

Strategic Planning Workshop

Fiscal Years
2007 • 2008 • 2009

City of Coral Springs, Florida

Strategic Planning Workshop



**Situational
Analysis**

**Residential
Survey**

**Business
Survey**

**SWOT
Analysis**

City of Coral Springs, Florida

Presentations


Table of Contents

Transmittal Letter	3
Financial Health.....	5
Overview.....	5
Financial Trend Monitoring System	6
Five-Year Forecast	8
User Fees.....	8
Emergency Management Funding	9
Environmental Scan.....	11
Demographic Trends.....	11
Market Environment/ Economic.....	12
Analysis.....	12
Land Development Trends.....	15
Technology.....	17
Emergency Management.....	19
Legislative Issues.....	19
Emerging Issues	20
Competitive Environment.....	22
Workforce Analysis.....	23
Customer Requirements Analysis.....	24
Overview.....	24
Residential Satisfaction Survey Results.....	24
Business Satisfaction Survey Results	26
SWOT Analysis	26
Neighborhood Meetings.....	28
Performance Analysis.....	29
Overview.....	29
KIO Analysis and Current Initiative Update.....	29
Key Intended Outcomes Summary	30
Current Initiative Update	31

Tables & Illustrations

Direct Net Debt Per Capita.....	6
Fringe Benefits as a Percentage of Salaries & Wages	7
Five-Year Forecast Deficits in General Fund	8
Age Distribution	11
U.S. Treasury Interest Rate Yield Curves	14
Hurricane Related Permits.....	15
Annual Increase in Non-Residential Assessed Value	15
Non-Residential Assessed Value as a Percent of Total Assessed Value	16
Fiscal Year 2008 Tax Reform Impact Scenarios.....	19
Corporations Joining City Recently	22
Customer Satisfaction Ratings.....	24
What City Services Would You Like to See Enhanced?.....	27
What City Services Would You Like to See Cut?	27

Transmittal Letter

To: The Honorable City Commission
From: Michael S. Levinson, City Manager 
Subject: City Commission Strategic Planning Update
Date: April 13, 2007
Copy: Sam Goren, City Attorney
Peter Richardson, City Clerk

I am pleased to provide you with the materials that have been developed as background information for the second City Commission Strategic Planning Update. The workshop will be held in the West Wing Conference Room on Tuesday, April 17, 2007, at 1:00 pm.

Attached you will find the 2007•2008•2009 Strategic Plan, the Situational Analysis, as well as the Residential and Business Surveys. A matrix will be provided to you on Monday which consolidates and employs the available data/analysis to test the validity of our directional statements within each priority area. (In other words, to help answer the question: Are we still moving in the right direction?) The matrix will also provide KIOs to assess how effective we are in allocating our resources in support of our strategic direction and focus.

Information about tax reform has been shared with you previously and we will provide updated tax reform information at the workshop. I look forward to this important workshop on Tuesday.



Financial Health

Overview

The City remains in excellent financial health as evidenced by our “AAA” bond rating by all three Wall Street rating agencies. There are two exogenous factors, however, that will challenge our financial prowess moving forward: the continuing impact of Hurricane Wilma, and property tax reform proposed by the state legislature currently in session.

The total cost of the City’s recovery from Hurricane Wilma was \$36.5 million. With contingency funds, reserves, and other funding sources, the City has met this challenge without issuing costly debt, raising taxes, or levying a hurricane clean-up surcharge—all of which our neighboring cities relied on. As we approach another hurricane season, it is important we rebuild our emergency reserve.

Complicating our ability to build our reserve, is the looming threat of property tax reform. According to some estimates, the City could lose as much as \$10 million in property tax revenue.

The City’s planned response to any possible tax reform-related financial impacts to our budget is to rely on our successful business model and long-range financial planning. We will focus on our customers, be data driven, and use return on investment calculations to determine appropriate service levels.

The Extraordinary Impacts of Hurricane Wilma

As a result of Hurricane Wilma, the City’s fund balances decreased by approximately \$6.5 million. One of the highest priorities of the City is the expeditious replacement of our emergency reserves. As part of the “Sources and Uses of Funds for the Financial Strategy,” the City budgeted \$2,001,000 to replenish emergency reserves in the current year and plans to fund the remaining balance within the next three to five years.

Property Tax Reform

As discussed in more detail later, the Florida Legislature is working on several proposed bills to address rapidly raising property taxes resulting from the run up in housing prices in recent years.

The primary issue is the repercussions of the Save Our Homes Amendment that caps the

taxable value of homesteaded property at 3% or the change in the Consumer Index, whichever is less. The tax reform proposals are attempting to address the following inequities created by the Save Our Homes amendment:

- a new home owner pays more taxes than a homesteader for identical houses yet both receive the same level of service,
- non-homesteaders and non-residential property owners taxes increase each year with no cap,
- when a homesteader sells their home and purchases another home they lose their current Save Our Home Benefit thus leading to horizontal inequity.

All known current tax reform proposals will reduce property tax revenues and revenues from investment income. The net cost to the City of Coral Springs in the first year alone is estimated to be between \$1,000,000 and \$10,000,000, depending on the proposal. Additionally, tax reform could reduce year-end surpluses that would affect our ability to equity fund capital outlays as well as reduce the City’s cash flow creating a need for short-term borrowing and additional interest expense. (Refer to page 19 for a full description of the current proposals and their expected impact.)

Conclusion

Based on the City’s Citizen Survey our customers are satisfied (93%) with current service levels despite negative tax publicity. The City’s portion of the average single-family tax bill is just 19.5% with the remainder destined for the county (28.9%), schools (37.5%) and other service providers. Interestingly, the total operating ad valorem taxes the City receives each year is less than the Police Department’s total budget.

Due to our Strategic Plan and Business Planning Model that includes a sound Financial Strategy, we have positioned ourselves well to face the future economically while continuing to provide maximum customer satisfaction. If service reductions are necessary, however, we will continue to rely on our core values and strategic planning process. We will use our business model to balance cost-effectiveness with customer expectations at the operational level and our empowered employees will use

the service and design process to identify efficiencies.

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 & Expenditures. In addition, several non-financial indicators balance the financial picture.

Overall

This year the City has six indicators that are well within acceptable limits but are beginning to move in an unfavorable direction — Net Operating Expenditures/Capita (\$k); % Undesignated Fund Balance; Percentage of Fringe Benefits of Salaries & Wages; Compensated Absences Per Employee (\$k); Water & Sewer User Fees Coverage, and Enterprise Fund Earnings (\$k).

Hurricanes Frances, Jeanne, Wilma, additions to Police and Fire staffing, and the recent contract increases in benefits are major causal factors for the first four “red flagged” indexes.

The trend interpretations are considered “on watch” for Percentage of Fringe Benefits of

Salaries & Wages, Water & Sewer User Fees Coverage, Enterprise Fund Earnings, and Net Operating Expenditures/Capita (\$k) categories.

Direct Net Long-Term Debt Per Capita

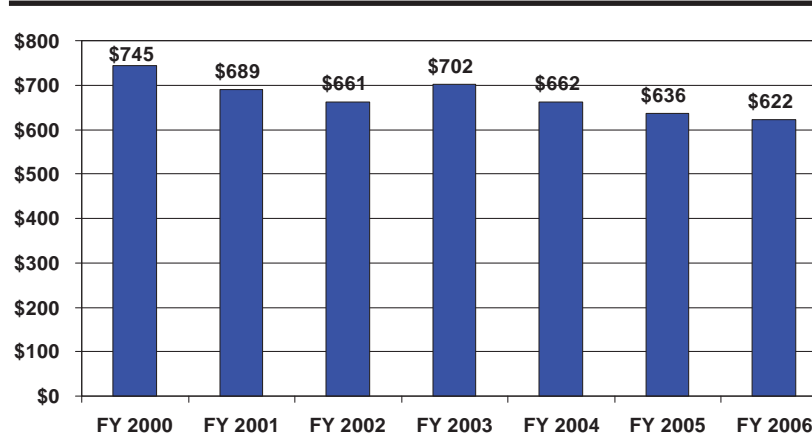
One indicator, Direct Net Long-Term Debt Per Capita, has had a positive trend for the past seven years. This ratio measures the amount of long-term general obligation, franchise, and variable rate debt the City carries (excluding enterprise funds such as Water & Sewer and Center for the Arts Funds).

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 \$622 in Fiscal Year 2006 which was characterized as “moderate” by Moody’s Investor 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. However, the financial impacts of Hurricanes Katrina (using surpluses to replenish reserves rather than equity fund our capital needs) and Wilma and tax reform may change the direction of the Direct Net Long-Term Debt Per Capita in the near future.

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

Direct Net Debt Per Capita



Net Operating Expenditures Per Capita

The City's Net Operating Expenditures Per Capita has crept up from \$449 in 2001 to \$573 in 2006 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, increases in liability insurance, rising health care costs, and increasing fire/police pensions.

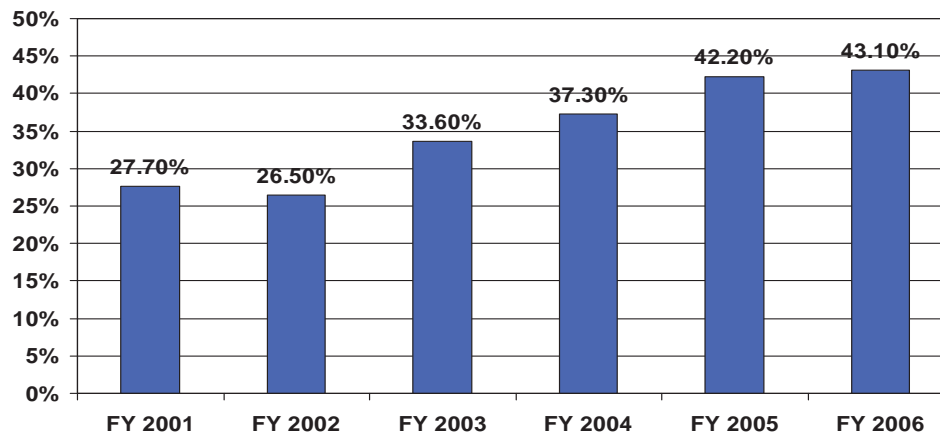
To counteract these influences, the City has placed special emphasis on acquiring new revenue sources, reviewing pricing policies, and optimizing the overall level of services provided our citizenry.

User Fees Coverage (W&S Enterprise Fund) & Enterprise Fund Earnings (\$k)

The City's Water & Sewer Enterprise Fund revenues have consistently exceeded operating expenses. Although the amount revenues exceeded designated operating expenses declined from 12% in 2005 to 9% in 2006, a Water & Sewer rate cost of service study is currently in progress to ensure sufficient revenues are generated by the utility to fund the projects identified in the new Master Plan.

It is possible that this study may identify the need for the utility to have a rate increase to fund these projects. This will be closely monitored to ensure that our "AAA" rated (Fitch Ratings)

Fringe Benefits as a Percentage of Salaries & Wages



Percentage Fringe Benefits

This year fringe benefits as a percentage of salaries and wages has continued to move upward. Therefore, this Trend Indicator is "on watch" status. The proportion of fringe benefits grew from 26.5% in 2002 to 43.1% in 2006. 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. Healthy markets are lowering our contributions to the three defined benefit plans. In addition, we have been able to slow the growth by using focus group input to identify cost cutting measures and we are piloting a new consumer driven health care plan (an HRA) to determine its value in containing costs.

water utility is performing well, both financially and operationally for our customers. Water and sewer rates are not affected by property tax reform.

Conclusions

No serious problems have been identified in the Financial Trend Monitoring System as of September 2006. 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 that five indicators (Water & Sewer User Fees Coverage, Enterprise Fund Earnings (\$k), Net Operating Expenditures Per Capita (\$k), Number of Employees Per Capita, and Fringe Benefits as a Percentage of Salary) all require monitoring over the next strategic planning period. Legislated property tax reform could also have a serious, negative impact on our financial conditions.

(Source: Financial Services—Financial Research and Analysis)

Five-Year Forecast

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.

Given the likelihood of some type of property tax reform, coupled with the normal fluctuations in the business cycle and the City's life cycle, we know going forward expenditures are not likely to decrease while revenues will. The question is, how much will revenues decline? Based on the most current information available about the various tax reform proposals, we used the five-year forecasting technique to estimate a number of possible effects of the various budget proposals on the fiscal year 2008 City budget.

As a starting point, we estimate the City will experience a deficit of \$2.1 million under the current system if no positive actions are taken to increase revenue or decrease costs. If, on the other hand, the City decides not to start any new initiatives but only fund those initiatives already started (e.g., funding the additional fire fighters for a whole year, building permit customer care center, bike patrol unit, traffic calming) we can expect a deficit of \$1.1 million. In addition to the deficits mentioned above, the City expects to lose \$2.6 million in revenues under Senator Geller's proposal, \$3.2 million under

the Governor's proposal, \$10.1 million under Representative Rubio's proposal, and \$1.0 million under Representative Gelber's proposal. To the extent these proposals rely on sales tax revenues, the City can expect indirect costs in terms of investment income decline, reduced ability to equity fund capital outlays, and the need for short-term borrowing due to uncertain cash flow.

We know we will balance the budget: it's just a matter of how difficult it will be to do so. This forecast does, however, give us a starting point to focus on how the issues will be resolved. Most importantly, the focus is for the long term and not the short term. As we progress through the Business Planning phase, a reconciliation of the issues will be resolved and a balanced budget will be the end result.

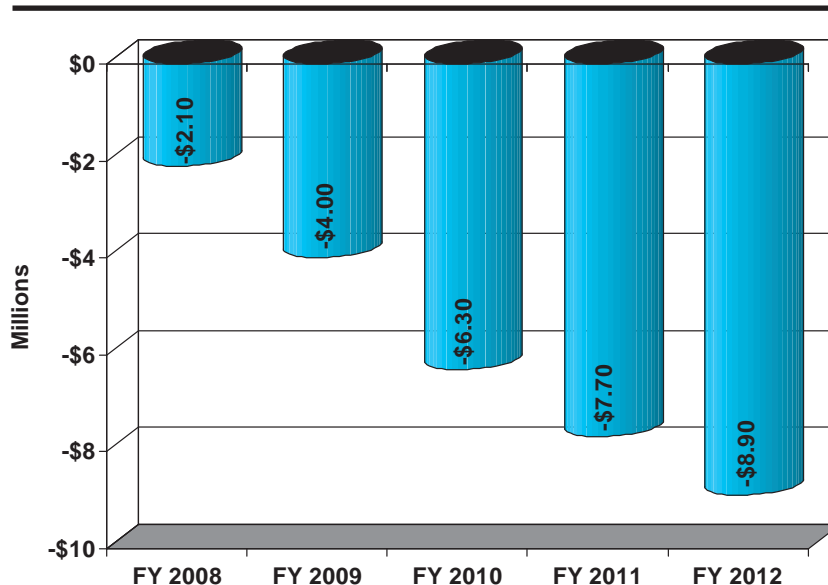
User Fees

On September 7, 2004, the City Commission adopted Ordinance No. 2004-121, the Omnibus Ordinance that provided for the systematic increase in the City's "Administrative and User Fees." Included in the ordinance were user fees for Development Services, Building, Community Development, Zoning & Code Enforcement, Fire including Emergency Medical Services, Police, Parks & Recreation including the Gymnasium, the Aquatics Complex and the Tennis Center, Public Works, and Engineering.

The fee increases for Building Permits and Fire Inspection were to be phased in over three years beginning with Fiscal Year 2005 through Fiscal Year 2007. Thereafter, these fees will be increased October 1, 2008, using the Consumer Price Index (CPI) all Urban Consumers. This was done to increase these specific rates gradually instead of in one large increase.

All other fees are to be increased biennially based on the CPI. The first year of the planned increase for the remaining fees was Fiscal Year 2006; however, the City Manager postponed the

Five-Year Forecast Deficits in General Fund



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 2008 Business Plan to be presented in July.

increase by one year, making the effective date of the increase October 1, 2007 for Fiscal Year 2008.

The total dollars generated for the City by the initial increase was approximately \$1.2 million. The projected increase in user fees for Fiscal Year 2008 is \$250,000.

It is the City's stated goal that user fees should be based on cost recovery. If possible, user fees should return 100% of direct costs and as much of indirect costs as practical.

Infrastructure Projections

Every day in Coral Springs, City services flow, almost seamlessly, to and from homes, businesses and the City government. We have various programs to monitor our infrastructure capacity and work with regional transportation and development agencies to gauge what our future needs will be. In this way, we can maintain the quality of life we now enjoy in our community.

One way we protect and maintain our infrastructure is through our Capital Improvement Program (CIP). The CIP includes Fleet and Computer Replacement plans, which implement "pay as you go" financing by budgeting depreciation for capital assets.

Each year we fund infrastructure improvements throughout the City, particularly in our older neighborhoods. Ongoing projects involve road resurfacing and refurbishing neighborhood parks. The City utilizes a 10-year Water and Sewer Master Plan to anticipate the future water/wastewater needs of our community. This plan will be updated every three years, and is an important component of our budgeting process, as maintenance and improvements to our water/wastewater systems can represent a significant expense. (See *Future Water Issues*, page 21.)

Another major infrastructure improvement project is the renovation and redevelopment of the City's downtown area. This mixed-use development will eventually include 1,670 new residential units and 2.1 million square feet of commercial/retail space. Revitalizing our downtown area will effect many components of our infrastructure including roadways, sidewalks, streetscapes, lighting, underground drainage and utilities.

Emergency Management Funding

In Fiscal Year 2007, the City received special funding from the state and federal government to help defray the costs of damage from Hurricane Wilma and to enhance our ability to respond to future terrorist threats or acts.

In Fiscal Year 2006, the United States Department of Homeland Security (DHS) awarded \$698,600 to the City of Coral Springs for the Urban Area Security Initiative. This money is allocated towards:

- Portable, solar-powered traffic control signals
- AM Radio System for public announcements and warnings
- City of Coral Springs Emergency Operations Center enhancements
- Pre-wiring and engineering study for alternative, emergency power to the Gymnasium, City Hall South, and the Public Safety Training and Technology Center
- Emergency generators
- Coral Springs Medical Center Security Hardening Project

The Department of Homeland Security and the State of Florida provide supplemental disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities. The City of Coral Springs has been reimbursed approximately \$18.5 million for costs of emergency protective measures, debris removal, and damages to city assets.



Environmental Scan

Demographic Trends

Population

The University of Florida's Bureau of Economic and Business Research (BEBR) projected in April 2006 that Coral Springs population has reached 129,615. The population trend has always been one of gradual increase, and we estimate that by 2010, we will reach 137,000.

According to the Census Bureau's 2005 American Community Survey, the median age of our residents is 36.2 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 that the population is aging slightly. However, Coral Springs is still considerably younger than Broward County's median age of 38.1 years. The bulk of the Coral Springs' population falls between five and 54 years, with only 6 % 65 and older. Broward County, by contrast, has 14% of residents 65 years old and older. Significantly, 29% of Coral Springs residents were under 18 years old, compared to only 25% county-wide.

Households & Families

In 2005, the American Community Survey estimated there were 43,265 households occupied and 2,364 vacant units in Coral Springs. The average Coral Springs household size in 2004 was 2.95 people, compared to Broward County's 2005 estimate of 2.56 people.

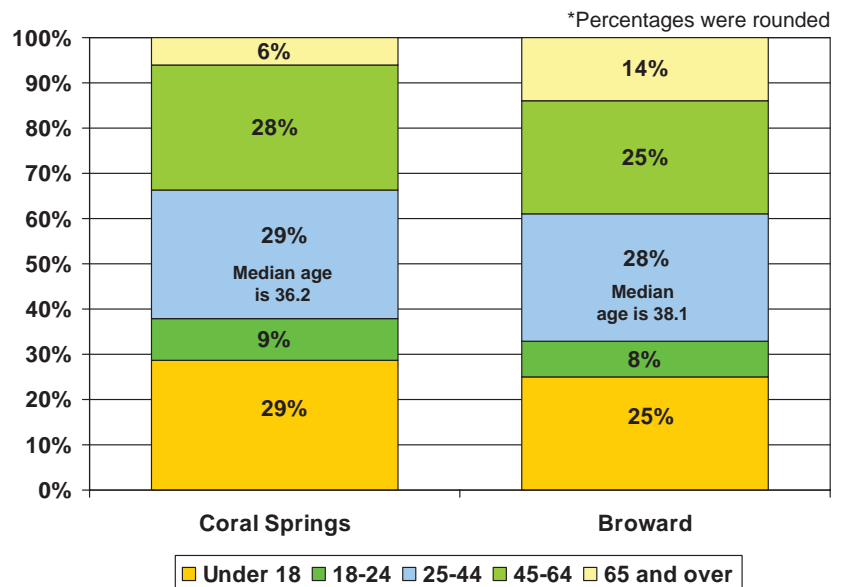
The American Community Survey found that families made up 80% of the households in Coral Springs in 2005, compared to 63 % for Broward County. In addition, Coral Springs has a much greater percentage (45%) of households with children under 18 than Broward County (33%).

This figure includes both married couple families (57%) and other families with no spouse present (23%). Non-family households make up 20% 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.

Cultural Factors

Of the people living in Coral Springs in 2005, 25% were foreign born. Of the 73% of residents

Age Distribution



Source: City of Coral Springs Community Development

who were born in the United States, 29% were born in the State of Florida. Despite the higher percentage of foreign-born residents, 94% of residents report that they understand the City's communications in English.

That same year, of the people reporting one race in Coral Springs, 79% were white, 10% were African American, 5% were Asian or Pacific Islander and 3% were some other race. Three percent of the population reported being of two or more races. Nineteen percent of our residents are of Latin American origin (who may be of any race). Since the 2000 census, the Latin American population in Coral Springs has increased by 3%.

Educational Attainment

According to the Broward County School Board, 25,565 Coral Springs residents were enrolled county-wide in public schools. Of those enrolled, 225 were enrolled in prekindergarten programs. The 2005 American Community Survey estimates that 31,612 residents are between the ages of 5 and 19.

In 2005, the American Community Survey estimated that 92% of residents aged 25 years or over have a high school diploma or higher, and 39.2% possess a bachelor's degree or higher.

This is considerably higher than Broward County where 29% of residents hold a bachelor's degree or higher and 87% of residents 25 years and over have at least graduated from high school.

Mobility

According to the American Community Survey, in 2005, 82% of the people living in Coral Springs were living in the same house that they were in one year earlier. Thirteen percent had moved during the past year from another residence in the same county, 2% from another county in the same state, 1% from another state, and 1% from abroad.

Income

In 2005, the City of Coral Springs' median household income was \$63,197 as compared to the County's \$46,673, or 35% higher.

The City's per capita income in 2005 was \$29,242 versus \$26,281 for Broward County. Higher levels of disposable income generally translate into stronger support for the 7,806 businesses in town.

Poverty and Participation in Government Programs

In 2005, 6% of residents lived in poverty. Nine percent of related children under 18 were below the poverty level, compared with 8% of people 65 years old and over. Six percent of all families and 18% of families with a female householder and no husband present had incomes below the poverty level. Only 3.4% of the households in Coral Springs received public assistance or non-cash benefits. Sixteen percent of the households received Social Security.

Housing

According to the City's database through November 1, 2006, there were 45,797 dwelling units in the City. Fifty-three percent of the units are single family or duplex units, while 47% were multi-family units. Approximately 53% of the housing units were built since 1990.

According to the 2005 American Community Survey, 68% of the units were owner occupied and 32% were rented. The homeowner vacancy rate was 1.8% and the rental vacancy rate was 5.5%.

Three percent of the households occupying these units reported not having a telephone in their home. (The decrease may be from the trend to utilize cell phones as a primary source of

telecommunications for homes.) Only 4% did not have access to a car, truck, or van for private use. Multi-vehicle households were not rare, as 51% had two vehicles and another 19% had three or more. The average number of vehicles per household is greater in the City of Coral Springs than it is in Broward County in general.

The 2005 American Community Survey found 47% of owners with mortgages, 23% of owners without mortgages, and 53% of renters in Coral Springs spent 30% more on household income on housing. The median monthly housing costs for mortgaged owners was \$1,940, nonmortgaged owners \$602, and renters \$1,088.

Eighty-three percent of workers in Coral Springs drove to work alone in 2004, 8% carpooled, 1% took public transportation, and 3% used other means. The remaining 5% worked at home. Among those who commuted to work, it took them on average 28.2 minutes to commute to work.

Conclusions

While there have been some minor changes in demographics, the City continues to be populated by young families with school-aged children.

(Sources: Community Development, Broward County School Board, Broward County Planning Services, 2005 American Communities Survey; 2006, Bureau of Economic and Business Research, 2000 and 1990 Census)

Market Environment/ Economic Analysis

The U.S. economy may be approaching the later stages of the business cycle. The economy has experienced a period of above average real economic growth reaching a high of 5.6% in the first quarter of 2006. The rising economy has been driven in part by ever increasing consumer demand and significantly increasing costs for heating fuel and gasoline. The economy also has been driven by cheap money, and increasing unit productivity at the manufacturing level, all of which enabled raising corporate profits, stock market prices - the Dow Jones Industrial Average increased approximately 63% since January 2002, household income, and employment.

Assuming there is going to be an economic slow down and not a full blown recession, real economic growth is expected to be about 3% during 2008, from an expected current year rate of 2.5%. After more than three years of high corporate earnings, corporate profits are expected to become sluggish.

During recent months, slower growth has helped to relieve our worries about future inflation and interest rate hikes by the Federal Reserve Bank (the “Fed” is the central bank in the U.S. and controls the money supply). There have been seventeen increases of 25 basis points (0.25%) each have occurred since June 2003, when the federal funds rate hit a 46-year low of 1.00%. The federal funds targeted rate currently stands at 5.25%. The federal funds rate is the interest rate banks charge each other for overnight loans and is the first stage in the setting of interest rates across the board, both short term and long term. The Fed increases rates to slow down the expansion of the economy, avoiding the untenable situation where too much money is chasing too few goods, resulting in undesirable price increases (inflation) that can harm economic expansion.

During the coming months, the Fed’s job of controlling inflation while balancing economic growth and employment (currently the labor market is tight and job growth is good) is becoming much more difficult. The economic canvas of high real economic growth and low inflation is changing to more moderate growth and rising inflation. If the Fed over reacts by raising interest rates too high and/or too fast to combat inflation it is possible their monetary policy actions may cause the economy to downward spiral into a recession. A recession is defined as a period of general economic decline; specifically, a decline in Gross Domestic Product (GDP) for two or more consecutive quarters. Many of the City’s revenues (e.g., sales tax, electricity tax, etc.) fluctuate with the economy which means the City will reap the benefit in good economic times but will lose revenues during an economic down turn.

Previous high productivity gains that enabled significant economic growth with relatively low inflation are ebbing at the same time consumers are hearing recent news of the declines in the housing market, the collapse of the sub prime mortgage market and the resulting delinquencies at historic high rates. Delinquencies have increased 60% from last year and are highest in the nation in Florida.

Consumer confidence has dropped from all time high levels. This is significant because consumer spending has been the driving force of the economic expansion. All made possible by consumers using the increased equity in their homes to make more purchases and to pay off consumer debt. After the stock market decline

in 2000, consumers turned to the significant appreciation in their existing homes and the resulting increased equity to add to their personal wealth and further encourage spending.

Currently, home values that more than doubled in price in some markets during the last five years have started to level off or actually decline. Builders are finding it difficult to sell their homes and housing stock for both new and existing homes is building up. Regarding condominiums, buyers have gone from flipping to bailing out of contracts and frequently losing their deposits.

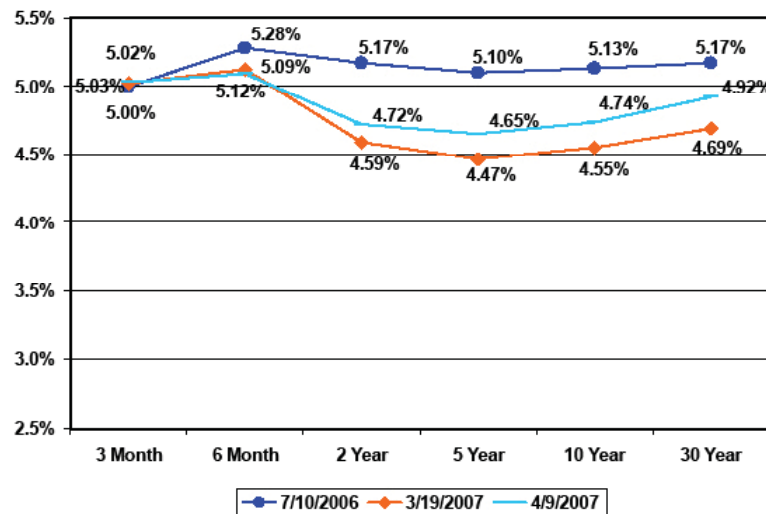
Coupled with all of this, businesses are starting to spend less for new plant & equipment as a share of Gross Domestic Product at a time they on average have a lot of cash and healthy balance sheets and profitability. Apparently, corporate management’s expectations of their future internal rate of return or marginal efficiency of capital is declining. This is evident by the fact that yearly growth in capital outlays, adjusted for prices, grew last year at 4.4%, the weakest pace in more than three years. Also, the pace of technological innovation appears to be slowing down too, based on the fact that most of the growth of capital outlays has been for replacement of worn-out equipment.

The U.S. Department of Energy expects the cost of electricity to increase by 4-5% in 2008. It also expects the price of gasoline to remain about the same as last year, currently approximately \$66 versus \$67 last year per barrel and less than the \$80 range per barrel spike last summer. Thus far, improvements in the labor market and personal income/wealth have curtailed the dampening effects of pricier oil. It is unclear to what extent continued increases in oil prices would affect consumer spending. The business sector will be watching consumer behavior very closely. Potential demand drives investment and payroll decisions. Economists will be watching core inflation data to determine if high energy costs continue to work their way into other items, further reducing purchasing power, consumer spending and gross domestic product.

Economists will also be anxiously watching the yield curve to see if increases in the federal funds rate will continue to make their way up the curve, increasing long term rates, particularly the 10-year treasury bond yields.

Currently the yield curve is inverted which means that the price of borrowing money on longer term loans is less than on short term loans. Typically, interest rates are lower for short term

U.S. Treasury Interest Rate Yield Curves



borrowers. Often times inverted yield curves are associated with being an early warning sign of economic contractions.

To date, increasing the federal funds rate has had a relatively small impact on raising long term bond yields. This lack of response is highly unusual. The treasury yield curve has not flattened dramatically over the past year (meaning the difference between short and long term interest rates has increased) and has drifted 0.58% lower for 10-year treasury bond yields from a year ago. Of significance is the fact that in the last three weeks longer term rates have edged upwards by approximately 20 basis points.

Significantly, the 10-year treasury bond yield drives mortgage rates. Thirty-year fixed-rate mortgages are hovering around 6.5%, which is a little more than half of a point above the low 5.82% rate in 2003. Until now, the “globalization of money” has kept the lid on longer term treasury bond yields, despite the 4.25% increase in the Federal Funds rates. Economists warn, however, of emerging factors overseas, such as stronger growth projections and tighter monetary policy that will sop up excess global liquidity, reducing foreign demand for U.S. securities. The result is higher yields and therefore higher mortgage interest rates. If so, mortgage rates will climb even higher, continuing to cool down housing activity and prices.

Here in Coral Springs, housing turnover has slowed down from 10% to the 6% range during recent months. Statewide realtor sales on single-family existing homes declined from a year ago 27% versus the 17% decline in the Fort Lauderdale Metropolitan Statistical Area (MSA).

Broward County existing single-family home prices have declined on average 2%, or about the same as the statewide average. The existing single-family median Sales Price last January for the Fort Lauderdale area was \$364,500 compared to \$370,500 a year earlier.

Existing condominium sales dropped statewide 30% versus the 26% decline for the Fort Lauderdale MSA. Existing condominium prices declined 1% statewide compared

to a 6% decline for Fort Lauderdale MSA. The existing condominium median Sales Price last January for the Fort Lauderdale area was \$199,200 down from \$211,500 January, 2006.

Due in part to the rapid increases in home prices, including property taxes and homeowner’s insurance policies coupled with increased energy costs, the local Consumer Price Index (CPI) for all urban consumers is significantly higher than the U.S. Cities Average CPI. The Miami Index for December was 4.1% compared to the U.S. City Average of 2.54%.

Current “Save Our Homes” laws have also contributed to this slow down by creating property tax “sticker shock” for homesteaded property owners looking to move. Also, the cost of Homeowner’s Insurance Policies have skyrocketed because of recent hurricanes. The 2007 State Legislature and the Governor are working in earnest on both of these issues.

We are not out of the woods yet. The Fed must be careful to not overreact. Some experts argue that a 2% increase in mortgage rates may send the South Florida housing market into a tailspin, led by the collapse of the condo sub-market. Many experts caution that the condo sub-market is most vulnerable, given the significant presence of speculative buyers. They predict that substantial price corrections, 20% or more, may be in order.

On a brighter note, the single family sub-market appears to remain on solid footing in South Florida. Controlled mortgage rate increases may merely slow down the rate of increase in these housing prices. As price increases slow down and personal incomes continue to pick up, more

homes should become affordable to the average family home buyer, easing the affordable housing crisis in South Florida.

For Fiscal Year 2007, the City of Coral Springs received a 15.3% increase in taxable property values, reflecting robust commercial/industrial development and a significant number of condominium conversions. Future increases are predicted to be in the 6% - 7% range as housing prices dip and housing turnover retreats to a 5% - 7% annual rate in this built-out community. Property tax reform may reduce the ability of cities to increase property tax revenues by similar percentage amounts (see Legislative Issues).

The City's occupancy rates remain very strong and reflects the robust economy. The residential occupancy rate of 98% is a result, in part, of the decreased rental housing stock due to condo conversions. The retail, office and industrial sub markets also show strong demand. All three categories had occupancy rates of 95% or greater.

Business construction spending should remain strong as occupancy rates rise along with factory utilization rates. This trend should cushion the blow from the decline in housing. For now, we will keep our eyes on oil prices, interest rates and the recovery of the housing market. If these indicators continue to worsen, they may prove to be "spoilers" for continued economic expansion. Time will tell.

Land Development Trends

Residential Properties

By the end of Fiscal Year 2006, new housing demand and condominium conversions were curtailed to nearly zero in South Florida. The high prices beyond the reach of the middle class borrower has stopped the housing boom of the past five years resulting in zero price growth in 2006 and a 25% to 30% drop in the number of sales from 2005, according to the Miami Herald.

New construction of apartments dropped again with only 293 new units completed in all of Broward County during 2006. Marcus & Millichap (a real estate advisory firm) predicts a very tight 3.6% vacancy rate and a 5.6% rental rate increase in 2007. Coral Springs lost around 3,500 units in professionally managed rental units due to condo conversions between 2003 and 2005. We expect many of these condo conversion units to return as rentals in Fiscal Year 2007 as investors rent unsellable units.

In Fiscal Year 2007, previously permitted developments in Heron Bay Commercial, Village

Green, Riverside Villas and Capri Isle will add 134 condos, apartments and townhouses to Coral Springs. The high-density development for the Country Club Golf Course with 168 units has been delayed. The Kensington Square site, which will include 145 townhouse units, has been cleared and prepared for development and is now for sale.

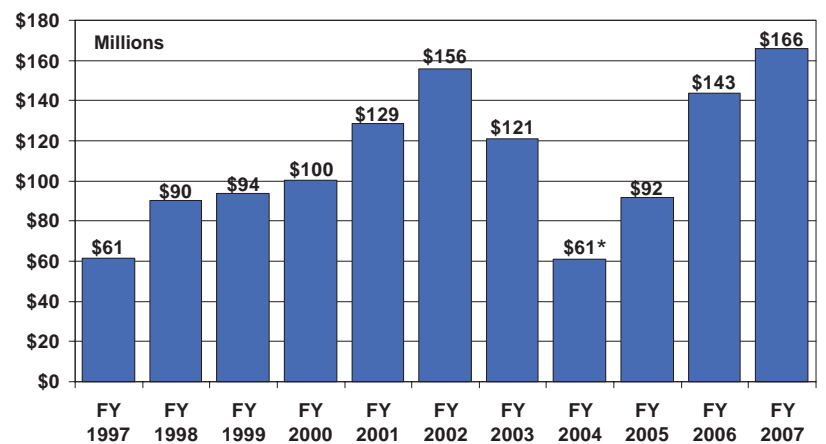
In response to the high prices in Fiscal Year 2006, the City passed an affordable housing ordinance that requires developers of new housing units to set aside 10% of the units for sale at prices affordable to families with a household income no greater than 120% of the median household income in Coral Springs.

The developer may contribute funds to the Affordable Housing Trust Fund rather than set aside the units. If any new housing secures planning and zoning approval in Fiscal Year 2007, affordable units or financial assistance could not be available before Fiscal Year 2009.

In Fiscal Year 2006, homeowners changed their spending pattern from home renovation to home repair in response to the damage from Hurricane Wilma (in October 2005). While the number of building permits issued for alterations/additions decreased by 50% (1,789 permits on 821 properties), the number of permits issued for hurricane related repair projects jumped from 2005 to 2006:

Hurricane Related Permits	2005	2006
Roof Replacement	1,093	2,762
Hurricane Shutters	1,090	2,001
Screen Enclosures	77	591
Window Replacement	396	776

Annual Increase in Non-Residential Assessed Value



* Personal Property decreased 0.7% in FY 2004

Mixed-Use Properties

Mixed-use property is residential combined with other uses such as office and/or retail. In Fiscal Year 2007, the first mixed-used property in the City's history will be partially completed with 42 townhouses and retail/commercial space at Heron Bay.

Downtown Coral Springs is the City's largest mixed-use project. The Downtown Development of Regional Impact (DRI) encompasses 4.3 million square feet of mixed-use development including residential, commercial office, retail, entertainment and other related uses. Phase 1 (One Charter Place) will be complete in the spring of 2007 with client occupancy starting in the summer of 2007.

Previous plans to move forward with the Southwest Quadrant of the Downtown at Sample and University were made very difficult by 2006 Florida legislation that restricted the use of eminent domain. As a result, more detailed design will begin for the redevelopment of the Northwest Quadrant in 2007 and possibly the Northeast Quadrant, depending on corporate decisions by the Publix Corporation and other property owners.

Single-Use Commercial and Industrial Properties

As reported in previous forums, Coral Springs continues to head toward complete build out on single-use commercial and industrial properties. Three commercial projects received certificates of occupancy in Fiscal Year 2006 for a total

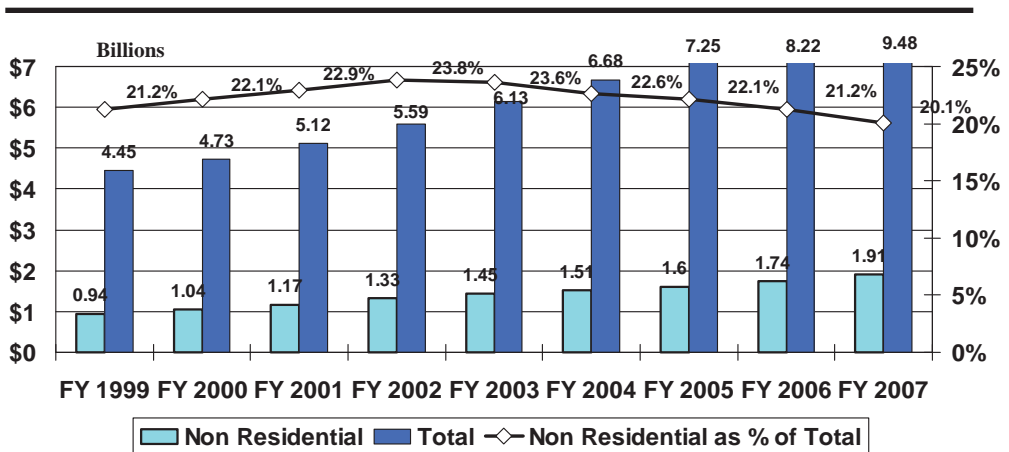
of 85,170 square feet. In Fiscal Year 2007, 17 buildings will likely receive a certificate of occupancy for a total of 794,442 square feet (270,742 square feet of the total are two parking garages.)

Seventy-nine acres of vacant industrial zoned land remains in the Corporate Park. One building of 46,000 square feet received a certificate of occupancy in Fiscal Year 2006, and an anticipated 339,738 square feet will receive a certificate of occupancy in Fiscal Year 2007. Two very large bulk storage and large truck distribution facilities have been proposed by owners for the last two significant vacant parcels. These 300,000 square foot projects may be completed in late 2008 or 2009.

New commercial and industrial developments are frequently sold as office condominiums. The Whispering Woods Center on Wiles Road and Titleco II in the Corporate Park are two examples that will receive a certificate of occupancy in Fiscal Year 2007.

Demolition of existing structures is a significant change to land development in Coral Springs. In Fiscal Year 2006, 79 demolition permits were submitted compared to 28 permits in Fiscal Year 2005. (Demolition permits can be for the entire building or the entire interior.) In Fiscal Year 2006, buildings were demolished in the Corporate Park and Heron Bay Commercial for new redevelopment of the land at a higher density. Anticipated demolition in Fiscal Year 2007 includes a majority of the Hawks Landing Shopping Center for the new Super Target at Wiles Road and 441. In the Downtown, Publix

Non-Residential Assessed Value as a Percent of Total Assessed Value



Source: Broward County Property Appraiser's Office

has proposed to demolish its abandoned store in Fiscal Year 2007.

Community Facilities and Public Art

City facilities are improving through the completion of the Sawgrass Nature Center, the Art Classroom at the Museum and the Public Safety Training Center. Religious institutions continue to expand with the addition of three campuses by 2008. With the exception of the art and music wing at the Charter School, no new or expanded school facilities are anticipated in 2007 or 2008.

In Fiscal Year 2007, the first two public artworks on private development will be complete at the Whispering Wood Center and Village Green Apartments. The majority of property developers are contributing to the Public Art Fund that has resulted in four new sculptures on Sample Road and one in the Sportsplex. Fiscal Year 2007 will see the installation of public art at the corner of University Drive and Riverside Drive and at the City Gymnasium.

Other Land Development Trends

Downtown Competition. Many cities in Broward and Palm Beach counties are developing one or more pedestrian “downtown” mixed-use zones with a street life generated by successful retail and restaurant businesses. Competition for patrons may emerge, especially between the Coconut Creek Main Street and Coral Springs.

Transit Corridor. Across the nation, metropolitan areas are creating transit corridors with substantial redevelopment. State Road 7 / 441 planning is nearly complete by the South Florida Regional Planning Council. The County has created new land use categories to accommodate higher density growth. The transit corridor concept is challenged due to the failed voter initiative in 2006 and the pressure from Palm Beach County to widen State Road 7 for automobiles to the Sawgrass Expressway.

Golf Course Redevelopment. South Florida has overbuilt the amount of golf courses required to meet the demands of players. As a result, many golf courses do not have the income to support maintenance and operations. In 2005, 93 courses closed nationwide, the most ever in the US history. Broken Woods in Coral Springs has been closed for several years. New residential tower development at Coral Springs Country Club has been proposed to support course renovations and operations. Both Heron Bay and Eagle Trace courses were sold in 2006/07 though

both remain active golf courses. Woodmont in Tamarac seeks similar redevelopment. Cities and neighborhoods have depended on the golf courses for natural open space. New policies may be needed to encourage open space preservation, public access, and higher density development.

Healthy Malls. Now that the suburban shopping malls from the 1950’s and 1960’s have either been demolished or substantially renovated, the large malls from the 1970’s and 1980’s face the same challenges of the loss of stores and unrenovated public areas. In addition to architectural stylistic upgrades, many older malls are adding outdoor shopping and eating areas, parking structures and mid-rise housing beyond the parking lots as seen in Sunrise and Boca Raton. Creative planning from all parties will be required to assist with future economic vitality of Coral Square Mall.

Technology

Citywide Wi-Fi

Demand continues to increase for access to anything, at anytime, from anywhere. Consequently, it is becoming more challenging to meet growing customer demands for service, while minimizing the negative unintended consequences of providing such services.

Most cell phones today provide access to internet content. Smartphones add data services that provide access to e-mail, calendars, and back end business applications, comparable to those available in the office. People now have computing devices with them virtually 24 hours a day, and only need internet access to exploit the power of these devices. Concurrently, there is a growing expectation in our community of free internet access via Wi-Fi hot spot technology. In order to mitigate the increased business risk associated with using the unsecured public internet, additional City resources (people, hardware, software) may be required.

Some cities and counties are in the process of providing free internet access via Wi-Fi to all and/or large areas within their jurisdiction. Current cost estimates for a mesh network solution to provide such a service citywide is around \$10 million, with annual support costs of at least 10%. Unfortunately this network would not be usable by the City for public safety purposes for quality, capacity, security and mobility reasons.

Absent the ability to leverage a City asset, or find a proven business model in which the City is a partner, or formulate a compelling public



Downtown Coral Springs, One Charter Place located at the southeast corner of University Drive and Sample Road will add 95,000 sf of office and retail space.

purpose, providing free internet access is best left to the private sector.

x11

As the percentage of 911 calls (approximately 33%) that originate via cellular technology increases, the effectiveness of 911 emergency systems is being diluted. Providing caller location information more accurate than “transmission tower” remains the challenge, and one that would likely require a very costly technology refresh of 911 systems.

In addition to 911 and 411 (telephone information) systems, growing demand for other “x11” solutions continues to increase. Successful implementations of 311 systems (Chicago, Baltimore, Dade County) used for non-emergency city services are providing impetus for similar initiatives in cities and counties across the nation. 511 systems are now deployed in numerous states to provide transportation information. 211 systems are used to provide information about social services and are on legislative radar screens at state and federal levels.

800 Mhz RF

The 800 megahertz (Mhz) radio frequency (RF) system provides voice and data communications services for Police, Fire, Public Works, and Parks & Recreation purposes throughout the City. Key elements of the existing system will no longer be supported by Motorola in December 2008. Moving to a digital RF system prior to a viable 700 Mhz infrastructure emerges does not make business sense due to its high cost and limited increase in capability.

Presently, there are two interim paths to pursue that will buy time until the 700 megahertz RF infrastructure evolves into an infrastructure that supports public safety’s growing needs.

One interim option is to replace the consoles and the controllers, either separately in Fiscal Year 2008 and Fiscal Year 2009 respectively, or both in Fiscal Year 2008. The second interim option is to replace the CAD consoles in Fiscal Year 2008, but defer replacement of controllers until either Motorola’s ability to support this equipment actually deteriorates, or a longer term solution emerges. The costs associated with console replacement is \$225,000, while controller replacement is estimated at \$600,000.

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.

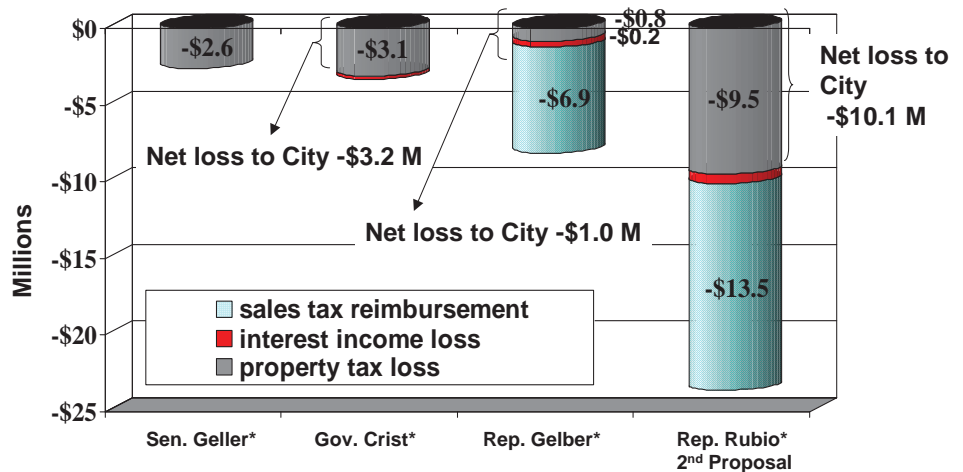
Continuity of Operations and Government Plan

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.

Fiscal Year 2008 Tax Reform Impact Scenarios (Net Cost to City)



* First year only

Legislative Issues

The issue of property tax reform is of primary concern to the City, due to the potential short and long term effects. Every plan proposed so far in this legislative session will reduce the tax revenues that cities receive. Below is a summary of our understanding of the major elements of each of the tax reform proposals. The cost estimates represent the annual estimated cost to the City and are based on the following assumptions.

Governor's Proposal **\$3.2 million in year 1**
 \$6.6 million by year 5

The Governor proposed a four-pronged solution: doubling the Homestead Exemption for all homesteaders, portability of Homestead Exemptions (apparently without restriction), a cap of 3% on increases to non-Homesteaded properties going forward, and exempting the first \$25,000 of personal property for small business.

Rep. Rubio's **\$10.1 million in year 1**
Second Proposal

This proposal would repeal the Save Our Homes Act entirely, as property taxes would not be paid on Homesteaded properties. Non-Homesteaded properties would have their property tax rates rolled back to Fiscal Year 2003. A 2.5-cent state sales tax would be added to the existing sales tax rate. The sales tax increase in this plan would offset the losses from the removal of property taxes on Homesteaded properties but not the losses on non-Homesteaded properties.

Rep. Gelber's Proposal **\$7.9 million**
(House Democratic Plan)

Under this proposal, local government revenue growth would be capped at three (3%) percent per year plus new construction. If a property is Homesteaded, taxes would be payable on one-half of the median home value in each county, which is estimated at \$230,350 in Broward County. Non-Homesteaded properties would be taxed at one quarter (1/4) of the median of like properties value, such as \$298,830 for a single-family residence or \$144,480 for a condominium. Commercial and industrial properties would also be taxed at one quarter (1/4) of the median of the first \$1,000,000 in value up to \$250,000.

Senator Geller's Proposal **\$2.6 million**

This approach provides portability up to \$250,000 of existing tax benefits with Save Our Homes limitations raised to the Consumer Price Index (CPI) plus 3%, with a maximum total increase per year of 6%. Cities and counties would be required to roll back revenues to Fiscal Year 2006 levels, with future increases limited to the CPI plus 3%. Non-Homesteaded properties would be capped at a growth rate of 10%.

It is expected that more property tax reform plans will be proposed before a final solution is arrived at by the legislature. Additional issues that require attention during the Strategic Planning process are as follows:

- The distribution formulas for existing revenues or enhanced tax revenue, such as sales tax increases, becomes an even greater concern should property tax revenues be decreased. The process not only involves the distribution of state collected tax revenues among the cities and counties but also must spotlight distributions formulas for revenues that are distributed by the County.
- The undermining of local control of cable television franchise agreements, with proposals to transfer revenues to state control. In this event, the state would assume the responsibility for distributing revenues to municipalities.
- The siting of public utilities, such as cellular telephone towers, transportation facilities or advertising billboards all have the ability, when placed inappropriately, to reduce the aesthetic quality of our neighborhoods and detract from property values.

- The extension of University Drive, whether "the wedge" property is annexed by Broward County or not, remains an issue which will require attention. Efforts to change the existing plan at the state level are expected to continue.
- The City supports the preservation of the Communications Services Tax on the current scope of communication services and at current rates. As technology migrates to new media, flexibility in application of existing laws would insure that the tax base grows with local communities.

These issues reflect the challenges from other levels of government and regulatory agencies that require constant attention of City staff and clear direction to staff through the Strategic and Business Plans.

Emerging Issues

Tax Reform

Tax reform and property insurance issues have dominated the State Legislative session this year. Having dispatched the insurance issue quickly, the Legislature is hoping for quick and meaningful reform of the state's property tax system.

Proposals abound in Tallahassee. All would affect the City, to varying degrees. The approach taken to solve the state's tax problem seems to depend on the definition of the problem. Many legislators have gone on record saying that the problem is that cities and counties have taken too much of the public's money during the run-up of real estate prices since 2001. The increases in real estate have caused assessed values to increase dramatically in some cases, in turn causing tax bills to increase just as dramatically, despite the fact that the City's tax rate has remained the same since Fiscal Year 2001.

From the City's perspective, the problem is very different. We believe that tax reform is very necessary, because of the inequities the current system imposes. Our analysis of a typical Coral Springs neighborhood shows that a long-time homesteader in a house worth approximately \$500,000 is likely to pay \$3,900 in a total tax bill (Coral Springs taxes represent only 20% of this amount). A newly homesteaded resident is likely to pay \$8,400 for the same or similar home. This is an increasingly serious problem, the solution for which can come only from the State Legislature.

The various proposals from the Legislature have very different impacts on the City as well. As of March 20, 2007, our understanding of the House Republican proposal is that it would have a total negative impact of \$23.6 million, with \$13.5 million of that total being replaced by a new 2 ½ cent sales tax.

The House Democratic bill would have a total impact of \$7.9 million, which we understand would be fully subsidized by an increase of one cent in the sales tax.

Green Initiatives/Sustainability

Over the past year, 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 over the next few years. We see opportunity in new technologies and techniques that can reduce our energy consumption.

Coconut Creek Casino Expansion

The Coconut Creek casino, owned and operated by the Seminole Tribe, will undergo a major expansion in the next year. The Tribe has petitioned the Bureau of Indian Affairs to include approximately 50 acres of land owned by the Tribe into the Tribal “Trust.” This action will allow the Tribe to place gambling operations on the entire parcel. The decision to allow the additional land to be added to the Trust will be made solely at the Federal level by the Bureau of Indian Affairs.

Concurrently, the State of Florida will be asked to approve a “compact” with the Tribe. The signatories on this compact will be the Tribe and the State. However, the State has asked for input from the County and affected cities before negotiating the compact. It is in this document that the affected cities should be given the opportunity to outline the impacts to their cities and the suggested mitigation.

The City of Coral Springs has done some preliminary analysis of the impact on our city, and has advised the Regional Planning Council of the following needs:

Police Department **\$1,208,742**

- Six additional Police Officers
- Two Traffic Accident Investigators

Fire Department **\$1,344,612**

- 12 additional uniformed fire positions

Traffic Mitigation (cost to be determined)

- The widening of Wiles Road east of Rock Island Road will be necessary.
- The extension of University Drive to Palm Beach County will be necessary.
- Mitigation for the increased traffic on 441, Turtle Creek Boulevard., Sample Road and other affected streets.
- Additional dollars for related increased maintenance costs of affected City streets.

Future Water Issues

Our drinking water comes from 19 shallow wells located around Coral Springs. Currently, Coral Springs residents use about 123 gallons of water per person per day. The amount of water that Coral Springs can withdraw from the aquifer is permitted by South Florida Water Management District (SFWMD). Our current permit allows for usage up to 8,690,000 gallons per day. For the present, we are doing well in keeping within our allowable limits, however new development within Coral Springs is likely to cause our overall water usage to increase. We estimate that within ten years, we will need up to an additional 2 million gallons per day (MGD) to meet our water usage requirements. SFWMD is aware that our water needs are increasing and has suggested that we construct a 2 MGD Floridian aquifer water supply. There are two problems with this solution. One is cost, which could be up to \$20,000,000. The other problem is the availability of land on which to build the treatment facility.

We can also choose to pursue other alternative water supply projects. Depending on final cost and feasibility, there are several ideas we may choose to implement:

- Desalination of saltwater and brackish water
- Capturing surface water during periods of wet weather
- Increasing water storage capacity
- Reclaimed water (recycling wastewater for use in irrigation or to recharge the aquifer)
- Partnering with neighboring communities to implement any of the above ideas.

Competitive Environment

In alliance with the Coral Springs Economic Development Foundation (EDF), the City has attracted 117 new corporations, assisted in the expansion of 19 others, and retained five more since 1993. As can be seen in the results from the annual business survey, the City’s business and family friendly atmosphere are the main reasons we are able to retain existing businesses.

Based on personal interviews, the principle factors that determine our success in attracting new businesses to the City relative to our competitors include the quality of life (as evidenced by our selection as one of the “Top 90 Best Places To Live”), the reputation of the City as well managed and business friendly, proximity to major transportation corridors (air, rail, and highway), existing technology infrastructure, an educated workforce, cleanliness of the City, and excellent public safety and emergency preparedness. Not to mention the south Florida locale! In addition, retail outlets and restaurants are attracted to our growing pedestrian-friendly, mixed use properties.

In the past, strict signage codes were a deterrent to re-locating businesses. Working with citizens and business owners the City introduced a revised sign code in 2006 that was acceptable

to commercial property owners without jeopardizing the aesthetics so important to residents.

There are two reasons non-retail businesses chose to locate in neighboring cities rather than Coral Springs.

First, restricted or limited size of facility can deter businesses from moving to our City. With just 79 acres remaining in the Corporate Park, we are looking for the best opportunities for our park to complete build out prior to entering into redevelopment of the area south of 39th street.

Second, some corporations have received incentives from other cities. Using our fiscal impact model and guidelines established by the city commission at the inception of EDF we look very closely at the return on investment of any potential incentive offering. Based on our competitive advantage and rate of growth we do not need to offer incentives at this time. We focused on development of the Corporate Park and other commercial areas in order to diversify the City’s tax base therefore alleviating the tax burden on citizens to provide quality services which they require.

(Source: Coral Springs Economic Development Foundation (EDF) 2005 Annual Report and personal interviews by EDF staff)

Corporations joining the City recently	Purpose	Number of employees working in CS
JS Paluch	Publishing	35
Burrco	Wholesale distributor	75
Solutionex	Manufacture auto, home & garden, and pet products	50
Chicago Partners	Manufacture material handling equipment	25
Titleco	Professional & Medical Offices	80
History & Heraldry	Gift & memento distributor	125
Audi of America	Auto Sales	100
Green Thumb	Manufacture small commercial landscape trailers & Equipment sales.	35
Mardan Fabricators	Manufacture Guard Houses & Toll Booths	30
Sawgrass Commons	Medical Device Manufacturing & Distribution	125
Med Arts	Medical Center & Physician Offices	160

Workforce Analysis

Employee Survey Results

For 2006, overall employee satisfaction was 95%, up from 94% in 2005 and 91% in 2004. The Human Resources quality rating reached an all-time high of 97%, up from 96% in 2005. Other department measure results showed similar positive increases: Training applicability is 94%, up from 92% in 2005; and Liaison services received 94%, up from 89% in 2005.

Two department measure results showed decreases: Wellness satisfaction – 92%, down from 95% in 2005; and Benefits satisfaction – 83%, down from 95% in 2005. Specific questions relating to HMO satisfaction (down 12 points) and PPO satisfaction (down 19 points) were noted. When looking at segmented results for benefits satisfaction, results for all three of these questions were lower in the Police Department than in other departments. This is attributed to an issue that was discussed during Police union negotiations relating to HMO availability to retirees who leave the state of Florida. This item was resolved with a Change in Health Plan effective January 1, 2007 that provides HMO availability, and corresponding City subsidy, to retirees who leave the State of Florida.

Results for supervisory issues relating to recruitment, discipline, and reclassification match or are up from 2005 levels and are significantly up from 2003/2004 lows.

On overall employee satisfaction, no significant differences (+/- 5% from composite rating of 95%) were noted among the following segments: minority versus non-minority, employee age, employee sex, length of employment, exempt versus non-exempt, and department (except for Information Services). While the Development Services' employee satisfaction rating was within +/- 5% of 95% at 90%, other ratings for this department were consistently below City composite ratings. Finally, recruitment ratings were significantly below average for Parks & Recreation and Development Services.

When asked in an open-ended question what factors contributed to their job satisfaction, employees most often mentioned benefit package, work environment, recognition programs, process improvement focus and flexibility of schedules.

Conclusions/Action Plans

- Implement Change in Health Plan effective January 1, 2007.

- Continue to work with Development Services, specifically Code Enforcement regarding overall workforce morale issues.
- Implement a service standards agreement with departments that initiate an employee requisition in order to provide a common understanding of steps and timing of the recruitment process.
- Find new ways to communicate mission and City's Business Model to all employees including Active Strategy and the Knowledge Network.

Future Staffing Needs

In order to meet requirements of the fire contract with the City of Parkland, the City is in the process of hiring 19 firefighters. The City of Coral Springs Fire Academy has proven to be a reliable source of new employees for this department.

Recruitment is ongoing for Law Enforcement Officers and Law Enforcement Trainees, with the City offering the highest starting salary in Broward County and one of the highest in the State of Florida. Signing bonuses are currently being offered to certified Law Enforcement Officers and to Building Inspectors, two positions that recently have been more difficult to fill than others.

Finally, as tax reform and the possibility of decreasing revenues are on the forefront for all local government, the City is carefully watching all staffing levels and vacancies in order to be prepared for potential cuts in Department budgets.

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

In 2007, the City's contractor, The Center for Research and Public Policy, conducted the annual residential and business surveys. This was the third year the survey was conducted by this firm. The residential satisfaction study was conducted from in March 2007, covering the same approximate time period as previous studies. Sample size was 1,000, representing a +/- 3% margin or error at a 95% confidence level, the same sample size as in 2006. The business satisfaction survey was conducted during the same time period.

The majority of survey results have decreased slightly from previous years, with questions about taxes showing significant decreases over previous years. These decreases are attributed to current tax reform proposals being considered by the Florida Legislature and the accompanying press coverage that is characterizing local governments as taking advantage of large increases in property values through unbridled spending.

The City's rating for overall quality was 93% in 2007. This level represents a two-point

decrease from the 2005 and 2006 seven-year highs of 95% (within the +/- 3% margin of error). The previous low was 90% in 2001. 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.

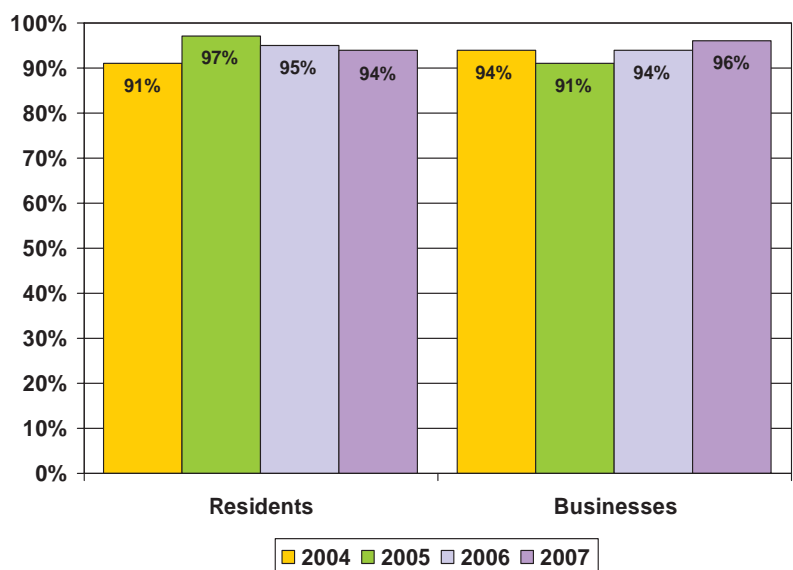
While overall customer satisfaction (top three boxes) showed a small decrease, the top two box ratings have increased from 32% in both 2005 and 2006 to 37% in 2007.

Residents with children rated the City higher than other groups, with a satisfaction rating of 97%. As in previous years, newer residents (less than 10 years) had a higher satisfaction rating (95%) than those that have resided in the City 10 or more years (92%).

When asked about the City being "a great place to live, no matter who you are", 81% of residents agreed or strongly agreed (down from 84% in 2006 and 86% in 2005). Response among the minority community to this question (a KIO) was also 81%.

The Customer Service rating decreased from 95% in 2006 to 94% in 2007, compared to an

Customer Satisfaction Ratings



all-time high of 97% in 2005 (within the +/- 3% margin of error). This rating includes residents surveyed who felt the City's customer service was either excellent or good. There are not significant differences in the customer service rating among customer groups.

When asked to describe how they feel about the taxes they pay, 58% of residents said, "taxes are high but the City provides quality services", "taxes are just right", or "taxes are too low". This 'value rating' is down from 77% and 74% in 2005 and 2006, respectively. Decreases in these results were expected as the State of Florida is currently considering various tax reform proposals. These proposals along with accusations of overspending of tax windfalls by cities have been well publicized in the media. These results tend to be lower (49%) for shorter-term residents (less than ten years), possibly as a result of higher tax bills for residents who purchase properties and are re-assessed.

There were three open-ended questions in the survey that afford the City the opportunity to gain additional insight into customers' perceptions about the City.

The first of these asked residents to explain why they gave a positive rating to the survey question dealing with overall quality of services. The five top responses were nice, good planning, good services, code enforcement, very happy, and crime free. The 70 people (7%) who felt that the quality of services were below expectations cited reasons like price of living there, City wastes a lot of money on unneeded services, neighborhoods are deteriorating, EMS not prompt, and garbage pickup.

The second open-end format question asked for issues residents were most concerned about on a local level. Thirty percent either said they had none or did not know. The most frequently cited issues for the remaining respondents were high taxes (10.9%), crime rate (9.3%), traffic (7.3%), code enforcement (5.4%), and poor education (4.8%).

The final open-ended question asked what service respondents would like to see enhanced if it would include an increase in taxes. Many respondents (74.8%) said that they either had none or did not know. This is significant because it demonstrates our residents' intolerance for a tax increase. Of those who would be willing to pay more in taxes for specific services, responses included more services for teenagers, children's programming, police/patrols, and education.

Ninety-two percent (92%) of residents rated the City favorably in terms of respecting religious and ethnic diversity. This is down from 2006 results of 94% and an increase from 91% in 2004, the first year this question was included in the survey.

The City's overall safety rating went down slightly, with ratings of 79% in 2007 compared to 83% and 82% in 2006 and 2005, respectively. Ratings in particular venues (e.g., City park or recreational facility, alone in your neighborhood in general, alone in your neighborhood after dark, alone in your neighborhood during the day, alone in business areas after dark, alone in business areas during the day) showed similar decreases of between one and 3.3 points from 2006 to 2007. Those feeling less safe include residents who have been victims of a crime, longer-term residents (ten years or more), and those living in the Center West, Town Center, and Southeast slices. Those feeling the most safe are those living in Coral Springs for less than two years, men, and all minorities.

Overall support in for the City's efforts in the area of education remained high, but decreased slightly to 79% in 2007 from 80% in 2006. These include support for City's contributions of time and money (91% and 89% in 2006 and 2007, respectively), support for communication with residents about education (93% and 91% in 2006 and 2007, respectively), and support for the contribution of City expertise to education (92% and 88% in 2006 and 2007, respectively). The overall rating of the City's efforts to address public school issues is up from 75% in 2005. The 2005 results appear to have been affected by difficult school boundary issues implemented by the school board in that year.

The City's efforts to communicate effectively with residents appear to be paying off with 92% rating communications with residents excellent or good. This is consistent with the 2006 rating and an increase from the 2005 level of 89%. This rating is significant because communication with residents continues to be the key driver of overall quality and customer satisfaction ratings year after year. Consistent with previous years, top reasons residents mention on their decision to move to Coral Springs include quality of education system, nice neighborhoods, community, location, and housing.

The survey asks respondents to rate various community services such as Public Works, Fire, EMS, Police, and Code Enforcement, with the

majority showing slight decreases from 2006 to 2007, as described in the opening paragraph. The building permit division decreased from 77% in 2006 to 66% in 2007, which is consistent with the 2005 level. Occupational licenses decreased from 87% in 2006 to 80% in 2007, again, consistent with the 2005 level of 81%. Both results are inconsistent with 2007 Business (largest users of these services) Survey results that reveal satisfaction with building permits and occupational licenses to be 77% and 93%, respectively. Finally, condition of City roads decreased from 87% in 2006 to 58% in 2007.

2007 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 City communications in English, publications that our residents read, and activities for parents without partners. Ninety-four percent said they understand City communications in English. Most popular publications include the Forum (55%), The Sun-Sentinel (46%), Our Town News (19%), and the Parklander (10%). Ten percent of respondents indicated that they were parents without partners, and of this group 13% (or 1% of the composite) expressed interest in attending events for single parents.

Various demographic data was collected in the survey: length of residence, age, education, children/no children, income levels, race, sex, rent/own, crime victim, and location of residence. Differences in survey responses across these demographics are noted above.

Business Satisfaction Survey Results

This is the fourth consecutive year we have completed a Business Satisfaction Survey. The business satisfaction survey was conducted March of this year.

Sample size was 250 surveys representing a margin for error of +/- 6% at a 95 % confidence level.

The City's overall rating for customer service is 96% which is up from 94% in 2006. In regard to the quality of City service, 95% of all respondents stated the quality of City Services is significantly higher, higher or met their expectations.

A growing number of survey respondents (90%) are suggesting they would recommend selecting

the City to friends, family and co-workers. This is up from 88% in 2006.

On Community Service Satisfaction, the average rating across all 15 different community services, departments or programs is 88%, this is up from 85% in 2006 and 84% in 2005. The two highest positive ratings recorded were for Fire Inspection (96%) and City Hall in general (96%). Business leaders, in growing numbers, are recognizing the City's efforts to retain existing businesses. In 2007, 83% were satisfied with the City's efforts, up from 81% in 2006.

A growing percentage of business leaders report their overall relationship with the City of Coral Springs was very good or good – 79% in 2007. This is up somewhat from 76% in 2006. When “don't know” respondents are removed from the data, the percent suggesting good or very good moves to 94% which is up from 91% in 2006. The most frequently cited reasons reported for a good relationship with the city centered on the cleanliness of the City, good communication, good services, and the City being very responsive. When asked in an open-end format question for issues on a local level, 56% could not name any or didn't know of any issues.

The City's communication rating with business owners and managers was 89%, compared to 77% in 2006. A number of visits to the Coral Springs website remains nearly unchanged over the last three years – 49% in 2007, 50% in 2006 and 54% in 2005. Of this group of visitors, high ratings were recorded for ease of navigation, informative content and usefulness (all in the low nineties). According to respondents, the best way for the City to reach them includes direct mail (47%) and emails (23%). The least favorable were seminars and workshops.

Concern over high taxes has doubled since 2004. In 2004, 20% agreed with the statement: “Taxes are too high for the quality of City services that I am receiving.” Today, that percent has moved to 42%.

SWOT Analysis

“SWOT” stands for Strengths, Weaknesses, Opportunities, and Threats, and is a simple open-ended questionnaire that we ask key stakeholders, staff, and the City Commission to complete. This year we specifically solicited SWOT input from the City Boards and Committees. The idea is to identify the “vital few” issues under each

category as identified by the people who know the organization best. Because of the potential impact of tax reform on the City budget, the SWOT questionnaire also asked respondents to identify what services or programs they would be willing to live without. Eighty percent of respondents said they did not want anything cut.

Combined Results

(Forty-eight Advisory Board members completed the exercise in March 2007 and 22 completed the exercise in April 2006)

Strengths: In 2006, more than half of all respondents said the management of the City was an important strength for facing the future. This remained the most often mentioned strength in 2007. The percentage of respondents who felt the City's sound financial management was an asset increased substantially from 32 percent in 2006 to 46 percent in 2007. Public safety, local schools, economic development, and youth programs were other attributes mentioned more often as a community strength in 2007 than in 2006. Although mentioned as a community advantage, fewer respondents mentioned recreation and community involvement in 2007.

Weaknesses: Although there was little consensus on significant community weaknesses, traffic related issues (e.g., enforcement, coordinated signals, and congestion), the business environment, appearance of some neighborhoods (particularly rental and older neighborhoods), and lack of affordable housing garnered support as notable community weaknesses.

Opportunities: While 2006 Advisory Board respondents felt vacant property, advertising, volunteers, and events were the most important opportunities not fully used by the City, the perception shifted in 2007 with respondents saying economic development, parks, and volunteers were the most important opportunities.

Threats: As the memory of Hurricane Wilma recedes, taxes (52% in 2007) replace the threat of a hurricane (55% in 2006 versus 21% in 2007) as the external threat a majority of respondents felt was likely to be the most damaging to the community. Interestingly, more participants felt tax cuts (21%) were more likely to be damaging than tax hikes (6%). Other external threats mentioned by a sizeable number of respondents were property insurance, crime, Coconut Creek casino expansion, affordable housing, and traffic.

What city services would you like to see enhanced and would be willing to pay more in taxes for?		
	Number of times mentioned	Percent of total respondents
Parks	13	27%
Public safety	11	23%
Education	8	17%
Teen programs	8	17%
Aesthetics/beautify City	7	15%
Code enforcement	4	8%
Events in parks	4	8%
Senior programs	4	8%
Economic development	4	8%
Neighborhood redevelopment	3	6%

* This question was not asked in the April 2006 community SWOT.
* Only those services mentioned more than once are included.

What city services would you like to see cut or eliminated?		
	Number of times mentioned	Percent of total respondents
Nothing	37	77%
Code enforcement	3	6%
Cultural activities	3	6%
Public art	3	6%
Downtown redevelopment	2	4%
Atlantic Blvd children's library	1	2%
Median maintenance	1	2%
Parks and recreation	1	2%
Public safety	1	2%
Senior programs	1	2%
Speed traps	1	2%

* This question was not asked in the April 2006 community SWOT.
In contrast to other tables, all mentions are included here.

Of those, only crime was mentioned in 2006. Presence of gangs, water scarcity, and University Drive extension were also mentioned in 2007.

City Services

Parks and recreation (27%) was the most often mentioned City service respondents would like to see enhanced even if it meant paying more in taxes. Additional services respondents would like to see enhanced were public safety, maintaining aesthetics (e.g., landscaping, tree canopy, street beautification), education, community events, code enforcement, economic

development as well as teen and senior programs.

In contrast, 77% of respondents did not want to see any City services cut or eliminated. Suggestions for City services to cut or eliminate included code enforcement, downtown redevelopment, public art, the Atlantic Boulevard children's library, cultural activities, and median maintenance.

(Sources: Financial Services—Management & Budget Office, SWOT Surveys, Spring 2007)

Neighborhood Meetings

Six times a year, "Slice of the Springs" meetings are held in different sectors of the City to communicate with residents on a variety of issues. These interactive "town hall meetings" give us a unique opportunity to learn what issues are at the top of our customer's priorities. Only three meetings have been held at the time of publication.

The top concerns compiled thus far are:

Traffic

- Congestion/signalization
- Speeding/volume

Code Enforcement

- Trash/litter, dirty roofs, building exteriors, missing required landscaping
- Commercial/recreational vehicles in residential areas

General Citywide Aesthetics

(Source: Community Development, Neighborhood Partnership Program Slice of the Springs Partial Report, March 2007)

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-three 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, 2007.

As of the end of the first quarter of Fiscal Year 2007, nine KIOs have achieved their goals:

Voter turnout for the November 2006 gubernatorial election was 44.2%, exceeding the goal of 40%.

A large majority, 89%, of businesses surveyed rated the City's communication with business owners and managers as excellent or good.

Ninety-five percent of businesses rated the quality of services provided by the City as significantly higher, higher or meeting their expectations.

Ninety-three percent of residents rated the quality of services provided by the City as significantly higher, higher or meeting their expectations.

Ninety-six percent of businesses responded that the City's customer service is excellent or good, up from 94% last year.

Ninety-four percent of residents responded that the City's customer service is excellent or good.

Regarding the City's respect for religious and ethnic diversity, 92% of residents rated the City as the very best or good.

School overcrowding continues to decrease. Coral Springs schools were at 96% of capacity during Fiscal Year 2007.

Fifteen KIOs are on track to meet their goals at the end of Fiscal Year 2007. Seven results are not yet available. One KIO, the overall rating of the City in terms of communicating with residents, came within 1% of its goal. And one KIO, the residents' value rating, did not meet its goal. Fifty-eight percent of residents found taxes to be acceptable in Fiscal Year 2007, down from 74% in Fiscal Year 2006. This low rating may be attributable to the increase in property values throughout the City and the County. Also, the survey was conducted during highly publicized discussions in the media about tax reform proposals recommended by the legislature. These proposals were based on accusations that local governments have lavishly spent a tax windfall.

All of the KIO results are summarized in the chart on page 30.

Sixty-three initiatives were chosen for Fiscal Year 2007. The summary chart of current initiatives for Fiscal Year 2007 is on pages 31-33.

(Sources: Financial Services—Management & Budget Office, Fiscal Year 2007 First Quarter Quarterly Performance Report)

**Strategic Planning Cycle Fiscal Year 2007
Key Intended Outcomes**

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Goal	FY 2007 1st Qtr
Customer-Involved Government (10)						
1	34,900	33,340.0	31,711	33,685	31,000	6,114 ☉
2	*N/A	15.24%	53.32%	10.6%	40%	44.2% ✓
3			89%	92%	93%	92% ✱
4					78%	89% ✓
5					91%	95% ✓
6	96%	93%	97%	95%	93%	94% ✓
7					90%	96% ✓
8			29	132	50	23 ☉
9	93%	93%	95%	95%	93%	93% ✓
10	93%	91%	94%	95%	93%	N/A N/A

Financial Health & Economic Development (7)

1	Moody Aaa Fitch 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	72%	68%	77%	74%	73%	58% ✱
3					\$2 M	N/A N/A
4			210,000	0	*400,000	0 ☉
5	98%	99.2%	97.8%	74.8%	95%	79.2% ☉
6	23.6%	22.6%	22.1%	21.2%	20%	N/A N/A
7	0%	0%	0%	0%	0%	0% ✓

*(3-year goal is subject to further refinement based upon revisions to be made in the CRA in connection with recently enacted state eminent domain laws.)

Excellence in Education (3)

1	113%	114%	112%	104%	108%	96% ✓
2			586	631	1,000	296 ☉
3			0.4%	0.6%	0.6%	N/A N/A

Neighborhood & Environmental Vitality (5)

1	18 proj 17 part	17 proj 15 part	14 proj 13 part	17 proj 12 part	12 proj 8 part	3 proj 3 part ☉
2	3193.5	3085.5	2,731.40	2,259.30	2,980.0	N/A N/A
3			80%	82%	70%	78% ☉
4	31	31	31	34	20	8 ☉
5					3,000	456 ☉

Youth Development & Family Values (3)

1			2,092	1,735	2,000	479 ☉
2	13,082	14,486.0	14,398	14,576	11,000	706 ☉
3	10	11	12	14	13 per year	14 ☉

Strength in Diversity (2)

1	83%	75%	91%	82%	82%	N/A N/A
2			95%	94%	92%	92% ✓

Traffic, Mobility & Connectivity (3)

1			16% spd	14.3% spd	10% spd OR 15% vol	N/A N/A
2			132	122	165	40 ☉
3			111,436	110,594	110,000	31,196 ☉

Fiscal Year 2007 1st Qtr Results		
Met or Exceeded Goal	9	✓
On Track to Meet	15	☉
Within 95% of Goal	1	✱
Not Available	7	N/A
Goal Not Met	1	✱
Total Measures	33	

Current Initiative Update

Customer-Involved Government

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
1	Ongoing- Get Out the Vote	Human Resources	No update this quarter.	IN PROGRESS
2	New Resident Outreach	Communications & Marketing	Ads in Welcome Wagon started in February, design of package is in progress, coordination with Police Department is complete.	IN PROGRESS
3	Improved Business Communications & Marketing	Communications & Marketing	Business section added to <i>Coral Springs</i> magazine, annual Business newsletter mailed with occupational license renewals, and Business eNews established.	COMPLETE
4	Customer Care Center	Building	The Customer Care Center received 19,440 calls for the second quarter through March 19, 2007.	COMPLETE
5	Community Branding	Communications & Marketing	Planning for focus group meeting to be held in May 2007 is underway.	IN PROGRESS
6	Youth Mentoring	Police	Session II was scheduled for February 1, 8, 15, and 22, 2007 - three students have applied but withdrew. In addition, a partnership with the Boys and Girls Club and Big Brothers and Sisters for the City of Coral Springs to recruit mentors has been initiated.	IN PROGRESS
7	Ongoing-Bus Shelters	Public Works	Shelters have been received with installations to occur during March and April.	IN PROGRESS
8	Rehabilitation of Lift Stations 20A and 20B	Public Works	Project was established to coincide with improvements to the Country Club Golf Course. Those improvements have been deferred and subsequently the project has been put on hold with the current year monies reprogrammed for other uses within the Utility.	ON HOLD
9	Increased Fuel Storage and Availability	Public Works/ Development Services	Currently there are two proposals for the new diesel tanks that will be incorporated into the Public Safety Building renovations this will go to construction in 2008.	IN PROGRESS
10	Parkland Partnership-- NW Response Time Improvements	Fire/EMS	Parkland City Commission approved of the contract and the new firefighters began their orientation training on April 9, 2007. All of the equipment for the Parkland Fire Engine has been ordered, the temporary site is being prepared and the scheduled commencement date is April 29th.	IN PROGRESS
11	Workforce Housing Subordinated Second Mortgage Program	Community Development	First preliminary internal draft on policies and procedures complete for both prospective homebuyers and for residential developers.	IN PROGRESS
12	Restoration of Covered Bridge	Public Works/Human	The Covered Bridge renovations began in early February. Approximate in-kind donations are \$28,000. Weather permitting, the anticipated completion date may change from June to mid-April 2007.	IN PROGRESS
13	Enhanced Permit Notification	Building	The building division is targeting April 1, 2007 for implementation. They are currently waiting on the selected printed materials to distribute to both property owners and contractors.	IN PROGRESS
14	Small Permit Pilot Project	Building	The building division is targeting the 3rd quarter of 2007 for implementation.	IN PROGRESS
15	Ongoing- Opening of Public Safety Training Center	Police & Fire	Training Center has received it's CO, and the building is operating with full and part time Fire academy and EMT Academy classes in residence, as well as classes for CERT, Fire and Police Inservice training, Driver-Engineer, and EVOC. Promotional processes for Lead Medic, Driver-Engineer and Lieutenant have also taken place at the site, and Canine officers are using it for training on the grounds.	IN PROGRESS
16	New City Hall Building	Development Services	Project kick-off is on hold until BMX season is completed at the end of April 2007.	IN PROGRESS

Financial Health & Economic Development

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
17	Ongoing- Water & Sewer Master Plan Update	Public Works	Multiple Master Plan Projects are in design or under construction. The lime softening facilities are substantially complete. The replacement of the water plant generator is in progress with a completion date of September. Design of major improvements to water treatment components will be let to bid in April.	IN PROGRESS
18	Gas Saving Vehicles	Public Works	Bid award to purchase hybrid vehicles for Parks, Community Development, and Code Enforcement occurred at the Feb 6th Commission meeting. Vehicles should be acquired in the next 30 days.	IN PROGRESS
19	Water & Wastewater Rate Study	Financial Services	We had our first interactive meeting with consultant on 3/6/07. They displayed several different scenarios related to the Rate Study. Within the scenarios, we are able to see the impact on the the user fees and how it would effect the City's operating budget. Our next interactive meeting is scheduled for April 5, 2007.	IN PROGRESS
20	Ongoing- Downtown Coral Springs	City Manager's Office	Completed construction on One Charter Place. Second Phase negotiations and planning underway.	IN PROGRESS
21	Ongoing- Mullins Park Access Improvement	Development Services	A week-long programming coordination meeting was held onsite in order to input the thoughts and ideas for needs in the renovated building. Currently working on the program for the design phase of this project.	IN PROGRESS
22	Fire Impact Fees	Fire/EMS	A consultant has been hired to study Impact Fees and will report back on its findings.	IN PROGRESS

Excellence in Education

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
23	Linking At-Risk Youth to Career Based Education	Human Resources	Staff has been advised by the high school principals that April is the best time for their school counselors to collaborate with the City on this initiative. Therefore, the team working on the project will meet in April. The team will include counselors from the public high schools that serve City residents, and representatives from the Police Department, and the Chamber Education Committee. HR, in collaboration with the Executive Director of the Economic Development Foundation, will facilitate the team.	IN PROGRESS
24	Charter School "Advisor" Program	City Manager's Office	The Advisor Program is up and running.	IN PROGRESS
25	Workforce Housing: Affordable Housing for Teachers	Community Development	Economic analysis with the Florida Housing Partnership and research on federal, state and county grants revealed a needed potential \$1.5 million subsidy in the construction costs (for 15 units) in order to rent the apartments at an affordable price to teachers.	IN PROGRESS
26	Ongoing- Charter School Art & Music Wing	Development Services	A ground breaking ceremony was recently held onsite and included VIP's from the City of Coral Springs and the Coral Springs Charter School. The contractor has installed the structural steel as well as some interior framing. As of March 20th, the HVAC units were being installed. The contractor is currently working on interior partition walls and pouring the various slabs for the auditorium seating area.	IN PROGRESS
27	Ongoing- Teen Safe Driving	Police	Promotion of this program has been accomplished through local media during this quarter. Applications from eligible students commenced in March 2007 with a deadline date of April 20, 2007. Recognition to be made to eligible	IN PROGRESS

Neighborhood & Environmental Vitality

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
28	Ongoing-Security in the Parks II	Police	Betti Stalling park cameras are operational and performing as designed. Cypress Park cameras have cleared permitting and are in the process of installation with a completion date on or about April 15th.	IN PROGRESS
29	Zone 4 Action Plan II	Police	Probation and Parole sweep was conducted in January in the east side of Zone 4 with 13 arrests for probation violations and warrants. Two officers from Patrol were selected to replace the sector 42 substation officers transferred to TAG. These officers will begin active assignment in April.	IN PROGRESS
30	Reestablish Bike Patrol Unit	Police	The Bicycle Unit has been very active during this quarter. The Unit continues to receive positive feedback from residents. For the second quarter, the Unit has handled the following: 5 Felony Arrests, 32 Misdemeanor Arrests, 71 Field Interviews, 44 Barring Forms, 61 State Citations, 12 Smoking N.T.A.'s, 114 hours in Parks, 173 hours in Business Areas (plazas and mall), 101 hours in Residential Area, 2738 Miles Ridden	IN PROGRESS
31	Administrative Citation Program	Code Enforcement	The Administrative Citation program was approved by the City Commission on February 20, 2007 and will be effective April 1, 2007. We are currently in the implementation stages of the program. We are currently working with the City Attorney's Office, Information Services, Finance, and Communications and Marketing on the implementation of this program.	IN PROGRESS
32	Meadows & Dells Drainage Improvement	Public Works	Solicitation to hire Consulting Engineers to design the drainage improvements is nearing completion. A firm has been top ranked and should be recommended to the Commission for award at their April meeting.	IN PROGRESS
33	Ongoing- Public Art Program	Community Development	First public artwork on private property was completed and installed at the Whispering Woods Center on Wiles Road. 168 artists applied for the Sawgrass Icon and 75 artists for Phase II of Sculpture on Sample. Obtaining approvals for lighting the purchased installations continues with FPL and Broward County. The first new landscaping for public art was completed at the Sportsplex for Gator and Grebe by Doug Makemson.	IN PROGRESS
34	Ongoing- Sign Code Changes II	Community Development	Sign Amendments completed. City Commission adopted Ordinance 2006-113 on 11/7/2006. Staff is promoting the concept of "designer" signs with new development/redevelopment.	COMPLETE
35	Redevelopment Code Study—Phase II	Community Development	Staff continues to review the LDC in preparation of changes needed for redevelopment.	IN PROGRESS
36	Valve Exercising & Dead-End Water Main Flushing	Public Works	City crews located, cleaned and exercised 62 valves and flushed 15 cul-de-sacs water mains.	IN PROGRESS
37	Entryway Signs Phase II	Parks & Recreation	In addition to the entranceway signs we are continuing to work with FDOT on the beautification of the Sawgrass Entranceways. Plan to meet with FDOT during the third quarter to begin designing the landscaping and irrigation plans. FDOT has verified in writing that they will provide an additional \$500,000 to assist with this project.	IN PROGRESS
38	Neighborhood Aesthetics Improvement Program	Code Enforcement	Received authorization from the City Manager to re-organize the Code Division to become more effective and increase productivity. The division is currently in the process of recruiting two new Code Enforcement Coordinators who will supervise code teams. Along with this we will have an additional full time code officer and part time code officer who will assist with weekend duties.	IN PROGRESS
39	Evening Parks Maintenance Improvements	Parks & Recreation	The night time Coordinator was hired and we adjusted staffing schedules so that we now have 2 employees working at each of the Community Parks and Neighborhood Parks until 9 pm Monday thru Friday. We have 1 employee plus the Coordinator working until 11:30 pm. The adding of the Coordinator and additional evening staff as proved to be very successful. Our user groups enjoy having staff more visible and more available to assist with their needs. The night time Coordinator has assisted in making the evening staff more productive. An example would be what gets accomplished on a rainy night: they have painted the inside of buildings, cleaned out storage areas, conducted equipment inventories, etc. We have received several complimentary letters on how the Coordinator and staff have helped out customers. The added visibility and supervision have become a great asset.	COMPLETE
40	City Water Conservation Practices	Public Works/ Communications & Marketing	Report issued to the City Manager's office showing multi department involvement in promoting and conserving water. Activities include publications on the web, proposed resolution to discourage serving of water at restaurants, irrigation efficiency analysis at Parks (mobile irrigation lab), tracking of water usage per capita, and process improvements at the water treatment plant to conserve water used during treatment.	IN PROGRESS
41	Post Wilma Tree Canopy Recovery	Community Development	A reminder letter regarding the trees subsidy program has been mailed to the homeowners. As a result phone calls (1,000) and site visits (100) have been made resulting in a total of 600 trees being planted thus far the program.	IN PROGRESS
42	Green Design & Maintenance Policies	Development Services	The Green Team was established by the City to develop the Green Design and Maintenance Policies. Most members attended an all day Green Building workshop at FAU and toured the LEED certified School of Nursing. The new janitorial contractor was selected with the required Green cleaning product use. The City joined the US Green Building Council.	IN PROGRESS

Youth Development & Family Values

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
43	Teen Programming	Parks & Recreation	We are always working to find more programs and opportunities to keep our teenagers occupied with fun and interesting programs. Recently applied for a grant for a drive-in movie, teen battle of the bands and equipment for the teen center. We have tried to offer new activities at the teen center, but our attendance numbers dropped during the second quarter. We were forced to remove the internet from the teen center computers because of continual improper use, which may account for the drop in attendance. Teen Commission continues to work on new projects. Held the Teen Job Fair and Business Success Day during the second quarter— both programs were well attended. The classes at the gym and the Sports Programs were well attended during the second quarter.	IN PROGRESS
44	Ongoing- Teen Citizen Police Academy	Police	Promotion of Teen Police Academy commenced through SROs in March 2007 with media promotions planned for April 2007.	IN PROGRESS
45	Web Site Resource for Parents	Police	Officers met with City Webmaster to discuss the creation of a Webpage dedicated to Internet Safety and current trends occurring in our schools. Action taken also include PSA produced in March 2007 for CSTV25 on Internet Safety with additional PSAs on Cyber Bullying to be produced in 3rd Quarter.	IN PROGRESS
46	Ongoing- Special Populations Programs	Parks & Recreation	We have a full schedule of Special Needs Program for all ages. We are unable to offer any more programs at our current staffing levels. We offer bowling, dances, dinner nights, trips, winter break, summer and after school programs. We are drawing participants throughout Broward County and Palm Beach County— with over 120 participants at our last social night.	COMPLETE
47	Parent Support Partnerships	Parks & Recreation	Staff spoke with the non-profit organization Parents Without Partners and offered to assist or provide facilities for at least one of their events. They were going to take our offer to their board to see what we could do together. Staff is waiting to hear back from them.	IN PROGRESS
48	Drowning Prevention Program	Fire/EMS	The April Pools event is scheduled for April 15th in conjunction with our partners at the Coral springs Medical Center. Signs have been placed around the City advertising the event, as well as Public Service Announcements in spanish and	IN PROGRESS

Strength in Diversity

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
49	Ongoing- Family Success Center	Human Resources	Staff continues to work in cooperation with many of the programs run by the Family Success Center. We are currently supporting the Income Tax Volunteer Program which is being run through April by Family Success Center staff at the Coral Springs Library.	IN PROGRESS
50	World Fest	Human Resources	World Fest was recently held on February 10th and 11th was a huge success. This 2 day festival drew almost 5,000 people on both days. It is planned to be an annual event.	COMPLETE
51	Ongoing- ESOL Classes	Human Resources	The schedule for ESOL classes continues as planned at the Coral Springs locations. The Multi-Cultural Committee continuously promotes the program at every opportunity.	IN PROGRESS
52	MLK Golf Tournament	Human Resources	Staff is researching potential locations for the MLK Golf Tournament which will probably be held in September 2007.	IN PROGRESS
53	International Soccer Fest	Sportsplex	Investigating working with the USOC Soccer committee to incorporate international teams into their October 2007 training event.	IN PROGRESS
54	Ongoing- Heritage Panels	Human Resources	A Heritage Panel was recently conducted as part of the Unitown Program. We are in discussion with the Friends of the Library and The Muslim Neighbors to host a Heritage Panel with those groups.	IN PROGRESS
55	Ongoing- Study Circles	Human Resources	Results of Study Circles for Youth Involvement and Activities presented to City Commission at January 17, 2007 City Commission meeting. Recommendations will be forwarded to the newly formed Youth and Family Committee for their consideration and implementation. Customer Involved Government Committee waiting on direction from City Commission regarding next Study Circle topic.	IN PROGRESS

Traffic, Mobility & Connectivity

	<u>Initiative</u>	<u>Department</u>	<u>Update as of Second Quarter FY 2007</u>	<u>Status</u>
56	Street Indexing Signage	Community Development	BC Traffic Engineering has approved proposed prototype sign. Working with City Engineering to prepare formal plans for review of County Engineering Division. FPL must approve also.	IN PROGRESS
57	Downtown Pathways Phase I	Community Development	Sanchez and Maddox was selected for the Downtown Pathways Phase I. The base documents for the design work are being created.	IN PROGRESS
58	Linear Parks	Parks & Recreation	We have completed the installation of irrigation on the Atlantic Blvd. Linear Park between University Dr. and Coral Springs Dr. FPL installed the transformer the week of March 19th. Ordered landscaping for the site and it should be installed during the third quarter. Of note: Parks & Recreation Irrigation crew installed the system using overtime and saved the City over \$5,000 based on a price from outside contractors. Our next area to start is Riverside Dr., north side between University Dr. west to Coral Springs Dr. Work begins with removal of dead and nuisance material the week of March 26th. We will begin irrigation installation during the third quarter.	IN PROGRESS
59	28th Street Pedestrian Crossing	Community Development	After numerous discussions with several engineering firms, Kimley-Horn submitted a proposal for professional engineering services to design the pedestrian crossing.	IN PROGRESS
60	CRA Roadway Design	Community Development	The RFP for the study is under preparation with the City Engineer.	IN PROGRESS
61	University Drive Extension	Community Development	Senate and House Bills were introduced in the Florida Legislature to consider the annexation of the "wedge" into Broward County (BC) did not include the elimination of University Dr from Palm Beach County's (PBC) Long Range Transportation Plan or their Thoroughfare Improvement Map. The BC MPO tabled a request from PBC MPO to study expanding St.Rd 7 to 8-lanes from the county line to the Sawgrass. The proposed study presumed that the University Dr. extension would not be built. Add'l emphasis was put on this issue given the Hard Rock Casino impacts.	ON HOLD
62	Planning for One Cent Sales Tax	City Manager's Office	Sales Tax initiative was defeated in November.	COMPLETE
63	Ongoing- Traffic Management	Community Development	A public meeting to begin the public input phase of the traffic-calming plan on Shadow Wood Blvd and NW 20 St has been scheduled for April 18th. The traffic-calming plan on Shadow Wood includes the use of speed cushions as a pilot program to assess the use of these products. Currently, the speed humps are not practical in this area. The right turn lane on University Dr on the northbound approach to Sample was completed, as well as the eastbound turn lane on Sample Rd for One Charter Place.	ON HOLD





Thank you for the opportunity to present

RESIDENTIAL SATISFACTION STUDY 2007





Introduction

The Center for Research & Public Policy (CRPP) is pleased to present the results of a 2007 Community Survey conducted among residents of the City of Coral Springs, Florida.

The survey was designed to provide resident input on customer service satisfaction, awareness and use of City services, views on public safety, taxes, communication and education.



Introduction

The research study included a comprehensive telephone survey. Interviews were conducted among residents of the City of Coral Springs by phone. CRPP, working together with City of Coral Springs officials, designed the survey instrument to be used when calling City of Coral Springs residents.

This report summarizes information collected from telephone surveys conducted March 5 – March 15, 2007.



Introduction

The survey instrument employed in the 2007 Community Survey included the following areas for investigation:

- ❖ Overall satisfaction with City services;
- ❖ Views on issues affecting residents;
- ❖ Use and rating of services, programs, and facilities by residents;
- ❖ Views on public safety;
- ❖ Impressions of taxes and service value;
- ❖ Views on Coral Springs role in local education;
- ❖ Rating Advanced Cable Communications service;
- ❖ Reasons for living in Coral Springs;
- ❖ Interest in parents without partner events; and
- ❖ Demographics.



Methodology

Using a quantitative research design, CRPP completed 1000 interviews among residents of the City of Coral Springs.

All telephone interviews were conducted between March 5 – March 15, 2007. Residents were contacted between 5:00 p.m. and 9:00 p.m. weekdays and 10:00 a.m. and 4:00 p.m. on the weekend.

Survey input was provided by City of Coral Springs officials.

Survey design at CRPP is a careful, deliberative process to ensure fair, objective and balanced surveys.



Methodology

All population-based surveys conducted by CRPP are proportional to population contributions within States, towns, and known census tract, group blocks and blocks. This distribution ensures truly representative results without significant under or over representation of various geographic or demographic groups within a sampling frame.

CRPP utilized a “super random digit” sampling procedure, which derives a working telephone sample of both listed and unlisted telephone numbers.



Methodology

Respondents qualified for the survey if they confirmed they were heads of households, at least eighteen years of age, and were current residents of the City of Coral Springs who lived within the City limits.

Training of telephone researchers and pre-test of the survey instrument occurred on March 5, 2007.

All facets of the study were completed by CRPP's senior staff and researchers. These aspects include: survey design, pre-test, computer programming, fielding, coding, editing, data entry, verification, validation and logic checks, computer analysis, analysis, and report writing.



Methodology

Some respondents (13) completed the survey in Spanish. This group included both those who answered their phone in Spanish or accepted an offer to conduct the survey in Spanish.

CRPP maintained a 72% completion rate on all calls made during this 2007 Community Survey.

Statistically, a sample of 1000 surveys represents a margin for error of +/-3.0% at a 95% confidence level.



Highlights

On Quality of Services...

- ❖ Impressively, 92.7% of all residents surveyed suggested that the overall quality of services provided by the City of Coral Springs was significantly higher, higher or met their expectations. This is statistically unchanged from 94.7% recorded in 2006.
- ❖ Of note is that the “Top 2” box ratings (significantly higher and higher) increased from 31.5% in 2006 to 37.1% in 2007.



Quality of Services

Quality of Services is...	2005	2006	2007
Significantly higher than your expectations	8.9	8.8	9.7
Higher than your expectations	23.3	22.7	27.4
Expectations met	62.3	63.2	55.6
Below your expectations	4.4	4.9	6.3
Significantly below your expectations	1.1	0.4	1.0
Top three boxes (93.0% in 2004)	94.5	94.7	92.7



Highlights

- ❖ Similarly, 94.2% noted that customer service, provided by the city, was excellent or good. This percent is nearly unchanged from 94.5% in 2006.



Overall Rating of Customer Service

Overall Rating of Customer Service...	2005	2006	2007
Excellent	38.9	36.8	33.1
Good	57.7	57.7	61.0
Poor	2.6	4.0	5.0
Very Poor	0.8	1.4	0.8
Top two boxes (93.0% in 2004)	96.6	94.5	94.2



Highlights

- ❖ On communication with residents, 91.9% provided positive ratings of excellent or good. This is down slightly from 92.2% in 2006 and up from 88.7% in 2005.



Communicating with residents...

Communicating with residents...	2005	2006	2007
Excellent	34.4	33.8	31.8
Good	54.3	58.4	60.1
Poor	9.9	6.5	6.8
Very Poor	1.4	1.2	1.3
Top two boxes (91.0% in 2004)	88.7	92.2	91.9



Highlights

- ❖ Growing numbers of respondents (41.8%) are indicating that taxes they pay to the City of Coral Springs are too high for the quality of services received. This is up significantly from 26.5% in 2006 and 23.4% in 2005.
- ❖ This percentage is highest for residents who have lived in the City less than 10 years, and lowest for residents who have lived in the City 10 years or more.



Tax Statements

Tax Statements	2004	2005	2006	2007
Taxes are too high for the quality of City services that I am receiving	32.0	23.4	26.5	41.8
Taxes are high, but the City is Providing more services at a higher quality than I expect	25.0	29.9	38.2	24.0
Taxes are just right for the amount and quality of City services that I am receiving	42.0	46.4	34.2	31.4
Taxes are too low for the amount and quality of City services that I am receiving	2.0	0.3	1.1	2.8
Total: Acceptable Level (bottom three boxes)	69.0	76.6	73.5	58.2



Highlights

- ❖ On a five point scale, 81.1% provided a positive rating (4 and 5) on Coral Springs as “a great place to live no matter who you are.” This mirrors the minority response to this question, a KIO, which was 81%.
- ❖ And, when rating the City Government on respect for religious and ethnic diversity, 92.2% provided positive ratings. Similar percentages were recorded in 2004, 2005 and 2006 – 91.0%, 94.7% and 94.0% respectively.



Highlights

On Local Issues...

- ❖ Nearly one third of all respondents in an open end format question, 29.5% (none 27.6% and don't know 1.9%), indicated there were no issues they were “most concerned with on a local level.”
- ❖ The most frequently mentioned issues of concern (mentioned by 5% to 10% of all respondents) included: crime rate, high taxes, traffic, and poor code enforcement.



Highlights

- ❖ Less frequently cited issues of concern (mentioned by 1% to 5%) included: slow police department, speeding, garbage pickup, quality of police and fire departments, need more street lights, building codes, insurance rates, need more street cleaning, need more teen programming, overpopulation, and education.
- ❖ Another 56 different issues were named with less frequency (1% or fewer).



Issues...

Issues most concerned with...	2007
None	27.6
Don't know	1.9
High taxes	10.9
Crime rate	9.3
Traffic	7.3
Code enforcement not doing their job	5.4
Poor education	4.8
Overpopulation	3.1
Poor building codes	2.4
More street cleaning	2.1
More teen programs	1.9
Insurance rates	1.9
Quality of Police and Fire Departments	1.8
Slow Police	1.8
Garbage pickup	1.5
More street lights needed	1.2
Speeding	1.0



Highlights

On Community Services...

- ❖ Researchers asked respondents to rate fourteen different community services or departments. The overall average positive rating across all fourteen services or departments was 85.4%.
- ❖ While most positive ratings mirrored those recorded in 2006, several significant decreases were recorded. These included ratings for the Building Permit Division and Occupational License Section – both of which had higher ratings on the business survey.
- ❖ Significantly, the positive rating for the condition of city roads has moved from 94.4% positive in 2005 to 87.3% in 2006 to 58.1% in 2007.



Community Services

(a)

Community Services	2004	2005	2006	2007
Public Works	94.0	93.3	92.7	92.1
Fire Department	--	98.0	97.3	97.4
Emergency Medical Services (EMS)	--	94.9	97.0	97.4
Police Department	93.0	92.0	92.0	91.1
Parks and Recreation Facilities	94.0	97.6	95.2	---
Parks and Recreation Opportunities / Programs	92.0	94.8	95.3	---
Range and variety of recreation activities	---	---	---	92.8
Appearance/maintenance of parks and recreation facilities	---	---	---	92.9



Community Services

(b)

Community Services	2004	2005	2006	2007
Parks and recreation programs and services	---	---	---	95.5
City sponsored cultural and arts events	--	92.7	93.3	92.8
Building Permit Division	--	65.7	76.6	65.8
Occupational License Section	--	80.9	87.3	79.8
Condition of city roads	--	94.4	87.3	58.1
Code Enforcement Division	74.0	68.8	76.8	73.0
City efforts at maintaining newer neighborhoods	81.0	90.1	90.7	89.5
City efforts at maintaining older neighborhoods	58.0	69.0	81.1	77.8



Highlights

On Service Use and Ratings...

- ❖ Respondents who reported using seventeen different City services, programs or facilities were asked to rate each. The average overall positive rating across all seventeen was 91.0%. This is down slightly from 93.1% in 2006 and 91.9% in 2005.
- ❖ The highest positive ratings were recorded for: City Hall in the Mall, Gymnasium, Aquatics facilities, Tennis facilities, and the Center for the Performing Arts.



Highlights

- ❖ The lowest positive ratings, but still impressive, were recorded for: Slice of the Springs meetings, City Senior Center, and Community Bus Service.
- ❖ The overall positive rating for the Teen Center has dropped significantly from 88.1% to 75.3%.



Services, Programs, Facilities... (a)

Services/Programs/Facilities	2005 Rate 1-4 DK=5	2006 Rate 1-4 DK=5	2007 Rate 1-4 DK=5
“Slice of the Springs” meetings	80.3	85.1	86.4
City Hall in the Mall	95.1	97.7	94.2
Customer Service of Parks & Recreation Staff	93.3	94.6	91.5
Summer camp programs	89.8	89.1	91.5
Recreation Department Classes	94.4	99.3	90.5
The Teen Center	86.0	88.1	75.3
City Senior Center	97.4	89.3	87.9
Coral Springs Gymnasium	99.0	94.5	96.0
Coral Springs Aquatics Facilities	98.6	97.1	96.2



Services, Programs, Facilities... (b)

Services/Programs/Facilities	2005 Rate 1-4 DK=5	2006 Rate 1-4 DK=5	2007 Rate 1-4 DK=5
Tennis facilities	94.7	99.6	95.9
Community bus service	85.7	87.1	88.4
Senior bus service	85.7	93.6	91.6
City Clerk's Records Request	88.2	94.6	90.0
Police Department Records Request	90.1	86.1	90.1
City Hall Reception/Information Desk	94.7	93.9	92.8
Coral Springs Center for the Performing Arts	95.7	98.9	95.3
Coral Springs Museum of Art	93.6	97.3	93.3

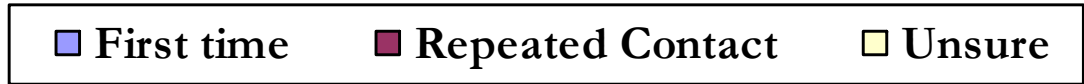
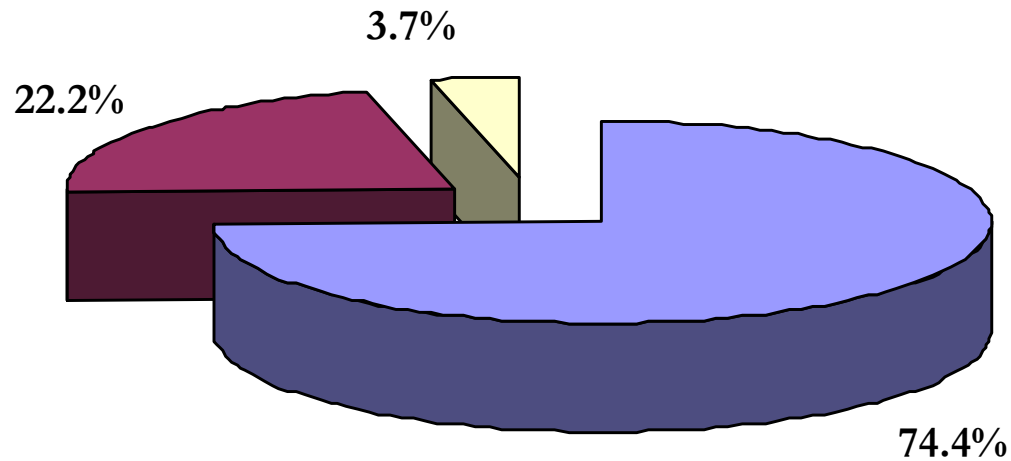


Highlights

- ❖ Of the 35.5% who called or visited a City Government office or City Hall over the last two years, 74.4% suggested that their question, request or need was taken care of the first time while 22.0% indicated they needed to make repeated calls or visits to resolve the purpose of the contact.



Question, request, need taken care of...





Highlights

On Public Safety...

- ❖ In 2007, 34.3% of all respondents said they know or have had contact with their neighborhood police officer.
- ❖ A large percent, 86.4%, strongly or somewhat agreed that “Coral Springs Police Department treats all residents fairly.”



Highlights

- ❖ Overall, resident respondents appear to feel somewhat less safe in 2007 than in 2006 in places such as their neighborhood (from 95.2% to 93.5%) and in business areas after dark (from 81.2% to 77.2%).



Public Safety

Locations / Times of Day	2004	2005	2006	2007
City park or recreation facility during the day	93.0	98.7	96.7	---
City park or recreation facility after dark	64.0	73.9	78.5	---
City park or recreation facility	---	---	---	93.0
Alone in your neighborhood in general	95.0	96.0	95.2	93.5
Alone in your neighborhood after dark	74.0	88.6	88.2	85.8
Alone in your neighborhood during the day	95.0	98.4	96.9	95.9
Alone in business areas after dark	75.0	80.2	81.2	77.9
Alone in business areas during the day	92.0	95.8	95.6	93.9



Highlights

- ❖ A large percent, 99.1%, said they felt safe “when it comes to the Fire Department protecting you in case of fire.”
- ❖ For residents who have used these services, positive ratings for Fire Emergency move from 93.9% in 2006 to 97.5% in 2007 and positive ratings for EMS moved from 95.3% in 2006 to 98.6% in 2007. A new rating in 2007 for the Police Department was benchmarked at 87.1%.



Service Use

Service	2005 Use	2005 Positive Rating	2006 Use	2006 Positive Rating	2007 Use	2007 Positive Rating
Fire Emergency Response	7.9	97.5	8.2	93.9	11.8	97.5
EMS	13.4	94.0	15.0	95.3	20.9	98.6
Police Emergency	---	---	---	---	16.4	87.1



Highlights

On Taxes...

- ❖ As concern over municipal taxes grows, the number of resident survey respondents (74.8% up from 47.9%) who say there are no (or don't know of any) City programs, services or initiatives they would like to see enhanced at an additional cost grows.
- ❖ Some, would like to see more services for teens, more child programming, more police/patrols, better education, a City beautification program, and more sports for all ages.



Taxes...

City Programs, Services, or Initiatives...	2007
None	69.7
Don't know	5.1
More services for teenagers	3.1
Children's programming	3.0
Police / patrol funding	2.9
Education	2.0
Beautifying the City	1.6
More police on patrol	1.1
Sports for all ages	1.0



Highlights

On Communications...

- ❖ Two fifths of all respondents (42.2%) said they tune into City TV Channel 25. Of this group, 82.5% provided a positive rating for the channel. This is down from 89.9% in 2006.



Communications

Communication Service	Use 2005	Rating 2005	Use 2006	Rating 2006	Use 2007	Rating 2007
City TV Channel 25	45.5	89.3	60.1	89.9	42.2	82.5
City TV Channel 25's show: "In the Loop"	20.8	83.8	29.9	91.1	14.6	79.6
City TV Channel 25 City Commission Meetings	--	---	46.2	88.9	28.1	79.9
City "Citizen" news magazine	77.7	93.7	59.6	91.9	71.9	91.4
City's website CoralSprings.org	47.7	92.7	44.8	89.9	40.7	89.0



Highlights

- ❖ In 2007, 71.9% mentioned they read City “Citizen” news magazine. And, of this group, 91.4% provided a positive rating. A significant percentage, 86.0%, said they read the magazine all the time, most of the time or sometimes.
- ❖ And, two fifths (40.7%) go to the City’s website. And, of this group, 89.0% provided a positive rating of the site.
- ❖ While most (94.3%) said they understand City communications in English, another 5.4% said they do not.



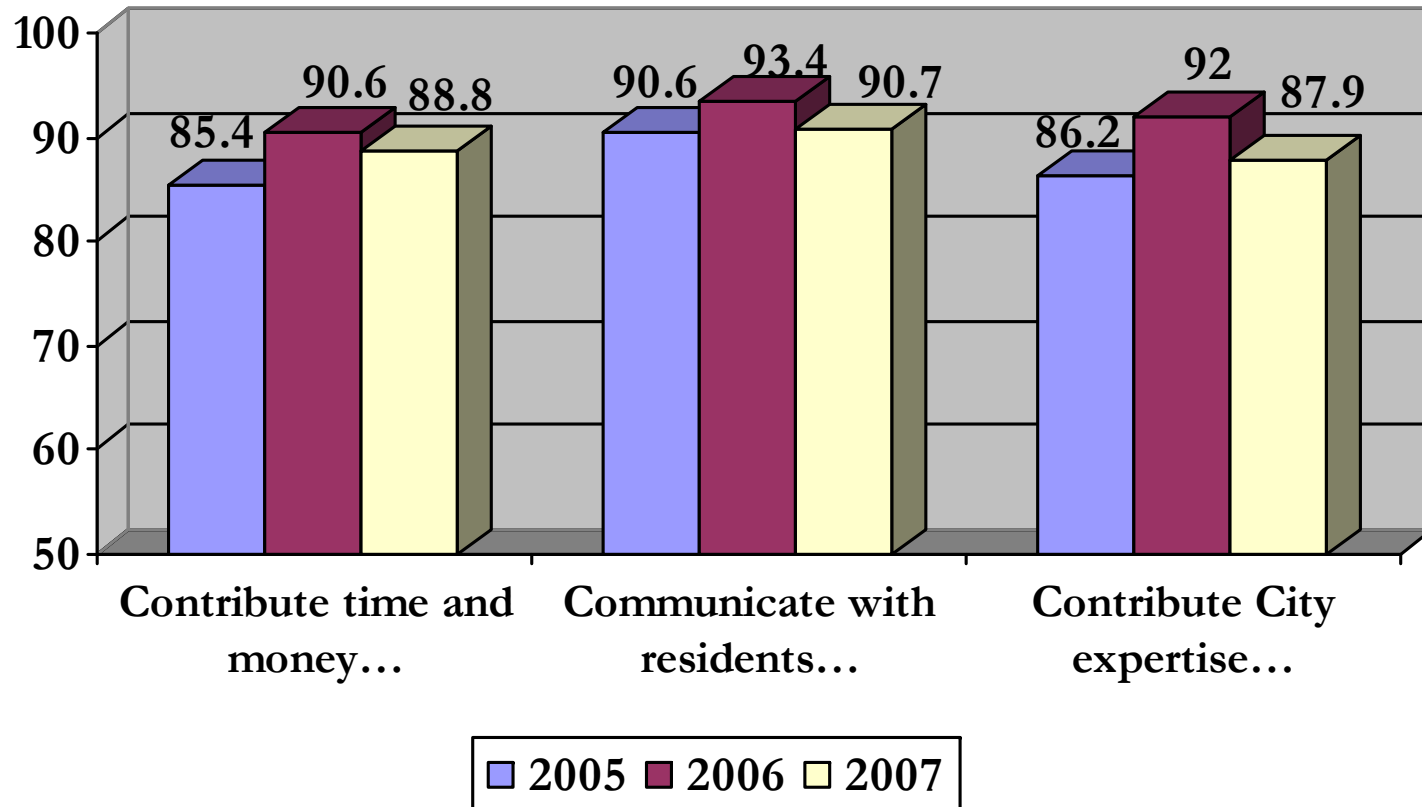
Highlights

On Education and Schools...

- ❖ There exists strong support for City contributions of time and money to educational programs and facilities (91.7%), for communication from the City about education issues in Coral Springs (91.1%) and for contributing expertise in helping schools solve problems and issues (87.8%).



Education





Highlights

- ❖ More than three quarters, 78.9% provided positive ratings on the overall effectiveness of the City in addressing public school issues. Among those with children the percentage is 76.2%.



Rate overall effectiveness of City's efforts to address public school issues

Overall Satisfaction	2004	2005	2005 w/Child	2006	2006 w/Child	2007	2007 w/Child
Positive Rating:	81.0	75.0	74.3	80.4	77.4	78.9	76.2



Highlights

- ❖ And, among those residents with children, 42.1% indicated a willingness to send their child or children to the Coral Springs Charter School. This is similar to results collected in 2006 – 43.2%.



Highlights

On Cable Television...

- ❖ Over half of those surveyed (57.0%), said they are currently Advanced Cable Communications customers. This is down slightly from 58.2% in 2006. It appears that the market decline experienced in previous years (approximately 5% per year) has slowed.
- ❖ Two thirds of Advanced Cable Customers, 68.7%, provided positive ratings for overall customer service and three quarters, 75.0%, provided positive ratings on reliability.



Highlights

On Parents Without Partners...

- ❖ Nearly ten percent, 8.2%, said they were a parent without a partner and 13.4% of this group expressed an interest in attending events for single parents.



Thank you for the opportunity to present

BUSINESS SATISFACTION STUDY 2007





Introduction

The Center for Research & Public Policy (CRPP) is pleased to present the results of a 2007 Business Satisfaction Survey conducted among business leaders (owners/senior managers) in the City of Coral Springs, Florida.

The survey was designed to provide business leader input on Coral Springs services, relationships with the City, views on local issues impacting business, meeting expectations, City codes, communications, business needs, taxes and other important issues.



Introduction

The research study included a comprehensive telephone survey. Interviews were conducted among business leaders in the City of Coral Springs by phone. CRPP, working together with City of Coral Springs officials, designed the survey instrument to be used when calling local business leaders.

This report summarizes information collected from telephone surveys conducted March 5 – 9, 2007.



Introduction

The survey instrument employed in the 2007 Business Satisfaction Survey included the following areas for investigation:

- ❖ Views on relationships with the City of Coral Springs;
- ❖ Perceptions of the current business atmosphere in Coral Springs;
- ❖ Views on local issues impacting business;
- ❖ Use and satisfaction with City services;
- ❖ Measuring the degree expectations are met;
- ❖ Perceptions of Coral Springs efforts to support business;
- ❖ Satisfaction with City codes and code enforcement;
- ❖ Impressions of local taxes;
- ❖ Perception of any unmet or under-met needs;
- ❖ Chamber membership, awareness and satisfaction;
- ❖ Demographics.



Methodology

Using a quantitative research design, CRPP completed 250 interviews among business leaders throughout the City of Coral Springs.

All telephone interviews were conducted between March 5 - 10, 2007. Business leaders were contacted between 10:00 a.m. and 4:00 p.m. weekdays.

Survey input was provided by City of Coral Springs officials.

Survey design at CRPP is a careful, deliberative process to ensure fair, objective and balanced surveys.



Methodology

Training of telephone researchers and pre-test of the survey instrument occurred on March 5, 2007.

All facets of the study were completed by CRPP's senior staff and researchers. These aspects include: survey design, pre-test, computer programming, fielding, coding, editing, data entry, verification, validation and logic checks, computer analysis, analysis, and report writing.



Methodology

CRPP maintained a 65% completion rate on all calls made during this 2007 Business Satisfaction Survey. And, a high completion rate, many times indicates an interest in the topic.

Statistically, a sample of 250 surveys represents a margin for error of +/- 6.0% at a 95% confidence level.



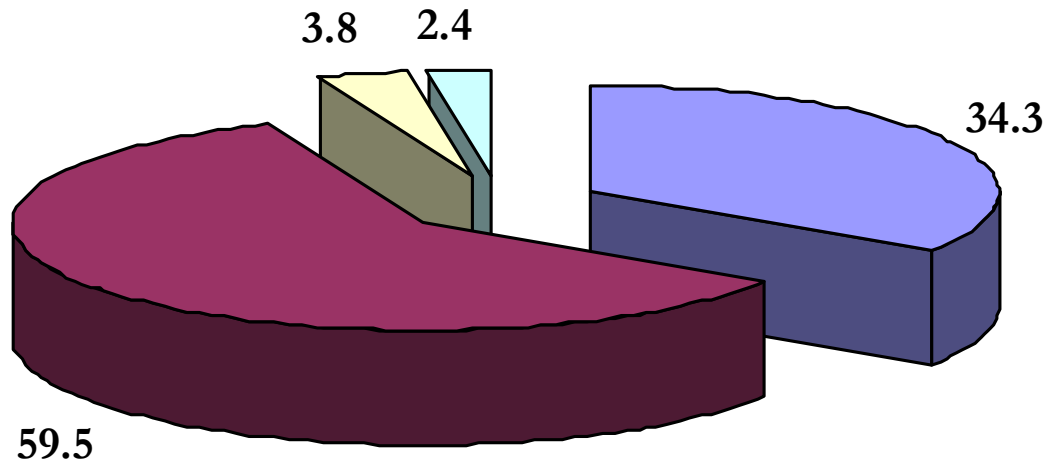
Highlights

On Partnership with the City...

- ❖ A growing percent of business leaders surveyed reported their overall relationship with the City as very good or good – 78.8% in 2007. This is up from 72.9% in 2005 and 76.0% in 2006. When “don’t know” respondents are removed, those suggesting very good or good moves to 93.8%



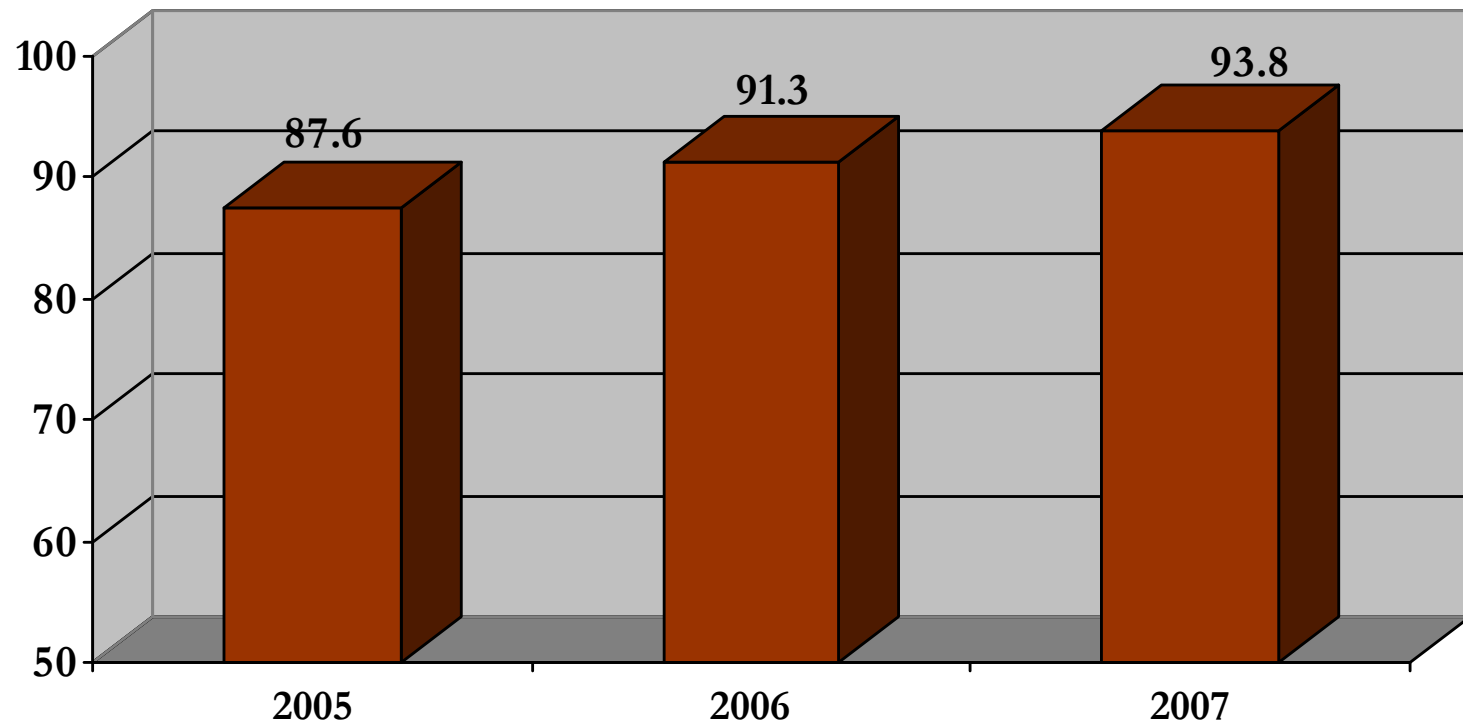
Partnership



Very good Good Poor Very poor



Partnership





Highlights

- ❖ The most frequently cited reasons reported for a good relationship with the City included: having no problems, good services, no contact with them, friendly, offer great services, good communication, available and very responsive.
- ❖ Among those suggesting their relationship is poor, the reasons cite most frequently included: too many rules and regulations, no contact with them, after the hurricane took too long to get permit to rebuild, always get the run around, a lot of flooding and not responsive.



Highlights

- ❖ According to respondents, the following are the leading contributors to a positive business atmosphere in Coral Springs: clean City, good communication, location is convenient, lot of people and traffic, low crime, good overall services, good organization, and good police and fire departments.



Positive Business Atmosphere

Contributions to a Positive Business Atmosphere in Coral Springs	2007
Don't know	22.8
None	5.6
Clean City	7.2
Good communication	7.2
Location is convenient	6.4
Lot of people and traffic	6.4
Low crime rate	4.0
Good overall services	4.0
Very involved with businesses	3.6
Good organization	3.2
Good police and fire departments	2.8

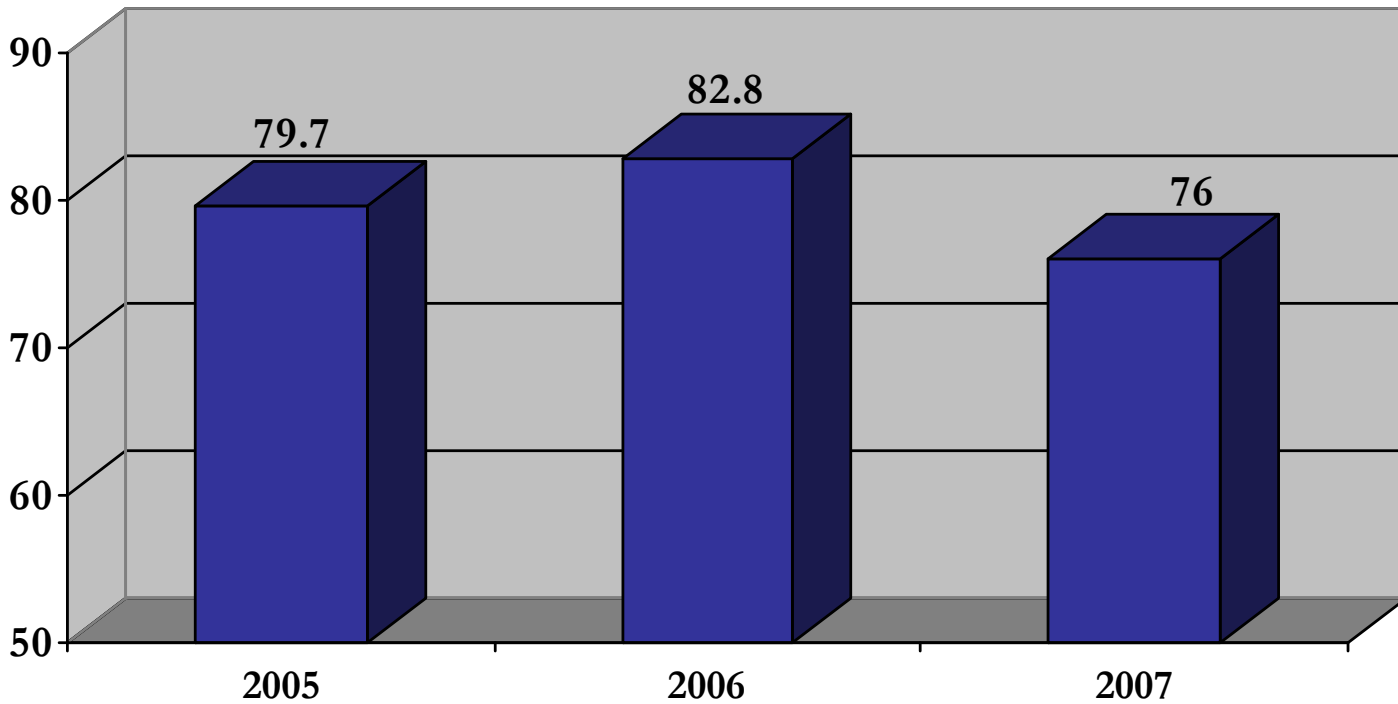


Highlights

- ❖ Three quarters of all respondents, 76.0%, indicated that the overall business atmosphere in Coral Springs was better than or no change from two years ago. This is down somewhat from 79.7% in 2005 and 82.8% in 2006.



Overall business atmosphere today compared to two years ago





Highlights

On Local Issues...

- ❖ While 55.6% of all respondents could not name any local issues of concern, some cited signage codes being too strict (12.4%), taxes (9.2%), a lot of the same/duplicate business (2.8%), crime/safety (2.4%), building permit process (2.4%), and road traffic is horrible (2.4%).



Issues of concern...

Issues of Concern...	2007
None	45.6
Don't know	10.0
Signage codes/too strict	12.4
Taxes	9.2
A lot of the same/duplicate businesses	2.8
Crime / safety	2.4
Building permits	2.4
Road traffic is horrible	2.4



Highlights

On Community Service Satisfaction...

- ❖ Business leader respondents were asked if they used fifteen different City departments, programs or services. If they used each, they were asked to provide a rating. The average overall positive rating across all fifteen departments, programs or services in 2007 was 88.3%. This is up from 85.2% in 2006 and 84.4% in 2005.
- ❖ The two highest positive ratings recorded were for Fire Inspection (96.0%) and City Hall in general (95.9%). The two lowest positive ratings were recorded for Building Division Permits (77.2%) and Zoning (75.0%).



Community Service Satisfaction (a)

Community Services, Departments and Programs	2005 Use	2005 Positive Rating	2006 Use	2006 Positive Rating	2007 Use	2007 Positive Rating
Building Division Permits	42.6	81.3	41.2	81.8	42.0	77.2
Building Inspections	45.4	86.8	42.4	82.4	47.6	80.2
Zoning	26.7	78.8	24.0	75.9	29.2	75.0
Occupational License	70.9	92.0	63.6	85.2	77.6	93.1
Code Enforcement	52.6	79.5	47.6	71.6	53.2	82.3
Fire Inspection	66.5	91.6	66.8	90.2	72.4	96.0
Emergency Paramedics	37.5	95.7	33.2	93.8	31.2	94.8
Police Department	64.5	89.5	61.6	86.8	59.2	91.8

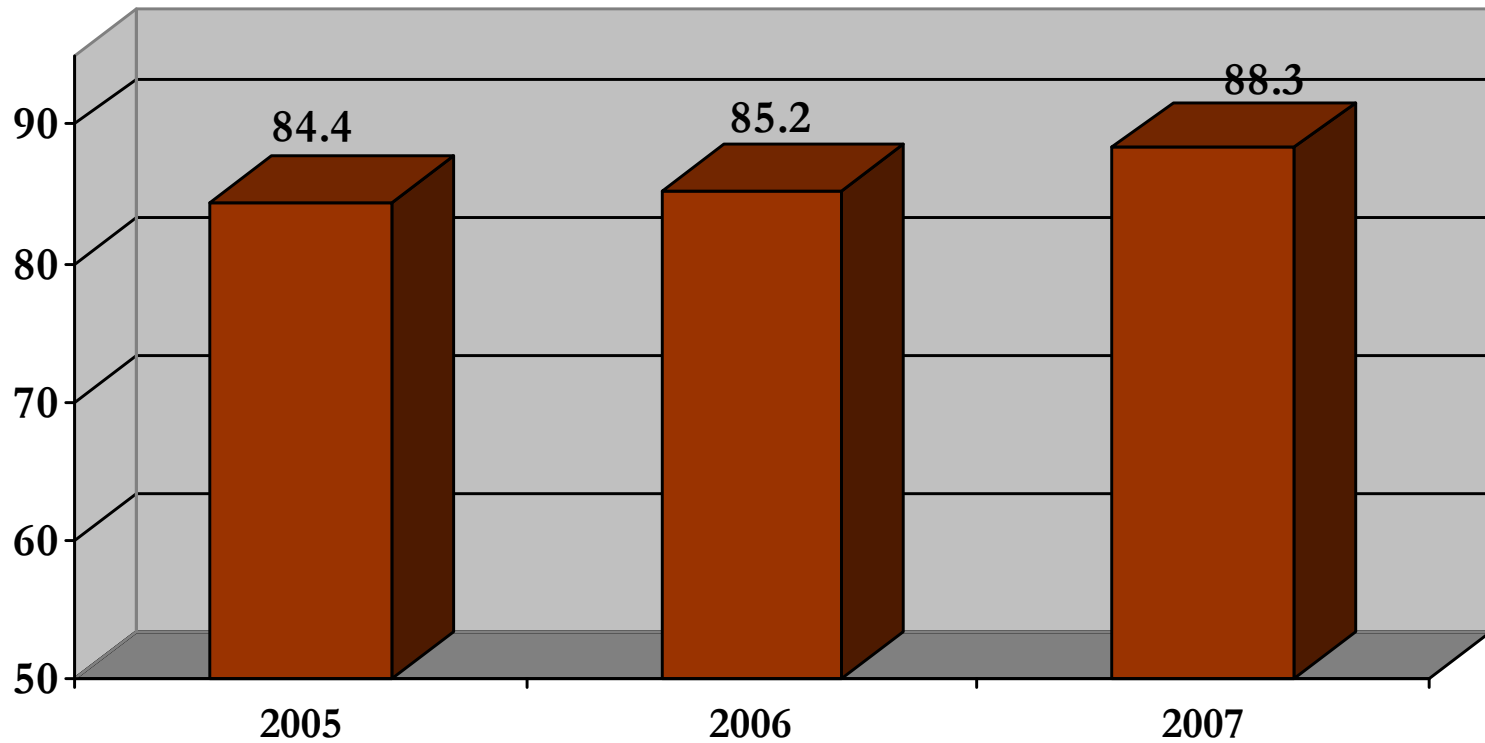


Community Service Satisfaction (b)

Community Services, Departments and Programs	2005 Use	2005 Positive Rating	2006 Use	2006 Positive Rating	2007 Use	2007 Positive Rating
Police Traffic Enforcement	57.8	83.4	39.6	85.6	44.8	90.9
City Hall (General)	51.8	94.6	41.2	89.7	50.0	95.9
Information Services	39.0	76.0	31.2	88.2	39.6	91.8
Planning	31.9	71.3	25.2	82.0	27.6	83.3
Streets Maintenance and Drainage	54.2	77.2	46.0	87.5	61.6	87.4
Waste Management Services	66.9	82.1	56.0	89.8	72.4	92.2
Water Billing	59.4	86.6	54.0	87.6	61.2	93.2
Average Positive Rating	---	84.4	---	85.2	---	88.3



Community Service Satisfaction (Average Positive Ratings)



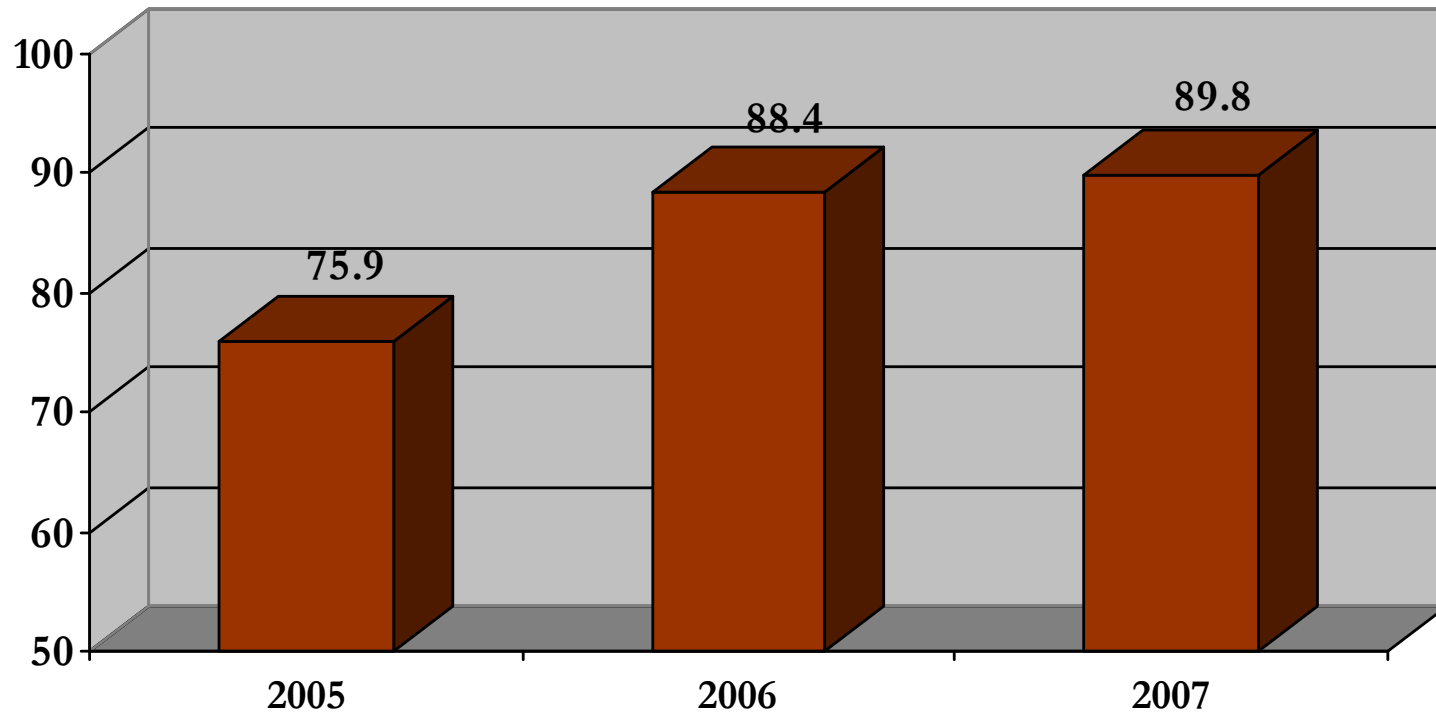


Highlights

- ❖ A growing number of survey respondents (89.8%) are suggesting they would recommend selecting the City to friends, family and co-workers. This is up from 82.4%, 75.9% and 88.4 recorded in 2004, 2005 and 2006 respectively.



Recommend City to friends, family...



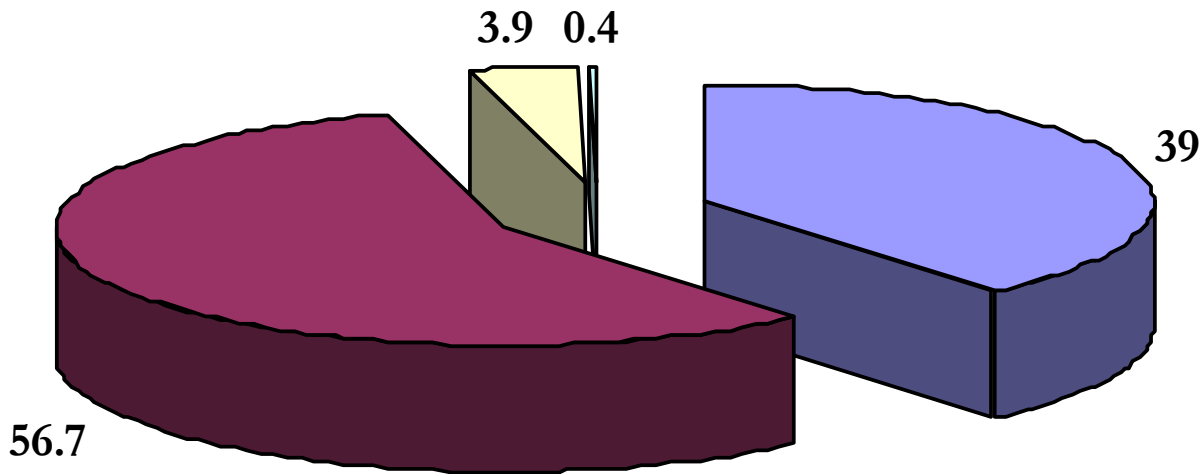


Highlights

- ❖ An impressive percent of business leaders surveyed, 95.7%, said Coral Springs Customer Service is excellent or good.



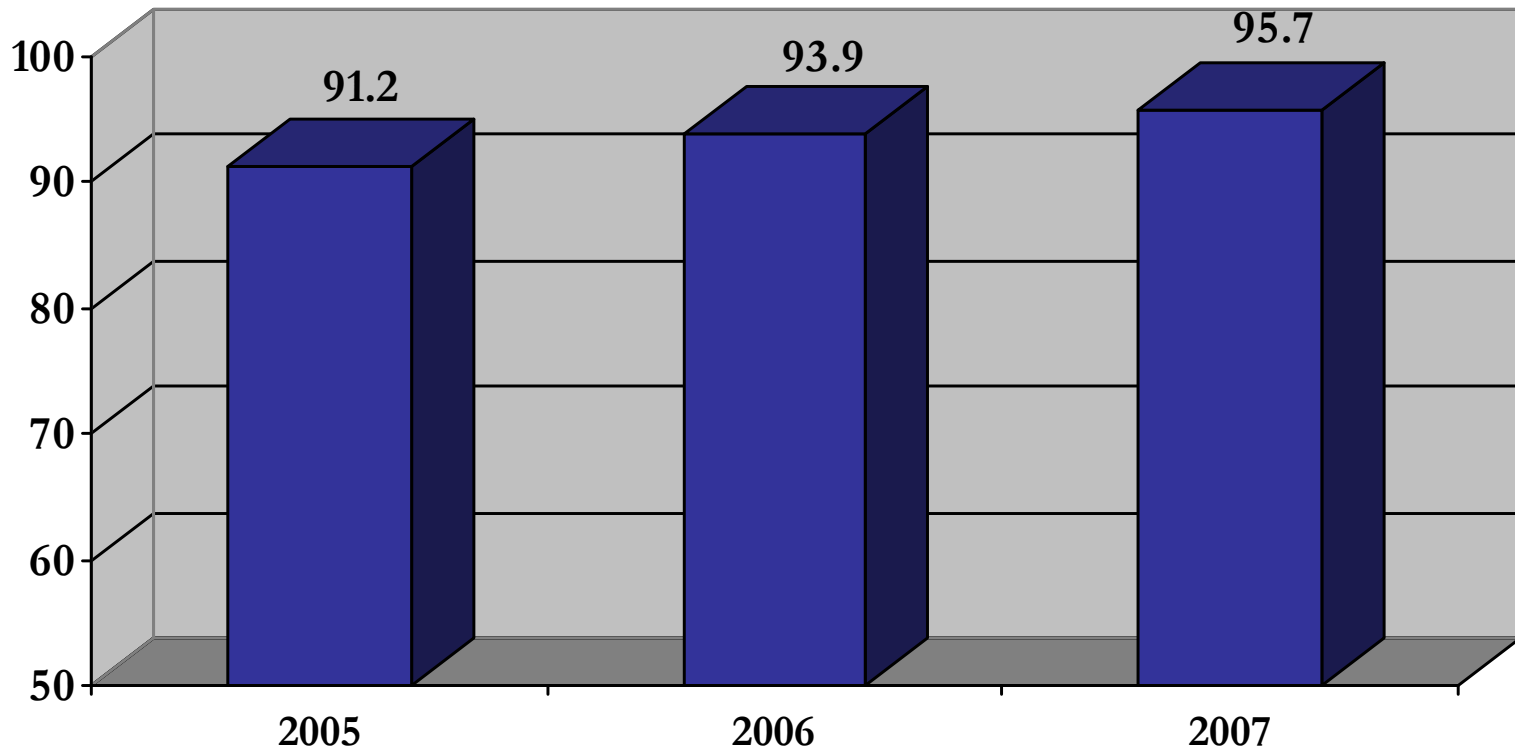
City's Customer Service



■ Excellent ■ Good ■ Poor ■ Very Poor



City's Customer Service





Highlights

- ❖ And, 95.1% of all respondents said the quality of City services is significantly higher, higher or met their expectations.



Quality of City Services

Expectations	2004	2005	2006	2007
Significantly higher than your expectations	5.9	10.0	10.1	6.5
Higher than your expectations	15.1	19.9	21.4	19.8
Expectations met	72.0	62.2	65.1	68.8
Below your expectations	5.4	7.5	3.4	4.5
Significantly below your expectations	1.7	0.4	0.0	0.4
Top three boxes	93.0	92.1	96.6	95.1



Highlights

- ❖ Business leaders, in growing numbers, are recognizing City efforts to retain existing businesses. In 2007, 83.2% were satisfied with the City efforts – up from 72.3%, 72.4% and 80.8% in 2004, 2005 and 2006 respectively.

On City Codes...

- ❖ The average overall positive rating for seven different City codes and regulations moved to 81.6% in 2007 from 72.5% in 2006 and 72.7% in 2005.



Codes / Regulations

Codes / Regulations	2005 Positive Rating	2006 Positive Rating	2007 Positive Rating
Building codes	75.4	79.0	82.4
Zoning codes	68.3	76.3	84.3
Code enforcement	66.5	73.4	80.1
Landscaping codes	75.3	71.7	85.6
Requirement for proper business appearance maintenance	84.5	79.3	87.3
Current (“Revised” in 2006) business signage regulations	63.2	56.0	71.2
Business parking regulations	75.8	71.7	80.4
Average Positive Rating	72.7	72.5	81.6



Highlights

On Communications...

- ❖ The number of visits to the Coral Springs website remains nearly unchanged over the last three years – 49.2% in 2007. In 2005 reported visits were at 54.4% while the number was 50.4% in 2006.
- ❖ The website continues to receive positive ratings (all in the low nineties) for ease of navigation, informative content, and usefulness.

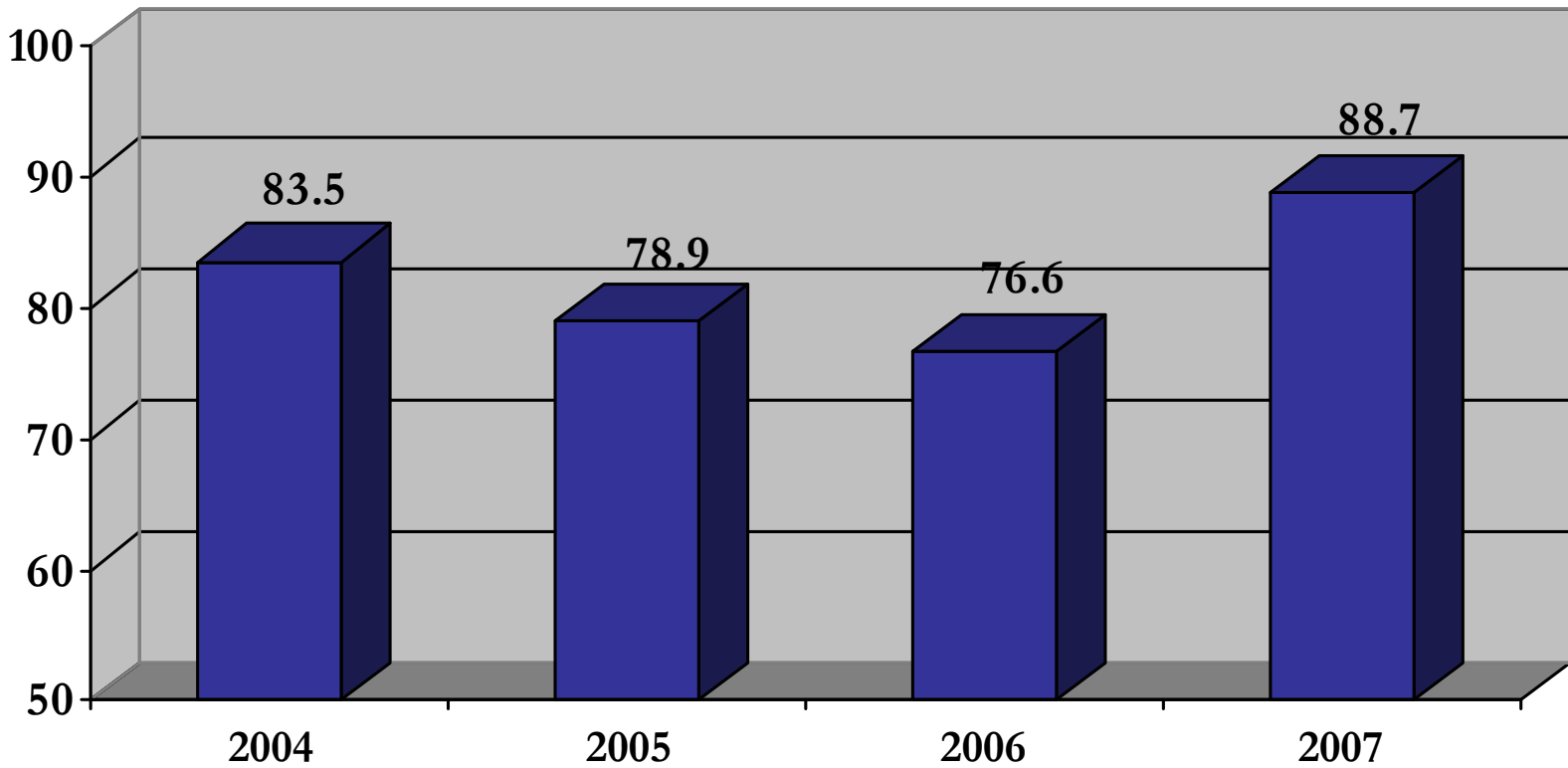


Highlights

- ❖ And, growing percentages of respondents are providing positive ratings for the City on communication with business owners and managers. In 2007, 88.7% provided a positive rating compared to 83.5%, 78.9% and 76.6% in 2004, 2005 and 2006 respectively.



City's communication with business owners





Highlights

On Taxes...

- ❖ Concern over high taxes has doubled since 2004. In 2004, 20.4% agreed with the statement: “Taxes are too high for the quality of City services that I am receiving.” Today, that percent has moved to 42.4%.



Taxes

Statements	2004	2005	2006	2007
Taxes are too high for the quality of City services that I am receiving	20.4	31.4	30.5	42.4
Taxes are high, but the City is providing more services at a higher quality than I expect	27.6	31.4	26.0	26.1
Taxes are just right for the amount and quality of City services that I am receiving	51.6	37.3	43.5	31.0
Taxes are too low for the amount and quality of City services that I am receiving	1.0	0.0	0.0	0.5
Total: Bottom Three Boxes	79.2	68.7	69.5	57.6



Highlights

On Business Friendly Suggestions...

- ❖ Over half of all respondents, 54.3%, noted they had no ideas or didn't know of any ideas to make the City more business friendly. Others made suggestions such as: lower taxes , stop having so many rules, let businesses have signs, keep the City clean, improve business parking, more communication, hold business seminars, reduce rental costs, more timely permits.



Suggestions

Suggestions	2007
None	28.1
Don't know	26.2
Let businesses have signs	9.1
Lower taxes	6.8
Doing a good job already	5.7
More communication	3.8
Fewer rules	3.0
Improve business parking	1.5
Have business seminars	1.1
Keep City clean	1.1
Reduce rental space cost	1.1
More timely permits	1.1



Highlights

On Chamber Membership...

- ❖ While three quarters of respondents, 71.6%, indicated they were not Chamber member, 15.6% said they were. Another 12.8 were unsure.
- ❖ Of this group, 89.7% said they were very or somewhat satisfied with their Chamber membership.
- ❖ A smaller percent, 53.7% said they were very (28.0%) or somewhat aware (25.7%) of membership benefits.

City of Coral Springs

March 2007 SWOT Exercise

What city services would you like to see enhanced and would be willing to pay more in taxes for?		
	Number of times mentioned	Percent of total respondents
Parks	13	27%
Public safety	11	23%
Education	8	17%
Teen programs	8	17%
Aesthetics/beautify City	7	15%
Code enforcement	4	8%
Events in parks	4	8%
Senior programs	4	8%
Economic development	4	8%
Neighborhood redevelopment	3	6%

* This question was not asked in the April 2006 community SWOT.
 * Only those services mentioned more than once are included.

What city services would you like to see cut or eliminated?		
	Number of times mentioned	Percent of total respondents
Nothing	37	77%
Code enforcement	3	6%
Cultural activities	3	6%
Public art	3	6%
Downtown redevelopment	2	4%
Atlantic Blvd children's library	1	2%
Median maintenance	1	2%
Parks and recreation	1	2%
Public safety	1	2%
Senior programs	1	2%
Speed traps	1	2%

* This question was not asked in the April 2006 community SWOT.
 In contrast to other tables, all mentions are included here.

City of Coral Springs

March 2007 SWOT Exercise

What are the City's five most important community strengths for facing the future?				
	Mar-07		Apr-06	
	Number of times mentioned	Percent of total respondents	Number of times mentioned	Percent of total respondents
Theme	n=48		n=22	
City Gov't	29	60%	12	55%
Sound financial management	22	46%	7	32%
Good schools	18	38%	7	32%
Community involvement/ volunteers	16	33%	10	45%
Public safety	16	33%	7	32%
Economic development /business relations	13	27%	1	5%
Recreation	13	27%	9	41%
Youth/teen activities	7	15%	0	0%
Diversity	5	10%	0	0%
Reputation of City	5	10%	0	0%
Appearance of common areas	3	6%	0	0%

City of Coral Springs

March 2007 SWOT Exercise

What are the City's five most significant community weaknesses ?				
	Mar-07		Apr-06	
	Number of times mentioned	Percent of total respondents	Number of times mentioned	Percent of total respondents
Theme	n=48		n=22	
Traffic	12	25%	3	14%
Businesses (vacancies, expand base, limited growth)	10	21%	4	18%
Code enforcement	8	17%	2	9%
Affordable housing	6	13%	4	18%
Rundown neighborhoods	6	13%	1	5%
Damaged/lack of tree canopy	5	10%	0	0%
Taxes	5	10%	0	0%
Coral Springs mall decline	3	6%	0	0%
Neighborhood lighting	3	6%	0	0%
Public transportation lacking	3	6%	1	5%
Voter turnout/apathy	3	6%	0	0%

City of Coral Springs

March 2007 SWOT Exercise

What are the City's five most important opportunities in the community that are not fully used by the City?				
	Mar-07		Apr-06	
	Number of times mentioned	Percent of total respondents	Number of times mentioned	Percent of total respondents
Theme	n=48		n=22	
Economic development	10	21%	0	0%
Parks	7	15%	0	0%
Volunteers	4	8%	2	9%
Homeland security grants	3	6%	1	5%
Senior programs	2	4%	0	0%
Tax reform	2	4%	0	0%
Vacant lots	2	4%	3	14%

City of Coral Springs

March 2007 SWOT Exercise

What are the five most important potentially damaging external threats impacting the community?				
	Mar-07		Apr-06	
	Number of times mentioned	Percent of total respondents	Number of times mentioned	Percent of total respondents
Theme	n=48		n=22	
Casino expansion	14	29%	0	0%
Property insurance	11	23%	0	0%
Crime	10	21%	5	23%
Hurricanes	10	21%	12	55%
Affordable housing	8	17%	0	0%
Traffic	8	17%	0	0%
Overdevelopment	7	15%	1	5%
University Drive extension	6	13%	0	0%
Gangs	3	6%	6	27%
Water	2	4%	0	0%
Taxes				
Tax cuts	10	21%	0	0%
Tax reform	7	15%	0	0%
Taxes (non-specific)	5	10%	0	0%
Rising taxes	3	6%	0	0%
All tax mentions	25	52%		