assistance, and information requests relative to tools, data, and applications.



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Information Technology Director	0	0	1	1
Information Technology Manager	1	1	1	1
Network Administrator	1	1	1	1
Help Desk Technician	1	1	1	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

## Budget Summary

The IT budget increased \$3,927 which is less than a 1% change. Contractual services increased for additional hardware maintenance costs. Operating increases are due to reinstated travel and training opportunities.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	257,835	280,984	487,445	484,339	(3,106)	-1%
Contractual Services	233,830	236,275	264,370	268,100	3,730	1%
Operating Expenditures	32,323	27,937	35,237	38,540	3,303	9%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$523,988</b>	<b>\$545,196</b>	<b>\$787,052</b>	<b>\$790,979</b>	<b>\$3,927</b>	<b>0%</b>



# Information Technology

## Public Service Levels

- Implement IT service level agreements;
- Respond to 1,600 requests for services;
- Upgrade computers as outlined in Computer Replacement Program;
- Continuously update the five-year Strategic Technology Plan incorporating new technologies, cost savings;
- Enhancements to security profile through the use of software and hardware additions to the network.

## Accomplishments

- Completed replacement of network security enhancements to include NextGeneration Firewalls, AntiVirus, Anti-Malware, Remote Access, Web Filter, threat outbreak detection.
- Telephone upgrades for Coral Springs Fire Stations that will result in a cost savings of \$16,000 over the next three years;
- iPad upgrades through change of service to T-Mobile resulting in a cost savings of \$5,750 over two years;
- Cost savings by acquisition of 25 mobile tablets/laptops through Cares Act funding to enhance remote work during the COVID-19 pandemic;
- Changed ADA website compliance companies resulting in a \$1,080 annual savings;
- Initiated Security Facilities Upgrades project.



## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Respond to IT requests for services	1,091	1,198	1,296	1,600
Attract patron visits to the City's website	353,565	384,448	395,689	375,000
Computers replaced	31	82	59	22
Number of virtual servers	35	47	39	55

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of projects implemented in accordance with the IT work plan	Effective Governance and Internal Communication	Effectiveness	6	4	6	7	4	17	4
Percentage of time network available during active business hours	Effective Governance and Internal Communication	Effectiveness	100%	99%	100%	100%	100%	100%	100%

# Legal Services

## Mission Statement

To provide quality legal representation and advice to the City Commission and City Administration.

## Core Services

Represent the City Commission and City Administration in all matters of law pertaining to their official duties.

Review ordinance, resolutions, contracts and other documents.

Review and prepare contracts and agreements in a timely manner.

Advise on statutory matters and handle litigation.

Assist and advise on preventative approaches to limiting risk.

Provide continuing legal updates to City Manager.

## Budgeted Positions

Legal Services are provided by contract by Weiss Serota Helfman Cole & Bierman.

## Budget Summary

The budget for Legal Services decreased (\$4,000) or (1%) in order to adjust the expenditures in line with historical actuals while still maintaining budgeted amounts for anticipated Pine Tree Estates litigation.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	0	0	0	0	0	n/a
Contractual Services	205,000	218,624	536,200	532,200	(4,000)	-1%
Operating Expenditures	0	0	0	0	0	n/a
Capital Outlay	0	0	0	0	0	n/a
Total	\$205,000	\$218,624	\$536,200	\$532,200	\$(4,000)	-1%

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**Andrew Maurodis**

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**City of Parkland City Attorney**

IN APPRECIATION OF YOUR MANY YEARS OF DEDICATED SERVICE

**1988-2020**

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# Development Services



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Building	23.5	23.5	23.5	24
Planning and Zoning	1	1	1	2.25
Engineering	3.5	3.5	4	4.25
<b>Total</b>	<b>28</b>	<b>28</b>	<b>28.5</b>	<b>30.5</b>

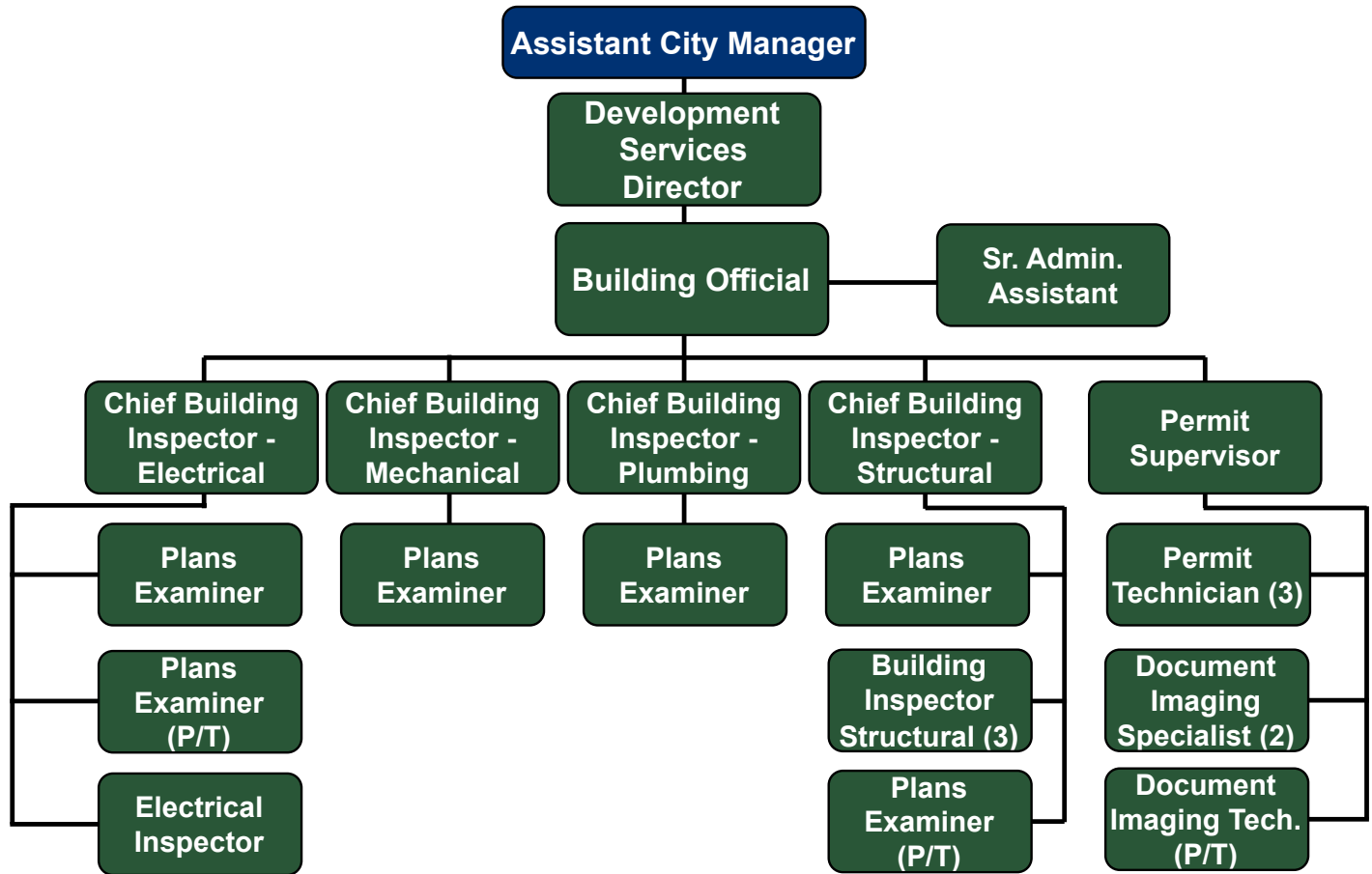
## Budget Summary

Development Services consists of Building, Planning and Zoning, and Engineering. The combined budget for these divisions increased \$342,729 or 9% with Building increasing \$167,680, Planning and Zoning increasing \$172,494, and Engineering increasing \$2,555.

The external consultant previously fulfilling the Director position has retired and the City has brought the position in-house, which caused a decrease in Contractual Services and an increase to Personnel Services. In addition, Building converted one part-time Inspector to full-time and a new Senior Planner position has been added to Planning and Zoning, further increasing Personnel Services. Operating expenditures increased 30% due to reinstated travel and training opportunities and a \$60,000 increase in credit card processing charges that are not being passed on to customers.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	2,113,618	2,370,498	2,737,485	3,208,956	471,471	17%
Contractual Services	419,025	426,646	678,804	470,008	(208,796)	-31%
Operating Expenditures	173,026	305,096	298,140	386,194	88,054	30%
Capital Outlay	0	0	8,000	0	(8,000)	-100%
<b>Total</b>	<b>\$2,705,669</b>	<b>\$3,102,240</b>	<b>\$3,722,429</b>	<b>\$4,065,158</b>	<b>\$342,729</b>	<b>9%</b>

# Building



## Mission Statement

The City of Parkland's Building Department's primary goal is to ensure the safety and welfare of the City's residents and business community while maintaining excellent customer service. Parkland's Building Department is also taking the lead in educating residents on the permitting process and the importance of adhering to State and Local Codes for life safety purposes.

## Core Services

**Plan Review and Inspections:** The main goal of the plan review process is to review all construction drawings and documentation submitted to make certain all plans for structural, electrical, plumbing, gas, and mechanical construction work are code compliant. All inspections are performed by a team of highly trained professionals who are committed to providing first-rate customer service. Our inspectors make sure all life-safety conditions have been met and are code compliant while out on job sites.



**Administrative/Support Services:** The administrative staff is dedicated to providing outstanding customer service and assistance to Parkland's citizens and contractors concerning the permitting process, contractor registrations/updates, building record maintenance and the management of inspection requests.

**Permit Records:** The Building Department's move to an electronic permitting process has introduced the move to scanning permit records and contractor registration forms/licenses for records maintenance. This results in more expedient records retrieval for the residents and customers of the Building Department.

# Building

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Assistant City Manager	.5	.5	.5	.5
Development Services Director	0	0	0	.5
Building Official	1	1	1	1
Chief Building Inspector	3	4	4	4
Inspector II	1	0	0	0
Inspector	5	0	0	0
Building Inspector-Mechanical	0	1	0	0
Building Inspector-Plumbing	0	1	0	0
Building Inspector-Structural	0	3	3	3
Building Inspector-Electrical	0	0	0	1
Inspector (Part-time)	2	1	1	0
Plans Examiner	2	2	4	4
Plans Examiner (Part-time)	1	2	2	2
Permit Supervisor	0	1	1	1
Permit Coordinator	1	0	0	0
Permit Technician	3	3	3	3
Senior Administrative Assistant	1	1	1	1
Doc. Imaging Specialist	0	3	2	2
Doc. Imaging Technician (Part-time)	3	0	1	1
<b>Total</b>	<b>23.5</b>	<b>23.5</b>	<b>23.5</b>	<b>24</b>

## Budget Summary

The Building Department's budget increased \$167,680 or 6%. Personnel services increased \$210,387 due to adding an in-house Director position, of which 50% is funded by Building, and due to planned increases in salaries and benefits. Contractual services decreased (\$112,796) due to a reduction in the use of outside contractual inspection services. Operating expenditures increased due to travel, training, and fuel increases as well as a \$60,000 increase in credit card processing charges that are not being passed on to customers.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	1,872,826	2,029,198	2,384,956	2,595,343	210,387	9%
Contractual Services	213,342	260,514	424,964	312,168	(112,796)	-27%
Operating Expenditures	90,168	225,829	227,550	305,639	78,089	34%
Capital Outlay	0	0	8,000	0	(8,000)	-100%
<b>Total</b>	<b>\$2,176,336</b>	<b>\$2,515,541</b>	<b>\$3,045,470</b>	<b>\$3,213,150</b>	<b>\$167,680</b>	<b>6%</b>

## Public Service Levels

- Conduct approximately 38,000 building inspections;
- Issue approximately 2,700 building permits;
- Encounter approximately 50,000 front-of-house interactions with contractors and residents;
- Complete weekly expired permit reports, generating 1,000 letters to notify contractors and owners of permits with 30-day and expired status warning.



# Building

## Accomplishments

- Continued to run the City's CRS program which will result in a cost savings on insurance premiums for City residents;
- Provided plan review for 9,000 permit applications;
- Issued approximately 2,600 building permits;
- Conducted approximately 46,000 building inspections;
- Issued approximately 400 commercial and resident certificates of occupancy;
- Completed weekly expired permit reports, generating 1,000 letters to notify contractors and owners of permits within 30-day and expired status warning;
- Encountered approximately 76,000 telephone calls with contractors and citizens;
- Issued 663 new and renewal business tax receipts.
- Department maintained staffing throughout COVID shutdown to continue serving residents and contractors.
- Business continued as usual while maintaining social distancing and introducing virtual inspections during COVID shutdown.

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Conduct building inspections	46,595	34,112	38,418	38,000
Provide plan review and issue building permits	9,841	8,830	17,061	9,900
Issue building permits	2,919	2,739	3,623	2,700
Issue commercial/residential certificate of occupancy	406	370	248	350
Contact contractors or owners of permits nearing or having reached expiration status	1,046	916	759	1,000
Customer interaction with contractors and citizens	38,210	34,769	76,809	60,000

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of "Public Stuff" requests responded to within 24 hours	Effective Governance and Internal Communication	Efficiency	100%	98.8%	100%	98.8%	100%	97%	100%
Percent of permits with first review completed within 15 days	Effective Governance and Internal Communication	Efficiency	99%	99.8%	99%	99.8%	99%	99%	99%
Percent of business tax receipts reviewed within 48 hours	Effective Governance and Internal Communication	Efficiency	99%	100%	99%	100%	100%	100%	100%
Residential certificates of occupancy issued within two days after final inspection	Effective Governance and Internal Communication	Efficiency	99%	99%	99%	100%	99%	100%	99%
Percent of inspections performed within 24 hours from when called in	Effective Governance and Internal Communication	Efficiency	99%	99%	99%	100%	99%	100%	100%

# Planning and Zoning

## Assistant City Manager

### Development Services Director

### Senior Planner

### Associate Planner

## Mission Statement

Promote the highest quality development of the natural and built environment through sound application of planning principles and zoning regulations, and through creative problem solving with an emphasis on outstanding customer service.

## Core Services

**Planning:** Ensure that the City's Comprehensive Plan is consistent with all applicable state and county legislation, and that it contains goals, objectives, and policies that reflect the values and character of the community.

**Zoning:** Assist citizens, business owners, and developers with the proper understanding, application, and implementation of zoning code and land development regulations.

**Land Development:** Provide City Commission, Planning and Zoning Board, and City Manager with accurate, complete, and timely information and recommendations regarding land use and zoning applications, legislation, environmental review and other matters affecting planning, zoning and land use within and proximate to the City.

**Permits:** Review building permits for compliance with the City's zoning and land development regulations, including conducting zoning inspections for compliance with approved building permits.

**Business Tax Receipts:** Review applications for Business Tax Receipts for compliance with the City's zoning and land development regulations.

**Customer Service:** Serve as a resource and problem solver for all members of the public and other City staff.

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Development Services Director	N/A	N/A	N/A	.25
Senior Planner	N/A	N/A	N/A	1
Associate Planner	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2.25</b>

## Budget Summary

The Planning and Zoning budget increased \$172,494 or 76% due to the addition of a Senior Planner position and adding an in-house Director position, of which 25% is funded by Planning and Zoning. Contractual Services was reduced to reflect less need for external consulting however a reduced budgeted amount is forecast to allow for a short overlap period and training purposes.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	22,437	96,286	101,874	292,248	190,374	187%
Contractual Services	147,720	115,065	116,000	95,000	(21,000)	-18%
Operating Expenditures	5,341	5,385	7,660	10,780	3,120	41%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$175,498</b>	<b>\$216,736</b>	<b>\$225,534</b>	<b>\$398,028</b>	<b>\$172,494</b>	<b>76%</b>

# Planning and Zoning

## Public Service Levels

- Process 10 planning petitions;
- Review 100% of building permits within established timeframe;
- Update and maintain City maps;
- Review 100% of business tax applications within 48 hours of receipt.
- Address substantial Municipal Code issues;
- Respond to public inquiries for information and assistance within 24 hours of receipt.

## Accomplishments

- Processed 20 planning petitions;
- Updated street map, zoning map, and land use map;
- Reviewed 100% building permits within timeframe;
- Reviewed 100% of business tax applications within 48 hours of receipt;
- Performed 139 zoning inspections;
- Performed 902 building permit reviews for Zoning.

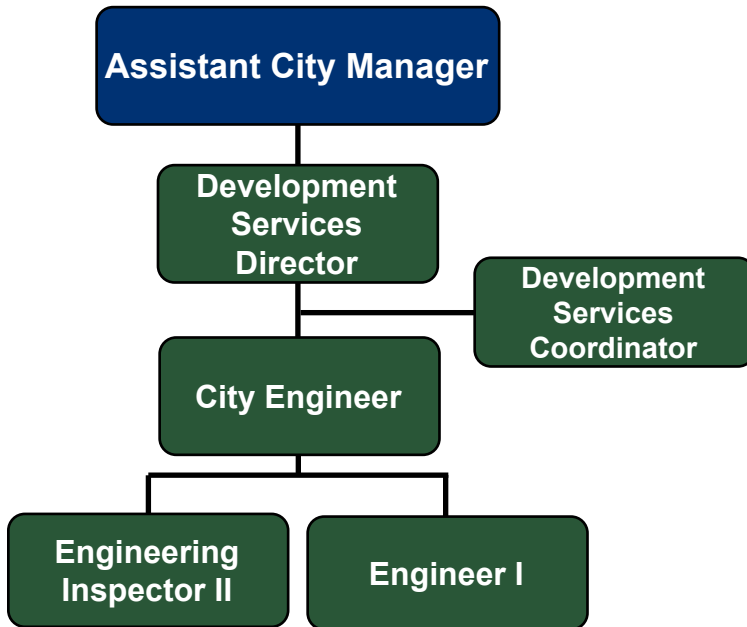


## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Process planning petitions	28	33	20	10
Review building permits for Zoning	1,297	1,367	1,737	800
Maintain and update City maps	4	3	1	1
Perform review/update Comprehensive Plan	1	2	1	0

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of "Public Stuff" requests responded to within 24 hours	Effective Governance and Internal Communication	Effectiveness	95%	98%	95%	98%	95%	97%	95%
Percent of customer inquiries responded to within 24 hours	Effective Governance and Internal Communication	Effectiveness	96%	99%	96%	98%	96%	97%	96%
Percent of zoning request letters completed within seven days	Effective Governance and Internal Communication	Effectiveness	100%	100%	100%	100%	100%	100%	100%
Percent of petitions filed timely per statutory requirements	Effective Governance and Internal Communication	Effectiveness	100%	100%	100%	100%	100%	100%	100%
Percent of petitions filed and heard by DRC within 30 days from filed date	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
Perform review and update of Code of Ordinances/Land Development	Effective Governance and Internal Communication	Efficiency	1	1	1	2	1	2	1
How would you rate the quality of the Planning and Zoning division?	Effective Governance and Internal Communication	Effectiveness	75%	95%	75%	95%	75%	95%	75%

# Engineering



## Mission Statement

The Engineering Department serves to protect the health, safety and welfare of residents through the development, application, and enforcement of sound engineering standards and practices. Additionally, the department ensures the preservation of the character of Parkland by developing and maintaining the highest quality of landscaping and native habitat on private and public lands. All accomplished through sound management practice of natural areas.

## Core Services

Manage all engineering functions, budgeted capital improvement projects, and related services including but not limited to, project planning, cost estimating, budgeting, design coordination, plan review, permitting, bid preparation, grant administration, engineering and NPDES inspections, and develop and update engineering policies and standards as necessary. Perform landscape plan reviews in order to achieve or exceed expectations of the Code and City residents.

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Assistant City Manager	.5	.5	0	0
Development Services Director	0	0	0	.25
City Engineer	1	1	1	1
Engineering Inspector II	1	1	1	1
Engineer II	0	0	1	1
Development Services Coordinator	0	1	1	1
Senior Administrative Assistant	1	0	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>	<b>4.25</b>

## Budget Summary

The Engineering budget increased \$2,555 or 1%. Additional staff is expected to reduce the need for Contractual Services, utilizing less outside architectural and engineering services with an additional position. Operating expenditures increased due to reinstated travel and training opportunities.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	218,355	245,014	250,655	321,365	70,710	28%
Contractual Services	57,963	51,067	137,840	62,840	(75,000)	-54%
Operating Expenditures	77,517	73,882	62,930	69,775	6,845	11%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$353,835</b>	<b>\$369,963</b>	<b>\$451,425</b>	<b>\$453,980</b>	<b>\$2,555</b>	<b>1%</b>



# Engineering

## Public Service Levels

- Issue one site development permit;
- Issue two lot clearing permits;
- Conduct 650 engineering plan reviews;
- Conduct 400 NPDES inspections;
- Conduct 3,000 in-house engineering inspections;
- Provide engineering code oversight/inspections of six (6) residential development projects:
  1. MiraLago
  2. Watercrest
  3. Cascata/Triple H Ranch
  4. Parkland Bay
  5. Four Seasons at Parkland
  6. The Falls at Parkland
- Conduct 350 landscape plan reviews;
- Conduct 750 landscape inspections;
- Issue 75 tree removal permits;
- Process five (5) Environmental Sustainability Incentive program applications;
- Obtain 100% compliance on Florida Department of Environmental Protection MS4 permit.

## Accomplishments

- Successfully maintained the City's Municipal Separate Stormwater Permit (MS4) through the Florida Department of Environmental Protection;
- Received reimbursement in the amount of \$506,718.04 from Broward County for the traffic signal system at the intersection of Nob Hill Road and Hillsboro Boulevard;
- Provided funding to FDOT for the Loxahatchee Road Improvements project;
- Completed the construction of the roundabout at University and Old Club Road;
- Completed the field improvements at Pine Trails Park;
- Department maintained staffing throughout COVID-19 shutdown to continue serving residents and contractors;
- Performed 925 engineering plan reviews;
- Performed 2,113 engineering inspections;
- Performed 264 landscape plan reviews;
- Performed 645 landscape inspections.





# Engineering

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Issue engineering permits	22	31	47	20
Number of in-house engineering inspections	3,919	3,616	3,606	3,000
Number of NPDES engineering inspections	761	596	852	400
Number of engineering plan reviews conducted	1,283	1,008	1,387	650
Issue landscape permits	4	5	5	5
Issue tree removal permits	103	103	123	75
Conduct landscape inspections	860	1,207	1,109	750
Number of landscape plan reviews conducted	606	475	623	350
Number of Environmental Sustainability Incentive Program applications received	3	7	6	5

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of capital projects started on time	Effective Governance and Internal Communication	Effectiveness	100%	100%	100%	100%	100%	100%	100%
Percent of permits completed according to timeframe chart	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
Percent of engineering inspections completed within 48 hours of notification	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
Percent of engineering plan reviews completed within timeframe	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
Percent increase in Environmental Sustainability Incentive Program Applications	Effective Governance and Internal Communication	Effectiveness	50%	-33%	50%	33%	25%	20%	25%
Number of days to complete landscape plan review	Effective Governance and Internal Communication	Efficiency	5 days	5 days	5 days	5 days	5 days	5 days	5 days

# Public Safety-BSO

## Mission Statement

Our mission is to maintain public safety throughout the City on a daily basis and to provide the highest level of professional and comprehensive law enforcement and emergency police dispatching services to both residents and visitors of the City of Parkland.

## Core Services

The Broward Sheriff's Office (BSO) provides a full range of police services within the City of Parkland by contractual agreement. These services are provided in a manner which is professional, fair, courteous, responsive, and efficient.

**Patrol Operations:** The Broward Sheriff's Office provides road patrol, traffic enforcement, school resource officers, DARE/GREAT/STAR programs, detectives, community policing services, parking enforcement and traffic/security detail officers to support special events occurring within the City.

**Emergency 911 Police Dispatching Services:** The Broward Sheriff's Office answers and administers, on a twenty-four hour basis, all emergency police dispatching services.

**Code Compliance:** The Broward Sheriff's Office provides code compliance efforts which enforces the City's Code of Ordinances to preserve and enhance the aesthetics of our residential and business communities.

## Ancillary Services and Other Programs:

The Broward Sheriff's Office provides the City with the following ancillary services and programs: canine specialty units (patrol, drug, cadaver, missing person, bomb); a full service crime lab; a S.W.A.T. unit; helicopter patrol; organized crime investigations (including vice and narcotics); prisoner and jail services; specialized investigators from Central Criminal Investigations; traffic homicide units; Citizen's Police Academy; Commercial Vehicle Enforcement Unit; dive rescue/recovery team; and participation in the City's Development Review Committee.



## Budget Summary

Public Safety, which includes BSO Police, Code Compliance, and Crossing Guards, accounts for 25% of the City's total General Fund budget for Fiscal Year 2022. The Public Safety budget increased \$333,742 or 3%. The BSO annual contract increased \$389,446 or 3.9% for yearly contractual increases. Crossing Guard costs increased \$20,000 due to adding additional crossing guards to their contract. The Code Compliance budget decreased (\$2,400).

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	323,709	339,340	374,000	458,586	84,586	23%
Contractual Services	9,418,561	9,575,432	10,658,793	10,904,839	246,046	2%
Operating Expenditures	34,606	33,094	54,950	58,060	3,110	6%
Capital Outlay	0	0	0	0	0	n/a
Total	\$9,776,876	\$9,947,866	\$11,087,743	\$11,421,485	\$333,742	3%

# Public Safety-BSO

## Public Service Levels

- Respond to 14,000 calls for police services;
- Conduct 250 arrests;
- Issue 6,500 State traffic citations;
- Issue 100 parking citations;
- Issue 800 Code Enforcement citations.

## Accomplishments

- Added one additional speed measurement trailer to existing inventory;
- Renovations to the Public Safety Building added additional office space and resurfaced flooring in holding cell area;
- Adapted community outreach initiatives to comply with CDC guidelines through increased use of social distancing and video conferencing.

## Budget Summary - BSO

The BSO annual contract increased \$389,446 or 3.9% for yearly contractual increases, which was offset by a (\$100,000) reduction in Pension Contributions, to adjust more in line with actuals.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	323,709	339,340	374,000	458,586	84,586	23%
Contractual Services	9,164,419	9,434,001	10,368,893	10,598,339	229,446	2%
Operating Expenditures	27,039	26,689	44,050	46,160	2,110	5%
Capital Outlay	0	0	0	0	0	n/a
Total	\$9,515,167	\$9,800,030	\$10,786,943	\$11,103,085	\$316,142	3%

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Respond to Calls for Police Services	18,287	16,250	16,812	14,000
Conduct Arrests	225	198	116	250
Issue State Traffic Citations	4,939	3,700	2,175	6,500
Issue Parking Citations	1	1	9	100
Issue Code Enforcement Citations	705	727	484	800
Conduct Police Safety Activities	14	8	5	10
Number of False Alarm Responses	1,215	1,115	312	450

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Deputy response time of 7 minutes or less for all calls	Maintain a Safe Community	Efficiency	75%	74%	75%	75%	75%	78%	75%
Maintain rank in top five lowest municipal crime rate/per 100,000 population in Broward County (UCR report- April) (calendar year)	Maintain a Safe Community	Effectiveness	5 or lower	2	5 or lower	2	5 or lower	3	5 or lower
Percentage of "Public Stuff" Requests responded to within 24 hours	Maintain a Safe Community	Efficiency	100%	100%	100%	100%	100%	98%	100%

# Public Safety-Code Compliance/Crossing Guards

## Budget Summary - Code Compliance

The Code Compliance budget decreased (\$2,400) or (12%) due to anticipated reductions in Special Magistrate costs. Operating expenditures were increased \$1,000 to allow for courtesy notices to be mailed prior to enforcement action being taken, which will help to further reduce Special Magistrate costs.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	0	0	0	0	0	n/a
Contractual Services	8,800	6,300	8,400	5,000	(3,400)	-40%
Operating Expenditures	7,567	6,405	10,900	11,900	1,000	9%
Capital Outlay	0	0	0	0	0	n/a
Total	\$16,367	\$12,705	\$19,300	\$16,900	\$(2,400)	-12%

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Ratio of Inspector initiated cases vs. called in cases	Maintain a Safe Community	Efficiency	80%/20%	78%/22%	80%/20%	80%/20%	80%/20%	90%/10%	80%/20%
Respond within 24 hours to initial non self-initiated complaint to inspection	Maintain a Safe Community	Efficiency	93%	92%	93%	92%	93%	99%	93%
Percentage of total code cases (valid) that concluded in voluntary compliance	Maintain a Safe Community	Effectiveness	80%	90%	80%	81%	80%	90%	80%

## Budget Summary - Crossing Guards

Crossing Guards are provided through contractual services with Action Labor of Florida, LLC. The crossing guard contract is not managed by BSO. Last year's budget was slightly reduced due to the lack of in-person schooling during the COVID-19 pandemic. This year the City is required to provide additional crossing guards due to the Broward County School Board's elimination of a bus route.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	0	0	0	0	0	n/a
Contractual Services	245,342	135,131	281,500	301,500	20,000	7%
Operating Expenditures	0	0	0	0	0	n/a
Capital Outlay	0	0	0	0	0	n/a
Total	\$245,342	\$135,131	\$281,500	\$301,500	\$20,000	7%

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Number of automobile incidents involving bikes or pedestrians	Maintain a Safe Community	Effectiveness	0	11	0	0	0	8	0



# Fire Rescue

## Mission Statement

Our mission is to assist the public in the protection of life and property by minimizing the impact of fires, medical emergencies and other potential disasters or events that affect the community and environment.

## Core Services

Manage and administer the fire department's budget, policies, and procedures while providing department-wide leadership and direction for three fire stations.

Oversee the daily operations pertaining to inspections, risk reduction, prevention, suppression, Emergency Medical Services (EMS), and training.

Respond to all types of fire-related emergencies within the City.

Provide assistance and emergency medical care to victims of sudden illness or injury.

Oversee various comprehensive trainings for all fire suppression personnel.

Conduct annual fire inspections on existing commercial and residential properties and provide fire safety inspections and public education in the public schools.



## Budgeted Positions

Fire Rescue Services are provided by contract by Coral Springs Fire Department.

## Budget Summary

The Fire Rescue Services budget constitutes 20% of the City's overall General Fund budget for Fiscal Year 2022, which does not include the cost of the apparatus replacement, which is budgeted separately in the Capital Replacement Plan.

The Fire Rescue Services budget increased \$365,297 or 4%. Contractual Services increased \$353,897 as dictated by the fire contract with Coral Springs Fire Department. Operating increases are for increases in fuel, electricity and insurance costs.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	0	0	0	0	0	n/a
Contractual Services	6,557,881	7,913,615	8,230,160	8,584,057	353,897	4%
Operating Expenditures	214,341	214,766	310,960	322,360	11,400	4%
Capital Outlay	0	0	0	0	0	n/a
Total	\$6,772,222	\$8,128,381	\$8,541,120	\$8,906,417	\$365,297	4%



# Fire Rescue

## Public Service Levels

- Oversee all firefighters for three stations;
- Obtain 90% average response of eight minutes or less;
- Respond to a projected 1,600 calls for service;
- Provide fire prevention activities;
- Conduct approximately 900 fire safety inspections per year;
- Maintain one ALS fire pumper engine and one ALS fifty-five foot aerial truck;
- Provide dual-tier emergency medical service maintaining two full-time units 24 hours a day;
- Ensure 24 hours a day, seven days a week operability of two EMS rescue vehicles and reserve rescue vehicles;
- Provide a minimum of 14 firefighters on scene within 10 minutes 90% of the time for all structure fires.

## Accomplishments

- The entire fire department was selected as the recipient of the Broward Health North and Broward Health Medical Center Paramedic of the Year;
- CSFD Lt. Chief named a Paramedic of the Year by Fire Chiefs Association of Broward County;
- Created a new Safety and Health Battalion Chief;
- Provided community risk reduction public education for drowning prevention, sleep safe and car seat education, hurricane season preparation and planning, safety planning for schools and businesses, CPR introduction, bleeding control and many other programs.



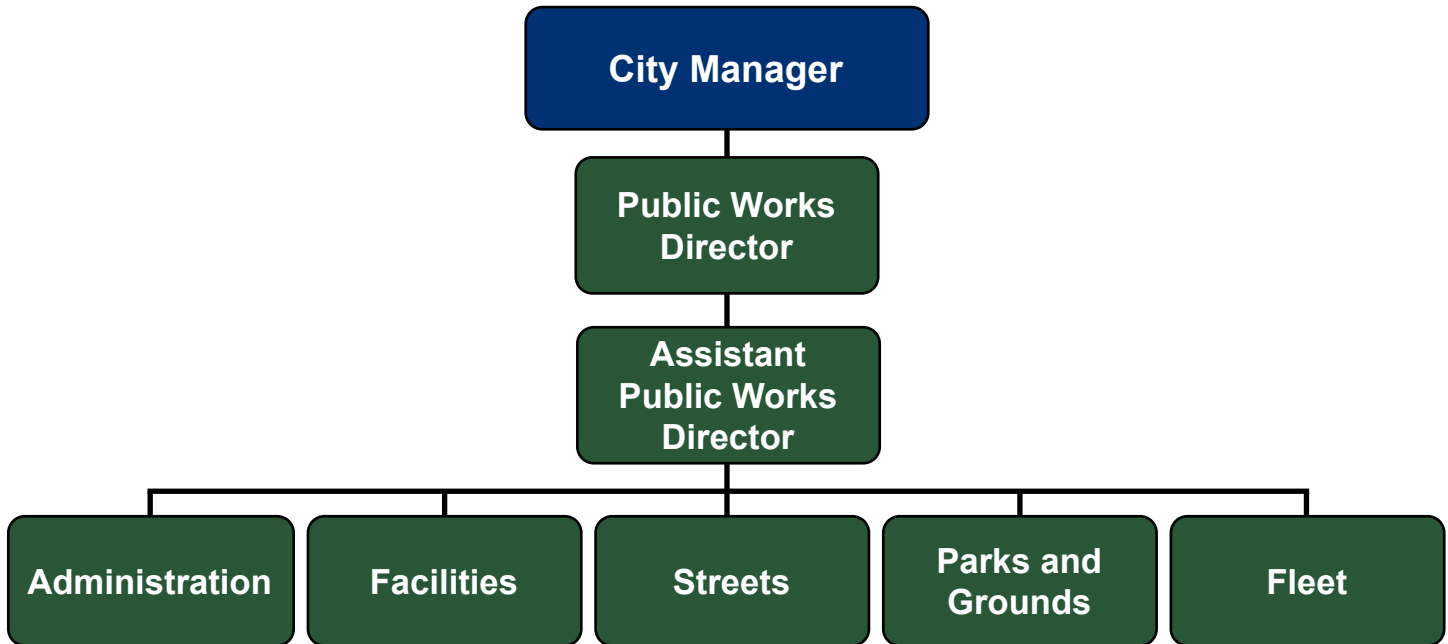
## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Obtain average response of eight minutes or less	90%	95.5%	95.2%	90%
Respond to a projected 1,600 calls for service	1,966	2,031	1,878	1,600
- EMS Calls	1,319	1,325	1,245	1,150
- Fire Calls	22	23	21	50
- Other	625	683	612	400
Provide fire prevention activities	56	72	37*	20
Conduct approximately 900 fire safety inspections per year	906	842	2,842	900

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
No more than 5% of total calls can exceed a response time of 15 minutes	Maintain a Safe Community	Efficiency	5%	0%	5%	0%	5%	0%	5%
Percentage of required fire inspections completed	Maintain a Safe Community	Workload	100%	100%	100%	100%	100%	100%	100%

\* COVID-19 pandemic hindered the accomplishment of these goals.

# Public Works



## Mission Statement

To provide effective management, construction and maintenance of City owned infrastructure and facilities, while maintaining the highest levels of customer service and professionalism in support of strategic goals and objectives as defined in the City's Strategic Plan.

## Core Services

**Administration Division:** Manage and oversee all daily activities of the Public Works Department including, but not limited to, implementation of strategic goals, customer service, payroll, interdepartmental and intergovernmental coordination, contract administration, budget, bid preparation, policies/procedures development, employee training, and assuming the critical command role upon activation of the City's Comprehensive Emergency Management Plan.

**Facilities Division:** Maintain all City buildings, and related assets including plumbing, mechanical, electrical, alarm, and emergency power systems along with providing resources and support for various City meetings.

**Streets Division:** Responsible for the construction, maintenance, and repair of all City-owned streets and drainage facilities including roadways, curbing, sidewalks, guardrails, swales and canals. Coordinate maintenance of all landscaping within public property rights-of-way.

**Parks and Grounds Maintenance Division:** Maintain all landscaping at City owned facilities including, but not limited to, mowing, trimming, weeding, planting, tree maintenance, pest control, litter control, fertilization and irrigation. Maintain all park facilities including but not limited to, lighting, field layout & preparation, maintenance and repair of park structures and playground equipment. Make final decision on parks maintenance issues.

**Fleet Division:** The Fleet Division supports all departments by maintaining and repairing vehicles and equipment in a timely and cost effective manner. The Division is tasked with the Equipment/Vehicle Replacement program and installs specialized equipment in new vehicles.

# Public Works

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Administration	7	8	8	7
Facilities	13	14	14	16
Streets	9	9	9	8
Parks & Grounds Maintenance	25	25	25	27
Fleet	1	1	1	1
<b>Total</b>	<b>55</b>	<b>57</b>	<b>57</b>	<b>59</b>

## Budget Summary

Public Works is the largest department in the City and consists of Administration, Facilities, Streets, Parks and Grounds Maintenance, and Fleet. The department's budget increased \$647,487 or 12% primarily due to adding 2 new positions in Facilities and converting 6 part-time Maintenance Technician positions in Parks and Grounds Maintenance to full time. These staffing changes are needed to accomplish the park enhancements being undertaken at the direction of the City Commission as a result of the Strategic Planning workshop in April 2021. For details of these enhancements, see the Capital Improvement Program.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	3,265,910	3,064,771	3,405,613	3,900,660	495,047	15%
Contractual Services	62,586	11,569	20,000	7,500	(12,500)	-63%
Operating Expenditures	1,998,537	1,834,442	2,136,040	2,300,980	164,940	8%
Capital Outlay	21,319	9,910	0	0	0	n/a
<b>Total</b>	<b>\$5,348,352</b>	<b>\$4,920,692</b>	<b>\$5,561,653</b>	<b>\$6,209,140</b>	<b>\$647,487</b>	<b>12%</b>



# Public Works

## Public Service Levels

- Repair 900 potholes;
- Trim 500 trees;
- Exceed 24 hour “Public Stuff” request response time goal of 90%;
- Obtain 100% departmental compliance with current NIMS training goal.

## Accomplishments

- Citywide pressure cleaning of sidewalks and curbs;
- Completed the City Hall multipurpose room remodel;
- Completed the Terramar Park playground improvements;
- Painted various offices in City Hall;
- Installed a flagpole at Pine Trails Park;
- Refurbished various baseball fields at Pine Trails and Terramar Park;
- Installed an outfield fence on softball field 5 at Terramar Park;
- Replaced the irrigation pump station at Pine Trails Park;
- Replaced the boardwalk at Parkside Drive;
- Replaced the vinyl flooring at the P-Rec.

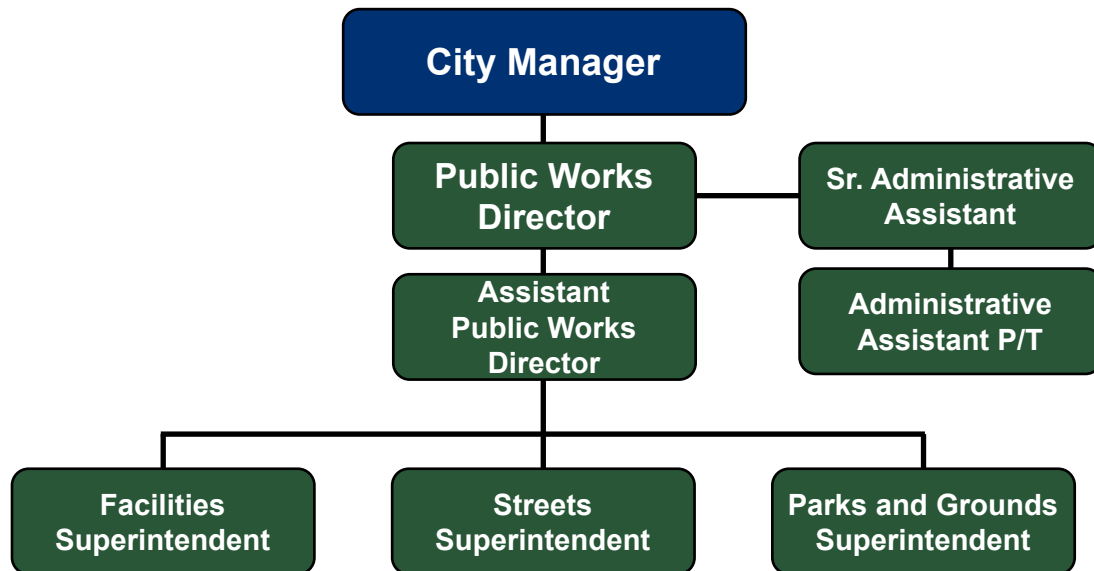
## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Trim trees	615	532	875	500
Obtain departmental compliance with NIMS training goals	100%	80%*	100%	100%
Number of meeting setups	210	121*	205	120
Number of potholes repaired	880	1,182	1,105	900
Number of projects managed	3	3	10	5
Number of fields lined for games	N/A	N/A	N/A	500
Number of PMs (preventive maintenance) performed	N/A	N/A	N/A	180

\* COVID-19 pandemic forced reductions in these activities.

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of “Public Stuff” Requests responded to within 24 hours	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
% of capital improvement projects completed on time (current year)	Effective Governance and Internal Communication	Effectiveness	100%	100%	100%	100%	100%	100%	100%
% of construction projects completed within budget	Effective Governance and Internal Communication	Effectiveness	100%	100%	100%	100%	100%	100%	100%
% of construction projects completed on time from initial project schedule	Effective Governance and Internal Communication	Efficiency	100%	100%	100%	100%	100%	100%	100%
% increase in resident recycling (tonnage)	Effective Governance and Internal Communication	Effectiveness	2.5%	2.2%	2.5%	10%	2.5%	2.7%	2.5%

# Public Works-Administration



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Public Works Director	1	1	1	1
Assistant Public Works Director	1	1	1	1
Superintendent	3	3	3	3
Crew Leader (Nights)*	1	1	1	0
Sr. Administrative Assistant	1	1	1	1
Administrative Assistant (P/T)	0	1	1	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>7</b>

\*Position moved to the Parks and Grounds Maintenance division.

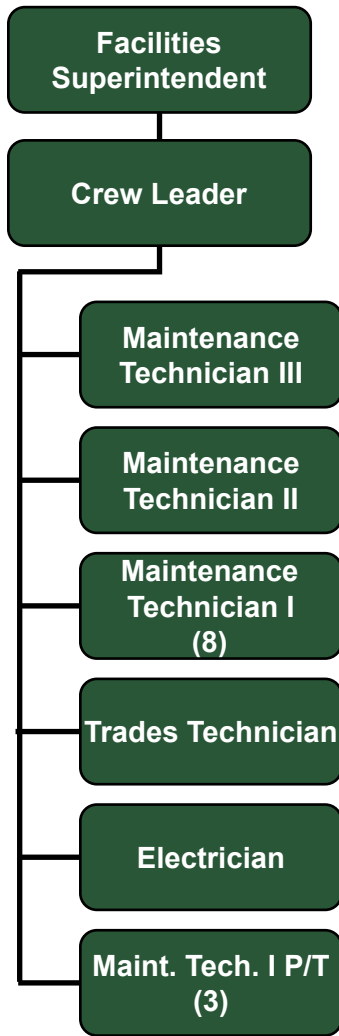
## Budget Summary - Administration

The Public Works-Administration budget increased \$79,602 or 5%. Personnel services increased \$29,962 due to additional salary and benefits costs for current employees. Operating expenditures are increasing due to an expected \$10,000 increase in the landscaping contract, which increases by the consumer price index every year, and a \$40,000 increase in the cost of the household hazardous waste program.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	693,009	757,869	823,273	850,235	26,962	3%
Contractual Services	61,786	11,569	7,500	7,500	0	n/a
Operating Expenditures	638,392	623,969	654,625	707,265	52,640	8%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$1,393,187</b>	<b>\$1,393,407</b>	<b>\$1,485,398</b>	<b>\$1,565,000</b>	<b>\$79,602</b>	<b>5%</b>



# Public Works-Facilities



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Facilities Crew Leader	1	1	1	1
Electrician	0	1	1	1
Maintenance Technician III	0	0	0	1
Maintenance Technician II	2	2	2	1
Maintenance Technician I	6	6	6	8
Trades Technician	1	1	1	1
Maint. Tech. I (P/T)	3	3	3	3
<b>Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>16</b>

## Budget Summary - Facilities

The Public Works-Facilities budget increased \$166,409 or 16% due to adding two new Maintenance Technician positions. The two positions are needed to accomplish the additional enhancements requested at the parks, which include increasing the bathroom cleanings from twice a day to three times per day. Operating expenditures increased \$20,800 due to increases in the costs of labor, materials and supplies for repair and maintenance work.

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
<b>Expenditures</b>						
Personnel Services	640,769	704,720	816,593	962,202	145,609	18%
Contractual Services	800	0	0	0	0	n/a
Operating Expenditures	201,507	215,488	210,455	231,255	20,800	10%
Capital Outlay	1,999	0	0	0	0	n/a
<b>Total</b>	<b>\$845,075</b>	<b>\$920,208</b>	<b>\$1,027,048</b>	<b>\$1,193,457</b>	<b>\$166,409</b>	<b>16%</b>

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Change 100% of the A/C filters at all City facilities every quarter	Improve and enhance the City's infrastructure	Efficiency	100%	100%	100%	100%	100%	100%	100%
Test and exercise all emergency generators 52 times per year	Improve and enhance the City's infrastructure	Efficiency	100%	100%	100%	100%	100%	100%	100%

# Public Works-Streets

## Budgeted Positions

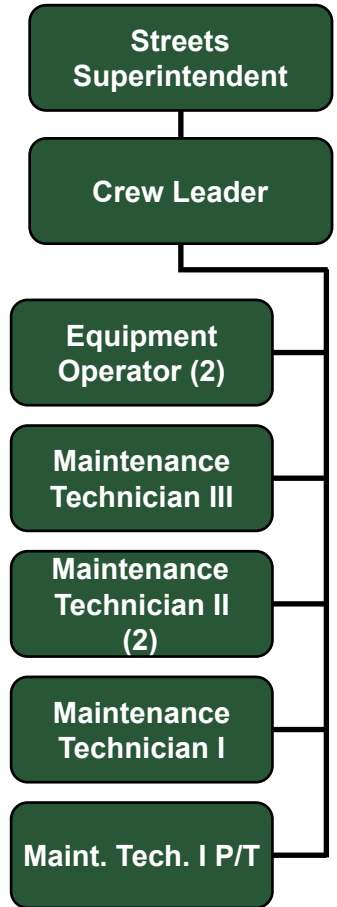
	FY 2019	FY 2020	FY 2021	FY 2022
Streets/Water Crew Leader	1	1	1	1
Equipment Operator	0	0	0	2
Maintenance Technician III	1	1	1	1
Maintenance Technician II	5	5	5	2
Maintenance Technician I	1	1	1	1
Maint. Tech. I (P/T)	1	1	1	1
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8*</b>

\*Moved one Maintenance Technician position to Parks and Grounds Maintenance division.

## Budget Summary - Streets

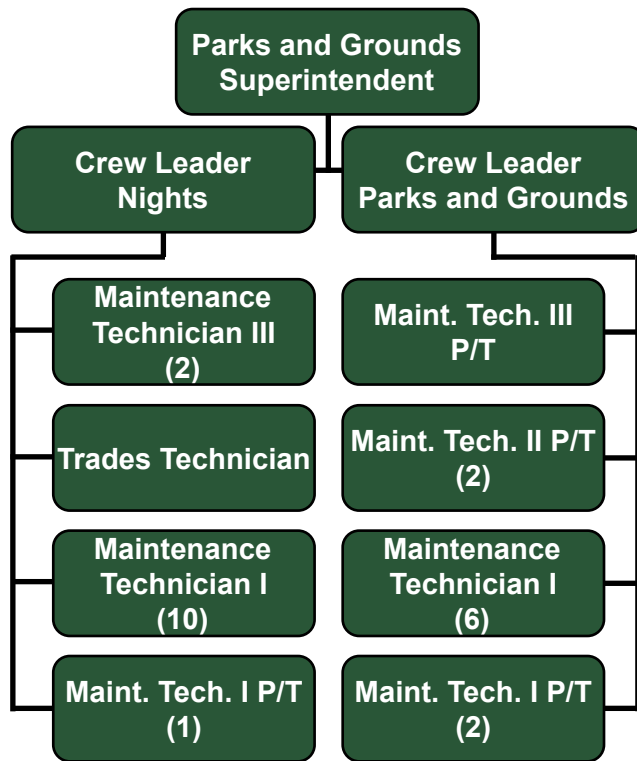
The budget for Public Works-Streets decreased (\$83,787) or (8%) due to moving a position of Maintenance Technician I to the Parks and Grounds Maintenance division to better align the budgeted salary costs with where the staff was actually working. A (\$54,000) decrease in electricity costs to reflect historical actuals offset the increases in the costs of labor, materials and supplies for repair and maintenance work.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	435,506	442,014	557,454	480,317	(77,137)	-14%
Contractual Services	0	0	0	0	0	n/a
Operating Expenditures	316,248	323,234	523,450	516,800	(6,650)	-1%
Capital Outlay	2,384	2,951	0	0	0	n/a
<b>Total</b>	<b>\$754,138</b>	<b>\$768,199</b>	<b>\$1,080,904</b>	<b>\$997,117</b>	<b>\$(83,787)</b>	<b>-8%</b>



Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Tons of asphalt used annually for street and walkway repair	Improve and enhance the City's infrastructure	Workload	100 tons	120 tons	100 tons	164 tons	100 tons	103 tons	100 tons
Respond to street repairs within 5 business days from request	Improve and enhance the City's infrastructure	Efficiency	100%	100%	100%	100%	100%	100%	100%
Mow 12 miles of canal banks and swales per quarter, annually 48 miles	Improve and enhance the City's infrastructure	Workload	48	48	48	48	48	48	48

# Public Works-Parks and Grounds



**Budgeted Positions**

	FY 2019	FY 2020	FY 2021	FY 2022
Crew Leader (Nights)*	0	0	0	1
Parks Maintenance Crew Leader	1	1	1	1
Maintenance Technician III	2	2	2	2
Maintenance Technician I**	9	9	9	16
Trades Technician	1	1	1	1
Maintenance Tech. III (P/T)	0	1	1	1
Maintenance Tech. II (P/T)	0	1	1	1
Maintenance Tech. I (P/T)	10	10	10	4
Senior Maintenance Technician	2	0	0	0
<b>Total</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>27</b>

\*The Crew Leader (Nights) position was previously budgeted in the Administration division.

\*\*Converted 6 part-time positions to full-time, plus added the Maintenance Technician that was moved out of the Streets division.

# Public Works-Parks and Grounds

## Budget Summary - Parks and Grounds

The Public Works-Parks and Grounds Maintenance budget increased \$454,100 or 28% due to converting six of the part-time Maintenance Technician positions to full-time. This change is need to accomplish and maintain the park enhancements being undertaken at the direction of the City Commission as a result of the Strategic Planning workshop in April 2021.

<b>Expenditures</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Actual</b>	<b>FY 2021 Budget</b>	<b>FY 2022 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
Personnel Services	1,079,261	1,054,888	1,097,672	1,490,322	392,650	36%
Contractual Services	0	0	0	0	0	n/a
Operating Expenditures	607,389	506,332	542,150	603,600	61,450	11%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$1,686,650</b>	<b>\$1,561,220</b>	<b>\$1,639,822</b>	<b>\$2,093,922</b>	<b>\$454,100</b>	<b>28%</b>

<b>Measurement</b>	<b>Strategic Goal</b>	<b>Measure Type</b>	<b>FY 2019</b>		<b>FY 2020</b>		<b>FY 2021</b>		<b>FY 2022</b>
			<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>
Respond to irrigation mainline repairs within 48 hours	Improve and enhance the City's infrastructure	Efficiency	100%	100%	100%	100%	100%	100%	100%





# Public Works-Fleet

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Fleet Supervisor	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Budget Summary - Fleet

The Public Works-Fleet budget increased \$31,163 or 9% due to cost increases expected in fuel, tires, oil, and other automotive parts.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	87,116	105,280	110,621	117,584	6,963	6%
Contractual Services	0	0	12,500	0	(12,500)	-100%
Operating Expenditures	212,782	165,419	205,360	242,060	36,700	18%
Capital Outlay	16,936	6,959	0	0	0	n/a
<b>Total</b>	<b>\$316,834</b>	<b>\$277,658</b>	<b>\$328,481</b>	<b>\$359,644</b>	<b>\$31,163</b>	<b>9%</b>

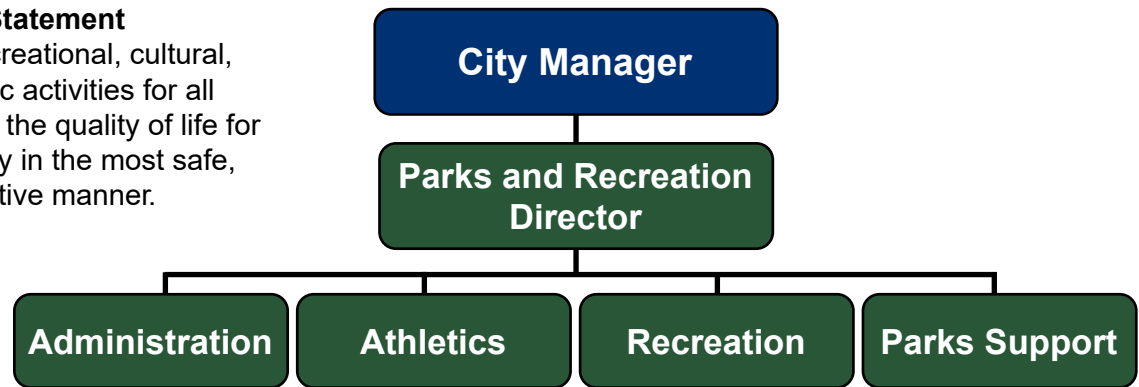




# Parks and Recreation

## Mission Statement

To provide Citywide recreational, cultural, educational, and athletic activities for all age groups to enhance the quality of life for the Parkland community in the most safe, efficient, and cost effective manner.



## Core Services

**Administration:** Oversee all Parks and Recreation divisions including recreation programs, senior activities, pavilion rentals, special events, City recognized sports leagues, tennis programs and concession services. This division is also responsible for handling all general administrative needs for the department, working with the Parks and Recreation Advisory Board and responding to customers' questions, complaints, and comments.

**Athletics:** The Athletics Division is responsible for coordinating the sports league activities. All sports leagues are run by private organizations within the City of Parkland that utilize City fields. The City is responsible for the scheduling of fields, purchasing required equipment and ensuring that the field scheduling is updated with current information. This division also issues short term permits to utilize City fields for non-sports league activities. In addition to the sports leagues, the Athletics Division manages the tennis program at Quigley Park. This program is provided on a contractual basis with the goal of offering a variety of tennis programs and events for all abilities and levels of play and to present a professional tennis support staff in a clean and well-organized facility. The City provides concession services within the City parks with a concession contractor that provides park patrons a variety of items as well as courteous customer service during peak operating hours.

**Recreational Programs:** The Parkland Recreation and Enrichment Center (P-REC) is a 24,000 square foot community center that has an indoor gymnasium, fitness room, aerobics room and several multi-purpose activity rooms. This facility offers a variety of recreational, educational, and cultural enrichment classes, camps, and programs year round. The P-REC also offers a variety of fitness programs as well as senior activities. The amphitheater provides a large outdoor facility in which to enjoy live music, shows, and events.

**Special Events:** The City hosts a wide variety of special events throughout the year, including: one of Broward County's largest Farmer's Markets, Halloween Festival, Movies in the Park, Snowfest, Community Carnival and a variety of others. Events such as these provide a place to gather for a good time with friends and family. This division is responsible for securing community sponsors for events, as well as coordinating special event permits for local organizations and groups that want to host their own events in the City.

**Pavilion Rentals:** Pavilions are available for Parkland residents at several parks throughout the City: Pine Trails Park, Terramar Park, Liberty Park, and the Equestrian Center at Temple Park. Permits are required when utilizing pavilions on weekends and City holidays. During the week, the pavilions are available on a first-come, first-served basis.

**Parks Support:** This division consists of the City's Park Rangers and is responsible for supervising all activities and permits at all City park facilities. The Park Rangers ensure park rules and regulations are adhered to for the fun, enjoyment, and safety of park patrons.

# Parks and Recreation

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Administration	9	3	3	3
Recreational Programs	13	14	14	14
Athletics	0	4	4	4
Parks Support	11	11	9	9
<b>Total</b>	<b>33</b>	<b>32</b>	<b>30</b>	<b>30</b>

## Budget Summary

The Parks and Recreation Department consists of Administration, which is responsible for special events, Athletics, which administers the sports leagues and is responsible for Quigley Park, Recreation, which runs the after-school care, summer camp programs and is responsible for P-REC, and Parks Support which houses the Park Rangers. The Department's total budget increased \$147,223 or 5%. A mid-year Fiscal Year 2021 budget amendment converted 5 part-time Park Ranger positions to 3 full-time positions, which adds benefits costs. Special events will be re-vamped for Fiscal Year 2022, adding \$30,000 to the budget. Summer Camp costs increased \$20,000 to cover the costs of hiring teachers to add an education component, as well as to cover increased operating costs. Teen Programming has been added for an additional \$8,000.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	853,342	1,111,966	1,552,489	1,623,162	70,673	5%
Contractual Services	147,246	29,465	48,100	36,800	(11,300)	-23%
Operating Expenditures	919,811	800,445	1,397,295	1,475,145	77,850	6%
Capital Outlay	285	17,287	0	10,000	10,000	--
<b>Total</b>	<b>\$1,920,684</b>	<b>\$1,959,163</b>	<b>\$2,997,884</b>	<b>\$3,145,107</b>	<b>\$147,223</b>	<b>5%</b>

## Public Service Levels

- Plan, coordinate and implement City-wide special events:
  - (4) Movie in the Park events
  - (3) Fishing Derby events
  - (4) Drive-In Movies
  - (4) Eats 'N' Beats Outdoor Concerts
  - (4) Other family oriented events (Flick or Treat, Light up the Park, Eggstravaganza, Splash Bash)
  - (3) Educational events (Veterans' Day, Memorial Day Ceremony, Get to Know Your SRO)
  - Cultural event (A Tribute to MLK)
  - Charity event (Parkland Dash)
  - New events (Autism Awareness, Dog Meet & Greet Expo, Summer Games)
- Secure sponsorships and/or grant funding for events;
- Process and coordinate special event permits as defined in the Special Event Policy;
- Conduct Summer Recreation staff training and beginning counselor class for summer volunteers;
- Provide Summer Recreation Camp for eight weeks for elementary and middle school age children;



# Parks and Recreation

- Plan, implement recreation enrichment classes, programs year round at P-REC;
- Process and manage contracts for recreation, athletic, and fitness programs;
- Collaborate and coordinate youth sports programs with the City's recognized sports organizations;
- Manage, review sports rosters, coaches' background screenings, and sports organization requirements as defined in the City's Sports Policy;
- Process field and pavilion rental reservation permits;
- Plan, coordinate, supervise monthly senior activities including field trip, classes, and educational seminars;
- Process and manage Community Development Block Grant for senior programs;
- Collaborate and work with the Parks and Recreation Advisory Board;
- Assist and respond to public inquiries relating to the Parks and Recreation amenities, programs, events;
- Conduct high frequency and low frequency playground inspections;
- Collaborate and coordinate with Public Works on field and facility maintenance;
- Continuously review and update the Department's standard operating procedures and policies as needed.

## Accomplishments

- The Parkland Dash raised \$2,396.62 for Broward County Public Schools located in Parkland and \$1,027.12 for the Canine Assisted Therapy;
- Provided a safe way for the community to attend outdoor events and programs while adhering to County Emergency Orders and COVID-19 safety guidelines;
- Secured more than \$50,000 in sponsorships for Special Events during Fiscal Year 2021;
- Secured more than \$40,000 in revenue from Farmers' Market vendor fees;
- Processed over 80 special event permit applications;
- Received Community Development Block Grant for the 15th consecutive year for residents 62 and older;
- Provided new programs at the P-REC such as Songs for Seeds, Future Veterinarian, ArKIDtecture, Gymnastics, and E-Gaming;
- Expanded senior programming to include regularly scheduled Game Nights, Tea Talks, and Bocce Ball;
- Coordinated a quarterly family friendly program called "Clues In The Park" to get families active and start exploring all the parks throughout Parkland;
- Implemented a half day summer academy program to accommodate residents enrolled in Broward County summer school for the 2021 summer;
- Started a Monthly Teen Night program;
- Expanded fitness classes to include evening opportunities;
- Secured lower cost for background screenings;
- Added outfield fence to Terramar Field 5;
- Regraded baseball fields at Pine Trails, Terramar Park;
- Replaced artificial turf on multipurpose fields 1 and 2 at Pine Trails Park;
- Replaced field signage at Terramar Park baseball fields, basketball courts, and tennis courts;
- Replaced basketball goals at Terramar Park courts 1-3 and Pine Trails Park courts 1 and 2;
- Implemented anti-bullying and lightning safety policies as part of league agreements;
- Installed additional Thorguard satellite station, relocated existing one to improve visibility for park patrons
- Implemented guest passes for Quigley Tennis Center;
- Increased Quigley tennis memberships;
- Awarded tennis professional services to Rob Nickels Tennis;
- Renewed concession services with Sweet Lou's Concessions for park patrons;
- Began Pine Trails Park field project to fix drainage issues on multipurpose fields 6-9 and baseball field D;
- Completed and adopted the Parks and Recreation Master Plan.





# Parks and Recreation



## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Number of special events offered	40	22*	32	43
Conduct senior field trip outings	13	8*	8	12
Conduct annual coaches meeting for City Recognized Sports Leagues	2	4	2	2
Conduct Senior in-class program	13	8*	28	24
Total number of special event permits granted	75	43*	58	90
Total number of sponsors for programs and events	128	87*	49	65
Number of fitness classes offered	131	108*	144	108
Number of tennis programs offered	35	26*	38	30
Number of sports clinics offered	21	13*	15	20
Number of participants in sports league	4,769	3,886*	4,256	3,800
Number of tournaments hosted	6	1*	2*	5
Number of court reservations	6,018	4,050*	5,375	5,000
Number of tennis memberships at Quigley Tennis Ctr	144	200	352	240
Number of enrichment programs offered	140	90*	149	149
Number of participants in summer camps	298	0*	190	225
Number of participants in after school program	138	125*	60*	130
Number of pavilion reservations at City parks	287	194	92	250

\* COVID-19 pandemic forced reductions in these activities.

# Parks and Recreation-Administration

**Parks and Recreation  
Director**

**Special Events  
Coordinator**

**Rec Aide (PT)**

## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Parks and Recreation Director	1	1	1	1
Program Manager	1	0	0	0
Parks and Recreation Coordinator*	1	1	1	1
Program Specialist	1	0	0	0
Administrative Assistant (P/T)	1	0	0	0
Rec Aide (P/T)	2	1	1	1
Parks Attendant (P/T)	2	0	0	0
<b>Total</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Budget Summary

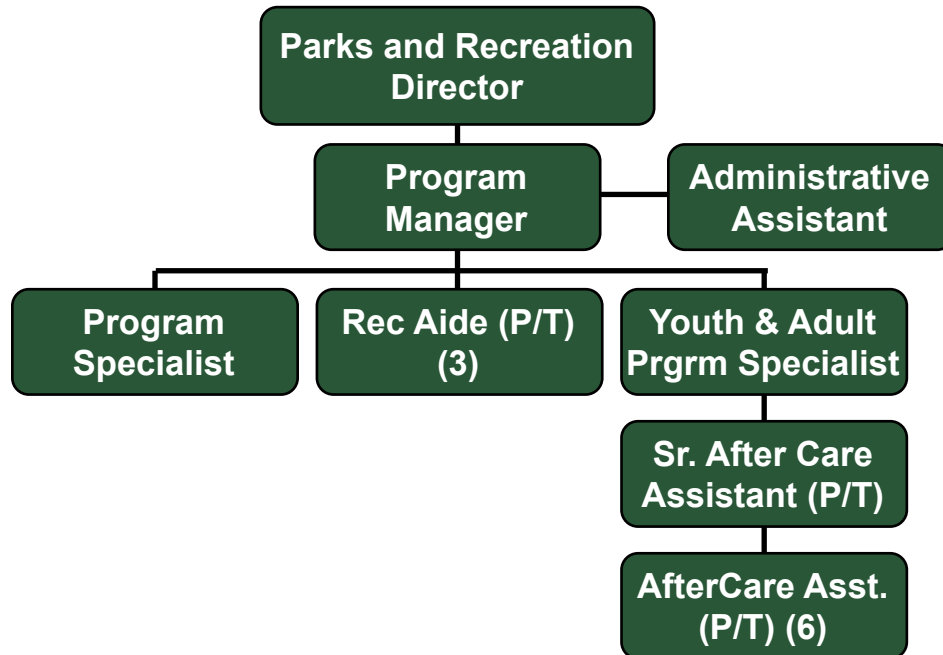
The Parks and Recreation-Administration budget increased \$47,295 or 6% primarily due to the restructuring of Special Events planned for Fiscal Year 2022 that adds \$30,000 to the budget.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	366,761	265,274	278,863	290,708	11,845	4%
Contractual Services	82,639	5,128	5,200	5,300	100	2%
Operating Expenditures	563,536	373,481	498,915	524,265	25,350	5%
Capital Outlay	285	17,287	0	10,000	10,000	--
<b>Total</b>	<b>\$1,013,221</b>	<b>\$661,170</b>	<b>\$782,978</b>	<b>\$830,273</b>	<b>\$47,295</b>	<b>6%</b>

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Percentage of "Public Stuff" requests responded to within 24 hours	Effective Governance and Internal Communication	Efficiency	99%	100%	99%	100%	99%	100%	100%
Number of injuries occurring during City events	Continue to be a pre-eminent City for Parks & Recreation programs	Workload	0	1	0	1	0	0	0
% returning vendors to Farmer's Market	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	90%	97%	90%	96%	90%	84%	90%
% of residents satisfied with Parks&Rec programs	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	92%	95%	92%	95%	95%	95%	95%
How would you rate the quality of Special Events?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	93%	94%	93%	94%	93%	94%	93%



# Parks and Recreation-Recreation



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Program Manager	0	1	1	1
Parks and Recreation Coordinator	2	0	0	0
Sr. Program Specialist	0	0	0	0
Youth and Adult Program Specialist	0	1	1	1
Program Specialist	0	1	1	1
Administrative Assistant	2	1	1	1
Receptionist (P/T)	1	0	0	0
Sr. Aftercare Assistant (P/T)	1	1	1	1
Rec Aide/Aftercare Assistant (P/T)	7	9	9	9
<b>Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Budget Summary

The Parks and Recreation-Recreation budget increased \$26,541 or 2%. Contractual Services was reduced \$15,000 to reflect the historical actual costs of fitness instructors and Operating Expenditures were increased \$25,800 to add teen programming and increase Summer Camp expenditures to hire teachers for an instructional element.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	486,581	410,417	678,146	693,887	15,741	2%
Contractual Services	64,607	21,818	40,000	25,000	(15,000)	-38%
Operating Expenditures	356,275	208,410	573,440	599,240	25,800	4%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$907,463</b>	<b>\$640,645</b>	<b>\$1,291,586</b>	<b>\$1,318,127</b>	<b>\$26,541</b>	<b>2%</b>

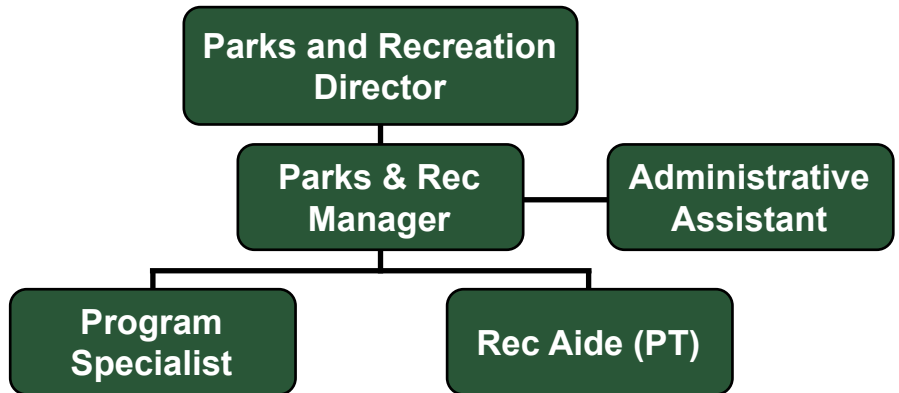
# Parks and Recreation-Recreation

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of Senior Program participants satisfied with the Senior Program	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	98%	90%	98%	96%	98%	96%	98%
Number of new programs introduced	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	50	51	50	27*	50	26	25
How would you rate the quality of Summer Camp?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	80%	77%	80%	N/A*	80%	80%	90%
How would you rate the quality of Senior Programs?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	90%	72%	90%	90%	90%	90%	90%
Number of unduplicated participants in CDBG Senior Programs	Continue to be a pre-eminent City for Parks & Recreation program	Demand	100	119	100	118	110	127	110
How would you rate the quality of Youth Programs?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	85%	82%	85%	90%	85%	90%	90%

\* COVID-19 pandemic hindered the accomplishment of these goals.



# Parks and Recreation-Athletics



**Budgeted Positions**

	FY 2019	FY 2020	FY 2021	FY 2022
Parks and Recreation Manager	n/a	1	1	1
Program Specialist	n/a	1	1	1
Administrative Assistant	n/a	1	1	1
Rec Aide (P/T)	n/a	1	1	1
<b>Total</b>	<b>n/a</b>	<b>4</b>	<b>4</b>	<b>4</b>

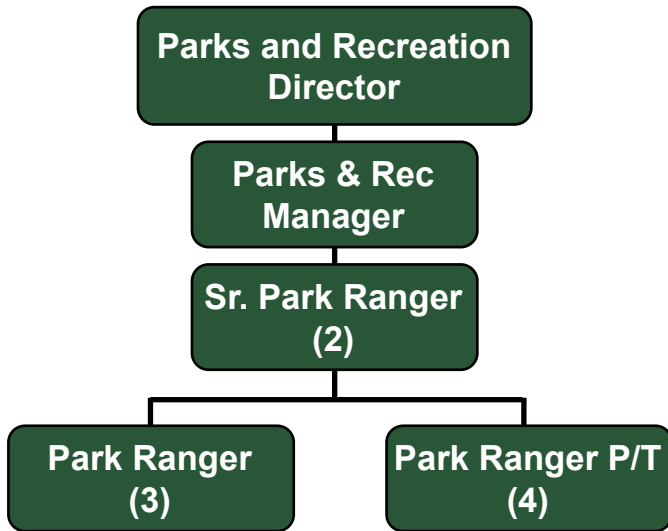
**Budget Summary**

The Parks and Recreation-Athletics budget increased \$38,773 or 7% due to moving a budget of \$15,000 for athletic supplies (soccer goals, nets, basketball backboards,...) out of Public Works-Parks and Grounds Maintenance, plus increases in utility and insurance costs. Contractual Services increased \$3,600 to add referee services for new adult sports leagues.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	0	182,232	236,402	246,275	9,873	4%
Contractual Services	0	2,519	2,900	6,500	3,600	124%
Operating Expenditures	0	197,208	285,740	311,040	25,300	9%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$-</b>	<b>\$381,959</b>	<b>\$525,042</b>	<b>\$563,815</b>	<b>\$38,773</b>	<b>7%</b>

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of recreation sport league program participants who are residents	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	N/A	N/A	90%	91%	90%	92%	90%
% of travel league program participants who are residents	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	N/A	N/A	50%	53%	50%	55%	50%

# Parks and Recreation-Parks Support



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Supervisor	1	1	0	0
Senior Park Ranger	1	1	2	2
Park Ranger	0	0	3	3
Park Ranger (P/T)	9	9	4	4
<b>Total</b>	<b>10</b>	<b>11</b>	<b>9</b>	<b>9</b>

## Budget Summary

The Parks and Recreation-Parks Support Services budget increased \$34,614 or 9%. A mid-year budget amendment during Fiscal Year 2021 approved the conversion of 5 part-time Park Ranger positions to 3 full-time Park Ranger positions.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	0	254,043	359,078	392,292	33,214	9%
Contractual Services	0	0	0	0	0	n/a
Operating Expenditures	0	21,346	39,200	40,600	1,400	4%
Capital Outlay	0	0	0	0	0	n/a
<b>Total</b>	<b>\$-</b>	<b>\$275,389</b>	<b>\$398,278</b>	<b>\$432,892</b>	<b>\$34,614</b>	<b>9%</b>

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
Overall, how would you rate City Parks?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	95%	94%	95%	97%	95%	97%	97%
% of customers satisfied with appearance, maintenance of parks?	Continue to be a pre-eminent City for Parks & Recreation programs	Effectiveness	90%	94%	90%	94%	90%	94%	94%



# Library

## Mission Statement

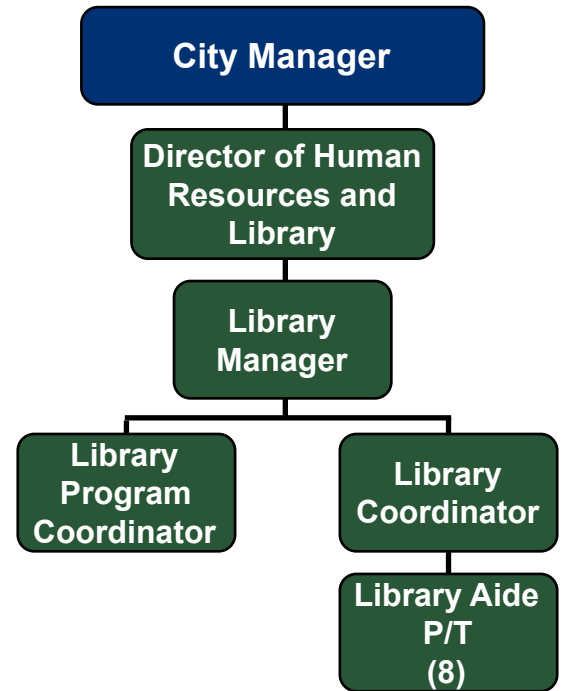
The Parkland Library connects the community to information and ideas to promote lifelong learning, literacy development, and civic engagement.

## Core Services

**Library Management:** Responsible for the day-to-day operation of the Parkland Library which includes planning, organizing, designing facility programming, staffing, communication, and budget management.

**Technical Services:** Responsible for all “behind the scenes” services including acquisition of materials, cataloging and classification of materials, management of the collection, and management of the integrated library system.

**Public Services:** Responsible for activities which directly connect the Library to Parkland residents. This includes readers and advisory service to children, teens, and adults, as well as organization, display and circulation of library materials. All forms of programming are included, such as story times, enhanced childhood literacy, reading groups, and film discussion groups. Responsible for education initiatives such as Government Days, and the library’s one-to-one customer service program.



## Budgeted Positions

	FY 2019	FY 2020	FY 2021	FY 2022
Library Director	1	1	1	0
Library Manager	0	1	1	1
Library Coordinator	1	1	1	1
Library Program Coordinator	0	0	1	1
Program Specialist II	1	1	0	0
Library Assistant	1	0	0	0
Library Aide (P/T)	6	6	7	8
<b>Total</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>



# Library

## Budget Summary

The Library's budget decreased (\$58,770) or (7%) for Fiscal Year 2022 due to the elimination of a budgeted Director position, but was offset by the addition of one part-time Library Aide. The Library will continue to report through the Human Resources Director.

	FY 2019	FY 2020	FY 2021	FY 2022	Dollar	Percent
Expenditures	Actual	Actual	Budget	Budget	Change	Change
Personnel Services	412,272	446,404	534,611	470,081	(64,530)	-12%
Contractual Services	3,126	3,027	3,400	3,400	0	n/a
Operating Expenditures	105,950	95,046	175,765	180,500	4,735	3%
Capital Outlay	67,641	60,319	92,400	93,425	1,025	1%
Total	\$588,989	\$604,796	\$806,176	\$747,406	\$(58,770)	-7%

## Public Service Levels

- Provide access to more than 600,000 text and virtual library items;
- Attract 25,000 patron page views of Library website pages;
- Circulate 130,000 physical and virtual items;
- Attract 34,000 patron visits to the Library;
- Register 1,300 new patrons for library cards;
- Conduct 500 classes and activities programs;
- Attract 10,000 participants to events;
- Assist Library customers by completing 65,000 customer contacts.

## Accomplishments

- The Library adapted to the COVID-19 challenge by instituting a system for patrons to reserve books and pick up holds. Many patrons expressed the wish that curbside pickup remain as an option going forward;
- In addition to the automatic emails sent out to patrons, we have been calling three days before items are due, which eliminates accumulation of fines incurred by our patrons. Many patrons have appreciated this;
- The Library Team continued to serve patrons with outdoor and virtual programs such as story time, meditation and other multi-age events during the pandemic;
- The Parkland Library was the first library in Broward County to open the building for in-person book browsing and borrowing;
- We furnished the Children's Wing patio with furniture, plants and welcoming garden decorations to make it an inviting spot for families to read, and a calm spot for children on the Autism spectrum;
- We conducted an inventory of all books on the main side of the library and updated the catalog accordingly;
- We continued to assist Aston Gardens with their book club selections and provided them with enough copies of the book to circulate to the many members of the group. We also helped Allegro set up their book club and began sending books to them;
- We added information to the catalog and physical labels to make children and adult book series more user-friendly for patrons.



# Library

## Performance Measures

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Forecast
Patron page views of Library website pages	24,466	21,031	27,196	26,000
Conduct classes and activities	663	319*	332*	600
Respond to customer contact	64,091	34,866*	49,931*	72,000
Circulate books and materials	124,127	93,467*	107,063	130,000
Attract patron visits to the library	48,008	39,050*	52,493*	44,000
Register new patrons	1,556	567*	1,035*	1,300
Number of patrons participating in events	14,553	6,400*	5,669*	14,000
Average number of hours open to public each month	200	166*	206	200

\* COVID-19 pandemic forced reductions in these activities.

Measurement	Strategic Goal	Measure Type	FY 2019		FY 2020		FY 2021		FY 2022
			Goal	Actual	Goal	Actual	Goal	Actual	Goal
% of "Public Stuff" requests responded to within 24 hours	Effective Governance and Internal Communication	Efficiency	100%	n/a	100%	100%	100%	100%	100%
Library cards registered and active	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	6,000	6,613	6,600	7,723	6,600	7,030	6,600
Number of new program topics offered	Continue to be a pre-eminent City for Parks & Recreation programs	Workload	70	11	70	21*	70	27*	70
Number of volunteer hours	Foster a more fully informed community that strengthens community character	Demand	4,100	1,257	5,000	1,427*	5,000	4,110	5,000
% of book budget spent (membership/subscriptions & books)	Continue to be a pre-eminent City for Parks & Recreation programs	Efficiency	100%	100%	100%	100%	100%	80%	100%
Percent of Parkland population registered for library cards	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	25%	21%	25%	20%	25%	20%	25%
% of new requested items placed into circulation within 48 hours of receipt	Continue to be a pre-eminent City for Parks & Recreation programs	Efficiency	95%	97%	95%	98%	95%	95%	95%
Number of active library cards used per quarter	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	5,500	4,959	6,000	6,662	6,000	7,366	6,000
Circulation per active library card	Continue to be a pre-eminent City for Parks & Recreation programs	Demand	5	17	25	16*	25	15	25

\* COVID-19 pandemic hindered the accomplishment of these goals.

# Non-Departmental

## Budget Summary

The Non-Departmental budget shows a (54%) decrease due primarily to a Fiscal Year 2021 budget amendment that added \$4,000,000 to the adopted Transfers Out budget of \$1,700,000. This action exemplifies the City's pay-as-you-go financing of capital.

The budget for Contractual Services for Fiscal Year 2022 increased by \$228,150 over last year. The components will include:

Lobbyist	\$40,000
Branding Consultant	\$125,000
Fire Assessment Study (incl. new methodology)	\$75,000
Waste Generation Study	\$40,000
Strategic Planning	\$22,000
Storage of MSD Materials	\$25,000
Retirement Consultant	\$12,000
Performance Evaluation Software	\$13,500
Envivio Software	\$13,150
Attorney Services for Assessments	\$5,000
Other	\$26,000
<b>TOTAL</b>	<b>\$396,650</b>

Operating Expenditures were increased to fund preparatory activities for a Branding Reveal Event expected in Fiscal Year 2022.

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	3,329	8,126	30,000	30,000	0	n/a
Contractual Services	355,376	257,199	168,500	396,650	228,150	135%
Operating Expenditures	70,141	40,223	68,000	96,220	28,220	42%
Other Uses	39,455	37,981	149,070	194,250	45,180	30%
Transfers Out	8,018,762	4,306,856	5,700,000	2,100,000	(3,600,000)	-63%
<b>Total</b>	<b>\$8,487,063</b>	<b>\$4,650,385</b>	<b>\$6,115,570</b>	<b>\$2,817,120</b>	<b>\$(3,298,450)</b>	<b>-54%</b>





# Debt Service

## Budget Summary

Debt service was increased in Fiscal Year 2021 in anticipation of taking on additional debt to fund the recommendations in the Parks Master Plan. Due to many factors, including the COVID-19 pandemic, this debt issuance was delayed, but was finalized in June 2021. More details can be found in the Policies and Planning section under “Debt Management.”

Expenditures	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Dollar Change	Percent Change
Personnel Services	0	0	0	0	0	n/a
Contractual Services	0	0	0	0	0	n/a
Operating Expenditures	0	0	0	0	0	n/a
Debt Service	1,291,295	1,291,215	2,497,750	2,674,100	176,350	7%
Total	\$1,291,295	\$1,291,215	\$2,497,750	\$2,674,100	\$176,350	7%





# Capital Improvement Program



The Capital Improvement Program (CIP) is an important element in preparing the Fiscal Year 2022 budget. The CIP is a separate budgeting process within the annual operating budget and is used to plan, budget, and finance large purchases and construction of large capital infrastructure, facilities, equipment, and other fixed assets.

## *How Capital Projects are Identified*

For this budget cycle, the Capital Improvement Program process was driven by the Strategic Planning workshop with the City Commission in April 2021. Following that effort, Department Directors prepared their budgets and requested capital projects to align with and accomplish the direction provided during Strategic Planning. Management evaluates all capital projects and determines which projects can be funded. Aligning the capital projects with appropriate funding sources is crucial and projects may need to be scaled down and/or completed over several years in order to be accomplished.

## *Replacement Plans*

Vigilant multi-year planning and careful funding decisions are accomplished through the City's Infrastructure Replacement Plan and the Capital Replacement Plan. The Infrastructure Replacement Plan helps the City manage and maintain its substantial investments in capital improvements by optimizing the repair and replacement needs. The Capital Replacement Plan is a ten-year forecast of the City's vehicle and equipment needs. Reserves are maintained for the funding of these plans.

## *Current Economic Condition*

National and local economic conditions experienced a remarkable recovery from last year's downward shift due to the COVID-19 pandemic. The City has a strong financial position with adequate reserves to close out Fiscal Year 2021 plus a low-interest \$20 million loan was obtained in June 2021 to help fund upcoming capital needs. Therefore, the Capital budget is significantly more ambitious and robust, making up for last year's conservative plan and working toward the City Commission's vision for our future. The City's solid financial condition will allow aggressive funding of both of the Replacement Plans as well, allowing the City to maintain service levels for years to come. See the Infrastructure Replacement Plan and the Capital Replacement Plan for details.

For Fiscal Year 2022, the Capital Improvement Program totals \$15,661,965 which is significantly greater than the Fiscal Year 2021 Adopted Budget total of \$4,895,000. All projects that were budgeted in prior fiscal years will be carried forward until completion, as shown in the Fiscal Year 2021 Amended Budget. Only new funded projects are included in the Capital Improvement Projects budget for Fiscal Year 2022, and all projects will be funded with existing cash reserves (equity), grants, or debt, as indicated.







# 5 Year Capital Improvement Plan



Capital Improvement Project	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026	Five-Year Capital Plan
<b>DEBT FUNDED:</b>						
<a href="#">36 Acre Park</a>	\$5,000,000	\$10,000,000	\$5,000,000	\$0	\$0	\$20,000,000
<b>EQUITY FUNDED:</b>						
<a href="#">36 Acre Park-Additional Vehicles, Equipment</a>	\$0	\$0	\$423,500	\$0	\$0	\$423,500
<a href="#">Terramar Park Enhancements (Level 1)</a>	\$375,000	\$0	\$0	\$0	\$0	\$375,000
<a href="#">Terramar Park Enhancements-Equipment (Level 1)</a>	\$155,000	\$0	\$0	\$0	\$0	\$155,000
<a href="#">Terramar Park Enhancements (Level 2)</a>	\$0	\$200,000	\$0	\$0	\$0	\$200,000
<a href="#">Terramar Park Field, Parking Lot Expansion (additional funds)</a>	\$3,170,000	\$0	\$0	\$0	\$0	\$3,170,000
<a href="#">Terramar Park Shed Lighting</a>	\$20,000	\$0	\$0	\$0	\$0	\$20,000
<a href="#">Pine Trails Park Enhancements (Level 1)</a>	\$240,000	\$525,000	\$150,000	\$0	\$0	\$915,000
<a href="#">Pine Trails Park Enhancements-Equipment (Level 1)</a>	\$200,000	\$0	\$0	\$0	\$0	\$200,000
<a href="#">Pine Trails Park Enhancements (Level 2)</a>	\$1,620,000	\$400,000	\$0	\$0	\$0	\$2,020,000
<a href="#">Pine Trails Park Back Parking Lot Lighting</a>	\$40,000	\$0	\$0	\$0	\$0	\$40,000
<a href="#">Liberty Park Playground</a>	\$0	\$800,000	\$0	\$0	\$0	\$800,000
<a href="#">Liberty Park Overflow Parking</a>	\$0	\$10,000	\$70,000	\$0	\$0	\$80,000
<a href="#">Liberty Park Splash Pad Resurfacing</a>	\$40,000	\$0	\$0	\$0	\$0	\$40,000
<a href="#">Hillsboro Boulevard Roundabout</a>	\$310,000	\$0	\$0	\$0	\$0	\$310,000
<a href="#">ADA Transition Plan</a>	\$250,000	\$250,000	\$250,000	\$0	\$0	\$750,000
<a href="#">E-Permitting Software</a>	\$150,000	\$0	\$0	\$0	\$0	\$150,000
<a href="#">Electric Vehicle Charging Stations</a>	\$120,000	\$0	\$0	\$0	\$0	\$120,000
<a href="#">IT Upgrades</a>	\$106,775	\$182,300	\$65,000	\$230,000	\$80,000	\$664,075
<a href="#">Farmer's Market Parking</a>	\$100,000	\$0	\$0	\$0	\$0	\$100,000
<a href="#">Kiosk-Building Dept. Drop-off (add'l funds)</a>	\$70,000	\$0	\$0	\$0	\$0	\$70,000
<a href="#">Park Storage Sheds</a>	\$40,000	\$0	\$0	\$0	\$0	\$40,000
<a href="#">Crosswalk-Holmberg Rd., Parkside Dr. (add'l funds)</a>	\$40,000	\$0	\$0	\$0	\$0	\$40,000
<a href="#">City Manager Vehicle</a>	\$30,000	\$0	\$0	\$30,000	\$0	\$60,000
<a href="#">Public Property Beautification</a>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<a href="#">Exotic, Invasive Plant Removal</a>	\$20,000	\$12,000	\$150,000	\$50,000	\$55,000	\$287,000
<a href="#">Electronic Notice Board</a>	\$6,500	\$0	\$0	\$0	\$0	\$6,500
<b>Total CIP: Equity Funded</b>	<b>\$7,123,275</b>	<b>\$2,399,300</b>	<b>\$1,128,500</b>	<b>\$330,000</b>	<b>\$155,000</b>	<b>\$11,136,075</b>
<b>Infrastructure Replacement Plan</b>	\$2,106,590	\$3,265,200	\$1,392,820	\$2,358,084	\$4,535,905	\$13,658,599
<b>Capital Replacement Plan</b>	\$1,432,100	\$381,300	\$306,500	\$498,200	\$694,950	\$3,313,050
<b>Total Capital Improvement Plan</b>	<b>\$15,661,965</b>	<b>\$16,045,800</b>	<b>\$7,827,820</b>	<b>\$3,186,284</b>	<b>\$5,385,855</b>	<b>\$48,107,724</b>



# Infrastructure Replacement Plan



As part of the City's strategy to fund projects with cash or on a pay-as-you-go basis, the City developed an Infrastructure Replacement Fund (Fund 302) in Fiscal Year 2013. The purpose of this fund is to plan for future maintenance and replacement of all City facilities, including roof replacements, air conditioning replacements, irrigation pump stations, parks and playground equipment, and City-owned road infrastructure. City staff meet regularly to review the 20-year replacement plan for all of these elements. Adjustments are made as warranted.

The Infrastructure Replacement Plan has budgeted projects totaling \$2,106,590 for Fiscal Year 2022. Project descriptions can be found in the pages following the CIP project descriptions in this section.

Reserves that accumulate in the Infrastructure Replacement Fund will assist the funding of future replacement projects on a pay-as-you-go basis without affecting general fund operations or the millage rate. In Fiscal Year 2022, a \$1,700,000 contribution to the Infrastructure Replacement Program is budgeted bringing total program reserves to approximately \$4.2 million.

Replacement Projects	Fiscal Year 2022 Costs
<a href="#">Terramar Park Enhancements</a>	\$760,000
<a href="#">Pine Trails Park Front Playground</a>	\$600,000
<a href="#">Terramar Park Pavilions</a>	\$200,000
<a href="#">City Hall Refurbishments</a>	\$149,000
<a href="#">Pine Trails Park Enhancements</a>	\$136,000
<a href="#">Sidewalks</a>	\$95,340
<a href="#">Irrigation Pump Station Replacements</a>	\$66,000
<a href="#">Barkland Replacements</a>	\$60,000
<a href="#">Equestrian Center Replacements</a>	\$30,250
<a href="#">P-Rec Gym and Dance Floors</a>	\$10,000
<b>Total Infrastructure Replacement Funding</b>	<b>\$2,106,590</b>

The expected funding needs for this Plan for the next ten years are shown below.



## Infrastructure Replacement Funding Plan Fund 302

Fiscal Year	Planned Expenditures	Funding Contribution	Interest Earnings	Total Contributions	Total Reserves
2021	1,109,600	1,350,000	10,946	1,360,946	4,629,626
2022	2,106,590	1,700,000	11,574	1,711,574	4,234,610
2023	3,265,200	1,700,000	10,587	1,710,587	2,679,996
2024	1,392,820	2,000,000	6,700	2,006,700	3,293,876
2025	2,358,084	2,000,000	8,235	2,008,235	2,944,027
2026	4,535,905	2,000,000	7,360	2,007,360	415,482
2027	2,275,530	2,200,000	1,039	2,201,039	340,991
2028	1,784,080	2,500,000	852	2,500,852	1,057,763
2029	1,073,924	2,500,000	2,644	2,502,644	2,486,484
2030	5,371,780	3,000,000	6,216	3,006,216	120,920
2031	1,867,610	3,000,000	302	3,000,302	1,253,612
2032	4,120,127	3,000,000	3,134	3,003,134	136,619



# Capital Replacement Plan



As part of the City's strategy to fund projects with cash or on a pay-as-you-go basis, the City developed a Capital Replacement Fund (Fund 501) in Fiscal Year 2008. The purpose of this fund is to prepare for replacement of City-owned vehicles, equipment, and computers. For Fiscal Year 2022 a \$400,000 contribution to the Capital Replacement Fund reserves is budgeted to help fund the scheduled replacements, listed below. This year's funding requirement is above-average due to the need to replace the fire engine stationed at Fire Station 109 which was purchased in 2007, reducing total fund reserves to approximately \$221,000.

At the beginning of each fiscal year's budget process all City-owned vehicles and equipment are evaluated based on an established replacement schedule. For Fiscal Year 2022, the City will continue funding the Capital Replacement Plan and budget to replace equipment and vehicles as needed. Budgeted items due for replacement totaling \$1,432,100 are listed in the table. The following page provides a justification of the replacements that are planned.



Vehicle, Equipment to be Replaced	Fiscal Year 2022 Costs
Fire Engine PK 142	\$882,000
Grapple Truck	\$175,000
Tractor/Loader/Backhoe	\$105,800
Track Loader	\$70,500
Cargo Van E-150 Econoline	\$41,500
SUV (Ford Escape) - Building Dept.	\$30,000
Computer Replacements	\$30,000
Truck (Chevy Silverado)	\$25,000
Infield Pro Groomer (Toro SandPro)	\$22,200
Multi-purpose Vehicles (Gator HPX) - 2	\$22,200
Tow-behind Spreader	\$11,000
Towed Water Tanker (500 gallon)	\$10,500
Floor Stripping Machine (P-Rec)	\$6,400
<b>Total Capital Replacement Funding</b>	<b>\$1,432,100</b>

## Capital Replacement Funding Plan Fund 501

Fiscal Year	<u>Planned</u> Expenditures	Funding Contribution	Interest Earnings	Total Contributions	Total Reserves
2021	331,000	350,000	3,071	353,071	1,250,500
2022	1,432,100	400,000	3,126	403,126	221,526
2023	381,300	400,000	554	400,554	240,780
2024	306,500	500,000	602	500,602	434,882
2025	498,200	500,000	1,087	501,087	437,769
2026	694,950	550,000	1,094	551,094	293,914
2027	687,200	650,000	735	650,735	257,449
2028	705,800	650,000	644	650,644	202,292
2029	188,200	650,000	506	650,506	664,598
2030	999,700	650,000	1,661	651,661	316,559
2031	449,500	650,000	791	650,791	517,851
2032	861,000	650,000	1,295	651,295	308,145

Expected funding needs for the next ten years for the Capital Replacement Plan are shown in the table.



# Capital Replacement Plan

Item	ID #	Purpose	Age	Mileage	Replacement Cost	Why does this need to be replaced?	Maintenance costs incurred	Current Condition
<b>Chevy Silverado 1500</b>	127	Public Works Vehicle	16 years	122,630	\$25,000	Exceeds useful life, non-standard Fleet vehicle	2015-2021 \$8,055.00	Sold
<b>Ford E-150 Econoline</b>	130	Public Works Vehicle	15 years	101,370	\$41,500	Exceeds useful life Facilities supplies vehicle and transport	2015-2021 \$7,695.00	Fair >Poor
<b>Ford F-750 w/Dump Body</b>	132	Public Works Vehicle Grapple Truck	14 years	45,870	\$175,000	Essential for Hurricane season, Emergencies (grapple requires too much work, failed 7 times during Irma)	2015-2021 \$10,233.00	Fair Body rust Paint faded
<b>Ford Escape 4x4</b>	292	Development Svcs Vehicle	4 years	N/A	\$30,000	Totaled in an accident	N/A	Tow Away Non-operative
<b>Multi-purpose Vehicle (Gator HPX)</b>	347	Streets Division Public Works Gator/MP vehicle	6 years	1,832 hrs.	\$11,100	Used for Streets Operations Exceeds useful life	2015-2021 \$1,356.00	Fair
<b>Multi-purpose Vehicle (Gator HPX)</b>	529	Parks Division Public Works Gator/MP vehicle	6 years	4,486 hrs.	\$11,100	Used for Parks Operations Exceeds useful life	2015-2021 \$2,488.00	Fair>Poor
<b>Infield Pro Groomer (Toro Sand Pro)</b>	1073	Public Works Parks Division Equipment	6 years	1,992 hrs.	\$22,200	Used for Parks Operations Exceeds useful life, non-operational	2015-2021 \$874.00	Fair>Poor
<b>Tow-behind Spreader (Lely LE 110)</b>	1128	Public Works Parks Division Equipment	9 years	N/A	\$11,000	Used for Parks Operations Exceeds useful life, bearings worn out in wheel mechanism	2015-2021 \$233.00	Poor Rust
<b>Tractor/Loader/Backhoe (Case 580M)</b>	8480	Public Works Equipment	13 years	1,766 hrs.	\$105,800	Public Works Operations Exceeds useful life, 2 front cylinders failed, seals go bad	2015-2021 \$5,712.00	Fair>Poor
<b>Track Loader (Bobcat 61 Skid Steer)</b>	1075	Public Works Equipment	11 years	2,898 hrs.	\$70,500	Public Works Operations Exceeds useful life/hours, a necessary, universal piece of equipment	2015-2021 \$7,895.00	Fair
<b>Towed Water Tanker (500 gallon)</b>	3058	Public Works Equipment	21 years	N/A	\$10,500	Public Works Operations Exceeds useful life	2015-2021 \$1,369.00	Fair
<b>Floor Stripping Machine</b>		PREC floor maintenance	5 years	N/A	\$6,400	Exceeds useful life, had to replace parts, several weeks of downtime waiting for parts	N/A	Poor
<b>Computer Replacements</b>	N/A	Various desktop computers for City staff	N/A	N/A	\$30,000	Maintain IT infrastructure	N/A	N/A
<b>Fire Engine (PK142 Pumper)</b>	N/A	Fire Rescue response	15 years		\$882,000	Exceeds useful life, pump seals leak, corrosion issues, new power systems take less energy		
<b>Total</b>					<b>\$1,432,100</b>			

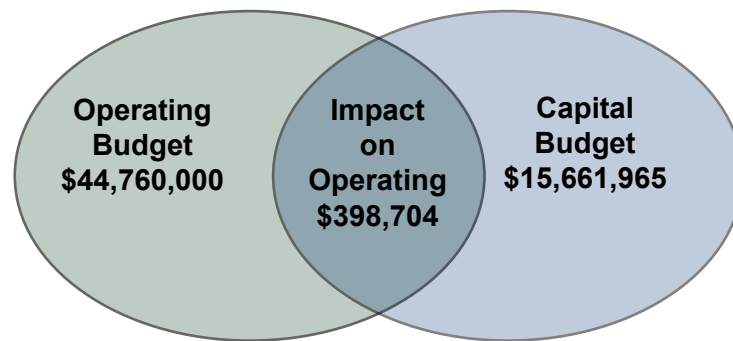




# Impact on Operating

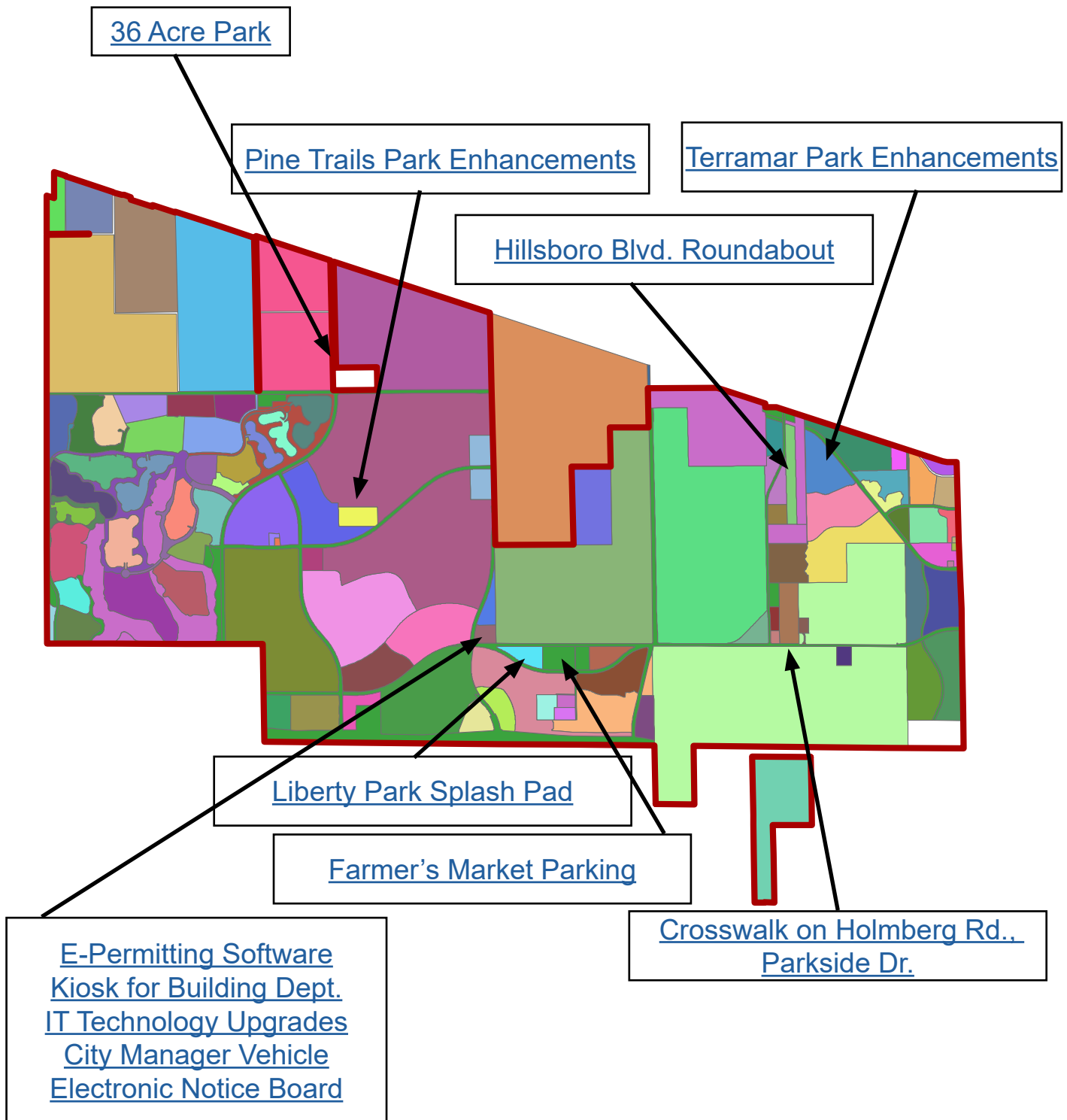


Some new Capital Projects or purchases may incur additional operating costs that extend beyond the current budget year. Operating costs include all new expenditures associated with a project. Examples of new expenditures are fuel, maintenance and insurance costs for a new vehicle, operating expenses for a new building, maintenance agreements, etc. The total additional operating expenditure impact for all budgeted capital projects appears in the diagram below. The expenditures are only new expenditures occurring in Fiscal Year 2022. In Fiscal Year 2022, the City is anticipating \$398,704 in new operating expenditures due to planned capital improvement projects, primarily for the enhanced levels of service and attention needed at the parks.





# Location of Capital Projects



# 36 Acre Park

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Fiscal Year 2022 Fund 301 = \$5,000,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$500,000	\$4,500,000			\$5,000,000		
2023		\$9,000,000		\$1,000,000	\$10,000,000		
2024		\$4,850,000	\$573,500		\$5,423,500	\$573,960	
2025						\$596,918	
2026						\$620,794	
<b>Total</b>	\$500,000	\$18,350,000	\$573,500	\$1,000,000	<b>\$20,423,500</b>	\$1,791,672	

## **Describe the project:**

In 2020, the City purchased a 24-acre property on the northeast corner of Hillsboro Boulevard and Nob Hill Road next to the City's existing, vacant 12-acre park site. As of September 2021, the additional 24-acres will be annexed into the City and will be available to develop a 36-acre community park. The development of this new park will help meet the outdoor recreation needs of our growing population and help achieve recommended benchmarks of park, recreation, and open space per one thousand population.

The City has taken out a \$20 million 20-year low interest loan to fund the development of this community park at the direction of the City Commission during the Strategic Planning effort in Fiscal Year 2021. The development is expected to include multi-purpose fields, baseball/softball fields, walking paths and a playground, but is subject to change during the design development process.

\$250,000 was budgeted for design in Fiscal Year 2019 and has been carried forward to Fiscal Year 2021.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Parks Master Plan and Consultant Estimate





# 36 Acre Park

Additional operating costs will be incurred to add staff to help maintain the park, as well as increased utilities costs. The City will also need to purchase equipment and vehicles for the new park.

## Staffing

1-Fleet Mechanic	\$102,960
1-Crew Leader	\$72,000
4-Maintenance Technicians	\$246,000
3-Maintenance Technicians PT	\$61,500
2-Park Rangers PT	\$41,000
Total	\$523,960

## Utilities

Water, Sewer, Electricity	\$50,000
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## Vehicles

1-F-250 Extended Cab Truck	\$38,000
2-F-150 Extended Cab Trucks	\$64,000
1-Ford Escape	\$30,000
Total	\$132,000

## Equipment

2-Five Gang Mowers	\$110,000
3-John Deere Gators	\$35,000
1-Toro Workman	\$38,000
1-Farm Tractor	\$55,000
1-Lowboy Trailer	\$15,000
1-Dump Trailer	\$15,000
1-Paint Machine	\$16,000
1 Lely Spreader	\$7,500
1-Toro Workman Spray Rig	\$45,000
1-Toro Workman Top Dresser	\$45,000
1-Toro ProCore Aerator	\$30,000
1-Walk Behind Aerator	\$25,000
1-Roto Tiller	\$5,000
Total	\$441,500

## What are the project alternatives?

Leaving the vacant parcels with no direction for future use by the City.

## What are the adverse consequences for deferring or delaying this project?

As described in the Parks Master Plan, the City's outdoor facilities in comparison with cities of similar size and population is less than the recommend national metric in the following areas: playgrounds, multi-use courts, baseball/softball fields and a skate park. Additionally, the City currently has of 8.45 acres of park land per 1,000 population which currently is less than the national standard of 10 acres per 1,000 persons. Deferring or delaying this project would hinder the City's ability to meet the current and future demands of the residents.





# Terramar Park Enhancements

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Fiscal Year 2022 Fund 301 = \$530,000; Fund 302 = \$760,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$25,000	\$1,110,000	\$155,000		\$1,290,000		
2023		\$200,000			\$200,000		
2024		\$90,000			\$90,000		
2025							
2026		\$255,000			\$255,000		
Total	\$25,000	\$1,655,000	\$155,000		\$1,835,000		

## **Describe the project:**

As part of the City's Strategic Planning workshop, held April 2021, staff was tasked to come up with ways to enhance the levels of service at Terramar Park. During the workshop, staff provided the City Commission with three levels of enhancements to the park. At the direction of the City Commission during the Strategic Planning effort, staff was instructed to proceed with Level 1 and Level 2 enhancements. These improvements will involve improving the landscaping and adding hedges as appropriate. Two more pickleball courts will be added. Two fields, Fields C & D, will be converted to artificial turf (see separate project titled "Terramar Park Field, Parking Lot Expansion). The bathrooms will receive a complete interior remodel, including partitions, countertops, sinks, toilets and fixtures. Other improvements are expected to be budgeted over the course of the next couple fiscal years, as indicated above. The Capital Improvement Program fund, utilizing cash reserves, will be used to fund \$730,000 of the Level 1 and Level 2 improvements listed here. The City's Infrastructure Replacement Plan will fund \$1,105,000 of the improvements to the existing facilities and park elements.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Cost calculated using current bids and industry pricing



# Terramar Park Enhancements

## Level 1 Enhancements

### Capital

Remodel Bathrooms	\$150,000
Root Pruning/Root Barrier/Landscaping	\$100,000
Re-design and add 2 pickleball courts	\$70,000
Scoreboard Softball Field 5	\$30,000
Landscaping Design	<u>\$25,000</u>
<b>Total</b>	<b>\$375,000</b>

### Equipment

Pull Behind Spreader	\$10,000
Toro Vac	\$35,000
Tractor	\$35,000
Reel Mower	\$35,000
Workman Sprayer	<u>\$40,000</u>
<b>Total</b>	<b>\$155,000</b>

### Replacement

Dugouts: Baseball Fields 1,2,4 and 5	\$151,000
Fencing: Baseball Fields 1,2,4 and 5	\$255,000
Scoreboards: Baseball Fields 1,2,4 and 5; Basketball Courts	\$184,000
Resurfacing: Basketball Courts 1-5 and Tennis Center	\$140,000
Fencing: Basketball Courts, Tennis Courts, Preserve	\$255,000
Shade Canopies	\$70,000
Drinking Fountains	\$20,000
Portable Backstops	\$20,000
Basketball Goals 4 and 5	<u>\$10,000</u>
<b>Total</b>	<b>\$1,105,000</b>

## Level 2 Enhancements

### Capital

Artificial Turf, Fields C & D: Design, Construction	Separate Project*
Landscaping Enhancements	\$100,000
New Unique Feature	<u>\$100,000</u>
<b>Total</b>	<b>\$200,000</b>

\*See the capital project "Terramar Park Field, Parking Lot Expansion."

### What are the project alternatives?

There are no project alternatives to increase the levels of service in Terramar Park without doing the above-mentioned enhancements. The only other option would be to scale down the number of enhancements.

### What are the adverse consequences for deferring or delaying this project?

Deferring or delaying these enhancements would hinder the City Commission's desire to increase the service levels in Terramar Park.



# Terramar Park Enhancements

## Funding Plan

	Capital Improvement Program (Fund 301)	Infrastructure Replacement Plan (Fund 302)	Fiscal Year Totals
<b>Fiscal Year 2022</b>			
Landscape Design	\$25,000		
Scoreboard Softball Field 5	\$30,000		
Remodel Bathrooms	\$150,000		
Root Pruning/Barrier/ Landscaping	\$100,000		
Add 2 Pickleball Courts	\$70,000		
New Equipment: 5 items	\$155,000		
<b>CAPITAL IMPROVEMENT PLAN BUDGET</b>	<b>\$530,000</b>		
Dugouts: Baseball 1,2,4,5		\$151,000	
Fencing: Baseball 1,2,4,5		\$255,000	
Scoreboards: Baseball 1,2,3,4 and Basketball Courts		\$184,000	
Resurface Basketball Courts 1-5, and Tennis Courts		\$140,000	
Drinking Fountains		\$20,000	
Basketball Goals 4, 5		\$10,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$760,000</b>	
Artificial Turf, Fields C, D	Separate project*		
			<b>\$1,290,000</b>
<b>Fiscal Year 2023</b>			
Landscaping	\$100,000		
New Feature	\$100,000		
<b>CAPITAL IMPROVEMENT PLAN BUDGET</b>	<b>\$200,000</b>		<b>\$200,000</b>
<b>Fiscal Year 2024</b>			
Shade Canopies		\$70,000	
Portable Backstops		\$20,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$90,000</b>	<b>\$90,000</b>
<b>Fiscal Year 2025</b>			
N/A			<b>\$0</b>
<b>Fiscal Year 2026</b>			
Fencing: Basketball Courts, Tennis Courts, Preserve		\$255,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$255,000</b>	<b>\$255,000</b>
<b>TERRAMAR PARK ENHANCEMENTS LEVEL 1 AND LEVEL 2 TOTALS</b>	<b>\$730,000</b>	<b>\$1,105,000</b>	<b>\$1,835,000</b>

# Terramar Park Field, Parking Lot Expansion

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Fiscal Year 2021 Fund 301 = \$370,000; Fiscal Year 2022 Fund 301 \$3,170,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
Prior	\$35,000	\$310,000		\$25,000	<b>\$370,000</b>		
2022		\$3,155,000		\$15,000	<b>\$3,170,000</b>		
2023							
2024							
2025							
2026							
Total	\$35,000	\$3,465,000		\$40,000	<b>\$3,540,000</b>		

## **Describe the project:**

This project was first conceived in Fiscal Year 2021 to solve the problem of Fields C & D not being league regulation size. The original plan was to expand these under-sized multi-purpose grass fields, which would also require modifying the existing parking lot to accommodate the expansion. At the direction of the City Commission during the August 18, 2021 budget workshop, the project was modified to convert the fields from grass to artificial turf. Since the original plan for the Terramar Park Enhancements project included converting Fields A & B to artificial turf in Fiscal Year 2023, it was decided to instead install artificial turf on Fields C & D as a part of this project in Fiscal Year 2022.

Note: \$370,000 was allocated for this project in Fiscal Year 2021.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Parks Master Plan and Consultant Estimate

## **What are the project alternatives?**

Leaving the existing fields and parking area as is, which would hinder the usage of the field space for league play.

## **What are the adverse consequences for deferring or delaying this project?**

Fields will not be able to be used for games, as they are not regulation size.



# Terramar Park Shed Lighting

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$20,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$20,000			\$20,000		
2023							
2024							
2025							
2026							
Total		\$20,000			\$20,000		

## **Describe the project:**

This project consists of adding electrical service and lighting to the shed in the Public Works maintenance compound at Terramar Park.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Cost calculated using industry quotes.

## **What are the project alternatives?**

Leave the shed as is, without lighting and electrical receptacles.

## **What are the adverse consequences for deferring or delaying this project?**

The shed is used during park operating hours and not having lighting makes it more difficult to safely park the grounds equipment in the shed. In addition, many of the hand tools use replaceable batteries, which need to be charged. The shed needs receptacles to charge these tools so they can be kept on site, where they are needed, and not returned to the Public Works shop for charging.



# Pine Trails Park Enhancements

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Fiscal Year 2022 Fund 301 = \$2,060,000; Fund 302 = \$736,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$100,000	\$2,496,000	\$200,000		<b>\$2,796,000</b>	\$345,304	
2023		\$1,011,000			<b>\$1,011,000</b>	\$362,569	
2024		\$170,000			<b>\$170,000</b>	\$380,697	
2025		\$51,000			<b>\$51,000</b>	\$399,732	
2026						\$419,719	
<b>Total</b>	\$100,000	\$3,728,000	\$200,000		<b>\$4,028,000</b>	\$1,908,021	

## **Describe the project:**

As part of the City's Strategic Planning Workshop, held April 2021, staff was tasked to come up with ways to enhance the levels of service at Pine Trails Park. During the workshop, staff provided the City Commission with three levels of enhancements to the park. At the direction of the City Commission during the Strategic Planning effort, staff was instructed to proceed with Level 1 and Level 2 enhancements. These improvements will involve improving the landscaping around the perimeter, providing irrigation, new sod for Fields 4 and 5, baseball fields A, B, and C, as well as the Great Lawn, the Amphitheater and playground areas. Artificial turf will be installed on Field 3, and the bathrooms will receive a complete interior remodel, including partitions, countertops, sinks, toilets, and fixtures. Other improvements are expected to be budgeted over the course of the next couple fiscal years, as indicated above. The Capital Improvement Program fund, utilizing cash reserves, will be tapped to fund \$3,135,000 of the new improvements. The City's Infrastructure Replacement Plan will fund \$893,000 of the improvements to the existing facilities and park elements.

In order to maintain both Pine Trails Park and Terramar Park at these higher levels of service, additional staff will be needed, as well as additional equipment.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs.

## **How was the project cost calculated?**

The costs were calculated using current bids and industry pricing.



# Pine Trails Park Enhancements

## Level 1 Enhancements

### Staffing

Convert 6 part-time Parks Maintenance Tech positions to full-time	\$230,641
Add 2 new full-time Facilities Maintenance Tech positions	<u>\$114,663</u>
<b>Total</b>	<b>\$345,304</b>

### Capital

Design for Irrigation and Landscaping	\$100,000	<u>Equipment</u>	
Landscaping	\$25,000	5 Gang Mower	\$55,000
Resod Great Lawn, Amphitheater, Playground	\$150,000	Toro Vac	\$35,000
Resod fields 4 and 5	\$100,000	Tractor	\$75,000
Restripe Parking Lot	\$25,000	Aerator	\$25,000
Concrete Enhancement	\$15,000	Thatch Attachment	<u>\$10,000</u>
Irrigation and Pump Station Installation	<u>\$500,000</u>	<b>Total</b>	<b>\$200,000</b>
<b>Total</b>	<b>\$915,0000</b>		

### Replacement

Front Playground	\$600,000
Field Bleachers/Canopies	\$90,000
Drinking Fountains	\$20,000
Basketball Courts 1-2 (Scoreboards,Fencing,Resurface)	\$112,000
Basketball Courts 3-4 (Resurface)	\$30,000
Thorguard	<u>\$41,000</u>
<b>Total</b>	<b>\$893,000</b>

## Level 2 Enhancements

### Capital

Artificial Turf Field 3 Design and Construction	\$1,500,000
Resod Baseball Fields A, B and C	\$120,000
Landscaping	\$100,000
Remodel Bathrooms	<u>\$300,000</u>
<b>Total</b>	<b>\$2,020,000</b>

### What are the project alternatives?

There are no project alternatives to increase the levels of service in Pine Trails Park without doing the above-mentioned enhancements. The only other option would be to scale down the number of enhancements.

### What are the adverse consequences for deferring or delaying this project?

Deferring or delaying these enhancements would hinder the City Commission's desire to increase the service levels in Pine Trails Park.

# Pine Trails Park Enhancements

## Funding Plan

	Capital Improvement Program (Fund 301)	Infrastructure Replacement Plan (Fund 302)	Fiscal Year Totals
<b><u>Fiscal Year 2022</u></b>			
Design for Irrigation and Landscaping	\$100,000		
Resod Baseball A, B, C	\$120,000		
Resod Fields 4, 5	\$100,000		
Restripe Parking Lot	\$25,000		
Concrete Enhancement	\$15,000		
Equipment: 5 items	\$200,000		
Artificial Turf Field 3	\$1,500,000		
<b>CAPITAL IMPROVEMENT PLAN BUDGET</b>	<b>\$2,060,000</b>		
Front Playground		\$600,000	
Field Bleachers/Canopies		\$90,000	
Scoreboards: Basketball Courts 1, 2		\$46,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$736,000</b>	<b>\$2,796,000</b>
<b><u>Fiscal Year 2023</u></b>			
Irrigation and Pump Station	\$500,000		
Landscaping	\$125,000		
Remodel Bathrooms	\$300,000		
<b>CAPITAL IMPROVEMENT PLAN BUDGET</b>	<b>\$925,000</b>		
Fencing: Basketball Courts 1,2		\$66,000	
Drinking Fountains		\$20,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$86,000</b>	<b>\$1,011,000</b>
<b><u>Fiscal Year 2024</u></b>			
Resod Great Lawn, Amphitheater, Playground	\$150,000		
<b>CAPITAL IMPROVEMENT PLAN BUDGET</b>	<b>\$150,000</b>		
Thorguard Replacement		\$20,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$20,000</b>	<b>\$170,000</b>
<b><u>Fiscal Year 2025</u></b>			
Resurface Basketball Courts 3,4		\$30,000	
Thorguard Replacement		\$21,000	
<b>REPLACEMENT PLAN BUDGET</b>		<b>\$51,000</b>	<b>\$51,000</b>
<b>PINE TRAILS PARK ENHANCEMENTS LEVEL 1 AND LEVEL 2 TOTALS</b>	<b>\$3,135,000</b>	<b>\$893,000</b>	<b>\$4,028,000</b>



# Pine Trails Park Parking Lot Lighting

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$40,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$40,000			\$40,000		
2023							
2024							
2025							
2026							
Total		\$40,000			\$40,000		

**Describe the project:**

This project consists of refurbishing 18 parking lot lights, currently not working, at Pine Trails Park in the back parking lot.

**How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's Infrastructure

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Leave the parking lot lighting as is, which does not provide adequate lighting when not every light is working properly.

**What are the adverse consequences for deferring or delaying this project?**

The parking lot lights will continue to deteriorate and not work properly, creating a potentially unsafe situation in the back parking lot.



# Liberty Park Splash Pad

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$40,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$40,000			\$40,000		
2023							
2024							
2025							
2026							
Total		\$40,000			\$40,000		

## **Describe the project:**

This project consists of replacing the poured-in-place surface at the Liberty Park splash pad which is peeling up around the water elements and needs to be replaced.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Cost calculated using industry quotes.

## **What are the project alternatives?**

Leave the existing splash pad flooring and continue to incur maintenance cost and down time.

## **What are the adverse consequences for deferring or delaying this project?**

The current splash pad flooring is peeling up and in constant need of repair.



# Hillsboro Boulevard Roundabout

**DEPARTMENT:** Development Services/Engineering

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$310,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$45,000	\$245,000		\$20,000	<b>\$310,000</b>		
2023							
2024							
2025							
2026							
<b>Total</b>	\$45,000	\$245,000		\$20,000	<b>\$310,000</b>		

## **Describe the project:**

This project consists of constructing a decorative feature in the traffic roundabout on Hillsboro Boulevard west of Parkside Drive by The Falls community.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Consultant estimate

## **What are the project alternatives?**

Leave the roundabout unadorned, with no decorative feature.

## **What are the adverse consequences for deferring or delaying this project?**

Leaving the roundabout without a decorative feature would be inconsistent with the other intersection roundabouts within the City.





# ADA Transition Plan

**DEPARTMENT:** Engineering

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$250,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$40,000	\$200,000		\$10,000	\$250,000		
2023		\$250,000			\$250,000		
2024		\$250,000			\$250,000		
2025							
2026							
Total	\$40,000	\$700,000		\$10,000	\$750,000		

## **Describe the project:**

This project consists of performing Priority Level 1 (sidewalks) and Level 3 (interior building structures) as indicated in the ADA transition plan. Priority Level 1 includes items such as replacing missing or obsolete detectable warnings, correcting sidewalk slope issues, replacing sidewalks discontinuities, slope transitions, ponding issues and tripping hazards. Priority Level 3 includes items such as signage and accessibility.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Consultant Estimate

## **What are the project alternatives?**

Leave conditions as is.

## **What are the adverse consequences for deferring or delaying this project?**

The adverse consequences for deferring or delaying is the City would fail to comply with Title II of the Five Titles of ADA requirements.





# E-Permitting Software

**DEPARTMENT:** Building

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$150,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022			\$150,000		\$150,000		
2023						\$86,000	
2024						\$86,000	
2025						\$86,000	
2026						\$86,000	
Total					\$150,000	\$344,000	

## **Describe the project:**

Replacing the current permitting software company to an updated system that would enable the City of Parkland to move toward electronic permitting.

## **How will this project benefit the City's Strategic Goals?**

By replacing the current system with a new software that has been proven to handle electronic permitting, Planning & Zoning, Code Enforcement & GIS in other municipalities, the City of Parkland will be moving towards an almost paperless process that provides customers the ability to submit permits and do their own records searches from the comfort and safety of their office or home.

## **How was the project cost calculated?**

Interviews and demonstrations were done for the Building and I.T. departments by the following software companies:

- **City Grows**
  - Annual Cost is \$9,999 with no upfront fee
- **GovPilot**
  - Annual Cost is \$85,332 with no upfront fee
- **Citizenserve**
  - Upfront fee is \$125,000 with an annual fee of \$45,000

## **What are the project alternatives?**

The City could stay with the current software company Central Square, which has declined in respect to their level of customer service, along with the deterioration of the product.

## **What are the adverse consequences for deferring or delaying this project?**

Due to the lack of response the City has gotten from the vendor, it has affected the calculation of fees, doubling the time it takes for staff to enter, process and issue a permit.

# Electric Vehicle Charging Stations

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$120,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$12,000	\$100,000		\$8,000	\$120,000	\$8,400	
2023						\$8,400	
2024						\$8,400	
2025						\$8,400	
2026						\$8,400	
Total	\$12,000	\$100,000		\$8,000	\$120,000	\$42,000	

## **Describe the project:**

This project consists of installing four electric vehicle charging stations, two at Terramar Park and two at Pine Trails Park.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Industry quotes

## **What are the project alternatives?**

Not installing the electric vehicle charging stations at Terramar and Pine Trails Park.

## **What are the adverse consequences for deferring or delaying this project?**

There is currently one charging station, free for public use, installed at the City Hall/Library parking lot. It has a double head which services two vehicles at a time. In this past year, it has had an increase in usage. Providing additional charging stations at City facilities will allow our residents and park patrons the ability to charge their vehicles while they are utilizing City facilities.



# Information Technology Upgrades

**DEPARTMENT:** Information Services

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$106,775

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022			\$106,775		\$106,775	\$3,000	
2023			\$182,300		\$182,300	\$4,800	
2024			\$65,000		\$65,000		
2025			\$230,000		\$230,000		
2026			\$80,000		\$80,000		
Total			\$664,075		\$664,075	\$7,800	

## Describe the project:

<b>Fiscal Year 2022</b>	
Enhanced disaster recovery solution including advanced replication, backup software, and storage 3 year support	\$42,600
Commission Chamber Technology Updates	\$30,000
Adding redundancy to City Hall, Fire Station 109, and Public Works through the use of additional firewall appliances on the edge	\$1,800
Laserfiche upgrades and power pack (required for security)	\$24,375
GIS Server and database upgrades (required for security)	\$8,000
<b>Fiscal Year 2023</b>	
Replacement Nutanix Nodes City Hall and 109	\$150,000
Phone System Replacement	\$27,500
Adding redundancy to PREC, Tennis Center	\$1,800
Adding redundancy to Fire Station 109, and Public Works through the use of additional firewall appliances on the edge, and additional broadband connections. Additional operating circuit cost at PREC, Tennis Center, and Disaster Recovery location (FS 109)	\$3,000
<b>Fiscal Year 2024</b>	
Network Infrastructure Upgrades	\$65,000
<b>Fiscal Year 2025</b>	
Enhanced WiFi in City parks	\$230,000
<b>Fiscal Year 2026</b>	
Replacement of non-hyper converged servers	\$60,000
Firewall Security Add-ons	\$20,000

## How will this project benefit the City's Strategic Goals?

Projects necessary to Improve and enhance the City's infrastructure

## How was the project cost calculated?

Verbal Estimates and Quotes

# Farmer's Market Parking

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Fiscal Year 2022 Fund 301 = \$100,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$10,000	\$80,000		\$10,000	\$100,000		
2023							
2024							
2025							
2026							
Total	\$10,000	\$100,000		\$10,000	\$100,000		

## **Describe the project:**

This project includes regrading, stabilizing and re-seeding the open field area at the Equestrian Center, which would create an improved parking surface for the wildly popular Farmer's Market events held there. This project was discussed with the City Commission during Fiscal Year 2021 Strategic Planning and determinations were made to go forward.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Parks Master Plan and consultant estimate

## **What are the project alternatives?**

Leaving the site as is. This is a debris management site for the City during hurricane events. If there is a significant event, the City will have to use this State-approved DMS site to collect and store debris, which could damage the stabilized parking area.

## **What are the adverse consequences for deferring or delaying this project?**

It would not reduce incidents that require insurance claims and would lessen resident experience.





# Kiosk for Building Department

**DEPARTMENT:** Building Department

**STRATEGIC GOAL:** Effective governance and internal communications

**FUNDING:** Fiscal Year 2021 Fund 301 = \$130,000; Fiscal Year 2022 Fund 301= \$70,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
Prior	\$20,000	\$100,000		\$10,000	<b>\$130,000</b>		
2022		\$70,000			<b>\$70,000</b>		
2023							
2024							
2025							
2026							
Total	\$20,000	\$170,000		\$10,000	<b>\$200,000</b>		

## **Describe the project:**

This project includes the installation of one kiosk, a covered structure with façade and roofing to match the new Library expansion for the Building Department to allow patrons to drop off/pick up plans and permits after hours as well as providing a touch-free option. The City installed a version of this set up during the COVID-19 pandemic that has really worked well and has been well received by the residents and contractors doing business with the City. The additional funds needed in Fiscal Year 2022 are to accommodate a reconfiguration of the original plan.

Note: \$130,000 was budgeted for this project in Fiscal Year 2021.

## **How will this project benefit the City's Strategic Goals?**

Effective governance and internal communications

## **What are the project alternatives?**

Continuing with current Building Department procedures and operations.

## **How was the project cost calculated?**

Cost calculated based on similar type projects.

## **What are the adverse consequences for deferring or delaying this project?**

Not providing a kiosk for afterhours use and a touch-free option.



# Park Storage Sheds

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$40,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies, Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$40,000			\$40,000		
2023							
2024							
2025							
2026							
Total		\$40,000			\$40,000		

## **Describe the project:**

This project consists of installing two sheds at Pine Trails Park and one shed at Terramar Park to replace the Conex boxes that are currently used. The sheds are used to store irrigation supplies and field chemicals at each park.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's Infrastructure

## **How was the project cost calculated?**

Cost calculated using industry quotes

## **What are the project alternatives?**

Leaving the existing Conex boxes in place.

## **What are the adverse consequences for deferring or delaying this project?**

The existing Conex boxes have deteriorated to the point they are beyond repair.



# Crosswalk-Holmberg Rd., Parkside Dr.

**DEPARTMENT:** Engineering

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2021 Fund 301 = \$45,000; Fiscal Year 2022 Fund 301 = \$40,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
Prior	\$5,000	\$35,000		\$5,000	<b>\$45,000</b>		
2022	\$4,000	\$30,000		\$6,000	<b>\$40,000</b>		
2023							
2024							
2025							
2026							
Total	\$9,000	\$65,000		\$11,000	<b>\$85,000</b>		

## **Describe the project:**

Title II of the Five Titles of the American with Disability Act (ADA) requires that State and Local Governments ensure that individuals with disabilities are not excluded from programs, services, and activities. As part of these requirements, the City is required to develop an ADA Transition plan. Staff budgeted through Fiscal Year 2019/2020 and secured an engineering consultant (DRMP) to assess the City's rights of way, facilities, parks, trails, parking lots and buildings for ADA compliance. DRMP was tasked with identifying the physical facilities throughout the City and provide a prioritized list of deficiencies, inclusive of estimated cost for budgeting purposes. The crosswalks at Holmberg Road and Parkside Drive were identified as a High Priority item and the following recommendations were offered by the consultant in order to make this intersection ADA compliant and improve safety. The additional funds needed in Fiscal Year 2022 are to cover the unforeseen rise in construction cost and scope enhancements.

Note: \$45,000 was budgeted for this project in Fiscal Year 2021.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's transportation infrastructure

## **How was the project cost calculated?**

Consultant provided estimate costs based on similar projects

## **What are the project alternatives?**

No improvement.

## **What are the adverse consequences for deferring or delaying this project?**

Intersection will not be in compliance with ADA requirements.



# City Manager Vehicle

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Effective governance and internal communications

**FUNDING:** Fiscal Year 2022 Fund 301 = \$30,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022			\$30,000		\$30,000		
2023							
2024							
2025			\$30,000		\$30,000		
2026							
Total			\$60,000		\$60,000		

**Describe the project:**

The City Manager's employment contract provides for a new City vehicle for the City Manager every three years. A replacement vehicle is now due.

**How will this project benefit the City's Strategic Goals?**

Allow the City Manager to provide Effective Governance and Internal Communications.

**How was the project cost calculated?**

Estimated vehicle costs obtained from the Fleet Manager.

**What are the project alternatives?**

Extending the use of the existing vehicle.

**What are the adverse consequences for deferring or delaying this project?**

The vehicle replacement is required per contract. The existing vehicle will be handed down to fulfill other City vehicle needs.





# Public Property Beautification

**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$20,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$20,000			\$20,000		
2023		\$20,000			\$20,000		
2024		\$20,000			\$20,000		
2025		\$20,000			\$20,000		
2026		\$20,000			\$20,000		
Total		\$100,000			\$100,000		

## **Describe the project:**

This project encompasses the landscape enhancements for all public property including parks, entryways, public facilities and right of way streetscapes. The landscape enhancement projects are to include:

FY 2022:	Liberty Park	\$10,000
	Equestrian Center	\$10,000
FY 2023:	Quigley Tennis Center	\$10,000
	Parkside Drive	\$10,000
FY 2024:	Pine Trails Park	\$10,000
	Terramar Park	\$10,000
FY 2025:	City Hall	\$10,000
	Holmberg Road	\$10,000
FY 2026:	Parkside Drive	\$10,000
	Margate Blount	\$10,000



## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure.

## **How was the project cost calculated?**

Industry pricing and similar quotes.

## **What are the project alternatives?**

Not performing any public property beautification projects.

## **What are the adverse consequences for deferring or delaying this project?**

These projects enhance and preserve the character of the City while ensuring care of its natural assets.



# Exotic/Invasive Plant Removal

**DEPARTMENT:** Development Services/Engineering

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Fiscal Year 2022 Fund 301 = \$20,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$20,000			\$20,000	\$42,000	
2023		\$12,000			\$12,000	\$46,500	
2024		\$150,000			\$150,000	\$58,500	
2025		\$50,000			\$50,000	\$50,500	
2026		\$55,000			\$55,000	\$55,500	
<b>Total</b>		<b>\$287,000</b>			<b>\$287,000</b>	<b>\$253,000</b>	

## **Describe the project:**

Support the City's "environmentally proud" character by ensuring preserves are maintained at less than 5% exotics to ensure the thriving of native plants throughout the City as required by the Florida Department of Environmental Protection.

Fiscal Year	New Project	New Project Cost	Maintenance of Existing
2022	Parkside Trailhead = 60% exotics	\$20,000	\$42,000
2023	Terramar Tracts C & C1 = 30% exotics	\$12,000	\$46,500
2024	Winners' Circle Path = 95% exotics	\$150,000	\$58,500
2025	Winners' Circle Path (Phase 2)	\$50,000	\$50,500
2026	6 Acre Wood Park =100% exotics	\$55,000	\$55,500

Project costs are distinguished between existing locations that are up to date in maintenance (less than 10% exotics) and only require yearly maintenance, versus new projects where a bigger clean-up is required before entering into maintenance. The goal is to keep all City parks and preserves at less than 10% invasives so that only operational costs and clean up related to hurricanes are required.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Based on City past contracts.

## **What are the project alternatives?**

No exotic removal.

## **What are the adverse consequences for deferring or delaying this project?**

Continue growth of exotics and loss of native plants due to overgrowth.

# Electronic Notice Board

**DEPARTMENT:** City Clerk

**STRATEGIC GOAL:** Effective governance and internal communications

**FUNDING:** Fiscal Year 2022 Fund 301 = \$6,500

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022			\$6,500		\$6,500		
2023							
2024							
2025							
2026							
Total			\$6,500		\$6,500		

## **Describe the project:**

Replace the existing glass-enclosed cork board outside City Hall, along with the Code Enforcement postings easel by HR, that provides agenda postings, notifications of public hearings and meetings, and important announcements, with an electronic screen that can be accessed and updated remotely.

## **How will this project benefit the City's Strategic Goals?**

This project ensures effective governance by providing immediate access from any location, to publish last-minute changes and updates to meetings as needed. Code postings will now be seen when the City Hall lobby is closed.

## **How was the project cost calculated?**

Independent, external estimates were obtained for the costs of hardware and software.

## **What are the project alternatives?**

Continued use of the cork board, which is deteriorating from exposure to the weather, and continued use of paper notices, which are not updated as quickly and cannot be done remotely or seen from the outside when City Hall is closed.

## **What are the adverse consequences for deferring or delaying this project?**

In the event of future emergencies, meeting notices will not be quickly updated.



# Infrastructure Replacement Plan: Terramar Park Enhancements



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$760,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$760,000			\$760,000		
2023							
2024							
2025							
2026							
Total		\$760,000			\$760,000		

## **Describe the project:**

This project consists of the Fiscal Year 2022 planned replacements to accomplish the Terramar Park Enhancements Level 1 and 2, as described in the Capital Improvement Program. The plan calls for replacing the dugouts, field fencing and backstops on fields 1, 2, 4 and 5 in addition to the scoreboards on fields 1, 2 and 4; also, resurfacing basketball courts 1-5 and installing new scoreboards on courts 1-5. New basketball goals will be installed on courts 4 and 5. Tennis courts 3-7 will be resurfaced as well and new drinking fountains will be installed.

	Infrastructure Replacement Plan
<b>Fiscal Year 2022</b>	
Dugouts: Baseball 1,2,4,5	\$151,000
Fencing: Baseball 1,2,4,5	\$255,000
Scoreboards: Baseball 1,2,3,4 and Basketball Courts	\$184,000
Resurface Basketball Courts 1-5, and Tennis Courts	\$140,000
Drinking Fountains	\$20,000
Basketball Goals 4, 5	\$10,000
<b>TOTALS</b>	<b>\$760,000</b>

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Cost calculated using industry quotes.

## **What are the project alternatives?**

Deferring the improvements to later years.

## **What are the adverse consequences for deferring or delaying this project?**

These improvements are necessary to maintain the parks appearance.





# Infrastructure Replacement Plan: Pine Trails Park Front Playground



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$600,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022	\$40,000	\$535,000		\$25,000	\$600,000		
2023							
2024							
2025							
2026							
Total	\$40,000	\$535,000		\$25,000	\$600,000		

## **Describe the project:**

This project is one of the Replacement Plan elements needed to accomplish the Pine Trails Park Enhancements Level 1 and 2, as described in the Capital Improvement Program. The plan calls for removing and replacing the existing playground equipment and surfacing at the front playground at Pine Trails Park.

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Cost calculated using current bids.

## **What are the project alternatives?**

Not replacing the current play equipment and surfacing.

## **What are the adverse consequences for deferring or delaying this project?**

The current playground and surfacing are beyond their useful lives and require costly maintenance to keep in good working order.





# Infrastructure Replacement Plan: Terramar Park Pavilions



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$200,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$200,000			\$200,000		
2023							
2024							
2025							
2026							
Total		\$200,000			\$200,000		

**Describe the project:**

This project consists of replacing the existing pavilions at Terramar Park, as scheduled in the 20 Year Infrastructure Replacement Plan.

**How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Not replacing the pavilions.

**What are the adverse consequences for deferring or delaying this project?**

The current pavilions are past their useful lives and are in need of replacement.





# Infrastructure Replacement Plan: City Hall Refurbishments



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Infrastructure Replacement Plan = \$149,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$149,000			\$149,000		
2023							
2024							
2025							
2026							
Total		\$149,000			\$149,000		

## **Describe the project:**

This project consists of replacing two air-conditioning (HVAC) units in the IT server room, replacing the tile in the center section of City Hall, new carpet in the Commission Chambers, and refurbishing the seating in the Commission Chambers.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Cost calculated using industry quotes.

## **What are the project alternatives?**

Not performing the improvements.

## **What are the adverse consequences for deferring or delaying this project?**

The east and west wings of City Hall were recently renovated and this project would improve the appearance of the center area of the building, including the Commission Chambers.







# Infrastructure Replacement Plan: Pine Trails Park Enhancements



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$136,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$136,000			\$136,000		
2023							
2024							
2025							
2026							
Total		\$136,000			\$136,000		

## **Describe the project:**

This project consists of the Fiscal Year 2022 planned replacements to accomplish the Pine Trails Park Enhancements Level 1 and 2, as described in the Capital Improvement Program. The plan calls for replacing the existing scoreboards on basketball courts 1 and 2, as well as replacing the bleacher canopies and select bleachers around the multi-use and baseball fields.

	Infrastructure Replacement Plan
<b>Fiscal Year 2022</b>	
Field Bleachers/Canopies	\$90,000
Scoreboards: Basketball Courts 1, 2	\$46,000
<b>TOTALS</b>	<b>\$136,000</b>

## **How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

## **How was the project cost calculated?**

Cost calculated using industry quotes.

## **What are the project alternatives?**

Not replacing any of the above-mentioned items.

## **What are the adverse consequences for deferring or delaying this project?**

The canopies and scoreboards need to be replaced and are past their useful lives.





# Infrastructure Replacement Plan: Sidewalk Improvements



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Infrastructure Replacement Plan = \$95,340

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$95,340			\$95,340		
2023		\$98,200			\$98,200		
2024		\$101,150			\$101,150		
2025		\$104,180			\$104,180		
2026		\$107,310			\$107,310		
Total		\$506,180			\$506,180		

## **Describe the project:**

The Infrastructure Replacement Plan includes funding for sidewalk improvements within the City's public rights-of-way every year. For Fiscal Year 2022, the plan calls for installing a pathway in Pine Trails Park between the overflow parking lot and connecting it to the existing sidewalk by Field 1. In addition, the asphalt sidewalk on the west side of Parkside Drive will be replaced.

## **How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

## **How was the project cost calculated?**

Industry Quotes

## **What are the project alternatives?**

Leaving the asphalt sidewalk as is.

## **What are the adverse consequences for deferring or delaying this project?**

The asphalt sidewalk on the west side of Parkside Drive has ponding issues, tripping hazards and sloping issues. Additionally, there are missing detectable warning devices.



# Infrastructure Replacement Plan: Irrigation Pump Stations



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Improve and enhance the City's infrastructure

**FUNDING:** Infrastructure Replacement Plan = \$66,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies, Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$66,000			\$66,000		
2023		\$60,000			\$60,000		
2024		\$0			\$0		
2025		\$0			\$0		
2026		\$12,300			\$12,300		
Total		\$138,300			\$138,300		

**Describe the project:**

The Infrastructure Replacement Plan includes funding for maintaining the pump stations that provide irrigation to City property, keeping Parkland green. For Fiscal Year 2022, the plan calls for replacing the irrigation pump stations at the Public Works/Fire Station 42 location and on Hillsboro Boulevard.

**How will this project benefit the City's Strategic Goals?**

Improve and enhance the City's infrastructure

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Not replacing the pump stations.

**What are the adverse consequences for deferring or delaying this project?**

The pump stations have reached the end of their useful life and need to be replaced in order to ensure the landscaping at Public Works/Fire Station 42 and along Hillsboro Boulevard are well maintained.



# Infrastructure Replacement Plan: Barkland Park



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$60,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$60,000			\$60,000		
2023							
2024							
2025							
2026							
Total		\$60,000			\$60,000		

**Describe the project:**

This project consists of replacing the drinking fountains, select exercise equipment and select pavilion benches at Barkland Park.

**How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Not replacing the above-mentioned items.

**What are the adverse consequences for deferring or delaying this project?**

The dog park fountains require constant maintenance to keep them working and the other listed elements at Barkland Park are due for an upgrade.





# Infrastructure Replacement Plan: Equestrian Center



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$30,250

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$30,250			\$30,250		
2023							
2024							
2025							
2026							
Total		\$30,250			\$30,250		

**Describe the project:**

This project consists of renovating the judges' stands and replacing the bleachers at the Equestrian Center.

**How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Leaving the judges stands and bleachers in their current condition.

**What are the adverse consequences for deferring or delaying this project?**

The judges' stands and bleachers are in need of replacing and past their useful life.







# Infrastructure Replacement Plan: P-REC Flooring



**DEPARTMENT:** Public Works

**STRATEGIC GOAL:** Continue to be a pre-eminent City for parks and recreation programs

**FUNDING:** Infrastructure Replacement Plan = \$10,000

Fiscal Year	Planning, Architecture, Engineering	Construction, Renovation	Equipment, Furnishing	Contingencies Other	TOTAL PROJECT COST	Additional Operating Costs	Additional Revenue
2022		\$10,000			\$10,000		
2023							
2024							
2025							
2026							
Total		\$10,000			\$10,000		

**Describe the project:**

This project consists of sanding and resurfacing the Parkland Recreation and Enrichment Center (P-REC) gym and dance studio wood flooring.

**How will this project benefit the City's Strategic Goals?**

Continue to be a pre-eminent City for parks and recreation programs

**How was the project cost calculated?**

Cost calculated using industry quotes.

**What are the project alternatives?**

Leaving the gym and dance studio flooring as is.

**What are the adverse consequences for deferring or delaying this project?**

The wood flooring in the gym and dance studio will dull and lose their slip coefficient.





# Infrastructure Replacement Plan: Five Year Forecast



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>INFRASTRUCTURE</b>					
<b>ROADS</b>	\$ 1,950,000	\$ 717,000	\$ -	\$ 2,873,705	\$ 850,000
<b>SIDEWALKS &amp; BUS SHELTERS</b>					
Citywide within Public Rights of Way	\$ 98,200	\$ 101,150	\$ 104,180	\$ 107,310	\$ 110,530
6 Bus Shelters					
<b>IRRIGATION PUMP STATIONS</b>	\$ 60,000	\$ -	\$ -	\$ 12,300	\$ -
<b>STORMWATER</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SPORTS FIELDS</b>					
Artificial Turf Field (PTP1)					
Artificial Turf Field (PTP2)					
<b>FACILITIES</b>					
City Hall:	\$ -	\$ -	\$ 975,000	\$ 170,000	\$ -
Library:	\$ -	\$ -	\$ -	\$ -	\$ -
Public Safety/FS 97:	\$ -	\$ -	\$ 305,014	\$ -	\$ -
Amphitheater:	\$ 65,000	\$ -	\$ 20,000	\$ -	\$ -
Community Center (PREC):	\$ 50,000	\$ -	\$ 242,500	\$ 12,000	\$ -
Fire Station 109 Facility:	\$ 12,000	\$ -	\$ 232,900	\$ -	\$ -
Public Works/Fire Station Facility:	\$ -	\$ 159,900	\$ 10,620	\$ -	\$ -
PTP Aux. Buildings	\$ 179,000	\$ -	\$ 27,000	\$ -	\$ -
Terramar Park Aux. Buildings	\$ -	\$ 220,000	\$ -	\$ -	\$ -
Other Maint.Sheds/Aux. Blds:	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Covered Bridge:	\$ -	\$ -	\$ 9,780	\$ -	\$ -
<b>PARKS</b>					
Terramar Park:	\$ -	\$ 90,000	\$ -	\$ 255,000	\$ 378,500
Tennis Center	\$ -	\$ 58,710	\$ -	\$ 529,730	\$ -
Liberty Park:	\$ 600,000	\$ 26,060	\$ 4,090	\$ 575,860	\$ -
Equestrian Center:	\$ -	\$ -	\$ 61,000	\$ -	\$ 38,000
Pine Trails Park:	\$ 86,000	\$ 20,000	\$ 51,000	\$ -	\$ 770,000
Doris Davis Foreman:	\$ 165,000	\$ -	\$ 315,000	\$ -	\$ -
Brian Archer Walkway:	\$ -	\$ -	\$ -	\$ -	\$ -
Barkland:	\$ -	\$ -	\$ -	\$ -	\$ 38,500
Covered Bridge Park:	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REPLACEMENT COST</b>	\$ 3,265,200	\$ 1,392,820	\$ 2,358,084	\$ 4,535,905	\$ 2,275,530



# Capital Replacement Plan: Five Year Forecast



		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>VEHICLES</b>						
Truck, Pickup	Chevy Silverado					
Cargo Van 3/4	E-150 Econoline					
Grapple Truck	F-750 w/Dump Body					
SUV (Bld Dept)*	Escape					
Trucks (4)	Varies	\$147,300				
Trucks (3)	Varies		\$126,200			
Trucks (4)	Varies			\$149,300		
SUV (Bld Dept) (4)	Escape			\$144,000		
Trucks (3)	Varies				\$145,150	
SUV (Bld Dept) (7)	Escape				\$266,000	
Trucks (6)	Varies					\$285,400
Transit Van (2)	T-250					\$100,500
SUV (Bld Dept) (2)	Escape					\$80,000
		\$ 147,300	\$ 126,200	\$ 293,300	\$ 411,150	\$ 465,900
<b>EQUIPMENT</b>						
Multi-Purpose Vehicles (4) Gator HPX		\$46,400				
Mowers (4)	Varies	\$61,600				
Infield Pro Groomer	Toro Sand Pro	\$23,300				
Stump Grinder	Blue Bird	\$5,500				
Electric Air Compressor	Speedaire	\$5,000				
Towed Water Tanker	1100 gallon	\$16,300				
Light Towers (3)	Terex	\$45,900				
Multi-Purpose Vehicle	Gator HPX		\$12,100			
Mower	Toro Ground master		\$49,600			
Verti-cutting Sweeper Vac	Wiedenmann Super600		\$58,600			
Enclosed Trailers (2)	Suncoast		\$30,000			
Multi-Purpose Vehicles (2) Varies				\$30,800		
Aerator	Toro Pro-Core			\$39,000		
Force Blower	Toro			\$10,400		
Tow-Behind Spreader	Lely LE 110			\$12,700		
Tractor / Loader	Kubota			\$82,000		
Multi-Purpose Vehicles (4) Gator HPX					\$54,000	
Trailer mounted Generator Wacker					\$71,000	
Infield Pro Groomers (2)	Toro Sand Pro				\$54,000	
Force Blower	Toro				\$10,800	
Field debris cleaner	Wiedenmann				\$28,000	
Riding Paint Strippers (2)	Graco FieldLazer				\$36,000	
Multi-Purpose Vehicle	Bobcat 2200 4X4					\$18,000
Mowers (3)	Varies					\$126,400
Force Blower	Toro					\$11,400
Towed Water Tanker	Suncoast					\$19,000
Arrow Light Board	Wanco					\$8,300
Floor Stripping Machine						\$8,200
		\$ 204,000	\$ 150,300	\$ 174,900	\$ 253,800	\$ 191,300
<b>PUBLIC SAFETY</b>						
	Fire Engine PK142					
		\$ -	\$ -	\$ -	\$ -	\$ -
<b>COMPUTER REPLACEMENTS</b>		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>TOTAL 501 REPLACEMENT FUNDING</b>		<b>\$ 381,300</b>	<b>\$ 306,500</b>	<b>\$ 498,200</b>	<b>\$ 694,950</b>	<b>\$ 687,200</b>



# Millage Rate Ordinance



## ORDINANCE NO. 2021-015

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PARKLAND, FLORIDA, ADOPTING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021 AND ENDING SEPTEMBER 30, 2022; STATING THE PERCENTAGE CHANGE BY WHICH THE MILLAGE RATE EXCEEDS THE ROLLED-BACK RATE AS COMPUTED PURSUANT TO SECTION 200.065, FLORIDA STATUTES; PROVIDING FOR CONFLICTS, SEVERABILITY, AND PROVIDING FOR AN EFFECTIVE DATE.

**WHEREAS**, the City Commission of the City of Parkland (City) has held all necessary public workshops and public hearings to consider and make changes to the annual budget submitted by the City Manager for the fiscal year beginning October 1, 2021 and ending September 30, 2022 ("Fiscal Year 2022"); and

**WHEREAS**, the proposed millage rate for Fiscal Year 2022 is 4.2979, which represents a 2.33% increase over the rolled back rate of 4.2001, and such percentage change is characterized as the percentage increase in property taxes pursuant to Section 200.065, Florida Statutes; and

**WHEREAS**, the City has provided notice and has conducted public hearings as required by Section 200.065, Florida Statutes, to consider, discuss and hear public comment regarding the millage rate and budget for Fiscal Year 2022.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PARKLAND, FLORIDA, THAT:**

**Section 1.** That the operating millage rate hereby adopted and levied for Fiscal Year 2022 in order to produce sufficient ad valorem taxation revenue that, when combined with other projected General Fund revenues, will be adequate to pay the appropriations made in the Fiscal Year 2022 budget is **4.2979 mills**.

**Section 2.** The Fiscal Year 2022 operating millage rate of 4.2979 mills is 2.33% more than the rolled back rate of 4.2001 calculated pursuant to Florida law.

**Section 3.** That all ordinances or resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 4.** Should any section or provision of this Ordinance or any portion thereof, any paragraph, sentence 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 thereof other than the part declared to be invalid.



# Millage Rate Ordinance

**Section 5.** This Ordinance shall be in full force and effect immediately upon its passage and adoption on Second Reading.

PASSED 1<sup>ST</sup> READING THIS 13<sup>th</sup> DAY OF SEPTEMBER, 2021.

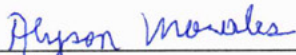
ADOPTED ON 2<sup>ND</sup> READING THIS 22<sup>nd</sup> DAY OF SEPTEMBER, 2021.

CITY OF PARKLAND, FLORIDA



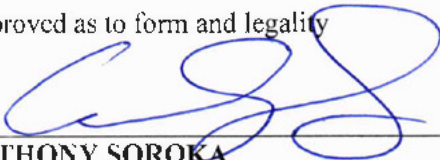
RICHARD W. WALKER  
MAYOR

ATTEST:



ALYSON MORALES, MMC  
CITY CLERK

Approved as to form and legality



ANTHONY SOROKA  
CITY ATTORNEY



Record of the vote

Mayor Walker	<u>yes</u>
Vice Mayor Mayersohn	<u>yes</u>
Commissioner Brier	<u>yes</u>
Commissioner Cutler	<u>yes</u>
Commissioner Isrow	<u>yes</u>



# Budget Ordinance



## ORDINANCE NO. 2021-016

### **AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PARKLAND, FLORIDA, ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021 AND ENDING SEPTEMBER 30, 2022; PROVIDING FOR CONFLICTS, SEVERABILITY AND AN EFFECTIVE DATE.**

**WHEREAS**, pursuant to the requirements of Sections 166.241 and 200.065, Florida Statutes, the City Commission of the City of Parkland ("City") is required to adopt a budget for the City for the fiscal year beginning on October 1, 2021 and ending September 30, 2022 ("Fiscal Year 2022"); and

**WHEREAS**, the City Manager has duly prepared and presented a budget for Fiscal Year 2022, which is attached as Exhibit "A" (the "Fiscal Year 2022 Budget"); and

**WHEREAS**, the City Commission has received comments, if any, from the public regarding the millage rate and budget for Fiscal Year 2022; and

**WHEREAS**, the City Commission has passed an Ordinance adopting the millage rate required to support the Fiscal Year 2022 Budget.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PARKLAND, FLORIDA, THAT:**

**Section 1.** The above referenced Whereas clauses are true and correct and made a part hereof.

**Section 2.** The City of Parkland, City Commission hereby adopts the Budget in accordance with Section 200.065 and 166.241 of the Florida Statutes for the operations of City government for the City of Parkland. The General Fund, Capital Improvement Projects Fund, Capital Replacement Fund, Infrastructure Replacement Fund, Pine Tree Roads Fund, Park & Community Improvement Fund, Public Safety Impact Fee Fund, and Government Building & Library Impact Fee Fund for Fiscal Year 2022, showing a total of revenues and appropriated fund balance of \$61,954,915 and a total expenditure requirements of \$61,954,915 as set forth in detail in the Fiscal Year 2022 Budget be and the same is hereby adopted as the General Fund, Capital Improvement Projects Fund, Capital Replacement Fund, Infrastructure Replacement Fund, Pine Tree Roads Fund, Park & Community Improvement Fund, Public Safety Impact Fee Fund, and Government Building & Library Impact Fee for Fiscal Year 2022.

**Section 3.** The Fiscal Year 2022 Budget as adopted shall regulate expenditures for the City of Parkland in accordance with applicable law.

**Section 4.** All delinquent taxes collected during Fiscal Year 2022 as proceeds from levies of operation millage of prior years are hereby specifically appropriated for the use and benefit of the General Fund.

# Budget Ordinance

**Section 5.** That all ordinances or resolutions in conflict herewith are hereby repealed to the extent of such conflict.

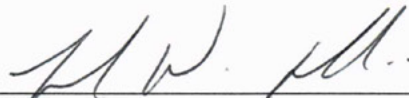
**Section 6.** Should any section or provision of this Ordinance or any portion thereof, any paragraph, sentence or word be declared by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remainder hereof as a whole or part thereof other than the part declared to be invalid.

**Section 7.** This Ordinance shall be in full force and effect immediately upon its passage and adoption on Second Reading.

**PASSED 1<sup>ST</sup> READING THIS 13th DAY OF SEPTEMBER, 2021.**

**ADOPTED ON 2<sup>ND</sup> READING THIS 22<sup>nd</sup> DAY OF SEPTEMBER, 2021.**

**CITY OF PARKLAND, FLORIDA**

  
\_\_\_\_\_  
**RICHARD W. WALKER**  
**MAYOR**

ATTEST:

  
\_\_\_\_\_  
**ALYSON MORALES, MMC**  
**CITY CLERK**



Approved as to form and legality

  
\_\_\_\_\_  
**ANTHONY SOROKA**  
**CITY ATTORNEY**

Record of the vote

Mayor Walker	<u>yes</u>
Vice Mayor Mayersohn	<u>yes</u>
Commissioner Brier	<u>yes</u>
Commissioner Cutler	<u>yes</u>
Commissioner Isrow	<u>yes</u>



# Fiscal Year 2021-2022 Pay Plan



Proposed Classification Title	Grade	Minimum Annual	Minimum Hourly	Midpoint Annual	Midpoint Hourly	Maximum Annual	Maximum Hourly
Camp Counselor	N/A	N/A	\$11	N/A	\$14	N/A	\$16
Campsite Supervisor, Assistant	N/A	N/A	\$14	N/A	\$17	N/A	\$20
Campsite Supervisor	N/A	N/A	\$17	N/A	\$21	N/A	\$25
After Care Assistant	100	\$26,528	\$13	\$34,486	\$17	\$42,444	\$20
Document Imaging Technician	100	\$26,528	\$13	\$34,486	\$17	\$42,444	\$20
Recreation Aide	100	\$26,528	\$13	\$34,486	\$17	\$42,444	\$20
After Care Assistant, Senior	110	\$29,048	\$14	\$37,762	\$18	\$46,476	\$22
Document Imaging Specialist	120	\$31,807	\$15	\$41,350	\$20	\$50,892	\$24
Library Aide	120	\$31,807	\$15	\$41,350	\$20	\$50,892	\$24
Maintenance Technician I	120	\$31,807	\$15	\$41,350	\$20	\$50,892	\$24
Maintenance Technician II	130	\$34,829	\$17	\$45,278	\$22	\$55,726	\$27
Park Ranger	130	\$34,829	\$17	\$45,278	\$22	\$55,726	\$27
Accounting Clerk	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Administrative Assistant	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Equipment Operator	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
HR Assistant	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Maintenance Technician III	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Park Ranger, Senior	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Permit Technician	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Trades Technician	140	\$38,138	\$18	\$49,579	\$24	\$61,020	\$29
Administrative Assistant, Senior	150	\$41,761	\$20	\$54,289	\$26	\$66,817	\$32
Help Desk Technician	150	\$41,761	\$20	\$54,289	\$26	\$66,817	\$32
Parks & Recreation Program Specialist	150	\$41,761	\$20	\$54,289	\$26	\$66,817	\$32
Crew Leader - Facilities	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Crew Leader - Nights and Weekends	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Crew Leader - Park	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Crew Leader - Street	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Development Services Coordinator	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Electrician	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Library Program Coordinator	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Park Services Supervisor	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Purchasing Assistant	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Youth & Adult Program Specialist	160	\$45,728	\$22	\$59,447	\$29	\$73,165	\$35
Library Coordinator	170	\$50,072	\$24	\$65,094	\$31	\$80,116	\$39
Accountant	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Associate Planner	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Buyer	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Deputy City Clerk	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Executive Assistant to City Manager	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Human Resources Generalist	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Parks and Recreation Coordinator	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Permit Supervisor	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42
Web & Communications Specialist	180	\$54,829	\$26	\$71,278	\$34	\$87,727	\$42



# Fiscal Year 2021-2022 Pay Plan

Proposed Classification Title	Grade	Minimum Annual	Minimum Hourly	Midpoint Annual	Midpoint Hourly	Maximum Annual	Maximum Hourly
Building Inspector - Electrical	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Building Inspector - Mechanical	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Building Inspector - Plumbing	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Building Inspector - Structural	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Electrical Inspector	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Engineering Inspector	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Fleet Supervisor	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Library Manager	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Network Administrator	190	\$60,038	\$29	\$78,049	\$38	\$96,061	\$46
Communications Manager	200	\$65,742	\$32	\$85,464	\$41	\$105,186	\$51
Engineer	200	\$65,742	\$32	\$85,464	\$41	\$105,186	\$51
Plans Examiner	200	\$65,742	\$32	\$85,464	\$41	\$105,186	\$51
Senior Planner	200	\$65,742	\$32	\$85,464	\$41	\$105,186	\$51
Public Works Superintendent	200	\$65,742	\$32	\$85,464	\$41	\$105,186	\$51
Budget & Grants Manager	210	\$71,987	\$35	\$93,583	\$45	\$115,179	\$55
Chief Building Inspector	210	\$71,987	\$35	\$93,583	\$45	\$115,179	\$55
Controller	210	\$71,987	\$35	\$93,583	\$45	\$115,179	\$55
Human Resources Manager	210	\$71,987	\$35	\$93,583	\$45	\$115,179	\$55
Parks and Recreation Manager	210	\$71,987	\$35	\$93,583	\$45	\$115,179	\$55
Assistant Public Works Director	220	\$78,826	\$38	\$102,473	\$49	\$126,121	\$61
Information Technology Manager	220	\$78,826	\$38	\$102,473	\$49	\$126,121	\$61
City Clerk	230	\$86,314	\$41	\$112,208	\$54	\$138,103	\$66
City Engineer	230	\$86,314	\$41	\$112,208	\$54	\$138,103	\$66
Building Official	240	\$94,514	\$45	\$122,868	\$59	\$151,223	\$73
Communications Director	240	\$94,514	\$45	\$122,868	\$59	\$151,223	\$73
Purchasing Director	240	\$94,514	\$45	\$122,868	\$59	\$151,223	\$73
Development Services Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Finance Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Human Resources Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Information Technology Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Parks and Recreation Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Public Affairs Administrator	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Public Works Director	250	\$103,493	\$50	\$134,541	\$65	\$165,589	\$80
Assistant City Manager	270	\$124,091	\$60	\$161,318	\$78	\$198,545	\$95



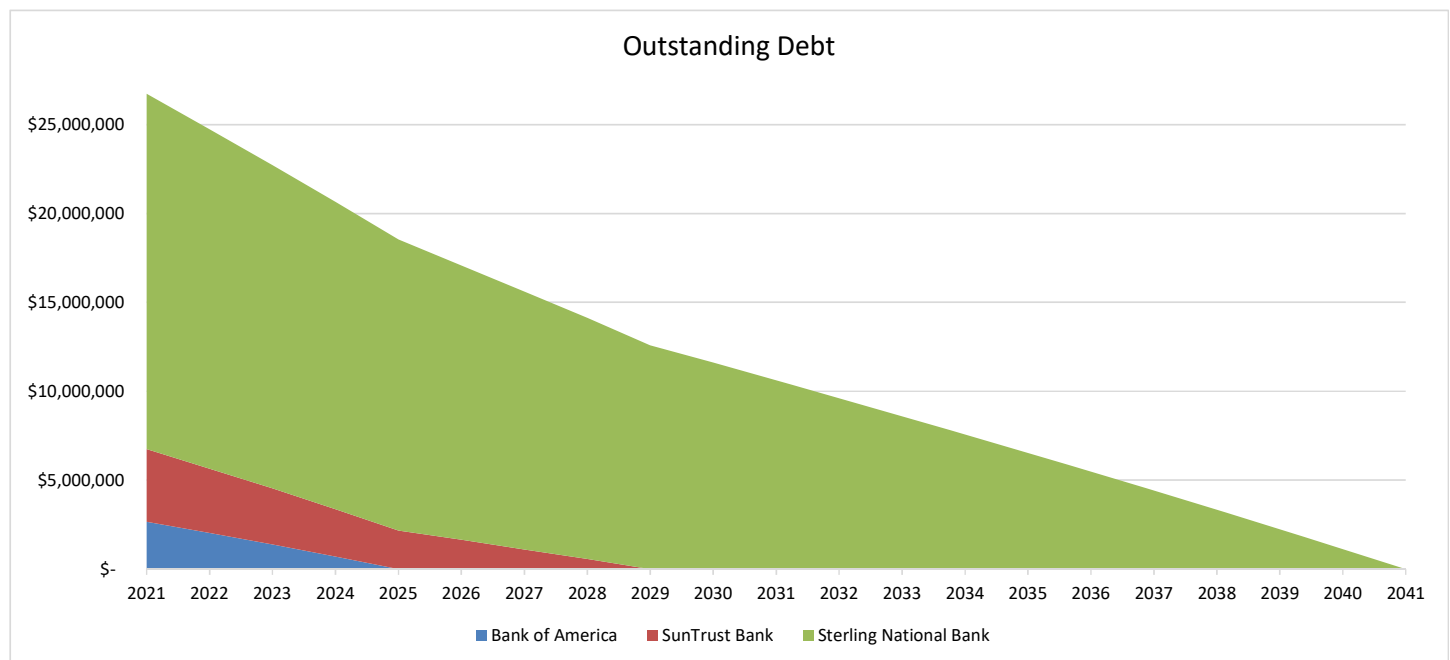
# Debt Service



The City of Parkland's outstanding debt at the beginning of Fiscal Year 2022 totals \$26,743,502. The City is not subject to any legal debt limits but has established policies to guide [debt management](#) and [debt service](#).

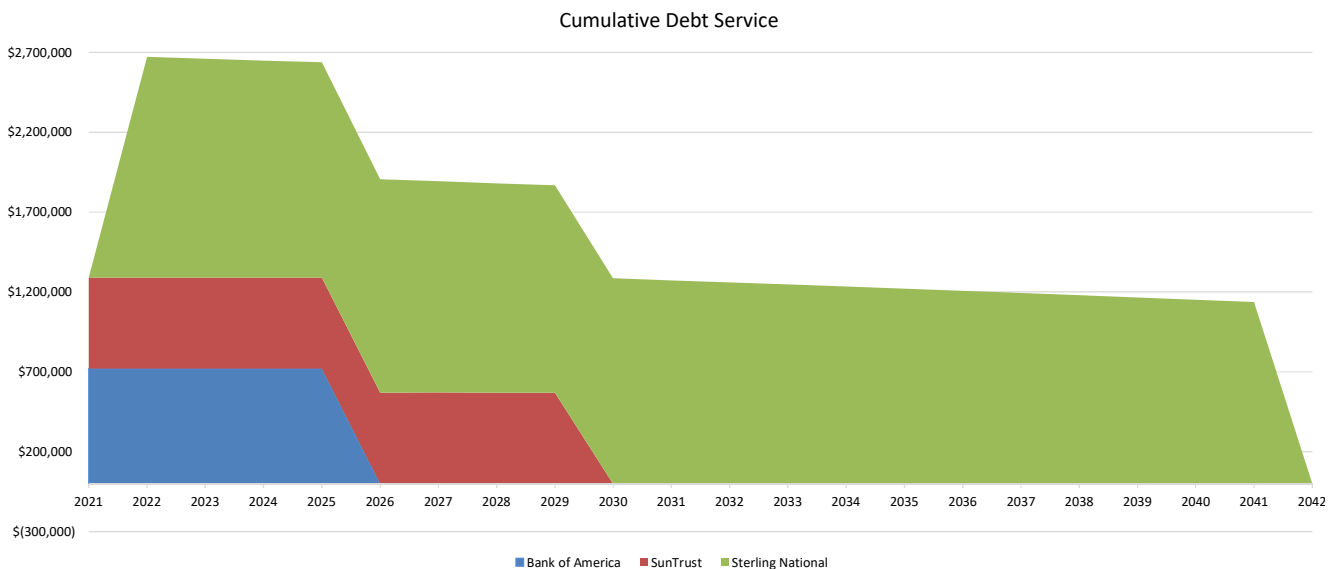
Debt service for Calendar Year 2022 totals \$2,671,059 compared to \$1,290,799 last year. New debt of \$20 million at a 2.55% interest rate was issued in June 2021 to fund the development/redevelopment of City parks in accordance with the Parks Master Plan.

The City has two additional outstanding borrowings on which it is currently making debt service payments. The \$10 million Bank of America borrowing is a 20-year note issued in September 2005 to finance recreational facility improvements (Terramar and Pine Trails parks). The interest rate on the note is 4.64% payable quarterly. The \$7 million SunTrust 2013 Series Loan is a 15-year loan issued in October 2013 with an interest rate of 2.79%. The loan proceeds were used to construct capital improvements including a fire station, Pine Trails Park improvements and other capital projects.



# Debt Service Schedule

Fiscal Year	\$20 Million Revenue Note Series 2021 Sterling National Bank			\$7 Million Revenue Note Series 2014 SunTrust Bank			\$10 Million Revenue Note Series 2006 Bank of America		
	Outstanding			Outstanding			Outstanding		
	Interest	Principal	Balance	Interest	Principal	Balance	Interest	Principal	Balance
2021	-	-	-	120,375	451,000	4,089,000	117,480	601,944	2,654,502
2022	469,737	911,273	19,088,727	107,624	463,000	3,626,000	93,826	625,599	2,028,903
2023	475,361	894,248	18,194,479	94,525	476,000	3,150,000	69,242	650,183	1,378,720
2024	452,412	905,650	17,288,829	81,050	490,000	2,660,000	43,804	675,621	703,100
2025	429,171	917,197	16,371,633	67,197	503,000	2,157,000	17,142	703,100	-
2026	405,633	928,891	15,442,742	52,968	517,000	1,640,000			
2027	381,796	940,734	14,502,008	38,334	532,000	1,108,000			
2028	357,654	952,729	13,549,279	23,297	546,000	562,000			
2029	333,204	964,876	12,584,403	7,840	562,000	-			
2030	308,443	977,178	11,607,225						
2031	283,366	989,637	10,617,588						
2032	257,970	1,002,255	9,615,333						
2033	232,249	1,015,034	8,600,299						
2034	206,201	1,027,975	7,572,324						
2035	179,820	1,041,082	6,531,242						
2036	153,104	1,054,356	5,476,886						
2037	126,046	1,067,799	4,409,087						
2038	98,644	1,081,413	3,327,674						
2039	70,892	1,095,201	2,232,472						
2040	42,786	1,109,165	1,123,307						
2041	14,322	1,123,307	-						



# Debt Service Schedule

## City of Parkland Total Debt Service

<b>Fiscal Year</b>	<b>Total Interest</b>	<b>Total Principal</b>	<b>Total Debt Service</b>	<b>Total Debt Outstanding</b>
2021	237,855	1,052,944	1,290,799	6,743,502
2022	671,187	1,999,872	2,671,059	24,743,630
2023	639,128	2,020,431	2,659,559	22,723,199
2024	577,265	2,071,271	2,648,536	20,651,929
2025	513,510	2,123,296	2,636,806	18,528,633
2026	458,601	1,445,891	1,904,492	17,082,742
2027	420,130	1,472,734	1,892,864	15,610,008
2028	380,950	1,498,729	1,879,679	14,111,279
2029	341,044	1,526,876	1,867,920	12,584,403
2030	308,443	977,178	1,285,621	11,607,225
2031	283,366	989,637	1,273,003	10,617,588
2032	257,970	1,002,255	1,260,225	9,615,333
2033	232,249	1,015,034	1,247,283	8,600,299
2034	206,201	1,027,975	1,234,176	7,572,324
2035	179,820	1,041,082	1,220,903	6,531,242
2036	153,104	1,054,356	1,207,460	5,476,886
2037	126,046	1,067,799	1,193,845	4,409,087
2038	98,644	1,081,413	1,180,057	3,327,674
2039	70,892	1,095,201	1,166,093	2,232,472
2040	42,786	1,109,165	1,151,951	1,123,307
2041	14,322	1,123,307	1,137,629	-





# Contractual Services Detail



Department	Contractual Services Description	Detail Amount	Department Total
Communications	Conceptual Concepts	30,000	\$52,500
	Professional Photography	3,000	
	Digital Communications	4,500	
	Video Production	15,000	
City Clerk	Transcription Services	2,500	\$45,345
	CivicClerk (Agenda Management services)	6,600	
	Soniclear (Audio capturing software)	473	
	SWAGIT (Closed Captioning services for 100 meetings)	32,000	
	New Software Maintenance	2,500	
	Annual maint fee for electronic voting software	1,272	
Finance	FY 2021 Audit	30,000	\$80,500
	FY 2021 Federal Single Audit	5,000	
	OPEB Actuarial Valuation	30,000	
	Healthcare Reporting Service	4,500	
	Fire Assessment Cost - Property Appraisers Tax Roll	5,500	
	Solid Waste Assessment Cost - Property Appraisers Tax Roll	5,500	
Human Resources	MD Now physicals/drug screens (\$100 x 50 employees)	5,000	\$23,080
	MD Now drug screens for WC/reasonable suspicion	500	
	Summer Camp Counselor physical/drug screen	4,200	
	Summer Camp Counselor Level II background checks	2,730	
	Employment background checks/DL history/education	4,400	
	EAP	3,000	
	NeoGov	3,000	
	Alpha Cards (ID cards) warranty	250	
Information Technology	Disaster Recovery Colocation Facility	10,400	
	ADA Website Compliance	5,000	
	Misc (cable runs, additional IT requests)	7,000	
	City Amazon Annual Subscription	500	
	Time Clock Plus	2,100	
	Springbrook	23,000	
	Microsoft Enterprise Agreement	21,000	

# Contractual Services Detail

Department	Contractual Services Description	Detail Amount	Department Total
	Laserfiche Annual	13,000	
	Teleswitch ShoreTel/Mitel Maintenance	13,000	
	PublicStuff Mobile application	9,700	
	AntiVirus EndPoint Protection	7,000	
	Civic Plus Website Annual Maintenance	8,000	
	ESRI GIS Software Maintenance	6,825	
	Lobbyist Portal	600	
	Logmein Maintenance	1,700	
	Vantage Points Mapping	2,205	
	Mimecast	15,600	
	IDS/IPS Annual Maintenance	8,500	
	GFI Languard+Events Manager	7,990	
	ServU FTP software maintenance	900	
	ArcServe - Backup software	2,050	
	ThorGuard PCX Annual Licensing	2,000	
	VMWARE	16,200	
	Monsido	4,700	
	Adobe Pro, InDesign, PhotoShop	3,500	
	Zoom	1,600	
	Fujitsu Server Maintenance	3,000	
	Chargepoint	2,100	
	APC Symmetra City Hall and 109 Annual Maintenance	11,000	
	Meraki Maintenance	800	
	Nutanix Annual Maintenance (3 nodes)	38,480	
	Alcatel Switches + Access Points Maintenance (42)	12,400	
	Cybernetics Maintenance	4,150	
	Arista Data Switch Maintenance	2,100	\$268,100
Legal	Monthly Retainer	147,200	
	Additional Legal Services	60,000	
	Outside Legal	50,000	
	Pine Tree Roads Litigation	275,000	\$532,200
Public Safety	BSO Contract	10,498,339	
	Police Pension Benefit	100,000	
	Crossing Guard Contract	301,500	
	Special Magistrate	5,000	\$10,904,839

# Contractual Services Detail

Department	Contractual Services Description	Detail Amount	Department Total
Fire Rescue	Coral Springs/Parkland Fire Contract	8,584,057	\$8,584,057
Planning & Zoning	General Planning Support (citywide Plans & Studies, Special Projects)	65,000	
	Planning Training	30,000	
Building	Outside Landscaping Review	160,000	
	Outside Use of Local Agreement	120,000	
	Authorize.net Credit Card Payment Software	840	
	Permitting Software Maintenance	19,678	
	IPad Cloud Service (\$820/month)	9,900	
	Comcast for Credit Card Terminal	1,750	
Engineering	General Engineering	60,000	
	Autocad x3	2,600	
	Sketchup	240	\$470,008
Public Works	Temp Services	1,500	
	Work Order System Annual Maintenance	6,000	\$7,500
Parks & Recreation	RecTrac Annual Mainenance	5,100	
	SSL Annual License	200	
	Fitness Instructors	25,000	
	Locker Room Air Cleaner Service (\$65 X12)	800	
	Direct TV (\$175 X 12)	2,100	
	Referee Services (New adult leagues)	3,600	\$36,800
Library	Ongoing agreement with Mandarin ILS	2,400	
	Computer and AV equipment repairs	1,000	\$3,400
Non-Departmental	Lobbyist	40,000	
	Branding Consultant	125,000	
	Other	26,000	
	Fire Assessment Study & New Methodology	75,000	
	Waste Generation Study	40,000	
	Strategic Planning	22,000	
	Storage MSD/ Misc	25,000	
	Retirement Consultant	12,000	
	Fire Assessment Atty	5,000	
	Performance Evaluation Software	13,500	
	Envisio Software	13,150	\$396,650
<b>Citywide Total Contractual Services</b>			<b>\$21,404,979</b>



# Department Budget Detail -City Commission



	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0101-511-1110 Mayor/Council Pay	147,040	166,493	169,824	167,803	171,426	1%
001-0101-511-2110 FICA	14,760	14,778	17,720	16,131	18,064	2%
001-0101-511-2310 Health & Life Insurance	42,134	41,668	43,545	42,221	46,445	7%
001-0101-511-2410 Workers Compensation	287	265	468	264	473	1%
001-0101-511-2710 Auto Allowance	18,000	18,000	18,000	18,000	18,000	0%
<b>SUB-TOTAL</b>	222,221	241,204	249,557	244,419	254,408	2%
<b>CONTRACTUAL SERVICES</b>						
001-0101-511-3410 Other Contractual Svcs	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	-	-	-	-	-	n/a
<b>OPERATING EXPENDITURES</b>						
001-0101-511-4010 Travel & Per Diem	7,092	3,985	5,000	1,491	6,000	20%
001-0101-511-4110 Communication Svcs	9,040	4,001	10,395	3,947	10,395	0%
001-0101-511-4120 Postage & Shipping	104	104	400	10	400	0%
001-0101-511-4310 Electricity	5,451	5,002	9,000	5,638	9,500	6%
001-0101-511-4320 Water & Sewer	323	309	400	322	420	5%
001-0101-511-4510 General Insurance	6,787	6,276	12,700	6,810	13,400	6%
001-0101-511-4710 Copying	11	11	250	12	250	0%
001-0101-511-4720 Printing & Binding	640	229	1,200	442	540	-55%
001-0101-511-5110 Office Supplies	569	46	500	18	500	0%
001-0101-511-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-0101-511-5290 Other Oper. Supplies	3,501	484	3,800	1,900	6,700	76%
001-0101-511-5410 Subscriptions/Mmbrshps	12,650	11,407	11,000	8,656	11,000	0%
001-0101-511-5510 Training	3,825	-	2,025	1,025	5,200	157%
<b>SUB-TOTAL</b>	49,993	31,854	56,670	30,271	64,305	14%
<b>GRAND TOTAL</b>	\$272,214	\$273,058	\$306,227	\$274,690	\$318,713	4%



# City Manager Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0501-512-1210 Regular Salaries	539,476	419,276	518,952	386,018	568,525	10%
001-0501-512-1410 Overtime	3,034	-	-	-	-	n/a
001-0501-512-2110 FICA	39,874	29,907	44,485	25,320	46,781	5%
001-0501-512-2210 Retirement Contributions	54,700	76,719	106,182	80,021	110,791	4%
001-0501-512-2310 Health & Life Insurance	38,074	47,542	85,110	39,330	70,883	-17%
001-0501-512-2410 Workers Compensation	1,017	689	1,360	772	1,433	5%
001-0501-512-2710 Auto Allowance	6,122	3,849	4,800	2,359	4,800	0%
SUB-TOTAL	682,297	577,982	760,889	533,820	803,213	6%
<b>CONTRACTUAL SERVICES</b>						
001-0501-512-3410 Other Contractual Svcs	3,382	-	1,200	-	-	n/a
001-0501-512-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	3,382	-	1,200	-	-	n/a
<b>OPERATING EXPENDITURES</b>						
001-0501-512-4010 Travel & Per Diem	3,826	125	2,300	870	3,400	48%
001-0501-512-4110 Communication Svcs	10,395	9,227	7,350	6,267	7,350	0%
001-0501-512-4120 Postage & Shipping	261	38	500	21	500	0%
001-0501-512-4310 Electricity	2,253	1,878	2,800	2,028	3,500	25%
001-0501-512-4320 Water & Sewer	355	248	300	257	320	7%
001-0501-512-4510 General Insurance	4,241	3,038	4,950	3,772	5,200	5%
001-0501-512-4710 Copying Costs	1,377	319	600	792	600	0%
001-0501-512-4720 Printing & Binding	197	80	700	296	400	-43%
001-0501-512-4915 Manager's Expense	600	296	400	225	400	0%
001-0501-512-4925 Schools	1,562	465	1,500	1,566	1,500	0%
001-0501-512-4981 Environmental Programs	-	-	400	-	400	0%
001-0501-512-4981 Econ Dev Programs	-	-	300	-	300	0%
001-0501-512-5110 Office Supplies	896	1,730	1,500	723	1,500	0%
001-0501-512-5210 Fuels - Vehicles	957	501	1,200	308	1,000	-17%
001-0501-512-5220 Small Tools & Equip	6,046	745	500	165	500	0%
001-0501-512-5290 Other Oper. Supplies	8,965	6,291	5,000	3,983	5,000	0%
001-0501-512-5410 Subscriptions/Mmbrshps	1,375	2,589	3,300	2,400	3,300	0%
001-0501-512-5510 Training	526	110	1,000	1,570	2,500	150%
SUB-TOTAL	43,832	27,680	34,600	25,243	37,670	9%
<b>CAPITAL OUTLAY</b>						
001-0501-512-6410 Capital	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$729,511	\$605,662	\$796,689	\$559,063	\$840,883	6%

# Communications Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0601-513-1210 Regular Salaries	-	229,834	263,162	248,334	273,431	4%
001-0601-513-2110 FICA	-	18,518	21,343	19,985	22,172	4%
001-0601-513-2210 Retirement Contributions	-	28,598	37,100	35,124	38,690	4%
001-0601-513-2310 Health & Life Insurance	-	17,509	24,461	24,352	26,463	8%
001-0601-513-2410 Workers Compensation	-	325	671	382	697	4%
001-0601-513-2710 Auto Allowance	-	5,288	5,500	5,139	5,500	0%
SUB-TOTAL	-	300,072	352,237	333,316	366,953	4%
<b>CONTRACTUAL SERVICES</b>						
001-0601-513-3410 Other Contractual Svcs	-	37,442	46,000	29,451	52,500	14%
001-0601-513-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	-	37,442	46,000	29,451	52,500	14%
<b>OPERATING EXPENDITURES</b>						
001-0601-513-4010 Travel & Per Diem	-	672	1,000	324	2,000	100%
001-0601-513-4110 Communication Svcs	-	4,346	5,040	4,307	5,040	0%
001-0601-513-4120 Postage & Shipping	-	-	1,000	-	1,000	0%
001-0601-513-4310 Electricity	-	241	1,100	360	2,200	100%
001-0601-513-4320 Water & Sewer	-	186	200	193	320	60%
001-0601-513-4510 General Insurance	-	934	1,900	1,019	2,000	5%
001-0601-513-4710 Copying Costs	-	155	600	475	600	0%
001-0601-513-4720 Printing & Binding	-	14,564	10,120	2,826	16,000	58%
001-0601-513-4910 Advertising	-	-	-	-	-	n/a
001-0601-513-4925 Schools	-	-	-	-	-	n/a
001-0601-513-4981 Econ Dev Programs	-	-	-	-	-	n/a
001-0601-513-5110 Office Supplies	-	-	1,500	1,573	1,500	0%
001-0601-513-5210 Fuels - Vehicles	-	-	-	-	-	n/a
001-0601-513-5220 Small Tools & Equip	-	4,997	500	888	2,000	300%
001-0601-513-5290 Other Oper. Supplies	-	2,927	2,600	1,492	5,300	104%
001-0601-513-5410 Subscriptions/Mmbrshps	-	260	600	100	600	0%
001-0601-513-5510 Training	-	-	1,000	425	1,300	30%
SUB-TOTAL	-	29,282	27,160	13,982	39,860	47%
<b>CAPITAL OUTLAY</b>						
001-0601-513-6410 Capital	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$-	\$366,796	\$425,397	\$376,749	\$459,313	8%

# City Clerk Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0701-519-1210 Regular Salaries	153,165	158,666	150,612	160,269	159,577	6%
001-0701-519-2110 FICA	11,595	12,041	11,983	12,396	12,696	6%
001-0701-519-2210 Retirement Contributions	21,195	6,501	21,085	22,108	22,341	6%
001-0701-519-2310 Health & Life Insurance	33,432	29,840	28,831	31,161	31,572	10%
001-0701-519-2410 Workers Compensation	261	247	377	214	398	6%
001-0701-519-2710 Auto Allowance	-	-	-	-	-	n/a
SUB-TOTAL	219,648	207,295	212,888	226,148	226,584	6%
<b>CONTRACTUAL SERVICES</b>						
001-0701-519-3410 Other Contractual Svcs	17,453	-	2,500	-	2,500	0%
001-0701-519-3411 Software Maintenance	7,682	38,941	42,473	27,657	42,845	1%
SUB-TOTAL	25,135	38,941	44,973	27,657	45,345	1%
<b>OPERATING EXPENDITURES</b>						
001-0701-519-4010 Travel & Per Diem	1,609	411	1,000	-	2,000	100%
001-0701-519-4110 Communication Svcs	2,416	3,353	3,825	2,824	3,825	0%
001-0701-519-4120 Postage & Shipping	2,838	2,627	5,350	3,641	3,000	-44%
001-0701-519-4310 Electricity	1,182	780	2,600	879	2,800	8%
001-0701-519-4320 Water & Sewer	161	186	200	193	210	5%
001-0701-519-4510 General Insurance	3,100	2,905	5,900	3,164	6,200	5%
001-0701-519-4710 Copying Costs	4,059	1,008	3,500	2,026	3,500	0%
001-0701-519-4720 Printing & Binding	-	76	350	-	350	0%
001-0701-519-4910 Advertising	16,184	21,479	17,500	17,211	17,500	0%
001-0701-519-4920 Election Expense	10,610	1,803	17,100	14,785	5,000	-71%
001-0701-519-4930 Codification & Recording	9,503	8,049	8,995	1,400	8,995	0%
001-0701-519-4935 Records Storage	2,152	825	2,500	900	1,500	-40%
001-0701-519-5110 Office Supplies	2,630	2,855	2,000	2,701	2,000	0%
001-0701-519-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-0701-519-5290 Other Oper. Supplies	2,680	702	4,250	1,168	4,250	0%
001-0701-519-5410 Subscriptions/Mmbrshps	892	1,312	800	618	800	0%
001-0701-519-5510 Training	2,958	2,520	2,850	975	1,250	-56%
SUB-TOTAL	62,974	50,891	78,720	52,485	63,180	-20%
<b>CAPITAL OUTLAY</b>						
001-0701-519-6410 Capital	-	-	-	1,478	-	n/a
SUB-TOTAL	-	-	-	1,478	-	n/a
GRAND TOTAL	\$307,757	\$297,127	\$336,581	\$307,768	\$335,109	-0%

# Finance Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0901-513-1210 Regular Salaries	448,596	366,900	378,774	380,560	399,197	5%
001-0901-513-1410 Overtime	354	-	-	-	-	n/a
001-0901-513-2110 FICA	31,709	30,470	30,235	29,170	31,855	5%
001-0901-513-2210 Retirement Contributions	54,708	41,919	51,599	50,072	54,279	5%
001-0901-513-2310 Health & Life Insurance	67,183	54,148	47,501	47,693	51,829	9%
001-0901-513-2410 Workers Compensation	815	668	955	542	1,006	5%
001-0901-513-2710 Auto Allowance	4,521	3,240	3,000	3,000	3,000	0%
SUB-TOTAL	607,886	497,345	512,064	511,037	541,166	6%
<b>CONTRACTUAL SERVICES</b>						
001-0901-513-3410 Other Contractual Svcs	50,118	40,491	50,600	64,667	80,500	59%
001-0901-513-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	50,118	40,491	50,600	64,667	80,500	59%
<b>OPERATING EXPENDITURES</b>						
001-0901-513-4010 Travel & Per Diem	(11)	25	1,000	100	2,000	100%
001-0901-513-4110 Communication Svcs	6,640	5,130	8,610	5,109	8,610	0%
001-0901-513-4120 Postage & Shipping	1,836	1,535	2,300	1,042	2,300	0%
001-0901-513-4310 Electricity	2,939	2,706	4,100	3,050	4,400	7%
001-0901-513-4320 Water & Sewer	323	309	400	322	420	5%
001-0901-513-4510 General Insurance	3,420	3,164	6,400	3,432	6,800	6%
001-0901-513-4710 Copying Costs	344	117	750	317	750	0%
001-0901-513-4720 Printing & Binding	1,103	1,356	1,600	1,639	1,500	-6%
001-0901-513-5110 Office Supplies	1,552	2,170	2,000	2,192	2,000	0%
001-0901-513-5210 Fuels - Vehicles	72	618	-	341	1,000	0%
001-0901-513-5220 Small Tools & Equip	-	0	500	-	500	0%
001-0901-513-5290 Other Oper. Supplies	1,805	2,524	1,500	2,502	1,300	-13%
001-0901-513-5410 Subscriptions/Mmbrshps	1,352	826	1,500	1,736	1,350	-10%
001-0901-513-5510 Training	190	637	400	425	1,400	250%
SUB-TOTAL	21,565	21,117	31,060	22,207	34,330	11%
GRAND TOTAL	\$679,569	\$558,953	\$593,724	\$597,911	\$655,996	11%



# Purchasing Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0925-513-1210 Regular Salaries	166,075	181,940	193,026	191,429	203,419	5%
001-0925-513-1310 Part-time	-	14,405	29,172	27,685	24,635	-16%
001-0925-513-1410 Overtime	-	-	-	-	-	n/a
001-0925-513-2110 FICA	12,260	14,802	17,734	16,479	18,214	3%
001-0925-513-2210 Retirement Contributions	23,452	23,578	27,065	23,967	28,515	5%
001-0925-513-2310 Health & Life Insurance	30,718	32,959	35,609	35,874	39,018	10%
001-0925-513-2410 Workers Compensation	296	306	561	318	575	3%
001-0925-513-2710 Auto Allowance	2,000	2,000	2,000	2,000	2,000	0%
SUB-TOTAL	234,801	269,990	305,167	297,752	316,376	4%
<b>CONTRACTUAL SERVICES</b>						
001-0925-513-3410 Other Contractual Svcs	-	5,000	5,000	1,500	-	n/a
001-0925-513-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	-	5,000	5,000	1,500	-	n/a
<b>OPERATING EXPENDITURES</b>						
001-0925-513-4010 Travel & Per Diem	-	-	700	-	900	29%
001-0925-513-4110 Communication Svcs	1,857	2,602	3,150	4,581	3,150	0%
001-0925-513-4120 Postage & Shipping	-	73	-	-	-	n/a
001-0925-513-4310 Electricity	618	772	1,200	870	1,800	50%
001-0925-513-4320 Water & Sewer	63	124	200	129	320	60%
001-0925-513-4510 General Insurance	1,069	985	2,000	1,072	2,100	5%
001-0925-513-4710 Copying Costs	-	26	600	79	600	0%
001-0925-513-4720 Printing & Binding	40	80	120	-	201	68%
001-0925-513-5110 Office Supplies	119	1,141	1,000	669	1,000	0%
001-0925-513-5210 Fuels - Vehicles	-	-	-	-	-	n/a
001-0925-513-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-0925-513-5290 Other Oper. Supplies	1,397	1,579	6,600	5,267	6,325	-4%
001-0925-513-5410 Subscriptions/Mmbrshps	1,718	885	945	476	945	0%
001-0925-513-5510 Training	1,775	2,233	1,300	879	2,600	100%
SUB-TOTAL	8,656	10,500	17,815	14,022	19,941	12%
GRAND TOTAL	\$243,457	\$285,490	\$327,982	\$313,274	\$336,317	3%

# Human Resources Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-0905-513-1210 Regular Salaries	210,963	244,399	283,420	297,015	316,941	12%
001-0905-513-1310 Part-time	1,502	-	2,400	-	-	n/a
001-0905-513-1410 Overtime	898	-	-	-	-	n/a
001-0905-513-2110 FICA	16,390	19,022	22,907	22,567	25,387	11%
001-0905-513-2210 Retirement Contributions	11,778	29,143	38,359	39,174	43,014	12%
001-0905-513-2310 Health & Life Insurance	26,475	37,458	48,972	49,160	53,423	9%
001-0905-513-2410 Workers Compensation	432	416	725	411	802	11%
001-0905-513-2710 Auto Allowance	5,385	5,000	4,000	4,000	4,000	0%
SUB-TOTAL	273,823	335,438	400,783	412,327	443,567	11%
<b>CONTRACTUAL SERVICES</b>						
001-0905-513-3170 Employee Physicals	9,824	3,715	9,700	8,070	9,700	0%
001-0905-513-3171 Background Checks	1,995	1,453	6,530	1,214	7,130	9%
001-0905-513-3410 Other Contractual Svcs	4,394	2,518	8,000	2,538	3,000	-63%
001-0905-513-3411 Software Maintenance	2,730	2,730	3,250	2,921	3,250	0%
SUB-TOTAL	18,943	10,416	27,480	14,743	23,080	-16%
<b>OPERATING EXPENDITURES</b>						
001-0905-513-4010 Travel & Per Diem	956	-	1,000	-	1,500	50%
001-0905-513-4110 Communication Svcs	4,534	4,784	5,355	5,684	5,355	0%
001-0905-513-4120 Postage & Shipping	21	75	100	109	100	0%
001-0905-513-4310 Electricity	1,678	1,757	2,600	1,980	2,800	8%
001-0905-513-4320 Water & Sewer	194	186	300	193	320	7%
001-0905-513-4510 General Insurance	2,138	1,971	4,000	2,145	4,200	5%
001-0905-513-4710 Copying Costs	151	82	300	222	300	0%
001-0905-513-4720 Printing & Binding	-	-	200	-	200	0%
001-0905-513-4910 Advertising	325	750	1,000	760	2,000	100%
001-0905-513-5110 Office Supplies	2,170	2,611	2,470	1,206	2,250	-9%
001-0905-513-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-0905-513-5290 Other Oper. Supplies	2,450	2,844	8,860	956	8,860	0%
001-0905-513-5410 Subscriptions/Mmbrshps	274	732	1,275	714	1,275	0%
001-0905-513-5510 Training	3,232	4,815	7,100	1,114	8,750	23%
SUB-TOTAL	18,123	20,607	34,560	15,083	37,910	10%
GRAND TOTAL	\$310,889	\$366,461	\$462,823	\$442,153	\$504,557	9%

# Information Technology Budget Detail

		2019	2020	2021	2021	2022	
		Actual	Actual	Amended Budget	Projected Year-End	Adopted Budget	% Change
PERSONNEL SERVICES							
001-0920-513-1210	Employee Salaries	182,524	201,516	348,105	260,490	342,531	-2%
001-0920-513-1410	Overtime	305	-	-	-	-	n/a
001-0920-513-2110	FICA	14,348	15,680	28,311	20,307	27,782	-2%
001-0920-513-2210	Retirement Contributions	24,108	26,431	47,626	27,051	46,650	-2%
001-0920-513-2310	Health & Life Insurance	30,227	31,058	52,509	38,960	57,497	10%
001-0920-513-2410	Workers Compensation	323	299	894	506	879	-2%
001-0920-513-2710	Car Allowance	6,000	6,000	10,000	7,269	9,000	-10%
	SUB-TOTAL	257,835	280,984	487,445	354,583	484,339	-1%
CONTRACTUAL SERVICES							
001-0920-513-3410	Other Contractual Srvcs	32,759	42,629	31,500	18,557	22,900	-27%
001-0920-513-3411	Software Maintenance	168,551	146,390	168,270	134,027	171,170	2%
001-0920-513-3412	Hardware Maintenance	32,520	47,256	64,600	53,669	74,030	15%
	SUB-TOTAL	233,830	236,275	264,370	206,253	268,100	1%
OPERATING EXPENDITURES							
001-0920-513-4010	Travel & Per Diem	2,144	615	800	1,965	1,600	100%
001-0920-513-4110	Communication Services	13,169	12,512	14,910	13,693	14,910	0%
001-0920-513-4120	Shipping/Postage	80	-	100	-	100	0%
001-0920-513-4310	Electricity	681	452	2,000	507	3,100	55%
001-0920-513-4320	Water & Sewer	194	186	300	193	320	7%
001-0920-513-4510	General Insurance	1,389	1,295	2,650	1,422	2,800	6%
001-0920-513-5110	Office Supplies	1,104	9	100	255	100	0%
001-0920-513-5290	Other Operating Supplies	13,362	12,121	13,177	22,221	13,060	-1%
001-0920-513-5410	Subscriptions/Mmbrshps	200	447	200	475	400	100%
001-0920-513-5510	Training	-	300	1,000	620	2,150	115%
	SUB-TOTAL	32,323	27,937	35,237	41,351	38,540	9%
CAPITAL OUTLAY							
001-0920-513-6425	Machinery & Equipment	-	-	-	-	-	n/a
	SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL		\$523,988	\$545,196	\$787,052	\$602,187	\$790,979	1%

# Legal Services Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
CONTRACTUAL SERVICES						
001-1401-514-3110 Legal Services	139,046	128,100	211,200	138,574	207,200	-2%
001-1401-514-3120 Outside Legal Services	65,954	90,524	50,000	106,812	50,000	0%
001-1401-514-3130 Litigation	-	-	275,000	-	275,000	0%
001-1401-514-3140 Other Legal Services-Code	-					n/a
SUB-TOTAL	205,000	218,624	536,200	245,386	532,200	-1%
GRAND TOTAL	\$205,000	\$218,624	\$536,200	\$245,386	\$532,200	-1%



# Development Services Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-30XX-524-1210 Regular Salaries	1,474,616	1,709,285	1,824,487	1,725,732	2,165,743	19%
001-30XX-524-1310 Part-time Salaries	109,040	47,885	160,821	43,961	114,542	-29%
001-30XX-524-1410 Overtime	222	-	-	604	-	n/a
001-30XX-524-2110 FICA	118,982	132,420	155,797	132,925	178,796	15%
001-30XX-524-2210 Retirement Contributions	158,760	193,283	228,566	191,188	271,103	19%
001-30XX-524-2310 Health & Life Insurance	220,007	261,101	322,409	282,149	424,543	32%
001-30XX-524-2410 Workers Compensation	24,122	21,524	40,405	22,943	42,429	5%
001-30XX-524-2710 Car Allowance	7,869	5,000	5,000	6,679	11,800	136%
SUB-TOTAL	2,113,618	2,370,498	2,737,485	2,406,181	3,208,956	17%
<b>CONTRACTUAL SERVICES</b>						
001-30XX-524-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-30XX-524-3410 Other Contractual Svcs	378,834	374,946	632,000	557,371	435,000	-31%
001-30XX-524-3411 Software Maintenance	40,191	51,700	46,804	40,027	35,008	-25%
001-30XX-524-3412 Hardware Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	419,025	426,646	678,804	597,398	470,008	-31%
<b>OPERATING EXPENDITURES</b>						
001-30XX-524-4010 Travel & Per Diem	1,308	1,418	3,600	712	13,100	264%
001-30XX-524-4110 Communication Svcs	30,752	38,659	39,060	38,335	39,060	0%
001-30XX-524-4120 Shipping/Postage	1,250	497	2,200	835	2,200	0%
001-30XX-524-4310 Electricity	8,005	8,669	12,100	9,770	13,800	14%
001-30XX-524-4320 Water & Sewer	1,454	1,361	1,800	1,415	2,010	12%
001-30XX-524-4510 General Insurance	26,271	24,696	37,250	26,781	39,300	6%
001-30XX-524-4640 R&M- Landscaping	-	-	-	-	-	n/a
001-30XX-524-4650 R&M- Auto	-	-	5,000	-	5,000	0%
001-30XX-524-4660 R&M-Other Equip&Tool	817	259	3,200	-	2,900	-9%
001-30XX-524-4710 Copying Costs	1,926	1,503	2,600	2,020	2,600	0%
001-30XX-524-4720 Printing & Binding	3,838	1,915	5,100	5,607	4,885	-4%
001-30XX-524-4910 Advertising	-	-	-	-	-	n/a
001-30XX-524-4935 Records Storage	4,753	1,870	4,600	-	4,600	0%
001-30XX-524-4945 Credit Card Charges	(27,220)	103,069	90,000	214,188	150,000	67%
001-30XX-524-4940 License Permit Fees	-	-	-	-	-	n/a
001-30XX-524-4941 Permitting	12,930	8,175	9,750	8,350	8,250	-15%
001-30XX-524-4980 Environ Programs	50,241	52,081	34,000	19,423	36,500	7%
001-30XX-524-4981 Econ Dev Programs	-	-	-	-	-	n/a
001-30XX-524-5110 Office Supplies	8,136	12,946	8,900	10,939	9,495	7%
001-30XX-524-5210 Fuel - Vehicles	16,375	8,843	22,000	11,162	27,000	23%
001-30XX-524-5220 Small Equip&Tools	11,402	1,973	-	-	1,900	0%
001-30XX-524-5230 Uniforms	4,864	4,131	5,110	3,651	5,445	7%
001-30XX-524-5290 Other Oper Supplies	4,614	25,592	3,500	8,671	4,000	14%
001-30XX-524-5410 Subscriptions/Mmbrshps	3,520	4,428	3,620	4,405	4,340	20%
001-30XX-524-5510 Training	7,790	3,011	4,750	3,201	9,809	107%
SUB-TOTAL	173,026	305,096	298,140	369,465	386,194	30%
<b>CAPITAL OUTLAY</b>						
001-30XX-524-6425 Machinery & Equipment	-	-	-	-	-	n/a
001-30XX-524-6520 FF&E	-	-	8,000	9,849	-	n/a
SUB-TOTAL	-	-	8,000	9,849	-	n/a
<b>GRAND TOTAL</b>	<b>\$2,705,669</b>	<b>\$3,102,240</b>	<b>\$3,722,429</b>	<b>\$3,382,893</b>	<b>\$4,065,158</b>	<b>9%</b>

# Building Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-30XX-524-1210 Regular Salaries	1,293,307	1,457,336	1,570,956	1,509,711	1,742,385	11%
001-30XX-524-1310 Part-time Salaries	109,040	47,885	160,821	43,961	114,542	-29%
001-30XX-524-1410 Overtime	111	-	-	604	-	n/a
001-30XX-524-2110 FICA	105,674	113,354	135,749	116,937	145,385	7%
001-30XX-524-2210 Retirement Contributions	141,328	160,208	197,920	169,386	216,419	9%
001-30XX-524-2310 Health & Life Insurance	195,979	227,900	281,427	255,084	334,665	19%
001-30XX-524-2410 Workers Compensation	22,953	20,459	36,583	20,773	38,047	4%
001-30XX-524-2710 Car Allowance	4,434	2,056	1,500	2,623	3,900	160%
SUB-TOTAL	1,872,826	2,029,198	2,384,956	2,119,079	2,595,343	9%
<b>CONTRACTUAL SERVICES</b>						
001-30XX-524-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-30XX-524-3410 Other Contractual Svcs	173,949	209,735	381,000	316,826	280,000	-27%
001-30XX-524-3411 Software Maintenance	39,393	50,779	43,964	38,353	32,168	-27%
001-30XX-524-3412 Hardware Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	213,342	260,514	424,964	355,179	312,168	-27%
<b>OPERATING EXPENDITURES</b>						
001-30XX-524-4010 Travel & Per Diem	679	1,418	1,600	712	11,100	594%
001-30XX-524-4110 Communication Svcs	23,537	30,274	29,190	29,737	29,190	0%
001-30XX-524-4120 Shipping/Postage	1,217	482	1,800	691	1,800	0%
001-30XX-524-4310 Electricity	6,845	7,634	9,500	8,602	10,000	5%
001-30XX-524-4320 Water & Sewer	1,099	1,052	1,300	1,094	1,370	5%
001-30XX-524-4510 General Insurance	24,454	23,037	33,900	24,985	35,600	5%
001-30XX-524-4640 R&M- Landscaping	-	-	-	-	-	n/a
001-30XX-524-4650 R&M- Auto	-	-	5,000	-	5,000	0%
001-30XX-524-4660 R&M-Other Equip&Tool	817	259	3,200	-	2,900	-9%
001-30XX-524-4710 Copying Costs	1,582	1,363	1,900	1,668	1,900	0%
001-30XX-524-4720 Printing & Binding	2,785	1,070	3,450	4,608	3,450	0%
001-30XX-524-4910 Advertising	-	-	-	-	-	n/a
001-30XX-524-4935 Records Storage	4,753	1,870	4,600	-	4,600	0%
001-30XX-524-4945 Credit Card Charges	(27,220)	103,069	90,000	214,188	150,000	67%
001-30XX-524-4940 License Permit Fees	-	-	-	-	-	n/a
001-30XX-524-4941 Permitting	-	-	-	-	-	n/a
001-30XX-524-4980 Environ Programs	-	-	-	-	-	n/a
001-30XX-524-4981 Econ Dev Programs	-	-	-	-	-	n/a
001-30XX-524-5110 Office Supplies	7,178	10,243	7,800	8,488	7,895	1%
001-30XX-524-5210 Fuel - Vehicles	16,375	8,843	22,000	11,162	27,000	23%
001-30XX-524-5220 Small Equip&Tools	11,402	1,973	-	-	1,900	0%
001-30XX-524-5230 Uniforms	4,129	3,620	4,900	3,557	4,500	-8%
001-30XX-524-5290 Other Oper Supplies	2,525	23,048	1,500	6,505	1,000	-33%
001-30XX-524-5410 Subscriptions/Mmbrshps	2,854	3,563	2,910	3,356	2,265	-22%
001-30XX-524-5510 Training	5,157	3,011	3,000	1,832	4,169	39%
SUB-TOTAL	90,168	225,829	227,550	321,185	305,639	34%
<b>CAPITAL OUTLAY</b>						
001-30XX-524-6425 Machinery & Equipment	-	-	-	-	-	n/a
001-30XX-524-6520 FF&E	-	-	8,000	9,849	-	n/a
SUB-TOTAL	-	-	8,000	9,849	-	n/a
GRAND TOTAL	\$2,176,336	\$2,515,541	\$3,045,470	\$2,805,292	\$3,213,150	6%

# Planning & Zoning Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-30XX-524-1210 Regular Salaries	16,332	70,724	74,623	75,323	198,300	166%
001-30XX-524-1310 Part-time Salaries	-	-	-	-	-	n/a
001-30XX-524-1410 Overtime	-	-	-	-	-	n/a
001-30XX-524-2110 FICA	1,336	5,760	6,084	6,094	15,804	160%
001-30XX-524-2210 Retirement Contributions	2,240	9,832	10,521	10,475	28,152	168%
001-30XX-524-2310 Health & Life Insurance	2,001	7,931	8,454	11,002	44,351	425%
001-30XX-524-2410 Workers Compensation	28	97	192	109	441	130%
001-30XX-524-2710 Car Allowance	500	1,942	2,000	2,000	5,200	160%
<b>SUB-TOTAL</b>	<b>22,437</b>	<b>96,286</b>	<b>101,874</b>	<b>105,003</b>	<b>292,248</b>	<b>187%</b>
<b>CONTRACTUAL SERVICES</b>						
001-30XX-524-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-30XX-524-3410 Other Contractual Svcs	147,720	115,065	116,000	111,163	95,000	-18%
001-30XX-524-3411 Software Maintenance	-	-	-	-	-	n/a
001-30XX-524-3412 Hardware Maintenance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>147,720</b>	<b>115,065</b>	<b>116,000</b>	<b>111,163</b>	<b>95,000</b>	<b>-18%</b>
<b>OPERATING EXPENDITURES</b>						
001-30XX-524-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-30XX-524-4110 Communication Svcs	1,357	2,178	2,310	2,750	2,310	0%
001-30XX-524-4120 Shipping/Postage	19	12	300	20	300	0%
001-30XX-524-4310 Electricity	366	332	1,000	375	2,100	110%
001-30XX-524-4320 Water & Sewer	97	62	200	64	320	60%
001-30XX-524-4510 General Insurance	695	622	1,250	670	1,400	12%
001-30XX-524-4640 R&M- Landscaping	-	-	-	-	-	n/a
001-30XX-524-4650 R&M- Auto	-	-	-	-	-	n/a
001-30XX-524-4660 R&M-Other Equip&Tool	-	-	-	-	-	n/a
001-30XX-524-4710 Copying Costs	252	104	500	265	500	0%
001-30XX-524-4720 Printing & Binding	933	845	1,100	-	1,100	0%
001-30XX-524-4910 Advertising	-	-	-	-	-	n/a
001-30XX-524-4935 Records Storage	-	-	-	-	-	n/a
001-30XX-524-4945 Credit Card Charges	-	-	-	-	-	n/a
001-30XX-524-4940 License Permit Fees	-	-	-	-	-	n/a
001-30XX-524-4941 Permitting	-	-	-	-	-	n/a
001-30XX-524-4980 Environ Programs	-	-	-	-	-	n/a
001-30XX-524-4981 Econ Dev Programs	-	-	-	-	-	n/a
001-30XX-524-5110 Office Supplies	586	668	500	746	700	40%
001-30XX-524-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-30XX-524-5220 Small Equip&Tools	-	-	-	-	-	n/a
001-30XX-524-5230 Uniforms	121	100	-	-	350	0%
001-30XX-524-5290 Other Oper Supplies	915	462	100	431	200	100%
001-30XX-524-5410 Subscriptions/Mmbrshps	-	-	-	140	500	0%
001-30XX-524-5510 Training	-	-	400	-	1,000	150%
<b>SUB-TOTAL</b>	<b>5,341</b>	<b>5,385</b>	<b>7,660</b>	<b>5,461</b>	<b>10,780</b>	<b>41%</b>
<b>CAPITAL OUTLAY</b>						
001-30XX-524-6425 Machinery & Equipment	-	-	-	-	-	n/a
001-30XX-524-6520 FF&E	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>GRAND TOTAL</b>	<b>\$175,498</b>	<b>\$216,736</b>	<b>\$225,534</b>	<b>\$221,627</b>	<b>\$398,028</b>	<b>77%</b>

# Engineering Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-30XX-524-1210 Regular Salaries	164,977	181,225	178,908	140,698	225,058	26%
001-30XX-524-1310 Part-time Salaries	-	-	-	-	-	n/a
001-30XX-524-1410 Overtime	111	-	-	-	-	n/a
001-30XX-524-2110 FICA	11,972	13,306	13,964	9,894	17,607	26%
001-30XX-524-2210 Retirement Contributions	15,192	23,243	20,125	11,327	26,532	32%
001-30XX-524-2310 Health & Life Insurance	22,027	25,270	32,528	16,063	45,527	40%
001-30XX-524-2410 Workers Compensation	1,141	968	3,630	2,061	3,941	9%
001-30XX-524-2710 Car Allowance	2,935	1,002	1,500	2,056	2,700	80%
SUB-TOTAL	218,355	245,014	250,655	182,099	321,365	28%
<b>CONTRACTUAL SERVICES</b>						
001-30XX-524-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-30XX-524-3410 Other Contractual Srvcs	57,165	50,146	135,000	129,382	60,000	-56%
001-30XX-524-3411 Software Maintenance	798	921	2,840	1,674	2,840	0%
001-30XX-524-3412 Hardware Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	57,963	51,067	137,840	131,056	62,840	-54%
<b>OPERATING EXPENDITURES</b>						
001-30XX-524-4010 Travel & Per Diem	629	-	2,000	-	2,000	0%
001-30XX-524-4110 Communication Srvcs	5,858	6,207	7,560	5,848	7,560	0%
001-30XX-524-4120 Shipping/Postage	14	3	100	124	100	0%
001-30XX-524-4310 Electricity	794	703	1,600	793	1,700	6%
001-30XX-524-4320 Water & Sewer	258	247	300	257	320	7%
001-30XX-524-4510 General Insurance	1,122	1,037	2,100	1,126	2,300	10%
001-30XX-524-4640 R&M- Landscaping	-	-	-	-	-	n/a
001-30XX-524-4650 R&M- Auto	-	-	-	-	-	n/a
001-30XX-524-4660 R&M-Other Equip&Tool	-	-	-	-	-	n/a
001-30XX-524-4710 Copying Costs	92	36	200	87	200	0%
001-30XX-524-4720 Printing & Binding	120	-	550	999	335	-39%
001-30XX-524-4910 Advertising	-	-	-	-	-	n/a
001-30XX-524-4935 Records Storage	-	-	-	-	-	n/a
001-30XX-524-4945 Credit Card Charges	-	-	-	-	-	n/a
001-30XX-524-4940 License Permit Fees	-	-	-	-	-	n/a
001-30XX-524-4941 Permitting	12,930	8,175	9,750	8,350	8,250	-15%
001-30XX-524-4980 Environ Programs	50,241	52,081	34,000	19,423	36,500	7%
001-30XX-524-4981 Econ Dev Programs	-	-	-	-	-	n/a
001-30XX-524-5110 Office Supplies	372	2,035	600	1,705	900	50%
001-30XX-524-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-30XX-524-5220 Small Equip&Tools	-	-	-	-	-	n/a
001-30XX-524-5230 Uniforms	614	411	210	94	595	183%
001-30XX-524-5290 Other Oper Supplies	1,174	2,082	1,900	1,735	2,800	47%
001-30XX-524-5410 Subscriptions/Mmbrshps	666	865	710	909	1,575	122%
001-30XX-524-5510 Training	2,633	-	1,350	1,369	4,640	244%
SUB-TOTAL	77,517	73,882	62,930	42,819	69,775	11%
<b>CAPITAL OUTLAY</b>						
001-30XX-524-6425 Machinery & Equipment	-	-	-	-	-	n/a
001-30XX-524-6520 FF&E	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$353,835	\$369,963	\$451,425	\$355,974	\$453,980	1%



# Public Safety Summary Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Proposed Budget	% Change
PERSONNEL SERVICES						
001-20XX-521-1310 Part-time Salaries	-	-	-	-	44,102	n/a
001-20XX-521-2110 FICA	-	-	-	-	3,374	n/a
001-20XX-521-2210 On Behalf Pension Contrib	323,709	339,340	374,000	373,255	411,000	10%
001-20XX-521-2410 Workers Compensation	-	-	-	-	110	n/a
SUB-TOTAL	323,709	339,340	374,000	373,255	458,586	23%
CONTRACTUAL SERVICES						
001-20XX-521-3410 Other Contractual Svcs	9,371,761	9,553,854	10,398,793	10,045,380	10,804,839	4%
001-20XX-521-3411 Software Maintenance	46,800	-	60,000	-	-	-100%
001-20XX-521-3610 Pension Benefits	-	21,578	200,000	-	100,000	-50%
SUB-TOTAL	9,418,561	9,575,432	10,658,793	10,045,380	10,904,839	2%
OPERATING EXPENDITURES						
001-20XX-521-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-20XX-521-4110 Communication Svcs	2,952	3,067	7,700	4,296	6,700	-13%
001-20XX-521-4310 Electricity	11,689	10,889	17,600	10,934	18,500	5%
001-20XX-521-4320 Water & Sewer	2,589	2,241	3,100	2,463	3,260	5%
001-20XX-521-5230 Uniforms	-	-	-	-	-	n/a
001-20XX-521-4120 Postage	3,393	3,838	3,500	5,074	3,500	0%
001-20XX-521-4510 General Insurance	12,471	11,733	19,850	12,613	20,900	5%
001-20XX-521-4620 R&M Building	-	-	-	-	-	n/a
001-20XX-521-4710 Copying Costs	-	-	1,000	-	1,000	0%
001-20XX-521-4720 Printing/Copying/Binding	-	-	-	-	2,000	n/a
001-20XX-521-4930 Codification & Recording	1,512	1,326	2,000	1,642	2,000	0%
001-20XX-521-4935 Record Storage	-	-	-	-	-	n/a
001-20XX-521-5110 Office Supplies	-	-	200	-	200	0%
001-20XX-521-5220 Small Tools & Equip	-	-	-	2,239	-	n/a
001-20XX-521-5290 Other Oper. Supplies	-	-	-	-	-	n/a
001-20XX-521-5510 Training	-	-	-	-	-	n/a
SUB-TOTAL	34,606	33,094	54,950	39,261	58,060	6%
GRAND TOTAL	\$9,776,876	\$9,947,866	\$11,087,743	\$10,457,896	\$11,421,485	3%

# Public Safety BSO Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-20XX-521-1310 Part-time Salaries	-	-	-	-	44,102	n/a
001-20XX-521-2110 FICA	-	-	-	-	3,374	n/a
001-20XX-521-2210 On Behalf Pension Contrib	323,709	339,340	374,000	373,255	411,000	10%
001-20XX-521-2410 Workers Compensation	-	-	-	-	110	n/a
<b>SUB-TOTAL</b>	<b>323,709</b>	<b>339,340</b>	<b>374,000</b>	<b>373,255</b>	<b>458,586</b>	<b>23%</b>
<b>CONTRACTUAL SERVICES</b>						
001-20XX-521-3410 Other Contractual Srvcs	9,117,619	9,412,423	10,108,893	9,802,360	10,498,339	4%
001-20XX-521-3411 Software Maintenance	46,800	-	60,000	-	-	n/a
001-20XX-521-3610 Pension Benefits	-	21,578	200,000	-	100,000	-50%
<b>SUB-TOTAL</b>	<b>9,164,419</b>	<b>9,434,001</b>	<b>10,368,893</b>	<b>9,802,360</b>	<b>10,598,339</b>	<b>2%</b>
<b>OPERATING EXPENDITURES</b>						
001-20XX-521-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-20XX-521-4110 Communication Srvcs	290	1,826	3,500	3,073	3,500	0%
001-20XX-521-4310 Electricity	11,689	10,889	17,600	10,934	18,500	5%
001-20XX-521-4320 Water & Sewer	2,589	2,241	3,100	2,463	3,260	5%
001-20XX-521-5230 Uniforms	-	-	-	-	-	n/a
001-20XX-521-4120 Postage	-	-	-	-	-	n/a
001-20XX-521-4510 General Insurance	12,471	11,733	19,850	12,613	20,900	5%
001-20XX-521-4620 R&M Building	-	-	-	-	-	n/a
001-20XX-521-4710 Copying Costs	-	-	-	-	-	n/a
001-20XX-521-4720 Printing/Copying/Binding	-	-	-	-	-	n/a
001-20XX-521-4930 Codification & Recording	-	-	-	-	-	n/a
001-20XX-521-4935 Record Storage	-	-	-	-	-	n/a
001-20XX-521-5110 Office Supplies	-	-	-	-	-	n/a
001-20XX-521-5220 Small Tools & Equip	-	-	-	2,239	-	n/a
001-20XX-521-5290 Other Oper. Supplies	-	-	-	-	-	n/a
001-20XX-521-5510 Training	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>27,039</b>	<b>26,689</b>	<b>44,050</b>	<b>31,322</b>	<b>46,160</b>	<b>5%</b>
<b>GRAND TOTAL</b>	<b>\$9,515,167</b>	<b>\$9,800,030</b>	<b>\$10,786,943</b>	<b>\$10,206,937</b>	<b>\$11,103,085</b>	<b>3%</b>

# Public Safety Crossing Guards Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
PERSONNEL SERVICES						
001-20XX-521-1310 Part-time Salaries	-	-	-	-	-	n/a
001-20XX-521-2110 FICA	-	-	-	-	-	n/a
001-20XX-521-2210 On Behalf Pension Contrib	-	-	-	-	-	n/a
001-20XX-521-2410 Workers Compensation	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
CONTRACTUAL SERVICES						
001-20XX-521-3410 Other Contractual Srvcs	245,342	135,131	281,500	236,213	301,500	7%
001-20XX-521-3411 Software Maintenance	-	-	-	-	-	n/a
001-20XX-521-3610 Pension Benefits	-	-	-	-	-	n/a
SUB-TOTAL	245,342	135,131	281,500	236,213	301,500	7%
OPERATING EXPENDITURES						
001-20XX-521-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-20XX-521-4110 Communication Srvcs	-	-	-	-	-	n/a
001-20XX-521-4310 Electricity	-	-	-	-	-	n/a
001-20XX-521-4320 Water & Sewer	-	-	-	-	-	n/a
001-20XX-521-5230 Uniforms	-	-	-	-	-	n/a
001-20XX-521-4120 Postage	-	-	-	-	-	n/a
001-20XX-521-4510 General Insurance	-	-	-	-	-	n/a
001-20XX-521-4620 R&M Building	-	-	-	-	-	n/a
001-20XX-521-4710 Copying Costs	-	-	-	-	-	n/a
001-20XX-521-4720 Printing/Copying/Binding	-	-	-	-	-	n/a
001-20XX-521-4930 Codification & Recording	-	-	-	-	-	n/a
001-20XX-521-4935 Record Storage	-	-	-	-	-	n/a
001-20XX-521-5110 Office Supplies	-	-	-	-	-	n/a
001-20XX-521-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-20XX-521-5290 Other Oper. Supplies	-	-	-	-	-	n/a
001-20XX-521-5510 Training	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$245,342	\$135,131	\$281,500	\$236,213	\$301,500	7%

# Public Safety Code Enforcement Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
PERSONNEL SERVICES						
001-20XX-521-1310 Part-time Salaries	-	-	-	-	-	n/a
001-20XX-521-2110 FICA	-	-	-	-	-	n/a
001-20XX-521-2210 On Behalf Pension Contrib	-	-	-	-	-	n/a
001-20XX-521-2410 Workers Compensation	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
CONTRACTUAL SERVICES						
001-20XX-521-3410 Other Contractual Svcs	8,800	6,300	8,400	6,807	5,000	-41%
001-20XX-521-3411 Software Maintenance	-	-	-	-	-	n/a
001-20XX-521-3610 Pension Benefits	-	-	-	-	-	n/a
SUB-TOTAL	8,800	6,300	8,400	6,807	5,000	-41%
OPERATING EXPENDITURES						
001-20XX-521-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-20XX-521-4110 Communication Svcs	2,662	1,241	4,200	1,223	3,200	-24%
001-20XX-521-4310 Electricity	-	-	-	-	-	n/a
001-20XX-521-4320 Water & Sewer	-	-	-	-	-	n/a
001-20XX-521-5230 Uniforms	-	-	-	-	-	n/a
001-20XX-521-4120 Postage	3,393	3,838	3,500	5,074	3,500	0%
001-20XX-521-4510 General Insurance	-	-	-	-	-	n/a
001-20XX-521-4620 R&M Building	-	-	-	-	-	n/a
001-20XX-521-4710 Copying Costs	-	-	1,000	-	1,000	0%
001-20XX-521-4720 Printing/Copying/Binding	-	-	-	-	2,000	
001-20XX-521-4930 Codification & Recording	1,512	1,326	2,000	1,642	2,000	0%
001-20XX-521-4935 Record Storage	-	-	-	-	-	n/a
001-20XX-521-5110 Office Supplies	-	-	200	-	200	0%
001-20XX-521-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-20XX-521-5290 Other Oper. Supplies	-	-	-	-	-	n/a
001-20XX-521-5510 Training	-	-	-	-	-	n/a
SUB-TOTAL	7,567	6,405	10,900	7,939	11,900	9%
<b>GRAND TOTAL</b>	<b>\$16,367</b>	<b>\$12,705</b>	<b>\$19,300</b>	<b>\$14,746</b>	<b>\$16,900</b>	<b>-12%</b>



# Fire Rescue Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
CONTRACTUAL SERVICES						
001-2801-522-3410 Other Contractual Svcs	6,557,881	7,913,615	8,230,160	8,228,202	8,584,057	4%
SUB-TOTAL	6,557,881	7,913,615	8,230,160	8,228,202	8,584,057	4%
OPERATING EXPENDITURES						
001-2801-522-4110 Communication Svcs	36,434	54,466	48,700	11,735	48,700	0%
001-2801-522-4310 Electricity	14,472	14,876	30,500	15,145	32,100	5%
001-2801-522-4320 Water & Sewer	9,319	10,258	13,200	10,228	13,860	5%
001-2801-522-4510 General Insurance	47,509	44,043	83,000	45,993	87,200	5%
001-2801-522-4650 R&M- Vehicles	54,864	49,238	47,500	44,998	47,500	0%
001-2801-522-4660 R&M-Other Equip	11,603	22,830	30,000	12,430	30,000	0%
001-2801-522-5210 Fuel- Vehicles	17,551	18,051	25,000	19,550	30,000	20%
001-2801-522-5220 Small Tools & Equip	22,589	449	32,060	15,378	32,000	-0%
001-2801-522-5290 Other Oper. Supplies	-	555	1,000	2,489	1,000	0%
SUB-TOTAL	214,341	214,766	310,960	177,946	322,360	4%
CAPITAL OUTLAY						
001-2801-522-6425 Machinery&Equip.	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$6,772,222	\$8,128,381	\$8,541,120	\$8,406,148	\$8,906,417	4%

# Public Works Summary Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	1,857,072	1,927,181	2,024,170	1,985,024	2,365,042	17%
001-39XX-XXX-1310 Part-time Salaries	425,143	242,662	311,189	279,829	212,704	-32%
001-39XX-XXX-1410 Overtime	80,559	34,838	31,250	52,535	31,250	0%
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	176,770	164,403	183,000	173,279	201,632	10%
001-39XX-XXX-2210 Retirement Contributions	187,315	195,392	225,357	202,302	260,328	16%
001-39XX-XXX-2310 Health & Life Insurance	462,074	434,156	522,432	474,727	714,963	37%
001-39XX-XXX-2410 Workers Compensation	60,731	52,139	94,215	53,494	100,741	7%
001-39XX-XXX-2710 Car Allowance	16,246	14,000	14,000	14,000	14,000	0%
SUB-TOTAL	3,265,910	3,064,771	3,405,613	3,235,190	3,900,660	15%
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Srvcs	62,586	9,319	14,000	-	1,500	-89%
001-39XX-XXX-3411 Software Maintenance	-	2,250	6,000	6,493	6,000	0%
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	62,586	11,569	20,000	6,493	7,500	-63%
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	407	1,000	-	1,000	0%
001-39XX-XXX-4110 Communication Srvcs	24,867	27,278	28,480	26,147	28,480	0%
001-39XX-XXX-4120 Shipping/Postage	(7)	108	200	4	200	0%
001-39XX-XXX-4310 Electricity	264,440	145,169	264,000	159,956	244,700	-7%
001-39XX-XXX-4311 Electricity Street Lights	133,346	148,862	313,950	152,141	260,000	-17%
001-39XX-XXX-4320 Water & Sewer	67,273	35,272	40,400	43,482	47,700	18%
001-39XX-XXX-4330 Waste/Refuse Removal	19	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	84,708	60,460	84,150	65,278	88,600	5%
001-39XX-XXX-4620 R&M-Bldgs,Grounds	112,386	132,601	121,500	149,954	131,500	8%
001-39XX-XXX-4621 R&M-Park Structures	64,279	85,538	63,000	71,613	68,000	8%
001-39XX-XXX-4630 Park Maintenance	178,285	148,757	127,000	164,129	170,500	34%
001-39XX-XXX-4640 R & M- Landscaping	531,991	592,365	570,000	587,455	605,000	6%
001-39XX-XXX-4641 R&M-Public ROW	40,650	29,161	39,400	43,089	51,900	32%
001-39XX-XXX-4645 R&M-Drainage,Swales	78,749	86,778	104,000	106,594	109,000	5%
001-39XX-XXX-4650 R & M - Vehicles	64,044	40,692	52,500	59,108	57,500	10%
001-39XX-XXX-4660 R&M-Other Equip&Tools	17,139	17,914	11,000	32,293	25,000	127%
001-39XX-XXX-4710 Copying Costs	1,351	1,351	1,800	1,541	1,800	0%
001-39XX-XXX-4720 Printing & Binding	-	-	-	67	-	n/a
001-39XX-XXX-4940 License Permit Fees	880	1,136	1,700	897	1,700	0%
001-39XX-XXX-4980 Environ Programs	79,121	69,895	70,000	93,578	110,000	57%
001-39XX-XXX-5110 Office Supplies	4,134	3,302	2,500	3,557	4,000	60%
001-39XX-XXX-5210 Fuel - Vehicles	71,305	52,235	75,000	61,393	90,000	20%
001-39XX-XXX-5215 Fuel - Equipment	20,043	18,056	20,000	22,145	24,000	20%
001-39XX-XXX-5220 Small Tools & Equip	19,284	20,758	16,000	21,567	21,000	31%
001-39XX-XXX-5230 Uniforms	16,818	14,776	17,500	14,475	18,000	3%
001-39XX-XXX-5290 Other Oper Supplies	80,308	66,624	69,500	68,799	78,500	13%
001-39XX-XXX-5310 Street Materials & Supplies	38,062	31,709	38,500	41,090	60,000	56%
001-39XX-XXX-5410 Subscriptions/Mmbrshps	4,119	2,315	1,960	1,970	1,900	-3%
001-39XX-XXX-5510 Training	943	923	1,000	540	1,000	0%
SUB-TOTAL	1,998,537	1,834,442	2,136,040	1,992,862	2,300,980	8%
<b>CAPITAL OUTLAY</b>						
001-39XX-572-6425 Historical Treas & Artwork	-	-	-	-	-	n/a
Machinery & Equipment	21,319	9,910	-	-	-	n/a
SUB-TOTAL	21,319	9,910	-	-	-	n/a
<b>GRAND TOTAL</b>	<b>\$5,348,352</b>	<b>\$4,920,692</b>	<b>\$5,561,653</b>	<b>\$5,234,545</b>	<b>\$6,209,140</b>	<b>12%</b>

# Public Works Administration Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	457,265	520,968	530,444	548,618	553,729	4%
001-39XX-XXX-1310 Part-time Salaries	-	12,845	23,529	17,796	19,964	-15%
001-39XX-XXX-1410 Overtime	18,588	512	21,250	2,061	21,250	0%
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	35,952	39,779	46,512	43,742	48,099	3%
001-39XX-XXX-2210 Retirement Contributions	60,302	63,072	75,055	68,716	78,260	4%
001-39XX-XXX-2310 Health & Life Insurance	97,416	99,907	100,018	99,674	101,883	2%
001-39XX-XXX-2410 Workers Compensation	7,240	6,786	12,465	7,075	13,050	5%
001-39XX-XXX-2710 Car Allowance	16,246	14,000	14,000	14,000	14,000	0%
SUB-TOTAL	693,009	757,869	823,273	801,682	850,235	3%
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Srvcs	61,786	9,319	1,500	-	1,500	0%
001-39XX-XXX-3411 Software Maintenance	-	2,250	6,000	6,493	6,000	0%
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	61,786	11,569	7,500	6,493	7,500	0%
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	407	1,000	-	1,000	0%
001-39XX-XXX-4110 Communication Srvcs	21,397	24,488	24,465	23,708	24,465	0%
001-39XX-XXX-4120 Shipping/Postage	(7)	108	200	4	200	0%
001-39XX-XXX-4310 Electricity	-	-	-	-	-	n/a
001-39XX-XXX-4311 Electricity Street Lights	-	-	-	-	-	n/a
001-39XX-XXX-4320 Water & Sewer	-	-	-	-	-	n/a
001-39XX-XXX-4330 Waste/Refuse Removal	-	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	6,680	6,172	12,500	6,703	13,200	6%
001-39XX-XXX-4620 R&M-Bldgs, Grounds	-	-	-	-	-	n/a
001-39XX-XXX-4621 R&M-Park Structures	-	-	-	-	-	n/a
001-39XX-XXX-4630 Park Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-4640 R & M- Landscaping	498,279	500,494	520,000	523,560	530,000	2%
001-39XX-XXX-4641 R&M-Public ROW	-	-	-	-	-	n/a
001-39XX-XXX-4645 R&M-Drainage, Swales	-	-	-	-	-	n/a
001-39XX-XXX-4650 R & M - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-4660 R&M-Other Equip&Tools	-	-	-	-	-	n/a
001-39XX-XXX-4710 Copying Costs	1,351	1,351	1,800	1,541	1,800	0%
001-39XX-XXX-4720 Printing & Binding	-	-	-	67	-	n/a
001-39XX-XXX-4940 License Permit Fees	880	1,136	1,700	897	1,700	0%
001-39XX-XXX-4980 Environ Programs	79,121	69,895	70,000	93,578	110,000	57%
001-39XX-XXX-5110 Office Supplies	4,134	3,302	2,500	3,557	4,000	60%
001-39XX-XXX-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-39XX-XXX-5220 Small Tools & Equip	473	-	-	551	-	n/a
001-39XX-XXX-5230 Uniforms	14,290	13,484	17,500	12,379	18,000	3%
001-39XX-XXX-5290 Other Oper Supplies	9,223	-	-	624	-	n/a
001-39XX-XXX-5310 Street Materials & Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5410 Subscriptions/Mmbrshps	1,940	2,209	1,960	1,940	1,900	-3%
001-39XX-XXX-5510 Training	631	923	1,000	540	1,000	0%
SUB-TOTAL	638,392	623,969	654,625	669,649	707,265	8%
<b>CAPITAL OUTLAY</b>						
001-39XX-572-6425 Historical Treas & Artwork	-	-	-	-	-	n/a
001-39XX-572-6425 Machinery & Equipment	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
<b>GRAND TOTAL</b>	<b>\$1,393,187</b>	<b>\$1,393,407</b>	<b>\$1,485,398</b>	<b>\$1,477,824</b>	<b>\$1,565,000</b>	<b>5%</b>

# Public Works Facilities Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	398,090	458,734	517,175	505,808	595,125	15%
001-39XX-XXX-1310 Part-time Salaries	48,772	40,289	52,144	51,001	54,413	4%
001-39XX-XXX-1410 Overtime	12,075	11,889	-	17,838	-	n/a
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	34,229	38,025	43,553	42,631	49,689	14%
001-39XX-XXX-2210 Retirement Contributions	38,070	42,320	50,818	49,453	58,513	15%
001-39XX-XXX-2310 Health & Life Insurance	97,064	101,671	131,726	123,694	180,298	37%
001-39XX-XXX-2410 Workers Compensation	12,469	11,792	21,177	12,025	24,164	14%
001-39XX-XXX-2710 Car Allowance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>640,769</b>	<b>704,720</b>	<b>816,593</b>	<b>802,450</b>	<b>962,202</b>	<b>18%</b>
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Svcs	800	-	-	-	-	n/a
001-39XX-XXX-3411 Software Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-39XX-XXX-4110 Communication Svcs	840	840	1,155	790	1,155	0%
001-39XX-XXX-4120 Shipping/Postage	-	-	-	-	-	n/a
001-39XX-XXX-4310 Electricity	9,442	10,730	14,000	10,891	14,700	5%
001-39XX-XXX-4311 Electricity Street Lights	-	-	-	-	-	n/a
001-39XX-XXX-4320 Water & Sewer	2,521	2,167	2,400	2,565	2,700	13%
001-39XX-XXX-4330 Waste/Refuse Removal	19	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	6,874	7,306	5,900	8,057	6,200	5%
001-39XX-XXX-4620 R&M-Bldgs, Grounds	112,386	132,601	121,500	149,954	131,500	8%
001-39XX-XXX-4621 R&M-Park Structures	-	-	-	-	-	n/a
001-39XX-XXX-4630 Park Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-4640 R & M- Landscaping	-	-	-	-	-	n/a
001-39XX-XXX-4641 R&M-Public ROW	-	-	-	-	-	n/a
001-39XX-XXX-4645 R&M-Drainage, Swales	-	-	-	-	-	n/a
001-39XX-XXX-4650 R & M - Vehicles	-	-	-	3,650	-	n/a
001-39XX-XXX-4660 R&M-Other Equip&Tools	-	-	-	-	-	n/a
001-39XX-XXX-4710 Copying Costs	-	-	-	-	-	n/a
001-39XX-XXX-4720 Printing & Binding	-	-	-	-	-	n/a
001-39XX-XXX-4940 License Permit Fees	-	-	-	-	-	n/a
001-39XX-XXX-4980 Environ Programs	-	-	-	-	-	n/a
001-39XX-XXX-5110 Office Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-39XX-XXX-5220 Small Tools & Equip	5,080	7,414	5,000	6,686	7,500	50%
001-39XX-XXX-5230 Uniforms	445	580	-	680	-	n/a
001-39XX-XXX-5290 Other Oper Supplies	61,409	53,744	60,500	54,146	67,500	12%
001-39XX-XXX-5310 Street Materials & Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5410 Subscriptions/Mmbrshps	2,179	106	-	30	-	n/a
001-39XX-XXX-5510 Training	312	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>201,507</b>	<b>215,488</b>	<b>210,455</b>	<b>237,449</b>	<b>231,255</b>	<b>10%</b>
<b>CAPITAL OUTLAY</b>						
001-39XX-572-6425 Historical Treas & Artwork	-	-	-	-	-	n/a
001-39XX-572-6425 Machinery & Equipment	1,999	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>1,999</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>GRAND TOTAL</b>	<b>\$845,075</b>	<b>\$920,208</b>	<b>\$1,027,048</b>	<b>\$1,039,899</b>	<b>\$1,193,457</b>	<b>16%</b>



# Public Works Streets Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	288,052	303,485	364,230	258,482	305,220	-16%
001-39XX-XXX-1310 Part-time Salaries	4,348	-	16,701	10,539	17,197	3%
001-39XX-XXX-1410 Overtime	13,643	4,752	-	14,915	-	n/a
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	22,871	23,087	29,141	21,124	24,665	-15%
001-39XX-XXX-2210 Retirement Contributions	25,453	29,957	35,924	25,000	30,272	-16%
001-39XX-XXX-2310 Health & Life Insurance	62,684	64,415	82,026	61,085	77,604	-5%
001-39XX-XXX-2410 Workers Compensation	18,455	16,318	29,432	16,712	25,359	-14%
001-39XX-XXX-2710 Car Allowance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>435,506</b>	<b>442,014</b>	<b>557,454</b>	<b>407,857</b>	<b>480,317</b>	<b>-14%</b>
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Svcs	-	-	-	-	-	n/a
001-39XX-XXX-3411 Software Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-39XX-XXX-4110 Communication Svcs	480	480	700	430	700	0%
001-39XX-XXX-4120 Shipping/Postage	-	-	-	-	-	n/a
001-39XX-XXX-4310 Electricity	-	-	-	-	-	n/a
001-39XX-XXX-4311 Electricity Street Lights	133,346	148,862	313,950	152,141	260,000	-17%
001-39XX-XXX-4320 Water & Sewer	-	-	-	-	-	n/a
001-39XX-XXX-4330 Waste/Refuse Removal	-	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	3,100	2,905	5,900	3,164	6,200	5%
001-39XX-XXX-4620 R&M-Bldgs, Grounds	-	-	-	-	-	n/a
001-39XX-XXX-4621 R&M-Park Structures	-	-	-	-	-	n/a
001-39XX-XXX-4630 Park Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-4640 R & M- Landscaping	-	-	-	-	-	n/a
001-39XX-XXX-4641 R&M-Public ROW	40,650	29,161	39,400	43,089	51,900	32%
001-39XX-XXX-4645 R&M-Drainage, Swales	78,749	86,778	104,000	106,594	109,000	5%
001-39XX-XXX-4650 R & M - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-4660 R&M-Other Equip&Tools	4,781	3,935	6,000	9,487	10,000	67%
001-39XX-XXX-4710 Copying Costs	-	-	-	-	-	n/a
001-39XX-XXX-4720 Printing & Binding	-	-	-	-	-	n/a
001-39XX-XXX-4940 License Permit Fees	-	-	-	-	-	n/a
001-39XX-XXX-4980 Environ Programs	-	-	-	-	-	n/a
001-39XX-XXX-5110 Office Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-39XX-XXX-5220 Small Tools & Equip	6,978	6,911	6,000	7,636	8,000	33%
001-39XX-XXX-5230 Uniforms	537	412	-	535	-	n/a
001-39XX-XXX-5290 Other Oper Supplies	9,565	12,081	9,000	13,664	11,000	22%
001-39XX-XXX-5310 Street Materials & Supplies	38,062	31,709	38,500	41,090	60,000	56%
001-39XX-XXX-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-39XX-XXX-5510 Training	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>316,248</b>	<b>323,234</b>	<b>523,450</b>	<b>377,830</b>	<b>516,800</b>	<b>-1%</b>
<b>CAPITAL OUTLAY</b>						
Historical Treas & Artwork	-	-	-	-	-	n/a
001-39XX-572-6425 Machinery & Equipment	2,384	2,951	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>2,384</b>	<b>2,951</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>GRAND TOTAL</b>	<b>\$754,138</b>	<b>\$768,199</b>	<b>\$1,080,904</b>	<b>\$785,687</b>	<b>\$997,117</b>	<b>-8%</b>

# Public Works Parks and Grounds Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	564,562	575,963	542,871	602,203	837,660	54%
001-39XX-XXX-1310 Part-time Salaries	190,994	189,528	218,815	200,493	121,130	-45%
001-39XX-XXX-1410 Overtime	25,821	17,493	10,000	17,721	10,000	0%
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	58,018	58,454	58,269	60,595	73,347	26%
001-39XX-XXX-2210 Retirement Contributions	53,432	50,492	53,837	49,345	83,020	54%
001-39XX-XXX-2310 Health & Life Insurance	170,457	148,502	188,378	169,838	332,950	77%
001-39XX-XXX-2410 Workers Compensation	15,977	14,456	25,502	14,479	32,215	26%
001-39XX-XXX-2710 Car Allowance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>1,079,261</b>	<b>1,054,888</b>	<b>1,097,672</b>	<b>1,114,674</b>	<b>1,490,322</b>	<b>36%</b>
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Svcs	-	-	-	-	-	n/a
001-39XX-XXX-3411 Software Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-39XX-XXX-4110 Communication Svcs	1,298	1,110	1,800	859	1,800	0%
001-39XX-XXX-4120 Shipping/Postage	-	-	-	-	-	n/a
001-39XX-XXX-4310 Electricity	254,998	134,439	250,000	149,065	230,000	-8%
001-39XX-XXX-4311 Electricity Street Lights	-	-	-	-	-	n/a
001-39XX-XXX-4320 Water & Sewer	64,752	33,105	38,000	40,917	45,000	18%
001-39XX-XXX-4330 Waste/Refuse Removal	-	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	3,901	3,631	7,350	3,941	7,800	6%
001-39XX-XXX-4620 R&M-Bldgs, Grounds	-	-	-	-	-	n/a
001-39XX-XXX-4621 R&M-Park Structures	64,279	85,538	63,000	71,613	68,000	8%
001-39XX-XXX-4630 Park Maintenance	178,285	148,757	127,000	164,129	170,500	34%
001-39XX-XXX-4640 R & M- Landscaping	33,712	91,871	50,000	63,895	75,000	50%
001-39XX-XXX-4641 R&M-Public ROW	-	-	-	-	-	n/a
001-39XX-XXX-4645 R&M-Drainage, Swales	-	-	-	-	-	n/a
001-39XX-XXX-4650 R & M - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-4660 R&M-Other Equip&Tools	472	349	-	1,833	-	n/a
001-39XX-XXX-4710 Copying Costs	-	-	-	-	-	n/a
001-39XX-XXX-4720 Printing & Binding	-	-	-	-	-	n/a
001-39XX-XXX-4940 License Permit Fees	-	-	-	-	-	n/a
001-39XX-XXX-4980 Environ Programs	-	-	-	-	-	n/a
001-39XX-XXX-5110 Office Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-39XX-XXX-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-39XX-XXX-5220 Small Tools & Equip	5,023	6,433	5,000	6,694	5,500	10%
001-39XX-XXX-5230 Uniforms	558	300	-	881	-	n/a
001-39XX-XXX-5290 Other Oper Supplies	111	799	-	365	-	n/a
001-39XX-XXX-5310 Street Materials & Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-39XX-XXX-5510 Training	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>607,389</b>	<b>506,332</b>	<b>542,150</b>	<b>504,192</b>	<b>603,600</b>	<b>11%</b>
<b>CAPITAL OUTLAY</b>						
Historical Treas & Artwork	-	-	-	-	-	n/a
001-39XX-572-6425 Machinery & Equipment	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>GRAND TOTAL</b>	<b>1,686,650</b>	<b>1,561,220</b>	<b>1,639,822</b>	<b>1,618,866</b>	<b>2,093,922</b>	<b>28%</b>

# Public Works Fleet Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-39XX-XXX-1210 Regular Salaries	61,942	68,031	69,450	69,913	73,308	6%
001-39XX-XXX-1310 Part-time Salaries	-	-	-	-	-	n/a
001-39XX-XXX-1410 Overtime	2,348	192	-	-	-	n/a
001-39XX-XXX-1510 Longevity Pay	-	-	-	-	-	n/a
001-39XX-XXX-1530 Bonus	-	-	-	-	-	n/a
001-39XX-XXX-2110 FICA	4,776	5,058	5,525	5,187	5,832	6%
001-39XX-XXX-2210 Retirement Contributions	4,887	9,551	9,723	9,788	10,263	6%
001-39XX-XXX-2310 Health & Life Insurance	13,163	19,661	20,284	20,436	22,228	10%
001-39XX-XXX-2410 Workers Compensation	-	2,787	5,639	3,203	5,953	6%
001-39XX-XXX-2710 Car Allowance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>87,116</b>	<b>105,280</b>	<b>110,621</b>	<b>108,527</b>	<b>117,584</b>	<b>6%</b>
<b>CONTRACTUAL SERVICES</b>						
001-39XX-XXX-3150 Arch & Engineering Srv	-	-	-	-	-	n/a
001-39XX-XXX-3410 Other Contractual Srvcs	-	-	12,500	-	-	n/a
001-39XX-XXX-3411 Software Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-3412 Hardware Maintenance	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>-</b>	<b>-</b>	<b>12,500</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>OPERATING EXPENDITURES</b>						
001-39XX-XXX-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-39XX-XXX-4110 Communication Srvcs	330	360	360	360	360	0%
001-39XX-XXX-4120 Shipping/Postage	-	-	-	-	-	n/a
001-39XX-XXX-4310 Electricity	-	-	-	-	-	n/a
001-39XX-XXX-4311 Electricity Street Lights	-	-	-	-	-	n/a
001-39XX-XXX-4320 Water & Sewer	-	-	-	-	-	n/a
001-39XX-XXX-4330 Waste/Refuse Removal	-	-	-	-	-	n/a
001-39XX-XXX-4430 IS Fleet Chargeback	-	-	-	-	-	n/a
001-39XX-XXX-4510 General Insurance	47,956	40,446	52,500	43,413	55,200	5%
001-39XX-XXX-4620 R&M-Bldgs, Grounds	-	-	-	-	-	n/a
001-39XX-XXX-4621 R&M-Park Structures	-	-	-	-	-	n/a
001-39XX-XXX-4630 Park Maintenance	-	-	-	-	-	n/a
001-39XX-XXX-4640 R & M- Landscaping	-	-	-	-	-	n/a
001-39XX-XXX-4641 R&M-Public ROW	-	-	-	-	-	n/a
001-39XX-XXX-4645 R&M-Drainage, Swales	-	-	-	-	-	n/a
001-39XX-XXX-4650 R & M - Vehicles	64,044	40,692	52,500	55,458	57,500	10%
001-39XX-XXX-4660 R&M-Other Equip&Tools	11,886	13,630	5,000	20,973	15,000	200%
001-39XX-XXX-4710 Copying Costs	-	-	-	-	-	n/a
001-39XX-XXX-4720 Printing & Binding	-	-	-	-	-	n/a
001-39XX-XXX-4940 License Permit Fees	-	-	-	-	-	n/a
001-39XX-XXX-4980 Environ Programs	-	-	-	-	-	n/a
001-39XX-XXX-5110 Office Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5210 Fuel - Vehicles	68,523	52,235	75,000	61,393	90,000	20%
001-39XX-XXX-5215 Fuel - Equipment	20,043	18,056	20,000	22,145	24,000	20%
001-39XX-XXX-5220 Small Tools & Equip	-	-	-	-	-	n/a
001-39XX-XXX-5230 Uniforms	-	-	-	-	-	n/a
001-39XX-XXX-5290 Other Oper Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5310 Street Materials & Supplies	-	-	-	-	-	n/a
001-39XX-XXX-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-39XX-XXX-5510 Training	-	-	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>212,782</b>	<b>165,419</b>	<b>205,360</b>	<b>203,742</b>	<b>242,060</b>	<b>18%</b>
<b>CAPITAL OUTLAY</b>						
Historical Treas & Artwork	-	-	-	-	-	n/a
001-39XX-572-6425 Machinery & Equipment	16,936	6,959	-	-	-	n/a
<b>SUB-TOTAL</b>	<b>16,936</b>	<b>6,959</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>GRAND TOTAL</b>	<b>\$316,834</b>	<b>\$277,658</b>	<b>\$328,481</b>	<b>\$312,269</b>	<b>\$359,644</b>	<b>10%</b>

# Parks and Recreation Summary Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-72XX-572-1210 Regular Salaries	417,256	613,759	623,729	644,162	763,372	22%
001-72XX-572-1310 Part-time Salaries	258,411	249,228	586,144	307,966	466,929	-20%
001-72XX-572-1410 Overtime	2,861	10,893	11,000	8,695	11,500	5%
001-72XX-572-2110 FICA	52,761	67,803	94,622	74,582	96,247	2%
001-72XX-572-2210 Retirement Contributions	40,095	52,828	79,018	66,649	93,737	19%
001-72XX-572-2310 Health & Life Insurance	65,172	96,326	128,434	106,778	161,489	26%
001-72XX-572-2410 Workers Compensation	5,639	10,668	18,042	10,209	18,388	2%
001-72XX-572-2710 Car Allowance	11,147	10,461	11,500	11,269	11,500	0%
SUB-TOTAL	853,342	1,111,966	1,552,489	1,230,310	1,623,162	5%
<b>CONTRACTUAL SERVICES</b>						
001-72XX-572-3410 Other Contractual Svcs	142,149	24,467	42,900	23,285	31,500	-27%
001-72XX-572-3411 Software Maintenance	5,097	4,998	5,200	5,245	5,300	2%
SUB-TOTAL	147,246	29,465	48,100	28,530	36,800	-24%
<b>OPERATING EXPENDITURES</b>						
001-72XX-572-4010 Travel & Per Diem	1,145	-	-	3	-	n/a
001-72XX-572-4110 Communication Svcs	24,254	27,196	29,895	26,630	29,895	0%
001-72XX-572-4120 Shipping/Postage	33	6	300	1	300	0%
001-72XX-572-4310 Electricity	103,243	203,940	301,000	244,553	316,100	5%
001-72XX-572-4320 Water & Sewer	15,041	59,977	67,000	63,104	70,350	5%
001-72XX-572-4510 General Insurance	111,127	118,806	226,900	128,759	228,300	1%
001-72XX-572-4630 Parks Maintenance	-	-	-	-	-	n/a
001-72XX-572-4710 Copying Costs	4,515	1,791	3,500	3,861	3,500	0%
001-72XX-572-4720 Printing & Binding	3,094	1,730	1,700	742	1,900	12%
001-72XX-572-4890 Special Events	313,639	248,514	305,600	220,364	335,500	10%
001-72XX-572-4945 Credit Card Charges	31,211	19,895	30,000	43,731	30,000	0%
001-72XX-572-4950 Senior Grant Programs	34,896	20,855	48,400	22,582	48,400	0%
001-72XX-572-4951 Youth Programs	10,631	62,900	71,200	29,107	71,900	1%
001-72XX-572-4952 Teen Programs	-	-	-	-	8,000	0%
001-72XX-572-4953 Summer Recreation	236,292	2,766	272,000	100,644	282,000	4%
001-72XX-572-4980 Environ Programs	-	-	-	-	-	n/a
001-72XX-572-5110 Office Supplies	6,433	4,149	5,000	4,820	5,000	0%
001-72XX-572-5210 Fuel - Vehicles	-	3,662	8,500	3,948	8,000	-6%
001-72XX-572-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-72XX-572-5220 Small Tools & Equip	3,148	5,494	7,300	7,636	6,500	-11%
001-72XX-572-5230 Uniforms	1,213	2,600	3,100	1,373	3,600	16%
001-72XX-572-5290 Other Oper Supplies	16,416	12,920	12,800	18,743	23,300	82%
001-72XX-572-5410 Subscriptions/Mmbrshps	905	2,005	1,100	660	1,100	0%
001-72XX-572-5510 Training	2,575	1,239	2,000	647	1,500	-25%
SUB-TOTAL	919,811	800,445	1,397,295	921,908	1,475,145	6%
<b>CAPITAL OUTLAY</b>						
001-72XX-572-6310 Capital	285	17,287	-	-	10,000	0%
SUB-TOTAL	285	17,287	-	-	10,000	0%
<b>GRAND TOTAL</b>	<b>\$1,920,684</b>	<b>\$1,959,163</b>	<b>\$2,997,884</b>	<b>\$2,180,748</b>	<b>\$3,145,107</b>	<b>5%</b>



# P & R Administration Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-72XX-572-1210 Regular Salaries	253,000	184,289	184,928	182,568	195,320	6%
001-72XX-572-1310 Part-time Salaries	11,488	13,651	16,582	9,226	13,392	-19%
001-72XX-572-1410 Overtime	952	434	-	139	-	n/a
001-72XX-572-2110 FICA	20,833	15,763	16,364	15,278	16,947	4%
001-72XX-572-2210 Retirement Contributions	27,630	21,858	26,390	21,165	27,845	6%
001-72XX-572-2310 Health & Life Insurance	43,485	24,590	29,084	25,914	31,671	9%
001-72XX-572-2410 Workers Compensation	611	324	515	293	533	4%
001-72XX-572-2710 Car Allowance	8,762	4,365	5,000	4,769	5,000	0%
SUB-TOTAL	366,761	265,274	278,863	259,352	290,708	4%
<b>CONTRACTUAL SERVICES</b>						
001-72XX-572-3410 Other Contractual Svcs	77,542	130	-	-	-	n/a
001-72XX-572-3411 Software Maintenance	5,097	4,998	5,200	5,245	5,300	2%
SUB-TOTAL	82,639	5,128	5,200	5,245	5,300	2%
<b>OPERATING EXPENDITURES</b>						
001-72XX-572-4010 Travel & Per Diem	1,145	-	-	3	-	n/a
001-72XX-572-4110 Communication Svcs	21,982	20,855	23,415	20,475	23,415	0%
001-72XX-572-4120 Shipping/Postage	33	6	300	1	300	0%
001-72XX-572-4310 Electricity	102,083	7,625	11,000	8,623	11,600	6%
001-72XX-572-4320 Water & Sewer	15,041	15,417	17,000	15,291	17,850	5%
001-72XX-572-4510 General Insurance	80,231	64,689	126,000	70,063	122,300	-3%
001-72XX-572-4630 Parks Maintenance	-	-	-	-	-	n/a
001-72XX-572-4710 Copying Costs	4,515	1,791	3,500	3,861	3,500	0%
001-72XX-572-4720 Printing & Binding	3,094	1,730	1,700	742	1,900	12%
001-72XX-572-4890 Special Events	309,277	248,514	305,600	219,584	335,500	10%
001-72XX-572-4945 Credit Card Charges	-	-	-	-	-	n/a
001-72XX-572-4950 Senior Grant Programs	-	-	-	-	-	n/a
001-72XX-572-4951 Youth Programs	-	-	-	-	-	n/a
001-72XX-572-4952 Teen Programs	-	-	-	-	-	n/a
001-72XX-572-4953 Summer Recreation	-	-	-	-	-	n/a
001-72XX-572-4980 Environ Programs	-	-	-	-	-	n/a
001-72XX-572-5110 Office Supplies	5,767	330	500	309	500	0%
001-72XX-572-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-72XX-572-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-72XX-572-5220 Small Tools & Equip	2,234	1,496	500	218	500	0%
001-72XX-572-5230 Uniforms	1,213	300	300	111	300	0%
001-72XX-572-5290 Other Oper Supplies	13,441	7,733	6,000	5,295	4,000	-33%
001-72XX-572-5410 Subscriptions/Mmbrshps	905	2,005	1,100	660	1,100	0%
001-72XX-572-5510 Training	2,575	990	2,000	647	1,500	-25%
SUB-TOTAL	563,536	373,481	498,915	345,883	524,265	5%
<b>CAPITAL OUTLAY</b>						
001-72XX-572-6310 Capital	285	17,287	-	-	10,000	0%
SUB-TOTAL	285	17,287	-	-	10,000	0%
GRAND TOTAL	\$1,013,221	\$661,170	\$782,978	\$610,480	\$830,273	6%

# P & R Recreation Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-72XX-572-1210 Regular Salaries	164,256	212,405	206,038	170,520	217,342	6%
001-72XX-572-1310 Part-time Salaries	246,923	105,834	345,220	179,871	342,497	-1%
001-72XX-572-1410 Overtime	1,909	2,420	1,500	2,779	2,000	33%
001-72XX-572-2110 FICA	31,928	24,682	42,824	27,104	43,498	2%
001-72XX-572-2210 Retirement Contributions	12,465	19,107	25,970	19,634	27,319	5%
001-72XX-572-2310 Health & Life Insurance	21,687	38,143	45,461	37,942	49,731	9%
001-72XX-572-2410 Workers Compensation	5,028	4,384	7,633	4,743	8,000	5%
001-72XX-572-2710 Car Allowance	2,385	3,442	3,500	3,500	3,500	0%
SUB-TOTAL	486,581	410,417	678,146	446,093	693,887	2%
<b>CONTRACTUAL SERVICES</b>						
001-72XX-572-3410 Other Contractual Svcs	64,607	21,818	40,000	20,555	25,000	-38%
001-72XX-572-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	64,607	21,818	40,000	20,555	25,000	-38%
<b>OPERATING EXPENDITURES</b>						
001-72XX-572-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-72XX-572-4110 Communication Svcs	2,272	3,760	2,940	2,712	2,940	0%
001-72XX-572-4120 Shipping/Postage	-	-	-	-	-	n/a
001-72XX-572-4310 Electricity	1,160	65,803	90,000	71,036	94,500	5%
001-72XX-572-4320 Water & Sewer	-	-	-	-	-	n/a
001-72XX-572-4510 General Insurance	30,896	28,727	51,900	30,934	54,500	5%
001-72XX-572-4630 Parks Maintenance	-	-	-	-	-	n/a
001-72XX-572-4710 Copying Costs	-	-	-	-	-	n/a
001-72XX-572-4720 Printing & Binding	-	-	-	-	-	n/a
001-72XX-572-4890 Special Events	4,362	-	-	780	-	n/a
001-72XX-572-4945 Credit Card Charges	31,211	19,895	30,000	43,731	30,000	0%
001-72XX-572-4950 Senior Grant Programs	34,896	20,855	48,400	22,582	48,400	0%
001-72XX-572-4951 Youth Programs	10,631	62,900	71,200	29,107	71,900	1%
001-72XX-572-4952 Teen Programs	-	-	-	-	8,000	0%
001-72XX-572-4953 Summer Recreation	236,292	2,766	272,000	100,644	282,000	4%
001-72XX-572-4980 Environ Programs	-	-	-	-	-	n/a
001-72XX-572-5110 Office Supplies	666	1,999	3,000	3,106	3,000	0%
001-72XX-572-5210 Fuel - Vehicles	-	-	1,000	-	500	-50%
001-72XX-572-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-72XX-572-5220 Small Tools & Equip	914	597	2,000	1,684	2,000	0%
001-72XX-572-5230 Uniforms	-	859	1,000	758	1,500	50%
001-72XX-572-5290 Other Oper Supplies	2,975	-	-	-	-	n/a
001-72XX-572-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-72XX-572-5510 Training	-	249	-	-	-	n/a
SUB-TOTAL	356,275	208,410	573,440	307,074	599,240	5%
<b>CAPITAL OUTLAY</b>						
001-72XX-572-6310 Capital	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$907,463	\$640,645	\$1,291,586	\$773,722	\$1,318,127	2%

# P & R Athletics Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-72XX-572-1210 Regular Salaries	-	128,950	157,782	184,663	166,734	6%
001-72XX-572-1310 Part-time Salaries	-	11,896	16,364	12,482	13,718	-16%
001-72XX-572-1410 Overtime	-	411	500	500	500	0%
001-72XX-572-2110 FICA	-	11,111	13,788	15,596	14,282	4%
001-72XX-572-2210 Retirement Contributions	-	8,566	19,159	21,892	20,176	5%
001-72XX-572-2310 Health & Life Insurance	-	18,381	25,366	30,585	27,406	8%
001-72XX-572-2410 Workers Compensation	-	263	443	251	459	4%
001-72XX-572-2710 Car Allowance	-	2,654	3,000	3,000	3,000	0%
SUB-TOTAL	-	182,232	236,402	268,969	246,275	4%
<b>CONTRACTUAL SERVICES</b>						
001-72XX-572-3410 Other Contractual Svcs	-	2,519	2,900	2,730	6,500	124%
001-72XX-572-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	-	2,519	2,900	2,730	6,500	124%
<b>OPERATING EXPENDITURES</b>						
001-72XX-572-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-72XX-572-4110 Communication Svcs	-	1,763	2,940	1,867	2,940	0%
001-72XX-572-4120 Shipping/Postage	-	-	-	-	-	n/a
001-72XX-572-4310 Electricity	-	130,512	200,000	164,894	210,000	5%
001-72XX-572-4320 Water & Sewer	-	44,560	50,000	47,813	52,500	5%
001-72XX-572-4510 General Insurance	-	10,373	21,000	11,260	22,100	5%
001-72XX-572-4630 Parks Maintenance	-	-	-	-	-	n/a
001-72XX-572-4710 Copying Costs	-	-	-	-	-	n/a
001-72XX-572-4720 Printing & Binding	-	-	-	-	-	n/a
001-72XX-572-4890 Special Events	-	-	-	-	-	n/a
001-72XX-572-4945 Credit Card Charges	-	-	-	-	-	n/a
001-72XX-572-4950 Senior Grant Programs	-	-	-	-	-	n/a
001-72XX-572-4951 Youth Programs	-	-	-	-	-	n/a
001-72XX-572-4952 Teen Programs	-	-	-	-	-	n/a
001-72XX-572-4953 Summer Recreation	-	-	-	-	-	n/a
001-72XX-572-4980 Environ Programs	-	-	-	-	-	n/a
001-72XX-572-5110 Office Supplies	-	1,820	1,500	1,405	1,500	0%
001-72XX-572-5210 Fuel - Vehicles	-	-	-	-	-	n/a
001-72XX-572-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-72XX-572-5220 Small Tools & Equip	-	2,993	3,000	3,311	2,200	-27%
001-72XX-572-5230 Uniforms	-	-	500	-	500	0%
001-72XX-572-5290 Other Oper Supplies	-	5,187	6,800	13,448	19,300	184%
001-72XX-572-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-72XX-572-5510 Training	-	-	-	-	-	n/a
SUB-TOTAL	-	197,208	285,740	243,998	311,040	9%
<b>CAPITAL OUTLAY</b>						
001-72XX-572-6310 Capital	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$-	\$381,959	\$525,042	\$515,697	\$563,815	7%

# P & R Parks Support Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-72XX-572-1210 Regular Salaries	-	88,115	74,981	106,411	183,976	145%
001-72XX-572-1310 Part-time Salaries	-	117,847	207,978	106,387	97,322	-53%
001-72XX-572-1410 Overtime	-	7,628	9,000	5,277	9,000	0%
001-72XX-572-2110 FICA	-	16,247	21,646	16,604	21,520	-1%
001-72XX-572-2210 Retirement Contributions	-	3,297	7,499	3,958	18,397	145%
001-72XX-572-2310 Health & Life Insurance	-	15,212	28,523	12,337	52,681	85%
001-72XX-572-2410 Workers Compensation	-	5,697	9,451	4,922	9,396	-1%
001-72XX-572-2710 Car Allowance	-	-	-	-	-	n/a
SUB-TOTAL	-	254,043	359,078	255,896	392,292	9%
<b>CONTRACTUAL SERVICES</b>						
001-72XX-572-3410 Other Contractual Svcs	-	-	-	-	-	n/a
001-72XX-572-3411 Software Maintenance	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
<b>OPERATING EXPENDITURES</b>						
001-72XX-572-4010 Travel & Per Diem	-	-	-	-	-	n/a
001-72XX-572-4110 Communication Svcs	-	818	600	1,576	600	0%
001-72XX-572-4120 Shipping/Postage	-	-	-	-	-	n/a
001-72XX-572-4310 Electricity	-	-	-	-	-	n/a
001-72XX-572-4320 Water & Sewer	-	-	-	-	-	n/a
001-72XX-572-4510 General Insurance	-	15,017	28,000	16,502	29,400	5%
001-72XX-572-4630 Parks Maintenance	-	-	-	-	-	n/a
001-72XX-572-4710 Copying Costs	-	-	-	-	-	n/a
001-72XX-572-4720 Printing & Binding	-	-	-	-	-	n/a
001-72XX-572-4890 Special Events	-	-	-	-	-	n/a
001-72XX-572-4945 Credit Card Charges	-	-	-	-	-	n/a
001-72XX-572-4950 Senior Grant Programs	-	-	-	-	-	n/a
001-72XX-572-4951 Youth Programs	-	-	-	-	-	n/a
001-72XX-572-4952 Teen Programs	-	-	-	-	-	n/a
001-72XX-572-4953 Summer Recreation	-	-	-	-	-	n/a
001-72XX-572-4980 Environ Programs	-	-	-	-	-	n/a
001-72XX-572-5110 Office Supplies	-	-	-	-	-	n/a
001-72XX-572-5210 Fuel - Vehicles	-	3,662	7,500	3,948	7,500	0%
001-72XX-572-5215 Fuel - Equipment	-	-	-	-	-	n/a
001-72XX-572-5220 Small Tools & Equip	-	408	1,800	2,423	1,800	0%
001-72XX-572-5230 Uniforms	-	1,441	1,300	504	1,300	0%
001-72XX-572-5290 Other Oper Supplies	-	-	-	-	-	n/a
001-72XX-572-5410 Subscriptions/Mmbrshps	-	-	-	-	-	n/a
001-72XX-572-5510 Training	-	-	-	-	-	n/a
SUB-TOTAL	-	21,346	39,200	24,953	40,600	4%
<b>CAPITAL OUTLAY</b>						
001-72XX-572-6310 Capital	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
GRAND TOTAL	\$-	\$275,389	\$398,278	\$280,849	\$432,892	9%

# Library Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
<b>PERSONNEL SERVICES</b>						
001-7220-571-1210 Regular Salaries	240,076	239,307	271,344	174,698	193,757	-29%
001-7220-571-1310 Part-time Salaries	86,244	113,074	131,215	139,088	179,158	37%
001-7220-571-1410 Overtime	-	-	-	-	-	n/a
001-7220-571-1530 Bonus	-	-	-	-	-	n/a
001-7220-571-2110 FICA	23,969	26,497	31,614	23,790	29,106	-8%
001-7220-571-2210 Retirement Contributions	24,084	29,434	37,609	20,812	26,670	-29%
001-7220-571-2310 Health & Life Insurance	37,273	37,567	61,822	35,814	40,471	-35%
001-7220-571-2410 Workers Compensation	626	525	1,007	571	919	-9%
001-7220-571-2710 Car Allowance	-	-	-	-	-	n/a
SUB-TOTAL	412,272	446,404	534,611	394,773	470,081	-12%
<b>CONTRACTUAL SERVICES</b>						
001-7220-571-3410 Other Contractual Svcs	-	-	-	-	-	n/a
001-7220-571-3411 Software Maintenance	2,150	2,135	2,400	2,135	2,400	0%
001-7220-571-3412 Hardware Maintenance	976	892	1,000	-	1,000	0%
SUB-TOTAL	3,126	3,027	3,400	2,135	3,400	0%
<b>OPERATING EXPENDITURES</b>						
001-7220-571-4010 Travel & Per Diem	358	-	900	-	900	0%
001-7220-571-4110 Communication Svcs	8,441	5,006	9,765	4,734	9,765	0%
001-7220-571-4120 Shipping/Postage	172	143	200	30	200	0%
001-7220-571-4310 Electricity	24,861	24,632	35,100	23,790	36,900	5%
001-7220-571-4320 Water & Sewer	4,424	4,065	5,100	4,063	5,360	5%
001-7220-571-4431 ISF Cmpttr Chargeback	-	-	2,600	-	-	n/a
001-7220-571-4510 General Insurance	38,389	35,592	68,100	38,484	71,600	5%
001-7220-571-4620 R&M-Bldng, Grounds	-	-	500	-	-	n/a
001-7220-571-4710 Copying Costs	3,907	2,283	4,000	4,996	4,000	0%
001-7220-571-4720 Printing & Binding	-	-	-	-	-	n/a
001-7220-571-4890 Special Events	13,766	8,806	34,800	9,698	37,575	8%
001-7220-571-5110 Office Supplies	2,871	2,602	2,700	2,060	2,700	0%
001-7220-571-5220 Small Tools & Equip	-	176	2,000	587	1,500	-25%
001-7220-571-5290 Other Oper. Supplies	4,312	7,032	4,700	2,135	4,700	0%
001-7220-571-5410 Subscriptions/Mmbrshps	4,224	4,709	4,800	3,360	4,800	0%
001-7220-571-5510 Training	225	-	500	-	500	0%
SUB-TOTAL	105,950	95,046	175,765	93,937	180,500	3%
<b>CAPITAL OUTLAY</b>						
001-7220-571-6320 FF&E	-	-	1,200	796	2,225	85%
001-7220-571-6425 Machinery & Equip.	-	-	-	-	-	n/a
001-7220-571-6610 New Books	22,482	34,150	32,800	18,900	32,800	0%
001-7220-571-6620 Digital Media (ebooks)	24,491	20,746	30,200	23,521	30,200	0%
001-7220-571-6630 Children's Books	18,138	2,967	20,000	13,142	20,000	0%
001-7220-571-6640 Multimedia	2,530	2,456	8,200	1,321	8,200	0%
SUB-TOTAL	67,641	60,319	92,400	57,680	93,425	1%
GRAND TOTAL	\$588,989	\$604,796	\$806,176	\$548,525	\$747,406	-7%



# Non-Departmental Budget Detail

	2019	2020	2021	2021	2022	%
	Actual	Actual	Amended Budget	Projected Year-End	Adopted Budget	Change
<b>PERSONNEL SERVICES</b>						
001-9901-519-1530 Bonus	-	-	-	-	-	n/a
001-9901-519-2310 Insurance	-	-	-	-	-	n/a
001-9901-519-2510 Unemployment Comp	3,329	8,126	30,000	20,856	30,000	0%
001-9901-519-2620 Tuition Reimbursement	-	-	-	-	-	n/a
SUB-TOTAL	3,329	8,126	30,000	20,856	30,000	0%
<b>CONTRACTUAL SERVICES</b>						
001-9901-519-3160 Lobbyist	20,000	46,667	40,000	40,000	40,000	0%
001-9901-519-3410 Other Contractual Svcs	335,376	210,532	128,500	75,606	356,650	178%
SUB-TOTAL	355,376	257,199	168,500	115,606	396,650	135%
<b>OPERATING EXPENDITURES</b>						
001-9901-519-4310 Electricity	10,716	11,102	14,200	12,514	11,000	-23%
001-9901-519-4320 Water & Sewer	1,055	1,031	1,400	1,073	1,470	5%
001-9901-519-4730 Printing/Binding-Newsletter	1,455	2,762	1,000	-	1,000	0%
001-9901-519-4890 Other Misc Special Events	-	-	-	-	37,500	0%
001-9901-519-4910 Advertising	34,852	-	3,000	270	3,000	0%
001-9901-519-4960 Employee Events	10,935	12,174	17,200	12,345	19,200	12%
001-9901-519-4965 Schools	6,000	6,000	12,000	-	12,000	0%
001-9901-519-4970 Disaster Preparedness	5,000	-	9,200	5,000	5,000	-46%
001-9901-519-4990 Other Current Charges	128	7,154	10,000	9,251	6,050	-40%
001-9901-519-5210 Fuel- Vehicles	-	-	-	-	-	n/a
SUB-TOTAL	70,141	40,223	68,000	40,453	96,220	42%
<b>GRANTS &amp; AIDS</b>						
001-9901-519-8210 Aid To Private Orgs	39,455	37,981	44,070	36,243	44,250	0%
001-9901-519-8220 Parkland Historical Soc	-	-	-	-	-	n/a
001-9901-519-8310 Aid To Others-Chinese Drywall	-	-	-	-	-	n/a
SUB-TOTAL	39,455	37,981	44,070	36,243	44,250	0%
<b>OTHER USES</b>						
001-9901-519-9500 Reserve	-	-	-	-	-	n/a
001-9901-519-9910 Contingency	-	-	105,000	-	150,000	43%
SUB-TOTAL	-	-	105,000	-	150,000	43%
<b>GRAND TOTAL</b>	<b>\$468,301</b>	<b>\$343,529</b>	<b>\$415,570</b>	<b>\$213,158</b>	<b>\$717,120</b>	<b>73%</b>

# Debt Service Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
DEBT SERVICE						
001-9910-517-7110 Principal- Bank of America	520,761	545,156	580,000	571,713	572,000	-1%
001-9910-517-7130 Principal- SunTrust	427,000	439,000	439,000	451,000	451,000	3%
001-9910-517-7140 Principal- Sterling	-	-	-	-	900,800	100%
001-9910-517-7210 Interest- Bank of America	198,664	174,269	142,000	147,711	147,500	4%
001-9910-517-7230 Interest- SunTrust	144,870	132,790	133,000	120,375	120,500	-9%
001-9910-517-7240 Interest- Sterling	-	-	-	-	481,050	
001-9910-517-7310 Fees	-	-	1,203,750	-	1,250	-100%
SUB-TOTAL	1,291,295	1,291,215	2,497,750	1,290,799	2,674,100	7%
GRAND TOTAL	\$1,291,295	\$1,291,215	\$2,497,750	\$1,290,799	\$2,674,100	7%

# Emergency Operations Budget Detail

	2019 Actual	2020 Actual	2021 Amended Budget	2021 Projected Year-End	2022 Adopted Budget	% Change
PERSONNEL SERVICES						
001-9915-525-1210 Regular Salaries	-	-	-	-	-	n/a
001-9915-525-2110 FICA	-	-	-	-	-	n/a
001-9915-525-2210 Retirement Contributions	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
CONTRACTUAL SERVICES						
001-9915-525-3471 Debris Removal	-	-	-	-	-	n/a
001-9915-525-3472 Emergency Protect Measure	-	-	-	-	-	n/a
001-9915-525-3473 Roads & Bridges	-	-	-	-	-	n/a
001-9915-525-3474 Buildings & Equipment	-	-	-	-	-	n/a
001-9915-525-3475 Parks, Recreation Areas	-	-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
OPERATING EXPENDITURES						
001-9915-525-4971 Debris Removal	-	-	-	-	-	n/a
001-9915-525-4972 Emergency Protect Measure	-	30,388	-	49,911	-	n/a
001-9915-525-4973 Roads & Bridges	-	-	-	-	-	n/a
001-9915-525-4974 Buildings & Equipment	-	-	-	-	-	n/a
001-9915-525-4975 Parks, Recreation Areas	-	-	-	-	-	n/a
SUB-TOTAL	-	30,388	-	49,911	-	n/a
GRAND TOTAL	\$-	\$30,388	\$-	\$49,911	\$-	n/a
9916 CARES Act Funds						
OPERATING EXPENDITURES						
001-9916-525-8810 CARES Mortgage	-	-	-	66,000	-	n/a
001-9916-525-8820 CARES Nursing Home Assist.	-	-	-	45,000	-	n/a
SUB-TOTAL	-	-	-	111,000	-	n/a
GRAND TOTAL	\$-	\$-	\$-	\$111,000	\$-	n/a



# Abbreviations and Acronyms



ACT	American College Testing
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
BSO	Broward Sheriff's Office
BTR	Business Tax Receipt
CAD	Computer Aided Dispatch
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CSFD	Coral Springs Fire Department
DRC	Design Review Committee
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
FDOT	Florida Department of Transportation
FSA test	Florida Standards Assessments
FF&E (FFE)	Furniture-Fixtures-Equipment
FPL	Florida Power & Light
FTE	Full Time Equivalent (employee)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
HMO	Health Maintenance Organization
HOA	Homeowners' Association
HR	Human Resources
IT	Information Technology
LAN	Local Area Network
MPO	Broward Metropolitan Planning Organization
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NSID	North Springs Improvement District
P-Card	Procurement Card System
P-REC	Parkland Recreation & Enrichment Center
P&R	Parks and Recreation
P/T	Part Time
PW	Public Works
RecTrac	Recreation Management Software
SAT	Scholastic Aptitude Test
SRO	School Resource Officer
STAR	Special Tactics & Response
TRIM	Truth In Millage
UCR	Uniform Crime Reporting
YTD	Year to Date



# Glossary



<b>Account</b>	An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability & fund balance/equity.
<b>Accrued Interest</b>	The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment
<b>Ad Valorem Tax</b>	Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and the millage rate.
<b>Adopted Budget</b>	The final budget that is formally approved by the City Commission.
<b>Amended Budget</b>	The adopted budget as formally adjusted by the City Commission
<b>Amortization</b>	The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.
<b>Annualize</b>	To adjust or calculate to reflect a rate or cost for a full year.
<b>Appropriated Budget</b>	The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.
<b>Appropriation</b>	A legal authorization to incur obligations and to make expenditures for specific purposes.
<b>Assessed Property Value</b>	The value set upon real estate or other property by the County Property Appraiser and the State as a basis for levying ad valorem taxes.
<b>Asset</b>	Tangible or intangible, passive or active resources owned or held by a government which possess service potentials which generally are utilized (consumed) in the delivery of municipal services.
<b>Audit</b>	An official inspection of an individual's or an organization's accounts, typically by an independent body.
<b>Balanced Budget</b>	A budget in which planned funds or revenues available are equal to fund planned expenditures.
<b>Basis of Accounting:</b> <b>Accrual</b> <b>Modified Accrual</b> <b>Cash</b>	<p>The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes.</p> <ul style="list-style-type: none"> <li>• Accrual basis: recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.</li> <li>• Modified Accrual basis: which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due</li> <li>• Cash basis: transactions or events are recognized when related cash amounts are received or disbursed</li> </ul>
<b>Basis Point</b>	Equal to 1/100 of one percent. If interest rates rise from 7.50 percent to 7.75 percent, the difference is referred to as an increase of 25 basis points.
<b>Benchmark</b>	A point of reference, anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.
<b>Bond</b>	A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.
<b>Bond Issue</b>	A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.
<b>Budget</b>	An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document, which communicates programmatic goals and objectives and the anticipated means for achieving them.
<b>Budget Message</b>	An executive-level overview of the budget delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

# Glossary

<b>Capital Assets</b>	Assets of significant value that meet or exceed the capitalization threshold and have a useful life extending beyond a single accounting period. Capital assets are also called "fixed assets," and may include land; improvements to land; easements; buildings; building improvements; machinery; equipment; vehicles; infrastructure; works of art and historical treasures; and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period.
<b>Capital Budget</b>	The budget costs to provide needed infrastructure, park development, building construction or rehabilitation and other related items.
<b>Capital Equipment</b>	Physical plant and equipment with an expected life of five years or more.
<b>Capital Lease</b>	An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.
<b>Capital Projects Fund</b>	Acquisition and construction of major capital facilities as well as account for financial resources to be used for the purchase of equipment and the construction of major improvements to City facilities.
<b>Capital Replacement Fund</b>	Internal Services Fund used to account for equipment purchased for departments on a cost-reimbursement basis.
<b>Capitalized Interest</b>	When interest cost is added to the cost of an asset and expensed over the useful life of the asset.
<b>Charges for Services</b>	These refer to program revenues, which finance in part or in whole the provision of a particular service.
<b>Chart of Accounts</b>	The classification system used by a City to organize the accounting records.
<b>Code Red</b>	The City emergency resident and business notification system.
<b>Comprehensive Annual Financial Report</b>	This official annual report presents the status of the City's finances in a standardized format. The Comprehensive Annual Financial Report is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.
<b>Contingency</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. If the funds are not used, the funds lapse at year end.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include Fire Services, Police Services, maintenance agreements, and professional consulting services.
<b>Core Service</b>	A principal service or product delivered by a program or department that is necessary to the successful operation of the City. Often, core services are part of the mission of the program or department.
<b>Cost Allocation</b>	Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administration/support services provided to those activities.
<b>Cost-of-living Adjustment (COLA)</b>	An increase in salaries to offset the adverse effect of inflation on compensation.
<b>Debt</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services on credit.
<b>Debt Limit</b>	The maximum amount of debt which the City is permitted to incur.
<b>Debt Service</b>	The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.
<b>Deficit</b>	The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.
<b>Demand Indicator</b>	A performance measurement indicator that measures the level of need (e.g. total number of calls received in a period of time).
<b>Department</b>	An organizational unit of government, which is functionally unique in its delivery of services.
<b>Depreciation</b>	A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
<b>Designated</b>	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.
<b>Disbursements</b>	The payment of monies by the City from a bank account or cash fund.
<b>Distinguished Budget Presentation Program</b>	A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.
<b>Division</b>	An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example would be the Facilities Division within Public Works.



# Glossary

<b>Effectiveness Indicator</b>	A performance measurement indicator that measures the impact of an activity, customer satisfaction.
<b>Efficiency Indicator</b>	A performance measurement indicator that measures the relationship between output and service costs.
<b>Encumbrances</b>	Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.
<b>Enterprise Fund</b>	A proprietary fund used to account for business-like operations of a government to provide goods and or services to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).
<b>Escrow</b>	Money or property held in the custody of a third party that is returned only after the fulfillment of specific conditions.
<b>Existing Resources</b>	Includes beginning surplus, estimated budget savings and appropriated fund balance.
<b>Expenditure</b>	The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss.
<b>Expense</b>	Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of the fund.
<b>Face Value</b>	The value of a bond at maturity, also called par value.
<b>Fair Value</b>	Amount at which an investment or capital asset could be exchanged in a current transaction, other than a forced or liquidation sale, between willing parties. Certain investments or capital asset exchanges are required by the FASB and GASB to be reported at fair value
<b>Fiduciary Trust Fund</b>	A fund used to account for assets held by the City as trustee for others.
<b>Fines and Forfeitures</b>	Consists of a variety of fees, fines and forfeitures collected by the State Court System.
<b>Fiscal Policy</b>	A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
<b>Fiscal Year</b>	Any period of 12 consecutive months designated as the budget year. The City's budget year begins October 1st and ends September 30th.
<b>Fixed Asset</b>	A durable item, with a long-term nature of use, a normal expected life of one year or more, and a value of \$1,000 or more at the time of acquisition. (See also: Capital Asset)
<b>Five-Year Capital Plan</b>	A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs.
<b>Fleet</b>	Vehicles and equipment (e.g. mowers, arrow boards) owned and operated by the City.
<b>Forfeiture</b>	The automatic loss of property, including cash as a 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.
<b>Franchise Bonds</b>	Bonds for the payment of which franchise revenues are pledged.
<b>Franchise Fee</b>	Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries. Examples are electricity, telephone, cable television, and solid waste.
<b>Full-Time Equivalent (FTE) Position</b>	A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.
<b>Fund</b>	An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or range of activities.
<b>Fund Balance</b>	The difference between assets and liabilities reported in a governmental or trust fund. The fund balance may be reserved for various purposes, or the fund balance may be unreserved.
<b>GAAP</b>	Generally Accepted Accounting Principles. The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.
<b>General Fund</b>	A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

# Glossary

<b>General Obligation Bonds</b>	Bonds for the payment of which the full faith and credit of the issuing government are pledged.
<b>Governmental Funds</b>	Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary and fiduciary funds.
<b>Grant</b>	A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.
<b>Homestead Exemption</b>	Pursuant to the Florida State Constitution, the first \$50,000 of assessed value of a home which the owner occupies as principal residence is exempt from the property tax.
<b>Indirect Cost</b>	A cost necessary for the functioning of the organization as a whole, but which cannot be directly associated with a particular functional category.
<b>Inflation</b>	A rise in price levels caused by an increase in available funds beyond the proportion of available goods.
<b>Infrastructure</b>	Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.
<b>Interest Income</b>	Revenue associated with the City cash management activities of investing fund balances.
<b>Interfund Transfers</b>	Administrative fees charged to other funds (e.g. Equipment Replacement Fund) for the provision of administrative and other City services.
<b>Intergovernmental Revenue</b>	Revenue received from or through the Federal, State, or County government. Includes Municipal Revenue Sharing, Alcoholic Beverage Tax, Half Cent Sales Tax and Municipal Fuel Tax Rebate.
<b>Interlocal Agreement</b>	A contractual agreement between two or more governmental entities.
<b>Internal Service Fund</b>	A fund established to account for an entity which provides goods and services to other City entities and charges those entities for the goods and services provided.
<b>Law Enforcement Fund</b>	Special Revenue Fund used to account for revenues derived from the enforcement of the Florida Contraband Act. Expenditures are restricted to the purchase of law enforcement equipment.
<b>Levy</b>	To impose taxes, special assessments or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments and service charges imposed by the City.
<b>Line-item Budget</b>	A detailed expense or expenditure budget, generally classified by object within each organizational unit.
<b>Long-term Debt</b>	Debt with a maturity of more than one year after the date of issuance. Ordinarily used to finance long-lived assets or other long-term obligations.
<b>Major Funds</b>	Funds with revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.
<b>Mandate</b>	A requirement from a higher level of government that a lower level of government perform a task in a particular way or standard.
<b>Market Value</b>	The appraised value assigned to property by the County Property Appraiser. Typically, this value represents "Fair Market Value" less estimated selling expenses.
<b>Measurement</b>	A process for determining how a program is accomplishing its mission through the delivery of products, services, or processes.
<b>Mill</b>	A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.
<b>Millage</b>	The total tax obligation per \$1,000 of assessed valuation of property.
<b>Mission Statement</b>	The statement that identifies the particular purpose and function of a department.
<b>Municipal Code</b>	A collection of laws, rules and regulations that apply to the City and its citizens.
<b>Net Budget</b>	The legally adopted budget less all interfund transfers and interdepartmental charges.
<b>Non-Departmental</b>	Activities, revenues and expenditures that are not assigned to a department.

# Glossary

<b>Non-Major Funds</b>	Funds that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.
<b>Objective</b>	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
<b>Obligation</b>	A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities and un-liquidated encumbrances.
<b>Operating Budget</b>	A budget for general revenues and expenditures such as salaries, utilities, and supplies.
<b>Operating Expenses</b>	The cost for personnel, materials and equipment required for a department to function. Another example would be Proprietary Fund expenses related directly to the primary activities of the fund.
<b>Operating Lease</b>	A lease that is paid out of current operating income rather than capitalized.
<b>Operating Revenues</b>	Money that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.
<b>Ordinance</b>	A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.
<b>Outcomes</b>	Quality performance measures of effectiveness and of achieving goals. (e.g., customer satisfaction, awareness level, etc.)
<b>Outputs</b>	Process performance measures of efficiency and productivity. (e.g., per capita expenditures, transactions per day, etc.)
<b>Par Value</b>	100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.
<b>Park Improvement Fund</b>	A Special Revenue Fund used to account for revenues and expenditures for capital improvements.
<b>Pay-as-You-Go Basis</b>	A method for paying for capital projects that relies on current tax and grant revenues rather than on debt.
<b>Per Capita</b>	A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
<b>Performance Budget</b>	A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.
<b>Performance Measure</b>	Data collected to determine how effective and/or efficient a program is in achieving its goals.
<b>Permit Revenue</b>	Fees imposed for construction-related activities that occur within city limits.
<b>Present Value</b>	The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money.
<b>Principal</b>	A term used to describe repayments of the face value or par value of debt obligations exclusive of interest.
<b>Prior-Year Encumbrances</b>	Obligations/commitments from the previous fiscal year, which are carried forward to the subsequent fiscal year, and become chargeable as an appropriation in that following period.
<b>Program</b>	Group activities, operations or organizational units directed to obtaining specific objectives and achievements and budgeted as a sub-unit of a department.
<b>Property Tax</b>	A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.
<b>Proprietary Fund</b>	Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.
<b>Public Service Level</b>	Services provided by departments that indicate volume, frequency or level of service provided.
<b>Reserves</b>	A portion of the fund balance or retained earnings legally segregated for specific purposes.
<b>Resolution</b>	A legislative act by the City with less legal formality than an ordinance.
<b>Resources</b>	Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.
<b>Retained Earnings</b>	An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

# Glossary

<b>Revenue</b>	Inflows of resources to finance the operations of government. Increases the net assets of the fund.
<b>Revenue Bond</b>	This type of bond is secured by the pledging of specified sources of revenue other than ad valorem taxes, and not the full faith, credit and taxing power of the government. Generally, voter approval is not required prior to issuance of such obligations.
<b>Rolled-Back Rate</b>	The operating millage rate required to raise the same ad valorem tax revenues as were levied in the prior year, exclusive of new construction, additions to structures, deletions, and property added.
<b>Sales Tax</b>	A tax imposed on the taxable sales of all final goods.
<b>Save Our Homes</b>	The “Save Our Homes” (SOH) Amendment in Florida’s Constitution was intended to prevent homeowners from being taxed out of their homes due to rapidly rising real estate values. The year after the property first receives homestead exemption, an annual increase in assessment shall not exceed the lower of the following: (1) three percent of the assessed value of the property for the prior year; or (2) the percentage change in the Consumer Price Index (CPI).
<b>Shared Revenue</b>	Revenue that is earned by one governmental unit but that are shared, usually on a predetermined basis, with other units or classes of governments.
<b>Special Assessment</b>	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.
<b>Special Revenue Fund</b>	A fund used to account for the revenues legally restricted to expenditures for a particular purpose.
<b>Strategic Plan</b>	A document outlining Parkland’s vision, mission, long-term goals, and policy and management agendas.
<b>Structurally Balanced Budget</b>	A budget in which current revenues equal or exceed current expenditures.
<b>Taxes</b>	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 or user fees.
<b>Taxable Value</b>	The assessed value less homestead and other exemptions, if applicable.
<b>Transfers In/Out</b>	Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.
<b>Transport Fees</b>	The cost to provide ambulance transportation for patients from home to hospital.
<b>Truth in Millage</b>	Florida’s Truth in Millage Act (TRIM) formalizes 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. TRIM informs taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of their property and/or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled-back” rate).
<b>Unappropriated</b>	Not obligated for specific purposes.
<b>Unencumbered Balance</b>	The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.
<b>Unreserved Fund Balance</b>	The portion of a fund’s balance that is not restricted for a specific purpose and is available for general appropriation
<b>Unrestricted Fund Balance</b>	This refers to the cumulative value of the excess of revenues over expenses/ expenditures remaining from prior years, which are available for appropriation and expenditure in the current year. In the government-wide or proprietary fund statement of net assets, this is named “Net Assets – Unrestricted”.
<b>Useful Life</b>	The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.
<b>User Fee</b>	The payment of a fee for direct receipt of a public service by the party who benefits from the service.
<b>Utility Service Tax</b>	Taxes levied on consumer consumption of utility services provided in the City. The tax is levied as a percentage of gross receipts.
<b>Working Capital</b>	Excess of current assets over current liabilities. This measure largely depends upon the availability of cash and cash equivalents that may be used to satisfy immediate cash needs.
<b>Workload Indicator</b>	A performance measurement indicator that measure the quality of activity or how much was done. (e.g., number of permit applications received, number of fire service calls).

# City of Parkland, Florida Fiscal Year 2022 Budget

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