

Community of Excellence
CORAL SPRINGS

*The nation's premier community
in which to live, work and raise a family.*



Strategic Plan

Fiscal Years
2010 2011

The City of Coral Springs

Strategic Plan

Fiscal Years 2010 and 2011

Recipient of the 2007 Malcolm Baldrige National Quality Award

Our mission is to be the nation's premier community in which to live, work, and raise a family.



Vice Mayor Vincent M. Boccard, Commissioner Roy Gold, Mayor Scott J. Brook, Commissioner Claudette Bruck, Commissioner Tom Powers

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Introduction

The City of Coral Springs' Strategic Planning process is the cornerstone of our business model. It is the foundation upon which the Business Plan and the Annual Budget are based.

We believe that before we can allocate our available resources, we must first understand the needs and desires of the residents of Coral Springs and the environmental factors that will affect us in the future.

By looking ahead and asking our customers what they need, we establish a vision for what level of service we will provide, along with an understanding of what resources will be necessary to provide them.

Our Strategic Planning Process

Our strategic planning process culminates in the City Commission's Strategic Planning Workshop, but this process actually begins long before, as we conduct research and assemble data for the Commissioners to use in their decision-making. The Environmental Scan is the data and information base for the planning process. The scan includes survey data on customer satisfaction and requirements, and an analysis of changing demographics and emerging technologies. Information is systematically collected from numerous inputs, including the Customer Satisfaction Survey, Slice of the Springs meetings, advisory boards, focus groups, SWOT analysis, staff feedback and the CityHelpDesk. We gather both tangible data (e.g., neighborhood crime rate statistics) and perception-based data (e.g., a question on our Customer Satisfaction Survey asks, "Do you feel safe in Coral Springs?").

The Strategic Planning Workshop begins with revisiting our mission. The City Commission then determines what vital few strategic priorities are most critical to our future. If changes are necessary, the Commission makes them based on the data that has been gathered by staff. In this year's workshop, for example, the Commission learned that concerns about sustainability show up repeatedly in our customer data, which led the Commission to shift the focus in one of

the Strategic Priorities from "Neighborhood and Environmental Vitality" to "Neighborhood Environmental Sustainability." The Commission also added a fifth core value, "sustainability."

Once priorities are set, the Commission defines each priority with both a general strategy statement and "Directional Statements" to further explain what the City should be focusing on in each area. The final piece of the strategic planning process produces Key Intended Outcomes (KIOs), measures of citywide progress in addressing our priorities. As in every stage of this process, careful attention to the Environmental Scan provides the basis for our organization's commitment to data-driven decision making. Once the Strategic Plan is established, it guides the direction of the entire organization, and only then do we begin to allocate the available resources.

The Business Plan flows directly from the Strategic Plan, with Business Plan Initiatives supporting the strategic priorities and the KIOs. In this way, we assure that the efforts we engage in are purposefully designed to meet the strategic needs of the City.

How this Document is Organized

The first three sections set out the mission, core values, and strategic priorities that the Commission has set for the next two fiscal years, 2010 and 2011. The KIOs are listed at the bottom of each page, with a two-year goal identified for each.

Following the priorities are the elements of the situational analysis that were provided to the Commission prior to the **February 10-11, 2009** Strategic Planning Workshop. It consists of data accrued from many internal and external sources, organized into four sections: Financial Health, Environmental Scan, Customer Requirements Analysis, and Performance Analysis. It should be noted that they reflect our thinking and research as of February 2009. More recent information can be found in the Fiscal Year 2010 Business Plan.

Mission Statement

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



Strategic Priorities for 2010 and 2011

Customer-Involved Government

Financial Health and Economic Development

Excellence in Education

Neighborhood and Environmental Sustainability

Youth Development and Family Values

Strength in Diversity

Traffic, Mobility, and Connectivity

Core Values

Customer Focus

- Demonstrate a passion for customer service.
- Care about employees, so they will be more likely to care about customers.
- Measure organizational and employee successes based on customer satisfaction.
- Solicit and listen intently to customer requirements and expectations.
- Maximize the positive impact of customers' first impression and "moments of truth."
- Collect customer feedback continuously and use it to improve quality.
- Achieve customer satisfaction by assessing the specific needs and expectations of each individual customer.

Empowered Employees

- Empower the people closest to the customer, working individually or in teams, to continuously improve the organization's quality and services.
- Commit the entire organization to achieving total customer satisfaction.
- Empower employees to make decisions based on their experience, skill, training and capability, rather than their position.
- Share decision-making and allow employees to take authority and responsibility for the organization's mission.
- Encourage use of individual judgment; do what needs to be done.
- Empower employees to contribute to customer satisfaction regardless of organizational level.

Leadership

- Establish an inspiring vision that creates a government that works better and costs less.
- Create an atmosphere of innovation, risk-taking and tolerance for mistakes.
- Recognize failure as the price paid for improvement.
- Lead by example, by involvement and demonstrate commitment to quality, service and customers—"walk the talk."
- Create a system of guidelines, not rules.

- Remove "red tape" to achieve the organization's mission.
- Practice a "can do" attitude.
- Solicit and listen intently to employees' requirements and expectations.
- Recognize and reward quality and customer service initiatives.
- Recognize change as a given, not government as usual.

Continuous Improvement

- Commit "every day, in every way, to getting better and better."
- Plan for quality.
- Make quality a never-ending effort.
- Have customers define quality.
- Let customer feedback drive quality improvements.
- Focus on process improvements to increase quality.
- Create a culture in which the right things are done the first time and every time.

Sustainability

- Work toward efficient and cost-effective solutions to protect and conserve natural resources, maintain economic viability, and ensure a healthy and safe quality of life for current and future generations.
- Commit to increasing green awareness in the community and reducing our own carbon footprint.
- Balance environmental, economic, and social factors in decision making.
- Promote and role-model practices that improve our environment by reducing energy usage, water consumption, and waste stream.
- Promote practices that improve our environment while creating greater economic opportunity.
- Promote the concepts of "green" development, sustainable business practices, and renewable energy in our community.
- Contribute to economic development through the support and promotion of a market for environmentally friendly and energy-efficient products.
- Consider the impact of your actions on the environment and aesthetics of the City.

Customer-Involved Government

Develop innovative ways to make participation in local government activities possible for all residents and foster a sense of engagement among the citizenry by effectively communicating a common identity, actively seeking insight into the needs of the community, aligning City services with customer expectations, and continuing to strive for excellence.

Directional Statements

The City will focus its financial and human resources on the areas most important to its customers; safety, education, and aesthetics.

Brand Coral Springs by promoting the City's identity as a Community of Excellence, consistent with the City's mission.

Increase and promote citizen volunteerism with a focus on maximizing operational impact.

Promote voter turnout and education on relevant issues.

Evaluate and enhance the methods of communicating with citizens and businesses to provide information on City news and issues to the widest possible audience by leveraging technology.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Overall quality rating for City services and programs (Resident Survey)	—	92%
Overall quality rating for City services by business owners (Business Survey)	92%	—
Employee satisfaction rating (Human Resources Survey)	90%	90%
Number of citizen volunteer hours	42,000	42,000
Overall rating of the City in terms of communicating with residents (Resident Survey)	—	88%
Overall rating of the City in terms of communicating with businesses (Business Survey)	88%	—
Customer service rating by residents (Resident Survey)	—	90%
Customer service rating by businesses (Business Survey)	90%	—

Financial Health and Economic Development

Continue to enhance the high level of service quality and financial stability that the City has become known for by encouraging redevelopment, diversifying tax and revenue sources, and ensuring the long-term viability of financial strategies.

Directional Statements

Maintain financial stability and solvency.

Support redevelopment of the downtown area into the vibrant, pedestrian-friendly, mixed-use, community center by leveraging public/private opportunities for infrastructure improvements and revenue generation.

Identify targeted future growth industries in collaboration with the Economic Development Foundation and business community to encourage growth and retention.

Encourage and model energy efficiency and resource sustainability.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Bond Ratings	'AAA'	'AAA'
Residents' value rating (Resident Survey)	—	72%
Non-residential value as percent of total taxable value	20%	20%

Excellence in Education

Maintain effective partnerships with the Broward County School Board and individual local public and private schools within Coral Springs to promote safety, increase parental participation, elevate student achievement, and expand educational opportunities.

Directional Statements

Increase awareness of higher education opportunities within the City.

Increase parental participation in schools through cross promotion using available City marketing materials, activities, and committees.

Emphasize the importance of a safe school environment as part of a quality education.

Work with local schools to educate teens and their families about the means to achieve diplomas, licenses, and certificates.

Achieve academic goals in the Charter School and support the ACE Academy and other initiatives which give high school students leadership and career opportunities that benefit local businesses by training employees of the future.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Achieve gains in math/reading mean scale score at the Charter School	0.6%	0.6%
Number of students attending courses offered by partnering institutes of higher education	2,000	2,000

Neighborhood and Environmental Sustainability

Provide support to neighborhood groups, individual homeowners, and business owners in maintaining and improving property values, aesthetics, and safety throughout the City. Lead by example in the stewardship of natural resources by preserving existing Environmentally Sensitive Land sites, promoting the replenishment of the City’s tree canopy, encouraging native landscaping, and planning for the conservation of resources.

Directional Statements

Support our neighborhood aesthetics with proactive code enforcement and partnerships with neighborhood/homeowner associations that ensure healthy and vital neighborhoods, free of crime, grime, and decline.

Preserve, rejuvenate, and revitalize the aesthetics of the City through proactive maintenance of City parks, medians, and infrastructure.

Proactively address concerns about perceptions of safety and maintain agile response to developing patterns of criminal activity.

Promote the concept of “green” development in our community to protect and sustain our environment and limited natural resources.

Advocate for conserving our limited water resources by educating citizens about water quality and conservation practices.

Enhance the City’s tree canopy by educating property owners in proper tree selection and placement.

Preserve and treasure our Environmentally Sensitive Land sites, while making them as accessible to citizens and students as good stewardship will allow.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Percent of Code cases brought into voluntary compliance prior to administrative/judicial process	70%	70%
Number of formal and informal neighborhood partnerships each year	20	20
Number of volunteer hours aimed at enhancing the environment	500	500
City Crime Rate (crimes per 100,000 residents)	2,530	2,530
Safety rating in neighborhood (Resident Survey)	—	92%
Number of trees planted within the City	2,000	2,000

Youth Development and Family Values

Promote and increase opportunities for youth to become engaged in the world, while providing support in addressing the profusion of issues facing them. Empower families to create strong ties, pass on values and traditions, strive for economic security, increase health and safety, and join in creating a shared community vision.

Directional Statements

Strengthen our community by supporting the needs of families of all kinds.

Promote youth involvement in leadership opportunities throughout the City.

Encourage healthy lifestyle choices by providing leisure, cultural, fitness, and recreational opportunities through partnerships.

Partner with School Board, non-profit organizations, and for-profit companies to develop and advance mentoring and internship opportunities for youth.

Promote positive outlets for youth during after-school hours and evening hours.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Number of youths involved in City sponsored leadership opportunities	2,000	2,000
Number of teen volunteer hours	20,000	20,000
Number of middle school after-school programs offered annually	15	15

Strength in Diversity

Capitalize on the strength of diversity in our community through ongoing dialogue and gathering together to communicate, understand, and celebrate our differences and similarities.

Directional Statements

Leverage the resources that exist in our culturally diverse community to encourage innovation and creativity in solving challenges.

Support (not necessarily financially) educational and celebratory programs which draw upon the strengths of our diverse population and which provide appropriate access for residents with disabilities.

Support houses of worship in their attempts to foster inter-faith communication and understanding.

Key Intended Outcomes	FY 2010 Goal	FY 2011 Goal
Minority residents who feel that the City is a great place to live (Resident Survey)	—	89%
Citizen rating of City Government for respecting religious and ethnic diversity (Resident Survey)	—	93%

Traffic, Mobility, and Connectivity

Promote best practices and effective technology to improve safe mobility and encourage convenient and accessible modes of transportation.

Directional Statements

Promote more effective traffic management technology to reduce current and future traffic overload.

Partner with Broward County and the MPO regarding public transportation opportunities including connectivity to regional systems.

Enhance the pedestrian experience and encourage community walkability and bikeability within the City by providing safe and pleasing alternatives to automobiles and promoting the use of greenways to connect usable green spaces.

Key Intended Outcomes	FY 2010	FY 2011
	Goal	Goal
Number of linear feet of improved sidewalks, bike paths, and bike lanes	2,500	2,500
Number of riders on intracity bus routes	100,000	100,000

Financial Health

Overview

In our previous Environmental Scan we described the challenges resulting from the “Perfect Storm” of inflation, recession, and tax reform. We expected the cost of doing business, fueled by skyrocketing energy prices, to erode the City’s buying power. We expected Phase II of property tax reform to reduce property taxes, our single-largest source of revenue, by more than 5%. We expected the economy to contract leading to the slow-down and, possibly, decline of demand-driven tax revenue. We expected a decrease in assessed valuations to affect City revenues by 2010. We did not expect, however, to be in the midst of the worst economic recession in our City’s history.

So far, the City has been able to weather this perfect storm by relying on our successful business model and long-range financial planning. The storm is far from over, however. In fact, the most likely prognostications point to reaching the bottom of the recession by the end of calendar year 2009, beginning of calendar year 2010. Much less certain, however, is how much deeper the economy will drop and how long we will remain in the trough of the business cycle. Nevertheless, the discipline it took to “drive to the top” in the best of times is the same discipline it will take to remain at the top in the most challenging of times.

Our task ahead is not without its sacrifices. We will respond by remaining committed to our residents, businesses, and employees. We will respond by continuing to demonstrate a passion for customer service; by encouraging an atmosphere of innovation; by remaining data driven; by demonstrating a commitment to quality improvements; and by living our vision of creating a government that works better and costs less. As a mission-driven organization, we must direct resources, within our business framework, to where they are needed most. We must not lose sight of our vision (see page 41) as we undertake difficult tactical decisions to manage our way through to economic recovery.

Acute Fiscal Crisis Ahead

A study by The Center on Budget and Policy Priorities (State Budget Troubles Worsen, January 2009) reports that 41 states will be facing severe budget shortfalls by the end of this fiscal year. To stave-off a potential deficit, the Governors of Alabama and Indiana have ordered a 10% across the board cut in state spending. South Carolina has ordered a 7% across the board cut. Across the board cuts are commonly referred to as “thinning the soup” because instead of deciding which services are most important, all services are watered down.

The State of New York has been forced to cut \$15.4 billion from its budget. Among the cuts is a \$1.5 billion reduction in aid to New York City. This, in turn, has forced New York City to cut 1,000 police officers and an unspecified number of firefighters. To make up for a \$60 million shortfall, the City of Atlanta has forced its police officers to take a four hour weekly, unpaid furlough, which is, in effect, a 10% pay cut. Perhaps in the direst financial stress, the State of California has stopped financing public works projects, delayed tax return payments to citizens, and delayed payments to vendors on work already performed. Closer to home, the State of Florida is wrestling with a potential \$2.4 billion shortfall in next year’s budget.

The Center on Budget and Policy Priorities estimates that these 41 states will be \$94 billion short in Fiscal Year 2009. More troubling is the Center’s estimate that state budget shortfalls will grow to \$145 billion in Fiscal Year 2010 and as much as \$180 billion in Fiscal Year 2011. By comparison, state budget shortfalls grew to \$80 billion in 1994 during the last recession.

Despite declining demand-driven, growth-related and property tax revenues, Coral Springs continues to concentrate on financial planning and fiscal management. This spring, all three Wall Street rating agencies awarded the City a “AAA-Stable” rating. We are one of only three cities in Florida and 34 cities in the nation to have been awarded this rating, which reinforces Wall Street’s confidence in our ability to steer our

way through these difficult economic times. Wall Street remains bullish on Coral Springs!

Nevertheless, it remains more important than ever to continue our emphasis on controlling costs, diversifying revenues, and aligning resources with necessary services to protect our financial condition as in the past. The City has been successful in restructuring debt, leveraging technology, and using cross-functional teams to identify cost saving/resource enhancing process improvements.

The good news is these structural changes have positioned us to succeed. The not-so-good news is that we see no further large-scale opportunities to reduce our expenses without curtailing services within our Five-Year Forecasting period. Until there is a turnaround in the economy, balancing the budget in Fiscal Year 2010 and beyond will be an exercise in choosing between equally distasteful outcomes; that is, between service cuts and tax increases.

Financial Trend Monitoring System

Each year, Financial Services prepares a Financial Trend Analysis as part of the Environmental Scan for the Business Plan. This analysis comprises 25 key financial/economic indicators that serve as an “early warning system” regarding the financial and economic health of the City.

Indicators fall into several general categories including: Debt Structure, Unfunded Liabilities, Operating Position, and Per Capita Revenues and Expenditures. In addition, several non-financial indicators balance the financial picture.

Overall

This year the City has four indicators that are well within acceptable limits but are beginning to move in an unfavorable direction — Net Operating Expenditures/Capita (\$); Percentage of Fringe Benefits of Salaries and Wages; Compensated Absences Per Employee (\$); and Enterprise Fund Earnings (\$).

The trend interpretations are considered “on watch” for Percentage of Fringe Benefits of Salaries and Wages, Enterprise Fund Earnings, and Net Operating Expenditures/Capita (\$) categories.

Direct Net Long-Term Debt Per Capita

One indicator, Direct Net Long-Term Debt Per Capita, has had a favorable trend for the past seven years. This ratio measures the amount of long-term general obligation, franchise, and variable rate debt the City carries (excluding enterprise funds such as Water and Sewer and Center for the Arts Funds).

Prior to 1999, the City’s Direct Net Long-Term Debt Per Capita steadily increased—from \$442 in 1992 to a high of \$833 in 1998. Due to our aggressive debt retirement and refunding policy, the City has been able to decrease this to \$676 in Fiscal Year 2007 which was characterized as “moderate” by Moody’s Investors Service.

As part of our Financial Plan, the City will continue to address this debt ratio by retiring or refunding the City’s most expensive debt when market conditions make this option attractive and continue our “pay-as-you-go” philosophy for financing capital equipment replacement.

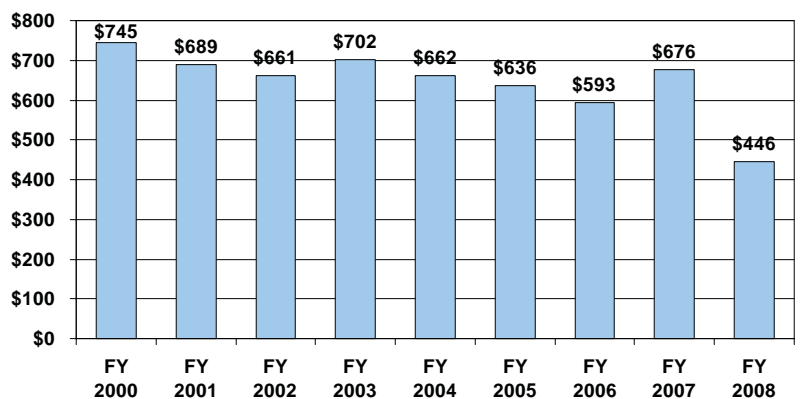
Our goal, however, is to remain near the average for cities.

Net Operating Expenditures Per Capita

The City’s Net Operating Expenditures Per Capita has crept up from \$449 in 2001 to \$586 in 2007 due in large measure to the City’s shift to a paid fire department in 2001 and increased security needs after 9/11. Other contributing factors include rising energy costs, rising health care costs, and increasing fire/police pensions.

To counteract these influences, the City has placed special emphasis on acquiring new revenue sources, reviewing pricing policies, and optimizing the overall level of services provided our citizenry.

Direct Net Debt Per Capita



*City Issued Voter Approved Public Safety Bonds—Series 2006—\$13.5 million

Percentage Fringe Benefits

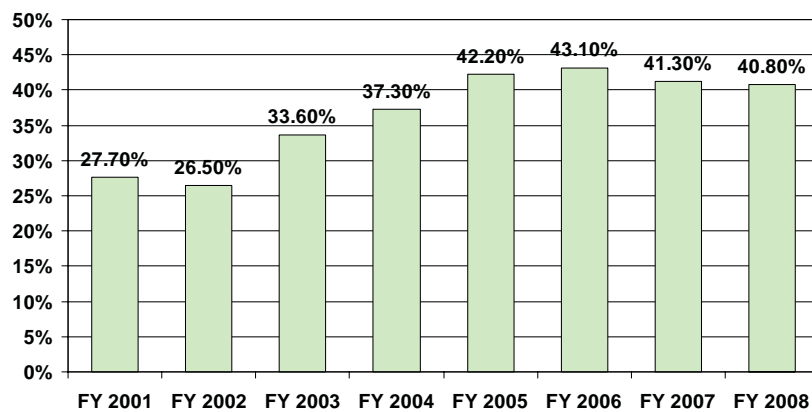
Although this year fringe benefits as a percentage of salaries and wages has declined from 43.1% to 41.3%, this Trend Indicator is still “on watch” status. The proportion of fringe benefits grew from 26.5% in 2002 to 41.3% in 2007. These increases are due to many factors including the state legislature’s continual expansion of service related disabilities (which now includes diabetes and breast cancer) for fire and police; increases in police and fire pensions; and double digit increase in annual health care costs. In addition, investment returns have been lower than usual during the recession. In addition, we have been able to slow the growth by using employee focus group input to identify cost cutting measures and we are piloting a new consumer driven health care plan (an HRA—Health Reimbursement Account) to determine its value in containing costs.

Conclusions

No serious problems have been identified in the Financial Trend Monitoring System as of September 2007. This means that our current financial situation continues to be positive and none of the trends appear to indicate any imminent future financial problems. However, we note these indicators (Enterprise Fund Earnings (\$), Net Operating Expenditures Per Capita (\$), and Fringe Benefits as a Percentage of Salary) require monitoring over the next strategic planning period.

(Source: Financial Services—Financial Research and Analysis)

Fringe Benefits as a Percentage of Salaries and Wages



Five-Year Forecast

Our success to date has been largely dependent upon planning ahead for the financial realities we project in coming years. We generally do so by utilizing our Five-Year Forecast. This tool allows us to peer into the near future and see what deficits await us if we were to take no further action. This year's forecasts shows that it is unlikely we'll be able to balance the budget in Fiscal Year 2010 without adopting the rolled-back tax rate or a portion thereof.

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

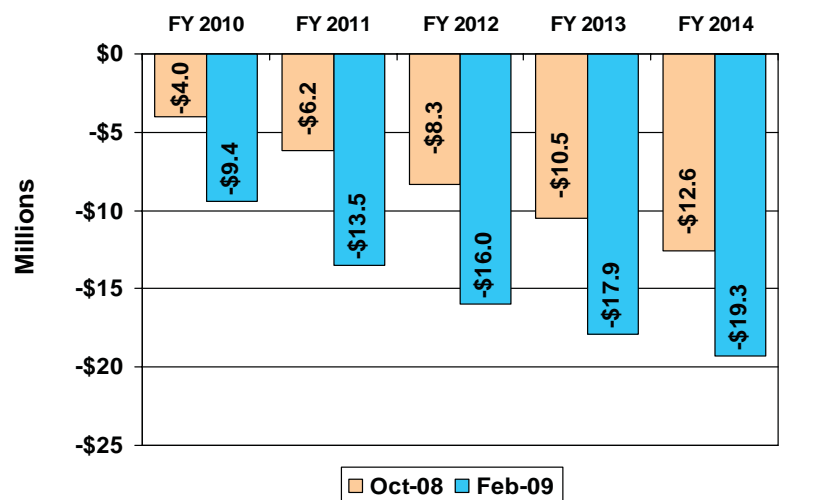
Revenues are projected at conservative levels over the period and are compared to estimated cost increases in payroll, operating expenditures, and capital outlay. Since many of our expenditure increases are fixed and predictable, the main variables are the rate of increase in existing revenues and new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

Property tax reform and deepening economic recession have significantly soured our budgetary outlook. We have used the five-year forecasting technique to estimate the impact of these factors on the budget beyond Fiscal Year 2010.

As shown in the figure below, we felt the economic downturn and property tax relief legislation would result in a Fiscal Year 2010 budget deficit of \$4.0 million. As has become painfully evident, the unforeseen wide-ranging impact of the economic recession has caused us to more than double our original deficit estimate to \$9.4 million. These deficits assume the City will apply the same Ad Valorem millage rate in Fiscal Year 2010 as it did in Fiscal Year 2009 (\$3.3651).

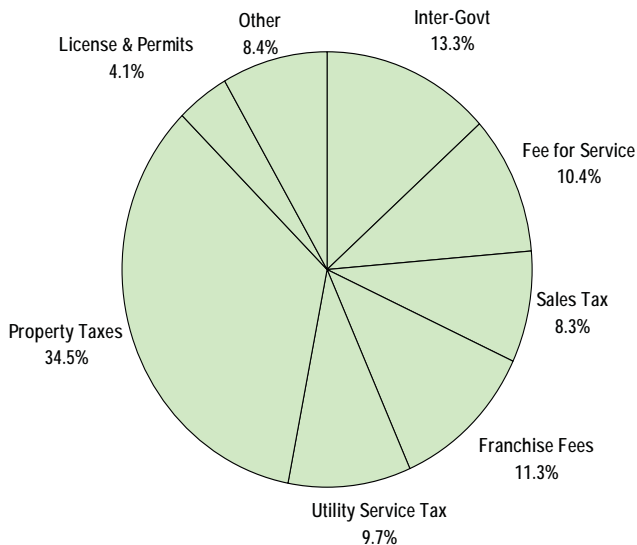
Although the property tax reform legislation required cities to "roll-back" their millage rates, it allows cities to collect the same amount in property tax revenue as it did the year before. In Fiscal Year 2010, we expect the taxable assessed value of real property to decline, which would result in a "rolled-up" rate. The legislation also allows the City to include the Per Capita Personal Income growth in the rolled-back/rolled-up calculation to allow cities the ability to keep up with growth and inflation. Adopting just the rolled-up rate in Fiscal Year 2010 would generate an estimated additional \$3.4 million in property tax revenue thereby reducing the Fiscal Year 2010 deficit to \$6.0 million. This benefit would continue into the remainder of the Five-Year Forecast period. Clearly, adopting the rolled-up rate alone will not be enough to overcome the staggering budget challenge ahead.

Five-Year Forecast



Note: This chart is for planning purposes and illustrates the potential shortfalls the General Fund could face if no positive action is taken. By Florida law, the proposed budget will be balanced. Financial Strategies will be formulated to address future year shortfalls and will be included in the Fiscal Year 2010 Business Plan.

One-Third of City Revenue Comes from Property Tax (FY 2009 GF)



Budget Outlook

As mentioned previously, the City is struggling through the midst of the worst economic recession in its history. As a result of Phases I and II of property tax relief legislation and the economic recession, we estimate that General Fund revenues will decline by nearly 9% between 2007 and 2010. Since property tax valuations lag by one year, many experts believe 2011 will be more difficult than 2010. Positioning ourselves for this inevitability is crucial.

Property Tax Revenue

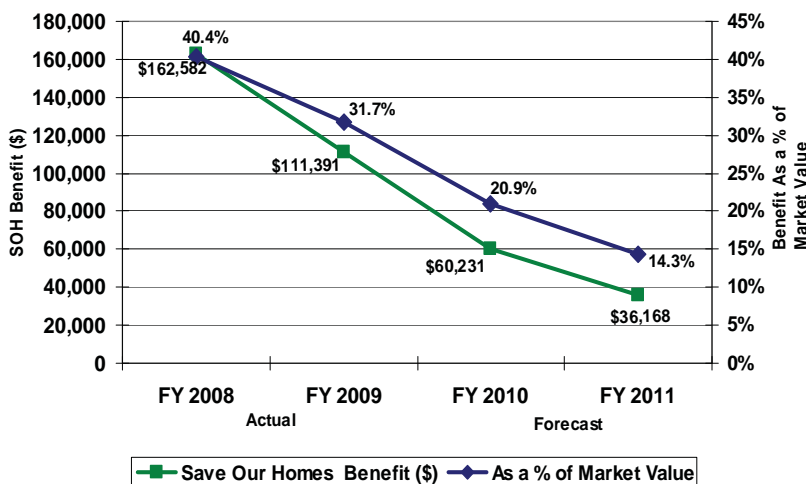
About one-third of the City's General Fund revenue comes from property taxes. The remainder is derived from user fees, franchise fees, permits, licenses, state shared revenues, and other charges for service.

Property Tax revenue has declined since Fiscal Year 2007 and we expect the decline to continue until at least Fiscal Year 2011. The reasons for this decline reflect the double whammy of property tax relief and the economic recession.

During the early 2000's the rapid increase in home values led to a rapid increase in property taxes. The inequality gap between homesteaded and non-homesteaded property owners due to the Save Our Homes statute also widened dramatically. Rather than allow the market to correct this inequality, the state legislature imposed property tax relief on local governments. The first phase of property tax relief limited the City to the tax revenue it received in Fiscal Year 2007 minus 5%. This change became effective in Fiscal Year 2008 and cost the City \$1.67 million in Ad Valorem revenues.

The second phase required voter approval to change the Florida Constitution. Phase II of property tax relief became law when 62% of voters approved the Amendment in the January 2008 special election. The two main provisions of this Amendment were the Save Our Homes Portability, which allows homeowners to take a portion of their Save Our Homes (SOH) benefit to a new home, and Doubling of the Homestead Exemption, which allows doubling the homestead exemption from \$25,000 to \$50,000. This provision is not applicable to school taxes. The impact on Coral Springs revenue from the portability provision is still uncertain. The doubling of the homestead exemption reduced ad valorem revenue by another \$2.35 million.

Save Our Homes Benefit Compared to Market Value



Despite the state legislature's action, the market did indeed self-correct for inflated home values late in 2007. Since then the average price for a single-family home in Broward County dropped from \$361,033 to \$278,775 or 23%, bringing the average price back to 2004 values. The Save Our Homes law allows a home's taxable value to increase by 3% per year or by the CPI, whichever is less. In Fiscal Year 2008, the average home enjoyed a \$162,582 SOH benefit. In other words, the SOH value, or the value of the home to which the tax rate is applied, was more than 40% less than the market value of that home.

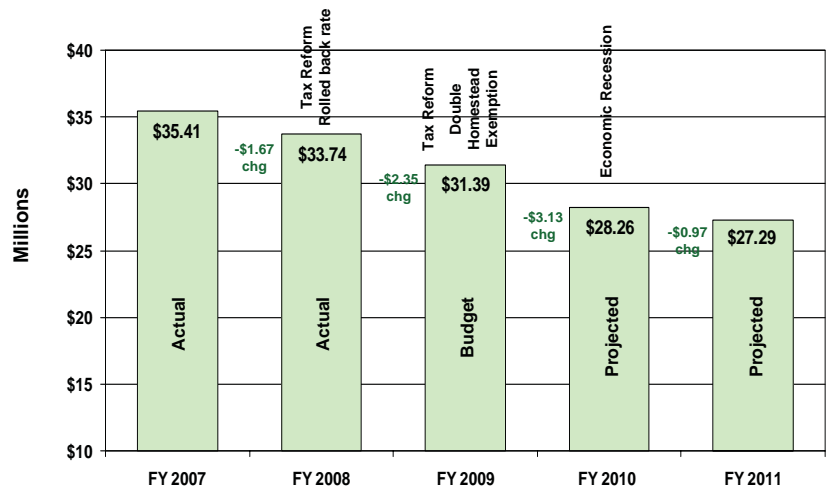
Although the market value of homes has declined, Save Our Homes has, ironically, enabled the taxable assessed value of homes to increase by as much as 3% a year mitigating the impact on property tax revenue. The impact on City revenues has been lessened up till now because our homesteaded residents were seeing their taxable values increase by the Consumer Price Index (or 3%, whichever was less) even if their market values were decreasing. However, that SOH “cushion” is quickly eroding. We expect the SOH benefit to decrease to only \$36,168 from a high of \$162,582 by Fiscal Year 2011. Once a home’s taxable value equals its market value, the property tax on that property will no longer increase at 3% or CPI. In fact, the effect of the recession is impacting more than anticipated. The December to December CPI used to calculate the increase in SOH taxable value has recently been released – it will be just 0.1% over 2008 values! Since SOH became law in 1995, the CPI increase has never been less than 1.6%, as was the case in 1999 and 2002.

As shown in the declining revenue chart, we expect property tax revenue to decline by more than \$3 million in Fiscal Year 2010 and by another \$1 million in Fiscal Year 2011. This is nearly the same amount the City lost in property tax revenue as a result of Phase I and II of property tax relief.

The loss of property tax revenue in Fiscal Year 2010 and 2011 can be attributed to the effects of the lingering and deepening economic recession on home values. More specifically, the decline in the value of multi-family homes (of which 80% are non-homesteaded in 2009) is responsible for the most of the loss in property tax revenue. Of the \$3.13 million revenue loss, single-family homes (homesteaded and non-homesteaded) will pay \$1.4 million less in property taxes in Fiscal Year 2010 than they did in Fiscal Year 2009. Non-homesteaded multi-family units, on the other hand, will see their property tax bill decline by \$1.5 million as they lose 28% of their value. The property taxes paid by homesteaded multi-family units will decline by just \$300,000 as the SOH cushion evaporates on some units.

In Fiscal Year 2009, the City held its tax rate at \$3.3651 mills despite the legislation that allows cities to collect the same amount of property tax revenue as it did in Fiscal Year 2008. In addition, that legislation allowed cities to add the change in Per Capita Personal Income (PI) of 4.15% to the millage rate. These provisions would have allowed the City to “roll-up” its millage rate to

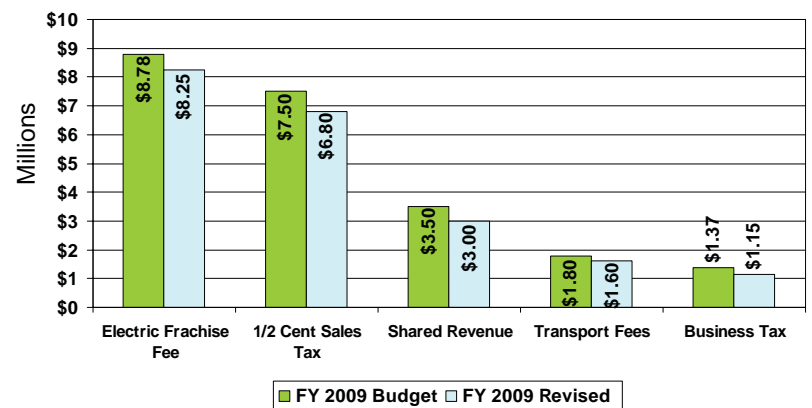
Property Tax Revenues Declining



approximately \$3.5117 with a simple majority vote of the Commission. The difference between the adopted millage rate (\$3.3651) and the maximum operating millage rate allowed with a majority vote (\$3.5117) was equivalent to more than \$1.4 million in Fiscal Year 2009. Holding the tax rate constant allowed for the full effect of the additional \$25,000 homestead exemption.

In Fiscal Year 2010, the City will once again have the choice of holding its tax rate constant or rolling-up its millage rate to collect the same amount in property taxes in 2010 as it did in 2009. The difference between the current millage rate (\$3.3651) and the rolled-up rate (early estimate is \$3.7750) is approximately \$3.4 million. The difference between the current millage rate (\$3.3651) and the maximum millage rate allowed with a simple majority vote (\$3.8630), which is the rolled-up rate plus the PI allowance, is approximately \$4.2 million.

Demand Driven Revenues Not Expected to Reach Budget



Impact of the Economic Recession

It is clear that the depth of the recession is causing demand driven revenues, such as sales tax and shared revenues, to plummet below already conservative budget estimates. For example, we expect half-cent sales tax revenues to drop below budget by as much as 10% as consumer spending continues to decline, reflecting a reduction in consumer confidence and increased unemployment. The decline in demand for gasoline has already had a negative effect on the City's state shared revenue (which is based, in part, on the sale of fuel), which is expected to decline by at least 10%. Likewise, the Local Option Gas Tax revenue may decline by as much as 4%. Furthermore, we had expected the Electric Franchise Fees, which are based on the total electric bill, to increase by nearly 7% as the new electric rates were implemented in 2009. It does not appear we will reach this estimate because consumers are reducing their energy usage much more than anticipated even though the initial rate increase will be scaled back.



The Financial Plaza is located at the southwest corner of Downtown Coral Springs.

Economic Development

Since its inception in 1993 the Economic Development Foundation (EDF) has been responsible for attracting 123 corporations or projects to the City, assisted in the expansion of 21 others, and helped retain 7 more. This translates into the creation and absorption of over 7.3 million square feet of office and industrial space in 14 years of service to the community.

In 1993, the EDF set a long-term goal to double the Fiscal Year 1992 non-residential tax base, which was \$475 million, by the time the City reached build out. EDF has more than doubled the commercial tax base, reaching the \$1.7 billion mark or 186% of the original goal. In addition, EDF has produced a total economic beneficial impact of Gross Receipts, Earnings, Added Investments, and New Construction of \$674,999,627 to the Coral Springs area.

The top strategic priority in Fiscal Year 2009 for the EDF will be preparing to move ahead with both Prologis Sawgrass I and II projects, which will add an additional 1 million square feet of new construction to our Corporate Park. Excluding Prologis there is an additional 35 acres of property available for future development. Corporate Park Redevelopment is a long-term issue for which we will be prepared as we make improvements to our existing Land Development Code.

In light of deteriorating economic conditions for the balance of 2009 and accumulating vacant commercial office and retail space, the next phase of Downtown Coral Springs development is unlikely to happen before end of 2010. Similarly, a mixed-use downtown project with residential components will not be planned until the local housing market shows signs of stability.

Nonetheless, we will utilize the downturn in the economy by concentrating on the preparation and refinement of the following planning activities: 1) completing the platting process for the city plaza plat that is currently underway, 2) finalizing the comprehensive infrastructure master plan for the immediate vicinity of the University Drive and Sample Road intersection, 3) completing project feasibility and refining design plans for a private public partnership project to include a large mix-use commercial development and a new City Hall, and 4) continue to work with the owner of Broken Woods for the future master planning, reuse, and redevelopment of the property.

Effects of Current Economic Recession

The performance of the US economy continues to deteriorate. Employment is plunging. Having lost 2.6 million jobs in 2008 the US employment picture showed its greatest loss since 1945. Significantly, during the last 4 months of the year 1.9 million of these jobs were lost. Additionally, 750,000 of employment losses were in the office use industries. Industrial Vacancy Rates for North Broward including Coral Springs are currently at 7.8%. The office market statistics have Coral Springs at a 22.1% vacancy rate.

Positioning Ourselves for Economic Recovery

The inherent benefit and crucial value of economic development is the ability to increase the non-residential tax base to minimize the property tax burden for residential property owners. In addition job growth and economic impact are crucial to the sustainability of any community.

As evidenced by the office vacancy rates, our recovery will be dependent on the type of uses that return to currently vacant spaces. It is imperative that we understand the needs of those industries so we might better assist developers and brokers with the absorption of vacant spaces.

It is crucial we incorporate two strategies into the core of our approach to economic recovery. Most importantly we must prepare ourselves for recovery so we are able to absorb the space left vacant by this deep economic recession once the market begins to turn the corner. We must also be prepared to move forward with existing projects that have been put on hold. We are in the process of analyzing national, state, local industry trends to be sure we are targeting the appropriate industries for the City of Coral Springs. Public/private partnerships have always been an integral part of our economic development strategy and will continue to be in the future.

As we wait for positive signs and the return to growth, we must continue to offer both business and educational assistance for our small businesses. The Coral Springs College and University Partnership continues to grow. As evidenced by the success of Broward College, we are training our current and future workforce as people seek to acquire the skills necessary to maintain employment. The CS Biz Assist program meets the immediate needs of the small business owner seeking to improve their skills or obtain financing for their companies. From a national and statewide perspective it will be important that we obtain as much assistance as can be offered through economic stimulus packages.

Timeline

Based on our current involvement with this economic crisis and our presence in national, state and local economic development organizations, we anticipate that some of the economic stimulus efforts should be felt sometime in either the third or fourth quarter of 2009. Overall the crisis will continue through 2009 with recovery in commercial, industrial, and retail beginning sometime in early 2010.



Several agencies participated in an educational forum about home preservation.

Environmental Scan

Demographic Trends

Population growth over the last two decades has not only fueled the growth in demand for city services but the sales and use taxes paid by this increasing population has provided the funds to pay for these increased services and infrastructure improvements. There is evidence to suggest that our population is no longer growing at historic rates and may be, in fact, declining. As population growth slows or reverses, the revenues needed to sustain the service infrastructure will be negatively affected. For example, the University of Florida's Bureau of Economic and Business Research (BEBR) estimates the City's population decreased by 836 residents between 2007 and 2008. The U.S. Census Bureau, on the other hand, reports the City lost approximately 1,700 residents during this time period. Furthermore, a study by the Sun-Sentinel ("South Florida Exodus Appears to be Picking Up Pace," January 4, 2009) finds evidence to support the notion that the population of South Florida is indeed shrinking. For example, school enrollment in Broward County has dropped 6 percent since 2005; the number of births recorded in Broward County declined by 2 percent since 2007; and there have been 43,371 fewer tax filings with the Internal Revenue Service since 2005. This debate will be settled with the conclusion of the 2010 Census.

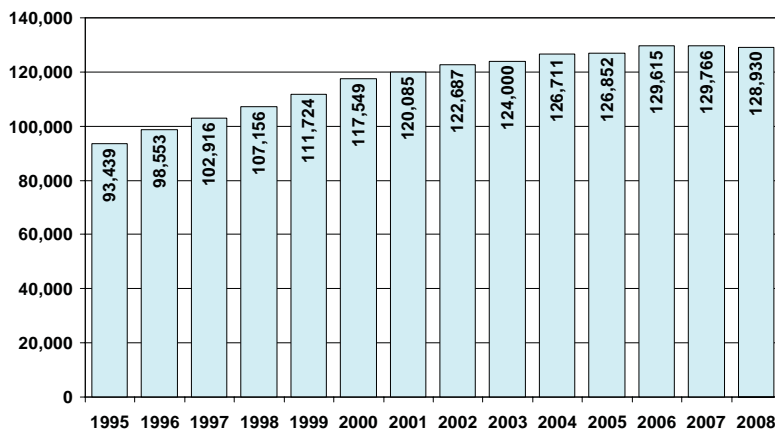
BEBR Population Estimate

The University of Florida's Bureau of Economic and Business Research (BEBR) population estimating formula is based on the number of occupied households (from the previous census), residential electric use data, and building permit data. According to this formula, the City of Coral Springs' population decreased slightly from 129,766 by April 2007 to 128,930 in April 2008. The Florida Department of Revenue uses BEBR population estimates in its state and municipal revenue sharing calculations. The Department of Revenue will use the April 2008 population estimates, which are the latest BEBR estimates available, for the Fiscal Year 2009 municipal revenue sharing calculations. It is important to monitor population trends. If the City's population declines disproportionately to other cities in the county, its share of intergovernmental revenues could decline. These revenues are forecast at \$18.6 million for Fiscal Year 2009. The State does not believe this has happened which means, for now at least, state and county shared revenue will not be affected by population. Our forecasts assume our share remains constant. Further, the City has not experienced any decrease in demand for service. The potential for a population shift does bear watching. BEBR will release new population estimates in the fall of 2009.

American Community Survey

The Census Bureau uses the American Community Survey (ACS) to estimate municipal population between the national decennial Census. The ACS information is gathered through a monthly survey questionnaire mailed to a sample of households. To counter the potentially large margin of error, we are using the three-year average. An advantage of the ACS data is that it allows for the segmentation of the survey data. A number of trends are worth exploring including the small increase in the proportion of residents over the age of 65 and decrease in proportion of school age residents; the rate of increase in number of residents of Hispanic origin is slowing; and the slight increase in the incidence of non-related members sharing the same household.

Population Trends



It appears as though the mobility of the City's population has decreased somewhat. It is not clear whether this decrease is the beginning of a trend or if it is a temporary result of the run up in property values and the ensuing economic recession. According to the 2005-2007 American Community Survey, 83% of the people living in Coral Springs were living in the same dwelling they were living in one year earlier. Twelve percent had moved during the past year from another residence in the same county, 2% from another county in Florida, 2% from another state, and 1% arrived from abroad.

Although the Constitutional Amendment allowing Save Our Homes portability was approved by the voters, thus far the Amendment has not had the anticipated effect on the housing market and mobility. Buyers may not fully understand the implications of the new rules and may be taking a wait-and-see attitude about the future of real estate prices.

Population Age

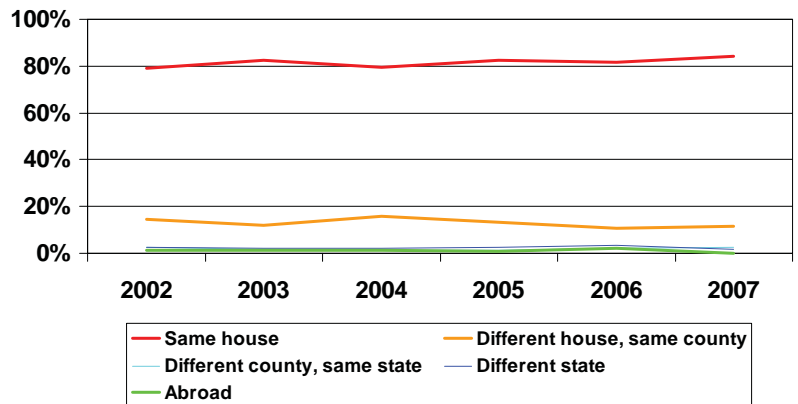
According to the Census Bureau's 2005-2007 American Community Survey (ACS) three-year estimates, the median age of our residents is 36.5 years. When we compare these results to the 1990 Census estimate of 31.6 years and the 2000 Census estimate of 33.8 years, it is apparent the population is aging slightly. However, Coral Springs is still considerably younger than Broward County's median age of 39 years.

While the bulk of the Coral Springs' population falls between five and 54 years of age, the proportion of residents 65 and older has grown from 6% in 2005 to 8% in 2007. Broward County, by contrast, has 14% of residents 65 years old and older. Significantly, 28% of Coral Springs residents were under 18 years old, compared to only 24% countywide.

Cultural Factors

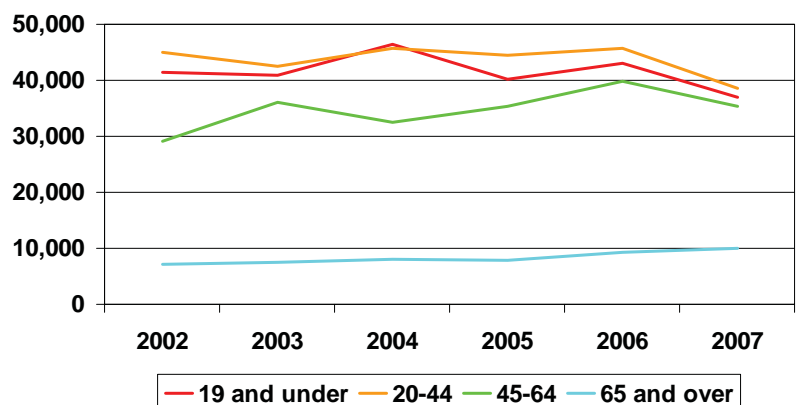
Florida was the number one state in terms of population growth among non-Hispanic whites with 124,000 non-Hispanic whites moving to Florida in 2005. By 2007, the number of non-Hispanic whites entering the state grew by just 4,833 causing Florida to drop to 29th. States such as Texas, Georgia, Tennessee, Arizona, Utah, and the Carolinas are attracting Boomers, who would have otherwise been drawn to Florida, with a reasonable cost of living as well as outdoor recreational opportunities.

Mobility Trends



According to the U.S. Census Bureau three-quarters of all new residents in Broward County were born outside the United States. If not for this influx of immigrants, the population of Broward County would have dropped by more than 55,000 between July 2005 and July 2007. In fact, Broward County's population mix became a "majority minority" in 2005 with minority groups making up more than half the population. This does not appear to be the case in Coral Springs, however. Of those reporting one race in Coral Springs, 79% were white, 12% African American, 5% Asian, 0.5% Pacific Islander, 0.5% American Indian or Alaska Native, and 4% some other race. These figures represent little change from the previous survey period. Three percent of the population reported being of two or more races. In 2005, 20% of our residents said they were of Hispanic or Latino origin (who may be of any race). The percentage that reported being of Hispanic or Latino origin in 2007 dropped to 18%. Furthermore, the percent of respondents who were foreign born declined slightly from 28% in 2006 to 24% in 2007.

Population Age



All of the City's recent surveys and other information gathering methods indicate the vast majority of Coral Springs' residents speak and read English. Strength in Diversity remains a strategic priority with the intent of creating initiatives to harness our diversity into innovation for the benefit of our community.

Households and Families

From 2005-2007, the American Community Survey estimated there were 46,000 housing units, of which 9% was vacant in Coral Springs. Historically, 3-5% of housing units stand vacant. The average Coral Springs household size was 3 people, compared to Broward County's estimate of 2.6 people.

Families made up 79% of the households in Coral Springs, compared to 63% for Broward County. In addition, Coral Springs has a much greater percentage (46%) of households with children under 18 than Broward County (32%). This figure includes both married couple families (58%) and other families with no spouse present (20%). Non-family households make up 21% of all households in Coral Springs. Most of the non-family households were people living alone. We remain a family-oriented community, creating demand for family-oriented services.

Conclusion

Although the City's population growth has shifted slightly, the City continues to be populated by young families with school-aged children. The City has a diverse ethnic/racial population who, for the most part, understand English. The City continues to have an educated population whose work force earns more than the county average. Until the housing market recovers, we do not expect an increase in population. This may have a small impact on state-shared revenues as discussed above. It has already had an impact on school enrollment, resulting in a surplus of student stations.

Economic Analysis.

Overview

According to the National Bureau of Economic Research, the current economic recession officially began in December 2007. However, most of us are more interested in knowing when the economic recession will end. Federal Reserve Board Chairman Bernanke offered a glimmer of hope in March 2009 when he stated he detected "green shoots" of economic recovery. Economists have been desperately looking for signs of spring ever since. There are, in fact, signs that the worst of the recession is behind us and economic recovery may be in sight. These hopeful signs include an apparent stabilization in new housing starts, orders for durable goods on the rise as inventories decrease, and a slowing in the decline of Gross Domestic Product.

Most economists expect the worldwide recession to reach its lowest point by the end of calendar year 2009. Uncertainty, however, remains regarding how long the economy will remain in this trough. Past recessions have followed a predictable pattern: the economy entered a recessionary period, bottomed out, and then began the recovery period. Since the factors that caused this recession are different than past recessions, we expect the time line of this recession to deviate significantly from the historic pattern with a "gravy boat" or elongated U-shape being the more likely pattern. In this scenario, once the economy reaches the trough of the business cycle, it will bounce around in the trough for an extended period. The University of Central Florida's Institute for Economic Competitiveness expects the economy to languish in the trough until mid to late 2011 and possibly into early 2012. Still other economists expect a W-shaped recovery in which the economy will experience a slight uptick in growth, or false recovery, before dropping into the trough once again.

Regardless of the shape characterizing the move in and out of the phases of the business cycle, it is clear the economy will remain in the trough for much longer than other recessions. Furthermore, since the slowdown in the economy is attributed in part to a spillover from a slump in the housing market, the recession is expected to linger longer in states such as Florida whose economies are dependent upon real estate and construction. As the Institute for Economic Competitiveness stated, "Green shoots may be emerging, but

without the fertilizer of population growth and construction, Florida's recovery will be painfully slow" (Florida and Metro Forecast 2009-2039, June 2009, p. 6).

Energy

Although the price of oil has dropped precipitously from a high of \$145 per barrel in July 2008 to a five-year low of \$33.37 per barrel by January 20, 2009, the initial spike in the price of crude oil was a major causal factor in the recession. The City benefited from this decrease in the price of oil as reflected in the price of gasoline, which decreased from approximately \$4.40 per gallon in July 2008 to \$1.79 per gallon by January 2009. Since then the cost for a barrel of oil has crept up to \$69.32, as of July 1, with the price of gasoline increasing to \$2.60 a gallon. The U.S. Department of Energy (DOE) expects gasoline prices to rise slightly in 2010 as the demand for oil increases.

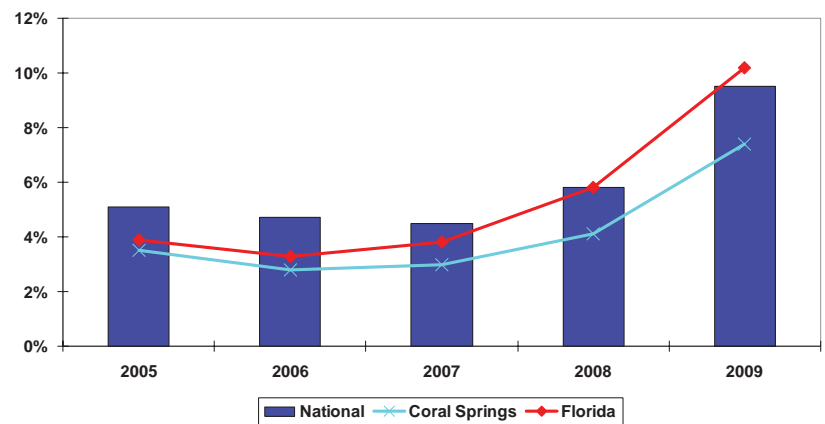
Although DOE estimates the price of electricity will increase by about 5% nationally, Florida Power and Light (FPL) has recently asked the Public Service Commission to approve a 12% rate hike to take effect January 2010. The Public Service Commission is not scheduled to vote on this request until November 13, 2009. FPL, however, expects a decrease in the fuel surcharge to offset the requested increase in the base rate.

Unemployment

Fueled by the real estate and construction boom, the unemployment rate in Florida has been well below the national average. As shown in the unemployment chart on the previous page, Florida's unemployment rate is now higher than the national rate. Florida's unemployment rate stands at 10.2% as compared to the national unemployment rate of 9.5%. This is the highest unemployment rate in Florida since October 1975. Florida's unemployment rate increased by 0.5% over April and nearly doubled the unemployment rate of a year ago. The increase in Florida's unemployment rate actually started in August 2007. Experts expect Florida's unemployment rate to peak at 10.7% in the summer of 2010 and remain above 8% well into 2013.

The City of Coral Springs' June unemployment rate, by contrast, stands at 8.5%. Though lower than the state and nation, it represents a significant increase from last year's rate of 4.1%. The Institute for Economic Competitiveness

Florida's Unemployment Rate Has Surpassed the National Average



Source: Florida Agency for Workforce Innovation

expects the unemployment rate in the Miami-Fort Lauderdale region to reach 9.4% by the end of 2009 and peak at 10% in 2010. Employment is expected to be the strongest in the professional and business services, health care, and education sectors. The City's Economic Development Foundation (EDF) will focus on recruiting companies in these sectors to diversify our tax base toward less recession sensitive industries. Not surprisingly, the construction sector is expected to experience the greatest decline in jobs, losing 5.7% per year.

Access to Capital

Interest rates for all time frames have dropped significantly between July 2008 and July 2009. The short-term 6-month Treasury Bond yield has dropped from 2.01% to 0.24%, while long-term 30-year Treasury Bonds dropped 4.54% to 4.20%. In a break from the recent past, the yield curve is no longer inverted, meaning that interest rates rise as the term of the loan increases. Although there are no plans to borrow, long-term borrowing costs are expected to fall, which would cost less in interest.

These changes are the direct result of the economic recession and the Federal Reserve's aggressive response to the economic crisis. Between September 2007 and January 2009 the Fed reduced the Federal Funds target rate eight times from 5.25% to 0.25%. Similarly, the Open Market Committee reduced the discount rate from 5.25% to 1.00% during the same time period. In Chairman Ben S. Bernanke's words, "we aimed both to cushion the direct effects of the financial turbulence on the economy and to reduce the virulence of the so-called feedback loop, in which economic weakness and financial stress become mutually reinforcing."

The local CPI has dropped below the national average

	National	Miami-Ft Lauderdale
2003	2.3%	2.9%
2004	2.7%	2.8%
2005	3.4%	4.7%
2006	3.2%	4.9%
2007	2.8%	4.2%
2008	3.8%	4.6%
2009 (Jan-June)	2.2%	0.4%

Today lenders are being very conservative and have tightened spending significantly. This has meant that credit has tightened even for home mortgages, car loans and consumer financing, and business and commercial loans. Without easy access to capital, consumer spending is down and businesses are denied the resources necessary to invest in new plants and equipment.

Mortgage rates have also dropped from near historic low levels a year ago as a direct result of the Federal Reserve's commitment to buy up to \$600 billion of debt issued by federal mortgage agencies. This policy action by the Fed was an attempt to rejuvenate the worst housing market since the Great Depression. Rates are expected to further decline later this year, which may entice home buyers into the market.

The City will continue to hold financial forums, bringing businesses and lenders together to facilitate transactions.

Inflation/Deflation

From 2005 through 2008, the City struggled with inflation eroding its ability to purchase products and services. Inflation was especially troublesome in South Florida where the regional Consumer Price Index (CPI) was significantly higher than the national CPI. The current concern is not runaway inflation but rather deflation. Deflation is characterized by a decrease in the general price level of goods and services—signaled when the inflation rate falls below zero. Deflation has the side effect of increasing unemployment since the process leads to demand due, in this case, to a decrease in the money supply (“tight money”). The Miami-Fort Lauderdale CPI for the first six months of 2009 has dropped below the national average.

Although the National Consumer Price Index (CPI-U) increased 0.9% in June 2009, the CPI-U dropped by 1.4% in the last 12 months. This is the largest decline since April 1950. The CPI for medical services, on the other hand, has increased by 3.2% during that same 12-month period. The regional Miami-Fort Lauderdale Consumer Price Index for 2008 was 4.6% versus the 2007 rate of 4.2%.

The sagging economy has already had a wide-ranging impact on our citizens, community, and the City. With the University of Central Florida's Institute for Economic Competitiveness predicting moderate to slow economic growth for the Miami-Ft. Lauderdale region, the effects of this economic recession will linger well into the future. This Business Plan, therefore, includes a number of initiatives to help individual citizens weather the economic storm (e.g., job training), as well as other initiatives to fuel the engine of economic growth: our community's small businesses.

Real Estate Trends

Residential Property

The economic recession is principally attributed to the spillover from the crash of the housing sector. According to the Rockefeller Institute, states whose economies are dependent on real estate and construction will experience a recession that is longer and more severe than the rest of the nation. Florida has the third-highest concentration of real estate and the second-highest concentration of construction trades in its economy.

Florida is experiencing one of the nation's most severe housing slumps. Between 1996 and 2006, the value of residential properties grew an average of 13.3% per year while inflation grew at a relatively slower rate of 4.5%. Today, houses are losing value.

Housing sales peaked in the second quarter of 2005 and have dropped 74% since then. Median prices have dropped 34%. The number of new homes sold in 2008 was the lowest since 1982, putting the new home construction industry in a depression. The sale of existing homes has gone from about 75% to 90% of total home sales.

The median price for an existing home in Broward County in May 2008 fell more than 30% from \$296,800 to \$190,000 in May 2009.

Recent sales volumes have increased as housing prices have fallen. It is too early to tell if this uptick is sustainable. The resale market is expected to normalize sometime in 2010 to 2011 at 1990's sales volume levels and 2002-2003 prices. Multi-family housing may eventually experience moderate growth as foreclosures increase rental demand.

Any recovery in the housing market will depend on the national economy, mortgage financing, affordability, taxes and insurance, and buyer confidence.

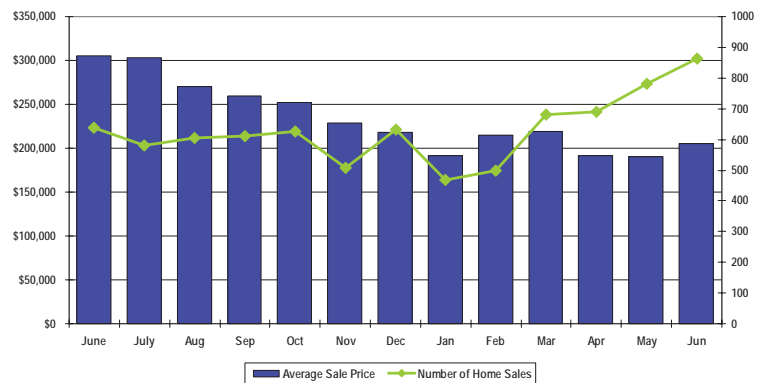
Occupancy rates are declining in all sectors of the market. The percentage of residential properties that were vacant jumped from 2% in 2006 to 15% currently. According to the American Community Survey (ACS), the number of vacant housing units in Coral Springs doubled from 7% to 14% between 2006 and 2007.

In the non-residential sector, vacancy rates are increasing and rental rate growth is slowing or declining. Falling earnings are causing business tenants to seek modifications to their rental agreements, share rental space, or begin operating their businesses from their homes. Sales prices for existing non-residential buildings and land are declining, and securing financing for new projects is very difficult. Seventy percent of retail space in Coral Springs is occupied. Experts believe more retail space will become vacant throughout 2009.

Experts expect the market to improve but warn it could take up to two years. In the meantime, increased foreclosures, declining appraised values, and decreased housing turnover will continue to threaten all South Florida communities.

New residential and commercial construction served to propel our local economy out of the trough of the business cycles of the early 90's and in the aftermath of 9/11. Our Five-Year Forecast reflects the lengthier recovery due to our near build-out status and its impact on construction.

Number of Single-Family Homes Sold Increasing as the Median Sale Price Declines



Source: MLS Figures for 2008-2009 in Broward County Florida Association of Realtors

Foreclosures – The Bubble Bursts

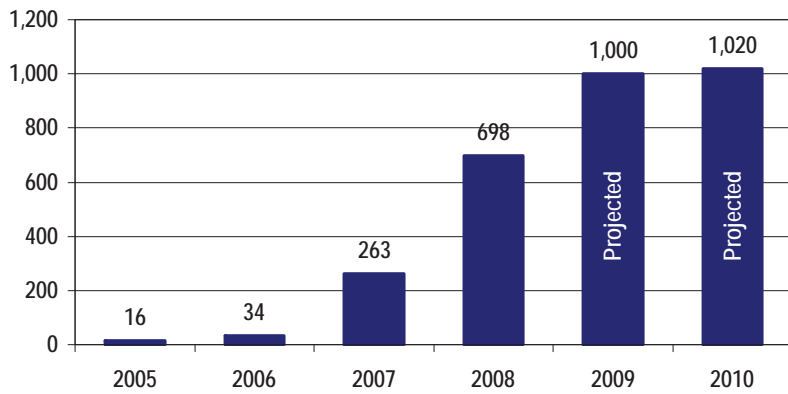
The speculation in the housing market that drove prices to unrealistic levels was based on lax lending standards and the conviction that housing was a fail-safe investment. The speculative bubble finally burst as more low-interest rate loans were made to risky borrowers who then were unable to pay back those loans.

Home loan delinquencies are at the highest level in 20 years. A large number of loans were made to borrowers who could not afford them except for the easy money terms such as “interest only” loans or loans with an initial “teaser interest rates” that start off below the prevailing rate but are now resetting at higher interest rates resulting in unaffordable higher monthly payments. Many homeowners are walking away from their homes as the value of their homes shrink to less than they owe on their mortgage.

According to RealtyTrac®, there have been 1.9 million foreclosure filings nationwide in the first six months of 2009. In Florida, 268,064 properties received a foreclosure filing as of mid-year, making it the second-highest state total.

According to First American CoreLogic, approximately 12% of all residential properties in Coral Springs are in some stage of foreclosure. In September 2007, 859 Coral Springs homes were in the pre-foreclosure process. This more than tripled to 3,827 homes in June 2009.

Number of Bank-Owned Foreclosures in Coral Springs



Source: Broward County and Coral Springs Community Development Division

The number of bank-owned homes, where the homeowners lost their homes, increased dramatically from 16 in 2005 to 263 in 2007, and jumped to 698 in 2008. Bank-owned foreclosures are projected to reach 1,000 by the end of 2009.

These numbers are fluid as properties move from pre-foreclosure to auction and possibly into the final stage, and some properties are sold to new owners.

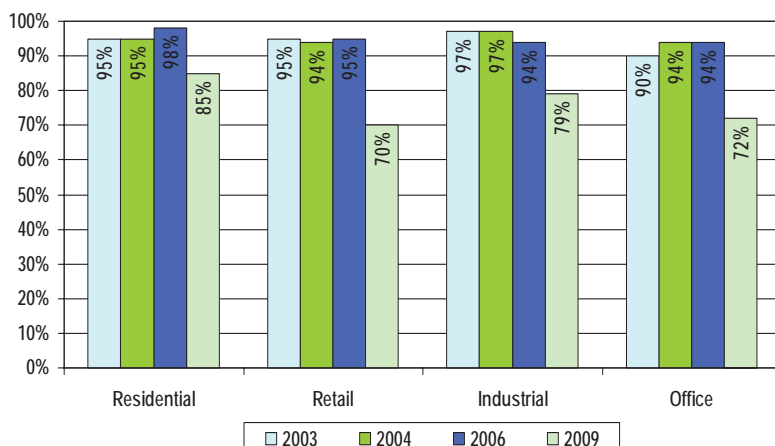
The dramatic increase in the number of foreclosed properties has a number of negative consequences for the City. First, a foreclosed property negatively affects the property values of the other properties in the neighborhood because these abandoned properties can easily fall into disrepair and because they are usually sold by the bank or auctioned at low prices. Second, City revenues may decline as property values decline.

Finally, the City is sometimes forced to take on the additional expense of preventing health and safety issues that are the occasional result of abandoned homes. The City allocated nearly \$50,000 during Fiscal Year 2009 responding to health and safety concerns on foreclosed properties.

The following steps represent the City's efforts, to date, to respond and manage this issue:

- A Cross-Functional Foreclosure Team was established to track foreclosure activity in the City. This data is utilized by Code Enforcement, Police, and Fire staff to combat potential criminal activity and the potential deterioration of vacant properties.
- A Foreclosure Hotline (954-344-1055) was established to provide foreclosure prevention tips and local resources available to assist homeowners.
- A free Foreclosure Seminar was offered in August 2008 with help from the Broward Housing and Community Development Task Force, U.S. Department of Housing and Urban Development (HUD), and Freddie Mac (one in a series held in Broward County). Owners of approximately 400 properties signed in and one lender indicated they were able to assist 30+ homeowners at the event.
- Financial and foreclosure assistance links are available on the City's website. Foreclosure resources are available at coralsprings.org/foreclosure.
- A new ordinance pertaining to abandoned real and personal property was passed by the City Commission on June 3, 2008. This ordinance requires lenders to register with the City when a home becomes vacant, provide a local property maintenance contact, and complete a bimonthly inspection of their property. This is a key component to maintaining foreclosure properties. Over 900 properties have voluntarily complied with the new ordinance as of July 2009. This new process is helping the City maintain its neighborhood vitality by preventing properties from falling into disrepair.
- Staff is working with HUD-certified not-for-profit agencies to provide additional resources for residents and has established an information sharing system for neighborhoods and associations to be aware of the situation in their direct neighborhood.

Residential and Non-Residential Occupancy Rates are Decreasing



Source: Economic Development Foundation

- The City is currently implementing a \$3.4 million Neighborhood Stabilization Program (NSP) to help qualified applicants purchase a vacant and foreclosed home in the City. The City has also applied to HUD for \$8.5 million NSP(2) funds to provide similar assistance to qualified applicants in the next three years.

Legislative Issues

The City is most concerned about legislation that will further erode its home rule authority or impose mandates on the City without a corresponding funding source. The following issues reflect the legislative challenges that require monitoring.

Revenue and Spending Limits

Legislation may be introduced that will seek to further restrict the ability of local governments to provide the services their constituents want by placing spending caps on cities. Other proposals may seek to place limitations on increases in city expenditures. On the other side of the ledger, a number of proposals have been brought forth that will try to limit the ability of cities to set appropriate tax rates, user fees, or special assessments. These measures tie the hands of local officials and reduce the ability of local governments to meet the needs and requirements of their constituents.

Regionalization of Fire Services

There is a proposal to create a countywide Broward Urban Independent Fire District. Coral Springs opposes any efforts to set countywide standards which do not allow cities the flexibility to meet the particular needs of their own residents. Coral Springs believes a sub-regional approach such as automatic aid and regional dispatch serve the customer better.

Green Initiatives and Energy Efficiency

Legislation that supports and encourages energy efficiency and sustainability through incentives, exemptions, and rebates will spur the marketplace to widen the options available for municipal governments. A more attractive return on investment for “green” opportunities, through legislative action, will spur interest from revenue challenged local governments.

State and Federal Assistance

Just as the economic downturn is affecting City revenues, State revenues are lower than predicted because of economic conditions. Despite cutting nearly \$1 billion from last year’s budget, the State expects it will need to cut an additional \$2 billion from this year’s budget. Due to the state’s budgetary crisis, the City’s local representatives have announced they will not be asking for Community Issue Budget Requests (CBIR) this year. Given that deep cuts have been announced in the state education, judicial, and Medicaid/Medicare budgets, deep cuts in the services that affect the City, including grants and loans, are certain to occur. In fact, we expect that only state programs that act as “pass-through” for Federal funds will be active in the near term.

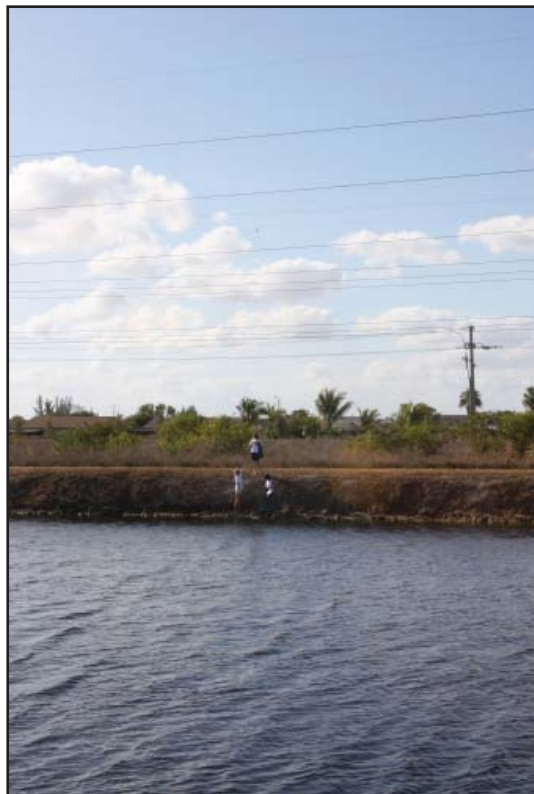
The incoming Obama administration has made it clear that it believes an infusion of Federal monies to fund local capital projects is needed to jumpstart the economy. On February 17, 2009 President Obama signed the American Recovery and Reinvestment Act (ARRA), commonly referred to as the “stimulus package”. The purpose of this law is to jump-start the economy through job creation; increase economic efficiency by spurring technological advances; invest in necessary infrastructure to support economic activity; and avoid the loss of essential services provided by state and local governments.

Getting the stimulus funds out the door has taken longer than expected and as unemployment continues to rise, there are calls for a second stimulus package.

Regardless of the amount and type of projects that are finally authorized, the City believes it is prudent to request funds for projects that are in keeping with the needs of our residents and business community. Further, capital projects that aid the City in reducing operating costs or diversifying our tax base through economic development will be the priority. Toward that end, the City has compiled a list of 54 projects, worth nearly \$45 million, from its existing Capital Improvement Plan and Fleet Replacement Plan that meet these requirements. It is worth noting that the stimulus bill distributes money to local governments through existing grant programs which will put a strain on the City’s grant writing and grant administration resources. In addition, there may be a monetary match required for any grants awarded. Federal grants typically require a 25% match.

In addition to the stimulus legislation, our Congressional representatives have asked for a list of capital projects for which the City is interested in receiving Federal assistance. These requests are part of the normal Federal appropriation process. As shown in the table below, the City submitted 5 projects, worth \$2.1 million, to our Congressional delegation. Most of these capital projects have the added advantage of helping the City reduce operating costs.

Federal Appropriation Requests Submitted to Congressional Delegation	
Project	Amount Requested
Tactical SRT Protective Vests for Police Officers	\$100,000
Twenty passenger bus, with wheel chair lift, for senior PRIDE program	\$100,000
Rescue Transport Vehicle	\$150,000
Rebuild Fire Station 71	\$750,000
Energy efficient HVAC for Public Safety Building	\$1,000,000



Environmental sustainability is a priority for the City.

Emerging Issues

Broken Woods Golf Course

This golf course acreage continues to remain vacant. The City has begun review of preliminary plans to amend the Comprehensive Plan and rezone the property in Fiscal Year 2009. It is anticipated that a formal application will be submitted in Fiscal Year 2010.

Future Water Issues

Our drinking water comes from 19 wells located east of University Drive within the Coral Springs Utility District. During Fiscal Year 2009, residents of the City's Utility Service Area used about 100 gallons per person per day. The South Florida Water Management District (SFWMD) establishes the amount of water Coral Springs can withdraw from the Biscayne Aquifer. Our current permit allocates the withdrawal of 8.69 million gallons per day (mgd).

According to the projections in the Ten-Year Water Supply Facilities Work Plan (May 2009), the City could need as much as 1.1 mgd additional capacity to meet water usage demand by 2030. The SFWMD will not permit an increase in allocation from the Biscayne Aquifer, but instead directs utilities to obtain an Alternative Water Supply (AWS). For the City of Coral Springs, this results in the construction of raw water wells from the Floridan Aquifer and a new treatment plant for this additional 1.1 mgd. There are two problems with this solution. One is cost, which could be as much as \$30 million dollars. The other is availability of land to construct a second water treatment facility.

To ameliorate the need for an expensive AWS facility, the City's approach was to emphasize conservation first and foremost by adopting a tiered rate structure in November 2007. The tiered rate structure is a volume-based charge that provides an incentive for customers to use less water. In addition, the City facilitated education efforts, converted potable water irrigation to a well source, and invested in water plant capital improvements intended to make the treatment process more efficient. As a result, water consumption has dropped from 257 million gallons in October 2006 to 172 million gallons in June 2009.

The unintended consequences of our successful conservation campaign was that the new water and sewer rates (implemented in November 2007) did not generate sufficient revenue for Fiscal Year 2008. To fend off a projected deficit, the City accelerated the planned 8.75% rate increase to July 2008 from October 2008. To ensure the Utility remains able to cover operating costs and invest in capital improvements (i.e., implement the Water and Wastewater Master Plan), a 5% rate increase will occur in October 2009.

The overall objective is to avoid the \$30 million price tag for an Alternative Water Supply Facility. Initiatives designed to reduce consumption will continue to be emphasized. The Ten-Year Water Supply Facilities Work Plan lists four major water conservation supply initiatives the City will undertake to meet the required reduction in potable water demand and remain below the Consumptive use permit allocation. They are:

- Replace the filter media and under drains at the water treatment plant (completed).
- Washwater recovery facilities (completed).
- Remove public irrigation from domestic water supplies (ongoing).
- Participate in Broward Naturescape (ongoing).

The Water Supply Facilities Work Plan shows a net reduction of 1.1 mgd by implementing these programs. This, along with an approved increase to the Consumptive Use Permit allocation, should guarantee the City never has to construct an alternative water supply facility.

Coconut Creek Gaming

Plans remain to expand the casino owned by the Seminole Tribe located just east of the City at US 441/SR 7 and Sample Road. This expansion includes a 160,000 square foot casino along with 110,000 square feet of retail space, a 1,000-room hotel, a 20,000-seat auditorium, and a 6,500-car parking garage.

The South Florida Regional Planning Council's impact study of 2007 estimated the direct impact of the proposed casino expansion on the City's Police and Fire Departments at an annual cost of \$2.6 million. The City asked the Governor to help cover its increased public safety cost from a share of the Seminole Casino payments to the State of Florida.

In 2008, the Governor and the Seminole Tribe agreed on a gaming compact whereby the State would receive a guaranteed minimum payment of \$100 million annually. The compact also committed 95% of gaming revenues for the State's public education fund. The remaining 5% would be distributed among the affected cities, counties, and the FDOT. The Florida Supreme Court subsequently issued a ruling that the compact would be unlawful without legislative approval.

In 2009, the Florida State Legislature passed Senate Bill 788 in connection with a 15-year gaming compact with the Seminole Tribe of Florida. The legislation authorizes the Governor to negotiate a Compact by August 31, 2009, and requires a minimum annual payment of \$150 million. Unlike the earlier version in 2008, the new compact requires all gaming revenue to support the State's Educational Enhancement Trust Fund. There appears to be no funding allocation to mitigate the cost of providing increased public safety by the affected cities.

City Hall Improvements

Existing City Hall facilities are inadequate to service the needs of our community. Staff will continue to explore the financial feasibility of developing a new City Hall as a component of a larger public/private partnership project in Downtown Coral Springs. This strategy will not only accomplish the goal of making a new City Hall a reality, but will also leverage our resources to attract much larger private, taxable developments in the Downtown area.

Amendment 4: Home Town Democracy Initiative

The proposed Home Town Democracy Constitutional Amendment (also known as Amendment 4) will be placed on the November 2010 ballot for voter consideration. If approved, the amendment would require voter approval to adopt a new, or amend an existing, comprehensive land use plan.

Based on the current language, Amendment 4 could impact the City's ability to update the Comprehensive Plan to maintain consistency with state statutes. Requiring each and every amendment to the Comprehensive Plan to be placed on the ballot will greatly increase the review time for a Comprehensive Plan Amendment, which currently averages over a year to complete. Also, Amendment 4 will

require the City or the petitioner to pay for a general election up to four times per year based on the amendments submitted to the City.

Comprehensive Plan Amendments are currently reviewed by a number of agencies including the City's Local Planning Agency (Planning and Zoning Board), the City Commission, the Broward County Planning Council, Broward County Commission, the South Florida Planning Council, and various state agencies including the Florida Department of Community Affairs and the Department of Transportation.

Green Initiatives and Sustainability

Over the past several years, sustainability has become a much more visible issue and gained significant traction among local governments. Motivated in part by the desire to protect the environment, and in part by growing energy costs, this issue will continue to grow in importance. We see opportunity in new technologies and techniques that can reduce our energy consumption.

The City of Coral Springs is striving to be environmentally friendly and continues to make efforts toward sustainable development. Several "green" initiatives appeared in last year's Business Plan, including the sustainability index, commercial recycling education, recycling in parks, an energy study, and completing the City's Tree Planting Master Plan. In addition, the design for the new Fire Station 80 will incorporate green technologies. For example, a photovoltaic

solar renewable energy system will be installed on the roof of Fire Station 80 to pilot this new technology. Federal funding, in the form of an Energy Efficiency and Conservation Block Grant (EECBG), has been requested for this project.

The Maturing City

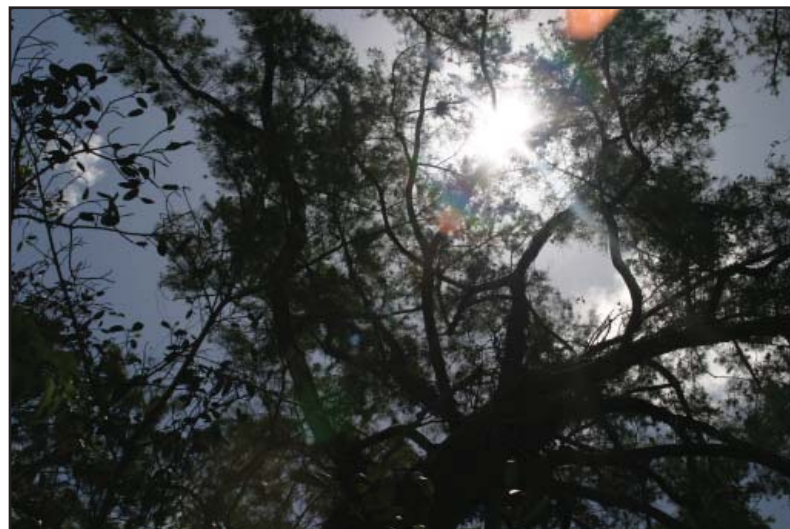
Although the City is fairly new, substantial portions of the City were developed over 30 years ago. As these developments begin to age, large portions of the City's housing, commercial, and industrial stock will require significant investment to maintain and upgrade these structures. The City will need to be proactive to ensure that each structure continues to meet current codes and guidelines.

Parkland Fire Partnership

Coral Springs' Fire Department entered into a cooperative agreement with the City of Parkland to provide fire protection and emergency medical services to their residents, businesses, and visitors within the boundaries of Parkland.

Since the partnership began in 2004, emergency response times have improved in northwest Coral Springs and west Parkland.

The Interlocal Agreement between the two cities will expire in September 2010. The cities will begin negotiations to determine if Coral Springs will renew the agreement to continue providing fire protection and emergency medical services to the City of Parkland.



The City seeks to replenish its tree canopy.

Emergency Management

In an era of increased hurricane activity, one function of city government is to be prepared for disasters. The Office of Emergency Management is a division of the Police Department and has the responsibility for coordinating all the components of the City of Coral Springs emergency management program. The program components consist of the Comprehensive Emergency Management Plan (CEMP), Continuity of Operations and Government (COOP/COG), corrective action plans, and grant programs to fund both mitigation and post-disaster costs.

Comprehensive Emergency Management Plan

The City of Coral Springs developed a municipal emergency management plan to become as self-sufficient as possible in the event of an emergency. The Comprehensive Emergency Management Plan (CEMP) establishes a framework through which city departments will prepare for, respond to, recover from, and mitigate the impacts of a major or catastrophic emergency. The CEMP is coordinated with the emergency planning of Broward County, the State of Florida, and the National Response Plan.

Continuity of Operations and Government Plan

A Continuity of Operations and Government Plan (COOP/COG) supports the resumption of time-sensitive business operations and functions in the event of their disruption. The objectives of a COOP/COG is to ensure that a viable capability exists to continue essential City of Coral Springs functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible.

Corrective Action Plans

The City of Coral Springs experienced several events from 2004 through 2006 that activated and tested our emergency management program. Hurricanes Jeanne, Katrina and Rita brought tropical storm effects into the City along with hurricane force winds from Hurricanes Frances and Wilma. Extensive funds were utilized in protective measures, debris removal, and facility and equipment damages due to these severe weather events in Coral Springs. At the conclusion of each of the events, debriefings were conducted, areas of enhancements were identified and corrective action reports were prepared.



An older fire station will be improved to better provide fire rescue services to the City.

Emergency Management Funding

In Fiscal Year 2008, the City of Coral Springs was awarded \$406,293 through the Fort Lauderdale Urban Area Security Initiative (UASI) program. Distribution of the granted funds is prioritized to enhance the following activities:

- Communications on Wheels (COW) and laptops that will serve as portable emergency radio tower and mobile dispatch terminals to the special response personnel during
- Enhancements to the Public Alert and warning system through the installation of an AM Radio streamer to the City's website providing a communications method to the community;
- Replace portable radios for the Fire department to improve interoperability communications with fire resources regionally;
- Purchase three thermal imaging cameras used by firefighters when searching for victims in wooded areas or during a fire;
- A back-up fiber receiver to transmit emergency information live through City TV from the Fire training facility

Requests for funding support in the near future will include projects that provide emergency power source during a disaster; security cameras in the parks and fire stations to prevent intrusion; enhancements to protective equipment of first responders; and infrastructure upgrades to the Emergency Operations Center (EOC).



Residents gave the Coral Springs Fire Department a 98.3% satisfaction rating in 2009.

Customer Requirements Analysis

Overview

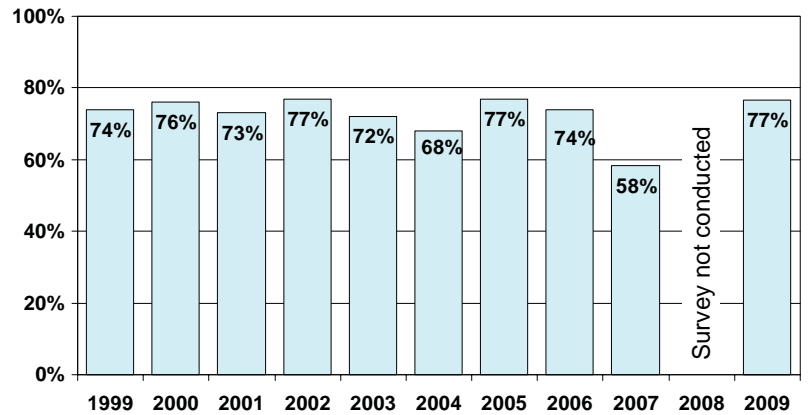
In an effort to closely align the City's scarce resources with the needs and desires of our residents, we use a number of "listening devices" to gather credible and useful data. This customer input is a critical piece of the Strategic Planning process. Our business model demands that we know our customers' needs and desires. Through citizen and business surveys, SWOT analyses, Slice of the Springs meetings and good, old-fashioned customer contact, we know what our customers think of us and what they expect of us

Residential Satisfaction Survey Results

The Center for Research and Public Policy conducted a residential satisfaction survey for the City during January and February of 2009. This survey, which was previously conducted annually, was last administered in 2007. The change was made to biannual in 2008 to reduce City expenses. The sample size was 1,000 residents, representing a +/- 3% margin of error at a 95% confidence level.

While some of the overall ratings on quality and service declined slightly, perceptions of quality and satisfaction among those who actually used a specific service generally increased over previous years. Likewise, while the number of residents who said they felt less safe in Coral Springs increased since the last survey, residents said they felt safer, or there was no change, when asked about specific locations and times of day. This seeming contradiction in perception between the general and the specific may be attributable to the current economic conditions as well as media coverage of both the economy and crime in our regional area. One item with the greatest swing from the previous survey is resident's "Value Rating." Seventy-seven percent of residents felt the value they get for their tax dollar in terms of City services was about right. In 2007 the result for this Key Intended Outcome was just 58%. This increase may also be attributable to

Residents' Value Ratings

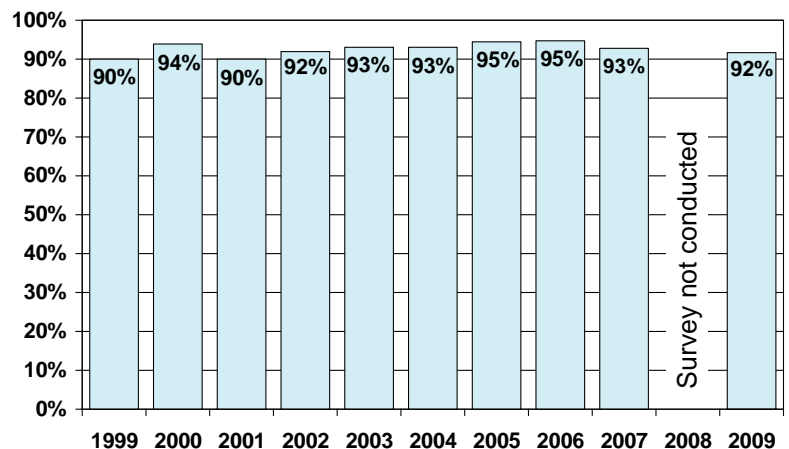


press coverage of tax reform in 2007, which was flooding the news when the survey was administered at that time.

Service Quality

The City's rating for overall quality was 92% in 2009. This is slightly less than the 2007 (93%). This compares very favorably to ratings at another high-performing city, Phoenix, Arizona, which had a 2006 overall quality rating of 89%. Bellevue, Washington, a city well known for its good management, has customer satisfaction ratings slightly higher than ours as of 2006.

Residents' Overall Quality Ratings



Ninety-one percent of residents said the City is “a great place to live, no matter who you are.” This is significantly up from 81% in 2007, and from 84% in 2006 and 86% in 2005.

Although the Customer Service rating decreased from 94% in 2006 to 89% in 2009, the “top-box” score, or those who felt City staff provide excellent service, increased significantly from 33% to 58% from 2007 to 2009. Staff will be delving into this result to see if new initiatives in next year’s Business Plan are in order to address this slight decline.

Of the 17 specific services residents were asked to rate, only the Community Bus Service (from 88% in 2007 to 80% in 2009) and the Senior Bus Service (92% to 81%) dropped significantly. These results may be attributable to the new fee recently implemented for both of these services. Ratings for the Building Permit Division (from 66% in 2007 to 78% in 2009) and the condition of city roads (58% to 90%) increased significantly. Overall, the highest positive ratings were for the gymnasium, Aquatics, Tennis facilities, City Hall in the Mall, and the Center for the Performing Arts.

Resident Views on Taxes

When asked what percentage of their tax bill they think goes to Coral Springs, 70% of those surveyed didn’t know. Of the remaining 30%, 36% thought the amount was 18% or less (18% is the correct proportion). The information in that question provided a backdrop for the remaining two tax questions. As noted above, the City’s “Value Rating” increased from 58% in 2007 to 77% in 2009. The “Value Rating”, a KIO, represents those residents who feel “taxes are high but the City provides quality services,” “taxes are just right,” or “taxes are too low.” A new question asked residents if “it is okay to collect the same amount of property taxes to preserve current levels of city services” (44%) or if “the City should reduce taxes with an associated reduction in City services” (45%). The remaining 11% of respondents were unsure.

Strength in Diversity

Ninety-five percent of residents felt the City respects religious and ethnic diversity. This is up from 92% in 2007 and an increase from 91% in 2004, the first year this question was included in the survey.

Neighborhood Vitality

The City’s overall safety rating went down from 79% in 2007 to 61% in 2009. Ratings in particular venues did not show similar decreases. In fact, when asked if they felt safe in City park or recreational facilities, while alone in your neighborhood, alone in your neighborhood during the day, alone in business areas after dark, and alone in business areas during the day all increased or were within the margin or error. Only one specific question, i.e., alone in your neighborhood after dark, decreased from 86% in 2007 to 82% in 2009.

Excellence in Education

Overall support for the City’s efforts in the area of education remained high, increasing from 79% in 2007 to 83% in 2009.

Customer-Involved Government

The City’s efforts to communicate effectively with residents decreased from an all-time high of 92% in 2007 to 86% in 2009. While down, this remains a high rating for this key driver of overall quality and customer satisfaction ratings year after year. Quality ratings from users of specific communication devices such as Coral Springs Magazine, Channel 25, and the City’s website increased or were within the margin of error. Continuing the trend of residents moving to satellite providers, 52% of residents surveyed were Advanced Cable customers. This is down from 57% in 2007 and 69% in 2005.

2008 Areas of Interest Questions

Questions may be added each year based on a specific issue that the City wishes to get information on—this year these dealt with Code Enforcement and business signs, City communications in English, awareness of the Coral Springs University Partnership, activities for single parents, and fireworks enforcement.

While 17% felt that regulations on maintenance of residential properties should be relaxed, the remaining 83% felt that the regulations should remain the same or be tightened. Regarding regulation of business signs, 24% felt that the regulations should be relaxed, while the remaining 76% felt that they should remain the same or be tightened.

96.4% of respondents said they understand City communications in English.

Only 16.3% of residents said they were aware of the Coral Springs University Partnership, with 31.9% of those with awareness expressing interest in taking college courses in Coral Springs.

9.5% percent of respondents said they were single parents (consistent with 2007). 22.7% of this group 92% of the composite) expressed interest in attending events for single parents.

When asked about enforcement of fireworks regulations, residents were evenly split between more enforcement and less enforcement.

Business Satisfaction Survey Results

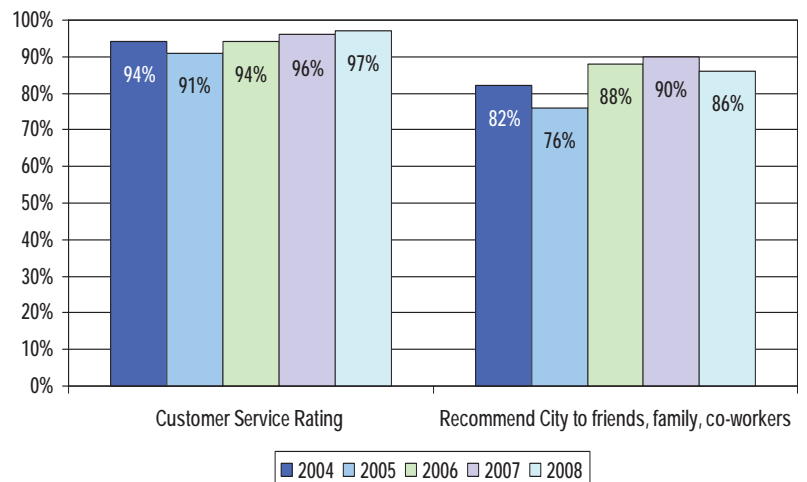
The fifth consecutive Business Satisfaction Survey was conducted in March 2008. A total of 249 surveys were completed representing a margin for error of +/- 6% at a 95 % confidence level.

The City's overall customer service rating is 97% which is up from 96% in 2007. In regard to the quality of City services, 93% of all respondents said the quality of City services met their expectations, was higher, or significantly higher than their expectations.

To determine satisfaction with specific City services, business leaders were asked if they used sixteen different programs and services. Among those that did, the average overall rating across all sixteen programs or services was 85%. This satisfaction rating has remained essentially the same for the last three years.

Eighty-nine percent of business leaders said their overall relationship with the City of Coral Springs was good or very good in 2008. This is up somewhat from 73% in 2005, 76% in 2006, and 79% in 2007. When "don't know" respondents were removed, the percent suggesting good or very good increased to 95%. When asked, in an open-ended question, which issues in the City they were most concerned about, 126 respondents (51%) could not name any issue of concern. Among those who were able to cite a particular concern, 39 respondents mentioned signage regulations (16%), 8 cited crime (3%), 7 said traffic congestion (3%), and 5 brought up high taxes (2%).

Business Satisfaction Ratings



The City's communication rating with business owners and managers was 88%, compared to 89% in 2007. The number of visitors to the Coral Springs website increased dramatically from 49% last year to 66% this year. Of those who visited the City web site, 88% said the site was easy to navigate, 90% thought the content was useful, and 91% felt the content was informative. Respondents report the best way for the City to reach them was through direct mail (49%), emails (43%), and personal calls (25%). The least favorable were seminars (0.4%) and City TV Channel 25 (1.2%). The number of respondents that felt the web site was the best way for the City to reach them rose from 5.0% last year to 9.2% in 2008.

Respondents were asked, "Based on all you know or have heard, are City of Coral Springs taxes higher, lower, or about the same as surrounding communities?" Despite the fact that Coral Springs has the lowest property tax rate in the area, 43% of respondents believed Coral Springs has a higher property tax rate than surrounding communities. Twenty-nine percent of respondents admitted they did not know how Coral Springs property taxes compare to those of surrounding communities.

The percentage of business respondents who felt "property taxes are too high for the quality of City services that I am receiving" actually decreased from 42% in 2007 to 38% this year. Likewise, the percentage of respondents that felt "property taxes are high, but the City is providing more services at a higher quality than I expect" decreased from 26% last year to 20% this year.

Business Needs Assessment Results

The list of business needs and support resources are based on data from an April 2008 survey of area business owners conducted by the Center for Research and Public Policy, an independent organization that conducts research with highly accurate results. The survey was an initial step in the broader initiative to involve numerous organizations in aiding local business efforts, with the goal of providing training on best practices for improving bottom line performance and customer satisfaction. The business sustainability initiative was implemented in concert with Enterprise Coral Springs, the City's private, non-profit agent for economic development.

Offerings include:

- business planning
- marketing
- workforce training and education,
- obtaining financing,
- customer service training,
- networking,
- and creating strategic alliances.

This initiative has led to the creation of CSBizAssist.org web portal which incorporates services and offerings of participating stakeholders, including a team of academic and business organizations, including Broward College, the Coral Springs Chamber of Commerce, Barry University Continuing Education, the Florida Sterling Council, Score, and the Small Business Administration.

SWOT

In January 2009, 146 participants (9 senior staff, 66 employees, 67 Advisory Board members, and 4 respondents who did not identify their affiliation) completed the SWOT exercise. In March 2007, 50 Advisory Board members completed the exercise while 56 respondents (10 senior staff, 24 employees, and 22 Advisory Board members) completed the exercise in April 2006.

Strengths: In each of the three previous exercises, management of the City and sound financial management were the number one strengths for facing the future mentioned by respondents. The percentage of respondents who felt the City's sound financial management was an asset increased substantially from 4% in 2006 to 14% in 2009. A safe community, local schools, recreation opportunities, the business environment, and youth programs were other attributes mentioned as community strengths. For the first time, the customer service provided by City employees was mentioned as a strength for facing the future.

Weaknesses: Although there was little consensus on significant community weaknesses, the impact of the economy on neighborhoods and businesses were the most often mentioned. Traffic related issues and aesthetics (e.g., landscaping, vacant property, roads, signage) were also mentioned.

Opportunities: Given the state of the economy, it is not surprising that economic development was the most often mentioned opportunities. In addition, respondents felt volunteers, higher education, youth programming and recreational opportunities were the important opportunities that could be capitalized on by the City. For the first time "green" initiatives such as energy efficiency and becoming environmentally friendly, has been mentioned as a significant opportunity.

Threats: Respondent perceptions regarding the external threats to the community are driven by the events taking place not only in Coral Springs but also on the larger stage. In 2009, the threat posed by the economic recession was cited by 67% of respondents as the most potentially damaging threat to our community. There were a number of specific threats within this broad "economic recession" category, such as foreclosures, business failure, and loss of City revenue, on the minds of respondents. Other external threats mentioned by respondents include crime, gangs, traffic, and the loss of home rule due to State Legislature's actions. Affordable housing, overdevelopment, water scarcity, and University Drive extension were mentioned in 2007 but were not a major cause of concern in this latest exercise. The most often mentioned threat in 2007, property taxes (52% in 2007), as well as the number one threat in 2006, hurricanes (55% in 2006) were barely mentioned.

Public safety (13%) was the most often mentioned City service respondents would like to see enhanced even if it meant paying more in taxes. Close behind were parks (12%) and infrastructure improvements (11%). Additional services respondents would like to see enhanced were maintaining aesthetics (e.g., landscaping, tree canopy, street beautification), education, code enforcement, “green” initiatives as well as teen and senior programs.

In contrast, nearly half (47%) of respondents did not want to see any City services cut or eliminated. Suggestions for City services to cut or eliminate included support for community events, committees, and public safety officer pay and perks.

Neighborhood Meetings

The City is entering its thirteenth year of the “Slice of the Springs” and this is the second year the City will be combining two Slices into one larger meeting. During the initial ten years a meeting was held in each individual Slice however as residents have more opportunities to meet with staff and interact through the CityHelpDesk attendance at the meetings declined.

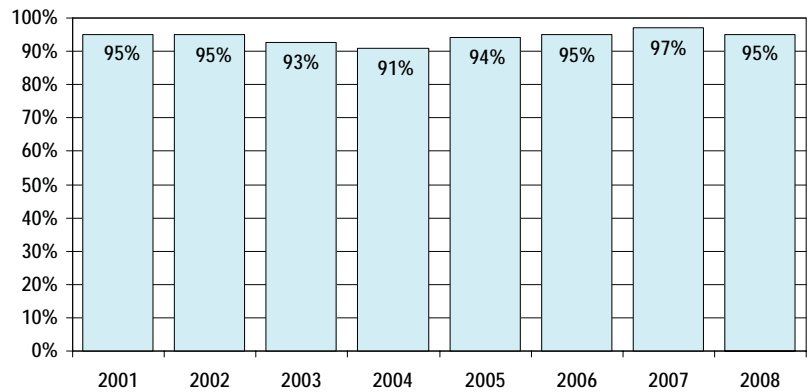
The Slice meetings provide an opportunity for residents to interface directly with staff members from all sectors of the City, including police, fire, community development, code enforcement, building, public works, and parks and recreation.

Following staff presentations, residents will continue to have the opportunity to point out the positive aspects of their neighborhood as well as raise concerns for discussion with city officials. This portion of the meeting is invaluable as it allows citizens to bring issues directly to staff attention and allows residents to get answers to their questions that evening.

During last year’s meetings, residents mentioned many positives in their neighborhoods such as: large lots, neighbors, quiet streets, safety, and low crime. The top concerns brought up were:

- Code Enforcement
- Condition of the developments along corridors
- Graffiti

Employee Satisfaction Ratings



- Crime (especially auto burglary)
- Neighborhood Signs - Mentioned by name were Broken Woods, Electra Lab, Maplewood Estates, Westchester, and the Windings.

Year-to-year, resident concerns are remarkably consistent citywide with one overwhelming topic. In 2005 the top concern was traffic followed by code enforcement. Since 2006, general code enforcement, litter and graffiti topped the list. This year we expect to hear concerns surrounding the condition of the real estate market.

Neighborhood Partnership Program

After 69 town hall meetings over the past thirteen years, the Neighborhood Partnership Program has been very well received throughout the City since the program’s inception in 1994. The Neighborhood Partnership Program has seen a great deal of activity to date:

1. Sixty-nine “Slice of the Springs” neighborhood meetings over the past 12 years.
2. Creating more than 300 total partnerships (100 of which were formal partnerships)
3. Approximately \$482,614 (65%) spent in private funding and \$263,561 (35%) matched by City funds for a total of \$748,175 in improvements.
4. Two nationally recognized neighborhoods: Forest Hills and Dells/Meadows.
5. Awarded second place for NUSA’s Best Neighborhood 2007 National Program.

With the tight economic times, neighborhoods don't seem to be contemplating projects at this time and some are postponing pre-approved plans that require funding from residents. Staff is continuing to support Neighborhood Block Parties and encouraging neighborhoods to use sweat equity for the 50% neighborhood match. This helps encourage neighborhoods to work together to keep their neighborhoods beautiful and vibrant.

Workforce Analysis

Employee Survey Results

The 2008 employee survey was administered in September 2008. Participation in the survey is open to all full-time employees. A separate survey was administered to part-time employees. For purposes of this analysis, full-time and part-time results are combined for questions that are asked on both surveys. 373 (324 full-time and 49 part-time) employees completed surveys in 2008 – one of the largest response rates since the City began administering this survey.

In 2008, overall employee satisfaction was 95% (top box of strongly agree of 52%), slightly down from the 2007 all-time high of 97% but consistent with the 95% in 2006. The HR quality rating of 95% (top box strongly agree of 46%) was down slightly from the 2007 and 2006 all-time high of 97%. Ninety-three percent of employees were satisfied with the City's benefits package, which is down slightly from 94% in 2008 but an increase from the 83% in 2006. The increases from 2006 levels are attributed to a change in HMO coverage for retirees effective January 1, 2007– making Cigna's HMOs across the country, rather than just those in Florida, available to retirees. Specific questions relating to HMO, PPO, and HRA satisfaction remained consistent with the prior year.

Three other key department measures showed slight variability, but still remained high: Training applicability – 88%, down from 92% in 2007; Liaison services - 92%, consistent with 2007; and wellness satisfaction – 93%, up from 91% in 2007.

Results for supervisory issues relating to recruitment and reclassification remained in the low to mid-nineties. Eighty-two percent of employees said supervisors respond to disciplinary issues effectively, which represents a three-point decrease from 2007.

Segment Analysis

On overall employee satisfaction, no significant differences (+/- 5% from composite rating of 95%) were noted among the following segments: full-time v. part-time, age, minority v. non-minority, employee sex, length of employment, exempt v. non-exempt, and Department (except for Parks and Recreation, which was -6%). Of note is that 94% of minority respondents felt the City promotes a work environment in which diversity is valued.

Main Factors Contributing to Job Satisfaction:

When asked in an open-ended question what factors contributed to their job satisfaction, employees most often responded with the following:

- Work environment/co-workers
- Benefit package
- Leadership
- Process improvement/focus on excellence
- Empowerment
- Flexibility of schedules
- Tools to do the job
- Serving the Public

When asked to comment on negative survey responses, several dealt with the annual evaluation process, and offered suggestions for improvement, pay, and the need for additional training (specifically computer training). On the part-time survey, several comments dealt with wellness benefits.

Conclusions/Action Plans

- In addition to exploring ways to engage part-time employees and provide additional benefits without adding additional costs, improve communication on existing benefits, especially wellness benefits.
- Facilitate sessions in Parks and Recreation to explore ways to improve communication and improve satisfaction.
- Improve workflow and processes through the implementation of a Human Resources Information System.
- Consider additional technical training opportunities based on information provided in annual IPS developmental plans.

Future Staffing Needs

The City continually monitors projected turnover from retirement/DROP in the Police Department at both the line and supervisory levels.

Recruitment is continual for Law Enforcement Officers and Law Enforcement Trainees – with the City offering highly competitive salaries in Broward County and in the State of Florida.



As a result of projected future budget shortfalls, all vacancies are carefully analyzed to determine if alternative ways exist to provide services without filling the position. The City is carefully watching all staffing levels and vacancies in order to be prepared for potential cuts in Department budgets.

Visioning Summit Update

In April of 2004 an extraordinary event occurred. A diverse group of residents and those from the business community met for a weekend of reminiscing, learning, and dreaming. The 100 participants included people in many fields including, homemakers, health care professionals, the arts, education, public safety, environmentalists, and technology experts. During the course of that weekend, they created a shared, multi-dimensional vision for the City of Coral Springs.

Their shared vision dared to imagine a community that appreciates diversity as the source of creativity and innovation; a vibrant downtown with beautiful and accessible housing, parks, and retail space; a downtown that would

be the heart of the community; an innovative transportation system; and a community in which walking and biking would be a pleasant, safe, and practical option.

This group of community leaders also envisioned a financially stable community with exceptional planning and clear priorities supported by involved citizens; community involvement would be supported by quality education at all stages of life; and family and spiritual development would be supported by events that will bring people together.

The “visionaries” agreed that the responsibility for making the dream a reality rests with the entire community, not just City government. They felt it important to meet periodically to assess progress and encourage efforts to achieve the vision. The first meeting to assess progress was held March 9, 2005 at the Marriott Heron Bay. A second was held on March 13, 2008 at the Northwest Regional Library.

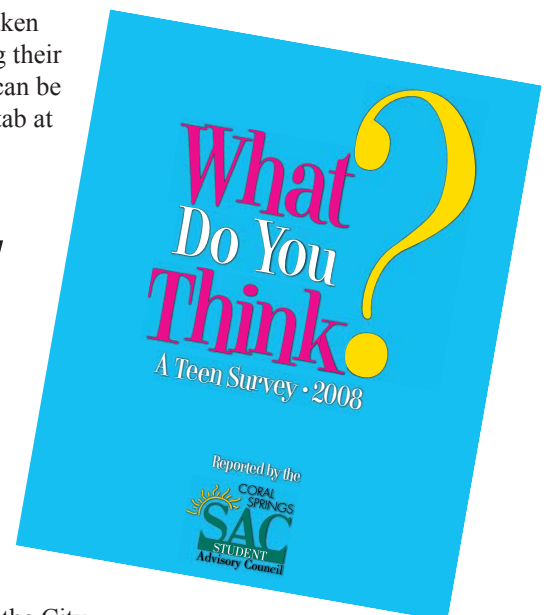
At the March 13, 2008 meeting, a group of 60 people broke into smaller groups to brainstorm actions taken by all to affect plans in each of five categories. There were three rotations, so participant had the opportunity to discuss activities in three different areas. After the three rotations, the entire group assembled to learn from each subject matter group.

The group was excited by the impressive list of actions and accomplishments achieved since the 2004 Visioning Summit.

A list of activities undertaken by all participants to bring their original Vision to reality can be found in the “Visioning” tab at the back of this book.

Student Advisory Council Survey Results

The first Youth Empowerment Summit (YES) occurred on November 11, 2002. More than 100 high school students attended the Summit and provided the City input on issues affecting them. These issues included teen pressure, sex, drugs, alcohol, and



the complaint that “there’s nothing to do in Coral Springs.” During Fiscal Year 2004, the City hired a part-time youth coordinator to assist in implementation of youth-related initiatives. New educational programming was developed with a focus on teens and their families.

During 2008, the Coral Springs Student Advisory Council surveyed 163 local teens to find out the types of events and services they would like in the City. Their responses are compared to results from a similar survey of 193 local teens conducted in 2006. The Student Advisory Committee will coordinate with staff and the Youth and Family Committee to recommend programming based on the survey results, summarized below.

Events

Entertainment was a major theme. The majority (88%) said they would attend a Drive In Movie or Movie in the Park at the City. This is a significant increase over 2006 results, when only 50% of the respondents said they would attend such an event.

Having more professional concerts take place in the City was also a popular idea among teens, with 83% agreeing. Most said they would like rock/heavy metal, rap or hip hop concerts. Fewer agreed in 2006 (71%), when the music of choice was rap.

Most of the teens surveyed (76%) did not attend the Teen Political Forum at the Coral Springs Center for the Arts in 2007, though 80 (49%) said they would attend another one.

In 2006, only 30% said they would attend another forum.

Services

Fifty-seven percent said they would visit a City-run Youth Center, especially if it had an arcade inside and was open until midnight. For those who answered that they would not visit, their reasons were that they don’t have enough time or would find it boring.

A small majority (58%) said they would seek assistance at a center that offered counseling or advice only for teens and young adults. In 2006, two-thirds said they would do so.

Fifty-seven percent of those surveyed are not interested in attending educational or informational seminars on issues affecting teens and young adults, unless the programs offer service hours or were during school hours. In 2006, a higher proportion (70%) was not interested in those types of seminars.

Though most (54%) said they would not like more recreational classes or summer programs, those in favor of additional classes would prefer sports and fitness classes. Findings from the 2006 survey were virtually the same.



J.P. Taravella High School offers the ProStart Culinary program for students interested in culinary arts and food service management.

Performance Analysis

Overview

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

KIO Analysis and Current Initiative Update

Thirty-four Key Intended Outcomes (KIOs) have been established, all of which support at least one of the seven strategic priorities. Performance goals for each KIO were developed as part of the City Commission's adopted Fiscal Years 2007•2008•2009 Strategic Plan. It is anticipated that the majority of these performance goals will be achieved by September 30, 2009.

As of the end of the first quarter Fiscal Year 2009, four KIOs have achieved their goals:

- Almost 75% of registered voters in Coral Springs voted in the November 2008 election.
- All three credit rating agencies reconfirmed the City's 'AAA' bond ratings.
- The operating millage rate remained the same as it was in Fiscal Year 2008.
- School overcrowding continues to decrease. Coral Springs schools were at 92% of capacity as of the twenty-day count.

Three KIOs will not be reported this year. The Business Survey was not conducted during Fiscal Year 2009. However, all three met their goals last year.

- A large majority, 88%, of businesses surveyed rated the City's communication with business owners and managers as excellent or good.
- Ninety-three percent of businesses rated the quality of services provided by the City as significantly higher, higher, or meeting their expectations.
- Ninety-seven percent of businesses responded that the City's customer service is excellent or good, up from 96% last year.

Sixteen KIOs are on track to meet their goals, eleven are not yet available or are awaiting further analysis, and one, the number of commercial square footage development initiated within the Downtown CRA, will not be met due to pending economic conditions.

All of the KIO results are summarized in the chart on page 48.

Fifty-five initiatives were chosen for Fiscal Year 2009. The summary chart follows.

(Sources: Financial Services—Management and Budget Office, Fiscal Year 2009 First Quarter Quarterly Performance Report)

Sustainability Index

Sustainability has become a much more visible issue and gained significant traction among local governments. Motivated by a desire to protect the environment coupled with minimizing the impact of growing energy costs, the City is creating a Sustainability Index to track a broad spectrum of green and sustainable benchmarks. This new tool is in line with our Neighborhood and Environmental Vitality Strategic Priority.

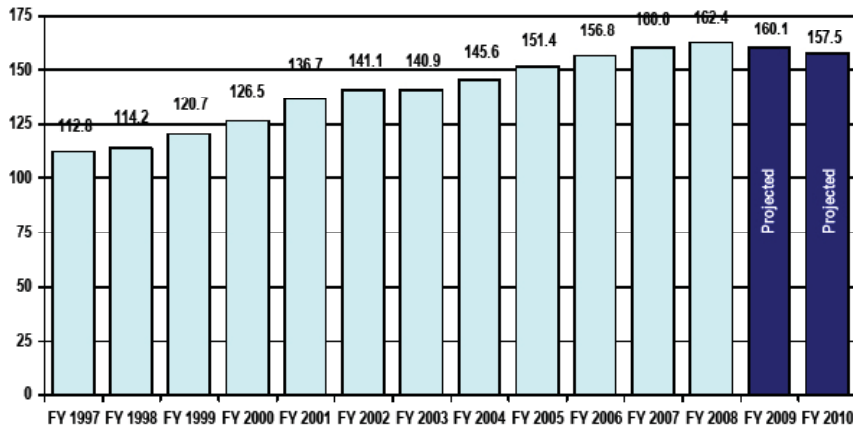
SUSTAINABILITY INDEX FY 2009								
	Base	Actual 2008	Projection 2009	Goal	Base	2008	2009	
1 Number of trees planted (cumulative as of 2007) Base equals actual number for 2007	5,873	12,746	13,311	↑	1.00000	2.17027	2.26647	
2 Number of Certified Backyard Habitats (cumulative as of 2007) Base equals actual number for 2007	73	100	126	↑	1.00000	1.36986	1.72603	
3 Biodiversity index for environmental sites (Sandy Ridge, Pine Flats, Red Lichen, Cypress Gateway) Base equals actual number for 2008, not measured before	0.80	0.80	0.80 a	↑	1.00000	1.00000	1.00000	
4 Percentage of "Green Building" checklist items fulfilled Base equals actual number for 2008, not measured before	25%	25%	39%	↑	1.00000	1.00000	1.56000	
5 Average Daily per capita consumption of potable water (gallons used) Base equals actual number for 2007	103	93	98	↓	1.00000	1.09709	1.04854	
6 Kwh of electricity used in select City facilities (Aquatics, Fire Training, City Hall N&S, Charter School, Gymnasium, Tennis Clubhouse, Public Safety Bldg., Utility Plant) Base equals actual number for 2008, not measured before	13,506,275	13,506,275	13,500,000	↓	1.00000	1.00000	1.00046	
7 Sheets of white copier paper used Base equals actual number for 2008, not measured before	3,750,000	3,750,000	3,750,000	↓	1.00000	1.00000	1.00000	
8 Number of employees using alternative transportation Base equals actual number for 2008, not measured before	3	3	3 b	↑	1.00000	1.00000	1.00000	
9 Linear feet of improved or new bike lanes, sidewalks, pathways	500	500	753	↑	1.00000	1.00000	1.50600	
10 Number of CS residents dropping off household hazardous waste Base equals actual number for 2008, not measured before	827	827	800 c	↑	1.00000	1.00000	0.96735	
					Total #	10	10	10
					Total Composite Value	100.0	116.4	130.7

a - biodiversity will be measured only once a year. Barring any calamity changes in biodiversity are expected to be gradual and not noticeable from one year to the next.
 b - this number is provided to the City by South Florida Commuter Services and will be updated as new information is provided.
 c - this annual event will be held on Feb. 8, 2009

Composite Index

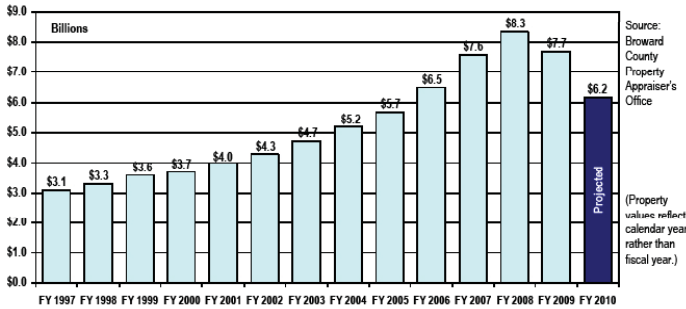
The Composite Index comprises ten indicators, carefully chosen to give an overall snapshot of our financial and operating results. The Composite Index score increased by more than three points in Fiscal Year 2007, and increased again in Fiscal Year 2008. It is projected to stabilize in Fiscal Year 2009. A chart and description for each indicator is presented on the following two pages.

Composite Index



Residential Property Values

↑ Good

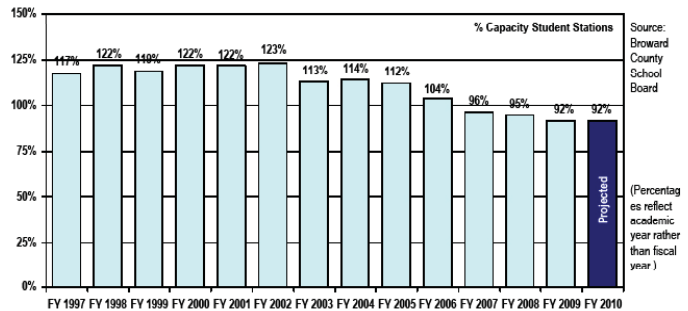


Overcrowding has continually decreased for Coral Springs schools. The decrease may be attributed to the opening of Coral Glades High School and classroom additions at schools throughout the City. Enrollment and capacity numbers are provided by the Broward County School District.

Residential taxable assessed property values have steadily increased every year since Fiscal Year 1994. Residential taxable assessed values are projected at \$7.7 billion in Fiscal Year 2009. The decrease is due to property tax legislation passed in January 2008.

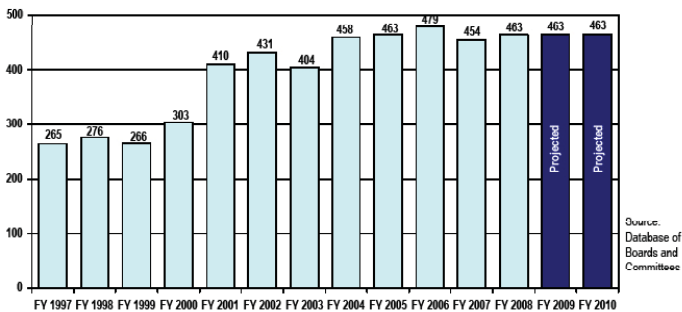
School Overcrowding

↓ Good



Volunteers in Government

↑ Good

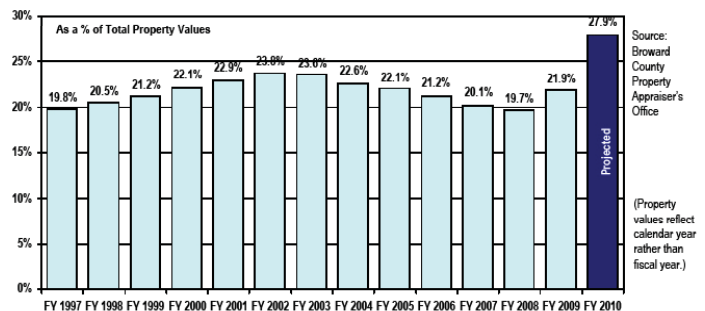


The number of Volunteers in Government reached an all-time high of 479 for Fiscal Year 2006. Members of our committees and boards are counted as volunteers for this indicator.

Non-residential property values account for one-fifth of all property values in Coral Springs. Non-residential includes commercial/industrial sites, as well as agricultural, institutional, government and miscellaneous real estate. Residential property values decreased due to property tax reform (see chart above), while commercial /industrial values increased modestly.

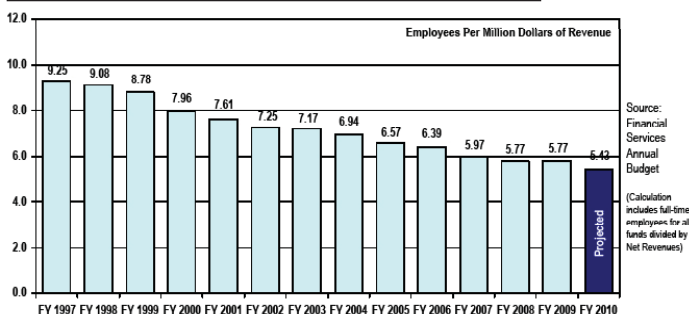
Non-Residential Property Values

↑ Good



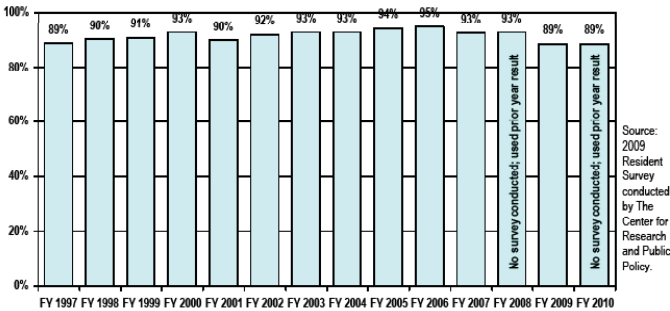
Employee Productivity

↓ Good



It will take fewer than six employees to generate one million dollars of revenue, down from 10.91 in Fiscal Year 1994. This budget anticipates a decrease of 18 positions during Fiscal Year 2009.

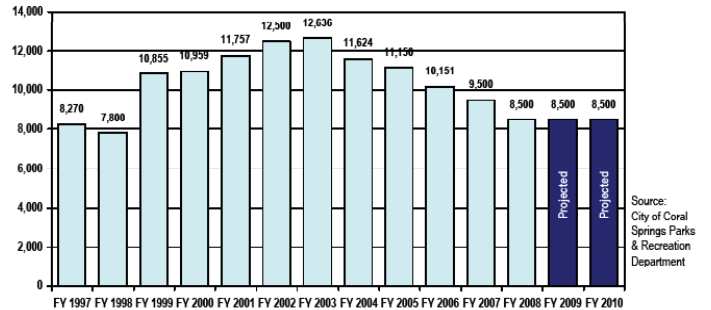
Customer Satisfaction



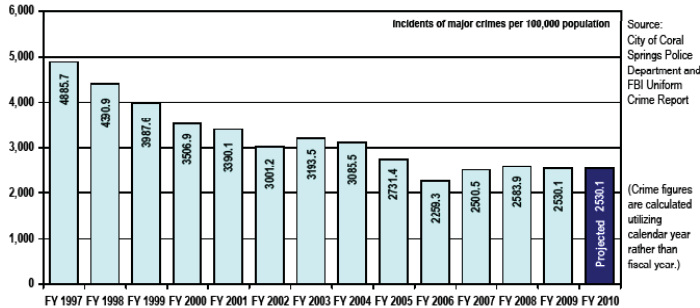
A consistently high percentage of residents surveyed rated the City as excellent or good in customer satisfaction according to the Annual Citizen Survey conducted by Center for Research and Public Policy. In an effort to save money, the Residential Survey is being conducted every other year. The Fiscal Year 2007 result is a surrogate for Fiscal Year 2008.

Some of the activities offered by the Parks and Recreation Department are basketball, soccer, football, baseball, roller hockey, lacrosse, and cheerleading. Independent teams and programs, though not counted in this measure, also utilize City facilities. The number of athletic league participants has decreased since Fiscal Year 2004. Much of the recent decline is among younger age groups. The sluggish housing market is one likely cause since fewer families with children are moving to the City.

Athletic League Participants



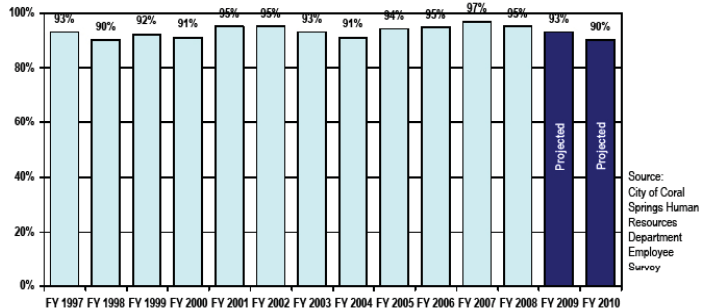
Crime Rate



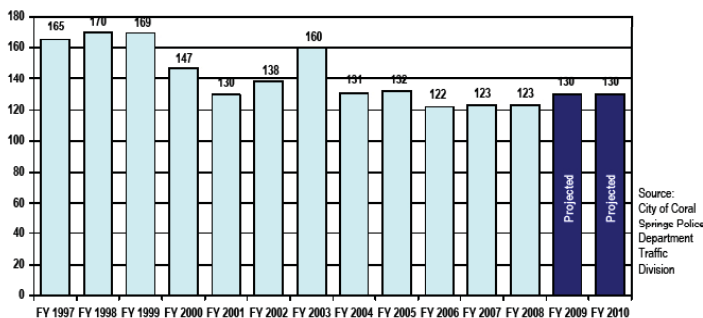
The City's crime rate is expected to decrease for Fiscal Year 2009. After a record low crime rate in Fiscal Year 2006, the City saw a slight increase during Fiscal Years 2007 and 2008. However, the City's crime rate was still lower than our large neighboring cities, Broward County, the State, and the Nation.

All employees are surveyed annually by the Human Resources Department to determine the overall job satisfaction. The employee satisfaction rating was at its highest for Fiscal Year 2007 and is projected to remain stable for Fiscal Year 2009.

Employee Satisfaction



Accidents at Major Intersections



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

Fiscal Year 2009 KID Summary

	FY 2007 Actual	FY 2008 Actual	FY 2009 Goal	FY 2009 1st Qtr	FY 2009 2nd Qtr	FY 2009 3rd Qtr	FY 2009 4th Qtr	FY 2009 Actual		
Customer-Involved Government (10)										
1	43,628	41,968	31,000	6,987	9,885	6,899	21,666	45,437	✓	
2	44.2%	—	50%	74.7%	—	—	—	74.7%	✓	
3	92%	—	94%	86%	—	—	—	86%	✗	
4	89%	88%	N/R	—	—	—	—	—	N/R	
5	95%	93%	N/R	—	—	—	—	—	N/R	
6	94%	—	93%	89%	—	—	—	89%	*	
7	96%	97%	N/R	—	—	—	—	—	N/R	
8	128	63	50	11	21	8	24	64	✓	
9	93%	—	94%	92%	—	—	—	92%	✓	
10	97%	95%	93%	N/A	N/A	N/A	95%	95%	✓	
Financial Health and Economic Development (7)										
1	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	Moody Aaa Fitch AAA S&P AAA	✓
2	58%	—	72%	77%	—	—	—	77%	✓	
3	17%	17%	17%	N/A	N/A	N/A	17%	17%	✓	
4	0	0	400,000	0	0	0	0	0	✗	
5	90.8%	97.7%	95%	95.1%	99.3%	99.2%	98.0%	97.9%	✓	
6	*20.14%	19.75%	20%	N/A	21.9%	—	—	21.9%	✓	
7	0%	-13%	0%	0%	—	—	—	0%	✓	
*Correction: was reported as 19.75%										
Excellence in Education (3)										
1	96%	95%	108%	92%	—	—	—	92%	✓	
2	895	1,126	1,000	194	558	546	606	1,904	✓	
3	0.7%	0.9%	0.6%	N/A	N/A	0.7%	—	0.7%	✓	
Neighborhood and Environmental Vitality (5)										
1	12 proj 10 part	23 proj 22 part	12 proj 8 part	4 proj 4 part	2 proj 2 part	2 proj 2 part	5 proj 3 part	13 proj 11 part	✓	
2	2,500.5	2,583.90	2,970.0	N/A	2,530.1	—	—	2,530.1	✓	
3	81%	81%	70%	73%	66%	65%	78%	70%	✓	
4	27	24	20	3	6	6	7	22	✓	
5	5,873	6,873	2,000	565	698	1,114	1,037	3,414	✓	
Youth Development and Family Values (3)										
1	3,059	2,016	2,000	354	791	481	116	1,742	✗	
2	21,816	21,818	11,000	1,616	3,545	1,225	15,014	21,399	✓	
3	14	14	15 per year	16	16	16	16	16	✓	
Strength in Diversity (2)										
1	81%	—	82%	94%	—	—	—	94%	✓	
2	92%	—	92%	95%	—	—	—	95%	✓	
Traffic, Mobility and Connectivity (4)										
1	-11% spd -36% vol	-11% -23%	-10% spd OR -15% vol	-11% spd -33% vol	-3% spd -23% vol	-12% spd -15% vol	-13% spd -38% vol	-10% spd -27% vol	✓	
2	123	123	165	33	26	29	32	120	✓	
3	—	—	500 linear ft	753	2,425	—	—	3,178	✓	
4	118,944	149,166	115,000	27,402	27,883	26,781	26,674	108,740	*	

Notes

- Results for the Residential Survey represent a margin of error of + /-3% at a 95% confidence level. Therefore, the overall quality rating of 92% for City services and programs is within the goal range.
- Business Survey was not conducted during Fiscal Year 2009. All measures marked "N/R" have been met in previous years.
- Commercial development initiated within Downtown CRA will not be met due to the downturn in the economy and credit crisis.
- The percent of Code cases brought into voluntary compliance is not expected to meet goal due to an increase in the number of open cases as a result of the increasing number of foreclosures.
- The number of riders on intracity bus routes is not expected to meet goal. This fiscal year, the City began charging 25¢ per trip, which may account for the decrease in ridership.

FY 2009 Year-End Results		
Met or Exceeded Goal	26	✓
Within 95% of Goal	2	*
Goal Not Met	3	✗
Total Measures	31	
Not Reported (see note)	3	N/R