



Adopted Budget

2019 - 2020

City of Pembroke Pines, Florida

Table of Contents

Table of Contents.....	1
Budget Book Format-State Map.....	5
City Commission District Map.....	6
City Organization Chart.....	7
Departments Relationship with Funds.....	8
Budget Message	
Budget Message.....	9
Budget-in-Brief.....	13
Economic Analysis.....	17
Long-Range Economic Planning.....	21
Budget Overview	
Budget Calendar.....	34
Introduction to the Budget Process.....	35
Fund Structure and the Basis of Budgeting.....	37
Budget Development Guidelines.....	40
Basis of Revenue and Expenditure Estimates.....	47
Basis of Revenue Estimates.....	48
Major Revenue Sources.....	49
Basis of Expenditure Estimates.....	58
Expenditures By Fund and Category.....	60
Position Changes.....	61
Position History.....	64
Community Profile.....	66
Performance Measures Summary	
Performance Summary.....	70
Fund Summaries	
Budget Summary - By Category.....	81
Components of Fund Balance - Retained Earnings - Net Assets.....	82
Expenditure Category Matrix.....	84
Transfer Schedule.....	87
General Fund.....	88
Wetlands Mitigation.....	90
Debt Service.....	91
Municipal Construction.....	92
Other Governmental Funds.....	93
Utility Fund.....	94
Public Insurance.....	95
Pension - General Members.....	96

Pension - Fire and Police.....	97
Other Post Employment Benefits.....	98
General Fund	
Source of Revenue Dollars.....	99
Use of Revenue Dollars.....	100
General Government	
City Commission.....	101
City Manager.....	105
Planning and Economic Development.....	110
Technology Services.....	117
Human Resources.....	124
City Attorney.....	129
City Clerk.....	136
Finance.....	144
Early Development Centers.....	151
Walter C. Young Resource Center.....	158
Community Services.....	162
Housing Division.....	169
Public Safety	
Police.....	175
Fire Control - Ambulance Rescue.....	188
Public Services	
Public Services.....	196
Environmental Services (Engineering).....	198
General Government Buildings.....	204
Grounds Maintenance.....	209
Purchasing.....	213
Howard C. Forman Human Services Campus.....	218
Recreation and Cultural Arts	
Recreation and Cultural Arts.....	221
Non-Departmental	
Non-Departmental.....	232
Special Revenue	
Streets and Sidewalks.....	235
State Housing Initiative Partnership (SHIP) Grant.....	240
HUD Grants CDBG-HOME.....	245
Law Enforcement Grant.....	250
Police Community Services Grant.....	254
Community Bus Program.....	257
Law Enforcement Trust Fund Treasury Confiscated.....	261

Law Enforcement Trust Fund Justice Confiscated.....	264
Law Enforcement Trust Fund Police Education.....	267
Law Enforcement Trust Fund FDLE Confiscated.....	270
Older Americans Act (OAA) Grant.....	274
Debt Service	
Debt Service Fund.....	279
Capital Projects	
Municipal Construction Fund.....	292
Enterprise	
Utilities.....	295
Internal Service	
Public Insurance Fund.....	303
Pension	
General Employees Pension.....	307
Police and Fire Pension.....	311
Other Postemployment Benefits.....	316
Permanent	
Wetlands Mitigation Trust Fund.....	319
5-Year Capital Improvement Program (CIP)	
Capital Improvement Program.....	322
Revenue Detail (By Fund)	
1 General Fund.....	331
51 Wetlands Mitigation Trust.....	340
100 Road and Bridge Fund.....	341
120 State Housing Initiative Program Grant.....	343
121 HUD Grants CDBG HOME.....	344
122 Law Enforcement Grant.....	345
124 Police Community Services Grant.....	346
128 Community Bus Program.....	347
131 Treasury Confiscated.....	348
132 Justice Confiscated.....	349
133 Police Education.....	350
134 FDLE Confiscated.....	351
199 Older Americans Act.....	352
201 Debt Service Fund.....	353
320 Municipal Construction Fund.....	355
471 Utility Fund.....	357
504 Public Insurance Fund.....	360
655 General Pension Trust Fund.....	362
656 Fire and Police Pension Trust Fund.....	363

657 Other Post Employment Benefits (OPEB).....	364
Total All Funds.....	365
Expenditure Detail (By Fund)	
1 General Fund.....	366
51 Wetlands Mitigation Trust.....	442
100 Road and Bridge Fund.....	443
120 State Housing Initiative Program Grant.....	447
121 HUD Grants CDBG HOME.....	450
122 Law Enforcement Grant.....	457
124 Police Community Services Grant.....	462
128 Community Bus Program.....	463
131 Treasury - Confiscated.....	466
132 Justice - Confiscated.....	467
133 Police Education.....	468
134 FDLE - Confiscated.....	469
199 Older Americans Act.....	470
201 Debt Service Fund.....	471
320 Municipal Construction Fund.....	473
471 Utility Fund.....	476
504 Public Insurance Fund.....	490
655 General Pension Trust Fund.....	494
656 Fire and Police Pension Trust Fund.....	495
657 Other Post Employment Benefits (OPEB).....	496
Total All Funds.....	497
Appendix	
History.....	498
Abbreviations and Acronyms.....	500
Glossary.....	501
Millage Rate Ordinance.....	515
Budget Ordinance.....	519
DR-420.....	525

BUDGET BOOK FORMAT

The budget consists of the following sections:

Budget Summary Information

1. Budget Message
2. Budget Overview
3. Performance Summary
4. Fund Summaries

General Fund Information

5. General Fund Revenues
6. General Government
7. Public Safety
8. Public Services
9. Recreation and Cultural Arts
10. Non-Departmental

Funds Other than General Fund

11. Special Revenue
12. Debt Service
13. Capital Projects
14. Enterprise
15. Internal Service
16. Pension
17. Permanent

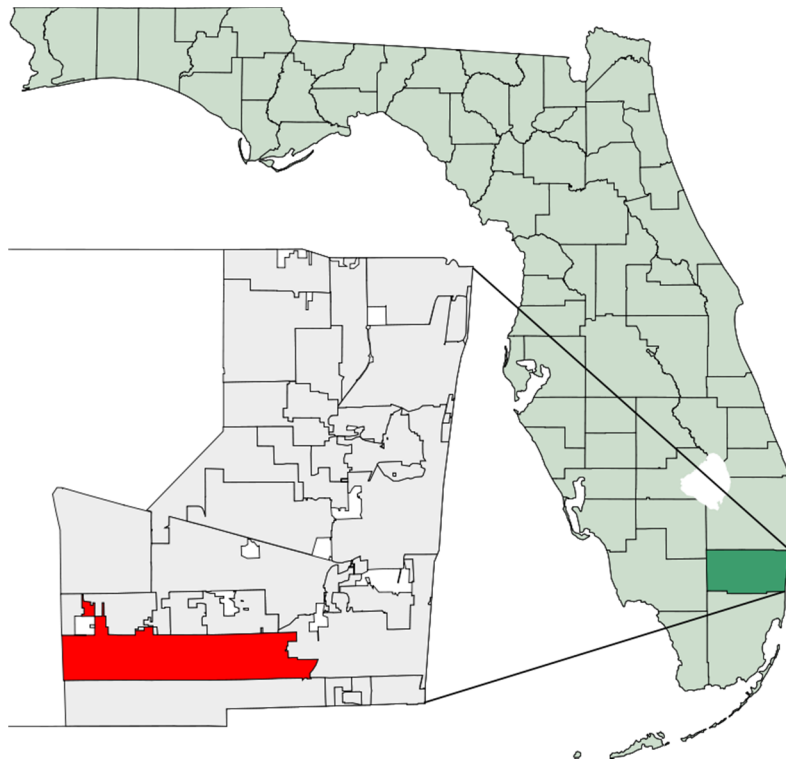
Detailed Information

18. 5-Year Capital Improvement Program
19. Revenue Detail
20. Expenditure Detail
21. Appendix

It should be noted that, due to rounding, the percentages related to the components of some charts and graphs may not add up to 100% in this document.

City Location

The City is situated six miles southwest of the Fort Lauderdale/Hollywood International Airport, 16 miles north of Miami, and 35 miles south of Boca Raton. It consists of 35.22 square miles located in southwest Broward County. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, as well as the towns of Davie and Southwest Ranches.



Source: wikipedia.org



Commission Districts Map

CITY OF PEMBROKE PINES



City Boundary



Streets



1



2



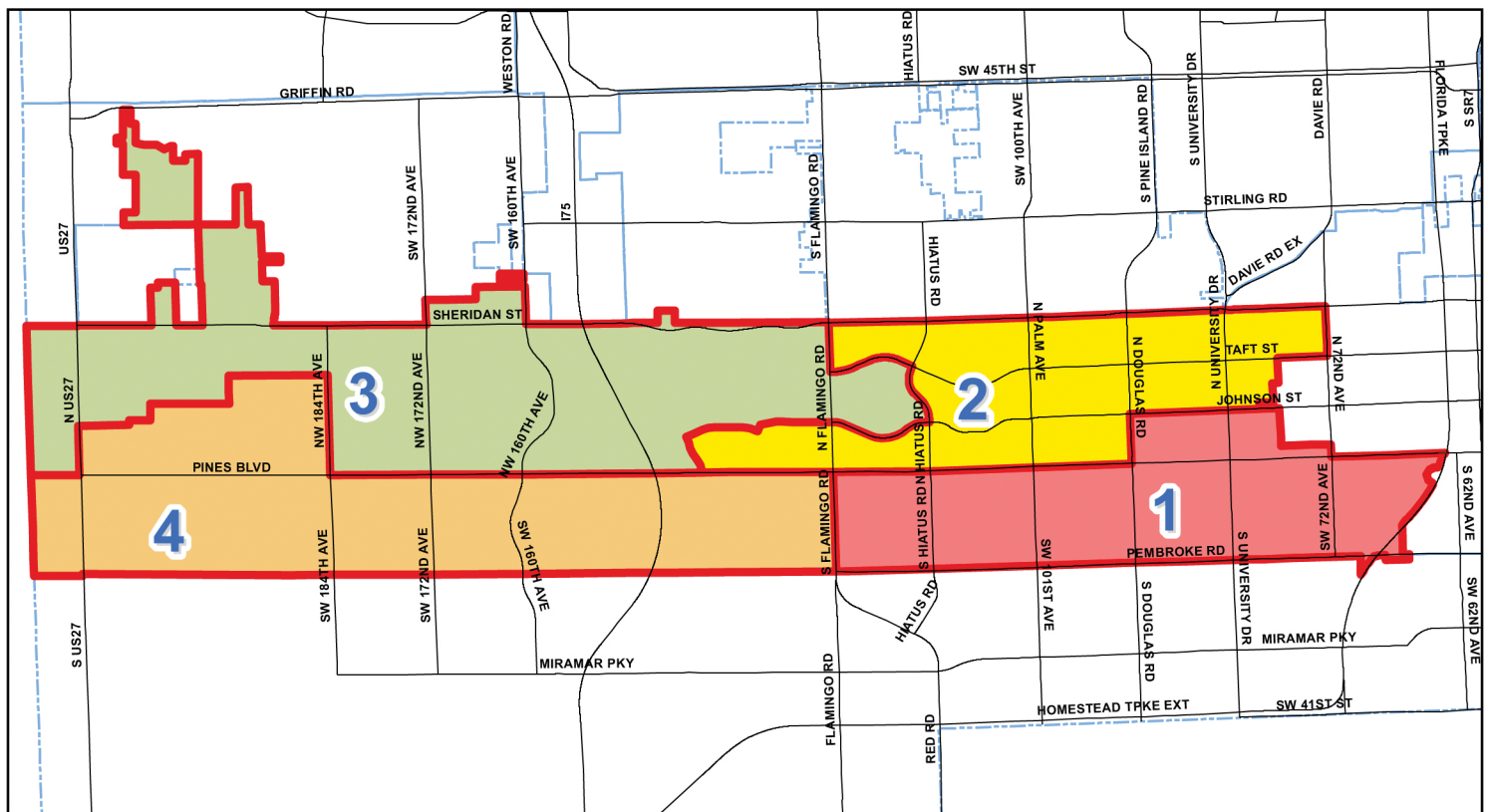
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Map Created by: Planning and Economic Development Department



Frank C. Ortis
Mayor



Commissioner
Thomas Good Jr.
District 1



Commissioner
Iris A. Siple
District 3



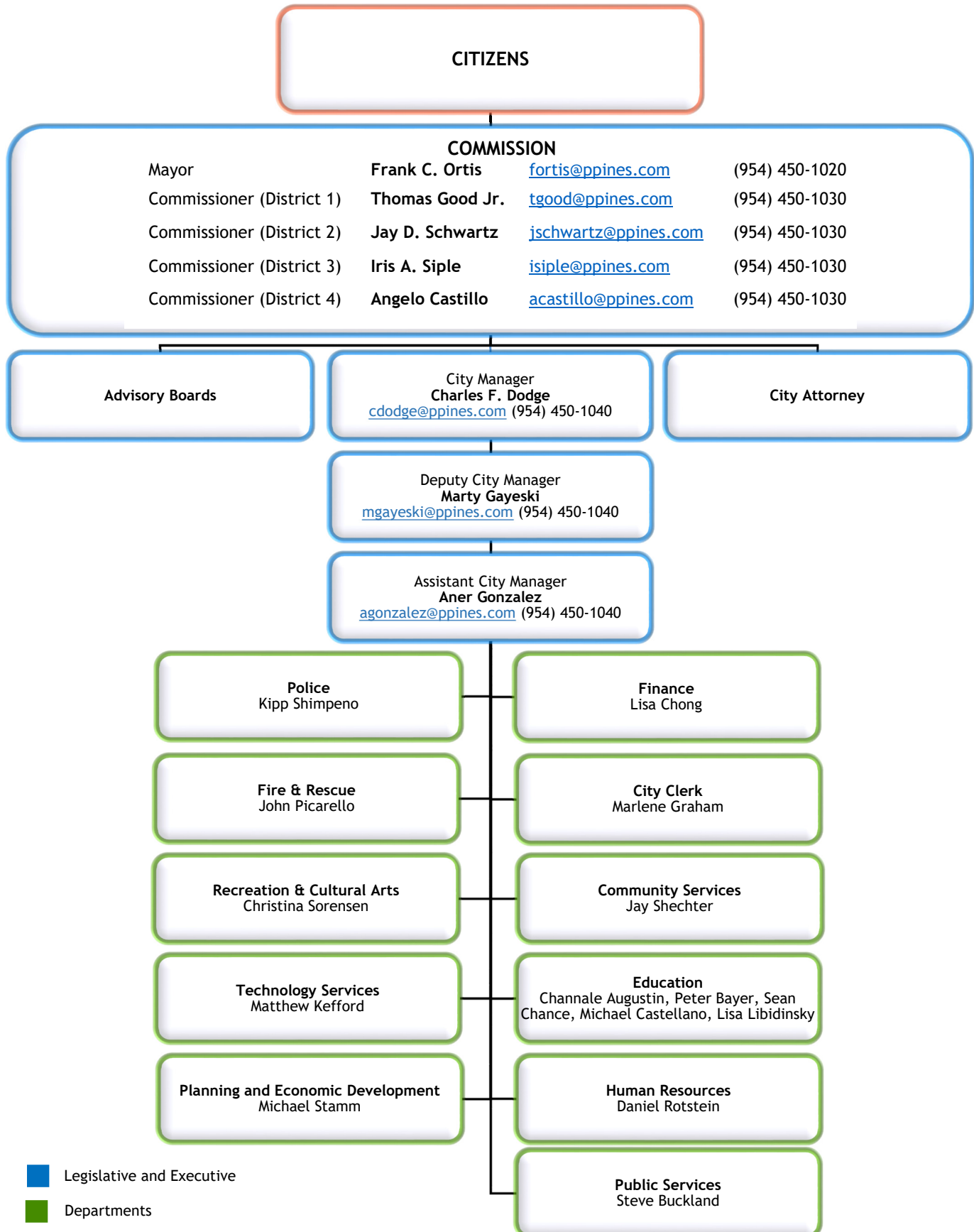
Vice Mayor
Jay D. Schwartz
District 2

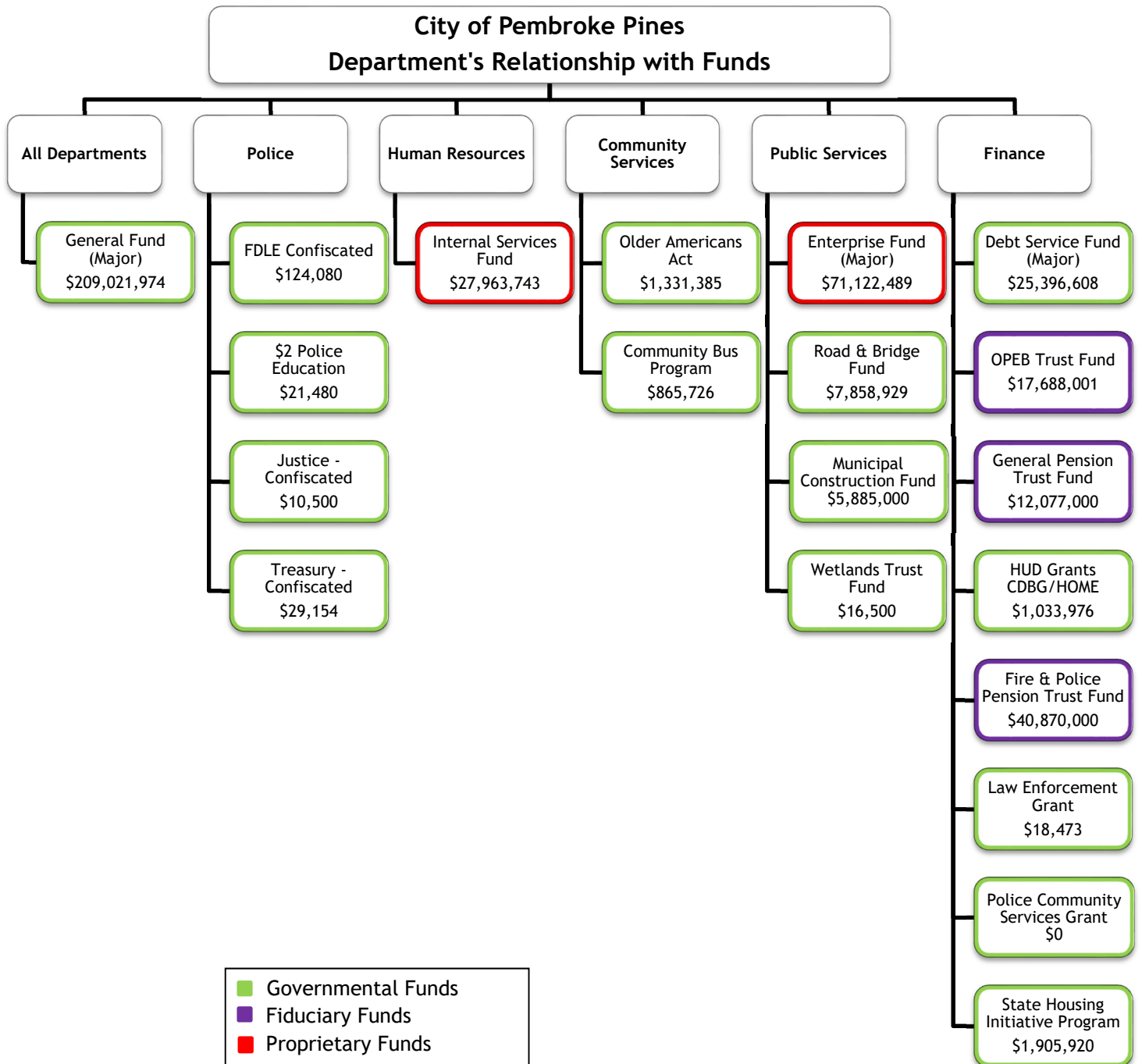


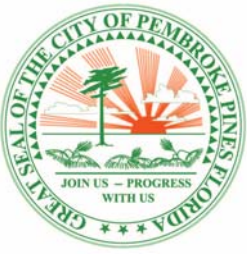
Commissioner
Angelo Castillo
District 4

CITY OF PEMBROKE PINES

Organizational Chart







PEMBROKE PINES CITY COMMISSION

Frank C. Ortis
MAYOR
954-450-1020
fortis@ppines.com

Jay D. Schwartz
VICE MAYOR -
DISTRICT 2
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Iris A. Siple
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Angelo Castillo
DISTRICT 4
954-450-1030
acastillo@ppines.com

Charles F. Dodge
CITY MANAGER
954-450-1040
cdodge@ppines.com

October 1, 2019

Honorable Mayor and Commissioners:

As we stand on the threshold of our 60th anniversary, it is important to reflect on the strides we have made since our humble beginning in 1959. Over the years we have experienced exponential growth, economic highs and lows, weathered through numerous hurricanes, and faced many other challenges head-on. Today we are a vibrant and diverse community of over 172,000, with a Class 1 Fire Service, a top-notch Police Department, an exceptional charter school system, about 1,000 affordable rental apartments for seniors and families, a free and reliable shuttle bus service, a community center with membership of 100,000 plus, an unparalleled recreation and cultural arts program, an extensive parks system, and a flourishing City Center, designed to meet both the current and future needs of our community.

Our progress is buttressed by a robust local economy. During the last few years our local economy, led by the real estate sector, has undergone significant growth due in large part to positive economic conditions in the South Florida Region and the City's strategy of guiding the development of the remaining vacant land as well as the re-development of the eastern section of the City. Real estate developments currently under construction include: +/- 675,000 square feet of retail; +/- 350,000 square feet of office, +/- 750,000 square feet of industrial; 45 single family; 250 townhomes, 470 rental units. The commercial segment continues to expand in response to low vacancy rates. Other indicators of the strong local economy include a low unemployment rate, which according to the Bureau of Labor Statistics was 3.2% as of June 2019 compared to 3.5% for the State of Florida. Per the United States Census Bureau, in 2018 median household income in Pembroke Pines was \$60,825 as opposed to \$57,278 in Broward County and \$55,462 in Florida. In addition, Moody's Investors Service in January 2019 reaffirmed an Aa2 rating for the city's General Obligation Bonds based on our solid financial position, and a large tax base with a strong wealth and income profile.

It is within this context that the 2019-20 Adopted Budget and Five-Year Capital Improvement Plan was prepared. This budget continues the City's focus on providing excellent services to our residents, businesses, and visitors in a fiscally sustainable manner. It strives to keep taxes and fees affordable despite rising operating costs and growing capital replacement demands through prioritization of needs.

The City's 2019-20 Adopted Budget for all funds is \$423.2 million and provides funding for improvements in services mainly through technological advancements, investments in infrastructure, and various facility upgrades, especially at the water and sewer plants.

During the real estate boom, the city's taxable value peaked at \$11.8 billion in 2007-08. However, due to the economic downturn there was a 28.6% decline during the following three years. In 2011-12, slight growth occurred and the City was able to lower its aggregate millage rate. Since then the average increase in taxable value has been 5.5%, with a 7.6% increase in 2019-20, moving from \$12.6 billion to \$13.5 billion. New construction amounted to \$298.4 million and accounted for 31.3% of the increase.

The 2019-20 adopted total millage rate including the debt millage is 6.1200, the lowest it has been since 2009-10. The total millage rate is 0.0219 mills below the 2018-19 adopted rate of 6.1419 due to the debt service millage rate decreasing from 0.4683 to 0.4464 as a result of the increase in taxable value. Approximately 2,600 or 5% of residential properties have zero taxable value and will not pay any property taxes. Roughly 88% of residential parcels have a taxable value of \$300,000 or lower, with the median taxable value for all residential properties being \$140,270.

The Adopted fire assessment rates are all below the current year except the residential rate, which is \$282.38 compared to \$271.75. This increase is attributable mainly to a 5.0% increase in calls from residential properties based on the updated 2019 study conducted by the Government Services Group, Inc.

The General Fund 2019-20 Adopted Budget is \$209.0 million, an increase of \$9.2 million or 4.6% over the 2018-19 Adopted Budget. This budget allows the City to meet its ongoing commitments as well as provide for enhancements to services, especially in areas such as public safety.

The Police Department's staff complement will be augmented with six (6) full-time City positions, which include a Police Captain, three Police Officers, and two Police Service Aides. The department will also benefit from two new full-time contractual positions for a Clerical Specialist and a Help Desk Technician. Additionally, several vehicles, including patrol cars, a fire engine, and a transport ambulance will be replaced to improve efficiency and reduce maintenance costs. The budget for public safety also provides funding for 62 body cameras for specialized units, two newly designed mobile License Plate Recognition (LPR) trailers to facilitate covert deployments, upgrade of the forensics laboratory, a robot designed to assist in high risk operations as well as a drone to help in search and rescue missions. It should be noted that the Police Department initiated a Drone Unit in the current year.

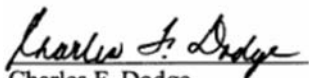
Funding is also provided for technology improvements including a digital signage and way finding system, which will provide residents and visitors with information pertaining to services, events, and emergency alerts. In addition, hardware will be purchased for the GIS system which will capture, store, manipulate, analyze, manage, and present all types of geographical data. It will reveal deeper insight into the data and enable users such as the Public Service and Planning Departments to make informed decisions. Further, appropriations are also included for network cabling refresh at police and fire headquarters, police station west, and Carl Shechter Southwest Focal Point Community Center.

The \$7.9 million Road and Bridge Fund Adopted Budget for 2019-20 is 11.7% above 2018-19 Adopted Budget. The budget includes funding for additional street lights, speed feedback signs, road resurfacing projects, traffic calming solutions (traffic circles and center islands), pressure washing of curbs and sidewalks, as well as litter control for rights-of-way and swales. Road resurfacing projects include: - Westview-between Douglas and University and Johnson and Pines Boulevard; SW 145th Avenue from SW 5th Street to Pembroke Road, Dykes Rd from NW 12th Street to 15th Street; NW 97 Ave Taft to Sheridan, NW 19 Street, NW 18th Street, NW 20th Street, NW 19th Street to Rainbow Lakes Park; and NW 18 Place, NW 104 Avenue, NW 104 Terrace, NW 105 Avenue and NW 17 Place.

The Utility Fund 2019-20 Adopted Budget of \$71.1 million is \$2.6 million above the 2018-19 Adopted Budget due mainly to appropriations for the acquisition and addition of infrastructure assets at the water and sewer plants. The \$14.1 million budget for capital reflects the City's goal of maintaining our infrastructure at a level that protects the City's capital investment, minimizing future maintenance and replacement cost, as well as maximizing the use of new technologies. In this regard it comprises many of the critical items and projects delineated in the 5-year Capital Improvement Plan. These upgrades include but are not limited to: (a) Phase 2A Part 1 of the replacement of failing water mains at Pines Village (Pines Boulevard to SW 9th Street, Florida Turnpike to SW 72nd Avenue); (b) annual replacement and rehabilitation of lift stations; (c) rehabilitation of treatment Unit A at the water plant; and (d) Phase I construction of a new lime feed system at the water treatment plant. In addition, funding is provided for a Sanitary Sewer Evaluation Study to determine the scope of cleaning and areas of inflow and infiltration with the objective of improving the efficiency of the sewer system.

This budget is another step in maintaining financial sustainability through optimization of resources and the safeguarding of capital investment. It fosters the City's goals of promoting and preserving the health, safety and welfare of the community. Further, it supports the quality and diversity of services to which our residents and businesses are accustomed while keeping taxes and fees affordable.

Sincerely,


Charles F. Dodge
City Manager

cfd



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Pembroke Pines
Florida**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a distinguished Budget Presentation Award to City of Pembroke Pines, Florida, for its Annual Budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

BUDGET-IN-BRIEF

The challenge in preparing this budget is achieving the balance between covering increasing operating costs and strengthening service levels while keeping taxes and fees affordable for residents. The recovery of the economy and the concomitant boost in real estate value are the major sources of revenue increase. The all funds adopted budget for 2019-20 is \$423.2 million, an increase of \$22.7 million over the 2018-19 adopted budget. The City's operating funds account for \$12.6 million or 55.3% of the increase. The 2019-20 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds Adopted 2019-20 Compared to Adopted 2018-19 (in \$'000)

Fund	2018-19	2019-20	Change from 2018-19	
	Adopted	Adopted	\$	%
General Fund	\$ 199,833	\$ 209,022	\$ 9,189	4.6%
Road & Bridge Fund	7,038	7,859	821	11.7%
Utility Fund	68,566	71,122	2,556	3.7%
Debt Service Fund	25,505	25,397	(108)	-0.4%
Municipal Construction	-	5,885	5,885	100.0%
Public Insurance Fund	27,509	27,964	455	1.7%
General Pension Trust Fund	11,075	12,077	1,002	9.0%
Fire & Police Pension Trust Fund	39,728	40,870	1,142	2.9%
Other Post Employment Benefits Fund	17,038	17,688	650	3.8%
All Other Funds	4,192	5,327	1,135	27.1%
Total Expenditures	\$ 400,484	\$ 423,211	\$ 22,727	5.7%

General Fund

General Fund Revenues by Category (in \$'000)

Description	2018-19	2019-20	Change from 2018-19	
	Adopted	Adopted	\$	%
Taxes	\$ 86,806	\$ 91,217	\$ 4,411	5.1%
Permits, Fees & Licenses	42,184	41,627	(557)	-1.3%
Intergovernmental Revenue	16,372	20,635	4,263	26.0%
Charges for Services	33,034	34,255	1,221	3.7%
Fines & Forfeitures	1,655	1,684	29	1.8%
Miscellaneous Revenues	15,005	15,885	880	5.9%
Other Sources	4,777	3,719	(1,058)	-22.1%
Total Revenues	\$ 199,833	\$ 209,022	\$ 9,189	4.6%

The 2019-20 adopted General Fund revenue budget (including other sources) of \$209.0 million is \$9.2 million or 4.6% greater than the 2018-19 adopted budget, as shown in the table above. The major increases include: (a) \$4.6 million in property tax; (b) \$1.3 million in administrative fees - an interfund charge; (c) \$3.6 million in federal grant funding for hazard mitigation; (d) \$0.6 million in the Local Government Half-Cent Sales Tax program; (e) \$0.5 million in interest; (f) \$0.3 million from rental of buildings at the Howard C. Forman Human Services Campus; and (g) \$0.1 million in sales tax proceeds. These increases were partially offset by

reductions of \$1.1 million in use of fund balance, \$0.2 million in franchise fees-electricity, \$0.2 million in public service tax-water, and \$0.3 million each in fire protection special assessment fees and administrative fees on technical services. The increase in property tax stems from the 7.59% increase in taxable value as the 2019-20 adopted operating millage rate of 5.6736 is the same as the 2018-19 rate.

General Fund Expenditures by Function (in \$'000)

Category	2018-19	2019-20	Change from 2018-19	
	Adopted	Adopted	\$	%
General Government	\$ 38,211	\$ 41,092	\$ 2,881	7.5%
Public Safety	121,087	128,145	7,058	5.8%
Physical Environment	3,878	3,822	(56)	-1.4%
Economic Environment	8,512	8,348	(164)	-1.9%
Human Services	7,447	7,468	21	0.3%
Culture-Recreation	20,698	20,147	(551)	-2.7%
Total Expenditures	\$ 199,833	\$ 209,022	\$ 9,189	4.6%

The \$209.0 million 2019-20 adopted General Fund expenditure budget (including transfers) is \$9.2 million or 4.6% above the adopted 2018-19 budget, as shown in the table above. Public safety and general government, account for 76.8% and 31.4% of the increase, respectively. These were partially offset by a combined 8.4% reduction in physical environment, economic environment, and culture-recreation.

Public Safety represents 61.3% of the adopted 2019-20 expenditure budget and shows a \$7.1 million or 5.8% increase over the 2018-19 adopted budget. Appropriations for personnel and operating costs reflect a \$5.4 million increase, which is furthered by a \$1.6 million increase in capital. The major sources of these increases include: (a) \$4.1 million for salaries and social security matching; (b) \$2.4 million for Fire and Police building improvements of which \$1.4 million pertains to structural reinforcement of existing stations (75.0% is funded via federal grants); (c) \$0.5 million for City contribution to police and fire pension; (d) \$0.5 million for budgeted overtime; and (e) \$0.2 million for contractual services, especially facility contractors. These increases were partially offset by a \$0.7 million reduction in capital machinery and equipment. A significant portion of the increase for salaries is tied to the fact that the 2018-19 salary increases for fire were not coded to public safety in the 2018-19 adopted budget.

The \$2.9 million increase in General Government, which is comprised of the City's administrative departments, is driven largely by the increase in appropriations for personnel and operating costs. The main components of the increase include: (a) contractual personnel services at \$1.5 million; (b) operating supplies at \$0.5 million (primarily software licenses); (c) estimated budget savings at \$0.5 million; (d) rentals and leases at \$0.3 million mostly for debt service on a SBA bond, (e) professional services at \$0.3 million due chiefly to appropriation for a disparity study, and (f) salaries at \$0.3 million. These increases were partially offset by a \$0.7 million decrease in transfers to other funds, mainly the Road and Bridge Fund.

The foregoing decreases were furthered by a \$0.6 million or 2.7% reduction in Culture-Recreation. This decrease is attributable mainly to a \$1.0 million reduction in appropriations for capital, primarily park improvements, as allocations for upgrades and purchase of equipment are coded to the Municipal Construction Fund. These decreases were partially offset by \$0.4 million in increased appropriations for operating costs.

Road and Bridge Fund

The Road and Bridge Fund 2019-20 adopted budget is \$7.9 million, an increase of \$0.8 million, or 11.7%, over the 2018-19 adopted budget. This increase is covered by \$1.6 million of reserves as the 2019-20 budget, unlike 2018-19, does not include a transfer from the General Fund. The \$0.8 million net increase in the expenditure budget is the result of a \$0.9 million increase in the operating (including personnel) budget, and

a \$0.2 million increase in the capital budget, which were partially offset by the removal of a \$0.3 million transfer to the Community Bus Program, as funding will instead be provided by the county. The increase in the operating budget includes mainly: (a) \$0.8 million for repairs and maintenance resurfacing; (b) \$0.2 million for professional services engineering; and (c) \$0.1 million for rights of way maintenance. This category was partially offset by \$0.3 million in connection with Sheridan Street and Dykes Road widening transportation projects, which was appropriated in 2018-19.

Municipal Construction Fund

The Municipal Construction Fund 2019-20 adopted budget is \$5.9 million, an increase of \$5.9 million, or 100.0%, over the 2018-19 adopted budget. The increase is due to appropriating for new capital projects that will be financed by unspent bond proceeds. The projects include mainly: (a) \$2.7 million for intercom, paging and scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' East and Central Charter School Campuses; (b) \$1.3 million for improvements at various recreational sites; and (c) \$1.0 million for fiber optic cabling to replace aging iNet, close gaps in existing City fiber, and provide redundant paths.

Utility Fund

The 2019-20 adopted Utility Fund budget for revenue and other sources stands at \$71.1 million, which is \$2.6 million, or 3.7% over the 2018-19 adopted budget. The growth is driven primarily by increases of \$2.9 million from other sources (which includes a \$2.8 million increase in prior year bond proceeds, a \$2.4 million increase in connection charges associated with new construction, and a \$2.5 million decrease in use of fund balance); \$0.8 million in interest; and \$0.2 million in fees. These increases were partially offset by a \$1.3 million reduction in charges for services, which is tied to an anticipated \$1.7 million decline in revenue from water and sewer charges as the utility rates for 2019-20 are 4.26% below the current year. This translates to an annual saving of \$21.12 for a residential customer using the minimum 3,000 gallons. In addition, City administration has decided to forgo the 3.24% increase based on the change in the consumer price index; therefore, the actual rate reduction is 7.50%.

The \$2.6 million growth in the budget for expenditures is attributable primarily to the \$2.6 million or 21.8% increase in appropriations for capital items. The \$14.1 million 2019-20 budget for capital includes equipment and upgrades that are indispensable to maintaining the structural integrity and smooth operation of the water and sewer system. Appropriations for capital items consists mainly of: (a) \$3.0 million for replacement of water main pipes at Pines Village (Pines Boulevard to SW 9th St, FL Turnpike to SW 72nd Ave); (b) \$2.5 million for equipment including an air blower, generators, and electrical equipment for a waste water treatment plant pump station; (c) \$1.5 million for the Sanitary Sewer Evaluation Study; (d) \$1.4 million for Phase I of the construction of a new lime feed water plant system; (e) \$1.3 million for lift station purchase, rehabilitation and reconstruction; and (f) \$1.2 million for rehabilitation of treatment Unit A. The following tables compare the 2019-20 budget to the prior year.

Utility Fund Revenues by Category (in \$'000)

	2018-19	2019-20	Change from 2018-19	
Description	Adopted	Adopted	\$	%
Permits, Fees & Licenses	\$ 150	\$ 311	\$ 161	107.3%
Charges for Services	61,397	60,080	(1,317)	-2.1%
Miscellaneous Revenues	302	1,073	771	255.3%
Other Sources	6,717	9,658	2,941	43.8%
Total Revenues	\$ 68,566	\$ 71,122	\$ 2,556	3.7%

Utility Fund Expenditures by Category (in \$'000)

Category	2018-19	2019-20	Change from 2018-19	
	Adopted	Adopted	\$	%
Personnel	\$ 2,749	\$ 2,724	\$ (25)	-0.9%
Operating	53,185	53,180	(5)	0.0%
Capital	11,585	14,107	2,522	21.8%
Grants & Aide	-	55	55	100.0%
Debt Services	1,047	1,056	9	0.9%
Total Expenditures	\$ 68,566	\$ 71,122	\$ 2,556	3.7%

Other Funds

Pension and Other Post-Employment Benefit Trust Funds

The funds for retiree pension, health, and life insurance benefits, which includes the General Pension Trust Fund, the Fire and Police Pension Trust Fund and the Other Post-Employment Benefits Fund, have an aggregate 2019-20 adopted budget of \$70.6 million. Compared to the 2018-19 adopted budget of \$67.8 million, this is an increase of \$2.8 million or 4.1%. The increase consists mainly of \$1.7 million for general, police, and fire retirement benefits; \$0.4 million for refund of contributions; and \$0.4 million for health claims.

All Other Funds

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2019-20 adopted budget for this group stands at \$5.3 million and represents a \$1.1 million or 27.1% increase compared to the current year adopted budget. The table below shows the year-over-year changes by fund.

Expenditure Budget - All Other Funds Adopted 2019-20 Compared to Adopted 2018-19 (in \$'000)

Fund	2018-19	2019-20	Change from 2018-19	
	Adopted	Adopted	\$	%
State Housing Initiative Program	\$ 689	\$ 1,906	\$ 1,217	176.6%
HUD Grants CDBG/HOME	956	1,004	48	5.0%
Law Enforcement Grant	18	18	-	0.0%
Community Bus Program	892	866	(26)	-2.9%
Treasury - Confiscated	16	29	13	81.3%
Justice - Confiscated	35	11	(24)	-68.6%
\$2 Police Education	17	21	4	23.5%
FDLE - Confiscated	182	124	(58)	-31.9%
Older Americans Act	1,370	1,331	(39)	-2.8%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	\$ 4,192	\$ 5,327	\$ 1,135	27.1%

ECONOMIC ANALYSIS

In January 2019, the Florida Legislature Office of Economic and Demographic Research (EDR) revised the forecast for the state's economy expressing optimism that the further strengthening of the economy will steadily continue, albeit with gradually diminishing levels of growth. Florida's growth rate for the first quarter of calendar year 2019 was 2.9%, slightly below the national average of 3.1% and ranking the state 23rd in the country for real growth.

Gross Domestic Product

Florida's Gross Domestic Product (GDP), the total dollar value of all goods and services produced in the state, showed that Florida was one of the nation's fastest growing states from 1997 to 2006. With the end of the housing boom and the beginning of the "Great Recession," the state slipped into periods of negative growth in 2008 and 2009. According to the latest U.S. Department of Commerce's Bureau of Economic Analysis (BEA) and EDR revised data, the Florida economy gradually regained growth over the prior years of 2.5% in 2013, 2.7% in 2014, 3.6% in 2015, 3.2% in 2016, 2.2% in 2017, 3.5% in 2018, and is anticipated to slow in Fiscal Year 2019-20 to 2.5%, while thereafter hovering in the 2.0% to 1.5% range in the mid- and long-term portions of the forecast horizon. GDP growth of 3.5% in 2018 was above the national GDP average of 2.9%, which makes 2018 the sixth consecutive calendar year of attaining rates of economic growth above the national average. By the close of the 2018-19 calendar year, most segments of the Florida economy had returned to or surpassed their peak levels prior to the economic recovery period.

According to the BEA, in 2018, the largest industries in Florida were involved with finance, insurance, real estate, rental, and leasing and health care sectors. These industry sectors accounted for 22.5% of Florida GDP and experienced 2.0% real growth. The second largest industry was professional and business services, which accounted for 13.1% of Florida's GDP and underwent 5.9% real growth. The largest contributor to real GDP growth in Florida was professional and business services. This industry accounted for 0.76% of the total growth in real GDP. The second largest contributor was in finance, insurance, real estate, rental, and leasing, which accounted for 0.45% of the total growth in real GDP.

Real Estate

Real estate pricing and development are primarily driven by factors such as a property's location, area development limitations, access to and sustainability of mortgage rates, personal and household income, as well as supply and demand trends as influenced by the dynamics of the local and national economy, to name a few. Some key performance indicators of these effects to be considered include rates of homeownership, mortgage delinquencies and foreclosures, per capita and household incomes, building permits issuances, construction expenditures, population growth, and property values.

Despite a strengthened and more stable state and national economy as detailed in the above section, Florida is showing signs of decreasing homeownership rates from 64.3% in 2016 to 64.1% in 2017, which is at its lowest point in more than 30 years (64.4% in 1989), according to the U.S. Census Bureau (USCB). Although Broward County has been following this downward trend with its own drop in the rate of homeownership from 70.5% in 2010 to 62.1% in 2017, the City of Pembroke Pines in particular continues to stand out ahead of this trend holding a healthier rate of 72.1% as of 2017.

Per capita personal and household income in Florida has been slowly increasing since the late-2000s alongside the economic recovery. According to the USCB's American Community Survey taken in 2018, per capita personal income increased to \$31,359 in Florida, \$32,058 in the tri-county metropolitan area, and to \$28,751 in Pembroke Pines. The combined median household income in Pembroke Pines was calculated to be at \$60,825 as opposed to Broward County's \$57,278, and Florida's \$55,462. Income plays an important role in determining the health of a given real estate market as it can shed light upon the ability of residents to sustain themselves as well as maintain their mortgage obligations. A more robust city and county income level

suggests a greater potential resiliency for the City of Pembroke Pines in the face of possible future market fluctuations, cyclical or otherwise.

Considering mortgage delinquency and foreclosure rates in evaluating a given real estate market is essential as it can be an early indicator of the market's overall health. According to recent data published in March 2019 by the Consumer Financial Protection Bureau (CFPB), Florida's mortgage delinquency rate, which is defined by a homeowner being 30 to 89 days delinquent on payment, has remained steady at 2.0% from September 2017 to September 2018 with only slight fluctuations in between. The Miami/Fort Lauderdale/West Palm Beach metropolitan area experienced a similar track of stability with a slight drop from 1.9% to 1.8% over the same period. Compared to Florida's significant, albeit gradual, drop from its delinquency rate peak of 5.5% in December 2008 to its continually decreasing levels since, these trends show how the persistent overall national and state economic strengthening has been percolating its way along to the household levels further bolstering residents' growing financial stability. This diminishing delinquency trend corresponds with that of the United States' foreclosure activity, which fell to a 13-year low of 0.47% in 2018. Financed sales, as a percentage of the method of all home sales, continues to gain a higher share than this segment had in August 2017 (54.4%) versus 63.1% in August 2018 when compared to Real Estate Owned (REO) & Short Sales with 26.26% and Cash Sales with 10.67%. Overall, South Florida's improved foreclosure rates and financed sales rates have been encouraged by these decreasing rates of delinquency, rising home values and employment, as well as the shrinking number of "underwater" properties remaining on the market.

Over an 8 year period, the City of Pembroke Pines' population has progressively grown by 11.3%, an average of 1.41% year over year, from a total population of 154,898 in April 2010 to 172,374 as of July 2018, according to data most recently made available by the USCB. Broward County currently has an estimated population of 1,951,260. Generally, increases in population levels over a relatively brief period can heighten the demand for property in a given area, and can consequently drive up prices. Particularly, the influence of population growth upon household property demand and pricing are more acutely shaped.

The USCB and the U.S. Department of Housing and Urban Development (HUD) jointly announced that there were about 1,387,000 building permits issued nation-wide for single-family homes in September 2019, which amounts to a 7.7% increase from September 2018. Tracking this national trend, Broward County and Pembroke Pines both experienced increasing levels of permit activity. The table below shows the ten-year history of building permits, the valuation of construction, and the gross assessed value of properties in Pembroke Pines from 2009 to 2018. The total number of permits issued by the City has increased by 33.97% from 2017 to 2018. The value of construction over the past year, led by the commercial sector, decreased slightly by 3.86% or \$12.3 million, however, the gross assessed value of overall properties increased by 6.91%, or \$1.2 billion.

City of Pembroke Pines, Florida
Property Value and Construction (1)
Last Ten Fiscal Years

<u>Year</u>	<u>Total Permits Issued</u>	<u>Miscellaneous</u>		<u>Residential</u>		<u>Commercial</u>		<u>Total Value of Construction</u>	<u>Gross Assessed Value (3)</u>
		<u>Permits Issued (2)</u>	<u>Valuation</u>	<u>Number of Units</u>	<u>Valuation</u>	<u>Number of Units</u>	<u>Valuation</u>		
2009	6,318	6,289	62,524,850	24	2,106,616	5	4,331,001	68,962,467	17,848,661,534
2010	5,274	5,205	64,069,445	66	6,585,866	3	2,409,185	73,064,496	14,727,213,419
2011	6,939	6,662	37,295,528	202	18,600,807	75	265,336,362	321,232,697	12,597,755,293
2012	6,200	5,434	77,506,551	655	226,091,294	111	226,188,208	529,786,054	12,672,170,184
2013	7,357	6,732	273,469,366	579	298,916,697	46	71,849,779	644,235,843	12,559,436,057
2014	10,536	10,123	291,394,500	288	16,034,771	125	12,769,448	320,198,718	13,145,675,871
2015	6,524	6,439	61,378,888	77	37,513,118	8	576,143,798	675,035,804	14,806,865,492
2016	7,264	7,110	114,938,007	134	21,478,982	20	103,170,457	239,587,447	16,053,238,879
2017	8,439	8,157	38,724,193	262	87,600,661	20	191,951,039	318,275,894	17,578,628,055
2018	11,306	11,015	119,728,157	270	114,184,101	21	72,069,999	305,982,258	18,793,239,672

(1) Source: City of Pembroke Pines Building Department

(2) Miscellaneous permits include remodeling, partitioning, and interior completions

(3) Assessed value certified by Broward County Property Appraiser at 100% of estimated market value ("just value") as required by State Statute

The real estate market of the City of Pembroke Pines was hit hard by the housing crash of the late-2000s, which brought the housing market down to a low of \$161,000 for the average single family home market value at the start of 2012. According to the Broward County Property Appraiser (BCPA), the average market value for a single-family home in the City of Pembroke Pines is \$332,750 as of June 2019 which rose 6.2% from \$313,343 in 2018. Pembroke Pines' median home value stands at \$315,200 as of September 2019 with a median listing price per square foot of \$179, which is lower than the Miami/Fort Lauderdale metropolitan area average of \$224 per square foot. This accumulatively approximates to a current combined market value of about \$13.5 billion for homes and commercial properties in the City, which is up from a low of \$8.4 billion in 2011, a prodigious increase of nearly 61.2% over an 8 year period. This significant increase in value is due to a rise in property values over the years, and to new construction which expanded the City's tax base. The real estate market in Pembroke Pines has been moving in a steady upward direction in recent years with positive reinforcement in the construction sector of South Florida.

Unemployment

The unemployment rate is based on all of the labor force that is unemployed but actively seeking employment and willing to work. The not seasonally adjusted unemployment rate is utilized for this analysis. Florida's unemployment rate has decreased significantly from its all-time high of 11.5% in January 2010 to its current rate of 3.5% as of August 2019, according to the U.S. Bureau of Labor Statistics (BLS). Pembroke Pines' unemployment rate of 3.1% in August 2019 is below the United States' rate of 3.8%, as well as Florida's rate of 3.5%. The amount of people unemployed in Florida peaked in January 2010 at roughly 1,020,000, but as of August 2019 there were approximately 338,000 unemployed persons. According to the EDR Revenue Estimating Conference, Florida is experiencing "full employment," which denotes an unemployment rate that is below 6%.

The South Florida Metropolitan Statistical Area has seen an improvement in the employment market and more growth is expected to come due to sustained progress in the following sectors: trade, transportation, utilities, construction, education, and health services. Broward County has an unemployment rate of 3.3% as of August 2019, a slight deviation from last year's unemployment rate of 3.4%. Per the BLS, the Miami/Fort Lauderdale/West Palm Beach metropolitan area has an unemployment rate of 3.5% as of August 2019

compared to 3.8% the year prior. The Congressional Budget Office (CBO) stated that with a growing economy, services and goods are expected to increase which should further lower the unemployment rate, or, at worst, maintain it at its currently trending low levels as businesses look to expand with the continually growing economy.

Consumer Price Index

The Consumer Price Index (CPI) is a measure of the average change in prices over time of goods and services purchased by households (consumer spending). In calculating the index, price changes for various items (food, energy, commodities, and services) that people buy for their day-to-day living are averaged together. The CPI for the Miami/Fort Lauderdale/West Palm Beach metropolitan area increased by 1.2% over the period from August 2018 to August 2019 according to the BLS.

Summary

According to the EDR, Florida's economic growth rates are returning to more typical levels and continue to show gradual, yet slowing, upward progress. Overall commercial and consumer credit continue to show ongoing strengthening, while access to residential financing credit for home purchasing persists in posing obstacles for homeownership and development. This is likely attributable to the restrictive pressures of student loan and automobile debts, which appear to be hampering the ability of residents to qualify for mortgage loan financing. The EDR predicts that by the end of the 2018-19 fiscal year, the majority of data measures for the Florida economy will return to or exceed peak levels associated with the period before the Great Recession between 2000 and 2007. The City's real estate growth is reflective of the positive movements that can be seen in the state and national economy. In tandem with the enduring economic and demographic expansions across Florida, Pembroke Pines remains on a viable path of continued and sustainable growth.

LONG-RANGE ECONOMIC PLANNING

Pembroke Pines uses long-range policy and financial planning processes to guide its decision making with the objective of achieving financial sustainability. In this regard, the Building Our Future Program was implemented in 2005 to rehabilitate/expand the City's infrastructure and facilities as well as stimulate economic development. Then, in 2014 the City formalized two complimentary plans, the Economic Development Strategic Plan (EDSP) and the Green Plan, to stimulate economic development and promote sustainability. These plans establish objectives that emphasize what we as a community want to achieve during the next few years and are underpinned by our long-term municipal goals, which are shown below.

Overall Long-Term Municipal Goals
The City of Pembroke Pines has developed the following goals for programs and services to guide the budget development process: 1. Promote and preserve the health, safety, and welfare of the community. 2. Promote and pursue a positive economic environment. 3. Provide and encourage diverse recreational, educational, and cultural opportunities, and maintain a full range of municipal services. 4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development. 5. Pursue and demonstrate a commitment to excellence in leadership and management skills to instill confidence in the integrity of City government. 6. Preserve and promote the ecological and environmental quality within the City.

Building Our Future Program

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire \$100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for \$10.0 million primarily to fund the civic center project. The G.O. bond projects were appropriated in the 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2019-20 working budget. The Building Our Future Program provided funding for the following:

- Street and traffic flow improvements at various locations throughout the community
- Additions and improvements to the parks and recreational facilities
- Acquisition of open space
- Community facilities

As of September 2018, the City Commission has approved a total of 156 projects. Of these projects, 118 have been completed, 1 project is in the construction phase, 1 project is in the planning/design phase, 14 projects have been re-allocated, and 22 projects have been eliminated. Since September 2018, 3 projects have been completed. The current budget is \$118,286,111; the difference between the current budget and the \$100,000,000 borrowed is due to interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts. Of the \$118,286,111, 98.82% or \$116,890,668 has been spent or allocated.

Economic Development Strategic Plan 2014-2019

The 2014-2019 Economic Development Strategic Plan (EDSP) was adopted by the City Commission on September 17, 2014 by Resolution No. 3431. The plan is intended to guide the City's economic development activities over the five-year period. It calls for a focus on programs to support new business recruitment and retention of existing businesses as well as promote economic diversification.

The plan reflects stakeholder interviews and a SWOT (Strengths-Weaknesses-Opportunities-Threats) survey process. Based on these findings six common themes emerged. Each was crafted into a specific goal (the desired outcome) and milestones (objectives) were established to gauge the achievement of those goals. In addition, strategies were developed to stipulate how activities and programs will be conducted to achieve the goals and objectives. The selected strategies address most of the City's major liabilities and/or its opportunities for future growth. In essence the strategic plan provides the institutional framework necessary to improve the economy of Pembroke Pines. The EDSP is reviewed annually in order to determine the status of the objectives and strategies and updated as appropriate. Approximately 80% of the strategies outlined in the EDSP were implemented by the end of the 2019 fiscal year.

Goals of the Plan

Within the EDSP, specific goals were created to act as an action plan for change. The goals all revolve around improving the quality of life for residents and businesses. The goals act as a theme for the EDSP. The goals were created as a result of significant public input and include:

- Goal 1: Position City Image, Climate, and Brand for Economic Development
- Goal 2: Position the City for Economic Development
- Goal 3: Develop Product - Land and Buildings
- Goal 4: Promote Economic Redevelopment throughout the City
- Goal 5: Develop Infrastructure for Balanced Growth
- Goal 6: Improve Quality of Life - Community Development

Within each of the Goals are Objectives and Strategies to guide the plan. Due to the nature of desired outcomes, there is significant overlap between the objectives and strategies as well as the stakeholders involved in each of these areas. The following sections describe how the City, over the past 5 years, has attempted to accomplish the goals of the plan and the outcomes that have occurred within the community as a result of the City's approach to Economic Development.

Proactive Strategy

Positioning the City

The City's Zoning Code was established nearly 50 years ago and had typically Euclidian standards for development. The city has also initiated code amendments to stimulate economic growth. In September 2014, the city created a Planned Small Lot Development District to promote development of vacant, by passed or underutilized parcels. This new zoning category allows greater flexibility for the development of single or mixed use projects on smaller lots that have innovative designs which support the creation of high quality employment opportunities, provide for diversity of housing stock, and/or improve the overall economic viability of that area within the City. Further, in October 2014, the City formed a Planned Industrial Development District to encourage development of the US-27 and Sheridan Street industrial corridors.

The City also worked with one of its largest employers, Memorial Health Care System to create a medical development zoning district. In 2016, the City Commission approved the creation of the Hospital District zoning classification, enabling Memorial Health Care to create design guidelines encompassing a short and long term master plan.

Community involvement has been crucial to the implementation of the City's EDSP as the Planning and Economic Development Department continues to host workshops with developers, Home Owner Associations (HOAs), and management companies to discuss code concerns as well as future amendments. In conjunction with the City's Economic Development Board, the City conducted a business survey reaching over 10% of the City's businesses. The City held business roundtables where developers and land owners could discuss issues that arise during the development process. One of the key findings during these meetings was concerns related to the zoning code and how difficult it was for businesses to understand and interpret.

In 2019, the City's Planning and Economic Development Department began a comprehensive rewrite of the Code. The City will reorganize and simplify the City's land development regulations, providing an easier avenue for both businesses and residents to redevelop their properties.

City Facilitated Development

Raintree

Prior to the development of the City's EDSP, the City purchased and then sold the former Raintree golf course for redevelopment. As golf courses closed throughout South Florida, the City saw an opportunity to protect its residents and redevelop in a smart compatible way. The City sold the land to Hoyer development who partnered with Standard Pacific (now Lennar) to develop a planned residential community consisting of town homes and single family homes spread over 122 acres. Due to the recession, the project has taken nearly eight years to complete, but the City is now seeing the benefits with new housing units valued between \$325,000 and \$900,000 increasing the City's tax base on land that was no longer being used as intended. The private sector is now developing the adjacent commercial property bringing, community based uses closer to its clients. This real estate transaction, began a trend seen throughout the EDSP and expanded within the City Center project.

City Center

The City has a history of strategic real estate transactions and has partnered with the development community to build projects that add to the City's tax base as well as protect and enhance the quality of life for its residents. Development of the City Center is a major component of the EDSP and is pivotal to promoting the business identity of the City. Completion of the 165-acre mixed-use City Center (located at the southwest corner of Pines Boulevard and Palm Avenue) is progressing. The 27.2 acres that were sold to Mill Creek Residential Trust (MCRT) is fully developed with 700 multi-family units that are being leased. In addition, the 365 luxury rental units that were built by the Related Group on a +/-11-acre City Center parcel are currently being leased as well. The remaining +/-46 developable acres of the City Center property is under contract with Terra World, LLC. The proposed development will feature up to 387 residential units and 265,000 square feet of commercial/retail and office use. Terra is developing the project in four phases. Phase 1 (17 acres), featuring 150,000 square feet of commercial use, was completed in late 2018 and was subsequently sold to TA Realty, LLC for \$80 million. Phase 1 is anchored by a Publix Grocery store and a Cooper's Hawk Winery, and provides a mix of retail shops and restaurant space. Phase 2A of the project is currently under construction and will feature 387 rental apartment units. The developer began leasing units in summer 2019 and should complete construction by fall 2019. Phase 2B is under construction and will feature approximately 120,000 square feet of commercial use. Phase 3 of the project is the redevelopment of the northern portion of the former City Hall parcel (+/-6.5 acres). This phase will feature a hotel and additional commercial development. The City and Terra World have not yet closed on Phase 3 of the project as plans are still being evaluated. The City has placed 3.15 acres of the former City Hall parcel under contract with Providence One, who intends to develop a 130 bed assisted living facility.

Apart from the commercial and residential developments, a multi-purpose civic center, named the Charles F. Dodge City Center, was built at the City Center site. The development of the civic center is a City project, which was financed by General Obligation Bonds and proceeds from the sale of land. The Charles F. Dodge City Center consists of three buildings: (a) a commission chamber, (b) an art gallery, and (c) a combined city hall and great hall. The new city hall houses all of the departments that were located at the old city hall as well as the emergency operations center (EOC). The impressive 24,000-square-foot great hall offers room for approximately 3,200 guests seated for concerts, 1,300 guests for large classroom/lecture type events, 1,140 guests for banquet style events, and space for over 160 exhibits for convention type shows. The design for the area surrounding the civic center site consists of a 1-acre central plaza that will connect the civic center to nearby restaurants/retail, a boardwalk around the adjacent lake and parking area, as well as an 11,000-square-foot stand-alone art gallery.

Broward Correctional Institute Property

Annexation of Broward Correctional Institution Property, which was purchased by the City and resold to Core5 Industrial Development, was finalized in September 2015. Core5 Industrial is developing a 750,000-square-foot industrial park on this 66-acre parcel. The first of three buildings was completed and sold to Sheridan

Street Real Estate Investments for \$35 Million. Construction has begun on the second building. This development increased the City's tax base, provides for new employment opportunities and helps to diversify the City's economy.

16000 Pines Market

In addition, the 27-acre South Florida Processing and Distribution Center was purchased by the City and placed under contract with Terra World, LLC for a mixed-use development called 16000 Pines Market. Terra closed on the northern 13 acres of the property and constructed a new post office per the approved redevelopment plan. Terra has begun to demolish the 340,000-square-foot building and plans to develop the remaining portions of the property in two phases: the first phase includes the development of a 120,000-square-foot commercial center with retail, office and restaurant space. The second phase of the project, will include a residential community with direct connectivity to the commercial space. The 27-acre redevelopment will add new properties to the City's tax roll, generate new revenues and bring uses to the highly visible corner that are more compatible with adjacent uses.

Diversification of the City's Economy

Office Sector

As the City approaches build out, there has been a push consistent with the EDSP to bring new industries and employment opportunities to the City. The development of the Pembroke Pointe office park consisting of the Duke Building and Edison Buildings is providing new homes for corporate headquarters and large office users. Pembroke Pointe, is located on the highly visible I-75 corridor. Upon completion the project will feature nearly 500,000 square feet of Class A environmental friendly office space in a campus style setting.

Industrial Sector

In addition to the South Florida Distribution Center, new industrial and warehouse spaces are being developed. In 2018, the 170,000-square-foot Bergeron Distribution Facility was built and is now home to both distribution and light manufacturing tenants. The project is part of the over 300-acre Bergeron Park of Commerce. Sheridan Palms industrial park is also constructing their second phase adding an additional 75,000 square feet to the Sheridan Street Industrial Corridor. Since the approval of the EDSP, the City has approved nearly 1 million square feet of new industrial development.

Health Care Sector

In the medical sector, the Memorial Health care system has completed their 1,500 space parking garage to complement their new bed tower and graduate medical school facility. The City's expanding health care sector is providing essential facilities that support our residents as well as create new high paying jobs in the community. The Memorial West Campus is also preparing to expand to the south, as Memorial Health Care has acquired vacant commercial space adjacent to their campus.

Citywide Improvements

Several landscape projects, which improved the aesthetic quality of common areas, medians and swales throughout the City, were undertaken. As a result, the aesthetics in the eastern section of the City is similar to that in the west, providing the same look and feel. The City was awarded Landscape grants for medians along Pines Boulevard between University and the Turnpike. The work was completed in December 2016. The City has also put in place its Streetscape plan with the installation of gateway signs and landscape features throughout the community that provide a sense of place for residents and visitors alike. In 2020, the City will install Citywide Digital display signs to improve communications to all areas.

SWOT Analysis

Below are the EDSP SWOT analysis results and a matrix of the 6 goals, the 20 objectives, and the 76 strategies:

Strengths	Weaknesses
- Quality of Life: Housing, Safety, Municipal Services, Low Crime, Parks & Recreation - Location/Road Access - Education - Diverse demographics- good median income, ethnicity, race, young/old population - Pro-business government, good City staff	- Traffic and need for mass transit - Aging east side housing and retail - Need for Economic Development Plan and incentives - Planning/Zoning issues - Lack of non-residential land for development - Lack of industrial Land & Business Parks
Opportunities	Threats
- Traffic, Mass Transit, Public Transportation - Develop an International Trade Program - Need Business Recruitment Plan, Incentives Plan, and Funding for Economic Development efforts - Completion of City Center	- Not dealing with traffic and traffic related issues, crowded roads - Declining Municipal Services - Police, Fire, Water, and Sewer - Lack of will and no viable economic development plan, no plan for financing economic development - Decreasing housing values and aging housing

Economic Development Strategic Plan - Goals, Objectives, and Strategies

GOAL 1: Position City Image, Business Climate, and Brand for Economic Development

Overall, this goal calls for the repositioning of the City's thinking from being a bedroom community comprised of residential and shopping to a community committed to economic development and expanding the City's tax base.

Objective 1.1: Promote the business identity of the City

Strategy 1.1.1: Promote the City as a place for business

Strategy 1.1.2: Create a new Brand (City is more than residential, retail, and education)

Strategy 1.1.3: Emphasis strategic regional location

Strategy 1.1.4: Promote Quality of Life (Education, Housing, Municipal Services, City Charter School Arts and Culture)

Strategy 1.1.5: Promote City Center as the new Downtown

Strategy 1.1.6: Promote Civic Center as a regional business venue and cultural asset

Objective 1.2: Maintain proactive City government

Strategy 1.2.1: Continue to actively promote responsible growth

Strategy 1.2.2: Approve and fund a five-year Economic Development Plan and staffing (to include professional development funds)

Strategy 1.2.3: Adopt Vision of Balanced Growth

Strategy 1.2.4: Continue to support and fund infrastructure needs for economic growth

Strategy 1.2.5: Inform development community of regulatory changes, i.e. LDRs, Building Code, etc.

GOAL 2: Position the City for Economic Growth

Create new partnerships to support existing and new businesses and promote available sites/buildings.

Objective 2.1: Promote available sites and buildings

- Strategy 2.1.1: Identify key sites and buildings for economic development opportunities
- Strategy 2.1.2: Develop plan to market land/building assets
- Strategy 2.1.3: Collaborate with commercial real estate brokers and the Greater Fort Lauderdale Alliance for updates of the data on the web directory of sites and buildings
- Objective 2.2:** Create innovative partnerships to support existing businesses and expansion
 - Strategy 2.2.1: Work with businesses to create, attract and retain target industries
 - Strategy 2.2.2: Develop a comprehensive existing industry program to include a survey of existing businesses
 - Strategy 2.2.3: Explore options for collaborating with the private sector
 - Strategy 2.2.4: Increase the awareness of local, state and regional resources to assist with retention, attraction and growth of value-added businesses
 - Strategy 2.2.5: Schedule regular meetings with commercial real estate brokers and conduct FAM tours
 - Strategy 2.2.6: Support Broward College Aviation Program for workforce development
- Objective 2.3:** Create a regulatory environment that embraces collaboration and cooperation
 - Strategy 2.3.1: Identify and revise regulations that inhibit business growth
 - Strategy 2.3.2: Explore business friendly policies that encourage business attraction and retention
 - Strategy 2.3.3: Continue to work with other City departments to further streamline the development process
- Objective 2.4:** Evaluate current City economic development toolkit
 - Strategy 2.4.1: Develop and adopt guidelines for awarding incentives
 - Strategy 2.4.2: Develop new incentives for existing and new businesses
 - Strategy 2.4.3: Explore using eminent domain for economic development
 - Strategy 2.4.4: Explore creation of a business incubator with an institution of higher education
 - Strategy 2.4.5: Conduct economic and fiscal impact analysis on land use and zoning changes
- Objective 2.5:** Evaluate Economic Development staffing and funding
 - Strategy 2.5.1: Evaluate staffing plans based on the approved EDSP
 - Strategy 2.5.2: Promote professional development to include conferences, training, and professional memberships (state and national)

Goal 3: Develop Product - Land and Buildings

The City is in need of increasing the availability of developed sites for businesses. In order to do this, the City will need to collaborate with both public and private sectors.

- Objective 3.1:** Increase available Shovel-Ready sites for office uses, manufacturing, research & development, distribution
 - Strategy 3.1.1: Work with landowners to develop sites for office, manufacturing, research and development, distribution
- Objective 3.2:** Identify key parcels that can be readily converted to shovel ready sites
 - Strategy 3.2.1: Compile inventory of land and ownership of properties zoned and ready for detailed master site planning
 - Strategy 3.2.2: Meet with landowners/developers of larger land holdings to determine actions needed to develop shovel ready sites
- Objective 3.3:** Encourage development of Class "A" office and business parks at or near I-75
 - Strategy 3.3.1: Create policies that will expedite infrastructure for Class "A" office and business park investment
 - Strategy 3.3.2: Lead in the creation of public/private partnerships to prepare the City to attract business investment
 - Strategy 3.3.3: Develop ways the City can partner with developers to creatively structure financing for infrastructure needs and reduce impacts of regulatory demands
- Objective 3.4:** Encourage development of the US-27 Corridor for industrial uses
 - Strategy 3.4.1: Explore US-27 corridor for industrial
 - Strategy 3.4.2: Collaborate with Bergeron Park of Commerce to fully develop
 - Strategy 3.4.3: Create a flexible Industrial Planned District

GOAL 4: Promote Economic Redevelopment throughout the City

Redevelopment efforts have been identified in all three areas of the City.

- Eastern Section: North Perry Airport, Howard C. Foreman Human Services Campus
- Central Section: Development of the City Center and Development of a Medical District Plan
- Western Section: Broward Correctional Institution Property and South Florida Processing and Distribution Center

Objective 4.1: Promote Redevelopment in the Eastern Section of the City

Strategy 4.1.1: Work with Broward County Aviation on development opportunities at North Perry Airport that could include an Airport Overlay District

Strategy 4.1.2: Work with Broward County Aviation to improve aesthetics of its lands bordering major roadway corridors

Strategy 4.1.3: Explore development opportunities with Space Florida for North Perry Airport

Strategy 4.1.4: Promote Senator Howard C. Forman Human Services Campus as a Health Park

Strategy 4.1.5: Prepare a detailed Master Plan to update the 2007 Senator Howard Forman Health Services Concept Plan

Strategy 4.1.6: Partner with a Developer to fully plan and develop a Health oriented Business Park on the Senor Howard C. Forman Services Campus

Strategy 4.1.7: Develop a Redevelopment Overlay District

Strategy 4.1.8: Develop a Redevelopment Plan for the older strip retail and commercial corridors

Strategy 4.1.9: Create Redevelopment Overlay to allow for expansion of site depths along University and Pines Blvd corridors including street closures.

Strategy 4.1.10: Promote mixed use redevelopment strategies to enhance economic development in commercial corridors

Strategy 4.1.11: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.1.12: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

Objective 4.2: Promote Redevelopment in the Central Section of the City

Strategy 4.2.1: Continue to support development of City Center

Strategy 4.2.2: Promote City Center as the New Downtown

Strategy 4.2.3: Prepare a Medical District Plan for the area surrounding Memorial Hospital

Strategy 4.2.4: Collaborate with AT&T to move its storage facility away from the Shops at Pembroke Gardens

Strategy 4.2.5: Develop underutilized parcel next to City Center for regional uses

Strategy 4.2.6: Develop a Redevelopment Plan for the older strip retail and commercial corridors

Strategy 4.2.7: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.2.8: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

Objective 4.3: Promote Redevelopment in the Western Section of the City

Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property

Strategy 4.3.2: Purchase South Florida Processing and Distribution Center

Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center

Strategy 4.3.4: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

GOAL 5: Develop Infrastructure for Balanced Growth

This goal focuses on providing the necessary infrastructure and services to support the quality of life and economic growth. This includes roadway improvements such as the Pembroke Road/I-75 interchange and widening of roads. Essentially, the City needs to provide infrastructure to sites that are more likely to be developed or redeveloped within the next five years.

Objective 5.1: Improve infrastructure to encourage business growth and expansion

Strategy 5.1.1: Conduct an inventory of roadway deficiencies at key development sites

Strategy 5.1.2: Develop a Funding Plan to improve roadway deficiencies

Objective 5.2: Develop broadband to encourage business growth and expansion to key development sites

Strategy 5.2.1: Inventory current broadband capacity

Strategy 5.2.2: Meet with providers to explore methods of expanding and increasing coverage

Objective 5.3: Support and promote a comprehensive transportation plan for the City

Strategy 5.3.1: Continue to collaborate with regional stakeholders to establish a comprehensive regional transit plan

GOAL 6: Improve Quality of Life - Community Development

The City is looking to change its identity from a bedroom community to a business location. With the development of the Civic Center, the City will be able to promote this as a business and cultural venue.

Objective 6.1: Develop a list of unmet amenities for the City to pursue

Strategy 6.1.1: Examine gaps in services (i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses)

Strategy 6.1.2: Promote the Civic Center as a regional business venue and cultural asset

Strategy 6.1.3: Explore opportunities for additional art and cultural venues and events

Objective 6.2: Maintain a range of housing products

Strategy 6.2.1: Continue to promote a full range of housing products within the City

Strategy 6.2.2: Encourage housing density within the Central and Eastern sections of the City

Strategy 6.2.3: Encourage redevelopment of older housing inventory

Objective 6.3: Explore new municipal services to accommodate the youth and the senior population

Strategy 6.3.1: Promote municipal services for the City's aging population

Strategy 6.3.2: Promote after school amenities/services for the City's younger population

Green Plan

The Green Plan was adopted by City Commission on November 5, 2014, by Resolution No. 3432. It identifies current policies, procedures, initiatives and objectives that are aimed at protecting limited natural resources, energy efficiency, responsible development and transportation, waste reduction, community empowerment, and governmental leadership. The objective is to guide City leadership and engage our community in proactive sustainable solutions. It is the platform upon which we will develop a resilient community as it emphasizes conservation and efficiency as an indispensable part of our economy.

The Green Plan serves as a framework to create a more livable community for the City. The City's mission is to provide a quality of life that will foster the desire to live, work, play, raise a family, and retire. The City's goal to create a more livable community can be accomplished by following the principles below:

- Improving the quality of life within our communities
- Fostering a culture of environmental stewardship
- Responsible economic development
- Understanding the interconnectivity of our communities to the region
- Leadership by example
- Adhering to the triple bottom line

The Green Plan's goals are to increase the quality of life for current/future generations, and to make sure residents have access to clean water, food, shelter, transportation, vibrant communities, and a healthy environment.

The six key areas that are essential for achieving the City's mission and goals are as follows:

- Natural resources and environmental design
- Energy efficiency and conservation
- Built environment and transportation
- Waste reduction and recycling
- Community outreach and empowerment
- Leadership and city operations

Green Plan - Goals and Initiatives

GOAL 1.1: Natural Resource Enhancement

Current Initiatives:

- City staff are rewriting the landscape code in order for all users to better understand and interpret the code
- The adoption of the Florida Friendly Landscaping practices (in 2010), which requires that at least 50% of landscape is Southeast Florida Native
- Participation in NatureScape Broward - a Broward County initiative that focuses on landscapes that conserve water, protects water quality, and creates wildlife habitat
- National Wildlife Certification - Pembroke Pines recently became one of the largest cities within Florida to participate in the National Wildlife Federation's certificate program

GOAL 1.2: Protect Air Quality

Current Initiatives:

- Tree removal permits
- Increase tree canopy by 30% by 2030
- Restricting and regulating industrial businesses that may contribute to pollution
- Increasing the diversity of species being planted and approved to ensure diversity resilience

Goal 1.3: Protecting Ecosystems

Current Initiatives:

- Designation and protection of Eagle Sanctuary located in Western Pines
- Designation and protection of the Taft/Palm Bird Rookery through monitoring and landscape maintenance and enhancement
- Continually coordinate mitigation efforts for all new development
- Monitor and maintain approximately 620 acres of wetlands
- Support of the Comprehensive Everglades Restoration Plan and prohibition of development within the Florida East Coast Buffer Zone

GOAL 1.4: Water Conservation

Current Initiatives:

- Incorporation of conservation into the City's Comprehensive Plan
- Promoting xeriscaping techniques
- Disallowing potable water for irrigation
- Partnership with Broward County's Energy Sense rebate program
- Continuing to enforce water restrictions set for by South Florida Water Management District
- Partnership with Broward County to evaluate irrigation systems on public lands to ensure efficiency
- Dedication to preserving groundwater resources through aquifer recharge and conservation
- Continually adhering to water conservation best management practices
- Exceeding water treatment standards for possible water reuse
- Allowing residents the use of rain barrels for rainwater harvesting and irrigation

GOAL 2.1: Energy Efficiency

Current Initiatives:

- Encouraging energy efficiency in new developments
- LEED™ Silver Standard for all new construction of City owned building projects
- Downsize vehicle fleet and support the use of fuel efficient vehicles
- Support and encourage the use of renewable energy
- Energy efficient upgrades to HCF Health Campus

GOAL 2.2: Energy Conservation

Current Initiatives:

- Reduction of five day work week to four day work week for general shift employees
- Purchase of Energy Star™ office supplies
- Contracted Investment Grade Energy Audit to evaluate consumption and propose construction projects
- A culture of environmental stewardship

GOAL 2.3: Renewable Energy

Current Initiatives:

- Diversifying energy portfolio through added solar components
- Installation of a GeoThermal Pool Heating and Cooling system. GeoThermal is thermal energy that is generated and stored in the Earth.

GOAL 3.1: Green Development

Current Initiatives:

- In 2008, the City passed Ordinance 1622 to ensure all new City owned construction projects meet LEED™ Silver Certification
- The City has seven LEED™ certified buildings within the City
- Plans are in place to build a LEED™ Silver Certified City Hall/Civic Center within the next several years
- General support of Green Development on City Center property

GOAL 3.2: Smart Growth

Current Initiatives:

- The City Center is currently zoned as a Mixed Use Development (MXD)
- Pembroke Pines Community Bus and Broward County Transit routes along all major thoroughfares
- All new development and redevelopment goes through a vigorous public noticing process before development can be scheduled for the Planning and Zoning Board.
- Pembroke Pines is home to an abundance of senior housing, affordable housing, workforce housing, and a range of other housing options.
- The creation of a new “Planned Small Lot Development District,” or PD-SL District, that allows for a flexible zoning category for smaller lots of land.
- Participated in Complete Streets audit with the Smart Growth Partnership

GOAL 3.3: Transit Oriented Development (TOD)

Current Initiatives:

- General support for transit hubs throughout the City
- Park and Rides (Express Buses) situated along Pines Boulevard, Flamingo Road, and University Drive
- Recognizing the need for regional connectivity and collaboration
- Encourage new housing to locate on or near major corridors, regional intermodal facilities, and regional centers
- Continue to work with the county and the local Metropolitan Planning Organization (MPO)
- Continue to encourage the use of public transit
- Participation in the University Drive Mobility Improvements Planning Study

GOAL 3.4: Mobility

Current Initiatives:

- Pines Shuttle Bus currently transports approximately 218,000 passengers per year using three routes
- The county currently operates Broward County Transit
- Many senior communities, including Century Village, in Pembroke Pines operate a transit system that transports seniors to nearby shopping centers and commercial areas.

GOAL 3.5: Healthy Communities

Current Initiatives:

- The City established an Organic Community Garden near the City Center in 2011
- The City supports the establishment of Farmers Markets
- The City has a range of grocery options
- The City has a range of international culinary cuisine

GOAL 3.6: Historic Sites

Current Initiatives:

- Commitment to preserving and protecting the Florida Everglades
- Preserving the original Pembroke Pines City Hall
- Preserving Perry Airport

GOAL 4.1: Waste Management Plan

Current Initiatives:

- In 2009, the City began offering online bill payment and electronic bills to reduce paper waste.
- In 2010, the City initiated a single stream recycling program to allow residents to mix paper, plastic, cardboard, and glass in one container.
- The City encourages the donation of unwanted goods through a donation bin that is periodically setup at City Hall.
- The City constructed a Wastewater Treatment Plant Biosolids Processing and Centrifuge System.

GOAL 4.2: Partnerships

Current Initiatives:

- Partnerships with waste management companies who are dedicated to the protection and preservation of our environment
- Partnership with Reuter recycling plant
- Continued partnership with local waste management provider

GOAL 5.1: Education

Current Initiatives:

- Bi-monthly release of the City Connect
- Recent makeover of the City website www.ppines.com
- Public noticing of City Commission meetings and board meetings
- Voluntary e-mail sign-up of local events and City meetings

GOAL 5.2: Collaboration and Cooperation within the business community

Current Initiatives:

- Retrofits of buildings to ensure they are energy efficient and showcasing them to be environmentally conscious through exceeding City code standards
- The use and purchase of environmentally preferable materials and resources

GOAL 6.1: Leader

Current Initiatives:

- Intergovernmental coordination with various agencies throughout the county
- Internal departmental recycling program
- Retrofitting of City owned and operated buildings
- Policy to build LEED™ Silver Certified standards of City buildings
- National Wildlife Certification of qualified public parks and open spaces
- The City has approximately 85 comprehensive plan policies that are aimed at conservation of natural resources, sustainable infrastructure, and transportation
- The use of Florida Friendly Landscaping™ techniques within certain City properties

GOAL 6.2: City operations are efficient, cost effective, and sustainable

Current Initiatives:

- Practice of environmentally preferable purchasing
- Practice of local preferable purchasing
- Allowing bill payment and sign-up of electronic bills
- Consolidation of office equipment
- Replacement of office equipment with Energy Star rated machines
- Four day work week for general shift employees
- The distribution of electronic agendas for Commission Meetings

BUDGET CALENDAR

JANUARY 2019

- Departments begin planning, setting goals, and determining capital needs for the upcoming fiscal year and start to prepare budgets
- Enable budget module for departmental input

FEBRUARY 2019

- Finance forecasts status quo personnel expenses
- Departments submit revenue, debt service, personnel, and new program estimates and narratives to Finance
- Departments submit operating and capital expenses
- Departments request new positions and reclassifications
- Performance Measures and Narratives submitted by departments
- HR Director reviews salaries and benefits budgets
- City Manager reviews revenues, new programs, and debt service and meets with department directors and Finance to review the proposed budgets

MARCH 2019

- Budget staff reviews and revises narratives as appropriate

APRIL – JULY 2019

- Finance submits draft of budget book to City Manager for review
- Complete 5-year Capital Improvement Program
- Finalize Proposed Budget and publish book on the internet
- Commission establishes Maximum Millage Rate to advertise in the property-tax TRIM Notice
- City Manager submits the Proposed Budget to City Commission

AUGUST 2019

- City Commission public workshop on the Proposed Budget

SEPTEMBER 2019

- 5 First Public Budget Hearing
- 12 Fire Assessment Hearing
- 18 Second and Final Budget Hearing – adopt millage rate and Budget
- Upload Adopted Budget into the accounting system

OCTOBER 2019

- 1 Adopted Budget for Fiscal Year 2020 goes into effect
- Publish Adopted Budget Book on the City's website
- <http://www.ppines.com/865/City-Operating-Budget>

NOVEMBER 2019

- Commission approves Budget Revisions for fiscal year ending 9/30/2019

Note:

Budget monitoring occurs year round

INTRODUCTION TO THE BUDGET PROCESS

Budget Preparation/Development

1. During January, departments begin planning for the upcoming fiscal year and begin to prepare budgets.
2. During February, enable departmental access to the Budget Module to initiate the capture of data for the ensuing fiscal period. The Budget Module provides the following tools that facilitate the preparation and completion of the budget:
 - a. Defined object codes required by the State Uniform Accounting System.
 - b. An alphabetical listing of object codes for expenditure accounts.
 - c. A current personnel roster.
 - d. Computer-generated budget worksheets showing actual expenditures for the prior and current years, the current working budget, and a status quo personnel cost projection.
3. Each individual department prepares a proposed budget comprised of the following:

a. Mission b. Goals c. Objectives d. Major Functions and Activities e. Budget Highlights	f. Current-year Accomplishments g. Performance Measures h. Organizational Chart i. Revenue and/or Expenditure projections by line item
4. During February and March, the Finance Department reviews the information for accuracy and proper form, and prepares a budget package for the City Manager.
5. During the months of April and May, the City Manager, the Department Directors, and Finance personnel review the proposed budget and make any necessary revisions.
6. No later than sixty days prior to the close of the current fiscal year, the City Manager submits to the City Commission a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing the following October 1st.
7. In August, the Commission holds public workshops and special meetings to review the proposed budget.

Budget Adoption

8. Two public hearings are conducted at the City Commission Chambers to provide all interested persons the opportunity to be heard for or against the estimates of any item. The commission-approved adopted budget is integrated into the accounting software system and is effective October 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.
9. Section 30.30(F) of the Code of Ordinances requires a majority affirmative vote of the quorum to adopt the budget that, prior to October 1st, is legally enacted through passage of an Ordinance. Section 5.06 of the City Charter provides that no officer, department, or agency may legally expend or contract to expend amounts in excess of the amounts appropriated for any department, within an individual fund. Therefore, the legal level of control is at the department level.

Budget Amendment

10. The adopted budget may be amended as follows:

- a. The City Manager and Finance Director approve interdepartmental line item adjustments as well as adjustments within a department or a division. Such adjustments should not change the total appropriation of any fund.
- b. The City Commission approves budget adjustments that transfer monies from fund to fund.
- c. The City Commission may approve supplemental appropriations of revenues and expenditures during the year. Such changes are reflected in an amended budget ordinance, which is adopted within sixty days of the end of that fiscal year. The adopted amended budget ordinance is posted to the City's website within five days after adoption in accordance with F.S. 166.241(5).

Budget Monitoring/Control

The budget is monitored monthly to track variances between actual and budgeted amounts. Significant variances are investigated and compared to prior year. Revisions are made to cover unacceptable variances. In addition, budget staff reviews personnel requisitions and monitors Commission agendas for any financial impact.

Accounting for encumbrances provides a means of monitoring and controlling the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are carried over to the next working budget contingent upon the City Manager's approval. Encumbrances do not constitute expenditures or liabilities in the current year and are disclosed in the notes to the financial statements.

The hierarchy for reporting and budgetary control is as follows:

- a. Fund b. Function c. Division d. Project e. Object Code

Capital Budget Process

The City Manager and the various Department Directors submit capital plans, which are incorporated as part of the Five-Year Capital Improvement Program (see 5-Year Capital Improvement section). The source of funding is identified five years before the actual expenditures are made. The Department Directors are also responsible for preparing the annual budget to operate new facilities. Capital expenditures are an integral part of the annual budget and follow the same approval process as the operating budget.

FUND STRUCTURE AND BASIS OF BUDGETING

Fund Structure

For accounting purposes the City is not viewed as a single entity, but rather as a collection of smaller, separate entities known as funds. Funds are the control structures that ensure that public monies are spent only for those purposes authorized and within the limits authorized. Each fund is:

- ✓ classified as “major” or “non-major”
- ✓ classified as one of eight “fund types” and
- ✓ grouped according to the type of activity that is recorded in the fund

Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

The City has four major funds, the General Fund, the Debt Service Fund, the Municipal Construction Fund, and the Utility Fund. Although the Municipal Construction Fund may not meet this criterion every year, because of differing levels of construction activity, it has been classified as a major fund for consistency purposes.

The City utilizes governmental, proprietary, and fiduciary fund types:

Governmental Fund Types

The five governmental fund types that account for the City's general government activities are the general fund, special revenue funds, debt service fund, capital projects fund, and permanent fund. The measurement focus is on determination of the flow of current financial resources, rather than the flow of economic resources.

The following are the City's governmental fund types:

The general fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those that are required to be accounted for in another fund.

Eleven special revenue funds account for revenue sources that are legally restricted to expenditures for specific purposes (not including expendable trusts or major capital projects):

1. Road & Bridge Fund	8. Law Enforcement Trust Fund - Justice Confiscated
2. State Housing Initiative Partnership (SHIP) Grant	9. Law Enforcement Trust Fund - \$2 Police Education
3. HUD Grants CDBG/HOME	10. Law Enforcement Trust Fund - Florida Department of Law Enforcement (FDLE) Grant
4. Law Enforcement Grant	11. Older Americans Act (OAA)
5. Police Community Services Grant	
6. Community Bus Program	
7. Law Enforcement Trust Fund - Treasury Confiscated	

All of the special revenue funds have appropriated fiscal year 2019-20 budgets except the Police Community Services Grant.

The debt service fund accounts for the servicing of general long-term debt not being financed by proprietary or nonexpendable trust funds.

The capital projects fund accounts for the acquisition of fixed assets or construction of major capital projects not being financed by proprietary or nonexpendable trust funds. The budget for this fund is adopted on a project length basis.

The permanent fund is used to report resources that are legally restricted to the extent that earnings, and not principal, may be spent. The Wetland Mitigation Trust is the only permanent fund.

Proprietary Fund Types

The proprietary fund type is used to account for the City's ongoing operations and activities that are similar to those often found in the private sector. The measurement focus is on determination of the flow of economic resources. The following are the City's proprietary fund types:

Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability, and other purposes. The only Enterprise Fund in the fiscal year 2019-20 Budget is the Utility Fund.

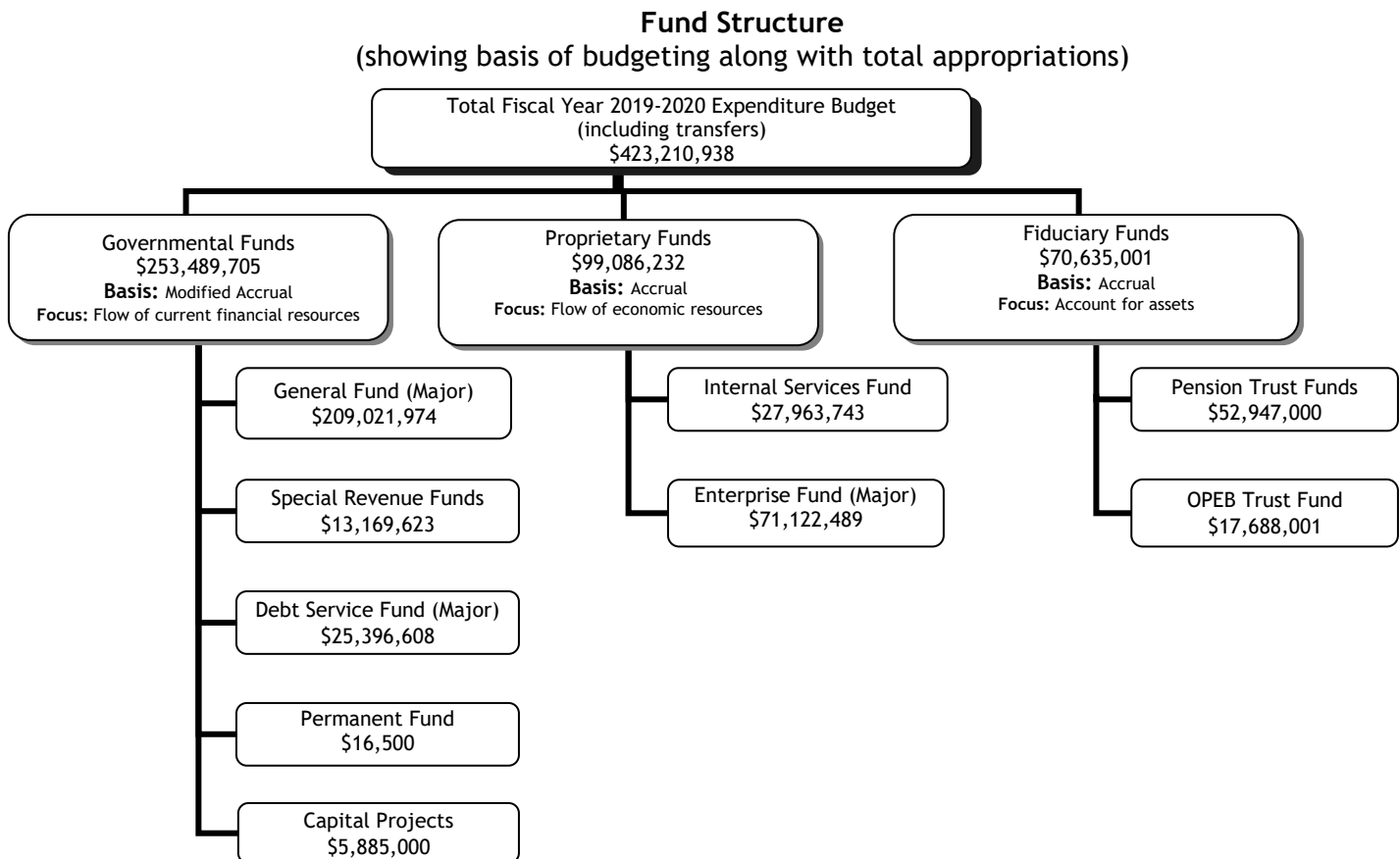
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2019-20 Budget.

Fiduciary Fund Types

Fiduciary funds are used to account for assets held in a trustee or agency capacity for others. The measurement focus is to account for assets. The City has two fiduciary fund types:

Pension trust funds are used to report resources that are required to be held in trust for the members and beneficiaries of the defined benefit pension plans. The City has two pension trust funds: one for general employee's pension and one for police officers and firefighter's pension.

Other Post Employment Benefits (OPEB) trust fund is used to report resources that are required to be held in trust for members who are beneficiaries of the City's retiree health and life insurance plan.



Funds Excluded from the City's Budget

The City currently owns and operates four Charter Elementary Schools, three Charter Middle Schools, and one Charter High School. The schools are accounted for in four separate Special Revenue Funds of the City, which are governmental funds. The Charter Schools operate on a fiscal year basis ending June 30th. Since they were created under separate Charters, they are not included as part of the Adopted Budget of the City; however, they are included in the comprehensive annual financial reports. The Charter Schools are legally required to adopt its own separate budget.

Basis of Budgeting versus Basis of Accounting

The budgets of the *governmental funds* (for example, the General Fund, the Road & Bridge Fund, and the Debt Service Fund) are prepared on a modified accrual basis of accounting. This means revenues must be both measurable and available to liquidate liabilities of the current period. Likewise, expenditures generally are recognized when an event or transaction is expected to draw upon current expendable resources. There are no exceptions between the basis of budgeting and the basis of accounting for the governmental funds.

Budgets for the *proprietary funds* and *fiduciary funds* are adopted on the accrual basis of accounting, which means transactions and events are recognized as revenues/gains or expenditures/losses when they occur, regardless of the timing of related cash flows. The following are exceptions to the accrual basis of accounting, in the case of proprietary funds:

- Capital outlays are budgeted as expenditures.
- Depreciation is partially budgeted.
- Proceeds from the issuance of debt are considered to be revenues, not an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of liabilities.

The City applies all applicable Government Accounting Standards Board (GASB) pronouncements, including, but not limited to GASB Statement No. 34, which from a budgetary perspective, requires a budget to actual comparison, showing both the original adopted budget and the final working budget.

BUDGET DEVELOPMENT GUIDELINES

Strategies

The long-term municipal goals, as articulated in the Long-Range Economic Planning Sub-section, determine the departmental goals and provide a point of reference for programs and services as they relate to the development of the budget.

The City's strategy for achieving these goals is to pursue a moderate course, taking into account the current state of the economy and the associated effect on revenues. To this end, a conservative approach to revenue projection has been used to minimize exposure to the vagaries of revenue fluctuation. This necessitated significant attention to revenue streams and required department directors to incorporate more direct and specific attention to their management controls, projections, and supervision of programs and projects.

A cautious approach to personnel growth has been adopted since personnel-related costs account for 60.6% of the General Fund operating expenses. This budget reflects expenditure containment and reflects any concessions made by the three unions of the City to their collective bargaining agreements.

The City's staff complement comprises of employees hired directly by the City (authorized positions) and those hired through a private company. The City-wide authorized position count shows a net decrease of 4 full-time positions and a net increase of 1 part-time position. Overall the changes are the result of aligning resources to meet existing needs and capitalizing on cost savings. Below is a summary of the changes in the full-time and part-time position count. All position changes are presented by division in tabular form later in this section.

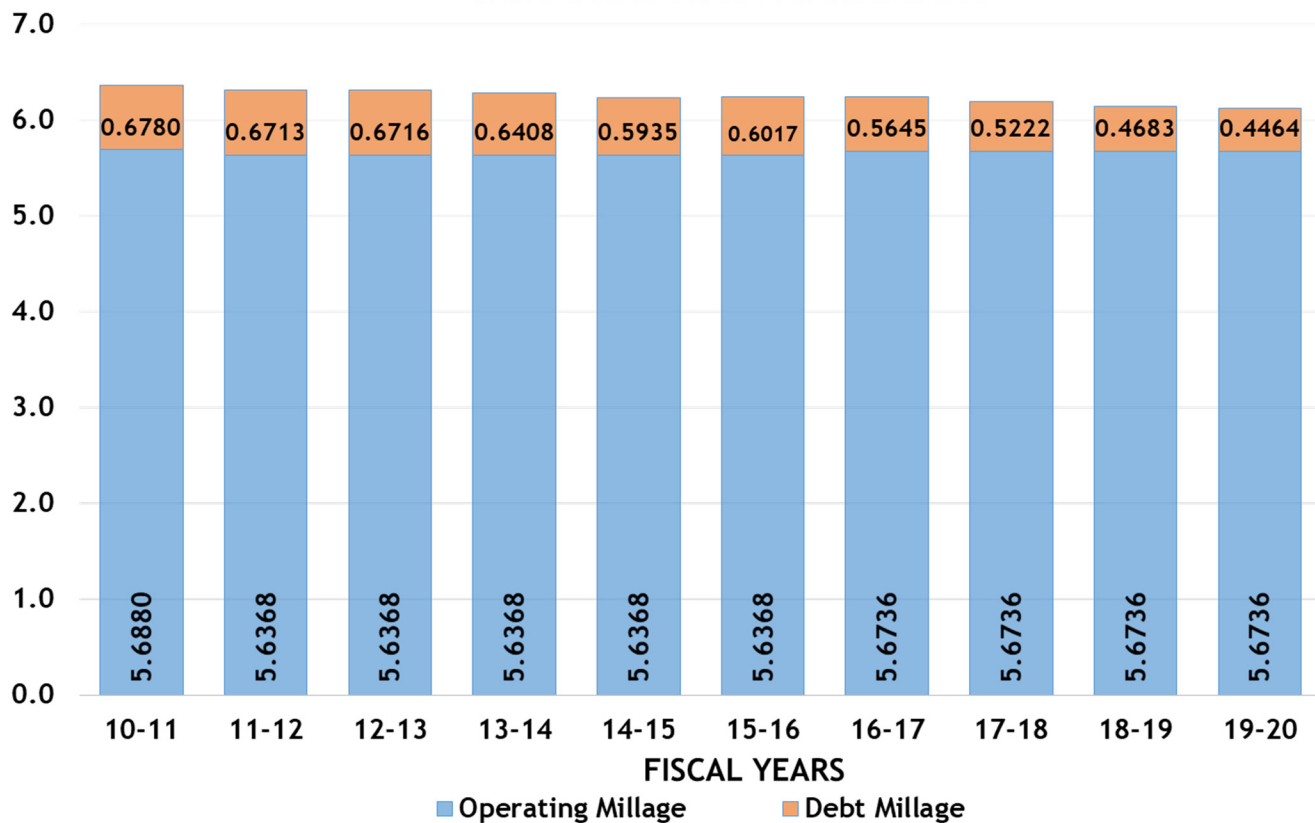
Summary - All Funds Net Changes in Positions		
Deletions	F/T	P/T
Convert Accounting Supervisor position to contractual for cost savings	(1)	
Eliminate Utility Maintenance Manager	(1)	
Convert Police finance clerical positions to contractual for cost savings	(4)	
Reduce CADD Operator position no longer needed		(1)
Convert EDC positions to contractual for cost savings	(6)	
Eliminate Police Service Aide	(1)	
Convert Fire Clerical Specialist to contractual for cost savings	(1)	
Eliminate Police Officer positions due to Police Command Structure	(4)	
Deletions Subtotal	(18)	(1)
Additions	F/T	P/T
Additional positions for change in Police Command Structure	2	
Police Department positions (Captain, Police Officers, Police Service Aides, and Technology)	8	
Additional SROs for Renaissance Charter & Somerset Academy		2
Additional Fire Inspector	1	
Utilities Project Manager & Facilities Project Manager for Public Services	2	
Environmental Services Director	1	
Additions Subtotal	14	2
All Funds Net Change in Positions	(4)	1

Translation of Municipal Goals

The long-term municipal goals provide direction to the departments in preparing their annual operating and capital budget requests. The City has developed and approved a statement of annual budget policy, consisting of goals and guidelines that translate the long-term goals into specific guidelines for the budget. The budget goals as delineated below provide the framework for the overall budget process.

Diversification of Revenue Sources: The City's goal is to minimize increases in the millage rate. This is accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. The City's aggregate millage is 6.1200, which is comprised of an operating millage of 5.6736 and a debt service millage of 0.4464.

MILLAGE RATE SUMMARY



1. **Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unassigned fund balance of not less than 10% of the total budgeted expenditures.
2. **User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support. The same logic applies to services that are funded by grants. In relation to the Utility Fund, which is an enterprise fund, the water and sewer fees are updated annually by the change in the Consumer Price Index for the 12 months ending April of the current year. Other rate increases may be implemented, if approved by the City Commission. Revenues are expected to cover the cost of operations.
3. **Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Pembroke Pines. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.

4. **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our growing community. The budget for Police and Fire/Rescue represents 61.7% of General Fund expenditures excluding transfers.
5. **Employee Safety/Productivity:** The City has made great strides in updating its fleet of vehicles, and in providing equipment and supplies that enhance the safety and productivity of employees. In the budget, Departments are asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

Financial Policies

The City of Pembroke Pines' financial policies, compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Commission and the City administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the course of its history. The policies are reviewed annually to ensure their continued relevance in an ever-changing environment. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

Balanced Budget Policy

In accordance with F.S. 166.241(2) the City must adopt a balanced budget where revenues and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. To the extent that the Appropriated Revenues and Beginning Surplus/Beginning Retained Earnings equal the Appropriated Expenditures, the budget is considered balanced. Should the total Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus/Beginning Retained Earnings in the Revenue Detail Section. The amount of the Beginning Surplus/Beginning Retained Earnings indicates the expected change in Fund Balance.

Operating Budget Policies

1. The City will maintain, at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.
2. As of July 1, 2010, General employees contribute \$100 per month towards the cost of their health insurance. Employees hired after October 1, 1991 assume the cost associated with dependent coverage.
3. No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment, and any other ancillary expenses associated with the service.
4. The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet should be justified based on growth of the City.
5. The City shall support capital expenditures that reduce future operating costs.

Capitalization Threshold Policy

1. A capital asset is real or personal property that has a cost equal to or greater than an established capitalization threshold and has an estimated useful life extending beyond one year.

2. A capitalization threshold is established for the following categories: Land and land improvements, building and building improvements, infrastructure and infrastructure improvements, leasehold improvements, property under capital lease, construction work in progress, furniture and equipment, works of art and historical treasures, library resources, and intangible assets.
3. The City will report capital assets at historical cost.
4. The City will depreciate capital assets over their estimated useful lives unless they are: inexhaustible, infrastructure assets reported using modified approach, and construction work in progress.

Capital Budget Policies

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the systematic replacement of the capital plant and equipment from current revenues wherever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.

The objective for upgrading and replacing equipment includes: (1) normal replacement as equipment completes its useful life; (2) upgrades to new technology; and (3) additional equipment necessary to service the needs of the City.

4. The City will, according to its Comprehensive Land Use Plan, try to ensure that the necessary infrastructure is in place to facilitate the orderly development of vacant lands.
5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
 - a. Economic and neighborhood vitality.
 - b. Infrastructure and heritage preservation.
 - c. Capital projects that implement a component of an approved redevelopment plan.
 - d. Projects specifically included in an approved replacement schedule.
 - e. Projects that reduce the cost of operations. Projects that increase the cost of operations shall have identified trade-offs to support those additional costs.
 - f. Projects that significantly improve safety and reduce risk exposure.
 - g. Projects supporting private development must include return on investment ratios, or a fully documented cost/benefit analysis.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.

3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining.
4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash Management/Investment Policies

1. The City will deposit all funds received by 2:00 PM the next day.
2. The City will manage its financial assets so as to protect the principal, provide sufficient liquidity and maximize the return on investments within an acceptable exposure to risk.
3. The City will collect revenues aggressively, including any past due amounts owed.

Debt Management Policies

1. Authorization of projects financed by debt shall occur only after the Commission has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and operating budget together with a recommendation from the City Manager and the Finance Director.
2. Projects that are financed fall into one of two categories:
 - a. Projects that generate revenue and require no subsidy for payment of debt service.
 - b. Projects requiring subsidy for payment of debt service shall enhance the quality of life for the citizens of the City.
3. The City will publish and distribute an official statement for each bond issue.
4. General obligation debt will only be issued if approved by the voters in a referendum.
5. The amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation.
6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.
7. The City will maintain bond reserves and sinking funds as required by the various bond issues.
8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds 3% and is equal to or greater than \$100,000.

Derivative Debt Management Policy

1. This policy was established to provide guidelines for the use and management of all interest rate exchange agreements incurred in connection with the incurrence of debt obligations.

2. Derivatives shall not be used for speculative purposes outside of prudent notes that are appropriate for the City to take.

Accounting, Auditing and Financial Reporting Policies

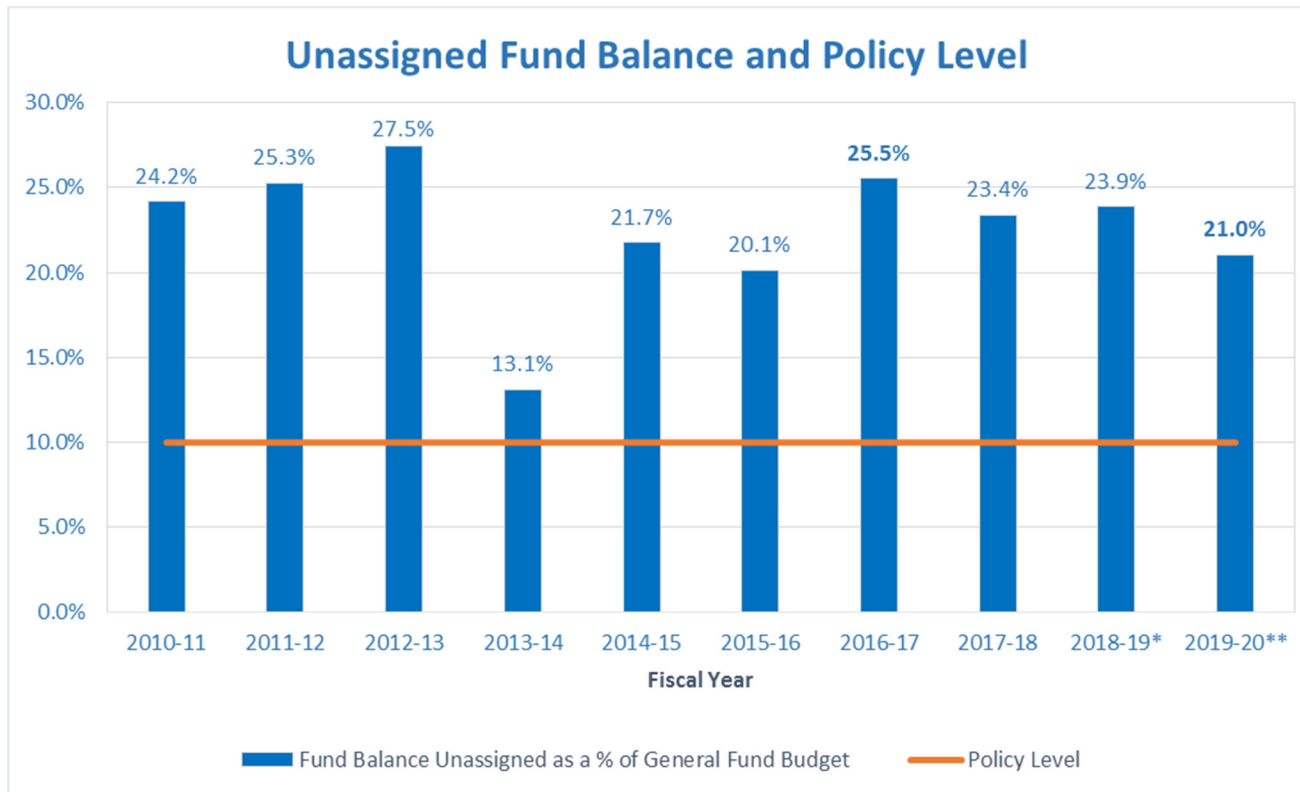
1. An independent audit in accordance with Government Auditing Standards will be performed annually.
2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Procurement Policy

1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Office to cost more than \$25,000 shall be based on competitive bids or competitive proposals as determined by the Chief Procurement Officer except the following exemptions:
 - a. Emergency purchases.
 - b. Professional services involving peculiar skill, ability, experience or expertise.
 - c. City standard, single-source, and sole-source commodities or services.
 - d. Disaster preparedness.
 - e. Utilization of other governmental agencies' contracts.
 - f. Cooperative purchasing.
 - g. Best interest of the City.
2. City Commission approval is required when the initial purchase of, or contract for, commodities or services is in excess of \$25,000 unless it is for emergency purchases; in which case the City Manager is empowered to waive competitive bidding and authorize such purchases. These purchases are later ratified by the City Commission.

Fund Balance Policy

1. The unassigned fund balance for the General Fund shall be not less than 10% of the total budgeted expenditures of the General Fund.
2. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process, and the amounts of non-spendable, restricted, committed, and assigned fund balance shall also be reviewed during this process.



Fiscal Year	Fund Balance - Unassigned	Adopted General Fund Expenditures	Unassigned FB as a % of GF	Policy Level
2010-11	36,090,554	149,309,909	24.2%	10%
2011-12	38,330,423	151,556,066	25.3%	10%
2012-13	42,147,303	153,385,934	27.5%	10%
2013-14	20,503,089	156,162,657	13.1%	10%
2014-15	35,769,693	164,484,987	21.7%	10%
2015-16	34,582,347	171,717,743	20.1%	10%
2016-17	44,470,455	174,251,023	25.5%	10%
2017-18	44,573,960	190,753,794	23.4%	10%
2018-19*	47,693,732	199,833,387	23.9%	10%
2019-20**	43,975,243	209,021,974	21.0%	10%

* Preliminary - Fund Balance Unassigned.

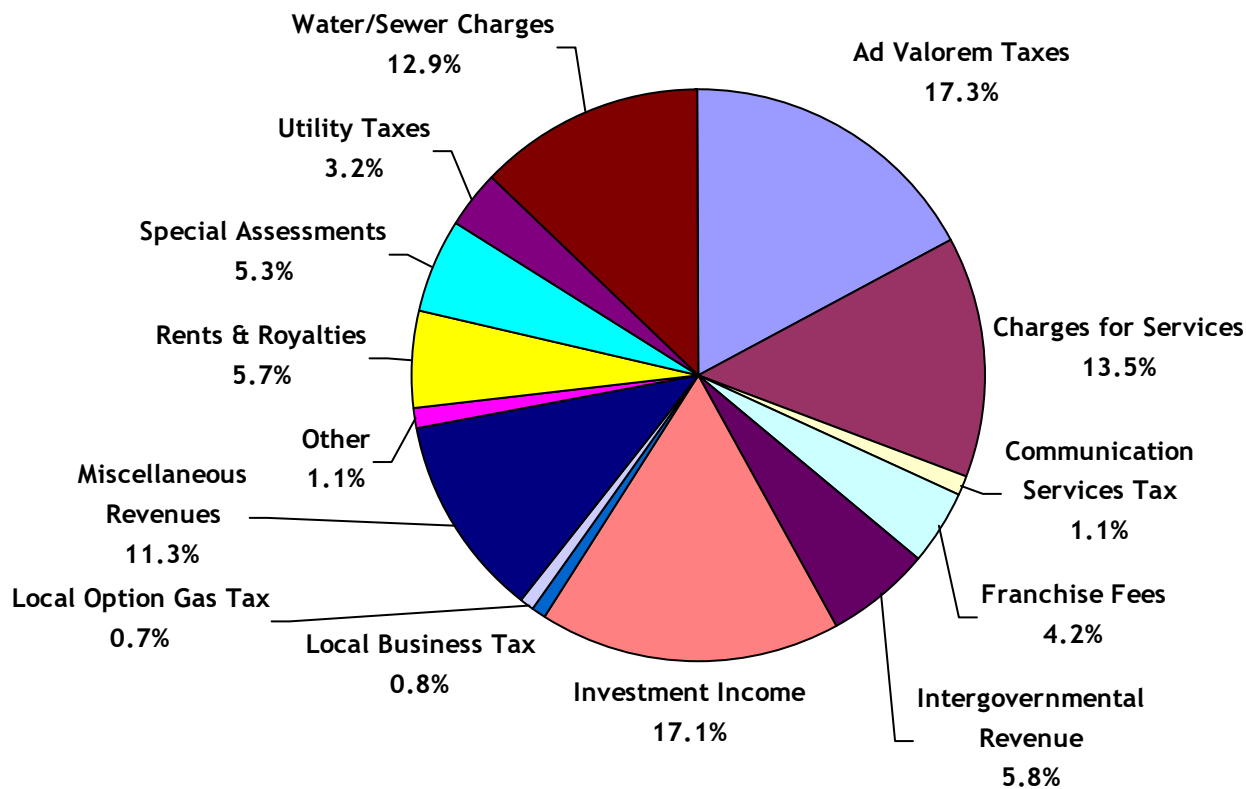
** Estimate - Fund Balance Unassigned is based on prior year preliminary estimate less 2019-20 Beginning Surplus budget.

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2019-20 budget and (2) the fiscal year 2019-20 to 2023-24 Capital Improvement Program are prepared. Estimation of revenues and expenditures are predicated on the following considerations. Also, tables and charts highlighting the major revenue and expenditure components have been provided. Due to rounding, the percentages related to the components of some charts and graphs may not add up to 100%.

2019-20 All Funds Revenue - By Category

Total Revenues (excludes Other Sources) \$455,929,919



The City focuses its efforts on strengthening and diversifying the revenue base to assure ongoing stability of income. Charges for Services are usually intended to fully recover the cost of providing those services. The City actively supports economic development activities to strengthen the sales tax base for the community. Because countywide sales tax revenues are formula driven, strong economic growth has significantly benefited other cities in the county. As the City approaches 'build-out' the budget is based upon a slightly lower growth rate.

Basis of Revenue Estimates

The City has several sources of revenue that support the services provided to residents. Descriptions of the major revenue sources are provided along with the pertinent forecast methodology. The Office of Economic & Demographic Research (EDR) estimates for State Shared Revenues, Communication Services Tax, and Local Option Gas Tax are used as the budget or combined with internal forecasts.

Although some revenue sources are impacted by unique independent variables, there are two primary variables (All Items - U.S. City Average Consumer Price Index [CPI] and population growth) that influence most of the revenue sources.

Primary Forecast Drivers

Projected Rate of Inflation: 2.26%

Based on 24-month trend in Consumer Price Index (CPI)
(All Items - U.S. City Average, Bureau of Labor Statistics)
compared the 12-month CPI average through April 2019
with 12-month average through April 2018.

Projected Population Change: +1.38%, as of April 2018
(Source: Florida Office of Economic & Demographic Research)

Trend analysis is the only quantitative technique currently used for forecasting revenues. The Trend Analysis described below determines the growth pattern of a particular revenue source based on the most recent 24-months of actual receipts:

Rate of Change: The rate of change is determined by the relationship of the most recent 12 months [1 - 12] to the previous 12 months [13 - 24]. This is the first step.

Current Year Forecast: The balance of the Current Year is projected by applying the rate of change developed above to the unmatched months of the prior year [Step #2]. The inherent assumption is that the rate of change in the revenue will be sustained for the rest of the current year. The result is added to the Current Year-to-Date Receipts to yield the forecast for the Current Year [Step #3]. All references to the historical trend in the following pages are based on this methodology.

Budget Year Forecast: The Current Year Forecast is multiplied by Forecast Drivers, such as population change, change in CPI and/or other drivers as appropriate, to project the Budget Year Revenue [Step #4].

Step #1 - Calculation of Rate of Change:

$$\frac{\text{Most recent 12 months}}{\text{Prior 12 months}} = \frac{\text{Months \#1 through \#12}}{\text{Months \#13 through \#24}} = \text{Rate of Change}$$

Step #2 - Calculation of Remaining months of Current Year:

$$\left(\begin{array}{c} \text{Unmatched months in} \\ \text{prior year} \end{array} \right) \times 1 + \left(\begin{array}{c} \text{Rate of} \\ \text{Change} \end{array} \right) = \begin{array}{c} \text{Balance of Current Year} \\ \text{Projection} \end{array}$$

Step #3 - Calculation of Current Year Projection:

$$\text{Current YTD Receipts} + \text{Balance of Current Year Projection} = \text{Current Year Projection}$$

Step #4 - Calculation of New Budget Year Projection:

$$\left(\begin{array}{c} \text{Current Year} \\ \text{Projection} \end{array} \right) \times \left(\begin{array}{c} \text{The appropriate} \\ \text{Forecast Driver[s]} \end{array} \right) = \text{New Year Projection}$$

Major Revenue Sources

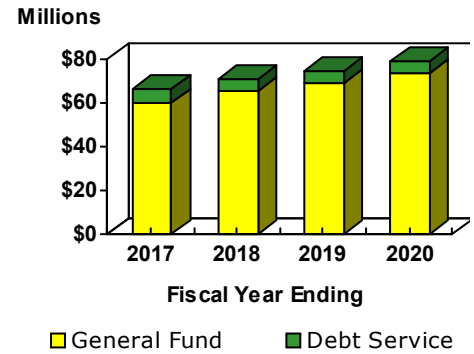
Ad Valorem Taxes

Description

A tax on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Broward County Property Appraiser of the market value of property and improvements. This revenue source is found in the General Fund for the operating millage and the Debt Service Fund for the payment of voter-approved General Obligation Bonds.

A tax rate of one mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

The 2019-20 Budget is based on an operating millage of 5.6736.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.1200 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$4.6 million (6.7%) increase in operating Ad Valorem taxes in fiscal year 2019-20 reflects a 7.6% growth in taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2020 Budget	5.6736	\$ 72,937,350	0.4464	\$ 5,738,726	\$ 78,676,076	6.3%
2019 Budget	5.6736	68,350,023	0.4683	5,641,632	73,991,655	4.9%
2018 Actual	5.6736	64,584,724	0.5222	5,946,763	70,531,487	7.2%
2017 Actual	5.6736	59,856,769	0.5645	5,956,732	65,813,500	-

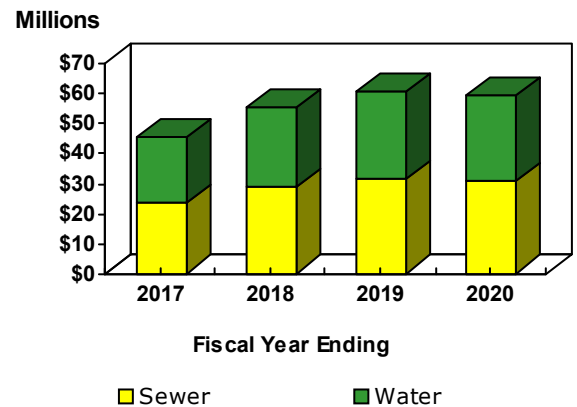
Water & Sewer Charges

Description

Charges paid by residents and businesses for the use of water and sewer services. Water and sewer charges are billed monthly and include a monthly minimum charge to cover administrative costs and specified monthly minimum gallons. Consumption above the minimum is billed at a rate per one thousand gallons or any fraction thereof.

The monthly minimum charge for all residential dwelling units' covers 3,000 gallons for both water & sewer charges. However, the minimum charge for commercial units covers a range from 3,000 to 50,000 gallons for water charges, depending on the size of the meter, and 3,000 gallons for sewer charges.

These revenues are accounted for in the Utility Fund.



Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated new connections, and (3) estimated new rates based on the change in the Consumer Price Index (Water & Sewer Maintenance Series) for the 12 months ending April of the current year, and (4) other rate increases. New rates are effective October 1st of each fiscal year.

Prior to 2016-17, the rates were adjusted based on the change in the All Items CPI for All Urban Consumers Index. Past changes in the rates included an increase of 4.6% in 2016-17, an increase of 3.88% for October 1, 2017 with an additional 24.71% increase effective January 1, 2018, and an increase of 9.7% in 2018-19, which included a 3.23% rate increase.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2020 Budget	\$ 28,333,000	\$ 30,548,000	\$ 58,881,000	(2.8%)
2019 Budget	29,418,000	31,140,000	60,558,000	9.7%
2018 Actual	26,588,002	28,639,022	55,227,024	21.8%
2017 Actual	21,973,099	23,351,196	45,324,295	-

Interest and Other Earnings

Description

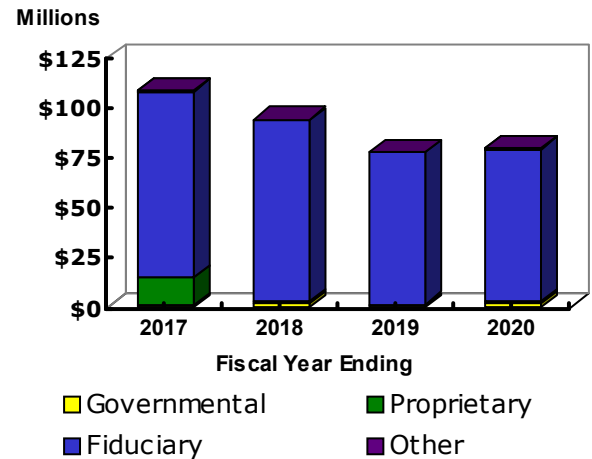
The City pools all cash, cash equivalents and investments, except for accounts that are maintained separately in accordance with legal restrictions. Governmental & business-type investments consist of interest-bearing depository and checking accounts, money market accounts, investment in external investment pools such as the Florida Municipal Investment Trust (FMIVT) administered by the Florida League of Cities (FLOC), the State Board of Administration Florida Prime, and other investments managed by external investment managers.

The Fiduciary Funds' investments are comprised of (1) investments of the Firefighters & Police Officers Pension Trust Fund that are managed by a separate Board of Trustees, (2) the investments of the General Employees Pension Trust Fund that are invested in separate accounts offered by the Principal Financial Group, and (3) the investments of the Other Post-Employment Benefits (OPEB) Trust Fund, which are professionally managed by external investment managers.

Forecast Methodology and Analysis

The main factors in projecting these revenues are (1) the most current ending balance, and (2) the estimated rate of return.

The year over year changes reflect wide fluctuations in investment return on a market value basis. In addition, budget forecasts are conservative. Refer to the Performance Measures Tables on pages 309, 314, and 317 of the Pension Section for the Fiduciary Funds actual rate of return.

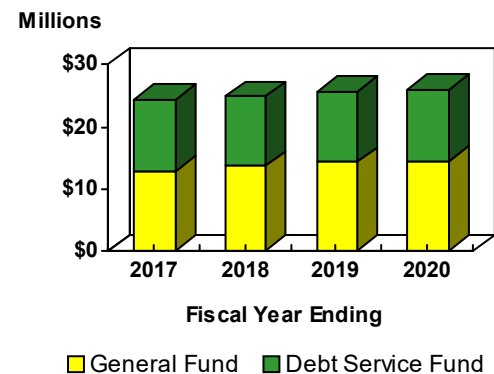


Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2020 Budget	\$ 1,489,600	\$ 1,056,000	\$ 76,505,600	\$ 324,340	\$ 79,375,540	2.0%
2019 Budget	869,300	290,000	76,319,000	315,122	77,793,422	(17.2%)
2018 Actual	1,456,486	1,064,931	91,188,002	263,083	93,972,502	(13.1%)
2017 Actual	686,574	13,977,389	93,199,931	238,864	108,102,757	-

Rentals

Description

The City rents its facilities (Senator Howard C. Forman Human Services Campus, apartment complexes, storage lots, parks, and fields) to businesses, religious and civic organizations, and private individuals. Rental of City facilities to businesses is contractual and is usually based on the size of the space being rented. Rental of the apartment complexes and the storage lots to individuals is also based on contracts. Rental of all other facilities is on an event basis. Rental revenues in the Debt Service Fund relates to charges to City divisions for related debt service payments.



Forecast Methodology and Analysis

It is assumed that rentals, which are based on contracts, will be in place the following year. The revenue forecast is based on the contracts that are currently in effect and in conjunction with pending new contracts. The non-contractual rental is estimated based on historical trend.

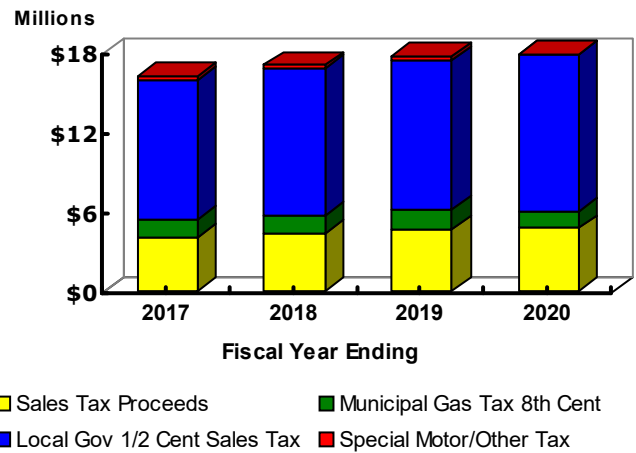
Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2020 Budget	\$ 14,366,652	\$ 11,454,889	\$ 25,821,541	1.2%
2019 Budget	14,153,802	11,350,838	25,504,640	2.9%
2018 Actual	13,617,087	11,168,428	24,785,515	2.0%
2017 Actual	12,735,978	11,559,069	24,295,047	-

State Shared Revenues

Description

Taxes collected and remitted to the State of Florida are deposited in the State Revenue Sharing Trust Fund for Municipalities. The Trust Fund revenues consist of (1) Sales Tax Proceeds, (2) Municipal Gas Tax 8th Cent, (3) Special Motor and Other Tax, and (4) Local Government 1/2 Cent Sales Tax. The State uses a three-factor additive formula to determine a municipality's annual share of the fund.

The City's share is based on the overall economic performance and the City's population. The latest population estimation from the University of Florida's Bureau of Economics and Business Research (BEBR) shows that the City's population grew by 2,249 to 165,352. These revenues are accounted for in the General Fund and the Road and Bridge Fund.



Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. The City also takes into consideration the EDR estimates. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate. Internal projections lead to a 3.0% increase for fiscal year 2019-20 driven mainly by the Local Government Half Cent Sales Tax.

Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2020 Budget	\$ 4,788,000	\$ 1,332,000	\$ 11,943,000	\$ 218,900	\$ 18,281,900	3.0%
2019 Budget	4,682,000	1,500,000	11,347,000	221,500	17,750,500	3.7%
2018 Actual	4,386,162	1,336,971	11,186,202	214,539	17,123,874	5.3%
2017 Actual	4,152,629	1,358,481	10,521,234	228,581	16,260,925	-

Franchise Fees

Description

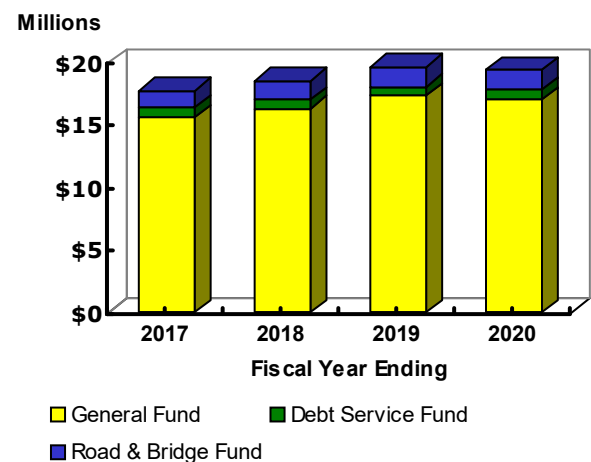
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, towing, resource recovery, and recycling. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services within the City.

This revenue source is accounted for in the General Fund and the Debt Service Fund.

Forecast Methodology and Analysis

The main factors considered in projecting this revenue are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The Sanitation Franchise Fee rate increased from 10% to 20% effective June 1, 2013, and from then onward, 35% of receipts are recorded in the Road and Bridge Fund. The projected increases are mainly attributable to Franchise Fees Electric due to increased consumption and rate changes as shown in the Florida Power and Light 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2020 Budget	\$ 17,059,260	\$ 1,537,000	\$ 762,840	\$ 19,359,100	(1.4%)
2019 Budget	17,292,834	1,571,000	760,566	19,624,400	6.0%
2018 Actual	16,282,334	1,467,588	757,326	18,507,248	4.4%
2017 Actual	15,571,495	1,414,202	747,745	17,733,442	-

Public Services Taxes

Description

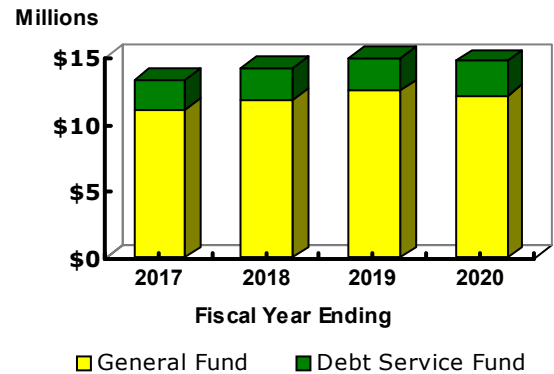
A tax levied on the purchase of electricity, natural gas, propane, and water.

This revenue is based on a contracted percentage applied to the taxable amounts charged by the seller of the service. Electrical service fuel rate adjustments have a marginal impact on this revenue. This revenue is accounted for in the General Fund and the Debt Service Fund.

Forecast Methodology and Analysis

The main factors considered in projecting this revenue are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The projected changes for fiscal year 2019-20 are mainly due to base rate increases on public service taxes (electricity), which are part of the Florida Power and Light 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2020 Budget	\$ 12,159,382	\$ 2,549,618	\$ 14,709,000	(1.3%)
2019 Budget	12,461,132	2,448,868	14,910,000	5.3%
2018 Actual	11,811,435	2,354,247	14,165,682	6.6%
2017 Actual	11,035,177	2,249,136	13,284,314	-

Fire Protection Special Assessment

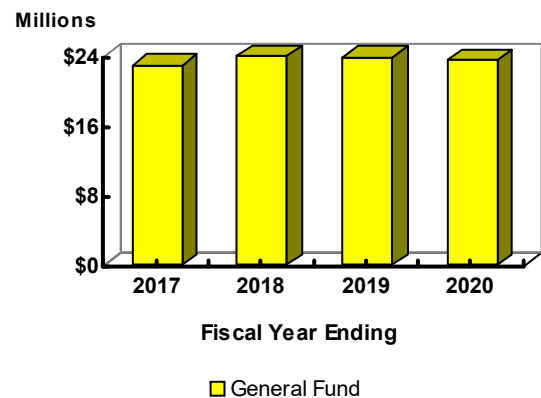
Description

Represents a non-ad valorem assessment collected through the county's tax collector. It funds a portion of the costs associated with providing fire services.

Forecast Methodology and Analysis

The calculation is based on applying the net assessable fire cost to the current assessment roll to generate a flat rate per residential unit and square footage rates for commercial, industrial, and institutional properties.

The 1.4% decrease for 2019-20 reflects a \$325,000 decrease in assessable costs at a 100% levy.

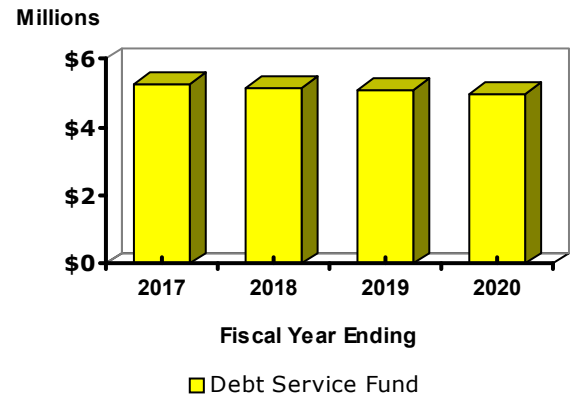


Fiscal Year Ending	General Fund	% Change
2020 Budget	\$ 23,497,744	(1.4%)
2019 Budget	23,823,552	(0.7%)
2018 Actual	23,995,306	4.6%
2017 Actual	22,931,665	-

Communication Services Tax

Description

The Communications Services Tax took effect on October 1, 2001, and represents a combination of the former Cable Television and Telecommunication Franchise Fees as well as the Public Service Tax on telecommunications services. The State is the central collection authority for these taxes, redistributes the monies to the city according to a pre-determined percentage, and retains a 1% administrative fee.



Forecast Methodology

The main factors considered in projecting this revenue are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. The City also takes into consideration the EDR estimates and state audits. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The projected decrease is mainly due to changes in technology and consumer preferences. Cable service adds some stability to this revenue source.

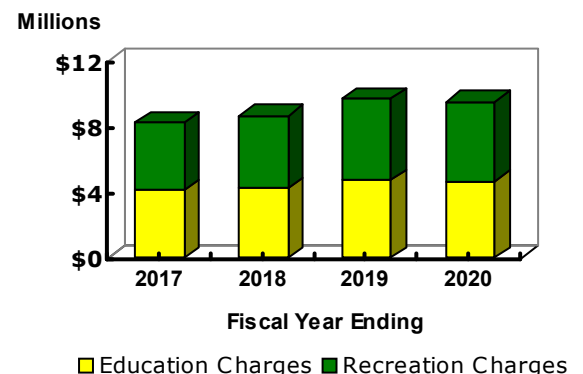
Fiscal Year Ending	Debt Service Fund	% Change
2020 Budget	\$ 4,993,000	(2.0%)
2019 Budget	5,095,000	(0.7%)
2018 Actual	5,131,400	(2.3%)
2017 Actual	5,254,642	-

Education and Recreational/Cultural Charges

Description

Includes all revenues stemming from charges for educational and recreational/cultural services performed. Educational charges include registration fees and monthly fees paid by parents to enroll their children in pre-school and after-school care. Recreational/cultural services include golf, tennis, swimming, soccer, racquetball, other athletics, fitness center membership, as well as art and cultural programs.

These revenues are accounted for in the General Fund.



Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, and (2) any approved rate increases.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2020 Budget	\$ 4,648,650	\$ 4,860,093	\$ 9,508,743	(1.8%)
2019 Budget	4,751,295	4,932,216	9,683,511	11.7%
2018 Actual	4,246,276	4,419,278	8,665,554	5.3%
2017 Actual	4,109,819	4,119,732	8,229,551	-

Local Option Gas Tax

Description

Pursuant to F.S. 336.025(1)(a) the county has exercised its authority in levying a 6-cent tax on every gallon of motor and diesel fuel sold in the county. The proceeds must be used for transportation expenditures.

Pursuant to F.S. 336.025(1)(b) the county has exercised its authority in levying a 3-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the City's comprehensive plan.

Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the City's comprehensive plan.

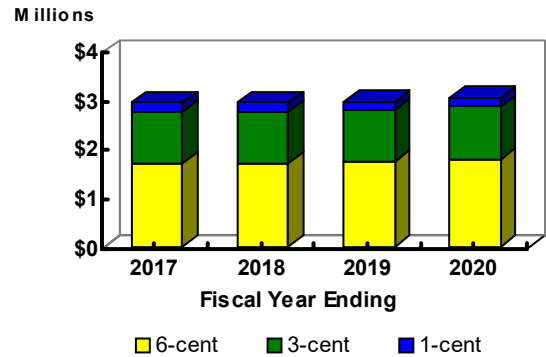
These revenues are accounted for in the Road and Bridge Fund.

Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated City population growth in relation to county growth, and (3) estimated inflation. The City also takes into consideration estimates done by the EDR. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The 2.5% increase in 2019-20 is attributed to increased consumption associated with an improving economy.

Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2020 Budget	\$ 1,789,000	\$1,085,000	\$ 185,000	\$ 3,059,000	2.5%
2019 Budget	1,748,000	1,057,000	178,000	2,983,000	0.9%
2018 Actual	1,728,751	1,049,477	177,982	2,956,209	-
2017 Actual	1,722,351	1,053,728	178,702	2,954,781	-



Local Business Tax

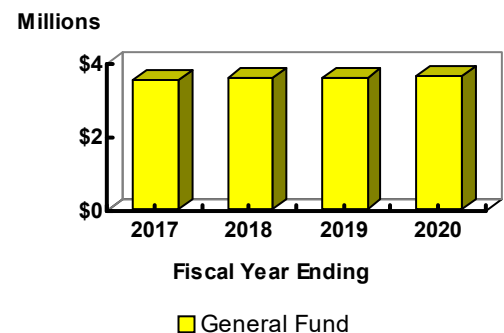
Description

A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

The Florida Legislature enacted Chapter 2006-152 changing of references to Occupational Licenses so that the term "Occupational License Fee" was amended to read "Local Business Tax," and "Occupational License" was amended to read "Local Business Tax Receipt." Adopted City Ordinance No. 1576 complies with 2006-152.

Forecast Methodology and Analysis

The main factor considered in projecting this revenue is historical trend. The 2019-20 forecast anticipates an expansion in businesses.



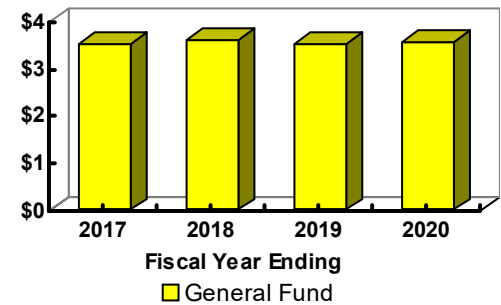
Fiscal Year Ending	General Fund	% Change
2020 Budget	\$ 3,634,000	1.7%
2019 Budget	3,575,000	(1.0%)
2018 Actual	3,609,836	1.9%
2017 Actual	3,541,780	-

Rescue Transport Fees

Description

This revenue is derived from charges to individuals for use of the City's emergency medical transportation services. The Fire Department handles the billing and collection from private insurance carriers, self-insured individuals, Medicare, and Medicaid.

Millions



Forecast Methodology and Analysis

Historical number of transports multiplied by the rate for transportation fees, plus \$9.00 per mile on every call. The rates are as follows: \$530 for Basic Life Support, \$590 for ALS 1 (Advanced Life Support), and \$690 for ALS 2. The per mile fee is calculated from the scene of the call to the destination hospital.

This revenue has stabilized despite a trend toward more uninsured patients and the use of false identity and/or insurance information.

Fiscal Year Ending	General Fund	% Change
2020 Budget	\$ 3,551,000	1.5%
2019 Budget	3,500,000	(3.0%)
2018 Actual	3,609,095	3.0%
2017 Actual	3,505,374	-

Fines & Forfeitures

Description

Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

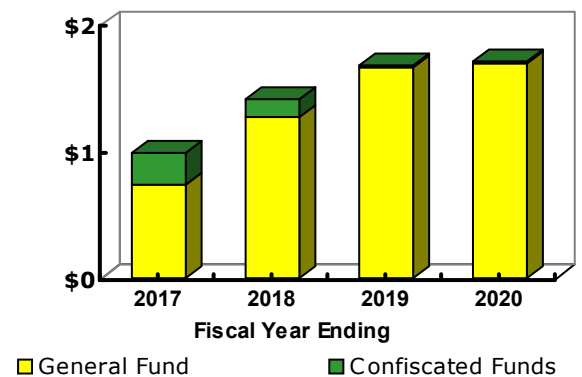
Forecast Methodology and Analysis

The projection of fines is based on the most current available 12-month average of actual receipts.

In accordance with Florida Statutes, Treasury Confiscations cannot be budgeted until received. This contributes to the wide swings in the year over year changes reflected in the table below.

The 41.8% increase in 2017-18 is primarily based on the implementation of a Red Light signal violation program. The 19.1% increase is mainly due to extensive enforcement of local ordinances. The 2.0% increase for 2019-20 is based on a projected increase in revenue from violations of local ordinances.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2020 Budget	\$ 1,684,400	\$ 21,480	\$ 1,705,880	2.0%
2019 Budget	1,654,860	17,391	1,672,251	19.1%
2018 Actual	1,267,651	136,049	1,403,700	41.8%
2017 Actual	730,438	259,675	990,114	-

Employee Health Contributions

Description

Until October 1, 1991, the City provided health insurance for all general and utility employees and their dependents at no charge. For employees hired on or after October 1, 1991, health insurance provided for dependent coverage is subject to employee contributions, per union contracts. Health insurance premiums for employee dependent coverage may be increased no more than 20% over a three-year period but no more than 10% in any one year. In addition, fire and police employees hired on or after October 1, 2008, and May 1, 2010, respectively, contribute to their health coverage. Effective July 1, 2010 and October 1, 2010, all bargaining and non-bargaining general employees began contributing to the cost of the insurance plan.

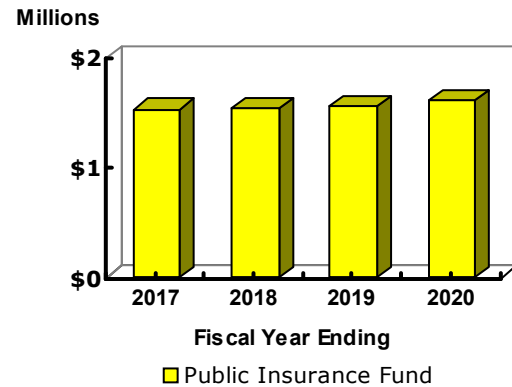
These contributions are accounted for as revenue in the Public Insurance Fund.

Forecast Methodology

While carefully observing required confidentiality of the Health Insurance Portability and Accountability Act (HIPAA), each employee's contribution is based upon the coverage type selected.

Fluctuations in contributions reflect mainly changes in employee demographics and coverage type selected.

Fiscal Year Ending	Public Insurance Fund	% Change
2020 Budget	\$ 1,606,870	3.6%
2019 Budget	1,550,840	0.8%
2018 Actual	1,538,053	0.8%
2017 Actual	1,525,735	-



City Pension Contribution

Description

The City contributes an amount equal to/or exceeding the Annual Determined Contribution (ADC) as determined by the actuary to the applicable Pension Trust Fund.

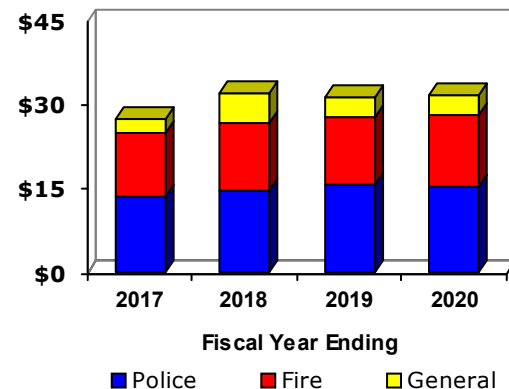
Forecast Methodology and Analysis

The annual contribution/(ADC) as a percentage of covered payroll is multiplied by the projected payroll.

The annual changes reflect actuarial gains and losses, as well as a 2013 change in the mortality table utilized by the actuary. In both 2016-17 and 2017-18, the City contribution to the general employees' pension plan exceeded the ADC. The City will continue to make contributions in excess of the ADC in order to increase the funding ratio.

The 1.6% increase in 2019-20 is mainly attributable to an increase in the City contribution to the Fire Pension Plan.

Millions



Fiscal Year Ending	Fire	Police	General	Total	% Change
2020 Budget	\$ 12,978,837	\$ 15,331,120	\$ 3,500,000	\$ 31,809,957	1.6%
2019 Budget	12,103,709	15,703,245	3,500,000	31,306,954	(2.8%)
2018 Actual	12,068,773	14,641,272	5,500,000	32,210,045	17.4%
2017 Actual	11,307,762	13,627,741	2,500,068	27,435,571	-

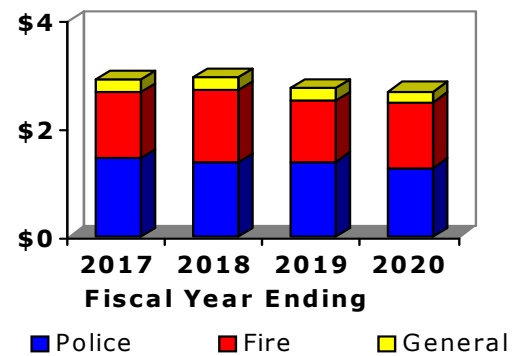
Employee Pension Contribution

Description

Contractually required employee pension contributions are based upon the specified percentage of each employee's annual pensionable wage, in accordance with their union contract.

This is accounted for as a revenue in the General Employees' Pension Fund and the Police & Fire Pension Trust Fund.

Millions



Forecast Methodology and Analysis

Projection factors include (1) the projected salary multiplied by the (2) required percentage of pensionable wages: General Employees pay 7.25%, while Fire & Police employees contribute 10.4%. Effective July 1, 2010, the General Employees' Pension Plan (GEPP) was frozen for all collective bargaining unit members, and no additional benefits are being accrued for those employees. Effective October 1, 2014 GEPP was also closed to all new bargaining and non-bargaining general employees.

Employees working while in the Deferred Retirement Option Program (DROP) are not required to contribute to the pension. The employee contribution for Police Benevolent Association (PBA) employees hired on/or after May 1, 2010 was reduced from 10.4% to 7.0%.

The 2019-20 decrease of 1.9% is attributable to the reduction in employee contribution from participants of the General Employees' Pension Fund and the Police & Fire Pension Trust Fund.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2020 Budget	\$ 1,210,816	\$ 1,274,477	\$ 203,352	\$ 2,688,645	(1.9%)
2019 Budget	1,121,527	1,382,627	236,573	2,740,727	(6.7%)
2018 Actual	1,327,544	1,376,568	234,516	2,938,628	0.9%
2017 Actual	1,220,199	1,446,670	244,566	2,911,434	-

Major Revenues

% Total 2019-20 Revenue Budget

Description	2019-20 Budget	% of Total
Interest & Other Earnings	79,375,540	17.4%
Ad Valorem Taxes	78,676,076	17.2%
Water & Sewer Charges	58,881,000	12.9%
City Pension Contribution	31,809,957	7.0%
Rentals	25,821,541	5.6%
Fire Protection Special Assessment	23,497,744	5.1%
Franchise Fees	19,359,100	4.2%
State Shared Revenues	18,281,900	4.0%
Public Services Taxes	14,709,000	3.2%
Education & Recreational/Cultural Charges	9,508,743	2.1%
Communication Services Tax	4,993,000	1.1%
Local Business Tax	3,634,000	0.8%
Rescue Transport Fees	3,551,000	0.8%
Local Option Gas Tax	3,059,000	0.7%
Employee Pension Contribution	2,688,645	0.6%
Fines & Forfeitures	1,705,880	0.4%
Employee Health Contributions	1,606,870	0.4%
Total Major Revenues	\$ 381,158,996	83.4%
Total Revenues	\$ 457,153,259	

Basis of Expenditure Estimates

Personnel Services

Description This category includes expenditures for City employees' base wages and salaries plus expenditures for other forms of employee compensation: life and health insurance, social security, workers' compensation, retirement contributions, longevity pay, overtime, and special duty/status pay. The Budget Division of the Finance Department calculates the personnel cost based on the staffing requested by each department.

Significant Assumptions The personnel services budget is based on the following:

- ◆ Merit increase of 5% based on approved pay plans for Firefighters and Police Officers.
- ◆ Workers' Compensation - The rates for each employment classification times a modification factor to fund the budgeted cost.

Operating Expenses

Description This category includes expenditures that are not classified as personnel, capital outlay, or capital projects. Operating expenses include such items as office supplies, postage, utilities, travel and training, dues and memberships, fuel, telephone, and advertising to name a few. Expenditures of certain funds also include indirect costs (for services provided by the General Fund), based on a Citywide cost allocation plan.

Significant Assumptions Projected increases (and decreases) are based on a departmental level decision-making process.

The Departments were given two guidelines: (1) No submission of estimates for Travel & Conference (may include funds for tolls, mileage reimbursements, meals and parking), Training College Classes - Education, or Membership/dues/subscriptions unless specifically required for mandated certification; and (2) to submit detailed, justified budget requests relative to new programs and activities. They were given flexibility over allocation in the various line items.

Expenditures were then adjusted to reflect management priorities and to reflect updated information on costs.

Capital Outlay

Description This category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, and an estimated useful life in excess of one year. Subject to the City Manager's approval, year-end encumbrances for capital items are re-appropriated in the subsequent year's revised budget.

Significant Assumptions Projected expenditures are based on the estimated cost of each capital item.

Funding for most of the capital expenditures is identified within the department's target budget. Capital outlays are ranked in the order of management priorities.

Capital Projects

Description This category includes expenditures for construction.

Significant Assumptions Projected expenditures are based on an estimated cost to completion.

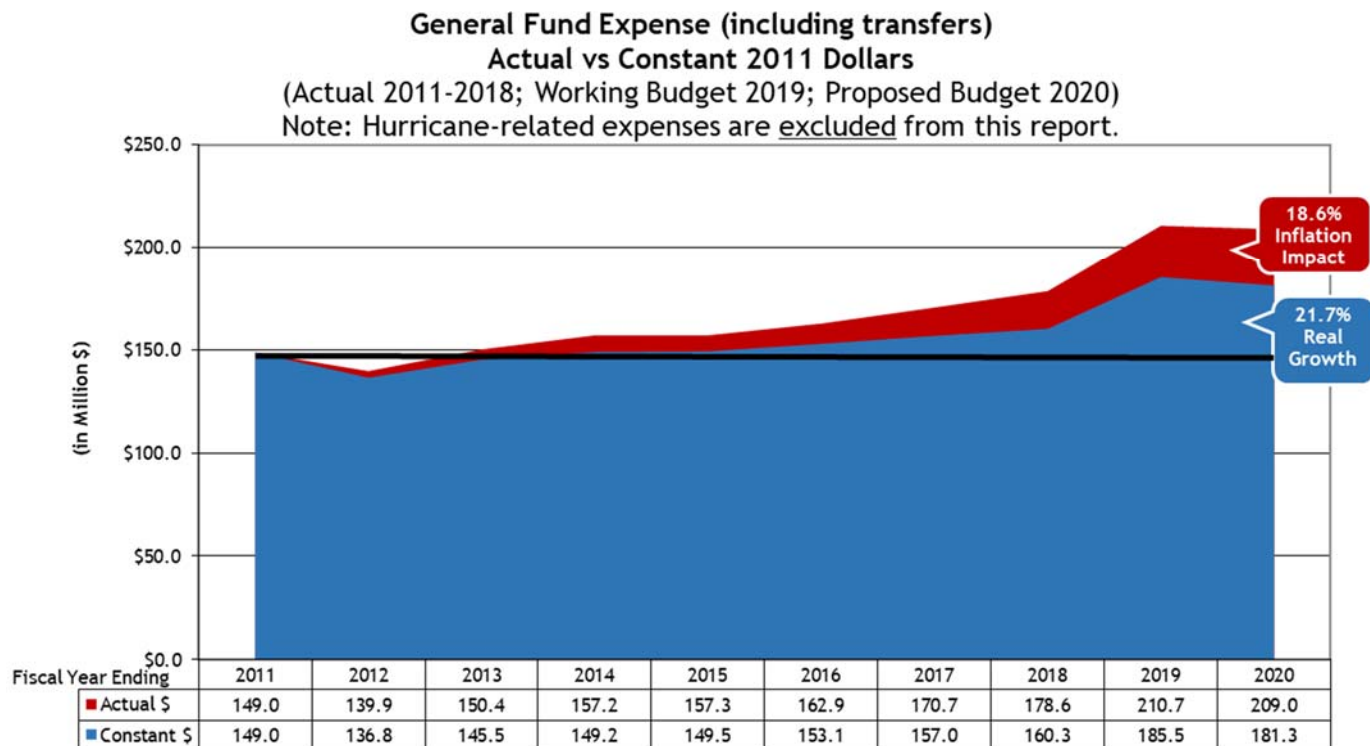
General Fund 10-Year Expenditure Analysis

Growth in Constant 2011 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the 10-year period, 2010-11 to 2019-20, the General Fund budget shows total growth of \$60.0 million or 40.3%. Using 2011 constant dollars to account for the impact of inflation, the real growth was \$32.3 million or 21.7%, with the remaining \$27.7 million or 18.6% growth due to inflation. The 21.7% real growth over the ten year period correlates to an average annual growth rate of approximately 2.2%.

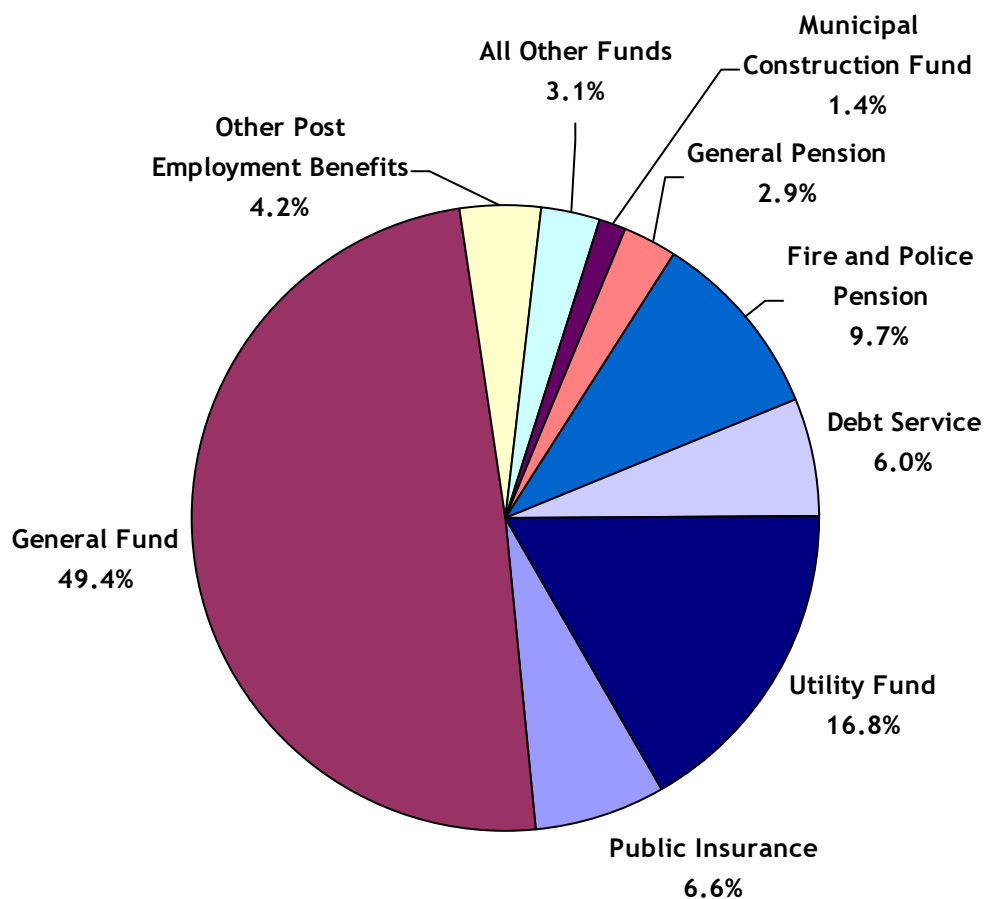
The actual \$60.0 million increase is attributable to rising operating expenditures of \$36.9 million (+117.1%), \$9.7 million (+379.5%) in capital expenditures, \$20.5 million (+19.3%) in personnel expenses, and a reduction of \$7.2 million (-81.1%) in other expenditures.

The \$36.9 million or 117.1% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many City jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include the operating expenses to run and maintain the newly built City Hall Civic Center, as well as repair and maintenance services.

The \$9.7 million or 379.5% increase in capital expenditures is due to the replacement of vehicles in the Public Safety departments, improvements other than building in the Recreation Department, various technology projects throughout the City including the paging and alerting system, as well as an Enterprise Resource Planning Solution.

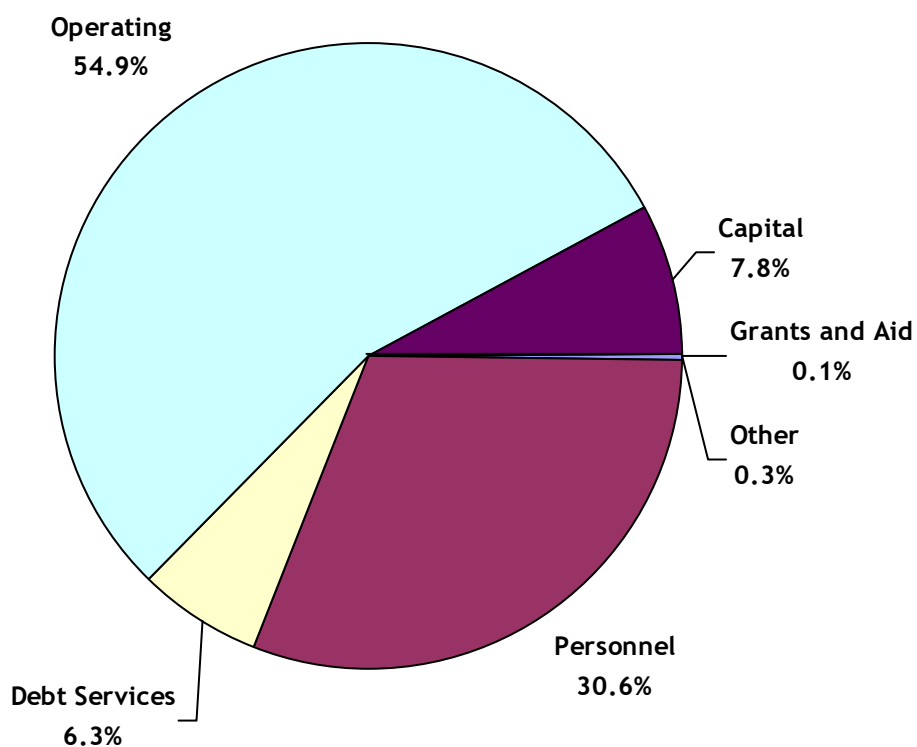


Expenditures By Fund



Total Expenditures (including transfers) \$423,210,938

Expenditures By Category



PERSONNEL REPORTS

Position Changes 2019-20 Budget as Compared to 2018-19 Adopted Budget

	Full Time	Part Time
1 General Fund		
<u>2001 Finance</u>		
12623 Senior Systems Administrator	1	-
12642 Accounting Supervisor	-1	-
12651 Programmer Analyst II	-1	-
12686 Systems Supervisor	-1	-
2001 Finance	-2	-
<u>2002 Technology Services</u>		
12280 Help Desk Technician II	-1	-
12622 ERP Manager	1	-
12723 Systems Administrator	1	-
2002 Technology Services	1	-
<u>3001 Police</u>		
12046 Deputy Police Chief	-2	-
12115 Police Captain	2	-
12119 Finance Assistant	-1	-
12174 Division Major	2	-
12425 Police Officer	-41	-
12436 Police Officer - Tier 3	37	-
12453 Logistics-Fleet Coordinator III	-1	-
12454 Logistics Coordinator III	1	-
12497 Community Affairs Coordinator	1	-
12635 Forensic Supervisor	1	-
12636 Field Training Officer - City	3	-
12637 Field Training Sergeant - City	1	-
12638 Forensic Examiner I	-1	-
12643 Help Desk Technician I	1	-
12655 Sergeant	-1	-
12684 Clerical Spec II	-5	-
12723 Systems Administrator	1	-
12800 Asst. Police Chief	1	-

Position Changes 2019-20 Budget as Compared to 2018-19 Adopted Budget

	Full Time	Part Time
1 General Fund		
<u>3001 Police 303 SRO program</u>		
13414 P/T School Resource Officer	-	2
<u>3001 Police 9007 Code Compliance</u>		
12685 Clerical Aide	1	-
12986 Police Service Aide II	1	-
3001 Police	1	2
<u>4003 Fire/Rescue</u>		
12684 Clerical Spec II	-1	-
<u>4003 Fire/Rescue 678 Fire Prevention</u>		
12912 Fire Inspector/PM	1	-
4003 Fire/Rescue	-	-
<u>5002 Early Development Centers 205 WCY EDC</u>		
12143 EDC Teacher	-1	-
<u>5002 Early Development Centers 208 Charter EDC - West</u>		
12143 EDC Teacher	-2	-
12972 EDC Clerical Spec I	-1	-
<u>5002 Early Development Centers 209 Charter EDC - Central</u>		
12143 EDC Teacher	-2	-
5002 Early Development Centers	-6	-
<u>6001 General Gvt Buildings</u>		
12033 Facilities Project Manager	1	-
12523 Accountant	-0.5	-
12532 Accountant II	0.5	-
6001 General Gvt Buildings	1	-
<u>6006 Environmental Services (Engineering)</u>		
12035 Utilities Project Manager	0.5	-
12194 Environmental Services Director	0.5	-

Position Changes 2019-20 Budget as Compared to 2018-19 Adopted Budget

	Full Time	Part Time
1 General Fund		
6006 Environmental Services (Engineering)	1	-
9002 Planning and Economic Development		
13449 P/T CADD Operator	-	-1
9002 Planning and Economic Development	-	-1
1 General Fund Total	-4	1
471 Utility Fund		
6010 Utilities Admin Services		
12035 Utilities Project Manager	0.5	-
12194 Environmental Services Director	0.5	-
12523 Accountant	-0.5	-
12532 Accountant II	0.5	-
12795 Utility Maintenance Manager	-1	-
6010 Utilities Admin Services	-	-
471 Utility Fund Total	-	-
Total Change for All Funds	-4	1

Position History By Department

	2016-17 Actual		2017-18 Actual		2018-19 Adopted Budget		2019-20 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	8	3	8	3	8	3	8	3
2001 Finance	13	-	13	-	13	-	11	-
2002 Technology Services	15	-	13	-	13	-	14	-
201 City Manager	1.5	2	2.5	-	2.5	-	2.5	-
202 Human Resources	3	-	3	-	3	-	3	-
3001 Police	311	5	318	5	329	5	328	5
3001 Police 3001 Red Light Camera Program	3	-	3	-	3	-	3	-
3001 Police 303 SRO program	-	24	-	27	-	27	-	29
3001 Police 313 Broward College SRO	-	2	-	2	-	2	-	2
3001 Police 9007 Code Compliance	14	-	14	-	14	-	16	-
4003 Fire/Rescue	206	1	205	1	205	1	204	1
4003 Fire/Rescue 678 Fire Prevention	9	-	9	-	9	-	10	-
5002 Early Development Centers 203 Charter EDC - Village	2	12	2	12	2	12	2	12
5002 Early Development Centers 205 WCY EDC	5	18	5	18	4	17	3	17
5002 Early Development Centers 208 Charter EDC - West	15	29	14	29	14	29	11	29
5002 Early Development Centers 209 Charter EDC - Central	15	32	14	28	14	28	12	28
6001 General Gvt Buildings	8	1	6	-	6	-	7	-
6001 General Gvt Buildings 345 City Hall/Chambers	-	-	-	2	-	2	-	2
6004 Grounds Maintenance	1.5	0.5	1.5	-	1.5	-	1.5	-
6005 Purchasing	1	-	1	-	1	-	1	-
6006 Environmental Services (Engineering)	2.5	-	3	-	3	-	4	-
7001 Recreation and Cultural Arts	20	58	21	58	20	57	20	57
7010 Civic and Cultural Facility 350 Art Gallery	1	-	-	-	-	-	-	-
8001 Community Services	2.5	-	1.5	-	1.5	-	1.5	-
8002 Housing Division	0.25	-	0.25	-	0.25	-	0.25	-
8002 Housing Division 603 Rental - Pines Place	0.25	-	0.25	-	0.25	-	0.25	-
9002 Planning and Economic Development	4	2	4	2	4	2	4	1
1 General Fund	662.5	195.5	663	193	672	191	668	192
6002 Maintenance	0.5	-	-	-	-	-	-	-
100 Road & Bridge Fund	0.5	0	0	0	0	0	0	0
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
122 Law Enforcement Grant	0	1	0	1	0	1	0	1
6010 Utilities Admin Services	7	1.5	7	-	7	-	7	-
471 Utility Fund	7	1.5	7	0	7	0	7	0
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-

Position History By Department

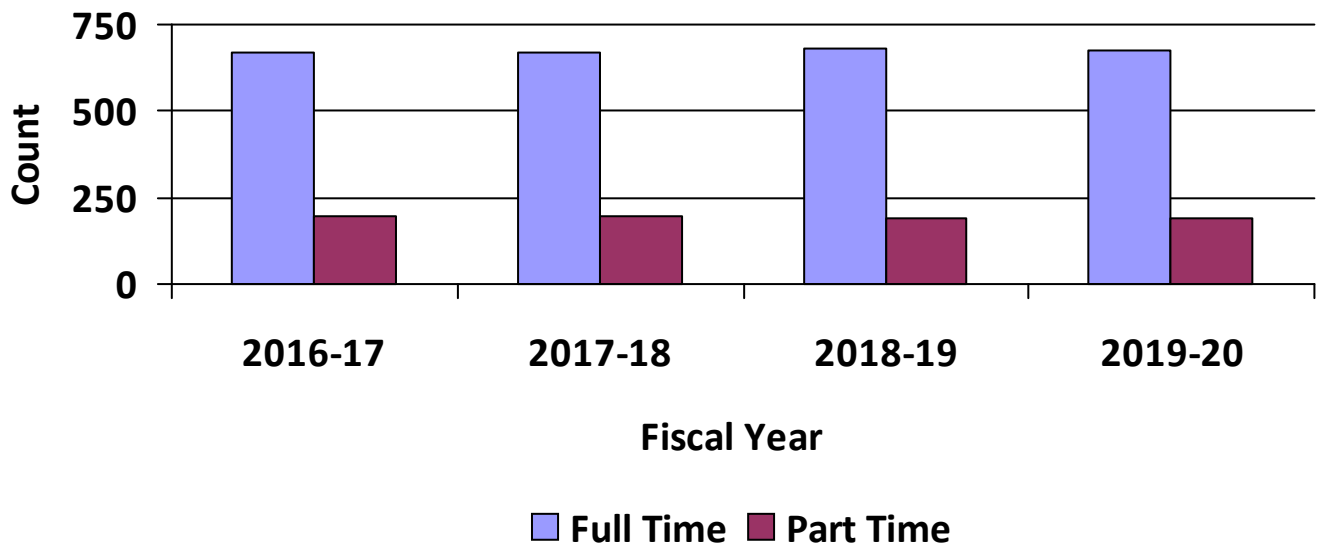
	2016-17 Actual		2017-18 Actual		2018-19 Adopted Budget		2019-20 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
	1	0	1	0	1	0	1	0

504 Public Insurance Fund

Total All Funds	671	198	671	194	680	192	676	193

	2016-17	2017-18	2018-19	2019-20
Total Full Time Equivalents (FTE): *	770	768	776	772.5
* A part-time position is treated as 50% of a full-time position				

Position Count History



COMMUNITY PROFILE

CITY GOVERNMENT

Date of Incorporation	January 19th, 1960
Date of City Charter	July 29th, 1961
Form of Government	Commission / Manager

DEMOGRAPHICS

Land Area - Square Miles	35.22
Location	In the Southeast of Florida next to Miramar, Hollywood, Cooper City, and the Town of Davie
Elevation	8 feet above sea level

Climate in Fahrenheit Jan. 1913 - Dec. 2018)

Source: SE Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	67.74
Average maximum temperature (F)	83.75
Average annual temperature (degrees)	75.93
Average annual precipitation (inches)	60.10

Future Land Use Designation (2018) (%)

Source: City of Pembroke Pines Planning Department

Recreation & Open Space/Conservation/Commercial Recreation	6%
Residential	70%
Agricultural	5%
Commercial	9%
Industrial	3%
Community Facility	3%
Transportation / Utility	4%
	100%
Total Planning Area (acres)	22,541

Elections

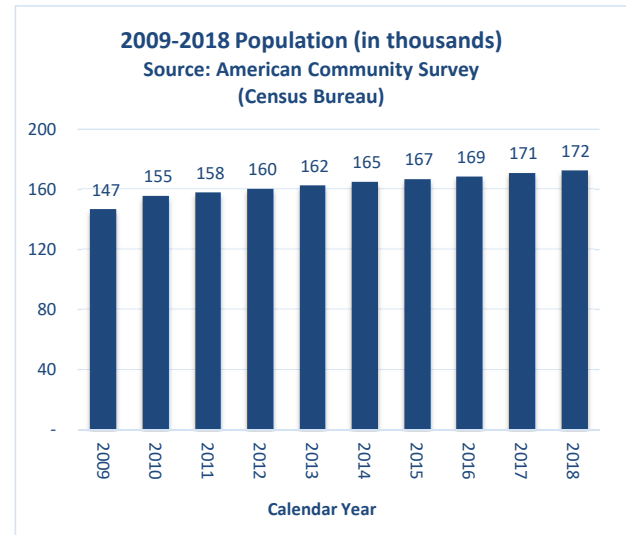
Source: Broward County Supervisor of Elections

Active Voters (May 2019) - All City Districts	112,333
Votes Cast March 2018 - City Districts 1 & 4	4,668
% Voting March 2018 - City Districts 1 & 4	8.46%

Racial Composition

Source: 2018 American Community Survey (Census Bureau)

Hispanic or Latino	44.01%	75,864
White	25.61%	44,154
Black or African American	21.21%	36,559
Asian	5.74%	9,891
Other	3.43%	5,919
	100.00%	172,387



Median Age

Source: 2018 American Community Survey (Census Bureau)

2018	41.0

Age Composition

Source: 2018 American Community Survey (Census Bureau)

Under 5 years	6.5%	11,187
5-9 years	4.9%	8,392
10-14 years	5.9%	10,157
15-19 years	6.9%	11,816
20-24 years	7.0%	12,126
25-34 years	10.1%	17,433
35-44 years	14.2%	24,496
45-54 years	13.4%	23,048
55-59 years	5.8%	9,979
60-64 years	6.6%	11,369
65 + years	18.8%	32,384
	100.0%	172,387

Gender Composition

Source: 2018 American Community Survey (Census Bureau)

Male	47.5%	81,969
Female	52.5%	90,418
	100.0%	172,387

Housing Tenure [Occupied Housing Units]

Source: 2018 American Community Survey (Census Bureau)

Owner-occupied	71.7%	40,807
Renter-occupied	28.3%	16,127
	100.0%	56,934

Average Household (persons)

3.00

Source: 2018 American Community Survey (Census Bureau)

DEMOGRAPHICS (continued)**Educational Attainment - Population 25 years and over (%)**

Source: 2018 American Community Survey (Census Bureau)

Less than High School Diploma	6,637	5.59%
High School Diploma	36,133	30.44%
Some college, no degree	25,730	21.67%
Associates Degree	13,070	11.01%
Bachelor's Degree	22,665	19.09%
Graduate or Professional Degree	14,474	12.19%
Total Population 25 years & over	118,709	100.0%

Household Income - in 2018 Inflation-adjusted dollars

Source: 2018 American Community Survey (Census Bureau)

Less than \$24,999	22.5%	12,794
\$25,000-\$49,999	19.6%	11,147
\$50,000-\$74,999	14.6%	8,315
\$75,000-\$99,999	13.4%	7,615
\$100,000 +	30.0%	17,063
Total Households	100.0%	56,934
Median Household Income		\$60,825

ECONOMICS**Principal Property Owners** (2018 Collection Year)

Source: Broward County Property Appraiser's Tax Roll	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
JRA HHF Venture LLC	\$ 135,207	1.11%
Pembroke Lakes Mall LTD	124,583	1.02%
Arium Resort LLC	121,919	1.00%
IVT Westfork Plaza Pembroke	100,566	0.82%
City Center Gardens I LLC	95,600	0.78%
Bell Fund VI Pembroke Pines SPE	74,882	0.61%

Occupation Composition

Source: 2018 American Community Survey (Census Bureau)

Management, business, science and arts occupations	35,144
Service occupations	12,443
Sales and office occupations	21,161
Natural resources, construction, & maintenance occupations	4,832
Production, Transportation, and Material Moving occupations	5,812
	79,392

Industrial Composition - Civilian employed, 16 years and over

Source: 2018 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	274
Construction	3,295
Manufacturing	4,426
Wholesale Trade	3,184
Retail Trade	11,472
Transportation, warehousing and utilities	4,782
Information	1,309
Finance, insurance, real estate/rental and leasing	6,248
Professional, scientific, management, administrative and waste management svcs.	12,339
Educational, health and social services	16,460
Arts, entertainment, recreation, accommodation and food services	5,993
Other services (except public admin.)	4,611
Public Administration	4,999
	79,392

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

FY2018	3.2%	FY2013	5.8%
FY2017	4.0%	FY2012	7.4%
FY2016	4.2%	FY2011	9.1%
FY2015	4.8%	FY2010	9.5%
FY2014	4.9%	FY2009	7.4%

Per Capita Income - using inflation-adjusted dollars

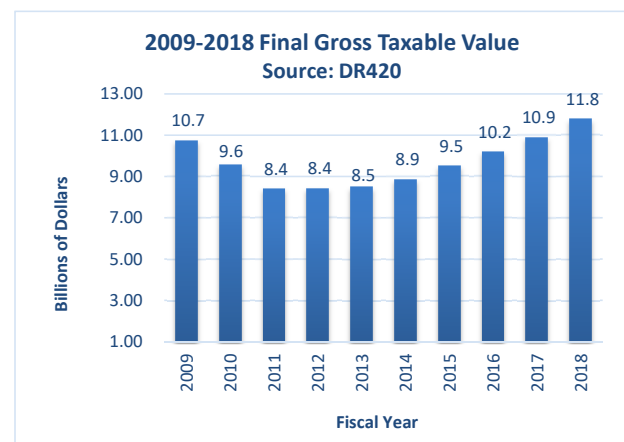
Source: 2018 American Community Survey (Census Bureau)

2018	\$ 28,751	2015	\$ 31,210
2017	\$ 31,358	2014	\$ 27,932
2016	\$ 31,536	2013	\$ 28,859

Building Permits

Source: Calvin Giordano & Associates, Inc.

FY2018	11,306	\$ 305,982,258
FY2017	8,439	\$ 318,275,894
FY2016	7,264	\$ 239,587,447
FY2015	6,524	\$ 675,035,804
FY2014	10,536	\$ 320,198,718
FY2013	7,357	\$ 644,235,843
FY2012	6,200	\$ 529,786,054
FY2011	6,939	\$ 321,232,697
FY2010	5,274	\$ 73,064,496
FY2009	6,318	\$ 68,962,467

Total Value of**Construction**

ECONOMICS (continued)**2018 Principal Employers** Corporate Human Resource Departments
(Total Full-time and Part-time positions)

Memorial Hospital West	1,960
Correct Care Solutions LLC	1,001
City of Pembroke Pines	985
Publix Super Markets	927
Memorial Hospital Pembroke	734
South Area Transportation	500
Reuter Recycling of Florida	300
Lexus of Pembroke Pines	276
R+L Carriers	250
Invicta Stores	250

Fiscal Year 2018-19 Property Taxable and Assessed Valuation (2018 Tax Year)

Source: Broward County Property Appraiser [DR403V and DR420]

Total Just Value	\$ 19,824,761,886
Less: Property & Personal Exemptions	-3,574,087,306
Differentials	-3,598,843,072
Value Adjmt Bd/Appraiser Adjmts	-74,026,373
Operating Taxable Value	<u>\$ 12,577,805,135</u>
<u>Tax Rates for Fiscal Year 2018-19</u>	
Local Retail Sales Tax Rate	7.00%
Property Tax Operating Millage	5.6736
Property Tax Debt Service Millage	0.4683

SERVICE STATISTICS**Water (September 30, 2018)** Source: Water Department

Water Accounts	43,875
Number of Raw Water Supply Wells	9
Maximum Daily Pumping Limit (MGD)	15.6
Average Daily Water Pumping (MGD)	13.3
Total Daily Plant Capacity (MGD)	18.0

Sewer (September 30, 2018) Source: Sewer Department

Average Daily Treatment (MGD)	6.8
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2018) Source: Public Svcs. Dept.

Residential Solid Waste Customers	38,416
Solid Waste Collected (tons)	107,441

Educational System (July 2018) Source: Charter Schools Admin.

	City Charter	Other
Elementary:	4	16
Middle School:	3	7
High School:	1	5
Community College (1) /Universities (4)		4
Vocational/Technical Colleges		4

Center for Arts (2018) Source: Recreation Dept.

Number of Event Days - River of Grass	310
Theaters	2

Police Protection (December 31, 2018) Source: Police Dept.

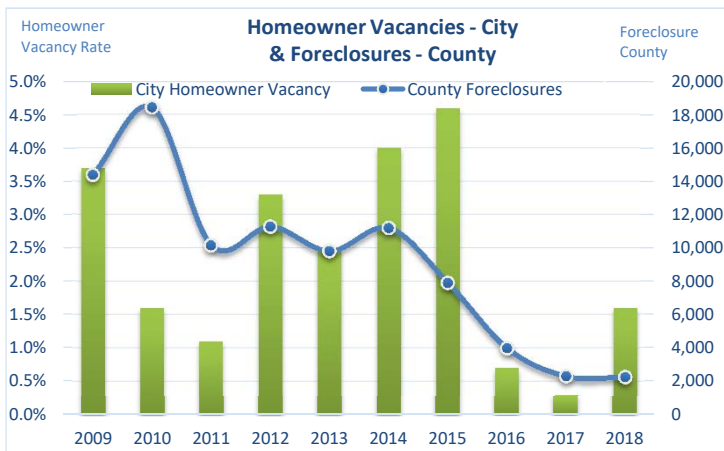
Employees (full-time)	375.0
Sworn	275.0
Non-Sworn	106.0
Grant Positions	0.5
Crime Index (fiscal year)	3,647
Crime Rate (per 1,000 population)	22.1
Traffic Accidents	5,612
Traffic/Parking Citations	16,088
Total Calls for Police Service	83,621

Fire Protection (December 31, 2018) Source: Fire Dept.

Stations	6
Employees (full-time)	223
Structure Fires	13
Advance Life Support Rescue Responses	11,200
Basic Life Support Rescue Responses	2,630
Other Rescue Calls	3,809
Other Emergencies	3,960
Fire Inspections (various kinds)	14,578
Fire Investigations	4

Municipal Parks (September 30, 2018) Source: Rec. Dept.

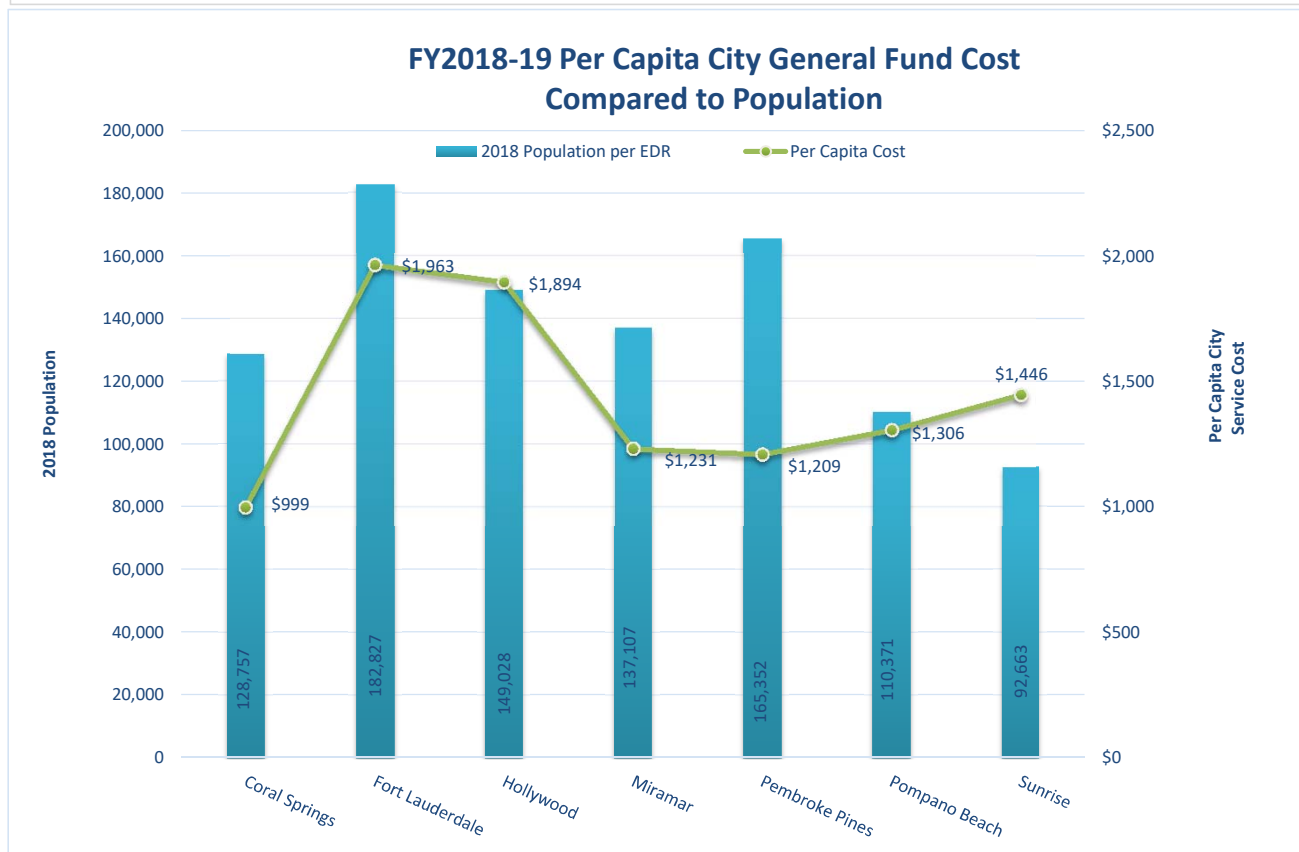
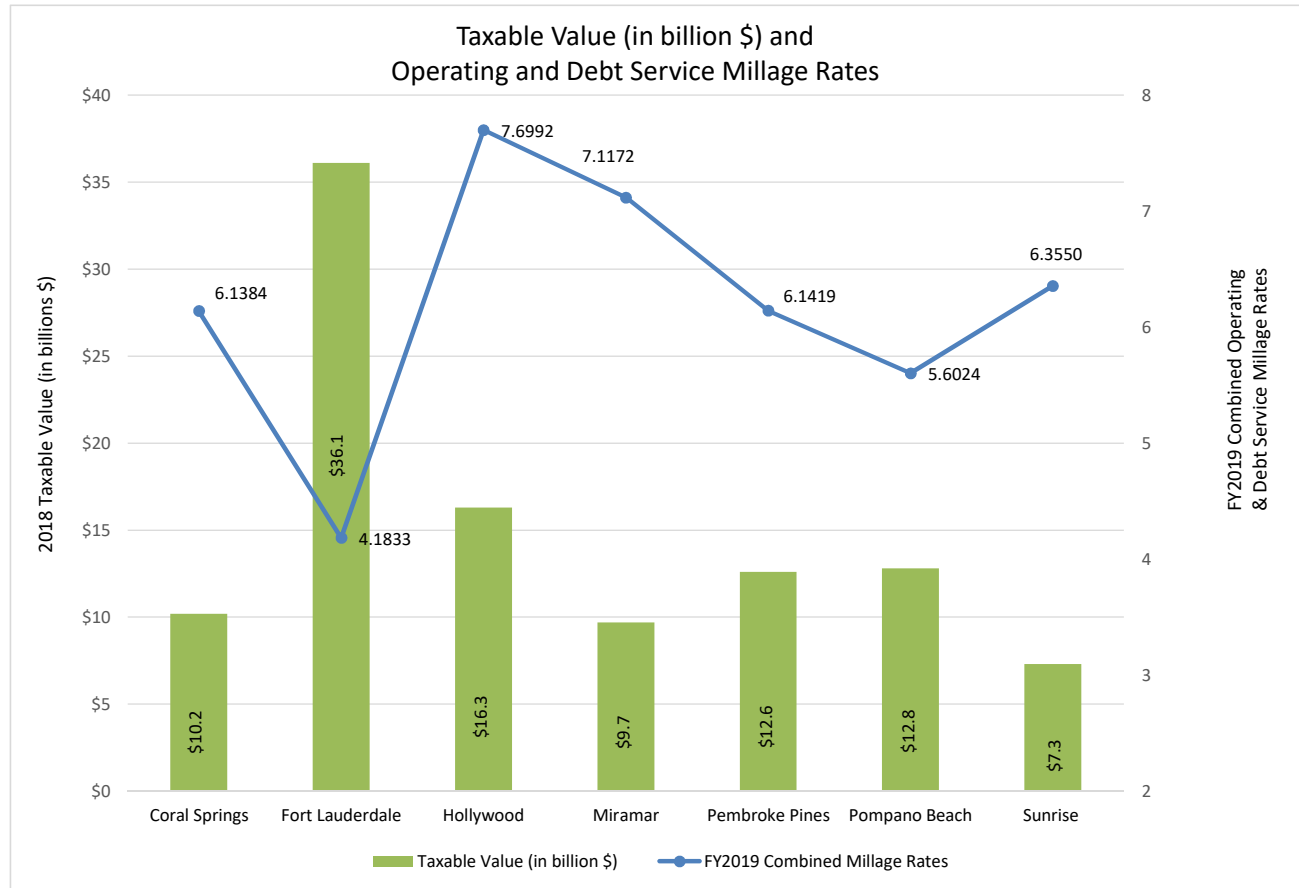
Developed Parks	35
Developed Acres	973.29
Undeveloped Acres	15
Swimming Pools	7
Recreation Centers	4
Lighted Ball fields	41
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	26
Gymnasium	2
Racquetball Courts/Indoor	8
Volleyball	3
Hockey Rinks	7
Fitness Center	1
Pavilions	37
Gazeboes	10
Paddleball Courts	22
Basketball Courts (Outdoor & Indoor)	26
Football/Soccer	20



(Source: American Community Survey & County Appraiser Office)

COMPARISON TO LOCAL CITIES

(Source: Local Cities Websites, State Office of Economic & Demographic Research, and Broward County Property Appraiser)



Per capita City General Fund cost is determined by taking the expenditures from each City's General Fund Adopted Budget for FY2019, and dividing by population.

Performance Measures Summary

Overview

Until 2004, the main focus of the City was on growth management. Hurricane Andrew (August, 1992) drove thousands of south Dade County residents north to Broward County, especially to Pembroke Pines. Between 1994 and 2000, the total number of residents increased from 81,000 to 137,000, an average annual growth of over 9,000. Annual City growth averaged 3,300 from 2000 to 2004 before slowing further. The 2010 U. S. Census estimated City population to be 154,750, an average annual growth of 1,800 since 2000. The earlier tremendous growth brought great demand for a wide variety of services, including the creation in 1998 of what became the largest Charter School system in the nation at that time.

City administration has developed a performance management system to clearly link the City's mission to goals, strategic objectives, performance measures, and targets for service processes. A strategy map was designed to exemplify the concept of performance measures. Building on the mission and goals that were already in place, strategic objectives (focus areas) were outlined and Key Performance Indicators (KPIs) were selected to gauge the attainment of those objectives on a process level. In an effort to determine how effectively the City's mission was being achieved, the balanced scorecard model was chosen as a tool. Further, department goals, objectives, and performance measures were reviewed to ensure that they contribute significantly to the KPIs. The concept was presented to Commission in December, 2004, at the Vision and Goal-Setting Workshop.

Strategy Map



The colors in the Strategy Map are used to identify the various elements in the tables that follow.

The review of the departmental goals and objectives for correlation with City goals and objectives resulted in the creation of a City and Departmental Goals Matrix and a performance measures crosswalk. The City and Departmental Goals Matrix highlights the specific City goals that the department goals support.

City and Departmental Goals Matrix

City and Departmental Goals	City Manager	Police / Code Enforcement	Fire and Rescue	Public Services/Parks Recreation & Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
1. Promote health, safety, and welfare of the community.									
To provide customers with the highest quality water services possible while maintaining a competitive rate structure.				✓					
To protect and safeguard human life.		✓							
To protect life and property, reduce pain and suffering, and to assure that fire prevention systems on commercial properties are properly maintained.			✓						
To ensure the availability of transportation services to south Broward residents who are transportation disadvantaged and have physical, cognitive, emotional, visual or other disabilities that render them functionally unable to utilize the regular fixed-route service.							✓		
To improve the quality of life for low and moderate-income residents of the City of Pembroke Pines in terms of housing, commercial rehabilitation, and transportation.							✓		
To provide a quality multi-function social service delivery system and specifically designed senior programming.							✓		
Develop and establish standards and ordinances that ensure positive effects on property value, community appearance, and neighborhood pride.		✓							
2. Promote and pursue a positive economic environment.									
To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.								✓	
To provide services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.				✓					
To enable all City departments, through the use of technology, to perform their jobs more efficiently and allow our citizens to have access to information and City Services anywhere and anytime to achieve a better quality of life.					✓				
3. Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.									
To contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of recreational experiences and involvement.				✓					
To provide facilities and staffing for physical fitness activities, child and family enrichment, educational pursuit, entertainment, and the enjoyment of the arts and culture.				✓					
To facilitate the following social services to those 60 years of age or older residing in southwest Broward County: Information, Referral, Recreation, In-home Services, Health Support, Counseling, Adult Day Care, Alzheimer's Adult Day Care for seniors, and Public Education.							✓		

City and Departmental Goals Matrix (continued)

City and Departmental Goals	City Manager	Police & Code Enforcement	Fire and Rescue	Public Services/Parks Recreation & Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.									
Implementation and monitoring of the insurance and safety programs of the City.									✓
Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.									✓
Institute a citywide program to enhance employee development through supervisory, technical, professional, and competency training.									✓
To maintain a comprehensive, competitive pay and classification system, linking various elements of performance to merit.									✓
5. Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.									
To keep staff positioned to take full advantage of new technological developments so as to enhance efficiency in the performance of our duties and responsibilities.						✓			
To provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and most importantly, to operate in a manner that improves and enhances the quality of life in our community.	✓								
To develop and implement systems to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.								✓	
6. Preserve and promote the ecological and environmental quality within the City.									
To maintain, protect and preserve the wetlands in perpetuity developed as a diverse multi-habitat ecosystem.			✓						
To provide a well-designed and carefully maintained network of parks and other green spaces.			✓						
To provide customers with the highest quality water and wastewater services possible while maintaining a competitive rate structure.			✓						

Performance Measures Crosswalk

The Performance Measures Crosswalk reflects the KPIs that assess the extent to which the City's goals are being met, the departmental objective that contributes to the achievement of those goals and the departmental performance measure, which evaluates the accomplishment of those objectives.

Department Objective	Performance Measure
CITY GOAL #1: Promote health, safety, and welfare of the community.	
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County	
Police Deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establish a positive rapport with the citizens.	• Clearance rate Part I offenses ⁽¹⁾ • Average calls for service per 1,000 resident population Number of occurrences for the following types of offenses during calendar year: • Murder • Forcible rape • Robbery • Aggravated assault • Burglary • Larceny • Motor vehicle theft
⁽¹⁾ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.	
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	
Fire Conduct pre-fire planning for all commercial and multi-family occupancies.	• Pre-Fire plans completed annually • Number of public participants in safety education (non-CPR) classes • Average unit response time from en route to arrival (in minutes) • % of unit response time less than 6 minutes
KPI: Social service client hours per each unduplicated client	
Community Services Plan and implement information and referral, recreation, health support services, counseling, adult day care, personal care homemaker, relief/respite services, volunteer services, public education, special programs, transportation, and screening and assessment.	• Units of service (services covered by OAA Title IIIB and IIIE Grants) • Number of unduplicated clients
KPI: Potable water quality ranking among Broward cities	
Utilities [Water] Operate our drinking water treatment plants at maximum efficiency to meet or exceed all environmental and regulatory parameters and provide a world class service to our customers.	Finished Water Quality: • pH • Total Residual Chlorine • Color • Fluoride ASF • Turbidity NTU • Iron Fe-
CITY GOAL #2: Promote and pursue a positive economic environment.	
KPI: Median household income ranked against the ten largest cities in Broward County	
City Manager Maintain a low tax burden on residents.	• Percent change in adopted millage rate compared to rolled-back operating millage rate
KPI: % change in taxable value in relation to other Broward County Cities	
Police [Code Compliance] Promote and maintain a safe and desirable living and working environment within the City.	• % of cases closed prior to Code Board and/or Special Master hearing

Performance Measures Crosswalk (continued)

Department Objective	Performance Measure
KPI: % change in local business tax revenue per capita	
City Clerk	
Efficiently process local business tax receipts and renewals.	• Local business tax revenue per capita
CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.	
KPI: Charter School FSA (Florida Standards Assessments) Score ranking among Broward schools	
City Manager	
Work with the Mayor and Commissioners toward accomplishing their goals for the continuing development of the City of Pembroke Pines Charter School plan.	Charter School FSA Scores ranking: • Elementary School • Middle School • High School • FSU Elementary
CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.	
KPI: % of FT employees retained after one year from hire	
Human Resources	
Implement sound recruitment practices to ensure competent candidates are hired.	• % FT employees retained after one year from hire
KPI: City underlying bond rating compared to peer cities in Florida	
City Manager	
Provide technical expertise and advice to the Commission in order to advantageously pursue the various projects outlined in the \$100,000,000 bond referendum passed by the voters in March of 2005.	• Unassigned Fund Balance as a % of annual General Fund expenditures • Total direct debt as a % of property market value • Debt service as a % of General Fund budget • % of principal retired in 10 years • Direct debt per capita
Finance	
Maintain the high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" and the "Distinguished Budget Presentation Award.	• Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA • Number of annual consecutive Distinguished Budget Presentation Awards from GFOA
KPI: Monitor average number of days to complete routine public requests	
City Clerk	
Comply with all applicable Florida Statutes for public record requests.	• Public Records requests processed per year per F/T employee
CITY GOAL #6: Preserve/promote the ecological and environmental quality within the City.	
KPI: Comparison of licensed wetlands per total acres with other Broward County cities	
Grounds Maintenance	
Maintain all the wetlands and preserve areas within the City.	• Licensed wetland acres in Pembroke Pines
KPI: Wastewater quality ranking among Broward cities	
Utilities [Wastewater]	
Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.	• Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent • Total Suspended Solids (TSS) Effluent
KPI: Acres of parkland per 1,000 population ranked against the ten largest Broward cities	
Parks and Recreation	
To provide the highest quality recreation, cultural, and leisure opportunities and facilities that are accessible, safe, physically attractive, and well maintained for youth, teens, and adult programming.	• Acres of parkland per 1,000 population

Balanced Scorecard

As stated previously, the balanced scorecard model was adopted to execute, manage, and communicate the City's strategy through setting priorities, allocating resources based on those priorities, and measuring the results. The City's Balanced Scorecard, below, translates organization-wide strategies into organization-wide measures and targets. It is a composite index of 14 Key Performance Indicators (KPIs) that connect the City's strategic objectives with departmental performance measures at a process level.

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction		2018 Benchmark	2018 Actual	Score	Weight	Weighted Score
(1) Promote health, safety, and welfare of the community.								
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓		3,165	2,206	78.7%	12.0%	9.4%
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	(1)	67.20	95.92	99.8%	12.0%	12.0%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑		86.0	47.24	22.2%	4.0%	0.9%
Provide high quality potable water	Potable water quality ranking among Broward cities	=		51.6%	57.0%	66.3%	12.0%	8.0%
(2) Promote and pursue a positive economic environment.								
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑		61,493	60,825	47.7%	4.0%	1.9%
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑		6.8%	7.6%	63.5%	8.0%	5.1%
To maintain a low tax burden	Per Capita City Services Costs compared to prior years (in constant dollars) (2)	↓	(2)	\$ 995	\$ 1,068	28.4%	4.0%	1.1%
Foster business growth	Local Business Tax Revenue per capita	↑		\$ 21.51	\$ 21.83	52.2%	8.0%	4.2%
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.								
Improve academic performance at schools	Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools	↑		56.2	70.8	90.0%	8.0%	7.2%
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.								
Reduce employee turnover	% of FT employees retained after one year	↑		82.0%	90.5%	85.1%	4.0%	3.4%
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.								
Maintain sound financial stability	City underlying bond rating compared to peer cities in Florida	↑		91.7%	92.0%	52.7%	8.0%	4.2%
(6) Preserve and promote the ecological and environmental quality within the City.								
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=		2.3%	7.9%	93.9%	4.0%	3.8%
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑		53.7%	43.8%	36.0%	8.0%	2.9%
Maintain at least three acres of parkland per 1,000 population	Acres of parkland per 1,000 population ranked against the ten largest Broward cities	↑		5.57	6.23	65.9%	4.0%	2.6%
(1) The ISO Benchmark rating of 95.92 was during 2018. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available. (2) Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond.				Overall Operating Performance Score			100.0%	66.6%

Key Performance Indicators [KPIs]

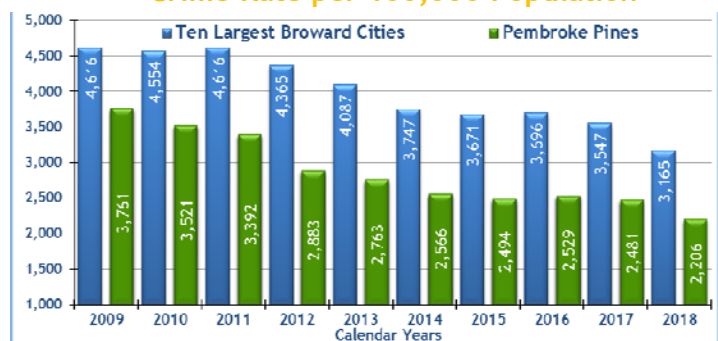
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference between the City score and the benchmark and divides it by the standard deviation. The "z score" determines the standardized score.

The standardized score was then multiplied by the respective weight factor (assigned by City Commission to reflect relative importance) to determine the weighted score, which is the basis of the City's overall operating performance score. The target is to exceed the prior year's operating performance score. Changes in the overall score can be investigated on an individual KPI level. At this point, although the City's scorecard is comprised of 14 KPIs, historical data is only available for the following six KPIs which are analyzed below.

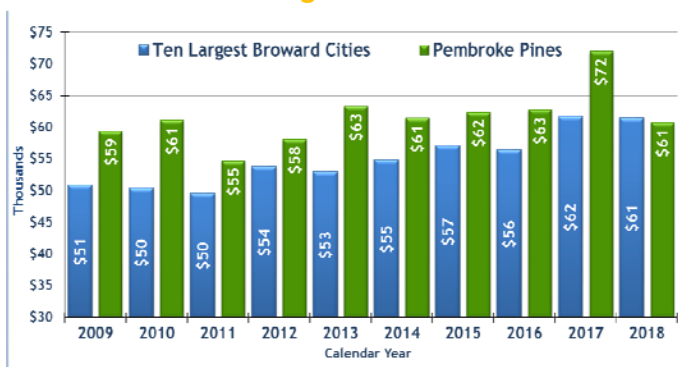
Benchmark: 3,165 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2018).

Analysis: The City's 2018 crime rate of 2,206 per 100,000 residents reduced by 11.1 percentage points, while the rate reduced for the ten largest cities by 10.8. The City remained at the 3rd lowest crime rate among the ten largest Broward County cities, behind Coral Springs (1,737) and Miramar (1,798).

Crime Rate per 100,000 Population



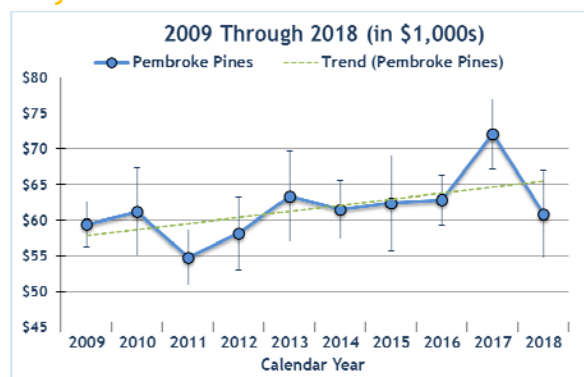
Median Household Income Compared to Ten Largest Broward Cities



Benchmark: \$61,493 (median household income for 10 largest Broward cities in 2018.)

Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 13.4% greater than the average of the ten largest cities in Broward County. According to the 2018 survey, the City's median household income decreased by 15.6% while the County grew by 0.8% and the top ten cities decreased by 0.3%.

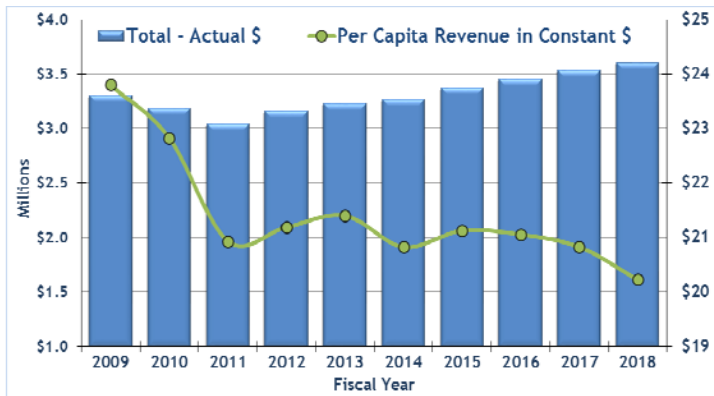
City Median Household Income and Trend



Over the last ten years, the County has experienced an annual compound growth rate of 1.61%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 0.23%; compared to the growth rate of the top ten cities of 1.92%. The 2018 Margin of Error was +/- \$7,852.

Key Performance Indicators (KPIs) continued

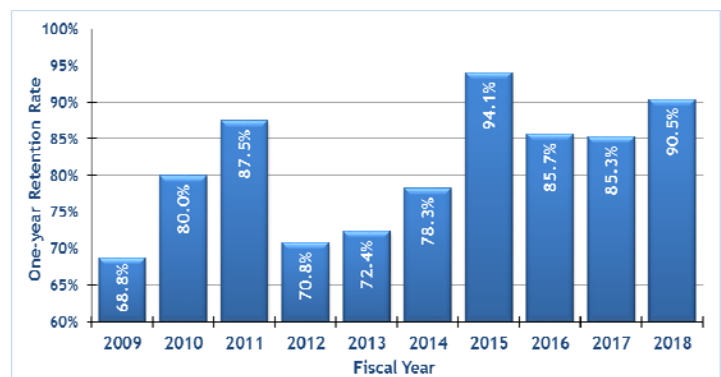
Change in Local Business Tax Revenue



Benchmark: \$21.52 (Average per capita revenue since 1982-83 in constant 2018 dollars)

Analysis: Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Since 2008-09 population growth averaged 0.7% while revenue (in constant 2018 dollars) increased by 0.9%.

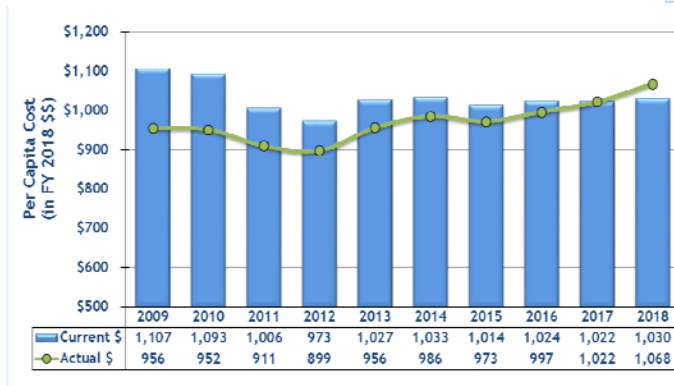
Percentage of Full-Time Employees Retained after One Year



Benchmark: 82.01% (Average City retention rate since 1997-1998)

Analysis: Since 2009 the retention rate improved significantly. The main reason is the transition of public safety dispatch to Broward County in 2014.

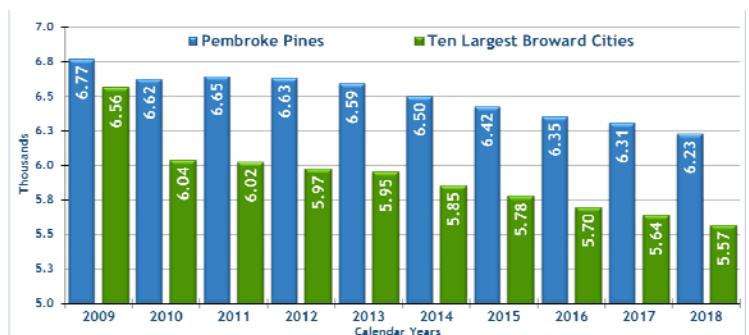
Per Capita City Operating Costs (in FY 2018 Constant Dollars)



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been \$960 in current (FY 2018) dollars.

Analysis: Per capita services cost grew by \$112 over the past ten years. However, when adjusted for inflation there was a \$77 decline.

Acres of Parkland per 1,000 Population



Benchmark: 5.57 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2017-18.

Analysis: In 2009, Pembroke Pines' acres of parkland per 1,000 population was 3.2% higher than the ten largest Broward cities according to population. In 2018 it rose to 11.9% above those cities. This calculation is based on 2018 acreage data adjusted for population yearly.

Department Performance Measures Report

The Department Performance Measures Report below shows the actual and targets in the context of the City goals and the KPIs.

Police

City Goal: (1) Promote health, safety, and welfare of the community.

KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County

Measurement Type: Outputs

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Calls for service per 1,000 resident population	↓	562	575	506	600	600	600
Clearance rate for Part I offenses ⁽¹⁾	↑	20%	25%	22%	25%	25%	25%
Number of occurrences for the following types of offenses during calendar year:							
Murder	↓	1	0	1	0	0	0
Forcible rape	↓	27	10	26	10	10	15
Robbery	↓	85	75	74	75	75	75
Aggravated assault	↓	208	150	213	150	150	175
Burglary	↓	361	750	232	500	500	400
Larceny	↓	3,054	3,000	2,861	3,000	3,000	3,000
Motor vehicle theft	↓	310	200	240	200	250	250
Crime index (summation of occurrences)	↓	4,046	4,200	3,647	3,935	4,200	4,000
Crime rate (per 100,000)	↓	2,481	2,600	2,206	2,600	2,600	2,500

⁽¹⁾ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

City Goal: (2) Promote and pursue a positive economic environment.

KPI: % change in taxable value in relation to other Broward County Cities

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
% of cases closed prior to Code Board and/or Special Master hearing	↑	82%	80%	81%	80%	80%	80%

Fire

City Goal: (1) Promote health, safety, and welfare of the community.

KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population

Measurement Type: Efficiency

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Average unit response time from en route to arrival (in minutes)	↓	4.46	<4.00	4.71	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	85.80%	>90.00%	79.99%	>93.00%	90.00%	>90.00%
Number of public participants in safety education (non-CPR) classes	↑	17,406	19,000	18,288	12,000	20,000	20,000

Community Services

City Goal: (1) Promote health, safety, and welfare of the community.

KPI: Social service client hours per each unduplicated client

Measurement Type: Outputs

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Number of unduplicated clients	↑	1,900	3,600	2,045	2,500	2,000	2,200
Units of service (services covered by OAA Title IIIB and IIIE Grants)	↑	57,996	63,799	63,684	64,807	64,632	64,517

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.

KPI: City's underlying bond rating compared to peer cities in Florida

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	33	33	34	34	35	36
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	↑	20	20	21	21	22	23

Department Performance Measures Report (continued)

City Manager

City Goal: (2) Promote and pursue a positive economic environment.

KPI: Median household income ranked against the ten largest cities in Broward County

Measurement Type: Efficiency

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Percent change in adopted millage rate compared to rolled-back operating millage rate	↓	7.67%	3.75%*	3.11%	3.11%	3.00%	3.00%
Per Capita City Operating Cost compared to prior years (in current dollars)	↓	\$1,044	\$1,000	\$ 1,209	\$1,000	\$1,000	\$1,000

* Percent annual change in per capita Florida personal income.

City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.

KPI: Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools

Measurement Type: Effectiveness

Charter School FSA Scores for:

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Elementary School	↑	64%	77%	79%	77%	77%	79%
Middle School	↑	77%	78%	83%	78%	78%	83%
High School	↑	69%	77%	84%	77%	77%	84%
FSU Elementary	↑	72%	77%	79%	77%	77%	79%

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.

KPI: City's underlying bond rating compared to peer cities in Florida

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	26.1%	28.3%	24.6%	28.3%	28.0%	28.0%
Total direct debt as a % of property market value	=	2.8%	3.6%	2.5%	3.1%	3.5%	2.3%
Debt service as a % of General Fund expenditures	↓	15.0%	15.0%	13.0%	13.0%	15.0%	15.0%
% of principal retired in 10 years	↑	43.0%	43.0%	47.0%	47.0%	45.0%	45.0%
Direct debt per capita	↓	\$1,990	\$2,122	\$1,877	\$2,025	\$2,025	\$2,025

^ The City's Fund Balance Policy, effective September 2011, states that the minimum level of Unassigned Fund Balance at the end of each year shall not be less than 10% of the following year's projected budgeted expenditures.

City Clerk

City Goal: (2) Promote and pursue a positive economic environment.

KPI: Local business tax revenue per capita

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Local business tax revenue per capita (in constant dollars)	↑	\$21.71	\$21.00	\$ 21.83	\$21.00	\$21.00	\$21.00

Human Resources

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.

KPI: % of FT employee retention after one year from hire

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
% of FT employees retained after one year from hire	↑	85.30%	N/A	90.50%	N/A	95.00%	95.00%

Department Performance Measures Report (continued)

Public Services

City Goal: (1) Promote health, safety, and welfare of the community.

KPI: Potable water quality ranking among Broward cities

Measurement Type: Effectiveness

Finished Water Quality:

		2016-17		2017-18		2018-19	2019-20
		Actual	Goal	Actual	Goal	Goal	Goal
pH	↑	9.38	<9.50	8.81	9.00	>9.50	<9.50
(County standard 6.5 - 9.1 or higher)							
Total Residual Chlorine	↓	3.66	<4.00	3.64	3.50	3.50	<4.00
(County standard 4.0 or lower)							
Color	↓	13.27	6.00	4.00	5.00	2.00	<15.00
(County standard 15.0 or lower)							
Fluoride ASF	↓	0.56	0.70	0.62	0.80	0.80	<2.00
(County Standard 0.8 or lower)							
Turbidity NTU (Nephelometric Turbidity Unit)	↓	0.31	1.00	0.15	0.90	0.90	<1.00
(County standard 1.0 or lower)							
Iron Fe-	↓	0.08	0.30	0.03	0.03	0.30	<0.30
(County standard 0.3 or lower)							

City Goal: (6) Preserve and promote the ecological and environmental quality within the City.

KPI: Wastewater quality ranking among Broward cities

Measurement Type: Effectiveness

		2016-17		2017-18		2018-19	2019-20
		Actual	Goal	Actual	Goal	Goal	Goal
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent	↓	6.98	<2.00	4.66	5.00	6.00	<20.00
(County standard 20 or lower)							
TSS (Total Suspended Solids) Effluent	↓	14.86	<2.00	9.77	2.50	13.00	<20.00
(County standard 20 or lower)							

KPI: Comparison of licensed wetlands per total acres with other Broward County cities

Measurement Type: Effectiveness

Licensed wetland acres in Pembroke Pines	↑	698.00	698.00	698.00	698.00	698.00	698.00

Recreation and Cultural Arts

KPI: Acres of parkland per 1,000 population compared to the ten largest cities in Broward County

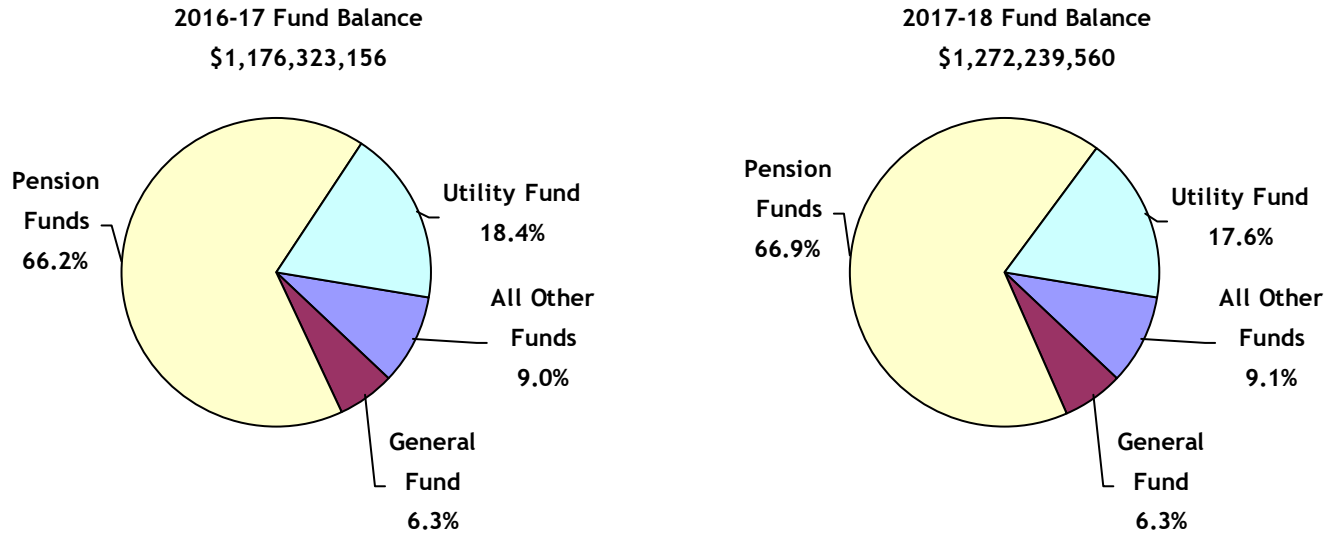
Measurement Type: Effectiveness

Acres of parkland per 1,000 population	↑	6.31	7.00	6.23	7.00	7.00	7.00

Budget Summary for Fiscal Year 2019-20 - All Funds By Category

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	1,111,800,567	1,176,323,157	1,272,239,564	1,289,182,417		
<u>Revenues/Sources</u>							
Ad Valorem Taxes		65,813,501	70,531,487	73,991,655	78,676,076	17.3%	6.3%
Investment Income		93,950,615	92,748,367	77,283,800	78,152,200	17.1%	1.1%
Charges for Services		46,955,926	48,423,626	59,836,473	61,493,222	13.5%	2.8%
Water/Sewer Charges		45,324,295	55,227,024	60,558,000	58,881,000	12.9%	(2.8%)
Miscellaneous Revenues		53,755,840	56,139,314	50,630,741	51,636,409	11.3%	2.0%
Intergovernmental Revenue		23,930,736	21,498,275	27,331,122	26,412,952	5.8%	(3.4%)
Rents & Royalties		24,317,413	24,802,305	25,525,998	25,853,068	5.7%	1.3%
Special Assessments		23,141,007	24,868,419	24,104,552	23,951,744	5.3%	(0.6%)
Franchise Fees		17,733,442	18,507,248	19,624,400	19,359,100	4.2%	(1.4%)
Utility Taxes		13,284,313	14,165,682	14,910,000	14,709,000	3.2%	(1.3%)
Communication Services Tax		5,254,642	5,131,400	5,095,000	4,993,000	1.1%	(2.0%)
Local Business Tax		3,541,780	3,609,836	3,575,000	3,634,000	0.8%	1.7%
Local Option Gas Tax		2,954,781	2,956,209	2,983,000	3,059,000	0.7%	2.5%
Insurance Premium Taxes		2,420,304	2,485,959	2,420,304	2,485,959	0.5%	2.7%
Judgments, Fines & Forfeitures		990,113	1,403,701	1,672,251	1,705,880	0.4%	2.0%
Building Permits		1,118,326	1,483,379	932,200	923,009	0.2%	(1.0%)
Charges for Services		7,240	5,700	4,200	4,300	-	2.4%
Total Revenues/Sources		424,494,274	443,987,931	450,478,696	455,929,919	100.0%	1.2%
<u>Expenditures/Uses</u>							
General Government		107,341,914	112,647,497	134,966,584	138,949,695	33.0%	3.0%
Public Safety		108,377,229	116,615,559	127,970,036	128,348,217	30.4%	0.3%
Utility Administration		30,543,032	30,255,999	28,655,259	29,361,845	7.0%	2.5%
Debt Service		25,504,189	25,433,223	26,318,313	26,238,352	6.2%	(0.3%)
Culture and Recreation		37,930,064	18,647,950	24,356,233	26,032,229	6.2%	6.9%
Sewer-Wastewater Services		14,590,136	15,292,240	30,366,572	23,623,794	5.6%	(22.2%)
Water Utility Services		6,941,478	8,145,767	24,648,921	17,080,647	4.1%	(30.7%)
Economic Environment		8,831,839	9,111,466	13,281,955	11,134,635	2.6%	(16.2%)
Transportation		10,585,967	6,184,374	11,911,846	8,847,993	2.1%	(25.7%)
Human Services		6,851,774	7,135,048	7,972,168	8,085,025	1.9%	1.4%
Physical Environment		10,299,907	3,000,331	3,913,534	3,838,375	0.9%	(1.9%)
Total Expenditures/Uses		367,797,527	352,469,454	434,361,421	421,540,807	100.0%	(3.0%)
Excess (Deficit)		56,696,747	91,518,477	16,117,275	34,389,112		
Transfers In		18,057,855	1,845,296	1,811,782	741,424		
Bond Premium (Discount)		5,511,204	-	-	-		
Payment to refunded bond escrow agent		(71,149,279)	-	-	-		
Refunding Bonds Issued		63,346,400	-	-	-		
Sale of equipment/land		53,882	249,889	71,500	61,500		
Transfers Out		(18,632,920)	(2,336,597)	(2,698,392)	(1,455,672)		
Capital Contributions		1,167,738	3,677,444	1,365,000	3,723,591		
Interest on Investments		174,754	159,204	219,622	167,340		
Investment Income		13,977,389	1,064,931	290,000	1,056,000		
Interest Expense		(289,585)	(262,238)	(233,934)	(214,459)		
Prior Period Adjustment		(4,391,596)	-	-	-		
Ending Fund Balance	\$	1,176,323,154	1,272,239,560	1,289,182,416	1,327,651,252		
Percent Change		5.8%	8.2%	1.3%	3.0%		

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2016-17 and 2017-18**



<u>All Funds</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Asset	\$ 1,238,675,661	\$ 1,337,920,005	\$ 99,244,344
Liability	62,352,505	65,680,445	3,327,939
Fund Balance	1,176,323,156	1,272,239,560	95,916,405

<u>General Fund</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Cash & Investments	\$ 81,012,923	84,682,215	3,669,292
Taxes Receivable	5,296,569	5,266,074	-30,495
Accounts Receivable	4,192,099	4,137,300	-54,798
Other Assets	500,278	3,008,852	2,508,575

	Asset Total	91,001,867	97,094,441	6,092,574
Accounts Payable	\$	11,659,769	11,167,217	-492,553
Due to Other Funds		0	0	0
Deposits		2,461,324	2,493,755	32,431
Deferred Revenue		2,663,120	2,973,596	310,475
Other Liabilities		51,262	33,918	-17,344
	Liability Total	16,835,475	16,668,484	-166,991
Real Estate Investment and Other	\$	333,556	294,360	-39,196
Unassigned Fund Balance		44,470,455	44,573,960	103,504
Disaster Assistance		2,125,000	2,125,000	0
Subsequent year's budget		27,237,381	33,432,637	6,195,256
	Fund Balance Total	\$ 74,166,392	80,425,957	6,259,564

<u>Utility Fund</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Cash & Investments	\$ 63,714,646	71,250,840	7,536,194
Accounts Receivable	6,207,173	7,184,468	977,295
Restricted Investments	10,110,040	10,395,122	285,082
Land, Buildings, Equipment & Improvements	260,443,416	264,137,921	3,694,505
Accumulated Depreciation	-114,362,424	-120,795,597	-6,433,173
Construction in Progress	5,270,993	6,737,903	1,466,910
Other Assets	7,478,403	9,895,003	2,416,600
Asset Total	238,862,248	248,805,660	9,943,412

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2016-17 and 2017-18**

<u>Utility Fund</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Accounts Payable	\$ 2,569,030	2,076,932	-492,098
Due to Other Funds	0	0	0
Deposits	4,224,727	4,388,344	163,617
Other Liabilities	15,328,476	18,122,993	2,794,517
Liability Total	22,122,233	24,588,269	2,466,036
Retained Earnings - Unreserved	\$ 215,964,785	227,810,037	11,845,252
Other Equities	775,231	-3,592,645	-4,367,876
Retained Earnings Total	\$ 216,740,015	224,217,392	7,477,376
<u>Pension Funds</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Cash & Investments	\$ 774,397,492	844,125,465	69,727,973
Accounts Receivable	2,066,944	4,924,054	2,857,110
Land, Buildings, Equipment & Improvements	346,406	335,272	-11,134
Other Assets	3,205,863	3,273,659	67,796
Asset Total	780,016,705	852,658,450	72,641,745
Accounts Payable	\$ 826,023	1,127,362	301,339
Other Liabilities	0	0	0
Liability Total	826,023	1,127,362	301,339
Net Assets - Reserved	\$ 779,190,682	851,531,088	72,340,406
Net Assets Held In Trust Total	\$ 779,190,682	851,531,088	72,340,406
<u>All Other Funds</u>	<u>2016-17</u>	<u>2017-18</u>	<u>Change</u>
Cash & Investments	\$ 124,307,962	136,461,306	12,153,344
Taxes Receivable	478,096	476,852	-1,244
Accounts Receivable	7,025	7,080	55
Restricted Investments	674,516	138,239	-536,277
Other Assets	3,327,240	2,277,977	-1,049,263
Asset Total	128,794,840	139,361,454	10,566,614
Accounts Payable	\$ 1,195,219	2,251,330	1,056,111
Due to Other Funds	5,545,840	5,993,813	447,973
Deposits	96,644	115,782	19,138
Deferred Revenue	1,810,085	1,725,537	-84,548
Other Liabilities	13,920,987	13,209,868	-711,119
Liability Total	22,568,774	23,296,329	727,555
Fund Balance - Restricted	\$ 79,516,844	87,658,835	8,141,991
Retained Earnings - Reserved	6,542,229	6,542,229	0
Real Estate Investment and Other	446,115	446,115	0
Other Equities	19,720,878	21,417,945	1,697,068
Fund Balance Total	\$ 106,226,066	116,065,125	9,839,059

Expenditure Category Matrix For 2019-20 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	578,193	298,324	-	-	-	-	876,517
City Manager	638,677	427,955	-	-	-	-	1,066,632
Human Resources	596,952	239,204	-	-	-	-	836,156
City Attorney	-	1,052,131	-	-	-	-	1,052,131
General Government	1,991,950	2,328,257	-	-	191,942	741,424	5,253,573
City Clerk	866,446	571,075	-	-	-	-	1,437,521
Finance	1,679,007	1,575,509	54,000	-	-	-	3,308,516
Technology Services	2,124,745	4,726,954	2,062,500	-	-	-	8,914,199
Police	62,426,308	7,037,575	2,524,398	-	-	-	71,988,281
Fire/Rescue	46,526,616	5,100,051	4,529,582	-	-	-	56,156,249
Early Development Centers	2,550,493	2,451,929	-	-	-	714,248	5,716,670
W.C.Y Administration	-	87,000	-	-	-	-	87,000
General Gvt Buildings	965,221	9,131,434	2,315,000	-	-	-	12,411,655
Grounds Maintenance	322,672	3,304,203	195,000	-	-	-	3,821,875
Purchasing	171,371	1,193,887	-	-	-	-	1,365,258
Environmental Services (Engineering)	676,791	990,474	56,000	-	-	-	1,723,265
Howard C. Forman Human Services Campus	-	1,582,075	-	-	-	-	1,582,075
Recreation and Cultural Arts	3,516,678	11,744,623	524,002	-	-	-	15,785,303
Special Events	-	291,530	-	-	-	-	291,530
Golf Course	-	2,078,204	37,400	-	-	-	2,115,604
Civic and Cultural Facility	-	1,954,792	-	-	-	-	1,954,792
Community Services	208,465	1,434,825	-	-	20,928	-	1,664,218
Housing Division	118,344	8,224,733	5,000	-	-	-	8,348,077
Planning and Economic Development	605,350	656,027	3,500	-	-	-	1,264,877
General Fund Total	126,564,279	68,482,771	12,306,382	-	212,870	1,455,672	209,021,974
% of General Fund	60.6%	32.8%	5.9%	-	0.1%	0.7%	100.0%
Road & Bridge Fund							
Maintenance	82,417	5,175,512	-	-	-	-	5,257,929
Infrastructure	-	2,334,000	267,000	-	-	-	2,601,000
Road & Bridge Fund Total	82,417	7,509,512	267,000	-	-	-	7,858,929
% of Road & Bridge Fund	1.0%	95.6%	3.4%	-	-	-	100.0%
State Housing Initiative Program							
Community Development	-	1,905,920	-	-	-	-	1,905,920
State Housing Initiative Program Total	-	1,905,920	-	-	-	-	1,905,920
% of State Housing Initiative Program	-	100.0%	-	-	-	-	100.0%
HUD Grants CDBG/HOME							
Community Development	-	580,638	300,000	-	-	-	880,638
Transportation	-	123,338	-	-	-	-	123,338
HUD Grants CDBG/HOME Total	-	703,976	300,000	-	-	-	1,003,976
% of HUD Grants CDBG/HOME	-	70.1%	29.9%	-	-	-	100.0%
Law Enforcement Grant							
Victims of Crime Act Grant	18,473	-	-	-	-	-	18,473
Law Enforcement Grant Total	18,473	-	-	-	-	-	18,473
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100.0%

Expenditure Category Matrix For 2019-20 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Community Bus Program							
Community Services	-	208,540	-	-	-	-	208,540
Transit System	-	657,186	-	-	-	-	657,186
Community Bus Program Total	-	865,726	-	-	-	-	865,726
% of Community Bus Program	-	100.0%	-	-	-	-	100.0%
Treasury - Confiscated							
Treasury Confiscated	-	-	29,154	-	-	-	29,154
Treasury - Confiscated Total	-	-	29,154	-	-	-	29,154
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100.0%
Justice - Confiscated							
Justice Confiscated	-	-	10,500	-	-	-	10,500
Justice - Confiscated Total	-	-	10,500	-	-	-	10,500
% of Justice - Confiscated	-	-	100.0%	-	-	-	100.0%
\$2 Police Education							
\$2 Police Education	-	21,480	-	-	-	-	21,480
\$2 Police Education Total	-	21,480	-	-	-	-	21,480
% of \$2 Police Education	-	100.0%	-	-	-	-	100.0%
FDLE - Confiscated							
FDLE	-	17,469	106,611	-	-	-	124,080
FDLE - Confiscated Total	-	17,469	106,611	-	-	-	124,080
% of FDLE - Confiscated	-	14.1%	85.9%	-	-	-	100.0%
Older Americans Act							
SW Multipurpose Center	-	1,236,101	-	-	95,284	-	1,331,385
Older Americans Act Total	-	1,236,101	-	-	95,284	-	1,331,385
% of Older Americans Act	-	92.8%	-	-	7.2%	-	100.0%
Debt Service							
General Debt Service	-	-	-	25,396,608	-	-	25,396,608
Debt Service Total	-	-	-	25,396,608	-	-	25,396,608
% of Debt Service	-	-	-	100.0%	-	-	100.0%
Municipal Construction							
Recreation and Cultural Arts	-	-	5,885,000	-	-	-	5,885,000
Municipal Construction Total	-	-	5,885,000	-	-	-	5,885,000
% of Municipal Construction	-	-	100.0%	-	-	-	100.0%
Utility Fund							
General Debt Service	-	-	-	1,056,203	-	-	1,056,203
Utilities Admin Services	1,946,899	5,505,339	6,000	-	-	-	7,458,238
Non-Departmental Expense	777,444	21,071,163	-	-	55,000	-	21,903,607
Sewer Collection	-	3,521,625	4,026,000	-	-	-	7,547,625
Sewer Treatment Plant	-	13,856,169	2,220,000	-	-	-	16,076,169
Water Plants	-	6,483,687	3,985,000	-	-	-	10,468,687
Water Distribution	-	2,741,960	3,870,000	-	-	-	6,611,960
Utility Fund Total	2,724,343	53,179,943	14,107,000	1,056,203	55,000	-	71,122,489
% of Utility Fund	3.8%	74.8%	19.8%	1.5%	0.1%	-	100.0%

Expenditure Category Matrix For 2019-20 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Public Insurance Fund							
Self Insurance	111,079	27,852,664	-	-	-	-	27,963,743
Public Insurance Fund Total	111,079	27,852,664	-	-	-	-	27,963,743
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100.0%
Wetlands Trust Fund							
Mitigation Trust	-	16,500	-	-	-	-	16,500
Wetlands Trust Fund Total	-	16,500	-	-	-	-	16,500
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100.0%
General Pension Trust Fund							
Post Employment Benefits	-	12,077,000	-	-	-	-	12,077,000
General Pension Trust Fund Total	-	12,077,000	-	-	-	-	12,077,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Fire & Police Pension Trust Fund							
Post Employment Benefits	-	40,870,000	-	-	-	-	40,870,000
Fire & Police Pension Trust Fund Total	-	40,870,000	-	-	-	-	40,870,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Other Post Employment Benefits							
Post Employment Benefits	-	17,688,001	-	-	-	-	17,688,001
Other Post Employment Benefits Total	-	17,688,001	-	-	-	-	17,688,001
% of Other Post Employment Benefits	-	100.0%	-	-	-	-	100.0%
TOTAL	129,500,591	232,427,063	33,011,647	26,452,811	363,154	1,455,672	423,210,938
% OF BUDGET	30.6%	54.9%	7.8%	6.3%	0.1%	0.3%	100.0%

City of Pembroke Pines, Florida
Transfers Matrix 2019-20 Budget

Fund	Transfer From	Transfer To
General Fund	1,455,672	-
Older Americans Act	-	532,884
Community Bus Program	-	208,540
Charter Middle Schools	-	714,248
	\$1,455,672	\$1,455,672

Projected Changes in Fund Balances - Fund 1 General Fund

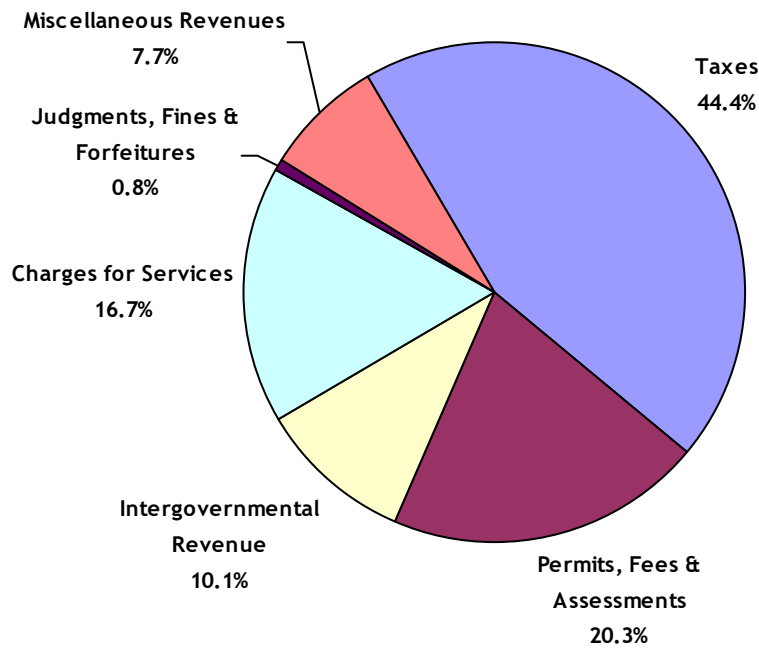
The General Fund is used to account for all the financial resources of the City that are not required to be accounted for in another fund. It is the chief operating fund of the City.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	69,641,600	74,166,392	80,425,958	65,982,033		
<u>Revenues/Sources</u>							
Ad Valorem Taxes		59,856,769	64,584,724	68,350,023	72,937,350	35.5%	6.7%
Charges for Services		29,596,711	31,056,202	33,399,699	34,255,321	16.7%	2.6%
Special Assessments		23,141,007	24,868,419	24,104,552	23,951,744	11.7%	(0.6%)
Intergovernmental Revenue		18,082,151	16,529,982	17,033,468	20,634,996	10.1%	21.1%
Franchise Fees		15,571,495	16,282,334	17,292,834	17,059,260	8.3%	(1.4%)
Rents & Royalties		12,758,344	13,633,877	14,175,160	14,398,179	7.0%	1.6%
Utility Taxes		11,035,177	11,811,435	12,461,132	12,159,382	5.9%	(2.4%)
Local Business Tax		3,541,780	3,609,836	3,575,000	3,634,000	1.8%	1.7%
Insurance Premium Taxes		2,420,304	2,485,959	2,420,304	2,485,959	1.2%	2.7%
Judgments, Fines & Forfeitures		730,438	1,267,651	1,654,860	1,684,400	0.8%	1.8%
Investment Income		629,852	1,271,793	748,500	1,279,100	0.6%	70.9%
Building Permits		1,003,703	1,236,657	782,200	612,009	0.3%	(21.8%)
Miscellaneous Revenues		353,626	365,196	220,488	155,485	0.1%	(29.5%)
Charges for Services		7,240	5,700	4,200	4,300	-	2.4%
Total Revenues/Sources		178,728,597	189,009,765	196,222,420	205,251,485	100.0%	4.6%
<u>Expenditures/Uses</u>							
Public Safety		107,704,297	115,858,008	125,775,787	128,144,530	61.7%	1.9%
General Government		29,812,329	30,837,711	39,616,924	40,350,951	19.4%	1.9%
Culture and Recreation		9,623,835	18,146,228	23,984,190	20,147,229	9.7%	(16.0%)
Economic Environment		7,280,032	7,323,438	8,511,833	8,348,077	4.0%	(1.9%)
Human Services		5,590,419	5,820,251	6,602,447	6,753,640	3.3%	2.3%
Physical Environment		10,281,352	2,983,832	3,897,034	3,821,875	1.8%	(1.9%)
Total Expenditures/Uses		170,292,264	180,969,469	208,388,215	207,566,302	100.0%	(0.4%)
Excess (Deficit)		8,436,333	8,040,296	(12,165,795)	(2,314,817)		
Sale of equipment/land		47,218	293,462	62,000	52,000		
Transfers Out		(3,958,759)	(2,074,194)	(2,340,130)	(1,455,672)		
Ending Fund Balance	\$	74,166,392	80,425,957	65,982,033	62,263,544		
Percent Change		6.5%	8.4%	-18.0%	(5.6%)		

Notes:

The fund balance at the end of 2016-17 showed a \$4.5 million or 6.5% increase over the prior year due to revenues and expenses being \$9.5 million and \$14.0 million below budget, respectively. In 2018-19, fund balance is expected to decline by \$14.4 million or 18.0% mainly as a result of a \$10.6 million carryover from prior year and using a portion of the 2017-18 surplus to balance the budget. The fund balance is anticipated to decline by \$3.7 million or 5.6% in 2019-20, due to balancing the budget with reserves.

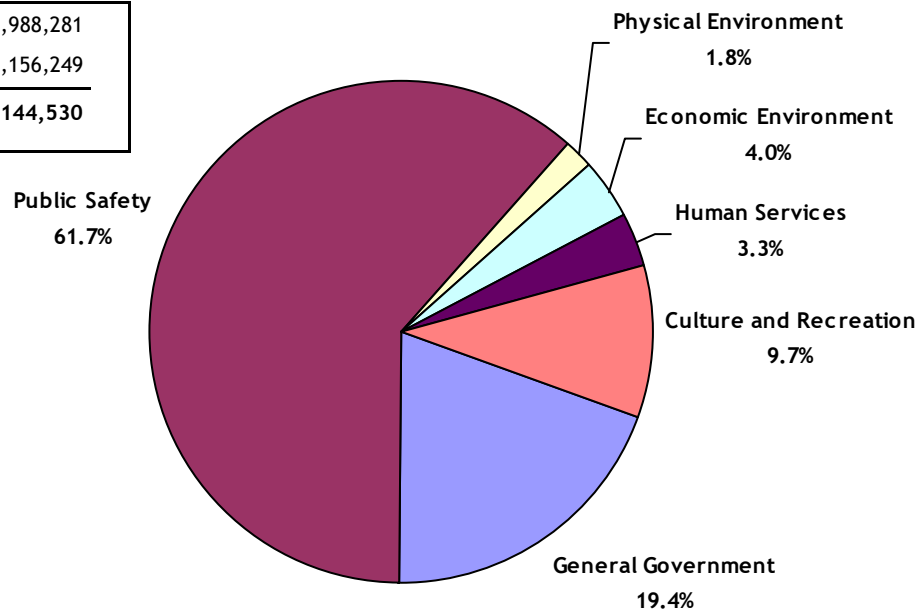
General Fund Revenues (excluding Other Sources)



Ad Valorem Taxes	72,937,350
Utility Taxes	12,159,382
Local Business Tax	3,634,000
Insurance Premium Taxes	2,485,959
Taxes	\$ 91,216,691

General Fund Expenditures (excluding Transfers)

Police	71,988,281
Fire/Rescue	56,156,249
Public Safety	\$ 128,144,530



Projected Changes in Fund Balances - Fund 51 Wetlands Trust Fund

This permanent trust fund exists to account for funds donated by developers that are used to maintain and administer wetlands located in the City.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	511,307	498,236	491,159	480,159		
<u>Revenues/Sources</u>							
Investment Income		5,483	9,422	5,500	9,000	100.0%	63.6%
Total Revenues/Sources		5,483	9,422	5,500	9,000	100.0%	63.6%
<u>Expenditures/Uses</u>							
Physical Environment		18,554	16,499	16,500	16,500	100.0%	-
Total Expenditures/Uses		18,554	16,499	16,500	16,500	100.0%	-
Excess (Deficit)		(13,071)	(7,077)	(11,000)	(7,500)		
Ending Fund Balance	\$	498,236	491,159	480,159	472,659		
Percent Change		-2.6%	-1.4%	-2.2%	(1.6%)		

Notes:

In 1992 the City entered into an agreement with the Florida Wetlandsbank™ (FW) whereby the City granted FW a license to develop a Wetlands Mitigation Bank at a site comprised of approximately 450 acres located in the Chapel Trail Preserve. That agreement, which ended in 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation. FW's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits. In 2005 the City assumed full responsibility and maintenance for the wetlands. The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City is required to maintain the wetlands in perpetuity by spending only the investment income.

Projected Changes in Fund Balances - Fund 201 Debt Service

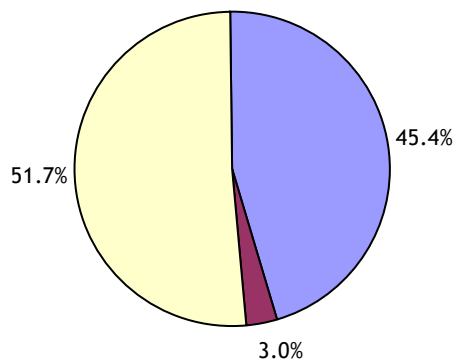
The Debt Service Fund accounts for the revenues and expenditures resulting from the City's outstanding debt obligations.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	15,333,981	12,887,201	13,113,155	13,025,825		
Revenues/Sources							
Rents & Royalties		11,559,069	11,168,428	11,350,838	11,454,889	44.6%	0.9%
Ad Valorem Taxes		5,956,732	5,946,763	5,641,632	5,738,726	22.3%	1.7%
Communication Services Tax		5,254,642	5,131,400	5,095,000	4,993,000	19.4%	(2.0%)
Utility Taxes		2,249,136	2,354,247	2,448,868	2,549,618	9.9%	4.1%
Franchise Fees		747,745	757,326	760,566	762,840	3.0%	0.3%
Investment Income		97,829	212,964	120,800	210,500	0.8%	74.3%
Total Revenues/Sources		25,865,153	25,571,128	25,417,704	25,709,573	100.0%	1.1%
Expenditures/Uses							
Debt Service		25,503,689	25,433,723	25,505,034	25,396,608	100.0%	(0.4%)
Total Expenditures/Uses		25,503,689	25,433,723	25,505,034	25,396,608	100.0%	(0.4%)
Excess (Deficit)		361,464	137,405	(87,330)	312,965		
Transfers In		118,065	88,549	-	-		
Bond Premium (Discount)		5,511,204	-	-	-		
Payment to refunded bond escrow agent		(71,149,279)	-	-	-		
Refunding Bonds Issued		63,346,400	-	-	-		
Transfers Out		(634,634)	-	-	-		
Ending Fund Balance	\$	12,887,201	13,113,155	13,025,825	13,338,790		
Percent Change		-16.0%	1.8%	-0.7%	2.4%		

Notes:

The fund balance of the Debt Service Fund is the result of reserves required by the various bond covenants. Bond reserves are typically funded from proceeds of the issue. In addition, the balance includes the required sinking fund amounts used to make scheduled debt service payments. Changes in fund balance are due to refunding or extinguishment of prior debt and the issuance of new debt. Fund balance decreased by \$2.4 million or 16.0% during 2016-17 and increased by \$0.2 million or 1.8% during 2017-18. The former is mainly as a result of payments to refunded bond escrow agent. In 2019-20 fund balance is expected to increase by \$0.3 million due to the timing difference between funding and debt service payments.

Revenues



■ Miscellaneous Revenues ■ Permits, Fees & Assessments ■ Taxes

Projected Changes in Fund Balances - Fund 320 Municipal Construction

The Municipal Construction Fund accounts for financial resources used in the acquisition or construction of major capital facilities such as parks, improvements to parks, housing residences, charter schools, and various public safety facilities.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	10,649,139	1,551,517	1,648,151	153,978		
Revenues/Sources							
Miscellaneous Revenues		804,746	626,627	-	307,000	100.0%	100.0%
Intergovernmental Revenue		1,462,350	-	-	-	-	-
Investment Income		(41,107)	(28,271)	-	-	-	-
Total Revenues/Sources		2,225,989	598,356	-	307,000	100.0%	100.0%
Expenditures/Uses							
Culture and Recreation		28,306,229	501,722	372,043	5,885,000	100.0%	1,481.8%
Transportation		4,178	-	1,122,130	-	-	(100.0%)
Total Expenditures/Uses		28,310,407	501,722	1,494,173	5,885,000	100.0%	293.9%
Excess (Deficit)		(26,084,418)	96,634	(1,494,173)	(5,578,000)		
Transfers In		16,986,797	-	-	-		
Ending Fund Balance	\$	1,551,517	1,648,151	153,978	(5,424,022)		
Percent Change		-85.4%	6.2%	-90.7%	(3,622.6%)		

Notes:

The Municipal Construction Fund is established on a project-length basis that spans multiple fiscal years and is used to account for revenues and expenditures during the construction or acquisition of major capital facilities and projects. The fund is financed mainly by market borrowings and negotiated contributions from developers and is not used to accumulate resources for future capital improvements. Reductions in ending fund balance from year to year are the result of debt proceeds that were received and recorded as revenues in prior years having been spent in one or more subsequent years. For instance, the 2019-20 budget reflects a \$5.4 million reduction in fund balance as unspent bond proceeds from prior years will be used to fund certain capital projects.

Projected Changes in Fund Balances - Other Governmental Funds

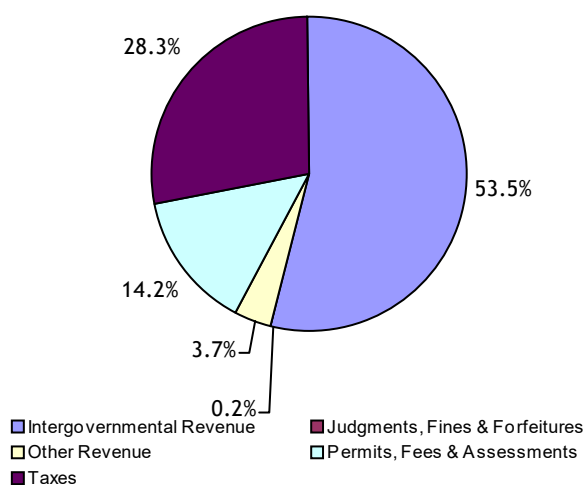
"Other Governmental Funds" excludes the General Fund, the Wetlands Mitigation Trust Fund, the Debt Service Fund, and the Municipal Construction Fund; it includes grant funds and other special revenue funds with restricted revenues. This group represents less than 3% of all the City's budgeted funds.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	8,841,502	5,230,039	6,611,597	4,152,359		
Revenues/Sources							
Intergovernmental Revenue		4,386,235	4,968,293	10,297,654	5,777,956	53.5%	(43.9%)
Local Option Gas Tax		2,954,781	2,956,209	2,983,000	3,059,000	28.3%	2.5%
Franchise Fees		1,414,202	1,467,588	1,571,000	1,537,000	14.2%	(2.2%)
Miscellaneous Revenues		508,918	288,599	251,505	250,081	2.3%	(0.6%)
Investment Income		58,627	94,457	90,000	148,000	1.4%	64.4%
Judgments, Fines & Forfeitures		259,675	136,050	17,391	21,480	0.2%	23.5%
Total Revenues/Sources		9,582,438	9,911,196	15,210,550	10,793,517	100.0%	(29.0%)
Expenditures/Uses							
Transportation		10,581,789	6,184,374	10,789,716	8,847,993	67.2%	(18.0%)
Economic Environment		1,551,807	1,788,028	4,770,122	2,786,558	21.2%	(41.6%)
Human Services		1,261,354	1,314,796	1,369,721	1,331,385	10.1%	(2.8%)
Public Safety		503,760	736,784	2,194,249	203,687	1.5%	(90.7%)
Total Expenditures/Uses		13,898,710	10,023,982	19,123,808	13,169,623	100.0%	(31.1%)
Excess (Deficit)		(4,316,272)	(112,786)	(3,913,258)	(2,376,106)		
Transfers In		952,992	1,756,747	1,811,782	741,424		
Sale of equipment/land		-	-	500	500		
Transfers Out		(248,184)	(262,403)	(358,262)	-		
Ending Fund Balance	\$	5,230,038	6,611,596	4,152,359	2,518,177		
Percent Change		-40.8%	26.4%	-37.2%	(39.4%)		

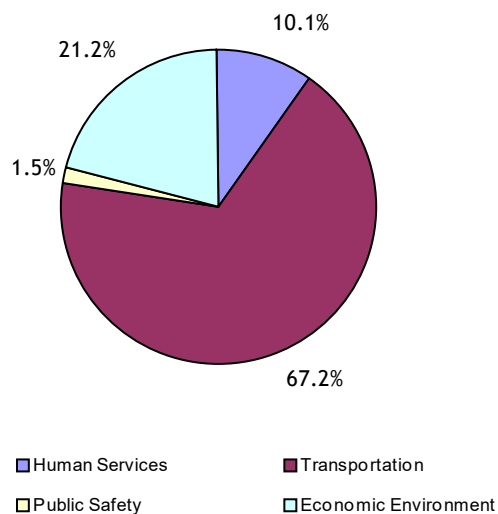
Notes:

The 2016-17 fund balance decreased by \$3.6 million or 40.8% due to the \$4.3 million increase in the deficit combined with a \$0.7 million favorable net transfer. The 2017-18 fund balance increased by \$1.4 million or 26.4% due to a \$1.5 million favorable net transfer. In 2018-19, fund balance is expected to decrease by \$2.5 million or 37.2% primarily as a result of the \$2.7 million carryover of funds for roadway improvement projects. Fund balance is expected to decline by \$1.6 million or 39.4% in 2019-20; the projected deficit that is not covered by net transfers.

Revenues



Expenditures



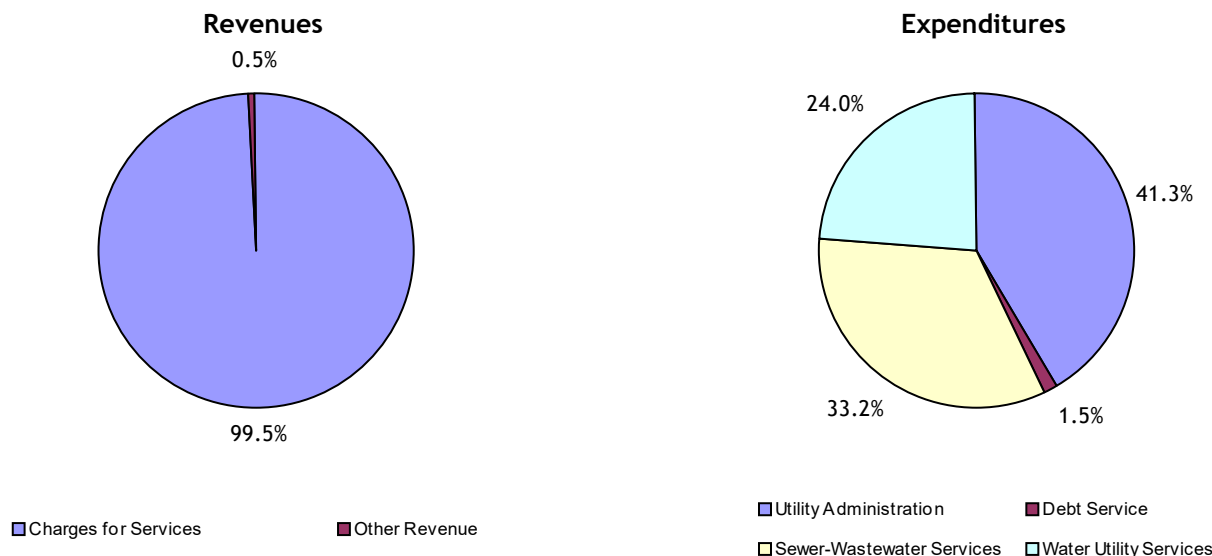
Projected Changes in Fund Balances - Fund 471 Utility Fund

The Utility Fund accounts for all revenues and expenditures related to water and sewer services, including, but not limited to, administrative operations, maintenance, billing, and collection.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	226,027,635	216,740,015	224,217,391	202,760,927		
Revenues/Sources							
Water/Sewer Charges		45,324,295	55,227,024	60,558,000	58,881,000	97.5%	(2.8%)
Charges for Services		831,391	1,145,096	839,000	1,198,500	2.0%	42.8%
Building Permits		114,623	246,722	150,000	311,000	0.5%	107.3%
Miscellaneous Revenues		7,122	136,244	50,501	8,280	-	(83.6%)
Total Revenues/Sources		46,277,431	56,755,086	61,597,501	60,398,780	100.0%	(1.9%)
Expenditures/Uses							
Utility Administration		30,543,032	30,255,999	28,655,259	29,361,845	41.4%	2.5%
Sewer-Wastewater Services		14,590,136	15,292,240	30,366,572	23,623,794	33.3%	(22.2%)
Water Utility Services		6,941,478	8,145,767	24,648,921	17,080,647	24.1%	(30.7%)
Debt Service		500	(500)	813,279	841,744	1.2%	3.5%
Public Safety		169,172	20,767	-	-	-	-
Total Expenditures/Uses		52,244,318	53,714,273	84,484,031	70,908,030	100.0%	(16.1%)
Excess (Deficit)		(5,966,887)	3,040,813	(22,886,530)	(10,509,250)		
Sale of equipment/land		6,665	(43,573)	9,000	9,000		
Transfers Out		(13,791,343)	-	-	-		
Capital Contributions		1,167,738	3,677,444	1,365,000	3,723,591		
Investment Income		13,977,389	1,064,931	290,000	1,056,000		
Interest Expense		(289,585)	(262,238)	(233,934)	(214,459)		
Prior Period Adjustment		(4,391,596)	-	-	-		
Ending Fund Balance	\$	216,740,015	224,217,391	202,760,927	196,825,809		
Percent Change		-4.1%	3.4%	-9.6%	(2.9%)		

Notes:

At the end of fiscal year 2016-17 fund balance decreased by \$9.3 million or 4.1% mainly as a result of a \$6.0 million operating deficit and an unfavorable \$4.4 million prior period adjustment relating to post employment benefits. In 2017-18, fund balance increased by \$7.5 million or 3.4%. The increase was mostly attributable to an increase in Water/Sewer Charges resulting from a 24.71% rate increase in January 2018 in combination with an increase in contributions. Fund balance is projected to decline in 2018-19 by \$21.5 million or 9.6% due to a \$14.1 million carryover and a budget gap of \$7.3 million. In 2019-20, fund balance is expected to decline further by \$5.9 million or 2.9%; the amount used to balance the budget.



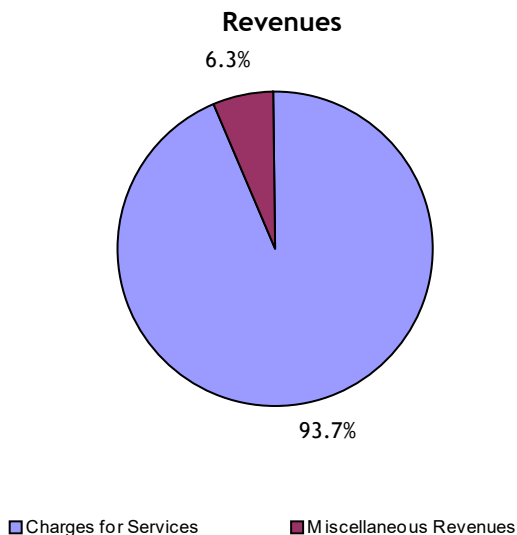
Projected Changes in Fund Balances - Fund 504 Public Insurance Fund

The Public Insurance Fund accounts for the receipt of intra-governmental revenues, premium payments from employees, and the payment of expenditures related to the City's self-insurance program.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	6,542,229	6,542,229	6,542,229	6,542,229		
Revenues/Sources							
Charges for Services		16,527,824	16,222,328	25,597,774	26,039,401	93.7%	1.7%
Miscellaneous Revenues		4,308,580	4,540,829	1,691,262	1,757,002	6.3%	3.9%
Total Revenues/Sources		20,836,404	20,763,157	27,289,036	27,796,403	100.0%	1.9%
Expenditures/Uses							
General Government		21,011,158	20,922,361	27,508,658	27,963,743	100.0%	1.7%
Total Expenditures/Uses		21,011,158	20,922,361	27,508,658	27,963,743	100.0%	1.7%
Excess (Deficit)		(174,754)	(159,204)	(219,622)	(167,340)		
Interest on Investments		174,754	159,204	219,622	167,340		
Ending Fund Balance	\$	6,542,229	6,542,228	6,542,229	6,542,229		
Percent Change		0.0%	0.0%	0.0%	-		

Notes:

The Public Insurance Fund consists of health, life, workers' compensation, property, and casualty liability insurances, and the costs of administering those plans. All active full-time employees of the City, including Charter Schools, are eligible to participate in the health and life insurance plans. The Charter Schools obtain their property and casualty insurance policies directly from the Florida League of Cities. Internal charges to recover the net costs of this fund are distributed to the other funds; thus, no fund balance has traditionally been accumulated. The exception occurred in 2011-12 (an ending balance of \$6.5 million) due to the possibility of additional expenses resulting from the Patient Protection and Affordable Care Act and from claims for workers' compensation.



Projected Changes in Fund Balances - Fund 655 General Pension Trust Fund

This fund accounts for the accumulation of resources used to pay retirement benefits to the City's General Employees. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	167,490,116	179,828,477	188,877,506	201,539,079		
Revenues/Sources							
Investment Income		20,215,440	14,441,755	20,000,000	10,000,000	73.0%	(50.0%)
Miscellaneous Revenues		2,744,634	5,734,516	3,736,573	3,703,352	27.0%	(0.9%)
Total Revenues/Sources		22,960,074	20,176,271	23,736,573	13,703,352	100.0%	(42.3%)
Expenditures/Uses							
General Government		10,621,713	11,127,242	11,075,000	12,077,000	100.0%	9.0%
Total Expenditures/Uses		10,621,713	11,127,242	11,075,000	12,077,000	100.0%	9.0%
Excess (Deficit)		12,338,361	9,049,029	12,661,573	1,626,352		
Ending Fund Balance	\$	179,828,477	188,877,505	201,539,079	203,165,431		
Percent Change		7.4%	5.0%	6.7%	0.8%		

Notes:

Effective July 1, 2010, the General Employees' Pension Plan was frozen for all collective bargaining unit members, and no additional benefits are being accrued for those employees. New members are no longer allowed to participate in the Plan, though they can participate in a separate 401(k) plan. In 2016-17, fund balance increased by \$12.3 million driven primarily by investment income, which produced a Y-O-Y increase of \$7.8 million. The fund balance for 2017-18 increased by \$9.0 million, despite a decrease in revenues and an increase in expenditures. Investment performance is expected to increase fund balance by \$12.7 million in 2018-19, however only increase \$1.6 million in 2019-20.

Projected Changes in Fund Balances - Fund 656 Fire & Police Pension Trust Fund

This fund accounts for the accumulation of resources used to pay retirement benefits to the City's firefighters and police officers. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption.

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	538,859,146	599,362,205	662,653,583	703,470,995		
<u>Revenues/Sources</u>							
Investment Income		64,750,521	68,299,090	47,814,000	62,500,000	65.3%	30.7%
Miscellaneous Revenues		30,063,555	31,978,295	32,731,412	33,281,209	34.7%	1.7%
Total Revenues/Sources		94,814,076	100,277,385	80,545,412	95,781,209	100.0%	18.9%
<u>Expenditures/Uses</u>							
General Government		34,311,017	36,986,007	39,728,000	40,870,000	100.0%	2.9%
Total Expenditures/Uses		34,311,017	36,986,007	39,728,000	40,870,000	100.0%	2.9%
Excess (Deficit)		60,503,059	63,291,378	40,817,412	54,911,209		
Ending Fund Balance	\$	599,362,205	662,653,583	703,470,995	758,382,204		
Percent Change		11.2%	10.6%	6.2%	7.8%		

Notes:

The Fire and Police Pension Fund, like that for General City employees, is a relatively young plan, which explains why pension benefit payments are low in comparison to the contributions currently being made into the plan. In 2016-17, fund balance increased by \$60.5 million or 11.2% due mainly to the \$17.6 million Y-O-Y increase in investment income. Fund balance increased by \$63.3 million or 10.6% in 2017-18, primarily as a result of a \$3.5 million Y-O-Y increase in investment income. The projected change in fund balance for 2018-19 is \$40.8 million or 6.2%, which shows a decrease in investment income of \$20.5 million. The projected change in fund balance for 2019-20 is \$54.9 million or 7.8% increase, due mainly to the \$14.7 million Y-O-Y increase in investment income.

Projected Changes in Fund Balances - Fund 657 Other Post Employment Benefits

This fund accounts for the accumulation of resources for the payment of health and life insurance benefits to retirees. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption.

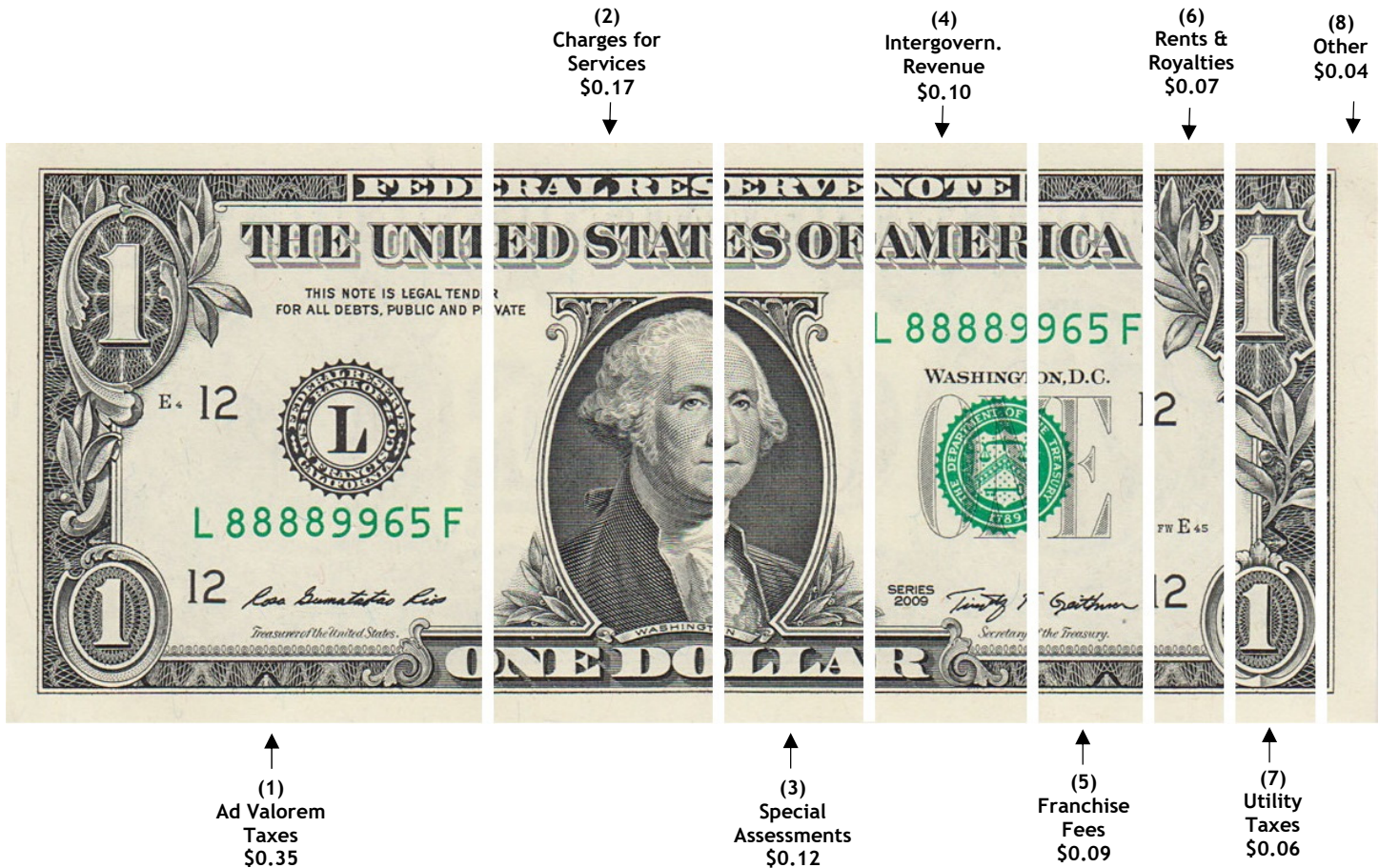
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	% of Total	% Change from 2018-19
Beginning Fund Balance	\$	67,903,912	79,516,844	87,658,834	91,074,832		
<u>Revenues/Sources</u>							
Miscellaneous Revenues		14,964,659	12,469,008	11,949,000	12,174,000	75.2%	1.9%
Investment Income		8,233,970	8,447,157	8,505,000	4,005,600	24.8%	(52.9%)
Total Revenues/Sources		23,198,629	20,916,165	20,454,000	16,179,600	100.0%	(20.9%)
<u>Expenditures/Uses</u>							
General Government		11,585,697	12,774,175	17,038,002	17,688,001	100.0%	3.8%
Total Expenditures/Uses		11,585,697	12,774,175	17,038,002	17,688,001	100.0%	3.8%
Excess (Deficit)		11,612,932	8,141,990	3,415,998	(1,508,401)		
Ending Fund Balance	\$	79,516,844	87,658,835	91,074,832	89,566,431		
Percent Change		17.1%	10.2%	3.9%	(1.7%)		

Notes:

Per the GASB accounting standards required for governmental entities, the City is required to fund its health and life insurance costs for retirees over the working life of the employee, similar to that of a pension fund. The plan includes employees of the City's Charter Schools. The Other Post Employment Benefits (OPEB) Fund remains a relatively young plan, which explains why current claims are lower than the contributions being made into the plan. All full-time City employees (excluding instructional Charter School employee) are eligible to participate in the retiree health insurance plan. General bargaining employees hired after 5/1/2005 participate at their own expense. General bargaining employees hired prior to 5/1/2005 who retire after 6/30/2010 at age 55 with 10 years of service are eligible for a health insurance subsidy of \$5 per month for each year of eligible service. Full-time police employees hired on or after 10/1/2006 and fire employees hired after 4/1/06 are eligible for coverage at their own expense. Retired full-time instructional Charter School employees participate in the plan at their own expense. All full-time City employees, excluding those from the Early Development Centers and the Charter Schools, are eligible for retiree life insurance. However, police employees hired on or after 5/1/2010 and general employees hired on or after 2/1/2010 are not. The \$11.6 million increase in fund balance in 2016-17 is mainly attributable to improvements in return on investments and increased city contribution. In 2017-18, fund balance grew by \$8.1 million. Fund balance growth is projected to decelerate to \$3.4 million in 2018-19. However, fund balance is expected to decrease by \$1.5 million in 2019-20. In 2018-19, revenues are expected to decline by \$0.5 million due to decreases in both investment income and city contribution. Revenues, primarily investment income, are expected to show a \$4.3 million decrease in 2019-20.

SOURCE OF REVENUE DOLLARS: GENERAL FUND

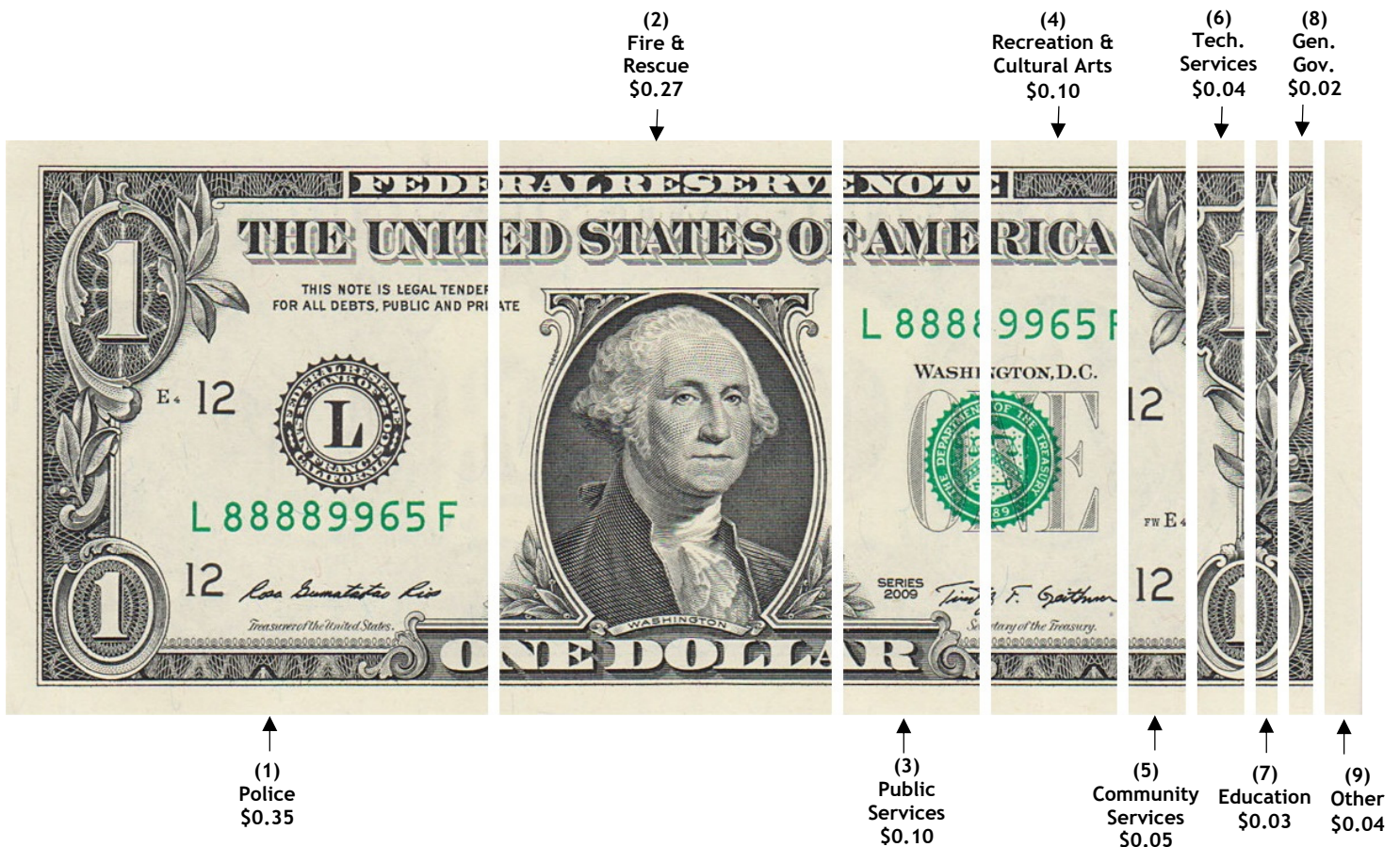
Budget 2019-20



GENERAL FUND REVENUES (excluding other sources)

Revenue Category	2016-17 Actual	2017-18 Actual	2018-19 Working Budget	2019-20 Budget
(1) Ad Valorem Taxes	\$ 59,856,769	\$ 64,584,724	\$ 68,350,023	\$ 72,937,350
(2) Charges for Services	29,603,951	31,061,902	33,403,899	34,259,621
(3) Special Assessments	23,141,007	24,868,419	24,104,552	23,951,744
(4) Intergovernmental Revenue	18,082,151	16,529,982	17,033,468	20,634,996
(5) Franchise Fees	15,571,495	16,282,334	17,292,834	17,059,260
(6) Rents & Royalties	12,758,344	13,633,877	14,175,160	14,398,179
(7) Utility Taxes	11,035,177	11,811,435	12,461,132	12,159,382
(8) Local Business Tax	3,541,780	3,609,836	3,575,000	3,634,000
(8) Insurance Premium Taxes	2,420,304	2,485,959	2,420,304	2,485,959
(8) Judgments, Fines & Forfeitures	730,438	1,267,651	1,654,860	1,684,400
(8) Investment Income	629,852	1,271,793	748,500	1,279,100
(8) Building Permits	1,003,703	1,236,657	782,200	612,009
(8) Miscellaneous Revenues	353,626	365,196	220,488	155,485
	\$178,728,597	\$189,009,765	\$196,222,420	\$205,251,485

USE OF REVENUE DOLLARS: GENERAL FUND Budget 2019-20



GENERAL FUND EXPENDITURES (including transfers out)

Expenditure Category	2016-17 Actual	2017-18 Actual	2018-19 Working Budget	2019-20 Budget
(1) Police	\$ 59,479,286	\$ 64,131,207	\$ 72,704,891	\$ 71,988,281
(2) Fire & Rescue	44,644,338	47,313,492	53,070,896	56,156,249
(3) Public Services	20,335,130	13,318,575	18,557,397	20,904,128
(4) Recreation & Cultural Arts	9,623,835	18,146,228	23,984,190	20,147,229
(5) Community Services	8,223,481	8,401,473	9,956,104	10,012,295
(6) Technology Services	7,987,568	5,627,004	12,964,606	8,914,199
(7) Education (EDCs)	5,221,365	5,233,517	6,044,786	5,803,670
(8) General Government	7,585,186	8,018,929	3,753,952	5,253,573
(9) Finance	2,567,960	2,788,202	3,249,271	3,308,516
(9) Legislative/Executive/Legal	2,382,054	2,882,869	2,942,974	2,995,280
(9) City Clerk	1,110,806	1,194,278	1,552,866	1,437,521
(9) Planning	874,265	920,088	1,208,066	1,264,877
(9) Human Resources	635,075	654,490	738,346	836,156
Disaster Relief	3,580,673	4,413,309	-	-
	\$174,251,022	\$183,043,661	\$210,728,345	\$209,021,974

CITY COMMISSION

Mission

To represent the public interest, promote prompt, courteous responses to citizen problems and concerns, provide clear leadership and direction, and assure the present and future fiscal integrity of the City.

Goals

The Mayor and Commissioners of the City of Pembroke Pines are dedicated to serving the broad needs of our citizenry. We pledge to accomplish this by providing careful and responsible judgment in the exercise of our legislative duties. We also understand that we are the people's representatives in setting policies and in determining levels and priorities of programs and expenditures. Our goal is to guide the City along a path that allows for the most effective use of available resources. In this way, we can make possible a better quality of life for all, while giving each individual citizen the opportunity to be an important part of our future. Our goals are an extension of the City-wide long term goals that are delineated in the long-range economic planning section.

Objectives

To meet the needs and concerns of the residents and businesses of the City of Pembroke Pines with effective representation and legislation.

Major Functions and Activities

The City is divided into four geographical districts for the purpose of electing the four Commissioners. Each Commissioner represents a specific district but votes on all issues brought before the body. Terms of service for all Commissioners are four years with only two district seats coming up for election every two years.

It is the responsibility of the Mayor and Commissioners to deliberate on all issues facing the City and then to render decisions that will establish laws, direct and influence policy,

determine levels of service, and set a path that will lead to the best quality of life for our community.

The City Commission is the deliberative body of the City government. The individual Commissioners may propose policies or procedures for consideration by the entire body. They are also charged with considering proposals from the citizens or those brought forward by the Administration.

The Mayor is elected at-large (by all districts), serves a term of four years, and presides over Commission meetings.

Individual citizens or interest groups have access to the Mayor and Commissioners through a variety of avenues. They may be heard either by making direct contact, by expressing their concerns before the City's Committees and Boards, by indirect contact through the various City departments or the City Manager's office, or through e-mail at the City's website, www.ppines.com.

Budget Highlights

This is a status quo budget, which is \$6,266 or 0.71% lower than the 2018-19 working budget. The decrease is mostly attributable to appropriations for benefit costs.

Accomplishments

Conducted twenty Public Hearings and six Town Hall meetings on topics such as: budget hearings, fire assessment hearings, budget workshop, Board night workshop, hurricane preparedness, school safety, and sanitation services.

Adopted twenty three ordinances and fifty eight resolutions in order to improve the quality of life of the residents.

CITY COMMISSION

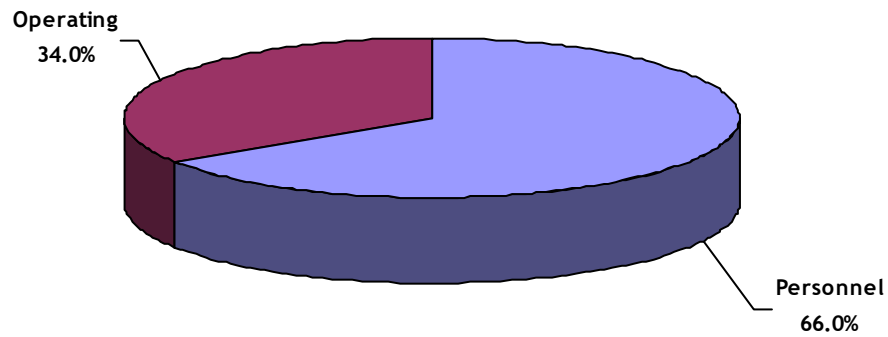
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances adopted during the year	31	27	23	25	26	30
Number of resolutions adopted during the year	58	42	58	42	43	50

CITY COMMISSION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	338,648	343,162	342,851	343,813
Benefits	248,829	259,697	246,508	234,380
Personnel Total	587,477	602,858	589,359	578,193
Operating				
Other Contractual Services	247,676	249,999	250,000	250,000
Travel Per Diem	18,538	24,551	23,400	24,000
Rentals and Leases	2,206	2,206	2,207	2,207
Repair and Maintenance Services	885	1,089	1,800	1,200
Other Current Charges and Obligations	-	-	375	375
Office Supplies	2,413	2,340	1,500	2,400
Operating Supplies	-	749	150	4,150
Publications and Memberships	13,872	13,875	13,992	13,992
Operating Total	285,590	294,810	293,424	298,324
Expenditure Total	\$ 873,067	897,669	882,783	876,517

CITY COMMISSION

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
11001 Mayor		1	1	1	1
11002 Vice - Mayor		1	1	1	1
11003 Commissioner		3	3	3	3
12884 Executive Assist		1	1	1	1
13682 P/T Executive Assistant		1	1	1	1
Total					
	Full-time	1	1	1	1
	Part-time	6	6	6	6

CITY MANAGER

Mission

The City Manager's office is dedicated to providing effective professional management of the City of Pembroke Pines. We undertake this purpose with the knowledge that we stand as the vital connecting link between the legislative body (Mayor and Commissioners) and the various City departments that provide services to our City.

Goals

To provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and, most importantly, to operate in a manner that improves and enhances the quality of life in our community.

Objectives

Work with the Mayor and Commissioners toward accomplishing their goals for the continuing development of the City of Pembroke Pines Charter School plan.

Improve the skills and knowledge of City employees through a city-wide program of training and education.

Provide the Mayor and Commissioners with professional and comprehensive support in examining and analyzing issues of importance.

Provide professional guidance to the City Commission for the development of the land acquired.

Provide technical expertise and advice to the Commission in order to advantageously pursue the various projects outlined in the \$100,000,000 bond referendum passed by the voters in March of 2005.

Major Functions and Activities

The City Manager proposes the budget and tax and fee schedules and monitors income and expenditures to assure sound fiscal policies. He sets programs and procedures that are tailored

toward implementing the policies that the Mayor and Commissioners have established for the City.

The City Manager's office is the liaison between the administrative functions of the City and the legislative body. The City Manager makes final decisions on the hiring, promotion, suspension, or termination of non-Charter personnel. He oversees the preparation of City Commission Agendas, directs and controls the activities of the City's various departmental entities, establishes an innovative and cohesive vision for the City's employees, and provides assistance to the Mayor and Commission in their efforts to plan and guide the City's future.

Budget Highlights

The City Manager's office, under the direction of the City Commission, successfully presented a City-wide budget that addresses the needs of the residents. The City Manager was faced with comparable challenges from last year in completing the FY2019-20 budget.

The City Manager budget shows an increase of \$13,298 or 1.26% above the 2018-19 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Negotiated contracts with all bargaining units.

Continued to oversee the completion of projects funded by \$100.0 million G.O. Bonds.

Continued to seek additional funding for the award winning Charter School system.

Held workshops that provided additional information to the City Commission on various agenda items and City-related topics such as: school safety, hurricane preparedness, budget, fire assessment, and sanitation services.

Sold various properties.

The City's construction and property values increased by 7.59%.

CITY MANAGER

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of resolutions reviewed	61	42	64	40	41	40
Number of ordinances reviewed	47	40	29	45	44	45

Effectiveness

% of General Fund actual revenues to budgeted revenues	98.9%	100.0%	98.8%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	97.3%	100.0%	97.0%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	2.8%	3.6%	2.5%	3.1%	3.5%	2.3%
Debt service as a % of General Fund expenditures	15%	15%	13%	13%	15%	15%
Direct debt per capita	\$1,990	\$2,122	\$1,877	\$2,025	\$2,025	\$2,025
% of principal retired in 10 years	43%	43%	47%	47%	45%	45%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	26.1%	28.3%	24.6%	28.3%	28.0%	28.0%
Charter School FSA Scores for:						
Elementary School	64%	77%	79%	77%	77%	79%
Middle School	77%	78%	83%	78%	78%	83%
High School	69%	77%	84%	77%	77%	84%
FSU Elementary	72%	77%	79%	77%	77%	79%

Efficiency

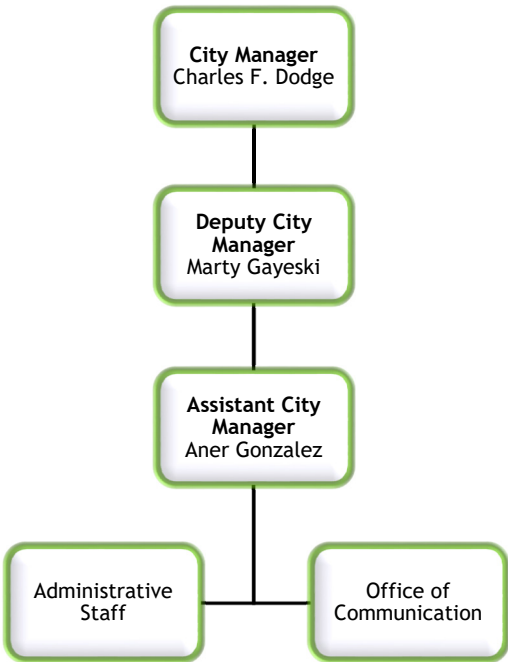
Percent change in adopted millage rate compared to rolled-back operating millage rate	7.67%	3.75%*	3.11%	3.11%	3.00%	3.00%
Per Capita City Service Cost compared to prior years (in current dollars)	\$1,044	\$1,000	\$1,209	\$1,000	\$1,000	\$1,000

^ The City's Fund Balance Policy, effective September, 2011, states that the minimum level of Unassigned Fund Balance at the end of each year shall not be less than 10% of the following year's projected budgeted expenditures.

* Percent annual change in per capita Florida personal income.

CITY MANAGER

Organizational Chart

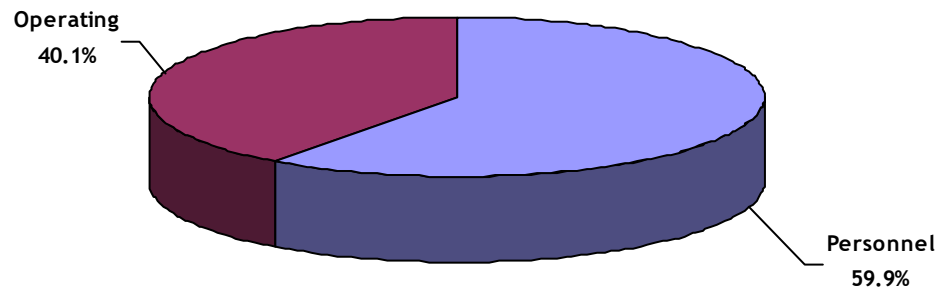


CITY MANAGER

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
General Government Charges		-	9,898	33,000	33,000
Revenue Total	\$	-	9,898	33,000	33,000
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		462,387	457,370	454,083	460,221
Benefits		107,129	170,859	180,175	178,456
Personnel Total		569,516	628,229	634,258	638,677
Operating					
Professional Services		-	2,494	2,400	2,600
Other Contractual Services		-	247,772	282,585	295,564
Travel Per Diem		89	1,628	1,891	3,000
Rentals and Leases		1,760	1,760	1,764	1,764
Repair and Maintenance Services		266	960	1,100	750
Printing and Binding		-	118,099	116,877	116,977
Office Supplies		2,244	1,440	1,800	1,500
Operating Supplies		-	908	8,159	3,300
Publications and Memberships		2,430	2,433	2,500	2,500
Operating Total		6,789	377,494	419,076	427,955
Capital					
Machinery and Equipment		-	6,813	-	-
Capital Total		-	6,813	-	-
Expenditure Total	\$	576,305	1,012,537	1,053,334	1,066,632

CITY MANAGER

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
11005	City Manager	1	1	1	1
12516	Assistant City Manager	0.5	0.5	0.5	0.5
12884	Executive Assist	-	1	1	1
13150	P/T Executive Coordinator	1	-	-	-
13682	P/T Executive Assistant	1	-	-	-
Total					
	Full-time	1.5	2.5	2.5	2.5
	Part-time	2	-	-	-

PLANNING AND ECONOMIC DEVELOPMENT

Mission

To utilize all available resources, especially information technology, to measure, plan, and guide the City's growth in a manner that is reflective of the vision of its citizens and their chosen representatives.

Goals

To constantly examine data, analyze trends, and apply our professional skills toward providing information that will facilitate the formation of that vision.

To provide the necessary information to all relevant parties in a manner that is reflective of the vision of its citizens and their chosen representatives.

Objectives

Staff meetings of the Planning and Zoning Board, Board of Adjustment, Economic Development Board, Landscape Advisory Board, and other Committees/Boards as needed.

Process and prepare reports, graphics, public notices, agendas, and supporting documentation for the following: public hearings, workshops, text amendments to the Zoning Code or Comprehensive Plan, change of zoning district (rezoning), modifications to Developments of Regional Impacts (DRI's), Future Land-Use Map and text amendments, plats, and site plans.

Monitor and update the Comprehensive Plan and Future Land Use Map pursuant to updates of the Broward County Land Use Plan, State Statutes, and the recommendations in the Comprehensive Plan Evaluation and Appraisal Report as approved by the State of Florida, Department of Economic Opportunity (DEO).

Collect data as needed for the next Comprehensive Plan Evaluation and Appraisal Report.

Prepare updates as needed to the water supply plan in order to comply with State of Florida, Department of Economic Opportunity Water

Supply Planning Requirements of the Comprehensive Plan.

Provide annual updates to the Capital Improvement Element for adoption and transmittal to DEO as required by State Statutes.

Provide intergovernmental coordination services to ensure the City's planning interests are represented on a county-wide and regional basis by attending technical planning meetings/ workshops and participating in Development of Regional Impact sufficiency review meetings.

Participate with the Broward County School Board and other municipalities in implementing the Unified Inter-local Agreement and public school concurrency as required by the State of Florida DEO.

Maintain and manage the City's Geographic Information System (GIS) mapping functions, which serves many other City departments, Advisory Boards, and the City Commission.

Review zoning and land development codes annually and update for compliance with comprehensive plan policies and existing conditions.

Provide data and analysis to identify areas and needs of the eastern portion of the City for redevelopment activities.

Coordinate with the Community Redevelopment Associates of Florida (CRA) to implement and monitor Federal and State Housing and nonresidential rehab programs.

Coordinate and assist the code compliance staff with property research and other technical support, attend Special Magistrate meetings as needed to provide witness testimony on behalf of the City, and offer recommendations on code compliance resolutions.

Support the City's businesses through networking, seminars, educational events, workshops, and partnerships with the Chamber of Commerce.

Attract and recruit businesses to diversify the City's economy and promote job growth through

PLANNING AND ECONOMIC DEVELOPMENT

partnerships with the Chamber of Commerce and Greater Fort Lauderdale Broward Alliance.

Support businesses throughout the development process.

Utilize the City's cable channel and web site to improve public education and outreach programs.

Major Functions and Activities

The Planning and Economic Development Division coordinates economic development, planning, zoning, landscaping, and GIS functions. Division staff also provides technical assistance to the Economic Development Board and coordinates Board activities with the City Commission, other Boards, and the Chamber of Commerce.

The Division is responsible for providing technical assistance to City Boards and, through the City Manager, providing the Mayor and the City Commission with alternative options for overall development and redevelopment.

Coordinates the City's review processes in order to ensure that the goals of the City Commission are reflected in the overall design of projects and actual building construction. This is accomplished through the enforcement of the City's Comprehensive Planning and Zoning Ordinances and its management of the Development Review Committee process.

Continuously updates long-term planning documents as required by State Statute.

Emphasizes redevelopment activities and associated studies and document preparation.

Prepares feasibility and other studies as requested by the City's Boards and Commission.

Provides support to the City's business community.

Budget Highlights

Final review and adoption of updated land development regulations in Chapter 155 of the City's code of ordinances.

Adoption of the update to the Water Supply Plan.

Participate in numerous committees promoting the 2020 Census with Broward County and the State.

Full transfer of archived development files from paper to electronic.

Interdepartmental coordination to update the master plan for Howard Forman Health Park.

Certify the City as Platinum Permitting Plus community through the Greater Fort Lauderdale Alliance.

Participate in the implementation of the new City Enterprise Resource Planning.

Accomplishments

Staff received or maintained certifications in the following organizations:

- National Wildlife Federation Stewardship Designation
- International Society of Arboriculture (Arborist Certification)
- American Planning Association membership
- American Institute of Certified Planners (AICP) Designation
- Board Member Greater Fort Lauderdale Alliance
- Miramar Pembroke Pines Chamber of Commerce

Implementation of updated zoning inspection program.

Adopted changes to the future land use, public school facility, capital improvements and conservation element in coordination with Broward Next and the third and restated interlocal agreement.

Participated in numerous projects with the Metropolitan Planning Organization (MPO) to improve transit opportunities throughout the community. Projects include sidewalks, bike lanes, mobility hubs and other traffic improvements. Staff also conducted a public mobility workshop.

Completed a walking audit of University Drive in conjunction with the MPO.

PLANNING AND ECONOMIC DEVELOPMENT

Conducted 70 courtesy inspections of commercial and multifamily residential properties.

Processed and coordinated 10 neighborhood mitigation landscape plans.

Reviewed 40 landscape permits.

Reviewed and processed 375 tree removal applications.

Coordinated with US Census Bureau on Local Update of Census Addresses (LUCA) in advance of Census 2020. City Staff added communities built after 2010 to the database.

Assisted with City owned property land sales as well performing due diligence.

Coordinated and participated in revisions to the land development regulations in the City Code of Ordinances.

Created and maintained Citywide Development Profiles book.

Certified the City as a National Wildlife Habitat Community through the National Wildlife Foundation.

Maintained a booth and coordinated tree giveaways at the Arts and Crafts Festival as well as Pines Day.

Re-certified Tree City USA designation.

Oversaw the City's Arbor Day Poster Contest and the Natalie Belmonte Great Yards contest.

Created educational landscape informational materials for homeowner use as well as for publishing in the City newsletter and website.

Represented the City at Statewide American Planning Association Conference as well as presence at International Council of Shopping Centers (ICSC) conference.

Transferred historic paper based files into digital form through OnBase software.

Actively participated in selection process for Citywide Enterprise Resource Planning (ERP).

Assisted Broward County in data collection and outreach related to the Flamingo Greenways project.

Interdepartmental coordination of Pines Village Neighborhood improvements.

Presented Affordable Housing Advisory Committee meeting/report in conformance with state statutes.

Participated in the local mitigation strategies (LMS) established by Broward County emergency management.

Coordinated with the City Attorney's office to draft new ordinances pertaining to land development regulations. New ordinances including the following:

- Property Maintenance Code Amendment
- Sign Code Amendment
- Shared Mobility Devices
- Access to Gated Communities

Coordinated the implementation of citywide digital display signage.

Partnered with the Florida Department of Transportation, Broward County and the Metropolitan Planning Organization to hold a joint board meeting on November 8, 2018. The meeting included presentations regarding the Pembroke Pines City Center Mobility Hub, 72nd Avenue bike lane and sidewalk improvements, the Flamingo Road Greenway, and Bike Share within the City.

Assisted Broward County toward obtaining historic designation of locations within the City.

Participated on the Greater Fort Lauderdale Alliance Permitting Action Team.

The completion of twenty (20) minor home repair projects through the SHIP, CDBG and HOME programs.

Conducted a Business Customer Service Survey.

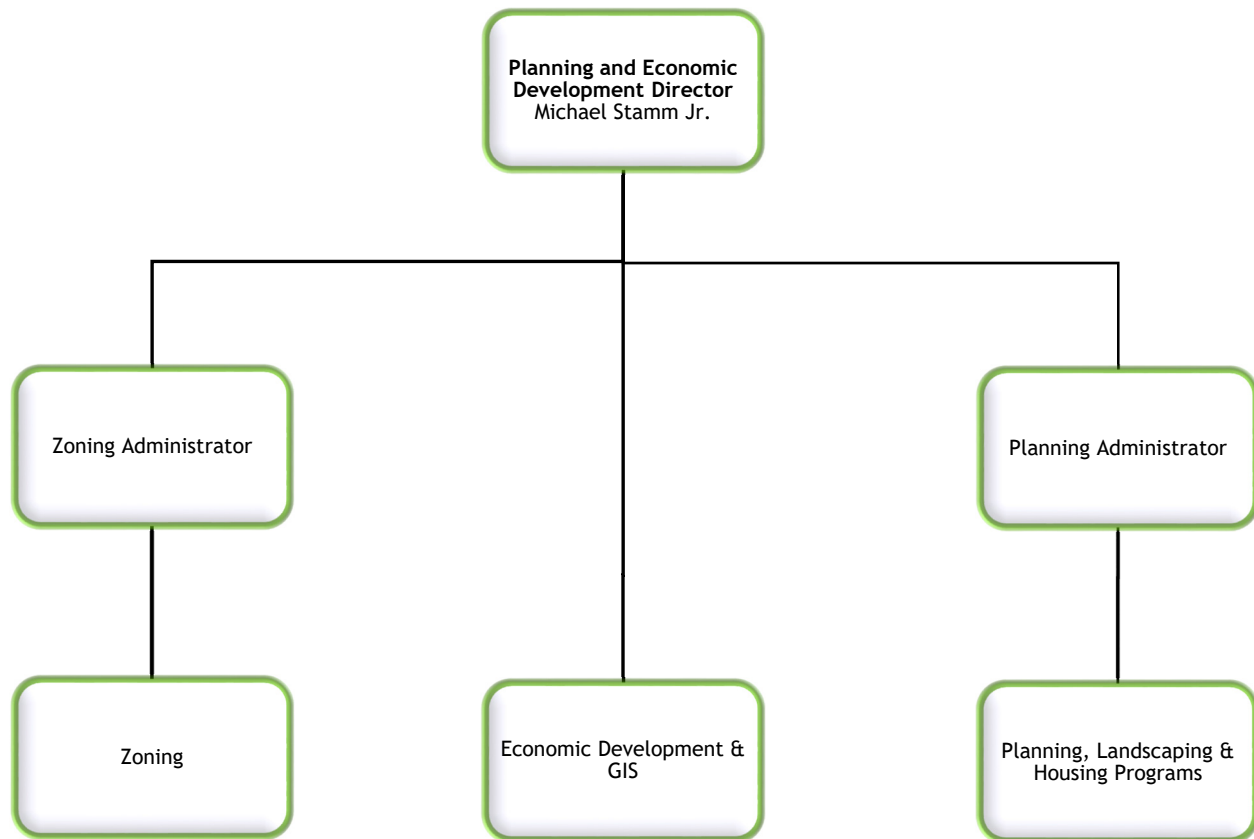
Processed of CDBG Action Plan, Local Housing Assistance Plan, CAPER reports through the City Commission.

PLANNING AND ECONOMIC DEVELOPMENT

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	15	20	10	18	15	10
Number of Development Review Committee meetings coordinated	45	40	45	40	45	45
Number of Board of Adjustment meetings facilitated	6	5	8	8	7	8
Number of intergovernmental coordination meetings attended	23	20	24	25	23	24
Number of Economic Development Board Meetings facilitated	6	10	11	11	6	11
Number of Landscape Advisory Board Meetings facilitated	4	11	10	10	4	10
Effectiveness						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
Efficiency						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Organizational Chart



PLANNING AND ECONOMIC DEVELOPMENT

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Building Permits		398,859	451,079	242,000	221,500
Other Licenses, Fees & Permits		6,240	5,000	3,400	3,500
General Government Charges		252,569	225,972	198,700	202,240
Revenue Total	\$	657,668	682,051	444,100	427,240

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		356,007	370,989	415,127	404,766
Benefits		190,214	205,876	195,470	200,584
Personnel Total		546,221	576,865	610,597	605,350
Operating					
Professional Services		-	-	15,900	15,900
Other Contractual Services		265,212	272,728	390,416	425,547
Travel Per Diem		810	688	3,000	3,000
Communication and Freight Services		2,853	2,920	7,000	6,500
Rentals and Leases		2,175	3,294	6,280	6,280
Insurance		-	-	150	150
Repair and Maintenance Services		2,572	3,434	14,350	15,850
Printing and Binding		4,831	986	2,500	2,000
Promotional Activities		36,673	48,239	125,573	154,000
Other Current Charges and Obligations		4,047	3,456	7,800	5,800
Office Supplies		3,013	2,739	5,000	5,000
Operating Supplies		627	2,386	12,500	12,500
Publications and Memberships		2,625	2,355	3,500	3,500
Operating Total		325,438	343,223	593,969	656,027

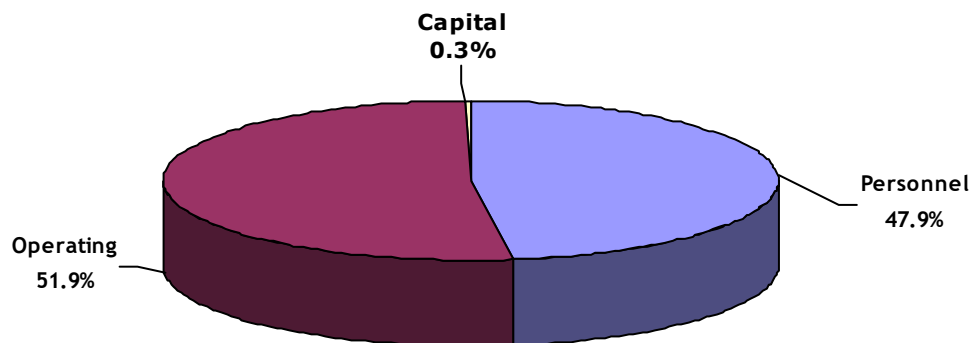
Capital

Machinery and Equipment		2,606	-	3,500	3,500

PLANNING AND ECONOMIC DEVELOPMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Capital				
Capital Total	2,606	-	3,500	3,500
Expenditure Total	\$ 874,265	920,088	1,208,066	1,264,877

Expenditure Category



Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12184 Zoning Administrator	1	1	1	1
12524 Administrative Coordinator I	1	1	1	1
12695 Plan/Econ Development Director	1	1	1	1
12696 Planning Administrator	1	1	1	1
13426 P/T Planning Administrator	1	1	1	1
13449 P/T CADD Operator	1	1	1	-
Total				
Full-time	4	4	4	4
Part-time	2	2	2	1

TECHNOLOGY SERVICES

Mission

To provide the City of Pembroke Pines with a true advantage by facilitating innovative and creative technology solutions, enabling our workforce to perform their jobs more efficiently and timely, and allowing our citizens and businesses to have access to information and City services anywhere and anytime to achieve a better quality of life.

Goals

- Effectively manage the delivery of City-wide technology services. Delivering and supporting core technology services is vital to every organization. It provides the workforce with the necessary resources it needs in order for the organization to operate more effectively.
- Guide technology decision-making to ensure consistency with the City-wide business direction. The technology investments and commitments made on behalf of the organization must reflect its overall strategic priorities. The oversight process supports collaborative decision-making and accountability to prioritize scarce IT resources. Failure to do this process would result in equipment, services, and systems that do not properly support the workforce which would result in redundancy and lack of inter-operability.
- Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical technologies. Developing a trained and skilled workforce is essential to the success of the Technology Services Department. Ensuring that the Department's employees are trained and proficient in the latest technologies and have access to the necessary resources will create a higher performing organization that operates more efficiently and effectively.
- Provide high quality customer service. Ensuring that the Department's customers are provided excellent service is paramount to the organization as a whole. The Technology Services Department must be able to deliver the appropriate technology services and resources

City employees need in order to perform their jobs effectively.

Objectives

The Technology Services Department will move toward accomplishing these goals by focusing on the following objectives:

- Centralize City-wide IT functions to deliver core infrastructure services.
- Deploy and ensure support of a common infrastructure that meets the organization's business needs.
- Forecast and budget to deliver appropriate services.
- Implement and maintain effective IT oversight.
- Ensure IT investments are aligned with the City's Strategic Plan, identified business priorities, and IT standards.
- Promote training and development.
- Hire and retain highly qualified, responsive, and innovative employees.
- Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology.
- Ensure that all customers have easy access to accurate and timely City information and services via the Internet and Intranet.

Major Functions and Activities

The Division consists of three branches with the following range of responsibilities:

~ PROJECT MANAGEMENT:

All system projects, the Help Desk, and all PC software and hardware issues.

~ SYSTEM DEVELOPMENT:

All programming and application development.

TECHNOLOGY SERVICES

~ TECHNICAL SERVICES:

The network, system administration, Internet/Intranet development, technical standard development, and other technological issues.

Following is a list of the current applications/functions supported by the Technology Services Division:

- Building
- Cashiering
- Complaint Tracking
- Document Management
- Electronic Mail
- Electronic Spreadsheets
- Fuel System
- Help Desk
- Internet/Intranet
- Network Management
- Occupational Licenses
- Parking Lot Control
- Passport Scheduling
- Payroll
- Permitting/Inspections
- Personnel
- Police
- Project Tracking
- Purchasing
- Property Tax Rolls
- Revenue Collection
- Security/Menu Control
- Special Assessments
- Utility Billing
- Word Processing
- Work Order Program

Budget Highlights

Phase I deployment of Enterprise Resource Planning (ERP) project that will be used by both the central and operating agencies to perform basic financial and administrative functions. This project will be a multiple year delivery (in phases) effectively centralizing all of the city software applications to perform core business functions. Phase I implementation of ERP will be focused on Financials and Utilities.

Creation of Project Manager Office (PMO), a consistent methodology for City-wide projects to deliver business solutions and continuous process improvement. The Project Management Office (PMO) employs consistent business analysis and project management methodology to deliver technology projects that meet the business objectives of City departments and increase organizational value through innovative technology. This office will lead the ERP deployment/implementation and continue process enhancements to evergreen and ensure the best use of the ERP as business process tool.

Selection of a Student Information System (SIS) solution. An SIS is a management information system for education establishments to manage student data. The SIS system will provide (but not limited to) the following capabilities for PPCS Charter Schools: registering students in courses; documenting grading, transcripts, results of student tests and other assessment scores; building student schedules; tracking student attendance; and managing many other student-related data needs.

Selection of a Geographic Information System (GIS) solution. A GIS is a framework for gathering, managing, and analyzing data. GIS integrates many types of data, analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes. With this unique capability, GIS reveals deeper insights into data, such as patterns, relationships, and situations—helping users make smarter decisions.

Continued deployment of centralized Security, paging and alerting systems for city-owned buildings. The project will include the continued expansion of the security camera system deployed at the City Center site into the additional city-owned buildings to create a single solution for video security, physical access control and alerting. This process will include the re-cabling of key buildings to modernize data cabling to support newer technologies.

Continued City-wide migration to VDI (Virtual Desktop Infrastructure) with the combination software only and/or thin client workstations as a replacement to traditional desktop workstations.

TECHNOLOGY SERVICES

Continued deployment of IT based Disaster Recovery and Business Continuity - to include diverse telephony and internet connectivity with the deployment of SIP (Session Initiation Protocol) telephony and the expansion of City owned fiber. Goal being to ensure minimal disruption(s) during severe weather events and/or disaster scenarios affecting business communication.

Implemented and deployed operational processes defined in the commission technology audit.

Accomplishments

Selection of Enterprise Resource Planning (ERP) solution that will be used by both the central and operating agencies to perform basic financial and administrative functions. The ERP project will be a multiple year delivery (in phases) effectively centralizing all of the city software applications to perform core business functions including (but not limited to): Utility Billing and Account Management, Fund Accounting, Budgeting, Procurement, Human Resources, Benefits, Risk Management, Payroll, Planning, Permitting, Licensing, Local Business Tax Revenue, Check Reconciliation, Cashiering, Building, Student Information Management, Learning Management, School Lottery and Enrollment, and Work Orders.

Completion of infrastructure and security improvement project at PPCS - Academic Village Campus. Improvements included a complete re-cabling of campus with CAT6a cabling, redesign of existing network, new intercom, paging, and alerting system, digital clocks, and additional IP Cameras and VOIP phones.

Completion of Cisco wireless access point (WAP) refresh at PPCS - FSU Campus as part of City-wide standardization.

Completion of VDI (Virtual Desktop) core Infrastructure needed to support initial phase of rollout.

Increased the City's current backup and recovery capabilities to ensure adequate data protection.

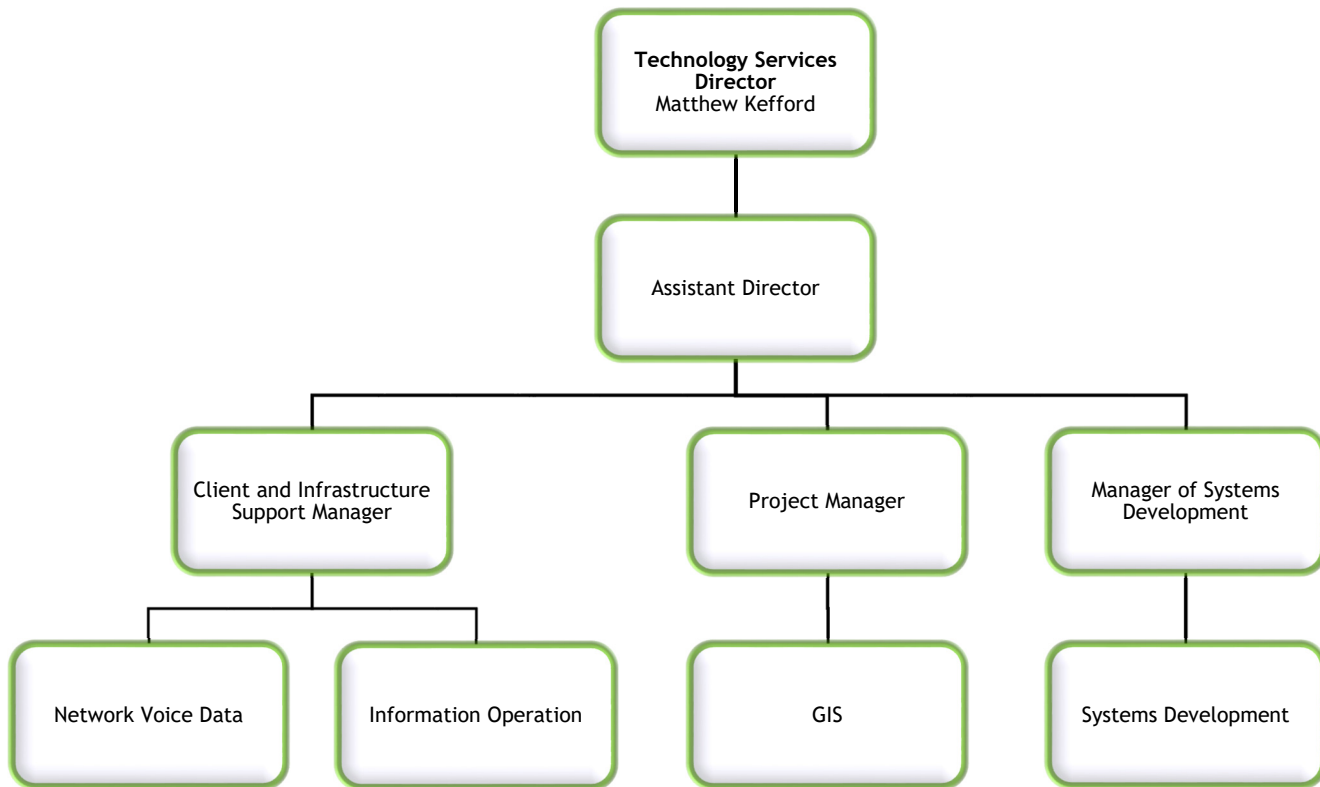
Provided IT leadership that assisted in creation of Technical Criteria for new Public Safety complex.

TECHNOLOGY SERVICES

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,799	1,799	1,850	1,799	1,799	1,850
Number of Software Applications, Modules & Interfaces Supported	400	415	400	400	400	400
Number of Desktop/Laptops Supported	4,400	3,500	5,500	4,440	4,400	6,000
Number of Servers Supported	60	50	60	60	60	70
Number of Mobile Data Terminals Supported	380	368	380	380	380	400
Number of Printers Supported	500	350	500	500	500	500
Number of Telephones Supported	970	990	1,450	970	970	1,500
Number of Help Desk Calls Processed	13,731	13,650	12,333	13,800	14,000	16,291
Effectiveness						
Visitors to City Website(s)	2,391,432	3,200,000	1,205,381	3,000,000	3,300,000	1,458,511
Average Percent of Information Technology Work Order Completed	4.70 hrs	4.80 hrs	6.26 hrs	5.50 hrs	4.00 hrs	5.50 hrs
-Less than One Hour	56.92%	58.50%	60.20%	60.20%	60.20%	62.00%
-Less than Four Hours	63.50%	71.20%	64.00%	67.50%	67.50%	65.00%
-By Help Desk	38.40%	74.50%	40.00%	44.40%	44.40%	40.00%
Percent of Calls Completed by Due Date	94.00%	91.01%	92.00%	96.00%	96.00%	95.00%
Average Time to Complete Work Orders	1.8 days	1.4 days	1.9 days	1.3 days	1.3 days	1.5 days
Number of Viruses/ Spam Prevented	4,674,301	3,300,800	5,728,730	4,674,301	4,674,301	6,500,000
Percent of Network Availability	98.80%	99.96%	99.67%	99.67%	99.67%	99.70%
Percent of Upgrades and Implementations Completed on Time	94.90%	85.80%	80.00%	91.90%	91.90%	90.00%
Percent of Projects Completed within Budget	91.80%	96.60%	90.00%	97.80%	97.80%	95.00%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	6,000	5,200	6,000	6,000	6,000	6,000
Average Cost per Employee Training	\$478	\$79	\$500	\$478	\$478	\$600
Average Time to Repair Computer	4.3 hrs	5.5 hrs	9.5 hrs	4.0 hrs	2.9 hrs	8.0 hrs

TECHNOLOGY SERVICES

Organizational Chart

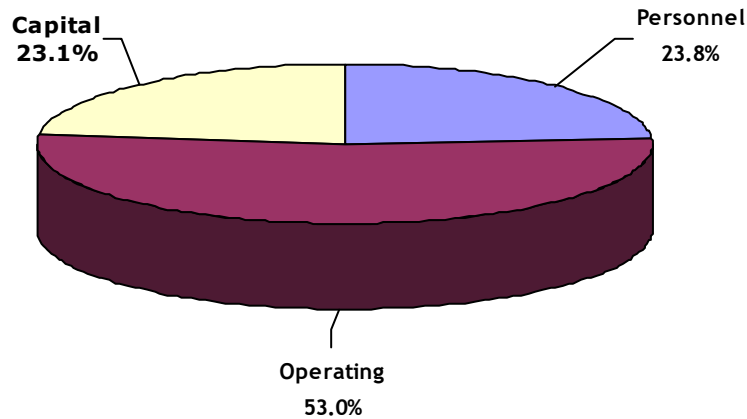


TECHNOLOGY SERVICES

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
General Government Charges		768,351	876,403	904,321	589,789
Revenue Total	\$	768,351	876,403	904,321	589,789
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		1,294,060	1,203,219	1,289,683	1,396,294
Benefits		750,561	746,738	662,781	728,451
Personnel Total		2,044,621	1,949,956	1,952,464	2,124,745
Operating					
Other Contractual Services		1,061,072	1,399,334	2,514,969	2,701,168
Travel Per Diem		-	1,848	5,200	10,000
Communication and Freight Services		38,753	34,156	45,982	45,982
Rentals and Leases		1,743	1,690	6,554	2,378
Repair and Maintenance Services		765,288	161,780	446,818	697,246
Office Supplies		-414	99	8,750	8,750
Operating Supplies		449,046	395,759	744,401	1,179,830
Publications and Memberships		925	1,507	16,800	16,800
Training and Education		29,116	64,079	83,380	64,800
Operating Total		2,345,529	2,060,251	3,872,854	4,726,954
Capital					
Improvements Other Than Buildings		178,830	976,660	3,861,580	317,100
Machinery and Equipment		3,418,589	640,137	3,277,708	1,745,400
Capital Total		3,597,419	1,616,797	7,139,288	2,062,500
Expenditure Total	\$	7,987,568	5,627,004	12,964,606	8,914,199

TECHNOLOGY SERVICES

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12280	Help Desk Technician II	3	2	2	1
12303	Network Specialist II	2	2	2	2
12525	Administrative Assistant I	1	1	1	1
12622	ERP Manager	-	-	-	1
12643	Help Desk Technician I	1	1	1	1
12644	Help Analyst/Technician	1	1	1	1
12652	Programmer/Analyst I	1	-	-	-
12693	Systems Programmer/Analyst II	1	1	1	1
12697	Proj Mangr/Systems Prog Analyst II	1	1	1	1
12722	Manager of Systems Development	1	1	1	1
12723	Systems Administrator	1	1	1	2
12903	Technology Services Director	1	1	1	1
12904	Asst. Technology Services Director	1	1	1	1
Total		15	13	13	14
Full-time					
Part-time		-	-	-	-

HUMAN RESOURCES

Mission

To provide an organizational framework to recruit, select, classify, compensate, develop, and reward the City's diverse workforce, while ensuring an environment that optimizes productivity, efficiency, and effectiveness.

Goals

The development, communication and implementation of policies, discipline, administration, maintenance of records, and all other Human Resources functions, as well as administering in-house training programs.

Objectives

To standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state, and local regulations.

Maintain a comprehensive and competitive pay and classification system, linking various elements of performance to merit.

Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.

Institute a city-wide program to enhance employee development through supervisory, technical, professional, and competency training.

Continue electronic File System Deployment.

Major Functions and Activities

The Department of Human Resources provides administrative support to all departments for the management of the City's workforce. The functions of the division are as follows:

~ RECRUITMENT AND SELECTION - Provide a quality pool of applicants to fill departmental vacancies through the proper mechanisms in determining relative ability, knowledge, and skill to meet the City's overall goals and objectives.

~ CLASSIFICATION AND COMPENSATION - Assure both internal and external equities in pay and classification of City employees.

~ TRAINING - Provide an internal training program for employee training and development.

~ EMPLOYEE RELATIONS and BENEFITS - These functions revolve around customer service to the employees of the City of Pembroke Pines with the goal of retaining top performers.

Budget Highlights

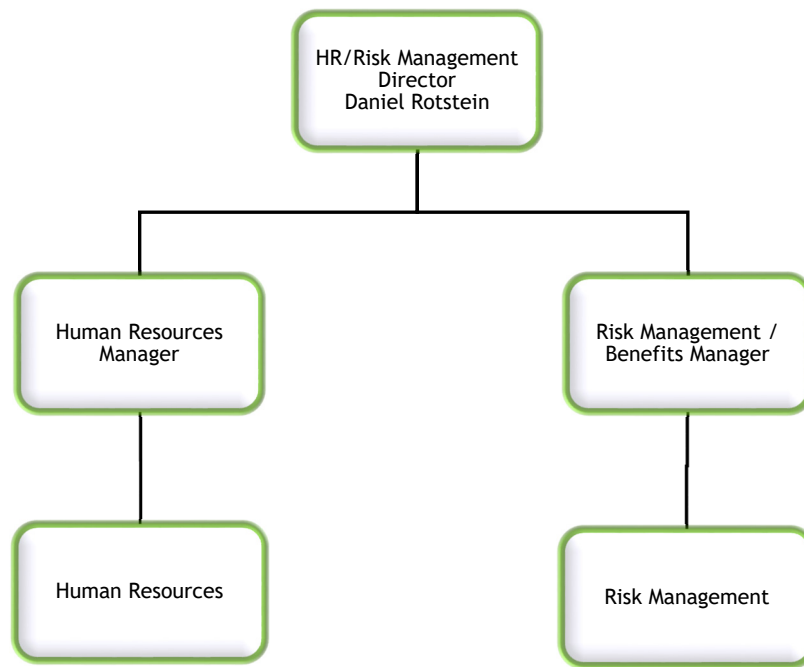
The 2019-20 budget increased by \$97,810 or 13.25% over the 2018-19 working budget in order to cover increased operating costs. Included in these costs are the continuance of Education and Training initiatives, as well as small increases throughout various expense accounts.

HUMAN RESOURCES

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of positions processed for recruitment or promotion	115	100	100	97	73	101
Number of internal seminars offered	18	18	18	18	18	18
Number of employment applications received and processed (FT/PT City)	1,500	1,700	1,500	1,800	1,500	1,300
Number of applicants hired (FT/PT City and Schools)	312	250	60	75	323	293
Effectiveness						
% of FT employees retained after one year from hire	85.3%	N/A	90.5%	N/A	95.0%	95.0%
Efficiency						
Ratio of employees (City and School) to HR staff	250:01	250:01	243:34	243:34	243:84	245:67

HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart

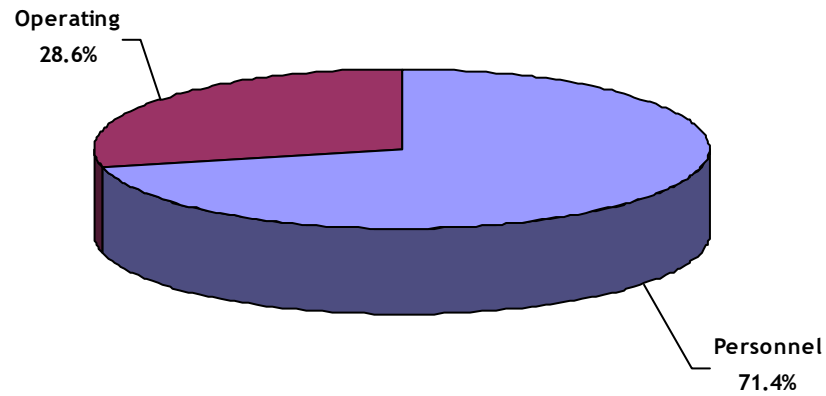


HUMAN RESOURCES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	323,210	329,589	342,928	428,549
Benefits	169,695	176,044	159,099	168,403
Personnel Total	492,905	505,633	502,027	596,952
Operating				
Professional Services	23,680	18,615	30,250	28,000
Other Contractual Services	102,591	109,771	146,000	150,704
Travel Per Diem	-	-	2,500	2,500
Rentals and Leases	2,616	-	2,669	3,000
Repair and Maintenance Services	3,569	2,590	7,900	5,000
Printing and Binding	392	-	13,500	14,500
Other Current Charges and Obligations	4,200	13,936	17,500	17,500
Office Supplies	3,462	1,940	4,000	4,000
Operating Supplies	1,530	2,005	5,850	5,500
Publications and Memberships	130	-	-	-
Training and Education	-	-	6,150	8,500
Operating Total	142,170	148,857	236,319	239,204
Expenditure Total	\$ 635,075	654,490	738,346	836,156

HUMAN RESOURCES

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12014 Risk Management/Benefits Supervisor		1	1	1	1
12440 Human Resources Director		1	1	1	1
12790 Human Resources Manager		1	1	1	1
Total		3	3	3	3
	Full-time				
	Part-time	-	-	-	-

CITY ATTORNEY

Mission

To provide timely, efficient, and cost-effective in-house legal services and representation to the governance of the City of Pembroke Pines.

Goals

To work closely and effectively with the City Commission, City Manager, City Administration, and professional staff to continue to develop a preventative law approach to lessen risk and litigation exposure. We will accomplish this by delivering professional legal services that achieve total client satisfaction.

Objectives

Advise and assist the Mayor, the City Commission, and all appropriate City personnel on various legal issues in order to best protect the interests of the City, to ensure compliance with City, State and Federal laws and to assist, as needed, in the attainment of the objectives of the City and all departments of the City.

Update and revise the City Code to adapt to the needs of the City and to eliminate outmoded and inconsistent provisions.

Use a preventative approach to departmental legal problems in order to anticipate problem areas that require legal support.

Increase revenues or savings through implementation of aggressive strategies; compliance monitoring; fine and forfeiture procedures; the initiation and prosecution of litigation by the City; and aggressive contract negotiations with City vendors, suppliers, and consultants.

Continue efforts to reduce the City's expenses by implementing aggressive in-house litigation.

Major Functions and Activities

~ CLIENT FOCUS:

Demonstrate a passion and commitment for client service.

Solicit and listen intently to client requirements and expectations.

Maximize clients' first impressions and "moments of truth."

Continuously collect client feedback and use it to improve quality.

Achieving client satisfaction by assessing the specific needs and expectations of the client.

~ CONTINUOUS QUALITY IMPROVEMENT:

Commit that "every day, in every way, we're getting better and better."

Plan for quality as quality is a never-ending effort and destination and clients define quality.

Quality improvements are driven by client feedback and direction.

Focus on process improvements to improve quality.

Create a culture in which we make every effort to do the right things the first time and every time.

~ LEADERSHIP:

Lead by example by involvement and demonstration of commitment to quality, service and clients.

Create a system of guidelines, not rules.

Practice a "can do" attitude.

Recognize change is a given; government as usual is not.

CITY ATTORNEY

Budget Highlights

The expenditure budget for 2019-20 increased by \$45,274 over the working budget for 2018-19, which reflects about a 4.5% increase in each account.

Accomplishments

Coordinated with the City's outside legal counsel regarding the City's pending appeal and potential litigation regarding FEMA's de-obligation of funds previously awarded for claims made subsequent to Hurricane Wilma.

Drafted an ordinance providing for a comprehensive rewrite of the City's park rules and regulations.

Assisted the City with establishing a background screening process for the City's volunteers who work with children and vulnerable adults. Provided legal counsel to the City's background screening review committee, and appeared before the City's Special Magistrate on background screening appeals.

Coordinated with outside counsel and staff regarding litigation to challenge the state firearm preemption statute.

Provided legal counsel to the City's advisory boards and procurement selection & evaluation committees, Counsel and assist the City's procurement staff with bid protests and other procurement matters.

Coordinated with staff, consultants and outside counsel regarding pending litigation related to the Large User Agreement with the City of Hollywood.

Worked with City staff and MasTec towards settlement of claims related to utility/underground fiber line damage.

Continued coordination with the City's outside legal counsel in pending litigation and appeals pertaining to pension related matters.

Assisted the City in the implementation of public record retention policies. Provided legal

guidance with respect to the electronic conversion and storage of public records for the City's general records as well as the City's Charter Schools' education records.

Worked with City staff to represent the City and promptly and successfully resolve claims made and litigation filed against the City.

Draft ordinance amending City Commission agenda procedures.

Provide counsel to the City on transportation procurement and related matters.

Prepare ordinance related to day care security and bleed control kit initiatives.

Coordinate with the City's Planning Department to prepare zoning and land use related ordinances and amendments to the City's Zoning Code.

Advised the City and provided related legal services associated with real estate transactions, including the preparation of the required ordinances and resolutions associated with various transactions.

Conducted legal research related to regulatory options for credit card skimmers.

Coordinated with outside counsel on several litigation matters involving the Town of Southwest Ranches.

Advised the City regarding the status of all tax deed sales pending on real property within the City's boundaries in an effort to protect the City's interests in such property and collect monies owed to the City related to such properties.

Worked with staff and drafted an ordinance regarding Shared Mobility Device Program.

Drafted an ordinance regarding property maintenance standards.

Negotiated Agreement for the City's new Electronic Records Processes.

Assisted the City, particularly the City Clerk and the Police Department, with the implementation

CITY ATTORNEY

of "Marsy's Law" approved by Florida's voters as an amendment to the State Constitution relating to victim's rights and confidentiality of victim's records.

Counseled and provided training to the Fire Department regarding processing of record requests and subpoenas for medical records.

Reviewed and approved leases and use agreements for the City's residential facilities, art studio (Studio 18), and commercial properties (Silver Emporium, boat and RV storage facility), and other City properties. Coordinated with City staff to enforce compliance with lease terms at such facilities, including process and resolving tenant evictions.

Provided general legal assistance to the City's management and operation of the Howard C. Forman Human Services Campus site, including coordination with state agencies on the use and development of the Campus, the preparation and review of multiple sub-subleases, ensuring that such leases are issued and renewed in a manner consistent with the goals and the development of the overall Campus, and enforcement of such lease terms.

Assisted the City in the termination of a sub-sublease at the Howard C. Forman Human Services Campus and the re-lease of such property with the new provider of services, necessitating delicate inter-agency coordination with various state and local agencies to ensure a smooth and seamless transition of occupancy to ensure the continuation of uninterrupted social services to the residents of the program inhabiting the site.

Defended the City in all foreclosure and bankruptcy proceedings filed by individuals and businesses naming the City as an interested party in such proceedings in an effort to protect the City's interests in such property and thereby collect monies owed to the City.

Assisted the City and its consultants with the City's Community Development Block Grant loan program and its State Housing Initiative Partnership program.

Continued coordination with City's outside legal counsel regarding several litigation matters involving the Town of Southwest Ranches and a proposed U.S. Immigration and Customs Enforcement facility to be operated by CCA within the Town of Southwest Ranches.

Coordinated with outside counsel and City staff regarding the filing of litigation related to the nationwide opioid crisis to recover damages for expenses incurred in responding to the crisis. Facilitated and organized document and information retrieval for discovery purposes.

Facilitated and coordinated with City's outside counsel regarding the City's continuing efforts to receive reimbursement from the United States Federal Emergency Management Agency (FEMA).

Monitored and coordinated with the City staff with respect to solid waste and recycling issues affected all of Broward County.

Continued coordination with City's outside legal counsel in pending litigation pertaining to pension related matters. Facilitated the resolution and implementation of modifications to the administration of the pension plan in compliance with the Court's Orders.

Advised the City in all labor, pension, and collective bargaining matters. Represented the City in hearings, negotiations, and arbitration related to multiple and multi-level labor matters.

Advised the City's Investment Committee regarding laws relevant to the City's investment of its surplus funds. Reviewed all related investment agreements associated with the investment of the City's funds.

Provided legal counsel to the City's screening review committee and appeared before the City's special magistrate for background screening appeals.

Provided the necessary training, guidance, and legal advice to the City's Code Enforcement Unit of the City's Police Department. On-going coordination of the streamlining of the overall Code Enforcement process. Attended weekly office hours with the Code Enforcement Unit to

CITY ATTORNEY

provide enhanced legal guidance to the Unit to ensure the administrative citation process and imposition of administrative fees for the prosecution of code violations are incorporated within the process.

Represented and assisted the City's Code Enforcement Unit of the City's Police Department in hearings before the City's special magistrate as requested. Monitored the entire process to ensure equity and due process is afforded to those persons receiving citations and fines for alleged violations of the City's ordinances.

Continued providing on-site/off-site, 24/7 police legal advisor to the City's Police Department, which includes conducting general legal training, providing legal advice regarding the operations and performance of police duties on an on-going basis, maintaining regular office hours at the Police Department, reviewing contracts, and advising on miscellaneous employment and labor issues, use of law enforcement trust funds, grant applications and agreements, and inter-agency agreements related to mutual aid, reciprocal aid, or traffic enforcement and task forces.

Represented the City's Police Department in the filing of Petitions for Risk Protection Orders pursuant to s. 790.401, Florida Statutes, seeking the removal of firearms from the custody or control of individuals who have been identified as posing a significant danger to themselves or others, and by further precluding their having in his or her possession, or from purchasing or receiving a firearm.

Assisted the City's Police Department in forfeiture matters, including review of potential forfeitures to confirm that the item to be seized is "contraband." Negotiated settlements related to seized items and represented the City in the prosecution of all forfeiture matters.

On-going efforts assisting the Police Department in its False Alarm Enforcement Program, including assisting in operational issues related to fines, appeals, and public inquiries.

On-going assistance to the City regarding the continued operation and administration of its red

light camera program and successful defense of red-light camera violations.

Assisted the City staff and advise the City Commission on various matters related to the countywide E911 dispatch system.

Reviewed, negotiated, and drafted various agreements with multiple colleges, schools, and The School Board of Broward County, Florida to enable their students in the health field to ride along with the City's Fire Rescue personnel to further their educational experience through real life experiences.

Provided on-going legal services related to the City's successful operations and management of the City's Charter Schools and Early Learning Centers on various legal matters arising in the educational forum including, but not limited to, educational issues, legislative matters, contractual relationships, collective bargaining and operational and procedural topics.

Assisted the City in the communications and negotiations with, as well as the management of, its relationship with the entities through which the City's Charter Schools are chartered (The School Board of Broward County, Florida and Florida State University) regarding various operational issues.

Facilitated the City's on-going negotiations with Florida State University for the renewal of the Charter Agreement for the Pembroke Pines FSU Charter School.

Assisted in the development, review, and implementation of policies focused on the safety and security of the City's facilities, including its Charter Schools, and all persons who may be present in the event of various scenarios, including, but not limited to, active threats.

Provided legal advice and conducted trainings for the City's officials and staff in accordance with the Florida Code of Ethics for Public Officials as well as the Broward County Code of Ethics ordinance requirements. Addressed all ethics inquiries and issued written legal opinions as requested under the Broward County Code of Ethics.

CITY ATTORNEY

Provided legal guidance to the City's advisory boards on a continuing or as-needed basis as warranted for each board. Provided annual review of relevant laws, including public records laws and Florida's Sunshine laws as they pertain to the advisory board operations.

Continued to assist City staff as directed by the City Commission related to the development of the City Center project.

Provided the City with legal guidance on matters related to public record requests and record retention issues.

On-going guidance with respect to the electronic conversion and storage of public records and coordinated policy revisions with The School Board of Broward County, Florida with respect to Charter School records.

Assisted and advised the City with various subpoena matters including, but not limited to, subpoenas duces tecum for City records and subpoenas for testimony in various litigation matters.

On-going facilitation with the City's implementation and processes for the City's onboarding of its document management system.

Assisted with the continued implementation of the special assessment for the reimbursement of expenses incurred in the abatement of nuisances on real property within the City.

Coordinate with City staff and related efforts pertaining to the City's potential de-annexation/annexation of property located within the Town of Southwest Ranches.

On-going review of all service, maintenance, lease, and usage agreements for all of the City's Charter Schools and other City departments.

Review all field trip requests and associated contracts and documentation associated with both on-site and off-site visits of the City's Charter Schools, Early Learning Centers, and summer camp programs.

Assisted the City with the monitoring and analysis of proposed and adopted legislation. Advise the City on the application of adopted legislation and the impacts to the City and its operations.

Continued support and legal counsel to the City's municipal advisory board, the City Commission and staff in all quasi-judicial, legislative, as well as operational matters.

Prepared development orders and planning ordinances for land use plan amendments, site plans, plats, and rezoning projects.

Provided excellent customer service and handled all incoming public inquiries from City residents, constituents, and others pertaining to various questions as they arise.

Continued facilitation of homeowners' associations obtaining and implementing traffic enforcement and trespass agreements on private roadways and within private property for the enforcement of traffic and trespass matters by the City's Police Department.

Counseled the City Clerk's Office, the City's Charter Schools, as well as other City departments regarding various public records requests and related matters.

Assisted the City with matters pertaining to the City's various sports leagues and related legal issues associated with the continued operation of such leagues within the City.

Provided continuous legal memoranda and updates to the City Commission and City staff on global topics of interest pursuant to the Florida Constitution, Florida Statutes, federal laws, and special laws affecting Broward County, Florida and the City.

Drafted numerous ordinances and resolutions to address the changing needs and growth of the City.

CITY ATTORNEY

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	32	42	31	42	42	42
Number of resolutions prepared for consideration by City Commission	49	45	53	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	52	45	56	43	50	45
Number of real estate transactions	4	17	3	6	6	6
Number of bond issues	3	2	0	2	2	2
Number of Commission meetings attended	45	40	33	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	936	850	927	870	900	875

CITY ATTORNEY

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		902,904	941,612	979,276	1,018,447
Office Supplies		24,629	25,686	22,000	27,880
Operating Supplies		5,150	5,366	5,581	5,804
Operating Total		932,683	972,664	1,006,857	1,052,131
Expenditure Total		\$ 932,683	972,664	1,006,857	1,052,131

CITY CLERK

Mission

To set a standard of excellence in providing a communications link between the citizens and the various departments and functions of the City as well as establishing a professional support system for the elected officials and their appointed boards and committees in accordance with laws governing the City of Pembroke Pines.

Goals

The City Clerk's Department, which serves as the information nucleus of the City and its departments, is dedicated to providing the highest level of professional service to the citizens of Pembroke Pines. Our goal is to provide these services expeditiously while ensuring compliance with all Florida Statutes and City Ordinances. Every effort is being made to keep our staff positioned to take full advantage of new technological developments so as to enhance our efficiency in the performance of our duties and responsibilities.

Objectives

Improve customer service and accessibility.

Comply with all applicable Florida Statutes for legal advertisements, public record requests, and record retention requirements, and accessibility to the City's website and electronic records.

Competently prepare and maintain the indexing, storage, and archiving of official records.

Efficiently record and maintain records in accordance with all applicable state statutes.

Effectively oversee the City's cashiering and cash handling functions, including timely and accurate deposits of payments received at City Hall.

Provide the City Commission with recommendations discussed at monthly meetings of Boards and Committees.

Provide closed captioning of live streamlining of Commission Meetings.

Efficiently process local business tax receipts and renewals.

Effectively comply with the Department of State's passport agent's procedure when processing applications for U S passports.

Transition from paper and microfilm to digital and electronic record keeping and records management.

Major Functions and Activities

The City Clerk is the Custodian of Records for the City and is responsible for keeping a concise and accurate record of the official actions of the City Commission and the Commission-appointed Boards and Committees. The Department is responsible for the records management of the City and serves as the information nucleus for records requested throughout the City and its various departments.

The City Clerk is also the Supervisor of Elections for the City of Pembroke Pines and, therefore, has the responsibility for the coordination and efficiency of the municipal election process of the Mayor and the four City Commissioners.

The City Clerk's Department, through the central cashiering system, processes payments made to the City via cash, check, debit and credit cards. The primary function is to provide quick and efficient service to the public with respect to processing transactions, depositing City funds daily, maintaining accurate records, providing information, and directing phone calls.

The Department is an acceptance agency for U.S. passports. Personnel have been trained at the Miami Passport Office. This is another opportunity for the City to serve the general public.

The Local Business Tax Receipts Division (formerly known as Occupational Licensing) of the City Clerk's Department is responsible for the issuance of annual local business tax receipts to any entity maintaining and conducting a business, service, or profession within the City of Pembroke Pines.

CITY CLERK

The Micrographics Section of the City Clerk's Department is responsible for preparing, scanning, filming, indexing, storing, and retrieving of municipal records. Records Management is transitioning to a new state of the art Enterprise Content Management (ECM) electronic system. This function enables the City to house permanent documents for expedient retrieval of information requested by citizens, outside agencies, and departments.

As we work towards improvements in our content management through ERP system upgrades, the Clerk's Department intends to improve turnaround times for public records requests as more city records are digitized. The Clerk's Department is also working towards providing more readily accessible content via the City's website including accessibility to records with archival value preserved for posterity.

Advisory Boards are generally created and appointed by the City Commission. Each Board has a mission statement and specific goals, all designed to assist the Commission in enhancing all aspects of community living, residential as well as commercial.

Following are the major Boards and Committees monitored by the City Clerk's Department:

- ~ ARTS AND CULTURE ADVISORY BOARD - Meets to develop cultural activities within the City as well as promote art in public places throughout the City.
- ~ BOARD OF ADJUSTMENT - Has the power to prescribe any conditions that it deems necessary or desirable to adjacent properties and neighborhoods, and to carry out the spirit and purpose of the City's zoning ordinances.
- ~ CHARTER REVIEW BOARD - Commencing May 2010, the Charter Review Board convenes every five years for a one-year term, to review the charter of government for the City. Makes recommendations to the City Commission to change, alter, amend, or revise the City Charter.
- ~ CHARTER ELEMENTARY/MIDDLE SCHOOL ADVISORY BOARD - Meets to determine and

establish school procedures and policies that will advance, encourage, and enhance the education of the City's Charter Elementary and Middle School students.

~ CHARTER HIGH SCHOOL ADVISORY BOARD - Meets to determine and establish school procedures and policies that will advance, encourage, and enhance the education of the City's Charter High School students.

~ CITIZEN'S COMMITTEE ON HURRICANE PREPAREDNESS (AD HOC) - The scope of this committee is to review the City's preparedness, response and recovery efforts for future hurricanes and disasters.

~ CODE ENFORCEMENT BOARD - Protects, promotes, and improves the health, safety, and welfare of the citizens and residents of the City. Enforces the technical codes of the City, including local business tax receipts, fire, building, zoning, and sign codes.

~ DIVERSITY AND HERITAGE ADVISORY BOARD - The mission of the Diversity and Heritage Advisory Board is to promote awareness and to celebrate the rich Heritage and the vast Diversity of the City of Pembroke Pines, and make recommendations to the City Commission on diversity and equity strategies that strengthen connections among diverse community groups and with city government.

~ ECONOMIC DEVELOPMENT BOARD - Holds meetings throughout the year to assist the Planning and Economic Development division in promoting and attracting new industry to the City.

~ EDUCATION ADVISORY BOARD - Advises the City Commission on educational issues affecting early development centers through and including the post-secondary educational level that will impact the quality of education for residents as well as other City educational facilities.

~ ENVIRONMENTAL ADVISORY BOARD - Promotes the public health, safety, and general welfare by the maintenance of landscaping areas, including off-street vehicular parking. It also serves to protect and preserve the character and stability of residential, business, institutional, and

CITY CLERK

industrial areas and to conserve the value of land and buildings on surrounding properties and neighborhoods. The Environmental Advisory Board was created to provide constructive advice and counsel to the City Commission, with a broad outlook toward environmental protection and conservation.

~ EVALUATION COMMITTEE - Convenes to review proposals (solicitations for goods and services) and makes recommendation to the City Commission.

~ INVESTMENT COMMITTEE - Meets monthly to oversee and monitor the City's operating investments portfolio.

~ OPEB (OTHER POST EMPLOYMENT BENEFITS) BOARD - Meets quarterly to oversee and administer the City's OPEB Trust Fund, which encompasses the retiree health and life insurance program.

~ PLANNING AND ZONING BOARD - Functions in an advisory capacity to the City Commission and conducts studies and investigations for supplementing, repealing, and amending district and area regulations and restrictions as may be requested by the City Commission.

~ POLICE AND FIRE PENSION FUND BOARD - Meets throughout the year to monitor and review the Police Department and Fire Department Employees' Pension Plan Program.

~ SOCIAL MEDIA COMMITTEE - Gathers data and information related to best practices for municipal use of social media in the best interest of the health, safety and welfare of the citizens and residents of the City.

Budget Highlights

The City Clerk Department, as part of its modernization objective, is looking at implementing an efficient automated customer check-in system to help streamline and improve customer service experience at the Clerk Department's multiple service windows: Passports, Local Business Tax Receipts, Public Records Requests and other services.

Accomplishments

City Clerk Department, working with the automated agenda management system provider, instituted a closed captioning system for live streaming of Commission Meetings held in the City's Commission Chambers, which meets ADA compliance. The City Clerk's Department is constantly reviewing ways to ensure improved operations as we strive to modernize our processes.

CITY CLERK

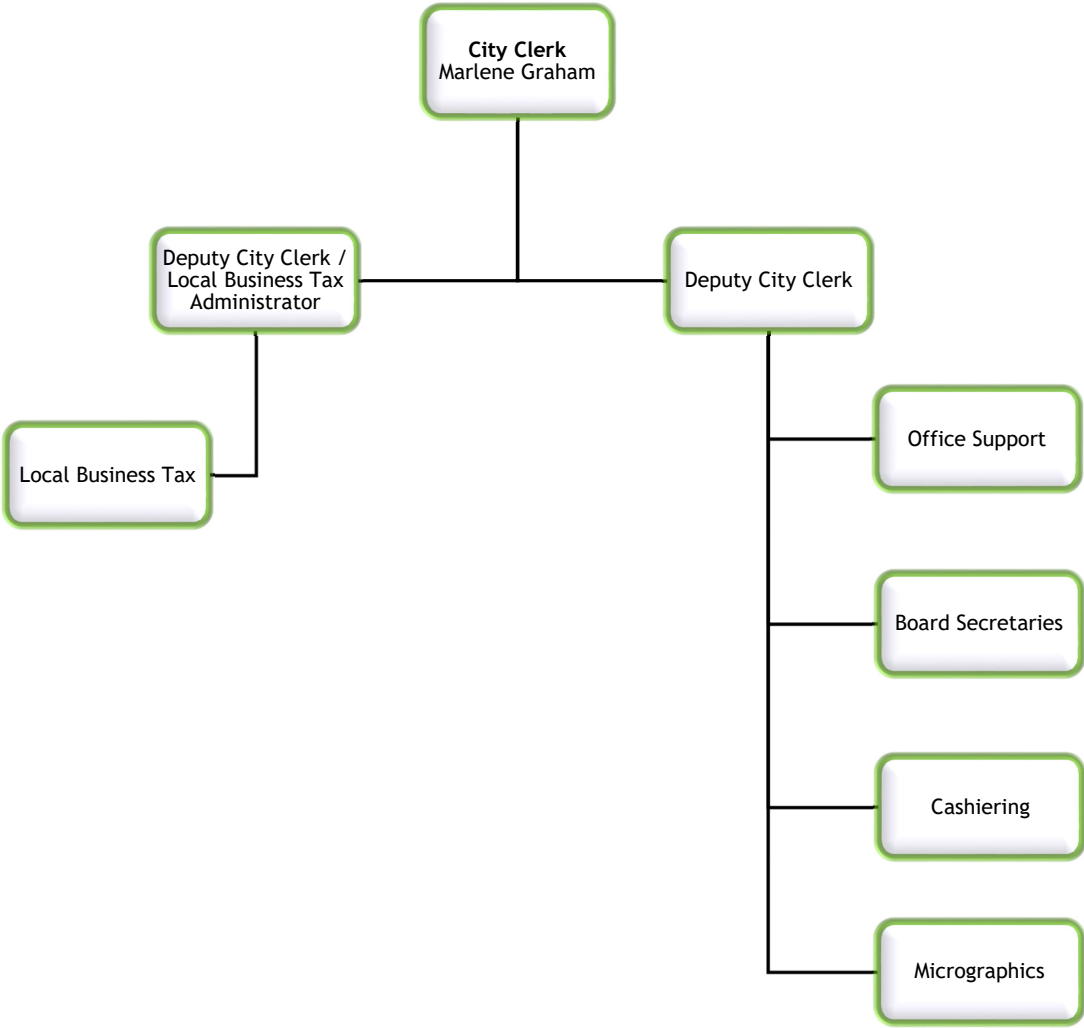
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
“Action Only” Commission minutes prepared for next Commission meeting.	23	22	24	22	25	25
Subpoenas for records processed	119	125	114	168	119	125
Commission agenda books prepared	363	300	320	380	300	320
Local business tax receipts monitored for compliance	8,993	8,416	8,909	8,725	8,993	8,993
Local Business Tax Receipts issued	7,867	7,295	8,245	7,599	7,900	8,290
Local Business Tax Office customers served	2,550	2,400	2,414	2,630	2,580	2,580
Public records requests processed	6,771	3,000	5,814	N/A	6,771	6,771
Passport applications processed	3,372	2,500	3,438	2,650	3,400	3,496
Passport Office customers served	4,347	3,500	4,433	3,700	4,400	4,480
Documents imaged and microfilmed	60,671	400,000	108,209	N/A	100,000	150,000
Staff training hours	32	35	21	137	32	30
Garage sale permits issued	861	1,500	810	1,150	1,000	1,000
Cashiering transactions (in millions)	\$24.0M	\$30.0M	\$29.8M	\$28.0M	\$28.0M	\$30.0M
Cashiering transactions (number)	31,889	42,000	28,234	38,900	40,000	38,900
Agenda packets prepared	773	850	355	860	800	355
Board and committee meetings attended	83	90	48	84	90	50
Abandoned properties registered	260	900	208	N/A	260	210
City Clerk customers served	475	1,200	526	1,055	500	1,000
Bid openings	38	60	50	40	45	55
Records dispositioned for destruction as per statutes (in tons)	23.24	23.00	27.00	26.00	26.00	27.00
Records dispositioned for destruction as per statutes (in cubic feet)	2,288	2,000	973	1,000	3,500	1,500
Effectiveness						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
Commission meeting minutes made available on City's web site within 2 days after approval	100%	100%	98%	100%	100%	100%
% of documents accurately imaged	100%	100%	90%	N/A	100%	100%
Local business tax receipts available for renewal as required by statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	0.13%	100.00%	100.00%	N/A	100.00%	100.00%
Local business tax revenue per capita (in constant dollars)	\$21.71	\$21.00	\$21.83	\$21.00	\$21.00	\$21.00
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	99%	100%	100%	99%	100%	100%
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
Efficiency						
Commission agendas prepared per year per F/T employee	21	300	320	29	25	300
Full-time employees on this task	2	2	2	2	2	2

CITY CLERK

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Efficiency						
Average number of pages of Commission minutes transcribed per year per F/T employee	12.20	300.00	397.00	320.00	18.60	397.00
Full-time employees on this task	1	1	2	1	1	1
Public Records requests processed per year per F/T employee	967.3	2,000	5,814	N/A	1,000	N/A
Full-time employees on this task	7	5	8	5	7	8
Passports processed per day per F/T employee	18.2	4.0	7.5	54.0	23.0	9.0
Full-time employees on this task	7.0	6.5	6.5	6.5	7.0	6.5
Cashiering transactions per year per F/T employee	31,889	40,000	28,234	39,000	41,000	30,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.5

Note: Routine Public Records searches were automated and placed on the web site during 2011-12, enabling the public to perform their own searches. Public Record measures now focus on non-routine searches.

CITY CLERK
Organizational Chart



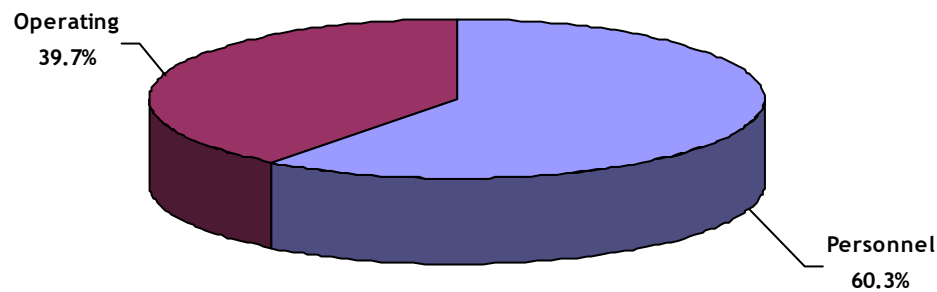
CITY CLERK

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Building Permits		36,613	36,297	40,200	40,509
Other Licenses, Fees & Permits		1,000	700	800	800
General Government Charges		114,900	133,305	120,530	178,300
Revenue Total	\$	152,513	170,302	161,530	219,609
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		449,810	462,539	491,841	512,064
Benefits		340,510	340,738	328,088	354,382
Personnel Total		790,321	803,278	819,929	866,446
Operating					
Professional Services		13,400	114,723	13,645	50,000
Other Contractual Services		181,504	156,530	488,901	289,694
Travel Per Diem		1,419	1,675	4,000	4,000
Rentals and Leases		9,597	9,944	23,798	10,000
Insurance		-	145	600	600
Repair and Maintenance Services		43,718	65,274	126,041	127,581
Printing and Binding		8,915	10,918	14,500	14,500
Other Current Charges and Obligations		13,661	11,396	23,600	23,600
Office Supplies		13,814	12,025	16,189	17,000
Operating Supplies		8,110	7,496	17,402	31,300
Publications and Memberships		749	875	750	800
Training and Education		7,250	-	2,000	2,000
Operating Total		302,137	391,000	731,426	571,075
Capital					
Machinery and Equipment		18,348	-	1,511	-
Capital Total		18,348	-	1,511	-

CITY CLERK

Expenditure Category		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Total	\$	1,110,806	1,194,278	1,552,866	1,437,521

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12047 City Clerk		1	1	1	1
12287 Document Management Specialist		1	1	1	1
12620 Cashier II		1	1	1	1
12684 Clerical Spec II		3	3	3	3
12775 Deputy City Clerk		1	1	1	1
12782 Deputy City Clerk/Occ Lic Admin		1	1	1	1
13509 Shared - Secretary		2	1	1	1
13525 Senior Board Secretary		-	1	1	1
13679 P/T Passport Clerk		1	1	1	1
Total	Full-time	8	8	8	8
	Part-time	3	3	3	3

FINANCE

Mission

To provide timely, relevant, and accurate financial information to the City's managers, legislators, and stakeholders.

Goals

To ensure complete and accurate accounting of all transactions and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. To develop and implement systems to enhance the financial viability of the City and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.

Objectives

Facilitate audits of the City and the Charter Schools. Coordinate with the City's external auditors and provide account analysis, reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report (CAFR).

Coordinate the preparation of the budget document and publish the adopted budget by October 1st.

Maintain the high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" and the "Distinguished Budget Presentation Award."

Continue providing timely financial data to facilitate the proper administration of the City.

Continue updating Budget Procedures, Revenue Manual and Accounting Procedures Manual.

Improve the usefulness of the performance measures of each department.

Further enhance the budget module's features in order to streamline the forecasting of revenues, as well as to populate automatically the revenues

associated with inter-fund and interdepartmental charges.

Provide prompt and accurate payment of invoices to the City's vendors based on their payment terms.

Account for all City employees and ensure accuracy in processing the biweekly payroll.

Major Functions and Activities

The Finance Department is responsible for managing the City's financial matters which include the following:

~ ACCOUNTING:

Maintains the general ledger and accounts receivable. Controls reimbursements and interdepartmental billings. Coordinates both the City and the Charter Schools audits. Prepares the Comprehensive Annual Financial Report, the annual Charter Schools Special Purpose Financial Statements and the quarterly Charter School financial reports for the Broward County School Board and Florida State University (FSU), as well as the City-wide monthly financial reports for internal use. Additionally, personnel are responsible for balancing utility receivables, providing property control, and producing numerous financial reports as requested.

~ ACCOUNTS RECEIVABLE:

Accounts for and coordinates the collection of receivables that are due to the City, including timely recovery of dishonored checks.

~ ACCOUNTS PAYABLE:

Reviews and processes all requests for payment and facilitates resolution of encumbrances relative to purchase orders.

~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the Finance Director but also to the entire department. Additionally, responsible for assisting in editing and producing the

FINANCE

Comprehensive Annual Financial Report, entering payroll, ordering supplies, maintaining records retention, and processing over 4,100 property lien searches per year.

~ ASSET MANAGEMENT:

Records, reports, tracks, and retires capital items.

~ BUDGET:

Coordinates the preparation of the City's annual budget. Responsible for the preparation of revenue and expenditure estimates and budget instructions for all City departments. This section ensures that expenditures are within approved appropriations and prepares budget resolutions, adjustments, analyses, and summaries.

~ DEBT MANAGEMENT:

Involved with the many tasks and procedures required in the issuance of new debt as well as maintaining compliance with all the bond covenants required for existing bond issues.

~ GRANTS:

Responsible for the financial control, accounting, and reimbursement of all City grants, ensuring that compliance requirements are met.

~ PAYROLL:

Processes the biweekly payroll for City and Charter School employees including, but not limited to, computing gross and net pay, retirement contributions, State and Federal withholding tax, Social Security, Medicare, and all other deductions. This section also prepares annual wage and tax statements (Form W-2) as well as quarterly and annual tax returns for salaries, wages, and taxable benefits. Accurately processes all personnel adjustments including new hires, salary adjustments, transfers, retirements and terminations.

~ PENSION:

Duties include ensuring the timely remittance of the City's pension contributions to the various plan administrators and recording the monthly and annual transactions relating to the General Employees Pension Plan and the City Pension Fund for Firefighters and Police Officers.

~ SPECIAL ASSESSMENTS:

Responsible for the accounting of all special assessments.

~ SYSTEMS:

Administers the SmartStream accounting client-server application and builds add-on programs to be used as tools in the daily execution of the Department's duties. Other responsibilities include, but are not limited to, the development of the budget applications for the City and the Charter Schools and the development of the address database.

~ TREASURY:

Responsible for anticipating the daily cash flow requirements of the City, its investments, and debt management.

~ CONTRACTS:

Drafts and reviews City contracts and agreements. Audits contracts and invoices to ensure all contract obligation and compliance requirements are met.

Budget Highlights

The 2019-20 expenditure budget shows an increase of \$59,245 or 1.82% over the 2018-19 working budget. This increase is mainly due to the increase of contractual services and computer software.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 22nd consecutive year

FINANCE

since October 1, 1997, for the FY2018-19 Budget Document.

Submitted to the Government Finance Officers Association, the application for the Certificate of Achievement Award for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ending September 30, 2018. If awarded, this will be the 34th consecutive year the award will be received.

Successfully completed the 2018 independent audits of the Charter Schools and the City. The City received an unmodified opinion for both audits, and no audit adjustments were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

Assisted the Commission Auditors in conducting and completing their Audits of Investment Committee's internal controls, the Fixed Asset Control Cycle for the City of Pembroke Pines Charter School System, the City-wide fuel usage process and controls and procurement code. This included the review of the policies, procedures and the internal controls over these areas.

FINANCE

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	45,621	50,000	46,413	50,000	47,000	50,000
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1

Effectiveness

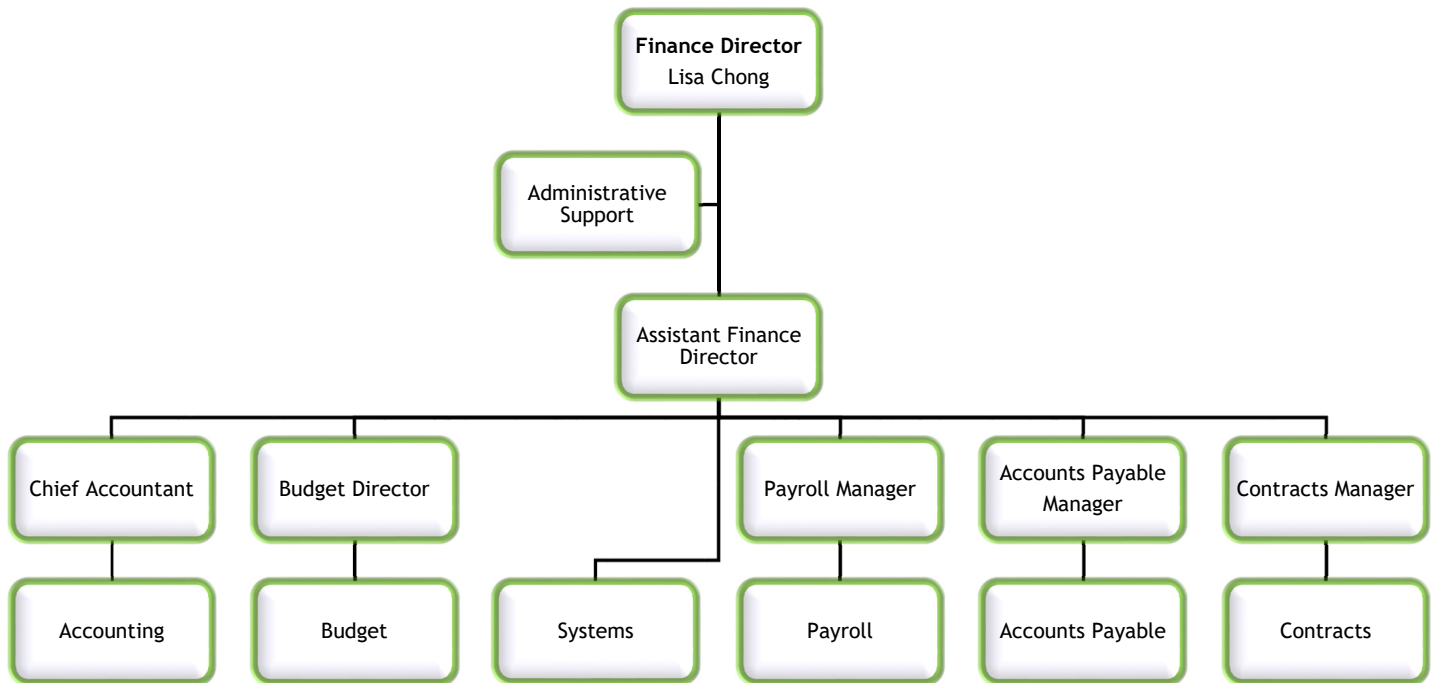
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	64	64	64	64	64	64
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Average number of 10-hour working days after the month's end to distribute the monthly financial statements (excluding October and September)	4	4	4	4	4	4
Average number of 10-hour working days to close year end	20	20	20	20	20	20
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	8	8	8	8
% accuracy in forecasting approximately 25% of general fund revenues	100%	100%	100%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA	33	33	34	34	35	36
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	20	20	21	21	22	23

Efficiency

Manual response time on lien searches and inquiries in 10-hour working days	1 day	1 day	1 day	1 day	1 day	1 day

FINANCE

Organizational Chart

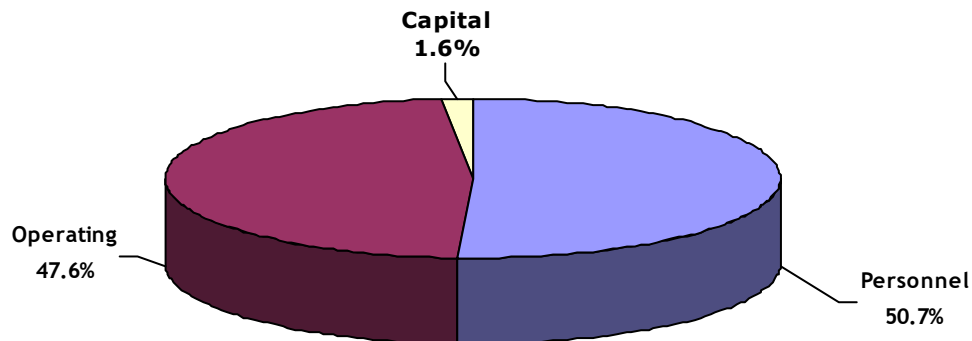


FINANCE

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
General Government Charges		239,200	230,400	206,800	210,000
Fines & Forfeitures		5,866	5,490	5,300	4,900
Revenue Total	\$	245,066	235,890	212,100	214,900
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		1,070,095	1,158,543	1,178,647	1,098,959
Benefits		629,961	689,132	659,837	580,048
Personnel Total		1,700,056	1,847,675	1,838,484	1,679,007
Operating					
Professional Services		13,759	131,037	14,000	20,000
Accounting and Auditing		39,230	39,346	41,100	44,500
Other Contractual Services		681,576	631,223	1,129,567	1,335,555
Travel Per Diem		1,824	1,270	6,000	8,190
Communication and Freight Services		902	2,064	2,640	3,108
Rentals and Leases		4,353	4,353	4,600	5,700
Repair and Maintenance Services		96,391	99,569	109,200	108,490
Office Supplies		13,595	12,537	16,450	16,860
Operating Supplies		5,743	6,125	20,080	23,631
Publications and Memberships		2,246	2,491	5,150	5,175
Training and Education		2,778	4,274	3,000	4,300
Operating Total		862,397	934,289	1,351,787	1,575,509
Capital					
Machinery and Equipment		5,507	6,238	59,000	54,000
Capital Total		5,507	6,238	59,000	54,000
Expenditure Total	\$	2,567,960	2,788,202	3,249,271	3,308,516

FINANCE

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12030	Budget Director	-	1	1	1
12031	Payroll Manager	-	1	1	1
12032	Accounts Payable Manager	-	1	1	1
12086	Finance Director	1	1	1	1
12428	Payables Supervisor	1	-	-	-
12431	Payroll Coordinator	2	2	2	2
12433	Payroll Supervisor	1	-	-	-
12517	Assistant Finance Director	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12556	Budget Manager	1	-	-	-
12623	Senior Systems Administrator	-	-	-	1
12641	Chief Accountant	1	1	1	1
12642	Accounting Supervisor	1	1	1	-
12651	Programmer Analyst II	2	2	2	1
12686	Systems Supervisor	1	1	1	-
Total		13	13	13	11
Full-time					
Part-time		-	-	-	-

EARLY DEVELOPMENT CENTERS

Mission

To provide a nurturing, culturally diverse environment rich with developmentally appropriate activities. Our program is child-centered, play-based, and designed to encourage each child to achieve its potential.

Goals

To give each child the opportunity to reach its full potential. Education is about opening doors, opening minds, and opening possibilities. The goal of our Early Development Centers is to “nurture every child’s potential.” Building character in our children enables them to reach their full potentials intellectually, physically, socially, and emotionally. Our curriculum is directed to nurturing the whole child in a caring environment conducive to teaching and learning.

Objectives

Provide a warm and nurturing environment built on trust and communication.

Offer a safe place that is drug-free and violence-free.

Treat staff and students with courtesy and respect.

Encourage students’ creativity and curiosity.

Give students time to summarize and reflect.

Involve students in thinking skills that examine, relate, and evaluate all aspects of a situation or problem.

Enable students and staff to work in an environment that promotes high academic standards.

Support teachers and staff in exhibiting a genuine concern for students.

Promote the idea of students teaching their peers.

Provide a balanced and flexible curriculum.

Supply a technologically superior learning environment.

Major Functions and Activities

Early Development Centers are strategically positioned in four locations in order to ensure availability of service to all sections of the City. All sites offer full-week, fee-based programs, with the fee dependent upon the age of the child enrolled.

Program goals and objectives are designed to provide a flexible and creative learning environment. A child’s opportunity to learn is the primary focus.

Children enjoy activities and learning experiences geared to their developmental level, with music and art as an integral part of the program. Children also enjoy activities designed to promote math and science skills. Hands-on experience with computers and informational technology is woven into program content.

The City’s four Early Development Center locations are as follows:

- Bright Beginnings at Walter C. Young, 901 NW 129th Avenue
- Village Preschool, 6700 SW 13 Street
- Pembroke Pines Charter School - West Campus, 1600 SW 184 Avenue
- Pembroke Pines Charter School - Central Campus, 12200 Sheridan Street

Budget Highlights

The fiscal year’s 2019-20 budget is \$216,541 or 3.65% below the working budget for fiscal year 2018-19 due mainly to a decrease in the Transfer to Charter Middle School.

Accomplishments

The West Campus completed its twelfth year of Florida’s Voluntary Prekindergarten (VPK) in an upbeat. The staff continued to maintain licensing standards by renewing their early childhood

EARLY DEVELOPMENT CENTERS

credentials, CPR and First Aid. The West Campus continues to give back to the community by participating in the Hop a Thon for Muscular Dystrophy and in the Trike a Thon for St. Jude's Hospital. We send letters and packages to our soldiers to keep their spirits up. We bring in the Book Fair three times a year to make sure that our classrooms maintain a well stock library to Building a Love of Reading for our students. Our brand new Infant Room is a hit! Our parents and their children love the nurturing and care their children are receiving from our staff.

Bright Beginnings completed the Eleventh year of Florida's Voluntary Prekindergarten (VPK) Program. Our Scholastic Book fair was a great success earning "Scholastic" dollars, supplying dozens of books to our classroom libraries. Staff continued to maintain credentials and in-service hours required for licensing and attended classes in First Aid and CPR.

The Central Campus has successfully completed its 13th year of Florida's Voluntary Prekindergarten program (VPK), successfully preparing our students for kindergarten. Our School Readiness Rate for the 2017-2018 school year was 83. We have maintained our AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS-CASI) Accreditation. This accreditation is only given to schools that offer the highest quality of care and education to young children. All staff completed professional development courses in cultural competency, emotional intelligence, and trauma-informed care. These yearly in-service professional development classes are required by Child Care Licensing and Enforcement.

The East Campus completed its eleventh year of the Florida Voluntary Pre-Kindergarten (VPK) program. This year we added a key pad for parents to enter the school (extra security measures). This year our school participated and held multiple family involvement events throughout the year such as our scholastic book fair, mother's day breakfast, Father's Day breakfast, and VPK graduation. We have also

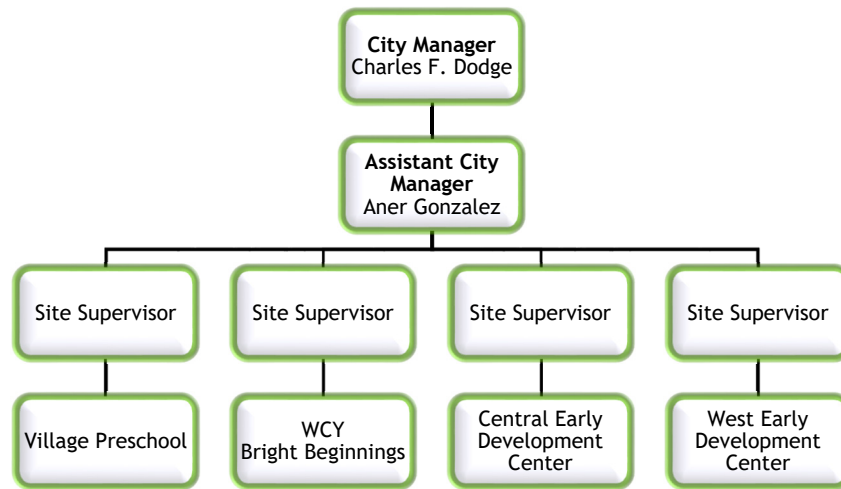
partnered with Pembroke Pines Elementary to fully prepare our graduates and families for Elementary school.

EARLY DEVELOPMENT CENTERS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of students	660	815	638	691	663	655
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

EARLY DEVELOPMENT CENTERS

Organizational Chart



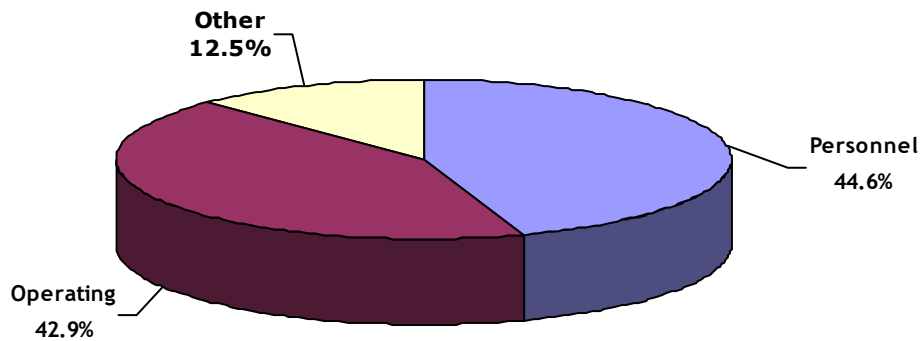
EARLY DEVELOPMENT CENTERS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Recreation Charges	838,678	841,810	1,043,631	947,735
Education Charges	4,109,819	4,246,276	4,751,295	4,648,650
Private Gifts / Contributions	26,000	3,176	17,000	1,000
Other Miscellaneous Revenues	109,009	147,180	121,285	119,285
Revenue Total	\$ 5,083,506	5,238,441	5,933,211	5,716,670
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	1,951,599	1,976,520	1,922,959	1,884,125
Benefits	623,972	535,538	712,570	666,368
Personnel Total	2,575,572	2,512,058	2,635,529	2,550,493
Operating				
Professional Services	2,084	-	2,500	500
Other Contractual Services	1,025,127	1,232,204	1,334,286	1,464,693
Travel Per Diem	-	-	600	500
Communication and Freight Services	5,971	6,931	8,580	8,100
Utility Services	70,782	72,178	60,220	72,100
Rentals and Leases	404,733	400,493	411,026	410,236
Repair and Maintenance Services	152,513	102,755	204,949	120,714
Other Current Charges and Obligations	67,789	62,718	91,844	84,786
Office Supplies	9,847	10,235	11,850	10,200
Operating Supplies	254,028	268,049	282,942	277,625
Publications and Memberships	-	-	525	325
Training and Education	240	1,848	1,750	2,150
Operating Total	1,993,113	2,157,410	2,411,072	2,451,929
Capital				
Improvements Other Than Buildings	3,850	-	-	-

EARLY DEVELOPMENT CENTERS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Capital				
Machinery and Equipment	4,575	-	-	-
Capital Total	8,425	-	-	-
Other				
Transfers	575,065	491,301	886,610	714,248
Other Total	575,065	491,301	886,610	714,248
Expenditure Total	\$ 5,152,174	5,160,768	5,933,211	5,716,670

Expenditure Category



Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12120 Sch Accounting Clerk II	2	2	2	2
12143 EDC Teacher	19	20	19	14
12780 Teacher Aide	9	7	7	7
12781 Site Supervisor	4	4	4	4
12972 EDC Clerical Spec I	3	2	2	1

EARLY DEVELOPMENT CENTERS

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
13551 P/T Teacher Aide		91	87	86	86
Total	Full-time	37	35	34	28
	Part-time	91	87	86	86

WALTER C. YOUNG RESOURCE CENTER

Mission

To offer educational, recreational, and civic activities and to enhance the lives of all School Board of Broward County students and citizens within southwest Broward County including, but not limited to, the SBBC students and citizens of Pembroke Pines.

Goals

Committed to serving a broad spectrum of interests within our community. We provide facilities and staffing for physical fitness activities, child and family enrichment, educational pursuit, entertainment, and the enjoyment of the arts and culture through education.

Our unique organizational concept and structure allows us to meet our goals of providing these services at the maximum level attainable through combined resources of the School Board of Broward County and the City of Pembroke Pines. When these goals are achieved, then we will have truly enriched and enhanced the quality of life for our students and citizens.

Objectives

Provide a high quality educational middle school experience for the students of Pembroke Pines that prepares the "high school ready college bound student".

Provide a center that serves our diverse community, building on the strengths of our cultural differences.

Continue offering a place where people of all ages can come together for needed services, community activities, cultural experiences, entertainment, and education.

Major Functions and Activities

The Walter C. Young (WCY) Resource Center is a prototypical education and community service center designed to meet the needs of all the citizens of southwest Broward County. WCY

houses a middle school, racquetball courts, the Bright Beginnings Early Development Center, a full service community adult education facility, a regional library, a dinner theater, social service facilities, and recreational areas.

The City partners with others in maintaining the Resource Center. The costs are shared by the Broward County School Board and the City. Effective use of tax dollars is made by sharing resources and extending the hours of income-producing usage beyond that of a typical school day. The programs and services are offered sixteen hours daily, year-round.

In addition to the school, the following programs and activities are provided: racquetball and handball, meeting rooms, basketball, tennis, 450-seat dinner theater/café, softball, track and field, consumer education, gymnasium, conference center, and parent education.

~ DINNER THEATER / CULTURAL ARTS:

There are a few groups/activities utilizing the WCY Dinner Theater through the Recreation and Cultural Arts Department. These groups/events include: Relay for Life and Bright Beginnings. There may also be some special events conducted at WCY Dinner Theater (when the primary sites are unavailable).

~ EDUCATION CLASSROOM:

There is a middle school and community school program. Space is available to various civic organizations such as churches, scheduled meetings for various companies, and the City's Recreation and Cultural Arts Departments.

~ LEARNING RESOURCE CENTER:

The Pembroke Pines Branch/Walter C. Young resource Center serves as both the media center for students attending the Walter C. Young Middle School and as a branch library for the local community. The library includes materials typically found in a middle school resource center as well as materials of a community branch library serving a diverse community. The library's collection includes over 80,000 items in a

WALTER C. YOUNG RESOURCE CENTER

variety of formats including books, periodicals, DVDs, music CDs, audio books on CD, and computer software. The library offers public access computers, a classroom and two meeting rooms that can support programming for up to 50 people. A media production lab is utilized for student produced school announcements. The library offers a variety of services and programs for all ages, including a book discussion program for adults, an "English Cafe" program for adults seeking practice in English conversation, weekly story time programs focusing on early literacy, and service opportunities for teens. The Broward County library online resources include free digital downloads of eBooks, music, eAudiobooks, and movies.

~ RECREATION AND CULTURAL ARTS CENTER:

The Recreation and Cultural Arts Department of the City offers a full spectrum of indoor and outdoor sporting activities, health, physical education, and recreation instruction. Facilities include a gymnasium, dressing/locker rooms, showers, instructional rooms, tennis and handball courts, six indoor racquetball courts, football-soccer-softball fields, a 400-meter running track, first aid rooms, and an outdoor play area for toddlers. The racquetball facilities are open to the public with membership opportunities available.

Budget Highlights

The 2019-20 budget has decreased by \$24,575 or 22.03% below the 2018-19 working budget. The decrease is attributable to no major renovations proposed.

WALTER C. YOUNG RESOURCE CENTER

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of civic, charitable, and religious organizations that use the center	180	98	180	165	180	180
Effectiveness						
% of organizations not accommodated	0%	0%	N/A	N/A	0%	N/A
Actual as a % of budgeted revenue - resource center	100%	100%	N/A	N/A	100%	N/A

WALTER C. YOUNG RESOURCE CENTER

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Rents & Royalties		40,208	24,773	8,200	21,000
Revenue Total	\$	40,208	24,773	8,200	21,000
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Accounting and Auditing		903	892	900	1,000
Other Contractual Services		43,318	51,444	60,000	60,000
Utility Services		24,971	20,413	25,675	24,000
Repair and Maintenance Services		-	-	25,000	2,000
Operating Total		69,191	72,749	111,575	87,000
Expenditure Total	\$	69,191	72,749	111,575	87,000

COMMUNITY SERVICES

Mission

To provide and facilitate a network of services to individuals residing in Southwest Broward County.

Goals

To provide a quality, multi-function social service delivery system that encompasses a variety of activities and core social services geared towards meeting, targeting, and servicing our members. Specific programs are designed to meet the needs of those 60 years of age or older.

Objectives

To plan and implement the following services for our members:

Information and Referral
Recreation
Health Support Services
Counseling
Adult Day Care
Personal Care Homemaker
Relief/Respite
Volunteer Services
Public Education
Special Programs
Transportation
Screening and Assessment

Major Functions and Activities

The Pembroke Pines Community Services Department/Southwest Focal Point Senior Center facilitates comprehensive services to those residing in Southwest Broward County. Specific programs are designed to meet the needs of those 60 years of age or older.

The Southwest Focal Point Senior Center complex is an approximately 53,000 square-foot facility offering 13 core social services developed to meet the needs of the community. Specific programs are designed to meet the needs of the geriatric population. The facility includes a library, two gyms, a billiard room, classrooms, a computer lab, a main hall, and over 5,000 square

feet dedicated to the Adult Day Care and Alzheimer's Day Care Programs. This diversified utilization includes university classes and professional training programs, meetings for clubs and organizations, and special City events. The facility may be rented for meetings, parties and other events.

~ INFORMATION and REFERRAL - All key staff members are trained to provide a knowledgeable response to senior inquiries. Knowledge gained through this service provision helps seniors identify their service needs and gather the data necessary to utilize the resources and opportunities available to them. Additionally, a social worker is on staff to provide comprehensive case management services.

~ RECREATION - Recreational activities are planned to meet the social and physical needs of the senior client, as well as to promote mental stimulation to encourage self-initiated use of leisure time activities. Along with daily activities, special events, shows, and field trips are scheduled.

~ HEALTH SUPPORT SERVICES - Health Support Services is a comprehensive health maintenance program inclusive of core services such as physical fitness, health, blood pressure screening, health assessment, monitoring of self-administered medication, nutrition, and health-related referral. Additionally, all staff members are certified in first aid and CPR to assist in medical emergencies.

~ COUNSELING - The Supportive Counseling Program is facilitated via mental health professionals. The program is designed to assist by means of assessment. The counselor formulates a basic strategy to help the client address issues, resolve pressing problems, reduce or eliminate stress, and develop solid coping mechanisms. Both one-on-one and group counseling are offered on location. When psychiatric evaluation or specialized counseling is warranted, a referral is initiated and alternative resources are offered in an effort to deliver appropriate case management and secure appropriate placement.

COMMUNITY SERVICES

~ ADULT DAY CARE - Coordinated under the supervision of a Day Care Coordinator, this program is specifically designed to provide a protective and structured environment with emphasis on remedial and restorative services for the frail, functionally-impaired, and/or dementia specific adult in an effort to prevent or delay institutionalization. The program also provides respite and a monthly support group for caregivers.

~ PERSONAL CARE - This program provides assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

~ HOMEMAKER - The accomplishment of specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing repair, minor home repairs, as well as meal planning and preparation. This service is provided through coordination with a home health agency.

~ RELIEF/RESPITE - A relief or rest for a primary caregiver from the constant/continued supervision, companionship, therapeutic and/or personal care of a functionally impaired older person for a specific period of time. This service is provided through coordination with a home health agency.

~ VOLUNTEER SERVICES - The provision of a volunteer services program has proven to be a valuable enhancement to senior services offered at the Southwest Focal Point Senior Center. The Recreation Supervisor recruits, screens, trains, and places prospective volunteers in appropriate positions within the Southwest Focal Point Community Center as well as various City departments and community organizations. When requested, unpaid bilingual volunteers are recruited and placed appropriately.

~ PUBLIC EDUCATION - The Public Education Program is facilitated by the Social Services Division. This specific group of staff members offers a wealth of knowledge and a wide range of expertise. Events such as health fairs, crime prevention workshops, hurricane preparedness

training, and speaking engagements are planned to provide education and service resources to older adults and their families.

~ SPECIAL PROGRAMS - The Community Services Department hosts and sponsors several special programs. An on-site nutrition program is available to provide seniors with a hot meal, meeting the one-third recommended daily allowance (RDA) requirements via the Broward County Meals on Wheels. Other programs include the Energy Assistance Program and programs coordinated for the visually impaired, hearing impaired, and handicapped persons. Inter-generational programming takes place on a daily basis at the center. The Community Services Department has partnered with Women In Distress, which provides counseling and services to women in need, the Hispanic Unity, which provides citizenship classes to a growing group of individuals, and Baptist Health South Florida, which provides fitness classes, health assessments, and workshops for all participating members.

~ TRANSPORTATION - The Community Bus Service provides shuttle services within the City limits and transportation for residents 60 years of age or older without access to a vehicle and/or not holding a valid Florida driver's license. Transportation services are provided for medical and dental appointments, pharmacies, social service agencies, supermarkets, shopping malls, banks, post offices, center-sponsored field trips, as well as cultural and civic events.

~ SCREENING AND ASSESSMENT - Administering an evaluation with the purpose of gathering information to determine eligibility for programs and/or seniors.

Budget Highlights

The Community Services building will take on a new look once the entire building is painted.

COMMUNITY SERVICES

Accomplishments

In September, 2018 Notice of Grant Award letter for FFY2018/YR43 was received. Funds will be utilized to purchase two buses and communication equipment.

In February, 2019 Florida Department of Transportation (FDOT) Application was submitted under Resolution 2019-R-01 for the purchase of two buses with 12 standard seats and 2 wheelchair position and communication equipment for a total amount of \$188,106.

The Community Services administration division was given a much awaited face lift. New flooring and a fresh coat of paint has given the administration area a sleek and modern look that is inviting and provides a professional environment for all meetings.

New seating throughout the lobby and library areas have been purchased. They provide a relaxed setting for members and are hygienic and easily maintained.

Community Services is collaborating with Illuminate Heart Inc., an organization providing care and social activities for young adults with special needs who've graduated from high school. Currently, they attend the center two days a week where they participate and interact with the members and staff while receiving life skills training. This is a great alternative to staying alone at home as there are no current facilities providing such programming.

The Community Services Department was awarded a \$300,000 grant from CRA for the purchase and installation of a generator.

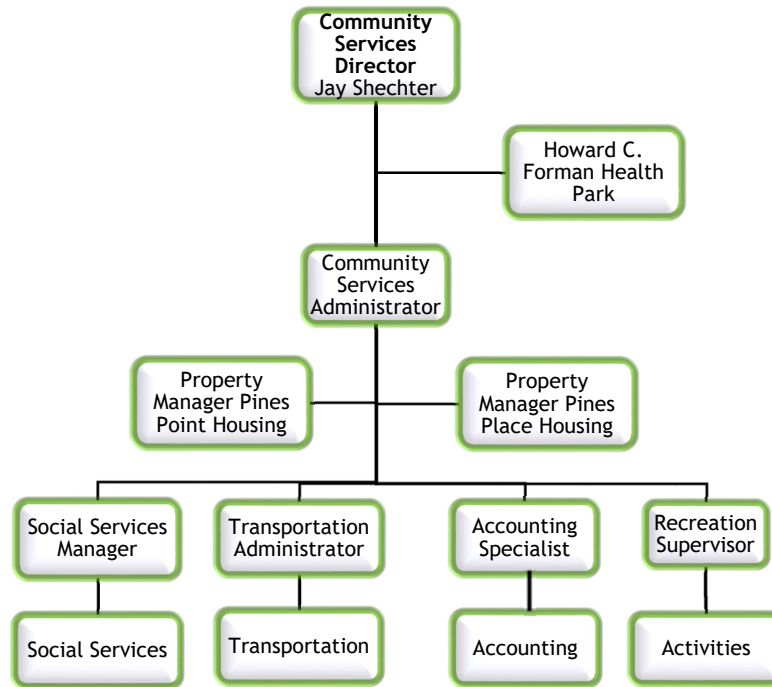
CRA awarded a grant in the amount of \$300,000 to survey the parking lot and surrounding areas in order to create more parking spots for the center as attendance is growing week by week. The addition of spaces would help alleviate the overflow but not completely solve the issue.

COMMUNITY SERVICES

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of unduplicated clients	1,900	3,600	2,045	2,500	2,000	2,200
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	57,996	63,799	63,684	64,807	64,632	64,517
Effectiveness						
% of people who requested and received recreational services	100%	100%	100%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	244	132	291	162	120	263

COMMUNITY SERVICES

Organizational Chart



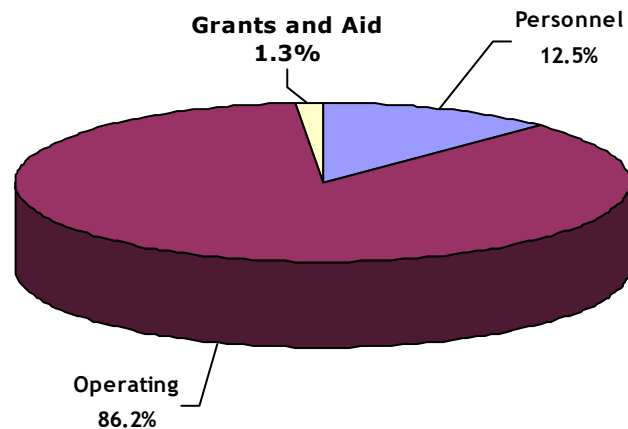
COMMUNITY SERVICES

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		29,829	26,722	34,010	20,928
Transportation Charges		1,010	-	240	240
Recreation Charges		74,535	85,137	175,165	141,139
Rents & Royalties		140,069	149,247	136,265	143,038
Revenue Total	\$	245,443	261,106	345,680	305,345
Expenditure Category					
Personnel					
Salary		143,961	157,529	129,658	131,506
Benefits		112,606	94,986	74,774	76,959
Personnel Total		256,567	252,515	204,432	208,465
Operating					
Professional Services		968	12,045	4,135	6,560
Other Contractual Services		376,789	455,060	547,026	619,916
Travel Per Diem		171	293	250	-
Communication and Freight Services		11,557	12,353	12,100	14,700
Utility Services		96,864	99,603	115,500	117,500
Rentals and Leases		4,720	4,931	4,693	5,036
Repair and Maintenance Services		74,482	120,144	268,849	576,452
Printing and Binding		13,835	20,309	15,000	20,000
Promotional Activities		1,219	-	-	-
Office Supplies		3,359	7,851	4,000	7,000
Operating Supplies		54,502	67,951	55,428	67,001
Publications and Memberships		630	634	660	660
Operating Total		639,097	801,173	1,027,641	1,434,825
Capital					
Improvements Other Than Buildings		-	-	23,366	-

COMMUNITY SERVICES

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Capital					
Machinery and Equipment		21,386	-	154,822	-
Capital Total		21,386	-	178,188	-
Grants and Aid					
Aids to Private Organizations		26,400	24,347	34,010	20,928
Grants and Aid Total		26,400	24,347	34,010	20,928
Expenditure Total	\$	943,450	1,078,035	1,444,271	1,664,218

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12543	Activities Coordinator	1	1	1	1
12685	Clerical Aide	1	-	-	-
Total		2.5	1.5	1.5	1.5
	Full-time				
	Part-time	-	-	-	-

HOUSING DIVISION

Mission

To provide affordable, secure, and enhanced housing.

Goals

To provide a safe and enjoyable living environment with an opportunity to develop long-term friendships and a strong sense of community.

Objectives

To implement a comprehensive and strategic management plan that provides the necessary support to enable older people to stay independent at the senior housing complex at Pines Point and enable people of all ages to enjoy a family community that fosters friendship and a sense of belonging at Pines Place.

Provide affordable housing, with current rental rates below the market average.

Provide apartments with well laid out floor plans allowing for comfortable and safe housing for people of all ages.

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services at the Southwest Focal Point Senior Center.

Provide transportation to Hollybrook Clubhouse, Douglas Gardens, Memorial Urgent Care Center, various grocery stores and restaurants, Lowes, BC Regional Library South Campus, and Broward College.

PINES PLACE:

Maintain gazebo for entertaining.

Maintain playground for children.

PINES POINT:

Lease vacant office space at the Southwest Focal Point Senior Center to a podiatrist and general practitioner.

Major Functions and Activities

Provide affordable housing at Pines Point and Pines Place in eastern Pembroke Pines.

Pines Point Senior Residences was built in 1997 and is comprised of 190 apartments. The facility is located at 401/601 NW 103rd Avenue, which is adjacent to the City's Southwest Focal Point Senior Center and is joined via an enclosed connector walkway to enable clientele easy access to the Center's activities and services.

Provide an array of activities during the day and evenings for the residents. Seniors are invited to attend themed special events and seasonal activities held throughout the year. Evening activities consist of Pizza Night, Birthday Bash, Cooks Night Out, and Movie Night. Each activity provides the residents with an evening of entertainment and socializing, helping to build many friendships.

Organize fund-raising flea markets four times a year with over 100 participating vendors from all over South Florida. The funds raised make it possible to provide additional activities and events for the residents.

Transportation is provided to the tenants to various locations throughout the City Monday-Friday. This offers tenants the ability to purchase groceries and necessities, dine out, visit the doctor or go to the library.

Provide assistance that encourages the senior residents to lead an independent lifestyle and provide a secure and family friendly community for all residents.

Provide accounting and administrative services for the Transitional Independent Living (TIL) program, which is a living facility that provides young people the opportunity to transition from foster care into independent living.

HOUSING DIVISION

Pines Place was built in stages between 2005 and 2008 and consists of three buildings (towers). The first building is located at 8103 S. Palm Drive and contains 208 apartments. The second building is located at 8210 Florida Drive and contains 186 apartments. The third building is located at 8203 S. Palm Drive and contains 220 apartments.

Budget Highlights

Pines Point is upgrading the roof to the 401 and 601 tenant building.

Pines Point is also upgrading the paint and color scheme to both tenant buildings.

Pines Place has upgraded all hallways and corridors with tile floor to update the towers.

Pines Place has also painted the interior of all three towers.

Accomplishments

In an effort to go green and be energy efficient, the City of Pembroke Pines has partnered with Venergy Group to install LED lighting throughout all common areas including parking lots at Pines Place and Pines Point. As a result having better lighting will be cost effective and will provide a much more secure property at night with brighter lighting.

In an effort to reduce costs, all appliances that could not be repaired were replaced with new energy efficient appliances.

Coordinated with Comcast to have on-site a representative every month to assist tenants at Pines Point with any billing questions.

Sponsored the 10th Annual Fourth of July celebration with all expenses paid through fundraising efforts where over 500 seniors from various communities in Broward County enjoyed lunch and activities.

In an effort to reduce costs, we replaced damaged carpet with vinyl tiles. Unlike carpet, vinyl tiles require no special cleaning, tend to be

stain resistant, and stand up well to heavy traffic.

Distributed emergency meals to the tenants at Pines Point, Pines Place, and residents throughout the City of Pembroke Pines.

Initiated an arrangement with the Pembroke Pines Police Department for additional patrols in marked and unmarked vehicles in an effort to provide safe enjoyment to all residents of Pines Place.

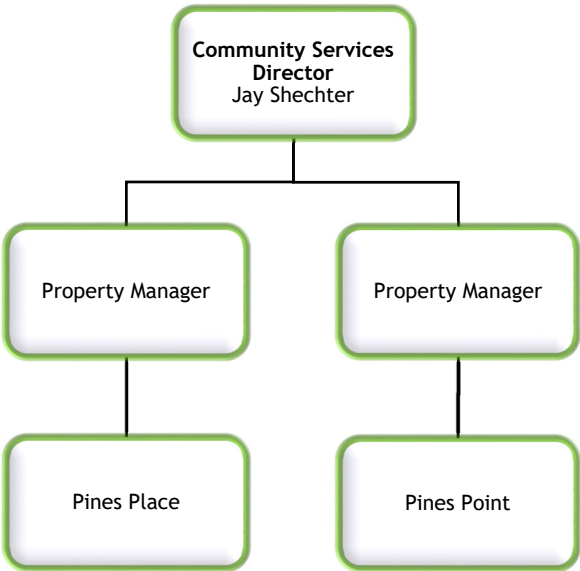
Organized a Halloween party at Pines Place and a Tree Trimming event for the residents at Pines Point.

HOUSING DIVISION

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of units occupied at Pines Point	180	181	185	185	185	185
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	187	188	190	190	190	192
Tower II (opened July, 2005)	172	170	175	175	175	175
Tower III (opened January, 2008)	193	198	200	200	200	200
Effectiveness						
Average occupancy rate at Pines Point	94.71%	95.00%	95.00%	95.00%	95.00%	95.00%
Average occupancy rate at Pines Place	90.33%	90.00%	95.00%	95.00%	95.00%	95.00%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart

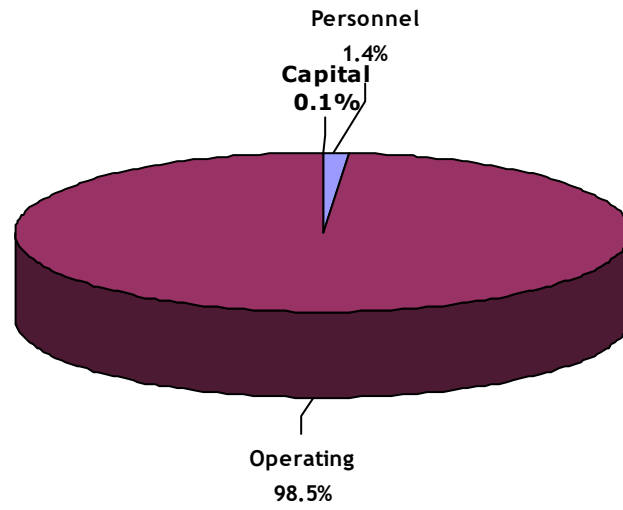


HOUSING DIVISION

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
General Government Charges		21,925	22,280	20,500	20,980
Rents & Royalties		7,521,484	7,904,309	8,814,190	8,866,178
Revenue Total	\$	7,543,409	7,926,589	8,834,690	8,887,158
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		69,148	107,191	83,582	85,318
Benefits		71,407	32,944	30,496	33,026
Personnel Total		140,555	140,134	114,078	118,344
Operating					
Professional Services		30,326	63,269	65,300	20,570
Other Contractual Services		814,747	852,220	954,562	1,035,366
Communication and Freight Services		162,451	169,083	195,310	201,040
Utility Services		521,294	617,467	655,300	674,165
Rentals and Leases		4,732,128	4,423,332	4,464,317	4,465,947
Insurance		83,085	114,954	119,174	133,995
Repair and Maintenance Services		416,458	492,983	1,291,758	922,065
Promotional Activities		-	-	12,300	12,300
Other Current Charges and Obligations		333,222	379,816	471,655	586,221
Office Supplies		3,444	2,823	8,300	8,544
Operating Supplies		42,323	63,810	157,287	164,520
Publications and Memberships		-	-	192	-
Operating Total		7,139,477	7,179,758	8,395,455	8,224,733
Capital					
Machinery and Equipment		-	3,546	2,300	5,000
Capital Total		-	3,546	2,300	5,000
Expenditure Total	\$	7,280,032	7,323,438	8,511,833	8,348,077

HOUSING DIVISION

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12084 Community Service Director		0.5	0.5	0.5	0.5
Total	Full-time	0.5	0.5	0.5	0.5
	Part-time	-	-	-	-

POLICE

Mission

The mission of the Pembroke Pines Police Department is to become a leader in policing and a model of professionalism, innovation, and service. We will strive to protect our community with respect, fairness, and compassion. We resolve to develop a forward-thinking workforce, dedicated to raising our level of excellence to meet all challenges while adhering to our values.

Goals

The Pembroke Pines Police Department is committed to an ongoing partnership with the community based on communication, cooperation, and trust. This partnership promotes an environment that ensures safety and peace while treating all persons with respect and dignity. To this end, we value:

Integrity - We believe that honesty is the basis for personal and public trust. We recognize right from wrong and the willingness to do what is right, no matter the consequences.

Commitment - We apply quality to everything we do and consistently reach for a higher level of excellence. We are proactive in solving problems and constantly strive for results. We lead by example and are committed to honor and valor in the performance of our duties.

Respect - We treat people with fairness, dignity and compassion. We are responsible to the needs of others. We will strive to be civil and courteous in the performance of our duties.

Teamwork - We are supportive of those we work with, those we work for and those who work for us. We recognize the importance of each employee as an individual and a team member.

Innovation - We continually search for new, creative, and improved methods of policing. We ensure that all options are examined. We strive to enhance our efficiency and effectiveness.

Objectives

The Pembroke Pines Police Department consists of two bureaus: Operations and Administration. Each is dedicated to providing the residents of Pembroke Pines with the finest police services available.

OPERATIONS:

The Operations Bureau strives to provide a high level of service to the citizens of this City through the protection of life and property, as well as the enforcement of laws and City ordinances. In a combined effort, the Patrol Division, Crime Suppression Team, the K-9, Traffic, Dive Team, and Service Aide Units continue to provide highly effective policing to the community.

The main objectives of the Patrol Division, supported by the other mentioned units, are to deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establish a positive rapport with the citizens.

The concept of Community Policing is incorporated into the Patrol Division's everyday operations. Some examples of these efforts are our regular assignment of Officers to the same patrol area and events sponsored and attended by our various units/personnel.

The Investigations Division is responsible for conducting criminal investigations. This Division is comprised of numerous units charged to investigate general crimes, burglaries, crimes against persons, domestic violence, missing persons, sex crimes, economic crimes, computer crimes, vice and narcotics. In addition, non-sworn personnel are assigned as Crime Scene Investigators, Crime Analysts, Digital Forensic Examiners, and Latent Print Examiners.

Detectives seek to reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders. Continue to prevent and

POLICE

deter crimes related to youth gang activity. Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools. Locate and identify persons utilizing the internet to prey upon and/or exploit children. Review investigations of unresolved homicides that have occurred in previous years. "Cold Case" detectives can reevaluate physical evidence for DNA analysis not available at the time of offense. Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution and clearance.

The Special Operations Division is comprised of both full and part-time units that provided highly-trained and specialized support functions. These units enhance the Department's tactical, logistical, and crime reduction capabilities.

ADMINISTRATION:

Work in partnership with the community to establish programs fostering mutual trust and respect. These programs are geared toward increasing the safety of the public while reducing the fear of crime.

Conduct internal investigations and prepare reports pertaining to allegations of misconduct on the part of members of the Department; maintain comprehensive records of the investigations.

Develop appropriate training to aid in the reduction of the number of complaints and continue to seek the most qualified applicants for all employment vacancies.

Prepare and manage the departmental budget.

Major Functions and Activities

OPERATIONS:

The Operations Bureau consists of the Patrol, Investigations, and Special Operations Divisions and is responsible for the protection of life and

property through the enforcement of laws and ordinances. The Units of these Divisions include: School Resource Officer Program, Dive Team, Traffic, K-9, Special Weapons and Tactics (SWAT), Crisis Response Team, Field Force, Honor Guard, Dignitary Protection, Tech Team and Crime Suppression Team.

Patrol personnel are primarily assigned to three shifts:

Alpha 10:00 p.m. - 8:00 a.m.
Bravo 7:00 a.m. - 5:00 p.m.
Charlie 3:00 p.m. - 1:00 a.m.

Each shift covers the entire City of Pembroke Pines, which is organized into three patrol districts providing service 24 hours a day, 7 days per week. Each Officer is proactive in his/her patrol assignment. Crime prevention via patrol techniques and interaction with the citizens is imperative. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

INVESTIGATIONS:

The Investigations Division serves the community through its investigation of crime and is composed of the following units:

~ BURGLARY SUPPRESSION TEAM - This is a highly flexible plainclothes unit, deployed based on current/timely crime analysis and focused primarily on residential burglaries.

~ CRIME ANALYSIS UNIT - Conducts technical research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.

~ CRIME SCENE UNIT - This unit processes crime scenes, collects and stores evidence, and matches latent fingerprints to persons in order to identify suspects and present forensic evidence in trials.

~ ECONOMIC CRIMES UNIT - This unit is responsible for investigating fraudulent schemes, individual acts of fraud, identity theft, and internet crimes. This is a rapidly expanding area of criminal activity that impacts victims, who

POLICE

may be individuals or corporations, in many ways such as theft of accounts, mortgage fraud, fraudulent checks, and credit card fraud. The elderly are often victims of these types of fraud through various schemes such as bait and switch, Ponzi, etc.

- ~ GENERAL INVESTIGATIONS UNIT - This unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods those individuals responsible for criminal activity; recovers stolen property for return to the owners; and assists in the successful prosecution of defendants.
- ~ CRIMES AGAINST PERSONS UNIT - This unit investigates deaths, robberies, and assaults and is responsible for cold homicide cases.
- ~ VICE INTELLIGENCE NARCOTICS (V.I.N) UNIT - This unit obtains information from confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the service of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance is assigned to the V.I.N. Unit. This Unit also participates in Multi-Agency Drug Task Forces comprised of federal, state, and local law enforcement agencies, which investigate large scale drug trafficking and money-laundering organizations.
- ~ SPECIAL VICTIMS UNIT - This unit investigates crimes committed by juvenile offenders and crimes committed against juveniles and the elderly, as well as neglect and/or sexual offenses. They also participate in the Law Enforcement Against Child Harm Task Force (LEACH). This multi-agency task force conducts intensive and proactive criminal investigations regarding the exploitation of children using computers/technology and the Internet.
- ~ SCHOOL RESOURCE OFFICER PROGRAM - At least one Police Officer is assigned to each elementary, middle, and high school in the City. These Officers provide campus security and mentoring to the thousands of elementary,

middle, and high school students in the City.

ADMINISTRATION:

The Administration Bureau provides law enforcement and support functions for the Department. Additionally, they conduct various community policing events to increase understanding between the citizens and the Police Department. This Bureau is composed of two divisions: Administrative Services and Support Services.

ADMINISTRATIVE SERVICES DIVISION:

- ~ ACCOUNTING / FINANCE - Given the growth and complexity of the financial and procurement processes, this unit was created and staffed to ensure adherence to financial procedures and purchasing guidelines.
- ~ COMMUNITY AFFAIRS - This unit conducts follow-up investigations and identifies specific crimes or disorder issues, which it resolves through enforcement action. The unit coordinates community affairs to promote better understanding between the Police Department and the community. They conduct crime prevention presentations for homeowners and businesses and coordinate reoccurring Police Department events such as Citizens Police Academy, National Night Out, Open House, Hurricane Preparedness, Community Emergency Response Team (CERT), and Child Safety Programs. This unit is directly responsible for addressing "Quality of Life" issues at all levels within the community.
- ~ EMERGENCY MANAGEMENT - This unit handles all planning and preparedness for the Police Department and coordinates all projects, training, and preparedness for the various departments in the City as it relates to Emergency Management.
- ~ GRANT ADMINISTRATION - The Police Administrative Specialist I is responsible for the management and administration of specific grants and programs, ensuring compliance with state and federal regulations. The manager is also tasked with ensuring the timeliness and

POLICE

adequacy of grant reports and financial reimbursements. Furthermore, research is a vital part of the position to ensure future funding sources are identified, investigated, and procured.

~ PAYROLL/SCHEDULING - Keeps records of all time worked, including subpoenas, standby, and absences, and submits appropriate paperwork for a biweekly payroll for all Police Department employees. This unit is also responsible for scheduling all Department personnel.

~ PLANNING AND RESEARCH - This unit conducts research regarding state laws, General Orders and Standard Operating Procedures; prepares new/revised General Orders and Standard Operating Procedures.

~ SELECTIONS - This unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff.

~ TRAINING - Conducts in-house training, coordinates employee training at other agencies and institutions, manages and conducts firearms and self-defense training at the Pembroke Pines Firearms Training Center. This unit also hosts training for other agencies.

~ OFFICE OF COMMUNICATIONS: This unit encompasses our Public Information Officers and Social Media Administrator, and handles all external and internal communications on behalf of the Police Department. The Office of Communications coordinates media releases, press conferences, training, and all other informational bulletins released to the public and our local and national media partners.

~ ALARMS AND ACCREDITATION: This unit manages the False Alarm Program acting as a liaison between residents and PMAM Corporation, who administers the City's Alarm Program. The unit also prepares, manages, and distributes new/revised General Orders and Standard Operating Procedures and manages the Accreditation Program in accordance with the Commission of Florida Law Enforcement

Accreditation, Inc.

~ RED LIGHT CAMERA PROGRAM: The Red Light Camera Unit is part of the department's multi-faceted approach to increase and promote traffic safety within its jurisdiction through the use of traffic infraction detectors to monitor red light traffic violators.

SUPPORT SERVICES DIVISION:

~ CASE FILING - Responsible for reviewing all arrests and presenting them to the Broward County State Attorney's Office for prosecution.

~ COMPUTER SERVICES - Provides technical and programming support. Also coordinates with the Technology Services Department in providing service needs, equipment, and additional support, as well as affecting changes in the computer system through coordination with the Department's contract vendors.

~ COURT LIAISON - Coordinates, records, and processes all traffic and parking citations, as well as processes all incoming court subpoenas.

~ LOGISTICS UNIT - This unit handles all procurement and conducts responsible bidding for all purchases in accordance with the City's purchasing policy. The unit is also responsible for fleet maintenance and repairs of all departmentally-owned equipment and buildings.

~ MOBILE VIDEO SYSTEMS: Body-Worn Cameras allow an additional form of documentation for police/public contacts, arrests, and critical incidents. This unit sets standards for the use, management, storage and retrieval of Body-Worn Cameras and the recordings obtained from same.

~ POLICE EXPLORER PROGRAM - The Police Explorer Program is committed to educating youths about a career in law enforcement. Participants attend an Explorer Academy, where they learn about police procedures and participate in a ride-along program with Officers on patrol.

~ PROPERTY AND EVIDENCE - Responsible for storing, tracking, and maintaining the custody and integrity of evidence and found property.

POLICE

When appropriate, the unit disposes of all unneeded property and/or evidence submitted to the Property and Evidence Unit.

~ RECORDS - This unit maintains all written police reports, submits Uniform Crime Report statistics to the Florida Department of Law Enforcement (FDLE), furnishes copies of reports to the public, and prepares arrest case files for submission to the State Attorney's Office.

~ VICTIM ADVOCATE - This unit provides assistance to victims/witnesses by referring them to appropriate governmental or non-profit service providers for counseling, medical attention, compensation programs, and emergency financial assistance. The Victim Advocate also provides support and assistance to victims in applying for an injunction for protection and court appearances.

~ VOLUNTEER - This unit coordinates the activities of over seventy citizen volunteers in a myriad of police-related tasks.

Code Compliance, in conjunction with the sworn officers that patrol the City, work to promote and maintain a safe and desirable living and working environment within the City. Under the direction of a unit supervisor, code officers and clerical staff strive to educate the public and residents about codes and ordinances, develop and establish standards and ordinances, not only to maintain, but improve the working and living conditions of our residents and business owners.

Through proactive meetings with residents, businesses and homeowners associations as well as responding to complaints, the code compliance officers investigate and work with property owners, tenants and the Code Board in order to resolve issues and come up with a proper resolution.

Budget Highlights

The Department will acquire a Child ID and Fingerprint machine that allows the opportunity to provide parents with copies of their children's fingerprints in case of an emergency. The machine will be used at special events

throughout the year.

The Department will obtain an additional 62 body-worn camera systems, expanding our current deployment by 70%. This new equipment will be used by additional personnel, to include various specialized units.

Additional radios will be purchased for our Police Support Center to meet growing demands and increased personnel. The radios will ensure our Department is adequately equipped as we transition from analog to the County's P-25 Digital System.

The department will purchase two, newly designed mobile License Plate Recognition (LPR) trailers. Our agency worked with the vendor to create a compact message board LPR trailer designed to complement our current LPR fleet. The newly designed LPR will allow for more covert deployments within communities and parking areas.

The department will obtain a second Portable Video Surveillance (PVS) Asset via a U.A.S.I. Grant facilitated by our Projects and Research Manager. The PVS will provide surveillance at special events and will assist with investigations. Additionally, our agency budgeted for LPR cameras which will be mounted on the PVS trailer to create a multi-functional resource.

A fixed License Plate Recognition (LPR) system will be purchased via the JAG grant. This single direction LPR system will be the first fixed LPR system purchased by our department.

Florida Department of Law Enforcement Analysis Certification for the remaining Crime Analyst.

Upgrade and advance the Forensics laboratory hardware and software in an effort to ensure the unit is utilizing the most current techniques and equipment, providing "state-of-the-art" digital forensic services.

Purchase, train and implement Latent Wireless IP tracing tools (locating missing persons or stolen equipment).

POLICE

Purchase a new cyanoacrylate fuming chamber to replace the current chamber that was purchased in 2012.

Upgrade the 360 camera system to a 100 megapixel system with photogrammetry capabilities.

Funds to replace a canine should one need to be retired or suffers from illness or death.

Fatal Vision Drowsy and Distracted Program Kit for use during Citizen Police Academy presentation and traffic safety events promoting community awareness regarding distracted/drowsy and marijuana impaired driving.

Replacement of Harley Davidson Motorcycles.

New Robot designed to intervene in high risk missions to remove the threat to team members. The robot has a versatile design that allows it to be deployed in various types of dangerous scenarios. The robot also has the capability to deploy less lethal.

The addition of a Mavic 2 Pro Enterprise drone. This drone is equipped with accessories that will assist pilots in search and rescue missions, locating missing persons, night flights with the utilization of a thermal camera, and a loud speaker to relay messages to found victims and/or suspects on the ground. This drone package is specifically designed for first responder use cases.

Lift bags to recover heavy objects (vehicles) from bottom of bodies of water.

The School Resource Officer program has budgeted ballistic plate carriers and handheld metal detectors to be more effective in a school critical incident.

School Resource Officer Program has budgeted a second Segway to be able to patrol campuses more effectively.

Accomplishments

Our Training Unit implemented a 3-part Active Shooter training system to include Solo Response, Link Up (multiple Officer Response) and Rescue Task Force. This system was developed through extensive research of the most fundamental elements of an Active Shooter scene and better prepares officers for all aspects of a mass casualty incident.

Our Backgrounds and Selections Unit hosted a job fair and a Hiring Initiative Team was created to increase recruitment efforts. Hundreds of applicants were screened and processed, resulting in the hiring of 39 new departmental employees for the positions of Police Officer, School Resource Officer, Police Service Aide, and Police Support Specialist.

A Hurricane Preparedness Committee, led by our agency's Emergency Management Unit, was staffed with liaisons from Police, Fire, Public Services, Office of Communications, and citizen representatives from four City districts covering the city's single family homeowners, multi-family condo units, and the business community. The committee addressed several aspects of preparedness, response and recovery measures in a comprehensive report that provided suggestions and feedback for Emergency Management best practices during hurricanes.

Efforts by our Office of Communications led to over 11,000 new community partners following our agency via social media on Facebook, Twitter, Instagram, and NextDoor. An additional Public Information Officer was also added to our Communications Team.

Several new grants were awarded to our agency which include the School Violence Prevention Program grant and the Bulletproof Vest Partnership grant. These grants help to increase the safety and security of our community and law enforcement officers.

Various software upgrades were obtained, such as the Crossmatch Biometric System to create a more secure mobile signal environment and an updated mapping program for our patrol officers.

POLICE

New APX digital radios were acquired and have been programmed for use by our personnel.

Had first prosecuted case in state involving a certified medical marijuana doctor.

Undercover vehicle was outfitted with audio and video surveillance system.

A fulltime License Plate Recognition (LPR) specialist position was acquired during the fiscal year. This appointment has greatly enhanced the LPR program's efficiency. In 2018 approximately 9,628,909 LPR detections were made along with 365,724 alerts.

The Uniform Crime Report (UCR) statistics reflected a significant decrease in several Part 1 crimes. Residential burglaries decreased by 26% and vehicle burglaries were down by 18%.

Two Detectives from our Department were sworn in with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) as Special Deputies. This continued partnership will permit crimes which involve firearms to be presented at the Federal level.

One Crime Analyst attended a 5-month (1 week per month) Crime Analysis Academy hosted by the Florida Department of Law Enforcement (F.D.L.E.) in Tampa, FL. Crime Analyst graduated in November 2018 and is now an F.D.L.E Certified Law Enforcement Analyst.

A database to track Domestic Violence Offenders was created.

All Special Victims Unit Detectives were trained in basic Internet Crimes Against Children (ICAC) investigations.

One Detective who is assigned to the Special Victims Unit, received an Officer of the Year Award from the South Florida Shomrim Society.

DigitalOnQ software was acquired and the Crime Scene Unit received training.

Crime Scene Unit members attended Lizard Q 360 degree image processing training.

A chemical safety cabinet was purchased and installed in the crime lab.

Crisis Response Team (CRT) was requested to perform several critical incident stress debriefings in the wake of the Marjory Stoneman Douglas tragedy.

A new flag was created by the Honor Guard depicting our Department Logo and Core Values. This flag is now proudly flown at events where Honor Guard is requested.

The School Resource Officer Program received ballistic shields.

School Resource Officers completed Active Shooter training.

POLICE

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Total calls for police service	91,722	90,000	83,521	90,000	90,000	90,000
Calls for service per 1,000 resident population	562	575	506	600	600	600
Number of arrests	2,227	3,500	2,214	3,500	3,500	3,500
Traffic accidents	6,053	5,500	5,612	6,000	6,000	6,000
Traffic/parking citations	15,696	40,000	15,088	40,000	35,000	35,000
Number of grids patrolled 24 hours per day	24	15	24	24	24	24
Number of code citations issued	35	50	37	50	50	50
Number of code violations issued	4,610	5,000	4,323	4,000	4,500	4,500

Effectiveness

% of felony cases filed at the office of the State Attorney within 21 calendar days	97%	98%	98%	98%	98%	98%
Clearance rate for Part I offenses ^	20%	25%	22%	25%	25%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	0.93%	2.00%	N/A	2.00%	2.00%	2.00%
Traffic accidents per citation issued	39%	10%	35%	20%	25%	30%
% of cases closed prior to Code Board and/or Special Master hearing	82%	80%	81%	80%	80%	80%

Number of occurrences for the following types of offenses during calendar year:

Murder	1	0	1	0	0	0
Forcible rape	27	10	26	10	10	15
Robbery	85	75	74	75	75	75
Aggravated assault	208	150	213	150	150	175
Burglary	361	750	232	500	500	400
Larceny	3,054	3,000	2,861	3,000	3,000	3,000
Motor vehicle theft	310	200	240	200	250	250
Crime index (summation of occurrences)	4,046	4,200	3,647	3,935	4,200	4,000
Crime rate (per 100,000)	2,481	2,600	2,206	2,600	2,600	2,500

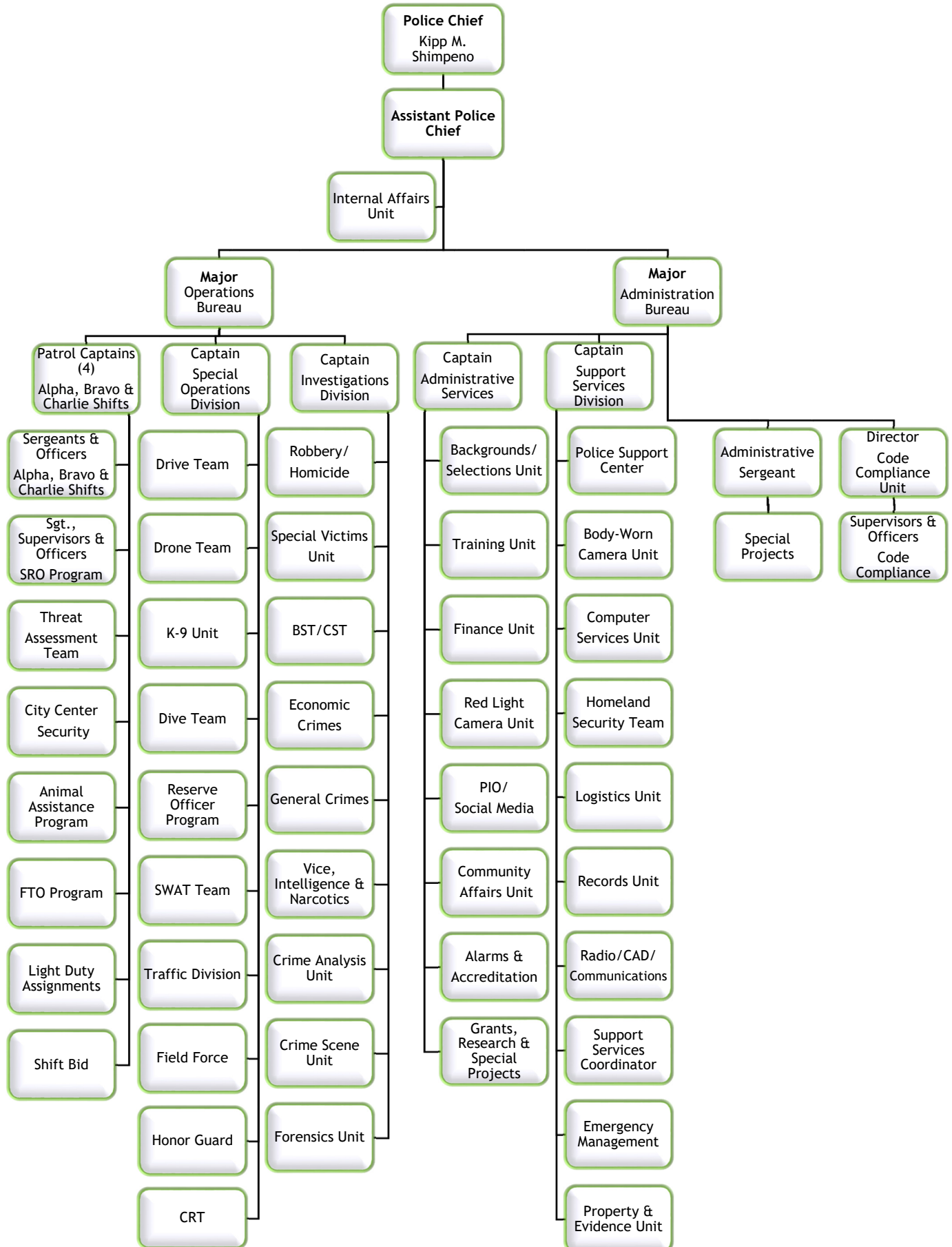
Efficiency

Expenditures per resident population	\$368	\$402	\$393	\$407	\$433	\$433

^ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

POLICE

Organizational Chart



POLICE

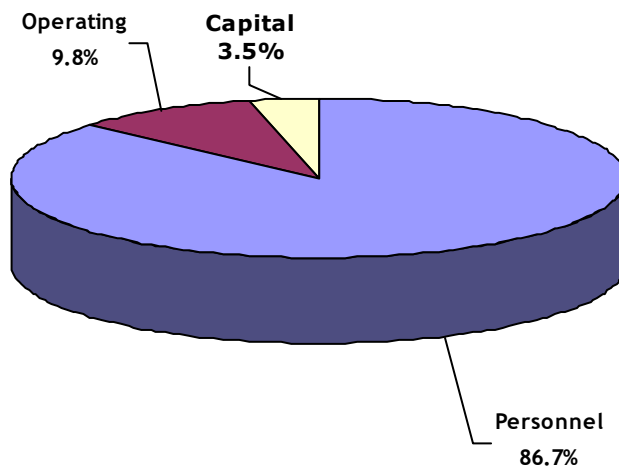
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Special Assessments	15,293	117,941	36,000	84,000
Federal Grants	-	-	31,122	332,887
General Government Charges	51,650	35,200	49,200	43,200
Public Safety Charges	1,492,135	1,572,749	1,584,633	1,688,729
Fines & Forfeitures	724,573	1,262,161	1,649,560	1,679,500
Private Gifts / Contributions	1,100	-	1,000	1,000
Revenue Total	\$ 2,284,751	2,988,051	3,351,515	3,829,316

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	24,350,628	25,432,614	28,464,481	30,093,833
Benefits	28,075,239	27,889,005	32,948,867	32,332,475
Personnel Total	52,425,866	53,321,620	61,413,348	62,426,308
Operating				
Professional Services	234,082	217,265	434,950	266,450
Other Contractual Services	802,828	1,355,195	1,970,488	1,952,656
Pension Benefits	89,506	71,626	69,000	69,000
Travel Per Diem	81,594	115,572	254,240	219,998
Communication and Freight Services	201,391	221,831	273,026	296,603
Utility Services	115,012	112,785	134,000	134,000
Rentals and Leases	64,110	51,590	83,199	84,399
Repair and Maintenance Services	1,193,537	919,900	1,306,137	1,344,705
Printing and Binding	9,627	10,471	54,200	65,650
Promotional Activities	-	2,564	1,600	2,000
Other Current Charges and Obligations	75,394	90,287	129,311	138,560
Office Supplies	31,816	34,809	44,600	44,600
Operating Supplies	1,703,520	1,759,493	2,294,595	2,153,652
Publications and Memberships	21,857	22,448	31,100	24,270

POLICE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Training and Education	106,933	133,557	235,312	241,032
Operating Total	4,731,206	5,119,393	7,315,758	7,037,575
Capital				
Buildings	6,491	82,961	33,170	349,680
Improvements Other Than Buildings	-	-	35,000	-
Machinery and Equipment	2,315,723	5,607,233	3,907,615	2,174,718
Capital Total	2,322,214	5,690,194	3,975,785	2,524,398
Expenditure Total	\$ 59,479,286	64,131,207	72,704,891	71,988,281

Expenditure Category



POLICE

Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12029 Special Operations Manager	1	1	1	1
12042 Projects and Research Manager	1	1	1	1
12043 Assistant Records Unit Manager	1	1	1	1
12044 Records Unit Manager	1	1	1	1
12045 Police Chief	1	1	1	1
12046 Deputy Police Chief	-	2	2	-
12081 Police Social Media Manager	1	1	1	1
12085 Code Compliance Administrator	1	1	1	1
12115 Police Captain	6	6	7	9
12119 Finance Assistant	1	-	1	-
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	2	-	-	2
12425 Police Officer	197	178	182	141
12436 Police Officer - Tier 3	-	-	-	37
12451 Emergency Management Director	-	-	1	1
12452 Logistics-Fleet Supervisor	-	1	1	1
12453 Logistics-Fleet Coordinator III	-	-	1	-
12454 Logistics Coordinator III	2	2	1	2
12467 Property Evidence Technician	2	2	2	2
12468 Property Supervisor	1	1	1	1
12479 RLC Program Coordinator	1	1	1	1
12481 Logistics Manager II	1	-	-	-
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	1	1	1	1
12497 Community Affairs Coordinator	-	1	-	1
12511 Administrative Assitant III	1	1	1	1
12525 Administrative Assistant I	1	1	1	1
12603 Support Services Coordinator	1	1	1	1
12631 Crime Scene Technician	1	1	1	1
12632 Crime Scene Unit Supervisor	1	1	1	1
12633 Crime Scene Investigator	4	4	4	4
12634 Crime Scene Shift Supervisor	1	1	1	1
12635 Forensic Supervisor	-	1	-	1
12636 Field Training Officer - City	-	23	19	22
12637 Field Training Sergeant - City	-	3	3	4

POLICE

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12638 Forensic Examiner I		1	1	2	1
12643 Help Desk Technician I		-	-	-	1
12652 Programmer/Analyst I		1	1	1	1
12655 Sergeant		33	30	30	29
12684 Clerical Spec II		10	9	10	5
12685 Clerical Aide		1	1	1	2
12698 Police Programmer Analyst III		1	1	1	1
12723 Systems Administrator		-	-	-	1
12733 Crime Analyst Supervisor		1	1	1	1
12736 Crime Analyst		2	2	2	2
12800 Asst. Police Chief		1	1	-	1
12881 Professional Standards Coordinator		-	-	1	1
12882 Economic Crimes Investigator		-	-	1	1
12883 Support Center Manager		-	-	1	1
12885 Victim's Advocate		1	1	1	1
12886 Assistant Victim's Advocate		1	1	1	1
12901 Staff Inspector		-	-	1	1
12937 Fingerprint Examiner II		1	1	1	1
12938 Police Support Specialist IV		1	1	1	1
12939 Forensic Video Examiner		-	1	1	1
12978 Police Support Specialist III		1	1	1	1
12979 Police Support Specialist II		4	4	4	4
12980 Police Support Specialist I		8	8	11	11
12985 Police Service Aide I		19	18	20	20
12986 Police Service Aide II		4	7	7	8
12987 Police Service Aide III		2	2	2	2
12988 Police Payroll Specialist I		2	2	2	2
13407 P/T Victim's Advocate - CITY		1	1	1	1
13412 P/T Police Support Specialist		3	3	3	3
13414 P/T School Resource Officer		24	27	27	29
13415 P/T SRO Supervisor		2	2	2	2
13416 P/T Police Support Specialist I		1	1	1	1
Total		328	335	346	347
Part-time		31	34	34	36

FIRE CONTROL - AMBULANCE RESCUE

Mission

Dedicated to the preservation of life, property, and the environment. Our goal is to provide quality, cost-effective professional services predicated upon the knowledge, skills, and abilities of our members.

Goals

To protect life and property, reduce pain and suffering, and to assure that fire prevention systems on commercial properties are properly maintained.

Objectives

The Pembroke Pines Fire Control and Ambulance Rescue Department encompasses the following core functions: Fire Control, Emergency Medical Services, and Fire Prevention.

FIRE CONTROL:

To save lives.

To reduce loss to property from fire, domestic terrorism, flood, or other natural disaster.

To maintain preparedness in the handling of natural disaster or domestic terrorism within our region.

To maintain emergency response times below five minutes for 95% of emergency calls.

To efficiently operate a Fire Department Vehicle Maintenance Facility to reduce downtime of our emergency equipment.

To continue community outreach through public education programs.

To continue extensive training in fire and domestic preparedness using both academic and practical skills to measure the employee's level of effectiveness. Obtaining these objectives will ensure the Department's state of readiness for any emergency that may present itself.

To maintain our Insurance Service Organization (ISO) Class One rating by evaluating the Fire System annually thereby reinforcing the coveted, nationally recognized rating.

To conduct pre-fire planning for all commercial and multi-family occupancies.

EMERGENCY MEDICAL SERVICES:

To save lives. The Rescue Division strives to meet and exceed the national average for pre-hospital return of spontaneous circulation (ROSC) in cardiac arrest victims. We provide a flexible community Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) program for residents, police, general City employees and local business professionals. This program places trained individuals into our community that can assist those in need prior to the Fire Department's arrival.

Ensure competency. We continue extensive training in medical techniques for all employees utilizing up-to-date practical and scenario-based methods. This includes meeting and exceeding the prescribed hours of medical training required by the State of Florida to maintain licensure as an Emergency Medical Technician (EMT) or Paramedic.

Maintain member Basic Life Support (BLS) and Advanced Life Support (ALS) skills competency as outlined by the American Heart Association. This ensures personnel are equipped with the skills necessary to stabilize sick or injured persons.

Maintain an active role in regional medical committees and organizations. This will serve as a forum for the exchange of ideas on improving operational efficiency and to monitor trends in medical care/treatment and equipment.

FIRE PREVENTION:

Minimize the loss of life and property by ensuring that commercial and residential buildings are built with the required life-safety features. Conduct annual inspections on all fire safety and fire extinguishing apparatus, multi-family

FIRE CONTROL - AMBULANCE RESCUE

residential buildings, and commercial buildings to assure that the integrity of life safety is maintained.

Provide public education to our citizens to develop their awareness of preventing and reacting to fires.

Conduct fire investigations to determine the cause of fires and to establish public education focus areas.

Provide all personnel with advantageous training and education to optimize service to the community.

Major Functions and Activities

In addition to Fire Control, Emergency Medical Services, and Fire Prevention, a myriad of other services are provided by the Department, with support being supplied by each Division for all operations, special projects, and programs.

~ OPERATIONS DIVISION - Primarily responsible for providing fire extinguishment, mitigating medical emergencies and the threats from hazardous materials and domestic terrorism. All response personnel are under the direction of the Operations Division. In addition to emergency incident response, these personnel are engaged in a wide variety of other essential activities including, but not limited to:

Preventive maintenance programs for equipment and vehicles.

Community training and public education programs, such as:

- Cardio-Pulmonary Resuscitation (CPR) Training
- Summer Safety Program
- Citizens' Fire Academy

Pre-fire planning and sprinkler testing for commercial and multi-residential buildings.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services (EMS) provided by our Fire Department through the training,

licensure (county and state), and preparation of crew members.

Emergency Medical Services are provided by Firefighters who are also licensed as Emergency Medical Technicians (EMT) and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

The Department's Return of Spontaneous Circulation (ROSC) in cardiac arrest victims is consistently better than the national average. We also provide nearly 1,000 students with Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) training each year, which places skilled individuals into the community who can assist a medical victim when encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatuses operating from six fire stations. Response to medical emergencies is achieved with three crew members trained in the most current medical treatment standards. All EMTs and Paramedics individually receive over 20 hours of medical continuing education each year, which satisfies and exceeds State of Florida requirements. All members of the Department are re-certified in the American Heart Association Basic Life Support (BLS) or Advanced Cardiac Life Support (ACLS).

In order to keep pace with rapidly evolving medical technologies and research medical equipment, procedures and treatments are constantly updated. This is fostered by association with various medical committees of which we are currently members:

- Broward County Medical Association
- EMS Subcommittee of Broward County Fire Chief's Association
 - Special Medical Issues Subcommittee
 - Inter-facility Transport Subcommittee
 - Advanced Life Support Committee
- Trauma Mortality/Morbidity Group - Memorial Health Care

FIRE CONTROL - AMBULANCE RESCUE

Due to these efforts and relationships, the Fire Department is proud to provide cutting-edge emergency medical care to our residents and visitors.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code and other related, adopted codes.

This is accomplished by building plan reviews and on-site inspections. On-site inspections are carried out by Fire Inspectors. Other essential services provided by the Prevention Division include Fire and Arson Investigations and Community Public Education programs designed to reduce property loss and prevent fire-related injuries. Public information related to emergency calls, public awareness, self-promotion, and related activities are disseminated from the Fire Prevention Division.

~ LOGISTICS/SUPPORT SERVICES DIVISION - Supplying the Department with needed vehicles, equipment, protective clothing, and a myriad of other material needs is a major responsibility. Directs the research and development necessary for new equipment and apparatus design. Responsible for all Preventative Maintenance Programs for equipment and vehicles. This Division assures that emergency response equipment is always ready when needed. We operate our own Emergency Equipment Repair Facility. Most departmental purchasing is handled by our Logistics unit.

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations

- Quality customer services
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility, which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

Budget Highlights

Funding will complete the building of the new Fire Training Facility classroom structure which has been partially funded in FY18 by City funds and a State Grant. A Fire Engine to replace an (18) year-old Fire Engine currently in service. We also need to replace a (9) year-old ambulance and fund the purchase of 10 EMS Emergency Defibrillators to replace (10) year-old units.

Accomplishments

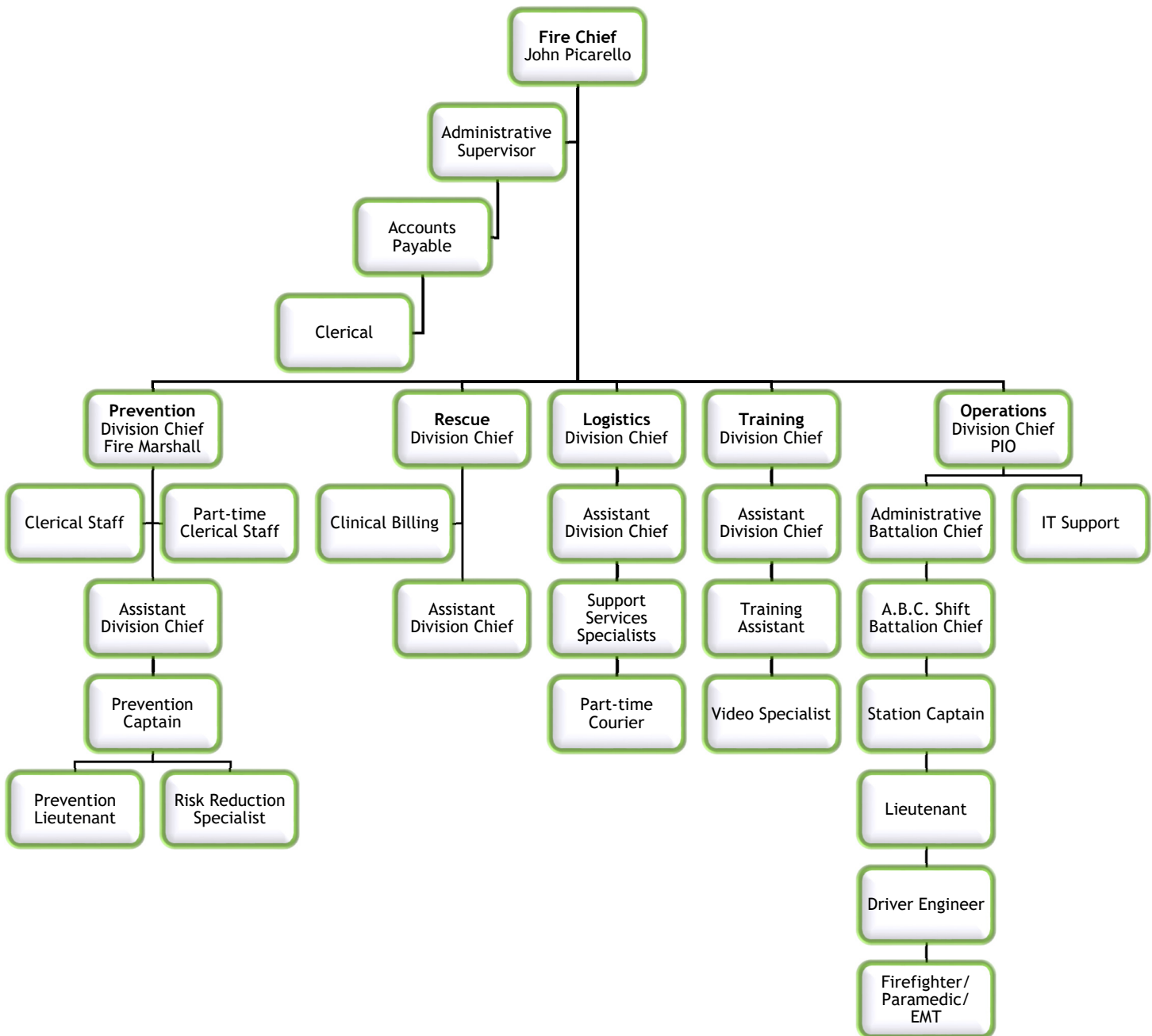
In FY19 some of our accomplishments include retaining our Insurance Service Office (ISO) Class 1 rating for Fire Departments, installation of weather stations at the (6) Fire Stations for hurricane preparedness, the addition of Ballistic Body Armor for all our line personnel and a "Stop the Bleed" initiative for the Community and City Employees.

FIRE CONTROL - AMBULANCE RESCUE

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Fire/rescue responses	22,492	22,000	22,040	22,000	22,500	22,500
Calls for service per 1,000 residents	134	140	133	135	135	135
Emergency medical responses	18,016	17,000	17,915	17,500	18,500	18,500
Motor vehicle accident responses	1,770	1,900	1,585	1,800	1,800	1,800
Medical transports	10,542	10,000	10,471	10,000	10,500	10,500
Structure fires	19	50	14	30	30	30
Fires investigate	13	15	4	15	15	15
Total inspectable occupancies/buildings	5,906	6,400	7,732	6,200	6,200	8,000
Annual inspections completed	9,593	10,800	10,993	10,500	10,000	11,000
Pre-fire plans completed annually	2,984	2,600	2,471	2,650	2,500	2,500
Number of plans/documents reviewed	2,180	1,700	2,224	2,300	2,000	2,300
Number of public CPR education participants	414	1,000	1,200	1,100	900	1,200
Effectiveness						
Number of public participants in safety education (non-CPR) classes	17,406	19,000	18,288	12,000	20,000	20,000
Return of Spontaneous Circulation (ROSC)- reviving a stopped heart	28	38	36	40	40	40
% of property saved vs. risk from structure fires	96.37%	99.90%	99.36%	99.90%	99.90%	99.90%
# of unsolicited public appreciation letters	27	60	25	50	50	50
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.46	<4.00	4.71	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	85.80%	>90.00%	79.99%	>93.00%	90.00%	>90.00%

FIRE CONTROL - AMBULANCE RESCUE

Organizational Chart



FIRE CONTROL - AMBULANCE RESCUE

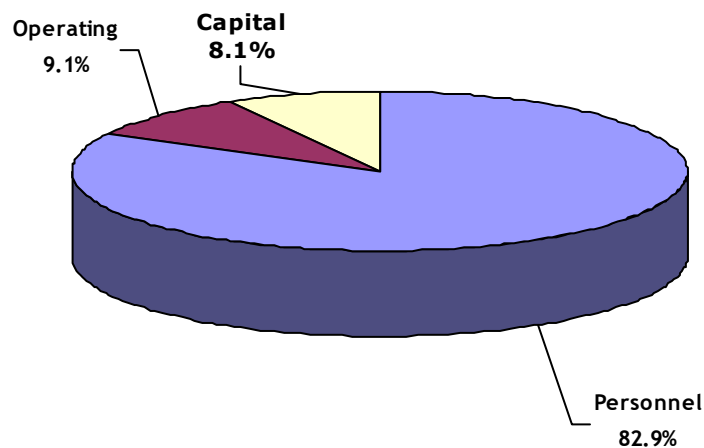
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Special Assessments	23,125,715	24,750,478	24,068,552	23,867,744
Federal Grants	2,222	109,251	3,000	1,667,681
State Grants	-	78,112	527,947	-
State Shared	91,288	91,382	90,000	90,000
Public Safety Charges	4,485,832	4,830,651	4,871,750	4,785,400
Private Gifts / Contributions	-	1,508	-	-
Revenue Total	\$ 27,705,057	29,861,382	29,561,249	30,410,825

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	17,840,000	19,936,986	19,934,629	21,255,799
Benefits	21,282,619	21,016,687	23,775,276	25,270,817
Personnel Total	39,122,619	40,953,673	43,709,905	46,526,616
Operating				
Professional Services	141,165	138,567	194,755	173,875
Other Contractual Services	534,431	754,297	994,515	985,732
Pension Benefits	10,672	4,137	27,500	20,000
Travel Per Diem	6,881	9,114	12,000	13,000
Communication and Freight Services	120,208	128,760	150,500	164,620
Utility Services	176,885	177,683	204,600	204,300
Rentals and Leases	752,713	798,857	861,173	851,186
Repair and Maintenance Services	948,344	973,447	920,640	1,004,250
Printing and Binding	5,795	5,235	6,800	6,800
Promotional Activities	6,766	9,359	12,000	10,200
Other Current Charges and Obligations	589,474	588,769	693,156	740,253
Office Supplies	16,165	33,687	21,500	22,700
Operating Supplies	569,329	727,826	810,438	819,900
Publications and Memberships	940	990	1,235	1,235

FIRE CONTROL - AMBULANCE RESCUE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Training and Education	69,518	57,126	82,000	82,000
Operating Total	3,949,286	4,407,853	4,992,812	5,100,051
Capital				
Buildings	203,162	97,770	1,657,399	2,125,492
Improvements Other Than Buildings	2,300	126,572	20,030	-
Machinery and Equipment	1,366,971	1,727,625	2,690,750	2,404,090
Capital Total	1,572,433	1,951,967	4,368,179	4,529,582
Expenditure Total	\$ 44,644,338	47,313,492	53,070,896	56,156,249

Expenditure Category



FIRE CONTROL - AMBULANCE RESCUE

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12010 Insurance Clerk		1	-	-	-
12099 Battalion Chief - PM		6	6	6	6
12130 Fire Chief		1	1	1	1
12172 Assistant Division Chief		4	4	4	4
12282 Micro Computer Specialist I		1	1	1	1
12528 Administrative Assistant II		1	1	1	1
12575 Lieutenant		27	27	27	27
12607 Captain - P/M		35	35	35	35
12651 Programmer Analyst II		1	1	1	1
12684 Clerical Spec II		2	2	2	1
12699 Clerical Coordinator		1	1	1	1
12788 Division Chief		5	5	5	5
12835 Driver/Engineer		7	5	5	5
12836 Driver Engineer - P/M		29	31	31	31
12912 Fire Inspector/PM		4	4	4	5
12915 Firefighter/EMT		19	19	19	19
12918 Firefighter/PM		70	70	70	70
12934 Administrative Battalion Chief		1	1	1	1
13681 P/T Clerk Spec II		1	1	1	1
Total		215	214	214	214
	Full-time				
	Part-time	1	1	1	1

PUBLIC SERVICES

Mission

To ensure that all municipal infrastructures are designed, constructed, operated, and maintained at the highest possible level of technical standards and fiscal accountability.

Goals

The Department of Public Services takes health, safety, and environmental responsibilities seriously. We are mindful of these challenges and confident in our ability to succeed through the utilization of extraordinary technical and organizational fundamentals. We are dedicated to providing the most responsive and cost-effective services to the community. These services are the essential functions required to provide for the health and safety of the citizens through an adequate supply of high quality water, and environmentally safe disposal of waste products. At the same time, this Department provides services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.

Our pledge to the citizens of the City of Pembroke Pines is to strive for constant improvement and to always attempt to exceed their expectations in the delivery of these services.

Major Functions and Activities

The Department is responsible for the design, construction, operation, and maintenance of the civil infrastructure of the City, as well as all municipal buildings. The Department also provides fiscal and support services including customer service, purchasing, budgeting, accounts payable, and receivables.

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, and Charter School administrative support, fundraising, and budgeting. The Department also provides critical logistical support for all other departments of the City.

Budget Highlights

Budget funding will provide the fiscal resources necessary to continue to maintain the City's building and infrastructure to conform to standards of the highest quality.

Continue work on the Waste Water Plant expansion upgrade.

Continue the administration of the \$100,000,000 General Obligation Bond referendum initiative (issued \$100,000,000 to date; \$47,000,000 in fiscal year 2005 and \$43,000,000 in fiscal year 2007, and \$10,000,000 in fiscal year 2015). Projects scheduled under this initiative include roadway improvements, City streetscapes and signs and renovations to the City's parks and recreation facilities.

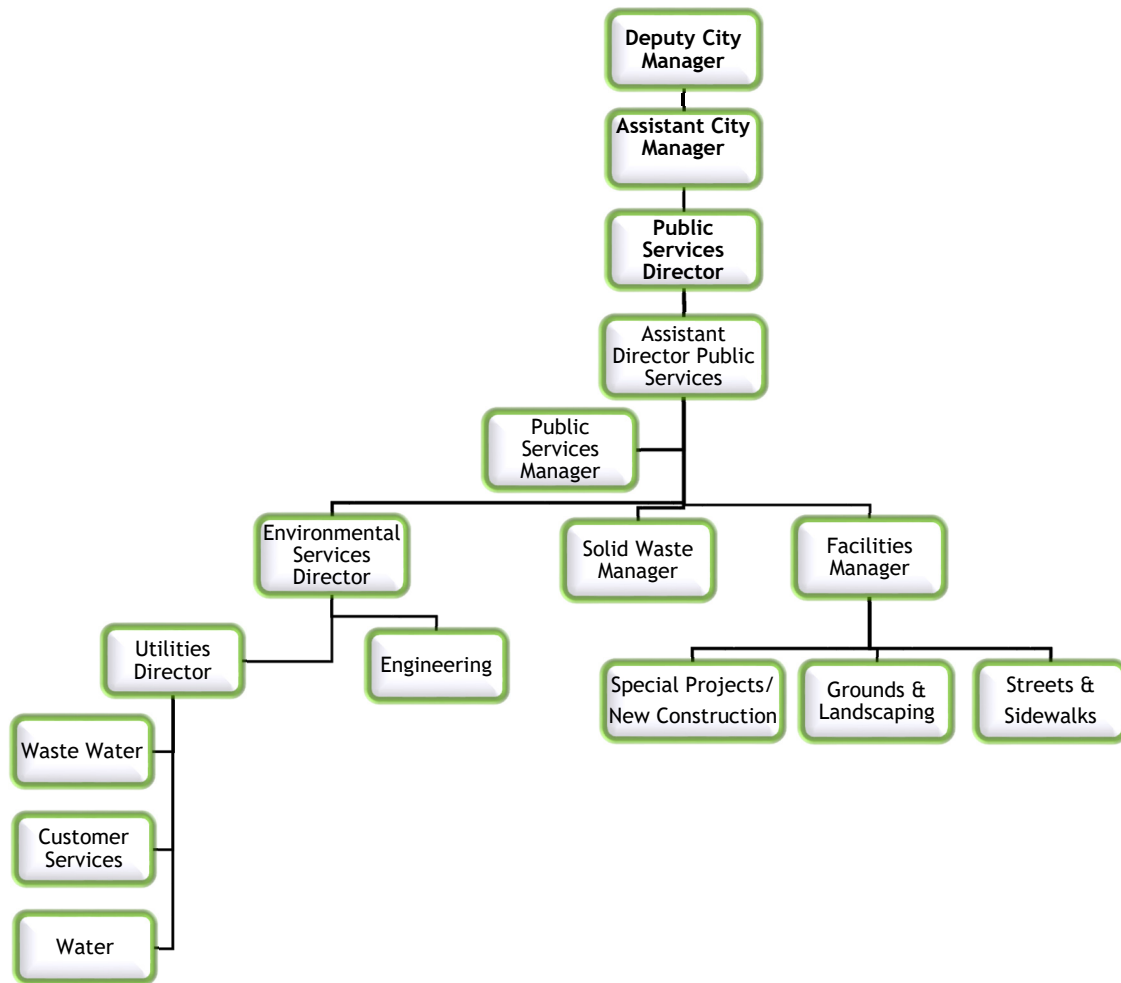
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will help with the adjustment to the reduced allowable expenses.

Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

PUBLIC SERVICES

Organizational Chart



ENVIRONMENTAL SERVICES (ENGINEERING)

Mission

The mission of the City of Pembroke Pines Engineering Department is to provide expedient technical engineering services and advise to all city departments, the administration, and the general public. Our efforts are focused on providing a high level of expertise for designing/planning, advising, administering, and overseeing all public works improvements, commercial and subdivision developments. Our goal is to provide these services within the project budget and timeframe required while protecting the public health, safety, and welfare of the Citizens of Pembroke Pines.

Goals

Coordinate various engineering services for the City. These services include design and construction of land development and capital improvement projects, construction inspections, infrastructure improvements, traffic studies, flood plain administration, and long-range infrastructure planning. Environmental Services (Engineering) ensures that all applicable federal, state, and local regulatory requirements associated with the delivery of these services are met.

Objectives

Continue to update the condition evaluation of all of the public roads in the City and schedule them for milling and resurfacing as needed and funds permit.

Continue the computerized mapping of all new utility system installations throughout the City.

Continue to clean and maintain the City owned drainage system as needed for compliance with Community Rating System (CRS) requirements.

Continue performing all necessary inspections and applications for the National Pollutant Discharge Elimination System (NPDES) permit for the City.

Major Functions and Activities

The Engineering Division consists of Administration, Inspection, Traffic, Capital Improvement Projects (CIP), Development, and Environmental Services.

Engineering Administration provides management of operations and services. It also sets policies and procedures, administers funding and fee programs, updates and implements legal mandates and ensures compliance in the subdivision process and public works construction.

Inspection provides assurance that grading, water, sewer, streets, drainage and City facilities are completed per approved plans and specifications.

Traffic provides service to the public regarding traffic, parking and all other aspects of transportation in the City and addresses regional traffic issues.

Capital Improvement Projects provides engineering and public facilities design, administration and construction of public works and projects, including infrastructure, CIP and replacement projects.

The Engineering Department produces and maintains various mapping and plan systems including Computer-Aided Drafting Design (CADD) maps, as-built drawings, utility atlas and field drawings, and general engineering plans associated with various elements of the City infrastructure.

All design and construction plans for regulated engineering projects are submitted to the Division by developers or builders seeking Development Review Committee (DRC) approval and permitting. Once such plans are approved, construction permits are processed and issued by the department.

Environmental Services deals with construction activities of residential, commercial, industrial, and other subdivisions in the City including design and construction of water and sewer infrastructure, roads, parking lots, grading and

ENVIRONMENTAL SERVICES (ENGINEERING)

drainage systems, waterways, walkways, street lighting, traffic control devices, and other related activities.

Investigation and resolution of concerns received from residents related to utilities, drainage problems, sidewalks, roads and traffic engineering, and landscaping, etc. and coordination with the Police Department, Fire Department and Code Enforcement as needed.

Inspection, documentation, and approval for all construction activities of all water, sewer, paving and drainage systems throughout the City to ensure that the work done is executed in compliance with approved plans and code requirements.

Provide for the field location of the City-owned irrigation and drainage infrastructure per the requirements of the Sunshine One-Call System as mandated by Florida State Statutes.

Responsible for the design, bidding process, construction supervision, and processing of payments for all municipal projects funded by the City including water and sewer infrastructure, roads, drainage systems and sidewalks. Coordination of final inspection and Bond release for infrastructure which is to become City property.

Provide engineering support services to other divisions and departments within the City.

Conduct inspections of private developments for compliance with signage and marking requirements of the traffic enforcement agreements that the City has signed with these developments.

Review Speed Hump applications, coordinate speed zoning studies and inspect installation.

Land Development reviews development projects, including coordination with the Planning Division, plan checks and review of all grading/improvement plans for new development, and issues permits for private construction and public works improvements.

Issuance of Flood Insurance Elevation Certifications. Provide related information to the public and insurance companies. Serve as the Flood Plain Manager.

Environmental Services protects and preserves the community's public health and the environment through the implementation of activities to reduce and eliminate urban runoff pollution from industrial, commercial, new development/construction, and residential areas that may enter the storm drainage system as well as insures compliance with applicable laws and regulations.

Act as a liaison with other governmental engineering and regulatory agencies.

Serve on the Metropolitan Planning Organization (MPO) technical advisory committee to coordinate transportation projects in and around the City.

Budget Highlights

Continue citywide stormwater system cleaning and inspection for compliance with the Community Rating System for reduced flood insurance premiums.

Continue resurfacing of City roadways.

Coordinate design and expansion of Sheridan Street/Dykes Road intersection.

Continue design and property acquisition for Pembroke Road extension from SW 196th Ave to US 27.

Accomplishments

Coordinated re-striping and signage repair on streets throughout the City.

Coordinated with Broward County Traffic Engineer Division on the re-timing of various traffic signals throughout the City.

Coordinated construction and repair of various sidewalks throughout the City.

ENVIRONMENTAL SERVICES (ENGINEERING)

Completed bidding and construction of the new parking lot for the Public Services Department at Howard C. Forman campus.

Coordinated construction of Pembroke Road widening and sound wall installation from Silver Shores Blvd to Dykes Road.

Coordinated and inspected resurfacing of NW 178th Ave and NW 17th St and various roadways throughout the City.

Installed speed humps in 2 locations due to resident requests.

ENVIRONMENTAL SERVICES (ENGINEERING)

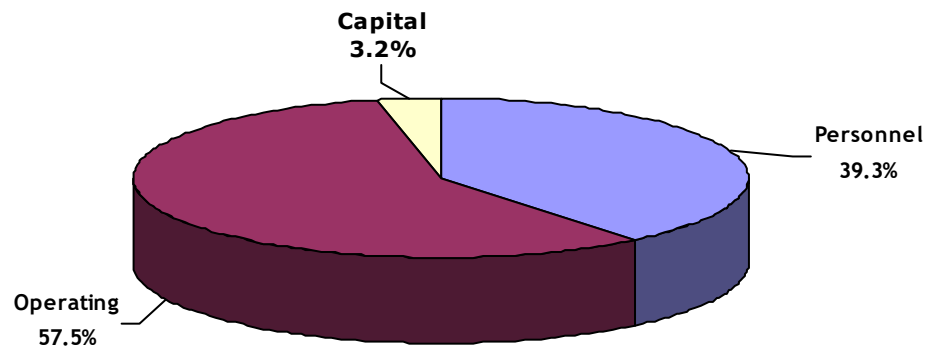
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Permits issued	175	200	157	200	200	200
Monitored and inspected miles of roadways resurfaced:						
Inspections conducted	1,778	2,000	2,659	2,000	1,800	2,700
Utility location tickets processed	8,460	8,000	8,371	8,000	8,500	8,800
Building department plan review	706	1,200	1,148	1,200	750	1,200
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	100%	100%	100%	100%	100%	100%
Efficiency						
Inspections conducted per Engineer Inspector	889	1,500	886	1,500	1,000	1,000

ENVIRONMENTAL SERVICES (ENGINEERING)

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Building Permits		568,231	749,281	500,000	350,000
General Government Charges		180,409	180,594	178,113	164,254
Revenue Total	\$	748,640	929,875	678,113	514,254
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		187,303	246,085	360,666	440,530
Benefits		125,622	128,806	192,868	236,261
Personnel Total		312,926	374,890	553,534	676,791
Operating					
Professional Services		206,293	134,089	113,134	151,500
Other Contractual Services		272,094	473,857	788,375	809,346
Communication and Freight Services		476	254	1,150	600
Rentals and Leases		2,262	2,262	2,268	2,268
Repair and Maintenance Services		7,529	3,506	20,660	11,460
Office Supplies		4,019	3,140	5,271	5,500
Operating Supplies		6,876	9,601	13,099	9,650
Publications and Memberships		130	-	275	150
Operating Total		499,678	626,708	944,232	990,474
Capital					
Machinery and Equipment		20,267	23,668	78,718	56,000
Capital Total		20,267	23,668	78,718	56,000
Expenditure Total	\$	832,871	1,025,266	1,576,484	1,723,265

ENVIRONMENTAL SERVICES (ENGINEERING)

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12035	Utilities Project Manager	-	-	-	0.5
12194	Environmental Services Director	-	-	-	0.5
12500	City Engineer	-	0.5	0.5	0.5
12667	Chief Engineering Inspector	1	1	1	1
12770	Engineering Inspector	1	1	1	1
12774	Engineer	0.5	0.5	0.5	0.5
Total		2.5	3	3	4
Full-time					
Part-time		-	-	-	-

GENERAL GOVERNMENT BUILDINGS

Mission

To provide the supervision of the design, bidding, and construction of all municipal building projects and to provide maintenance services related to governmental buildings and facilities.

Goals

Make sure that all Capital Improvement Projects within the City have continuous construction management support.

Ensure that all existing City properties and facilities are well maintained and repaired when needed.

Objectives

Ensure that all municipal building projects are designed, bid, and constructed in conformity with all federal, state, and local regulatory requirements.

Conduct routine maintenance services on all City facilities and provide skilled trade personnel for emergency repairs to City structures and support systems.

Provide timely responses to all requests for routine maintenance services related to governmental buildings and facilities.

Provide same-day response to all requests for emergency repair services related to governmental buildings and facilities, unless parts or equipment are not available.

Ensure that all municipal buildings are in compliance with all applicable building codes.

Ensure that all life-safety codes are maintained throughout all municipal buildings.

Major Functions and Activities

Develop and provide cost estimates for municipal building projects as well as executing municipal building project permitting and construction.

Maintain safety-related regulatory requirements for all municipal buildings, including maintenance of locks and keys for all City buildings.

Maintain all fire alarms for municipal buildings and respond to all after-hour emergency calls related to municipal buildings.

Budget Highlights

The 2019-20 budget has very little capital items, instead focusing on the general upkeep and maintenance of our current facilities. This allows for City funds to be utilized elsewhere in order for the Police, Fire, and Utility departments to make much needed capital improvements which will be overseen by staff in the Public Services Department.

Accomplishments

Oversaw the completed construction of the new Police Shoot House training building.

Completed the tilt wall joint replacement project at all five Charter Schools.

GENERAL GOVERNMENT BUILDINGS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of requests for emergency repairs during business hours	200	2,500	200	350	200	200
Number of requests for emergency repairs after business hours	50	600	100	100	50	100
Total work orders executed	9,739	21,000	9,897	10,000	10,000	10,000
Effectiveness						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Minutes required to respond to emergency calls related to municipal buildings	20	20	20	20	20	20

GENERAL GOVERNMENT BUILDINGS

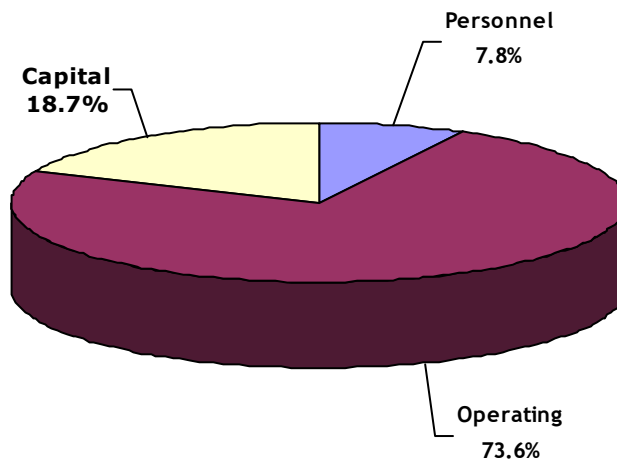
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		-	-	-	1,558,500
Rents & Royalties		3,018,083	3,342,060	2,782,963	2,823,537
Private Gifts / Contributions		172,000	-	-	-
Revenue Total	\$	3,190,083	3,342,060	2,782,963	4,382,037

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		520,813	557,606	503,800	601,238
Benefits		374,919	370,336	310,319	363,983
Personnel Total		895,732	927,942	814,119	965,221
Operating					
Professional Services		10,272	66,476	119,866	197,110
Other Contractual Services		5,317,170	5,438,736	6,410,701	7,318,774
Travel Per Diem		148	50	1,000	1,000
Communication and Freight Services		123,433	126,885	135,942	143,200
Utility Services		292,437	252,845	224,600	247,000
Rentals and Leases		11,330	7,175	7,600	7,600
Repair and Maintenance Services		270,874	506,315	1,043,544	1,090,030
Printing and Binding		892	90	1,500	1,500
Other Current Charges and Obligations		4,251	1,985	3,822	2,720
Office Supplies		5,102	6,127	6,000	4,500
Operating Supplies		129,568	158,495	170,200	109,500
Training and Education		6,495	2,768	8,500	8,500
Operating Total		6,171,973	6,567,947	8,133,275	9,131,434
Capital					
Buildings		-	-	360,000	-
Improvements Other Than Buildings		17,957	-	1,013,181	-

GENERAL GOVERNMENT BUILDINGS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Capital				
Machinery and Equipment	522,116	404,219	126,027	2,315,000
Capital Total	540,073	404,219	1,499,208	2,315,000
Expenditure Total	\$ 7,607,778	7,900,108	10,446,602	12,411,655

Expenditure Category



Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12033 Facilities Project Manager	-	-	-	1
12462 Plumber III	1	1	1	1
12469 Property Manager	1	1	1	1
12484 Public Services Manager	-	0.5	0.5	0.5
12489 Facilities Manager	2	1	1	1
12494 Senior Facilities Manager	1	-	-	-
12523 Accountant	0.5	0.5	0.5	-
12532 Accountant II	-	-	-	0.5

GENERAL GOVERNMENT BUILDINGS

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12533 Electrician II		1	1	1	1
12609 Carpenter Foreman		1	1	1	1
12741 Controller		0.5	-	-	-
13410 P/T Police Officer		-	2	2	2
13484 P/T Building Inspector		1	-	-	-
Total					
	Full-time	8	6	6	7
	Part-time	1	2	2	2

To provide the expertise required for continual monitoring of landscaping and irrigation and regularly scheduled grounds maintenance operations at citywide facilities and roadways.

Preservation and enhancement of current community landscaping.

Provide a well-designed, aesthetically pleasing, and carefully maintained network of green spaces.

To continually survey all municipal landscape areas to ensure that irrigation, fertilization, and plant maintenance requirements are being properly addressed.

Maintain facilities that will ensure the safety of everyone using our grounds by eliminating safety hazards and reducing the number of accidents and other incidents occurring at our facilities.

Present aesthetically pleasing, attractive facilities with appropriate landscaping by continuing the beautification projects that enhance the presentation of our facilities.

A year-round schedule of fertilization, aerification, weed control, and soil analysis is followed to provide healthy turf and landscaping.

Monitor all public landscape areas within public rights-of-way (ROW) and municipal building sites.

Inspect and maintain all municipal irrigation systems located within public rights-of-way and at municipal building sites.

Provide support services related to landscape inspection and code compliance as well as administering landscape maintenance contracts.

Work closely with Broward County's water conservation program in order to provide good stewardship in the use of South Florida's precious fresh waters.

In cases of natural disasters such as a hurricane, to respond in force as soon as winds allow in order to clear all streets and right-of-ways, and to work closely with outside contractors in order to restore all City owned properties to their previous state.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

Oversee landscape fertilization programs.

The 2019-20 budget for capital items is \$1,158,350 and mainly provides funding for landscaping and irrigation repairs/improvements to various medians and hedges city wide that include: Re-landscape medians along Pines Blvd., Johnson Street, Pembroke Road, and Taft Street.

The budget also includes maintenance and monitoring of additional wetlands not included in the Wetlands Trust Fund.

Also included in the budget is the purchase of a grapple truck for debris management in cases of hurricane, abatement orders from code enforcement, and illegal dumping.

Completed the median planting replacements on Pines Boulevard.

Completed the median planting replacements on Flamingo Road.

Completed multiple median enhancements on various city streets and at various city buildings.

Provided staff support to correct "See-Click-Fix" issues.

Pressure washed sidewalks, patios, and curbs within City facilities.

GROUNDS MAINTENANCE

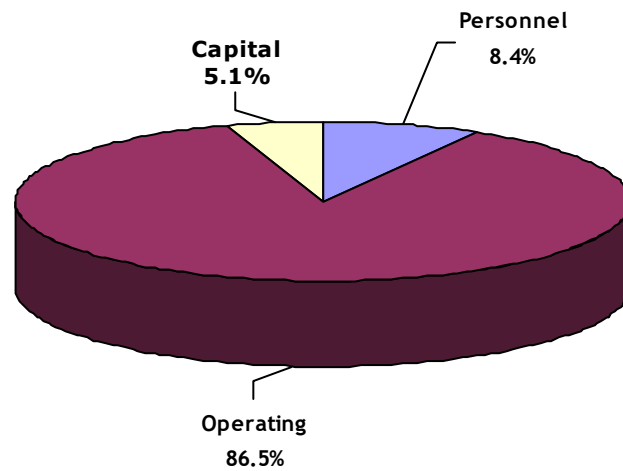
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres of maintained landscaping around public buildings	445	870	445	445	445	445
Miles of maintained rights-of-way	490	490	490	490	490	490
Miles of landscaping and irrigation	170	170	170	170	170	170
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	698	698	698	698	698	698
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	2.5	3.5	2.0	2.0	2.0	2.0
Personnel hours required to repair malfunctioning municipal irrigation system	3.5	3.5	3.5	3.5	3.5	3.5

GROUND S MAINTENANCE

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
State Grants		148,494	-	-	-
Revenue Total	\$	148,494	-	-	-
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		235,398	122,449	164,050	228,430
Benefits		122,121	71,269	88,558	94,242
Personnel Total		357,519	193,718	252,608	322,672
Operating					
Professional Services		-	19,878	950	15,000
Other Contractual Services		6,718,277	1,297,971	1,759,728	1,945,003
Travel Per Diem		-	-	200	-
Communication and Freight Services		58,067	60,585	60,000	90,000
Utility Services		105,309	116,812	118,000	153,000
Rentals and Leases		27,602	5,250	4,300	2,300
Repair and Maintenance Services		1,641,378	795,173	445,097	909,000
Other Current Charges and Obligations		17,858	8,051	14,200	26,400
Office Supplies		247	289	2,500	2,500
Operating Supplies		84,708	18,084	81,111	161,000
Training and Education		330	-	-	-
Operating Total		8,653,776	2,322,093	2,486,086	3,304,203
Capital					
Improvements Other Than Buildings		1,150,022	-	368,868	-
Machinery and Equipment		120,036	468,021	789,472	195,000
Capital Total		1,270,058	468,021	1,158,340	195,000
Expenditure Total	\$	10,281,352	2,983,832	3,897,034	3,821,875

GROUND S MAINTENANCE

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12009	Assistant Director of Public Services	-	0.5	0.5	0.5
12051	Public Services Director	0.5	0.5	0.5	0.5
12496	Grounds Maint/R&B Manager	0.5	-	-	-
12499	Deputy City Manager	0.5	0.5	0.5	0.5
13164	Special Projects Manager	0.5	-	-	-
Total					
	Full-time	1.5	1.5	1.5	1.5
	Part-time	0.5	-	-	-

PURCHASING

Mission

To provide the most cost-effective acquisition and delivery of products and services utilized by the various departments of the City.

Goals

To ensure that the purchases for the City consist of high quality products and services at competitive prices while adhering to policies. These policies are reviewed in an effort to improve effectiveness and efficiency.

To provide timely services and assistance through effective communication and training efforts.

Objectives

The objective of the Procurement Department is to provide the expertise required to ensure that all City departmental procurements of goods and services are conducted in the most cost-effective manner possible and to ensure the availability of supplies, equipment, and fleet vehicles required by all City departments so they may operate at optimum efficiency levels.

Major Functions and Activities

Prepares and administer bid proposals, recommends awards, and issues all purchase orders for goods and services required for the efficient operation of the City and charter schools.

Ensures an open and transparent purchasing process that is accountable to the taxpayer, while maintaining a completely fair and competitive environment.

Monitors and coordinates the most cost-effective procurement of required materials.

Provides for the disposition of obsolete or surplus equipment.

Assists departments in securing goods, services, and construction for the City through the utilization of ethically competitive purchasing methods.

Oversees the review and processing of purchase requisitions, determines the most appropriate purchasing methods, solicits quotations, bids, requests for proposals, and letters of interest, and assists in sourcing and the development of competitive specifications.

Interacts with vendors to resolve problems and expedite orders, facilitates pre-bid meetings, bid openings, and evaluation committee meetings, and assists in making recommendations for bid awards.

Supports activities involving managing the entire process from start to finish, including the sourcing of goods, vendor relations, and risk reduction, while being aware of market conditions and innovative and visionary best practices.

Department representatives often act as personal “consultants” by guiding users through the maze of legal and procedural requirements by shepherding the process with all the parties involved from start to finish.

Budget Highlights

The overall budget for the department had an increase of \$515,554 or 60.67% when compared to the FY2018-19 budget. This change is mainly attributable to the addition of Vehicle Decommissioning Services for vehicles that are being prepped for auction as this was previously paid out of the Public Services Department. These services result in higher revenue in auctions, the addition of GPS equipment to be installed in City wide vehicles and the related cost for services, additional FuelMaster AIM 2.4 Dash Odometer Kits for City wide vehicles, and Professional Services for a firm to conduct a Disparity Study, as requested by the City Commission.

Accomplishments

Conducted an online auction, resulting in \$194,669.40 additional revenue for FY19, which makes up 18.35% of the revenue made in the combined auctions for the last nine Fiscal Years.

PURCHASING

Participated in the Southeast Florida Chapter of the National Institute of Governmental Purchasing 20th Biennial Reverse Trade Show. Over 200 vendors had the opportunity to meet representatives from over 40 local agencies. This provided a great opportunity for small and local vendors to meet one on one with agency purchasing professionals.

Held two workshops with the City Commission to obtain feedback on the current process and implement changes to enhance current procedures.

Revised the City's Procurement Code:

- Changing the organizational structure of the Procurement Division to be a Department directly under the direction of the City Manager's Office, in line with the National Procurement Institute's recommendation for the procurement function to be at a high level in the organization structure to ensure sufficient authority, independence, and resources to foster the goals and objectives.
- Revised the City's Procurement Code to provide clarity and increase procurement thresholds in order to create a more efficient process.
- Added a Cone of Silence to the Procurement Code, as recommended by the City's Commission Auditor.

Enhanced the process on the BidSync e-Procurement system to allow vendors to submit certain forms online and update the forms on an as-needed basis, in lieu of filling those forms out each time they submit a bid response.

Revised the Evaluation Committee Scoring process for various categories based on "Quality Levels" and assigned "Category Multipliers", making the scoring process less subjective and more standardized, as requested by the City Commission.

Conducted numerous trainings with Departments throughout the City to go over the procurement process, to ensure that Departments understand and follow the requirements.

Started the implementation of the FuelMaster AIM 2.4 Dash Odometer Kits for vehicles throughout the City.

PURCHASING

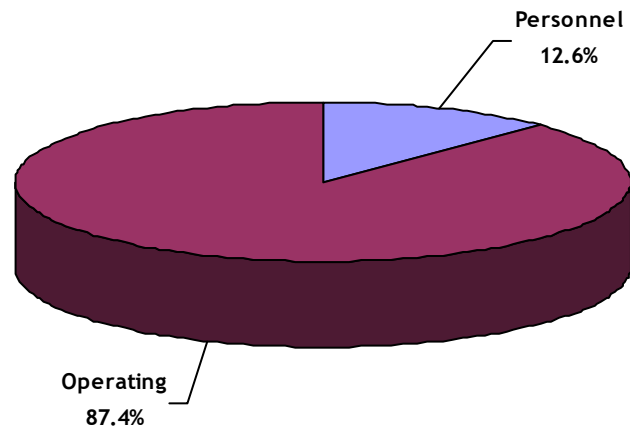
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of City vehicles ordered	68	50	47	55	55	30
Number of formal bids advertised	41	50	64	40	40	40
Effectiveness						
Number of initial bids that required rebidding	2	0	3	0	0	0
Number of formal protests filed related to the bidding process	1	0	1	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	5	4	8	4	4	4

PURCHASING

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	85,425	110,488	114,500	117,813
Benefits	45,929	52,934	51,338	53,558
Personnel Total	131,354	163,422	165,838	171,371
Operating				
Professional Services	-	-	-	350,000
Other Contractual Services	346,838	384,563	620,028	679,799
Travel Per Diem	-	-	500	500
Communication and Freight Services	671	864	1,000	1,000
Repair and Maintenance Services	-	156	2,000	12,000
Other Current Charges and Obligations	1,559	880	3,000	3,000
Office Supplies	874	1,471	2,437	1,500
Operating Supplies	16,546	15,558	51,163	142,150
Publications and Memberships	535	668	738	938
Training and Education	395	898	3,000	3,000
Operating Total	367,418	405,058	683,866	1,193,887
Expenditure Total	\$ 498,772	568,480	849,704	1,365,258

PURCHASING

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12175	Division Director of Purchasing	-	1	1	1
12486	Purchasing Manager	1	-	-	-
Total		1	1	1	1
	Full-time	1	1	1	1
	Part-time	-	-	-	-

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

Goals

The Senator Howard C. Forman Human Services Campus is responsible for the establishment and maintenance of health care, community service, educational, and senior housing facilities serving various children, families and seniors of southeast Florida. This division ensures that superior facilities are available to professional providers of these critical services.

Objectives

Provide existing leaseholders with facilities consistent with their individual program requirements.

Develop an effective site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the Howard C. Forman Human Services Campus.

Maintain a low vacancy rate, keep lease rates competitive, and provide adequate facilities to its tenants.

Ensure that all lease agreements with lessees are executed to conform with all applicable requirements of the State of Florida.

Major Functions and Activities

Provide for the planning, design, and construction of new buildings as well as the refurbishment of existing buildings.

Provide maintenance services for all buildings at the site.

Provide landscape maintenance services for the grounds at the site.

Review all lease agreements with current and prospective tenants.

Manage the Veteran's Housing Program Re-energize and Reconnect (R&R) Village to provide housing, case management, employment, education & financial assistance to veterans in need.

Budget Highlights

Continuation of expansion and improvements of the campus to increase efficiency.

Accomplishments

New tenants at the Howard C. Forman: Lease agreement has been prepared for West Care Florida, Inc. effective April 1, 2019 to occupy the Administration Building.

Another new tenant is Elite Addiction Treatment, Inc. effective June 1, 2019 to lease the Indian River building. These tenants will provide primary health care services.

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of executed leases	12	13	2	12	14	2
Total square footage leased	225,717	300,000	247,237	300,000	300,000	80,000
Total square footage available	283,117	100,000	100,000	100,000	100,000	0
Effectiveness						
% of square footage leased	68%	80%	85%	80%	100%	0%
Efficiency						
Personnel hours required to review individual lease agreements	5	4	5	3	3	3

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
State Grants	100,000	-	-	-
General Government Charges	30,174	30,815	42,258	82,880
Rents & Royalties	1,332,506	1,484,250	1,766,501	1,856,860
Private Gifts / Contributions	-	13	5,000	5,000
Revenue Total	\$ 1,462,680	1,515,078	1,813,759	1,944,740
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Professional Services	47,571	49,884	109,000	71,000
Other Contractual Services	259,703	268,606	267,446	207,444
Communication and Freight Services	7,073	7,189	7,200	7,200
Utility Services	195,287	157,500	237,500	240,000
Rentals and Leases	250,582	253,721	425,738	603,265
Insurance	39,730	32,303	57,306	79,766
Repair and Maintenance Services	107,218	71,237	420,783	371,800
Other Current Charges and Obligations	-	100	100	100
Operating Supplies	343	349	1,500	1,500
Operating Total	907,506	840,889	1,526,573	1,582,075
Capital				
Improvements Other Than Buildings	100,001	-	261,000	-
Machinery and Equipment	106,850	-	-	-
Capital Total	206,851	-	261,000	-
Expenditure Total	\$ 1,114,357	840,889	1,787,573	1,582,075

RECREATION AND CULTURAL ARTS

Mission

Dedicated to providing a comprehensive program that includes all phases of leisure, recreation services, cultural arts programming and special events for youths and adults. Our purpose is to provide a wide variety of activities and facilities to accommodate the leisure pursuits of our residents, while improving the quality of life in Pembroke Pines.

Goals

To provide the highest quality recreation, cultural, and leisure opportunities and facilities that are accessible, safe, physically attractive, and well maintained for youth, teens, and adult programming.

Promote the City as a destination for entertainment, sports programming and cultural arts.

Contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of recreational and cultural experiences and involvement.

Improve the quality of life in Pembroke Pines by promoting public awareness of recreation and cultural arts.

Objectives

Present to the public a well-trained, responsive, knowledgeable, and helpful staff by expanding training for employees and volunteers interacting with our residents and youth organizations. Training and educational seminars include public relations and communication skills, risk management responsibilities, and safety.

Increase user satisfaction, attendance, and participation rates for our programs and facilities by providing a wide variety of leisure opportunities in our Recreation and Cultural Arts Centers that will appeal to our residents, prompting them to visit our parks and participate in our programs.

Work closely with our youth organizations to provide sufficient sports programs to meet the needs of our expanding youth population.

To ensure accessibility of our programs and facilities by providing leisure opportunities that are strategically located throughout the City and to schedule these activities during hours/days that will enable our residents to participate.

Facilitate recreational and cultural opportunities for our residents by partnering with other public and private organizations. Co-sponsor and coordinate programs and special events with other organizations and voluntary agencies. Develop partnerships with the private sector to expand existing activities and programs.

Maximize revenues by improved marketing strategies and decrease expenditures by increased evaluation of all programs.

AQUATICS:

Provide quality aquatic facilities to the residents. Provide water safety and swim instruction programs. Continue our relationship with the YMCA for operating the Aquatic Center and our partnership with the South Florida Aquatic Club for the community swim team.

ATHLETICS:

Provide a variety of specialized sports camps through partnerships with our youth organizations.

Continue to train and certify volunteer coaches through National Alliance of Youth Sports (NAYS) in all our youth leagues.

Recruit and train volunteers to coach in our soccer leagues. Solicit additional sponsorship for our city-run soccer programs.

GOLF OPERATIONS:

The Pembroke Lakes Golf Course strives to provide the residents of Pembroke Pines, its annual members, and all golfers with a quality product and superior service.

RECREATION AND CULTURAL ARTS

Provide a challenging and well-maintained golf course that meets the standards recommended by the United States Golf Association.

Continue to implement preventative maintenance projects against weeds, disease and contamination of the turf grass, along with projects designed to enhance the quality and playability of the golf course.

Increase the membership base with promotions and advertising targeting Pembroke Pines residents.

Present a knowledgeable and highly-trained professional staff to greet the public and solve problems.

Increase user participation rates.

Conduct year-round clinics for juniors with the purpose of exposing young people to golf.

Promote various marketing programs and activities at the golf course in an effort to increase revenues by attracting not only residents but also golfers from outside the community.

Promote the restaurant at Club 19, located at the Pembroke Lakes Golf Course.

RECREATION FACILITIES & CULTURAL ART CENTERS:

Increase programs/activities for the teenage population.

Increase participation by offering a variety of activities and classes at our recreation facilities.

Continue to seek grant funding for cultural programs from outside sources.

Expand cultural programs for the River of Grass Arts Park, Fletcher Park Art & Culture Center, Studio 18 and the Frank C. Ortis Art Gallery.

Cooperate in the coordination of all community resources--and with all agencies, private, voluntary, and public--in providing the

community with facilities and programs to achieve the best use of all available resources.

Continue to provide the public with well-maintained updated facilities.

SPECIAL EVENTS:

Providing quality events for residents to enjoy.

Identify and increase sponsorship and partnership opportunities.

SPECIAL POPULATIONS PROGRAM:

Continue our partnership with the YMCA to provide special population programming.

Continue participation in the Challenger Little League and Miracle League Programs.

TENNIS:

Continue to develop and offer programs, clinics, leagues, and United States Tennis Association (USTA) sanctioned tournaments for all ages and skill levels.

Work closely with the USTA to promote tennis in Pembroke Pines.

Provide a golf/tennis summer camp at Pembroke Lakes Country Club.

Major Functions and Activities

The Recreation and Cultural Arts Department is comprised of seven sections that function as an integrated team to provide a wide variety of leisure, cultural, and educational opportunities for our residents. These sections are: Aquatics, Athletics, Recreation Facilities and Cultural Art Centers, Special Events, Special Populations Programs, and Tennis.

~ AQUATICS - Operate four neighborhood pools and one competitive Olympic-size pool (at Academic Village). The purpose of this program is to provide a variety of aquatic programs and facilities that are safe, well maintained, and affordable to the residents of Pembroke Pines. Four of these pools are heated. The Academic Village pool serves as the training base for our competitive swim teams. Programs offered at

RECREATION AND CULTURAL ARTS

these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons are available to residents and nonresidents of all age groups and abilities. Swimming lessons are offered at the Charter Central Middle School as a physical education class to students who are non-swimmers.

~ **ATHLETICS** - Operate a sports facility that includes a gymnasium and six indoor racquetball courts. City-run programs include soccer leagues for youths and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball. Annual memberships are available for our racquetball courts and our Towngate Fitness Center. The City offers many youth sports programs by partnering with various not for profit optimist clubs. These sports include baseball, softball, football, cheerleading, track and soccer.

~ **CULTURAL ART CENTERS** - Includes two facilities that offer drama and music classes, Studio 18 in the Pines and the Frank C. Ortis Art Gallery. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and homeowners' associations. Cultural Arts facilities programs educate and engage citizens and visitors with a rich and diverse range of cultural expressions through both education and special events. These centers host recreational programs and classes taught by both Recreation and Cultural Arts Department employees and private instructors. Classes offered include art, drama and music, ballet, tap, jazz, gymnastics, yoga, Zumba, baton, and karate. The community centers are available for rent by residents and nonresidents for weddings and parties. Three of the recreation centers are utilized by the YMCA to program summer camps. The Fletcher Park Art & Cultural Center and the River of Grass Arts Park provide classes and workshops in the performing arts, language, and visual arts. In addition Studio 18 in the Pines provides art studio space rentals for local artists. The Frank C. Ortis Art Gallery and Exhibit Hall showcases multi-disciplinary inclusive exhibitions to foster connections, initiate cultural change and promote innovation. The gallery's

exhibition and learning space serves as a site of convergence for artists and performers and promotes partnerships for social engagement through leaders and community members. The Frank offers facility rental, guided gallery tours, lectures, workshops, Mommy and Me art through literacy classes and field trips for local schools and organizations.

~ **BOAT/RV STORAGE FACILITY** - The Recreation and Cultural Arts Department also manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ **SPECIAL EVENTS** - Provides leisure activities for residents of the City of Pembroke Pines, typically over 35 events are hosted each year. Examples of these events are 4th of July Fireworks, Annual Art Festival, Bow Wow Ween, Kids Konnection, Snow Fest Tree Lighting Ceremony, Mayor's Kids Day, Mayor's Chess Challenge and various holiday theme events. The City's annual birthday celebration, a.k.a. Pines Day, features a festival, concerts, children's activities, and community exhibits as well as a parade every five years.

~ **SPECIAL POPULATIONS PROGRAMS** - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer winter and spring break camps, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball and the Miracle League programs are among the leisure activities programmed. In addition the City of Pembroke Pines and YMCA of South Florida has collaborated to provide Adaptive Sports and Swim Buddies. The Adaptive Sports Program is a unified program that provides a noncompetitive and competitive atmosphere for participants ages four years and older, with and without a disability. The special population division will continue to provide quality family oriented events in the City.

~ **TENNIS** - Offer a wide range of programs for all ages and skill levels. Some of these programs consist of leagues, clinics, tournaments, summer tennis camps, junior tennis after-school programs, special needs programming, total fitness conditioning classes, and introductory

RECREATION AND CULTURAL ARTS

clinics for beginners offered in our summer camps. The tennis personnel oversee the daily maintenance and conduct safety checks of fifty lighted tennis courts across the City. The tennis courts consist of forty-five hard courts and five clay courts. Tennis professionals offer private and semi-private lessons and clinics to tennis players who wish to improve their skills and level of play. Annual tennis memberships are available.

~ PARKS - Maintain our parks and recreation facilities to provide opportunities for recreation experiences. The Parks Division also has operational responsibilities for the oversight of the seven youth sports organizations using our facilities. The quality of the parks and athletic facilities in Pembroke Pines is among the finest in Broward County. Currently, the park system includes 48 baseball/softball diamonds, which host many regional tournaments. In addition, the park system has 20 football/soccer fields, 30 paddleball/racquetball courts at 6 locations, 24 outdoor basketball courts, 47 picnic shelters, 26 batting cages, and 26 children's playgrounds.

Budget Highlights

Continuation of special events, including the City's 60th annual birthday celebration, known as Pines Day.

Continue providing support and well maintained facilities for our youth organizations with approximately 7,000 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, volleyball, cheerleading as well as track and field.

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2020. Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the Frank C. Ortis Art Gallery.

Host the 11th Annual Mayor's Kids Day event in June 2020.

Host the 9th Annual National "Kids to Parks Day".

Continue co-sponsoring the Storybook festival and the Storywalk in the Pines.

Accomplishments

Produced the 59th Annual Pembroke Pines Birthday Celebration.

Worked closely with the Arts and Culture Advisory Board to produce the 21st Annual Art Festival in the Pines.

In addition to the events produced by our Special Events Section, the department provided assistance to many non-profit organizations.

Hosted ten major swim meets at the Academic Village Pool.

Hosted eight Jazz Concerts at the Charles F. Dodge City Center.

Received the Maximizing Out of School Time (MOST) Grant for the 7th consecutive year. The grant funds the Special Population Summer Camp, which caters to participants up to age 22.

Partnered with CareerSource Broward to provide summer employment opportunities for seven disadvantaged youth in our community.

Provided food and/or holiday gift baskets to 40 families in Pembroke Pines.

Continued hosting the special event "Bow Wow Ween" at the Officer Craig Rupp Dog Park.

Increased attendance at our Summer Golf and Tennis Camp.

Addition of ten new monument park entrance signs at Chapel Trail Park, Cinnamon Place Park, Fahey Park, Craig Rupp K-9 Dog Park, McCluskey Rainbow Park, Memorial Park, Silverlakes South Park, Tanglewood Park, Towngate Park and Walden Lakes Park.

Replaced the interactive play structure at the YMCA Aquatic Center.

Continued participation in the Swim Central Program providing water safety education for children in grades pre-K - first grade.

RECREATION AND CULTURAL ARTS

Held the annual Pines Light Up The Night with Peace, Love & Sole 5K-Benefiting the Pembroke Pines Charter Schools.

Hosted the annual Mayors Golf Tournament-Benefiting the Pembroke Pines Charter Schools.

Hosted Can We Make A Deal - Benefiting the American Cancer Society.

Partnered with the YMCA to provide a Special Population Adaptive Sports Program which includes basketball, challenger baseball, tennis, flag football and swimming.

Held the fourth annual Mayor's Playball event.

Remodeled Pembroke Lakes Golf Course bathrooms located on Holes 6 and 16.

Installed new wind screens for courts at Pembroke Tennis Center.

Resurfaced Silver Lakes North Tennis Courts.

New pole pads were ordered for all the tennis courts in the City.

Installed new floors at Rose Price Park main building.

Partnered with Broward County Libraries for the first annual Storywalk in the Pines.

Offered new class, "Coffee and Create" at Studio 18 in the Pines.

Partnered with The Marian Center to provide classes for differently abled students at Studio 18 in the Pines.

Upgraded the current drainage system on the pool deck at Academic Village and renovate the Olympic size pool with the addition of new starting blocks and shade structures.

Continued replacing/repairing playgrounds throughout the City (Cinnamon Park, Fahey Park, Rose G. Price Park).

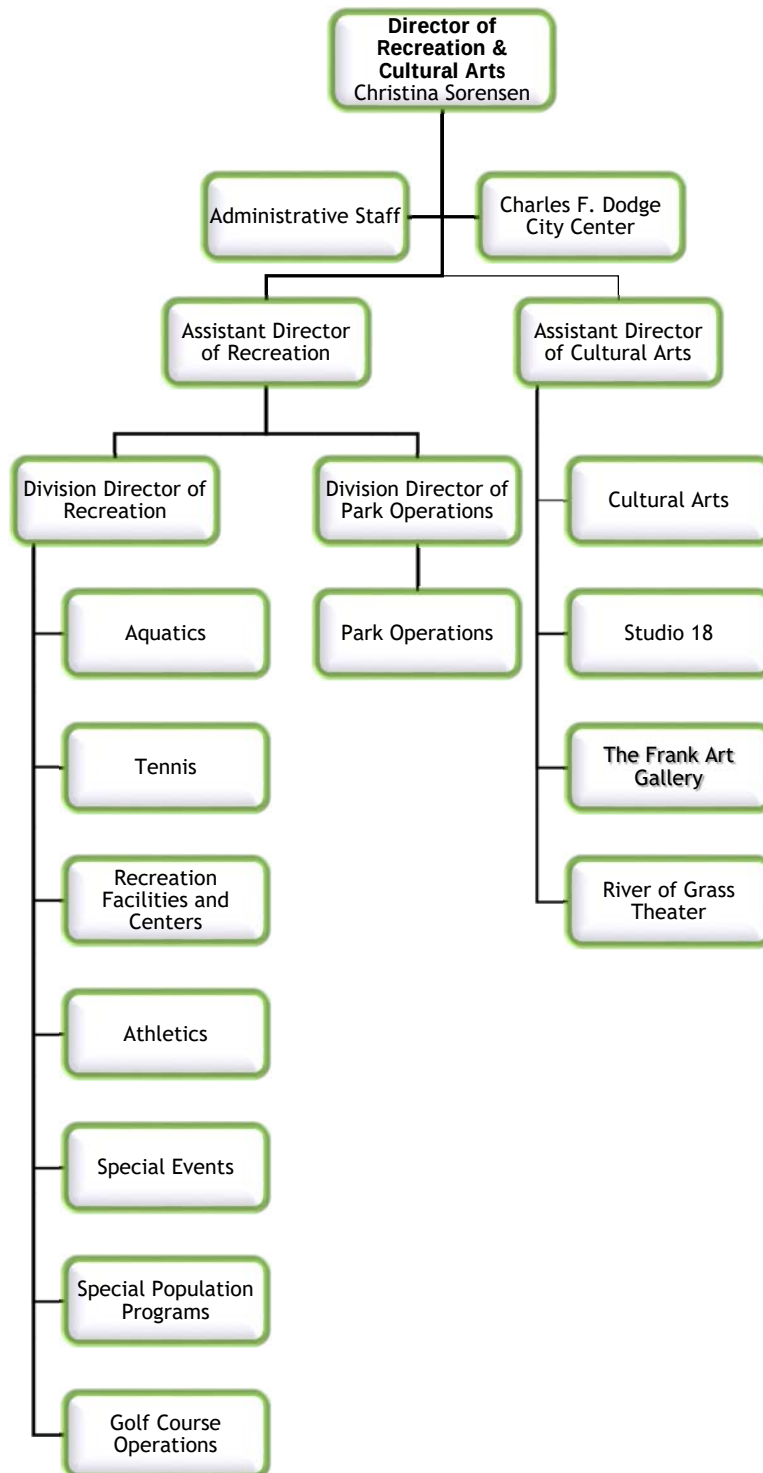
Continued adding/replacing monument signs (park entrance signs).

RECREATION AND CULTURAL ARTS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of sports leagues	50	50	47	45	50	50
Number of participants for athletics	6,700	9,000	6,062	9,000	9,000	9,000
Number of swim team members	275	300	300	300	300	300
Number of children in youth programs	82	170	125	60	86	130
Number of special events	41	33	33	36	42	42
Number of participants (for special events / activities)	71,192	68,000	56,040	68,000	74,750	74,750
Number of tennis memberships	110	172	200	116	115	200
Number of golf rounds	44,707	48,000	44,675	48,000	48,000	48,000
Number of specialized recreation classes	252	142	154	250	264	250
Number of participants for specialized recreation classes	43,270	46,428	42,861	35,000	45,000	45,000
Effectiveness						
% of residents rating facilities as satisfactory	89.2%	100.0%	87.5%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	90.4%	100.0%	87.5%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	90.5%	100.0%	91.6%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	90.8%	100.0%	95.8%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	86.9%	100.0%	89.5%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	96.1%	100.0%	91.6%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	92.0%	100.0%	97.9%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	95.0%	100.0%	95.8%	100.0%	100.0%	100.0%
Acres of parkland per 1,000 population	6.31	7.00	6.23	7.00	7.00	7.00
Efficiency						
Art and culture supplies cost/participant	\$2.25	\$2.00	\$3.40	\$3.65	\$2.00	\$3.40
Ratio of volunteer hours to total staff hours worked	54%	52%	49%	52%	55%	55%

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart



RECREATION AND CULTURAL ARTS

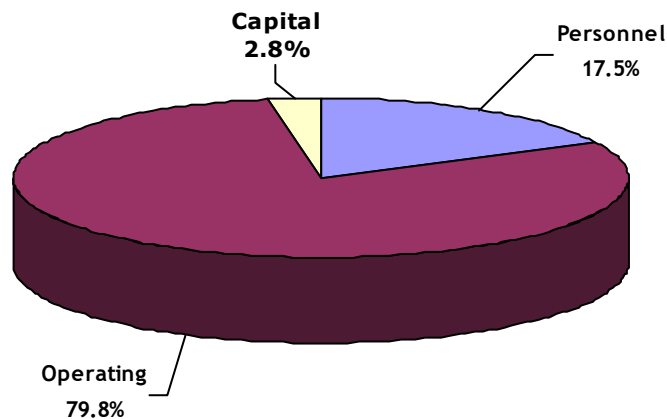
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Federal Grants	17,822	-	-	-
State Grants	14,368	258,902	-	-
Grants from Local Units	115,332	112,638	102,389	-
General Government Charges	8,696	8,345	7,000	10,000
Recreation Charges	3,196,519	3,492,331	3,713,420	3,771,219
Rents & Royalties	651,781	679,761	662,541	675,326
Private Gifts / Contributions	1,200	15,500	58,125	5,000
Other Miscellaneous Revenues	1,000	2,600	2,600	2,600
Revenue Total	\$ 4,006,717	4,570,078	4,546,075	4,464,145

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	2,097,749	2,199,150	2,438,827	2,397,824
Benefits	1,095,224	1,052,082	1,130,793	1,118,854
Personnel Total	3,192,973	3,251,232	3,569,620	3,516,678
Operating				
Professional Services	718,360	756,850	1,044,398	803,434
Accounting and Auditing	1,605	1,586	1,700	1,900
Other Contractual Services	2,514,387	8,867,903	9,950,151	10,277,648
Travel Per Diem	568	1,440	4,500	4,500
Communication and Freight Services	58,827	105,061	93,920	119,209
Utility Services	1,068,991	1,193,969	1,303,955	1,222,882
Rentals and Leases	506,527	664,990	740,588	1,014,867
Insurance	1,739	1,739	1,739	1,739
Repair and Maintenance Services	395,722	1,533,433	1,903,753	1,568,718
Printing and Binding	7,795	16,173	27,276	15,535
Promotional Activities	113,393	97,493	128,115	104,100
Other Current Charges and Obligations	299,095	343,695	331,954	393,531

RECREATION AND CULTURAL ARTS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Office Supplies	6,452	7,002	9,115	8,715
Operating Supplies	425,592	449,571	594,157	525,761
Publications and Memberships	1,306	1,750	3,800	3,465
Training and Education	650	905	3,945	3,145
Operating Total	6,121,009	14,043,560	16,143,066	16,069,149
Capital				
Buildings	-	73,894	15,600	-
Improvements Other Than Buildings	91,831	301,516	2,994,202	272,800
Machinery and Equipment	194,022	476,026	1,261,702	288,602
Infrastructure	24,000	-	-	-
Capital Total	309,853	851,436	4,271,504	561,402
Expenditure Total	\$ 9,623,835	18,146,228	23,984,190	20,147,229

Expenditure Category



RECREATION AND CULTURAL ARTS

Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12181 Division Director of Recreation	-	1	1	1
12215 Senior Lifeguard	2	2	2	2
12230 Chief Curator/Head of Cultural Projects	1	-	-	-
12409 PS Park Supervisor	2	2	2	2
12495 Parks Maintenance Manager	1	-	-	-
12508 Rec & Cultural Arts Acct Clerk I	1	1	1	1
12509 Rec & Cultural Arts Acct Clerk II	1	1	1	1
12519 Recreation & Cultural Arts Director	1	1	1	1
12521 Assistant Recreation Director	1	1	1	1
12525 Administrative Assistant I	1	1	1	1
12531 Division Director of Park Operations	-	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12562 Recreation Supervisor I	1	1	1	1
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	1	1
12572 Division Director Cultural Arts	1	1	1	1
12573 Recreation Specialist	1	1	1	1
12594 Soccer Coordinator	1	1	1	1
12595 Youth League Supervisor	1	1	1	1
12891 Special Population Prog Coord	1	1	-	-
13405 P/T Art Teacher	3	3	3	3
13450 P/T Cashier	1	1	1	1
13488 P/T Senior Lifeguard	2	2	2	2
13492 P/T Lifeguard	10	10	10	10
13495 P/T Recreation Aide	18	18	18	18
13526 P/T Recreation Therapeutics	1	1	-	-
13531 P/T Assistant Program Coordinator	1	1	1	1
13537 P/T Music Teacher	2	2	2	2
13539 P/T Drama Teacher	1	1	1	1
13549 P/T Storage Lot Attendant	1	1	1	1
13562 P/T Curator	1	1	1	1
13563 P/T Recreation Leader	5	5	5	5
13591 P/T Water Safety Instructor	9	9	9	9
13602 P/T Recreation Specialist	1	1	1	1

RECREATION AND CULTURAL ARTS

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
13680 P/T Clerk Spec I		2	2	2	2
Total	Full-time	21	21	20	20
	Part-time	58	58	57	57

NON-DEPARTMENTAL

Goals

The Non-Departmental section is a group of accounts that are not directly related to a single operating department's primary service activities or that are separate from departmental operations for control purposes. Therefore, goals, objectives, performance measures, budget highlights and accomplishments do not apply to this general-fund cost center.

Major Functions and Activities

All other departments of the General Fund benefit from this Department. Legal fees, employee leave, settlements, and liability insurance are examples of costs paid from Non-Departmental line items that benefit all General Fund Departments. Transfers to other funds and other expenses including City grants are all paid from this department.

There are no City employees assigned to this division. City personnel services budgeted here are payments for accrued sick and vacation leave made to employees in the other divisions.

Budget Highlights

The FY2019-20 expenditure budget is about \$1.5 million or 39.95% above the FY2018-19 working budget due primarily to appropriations in contingency. This increase was partially offset by reductions of \$0.28 million in professional services-outside legal, and \$0.6 million in transfers to the Road and Bridge Fund.

NON-DEPARTMENTAL

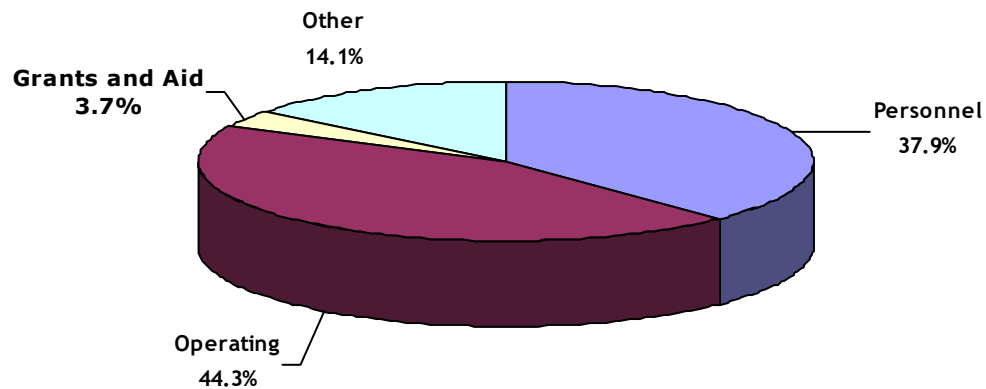
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
State Shared		57,359	62,987	53,000	57,000
General Government Charges		13,720,309	14,234,036	15,499,143	16,737,566
Rents & Royalties		54,213	49,477	4,500	12,240
Revenue Total	\$	13,831,880	14,346,500	15,556,643	16,806,806

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		-	-	20,000	20,000
Benefits		1,340,604	3,363,442	1,961,266	1,971,950
Personnel Total		1,340,604	3,363,442	1,981,266	1,991,950
Operating					
Contingency		-	-	-3,432,371	-914,847
Professional Services		921,589	870,905	1,280,110	938,253
Other Contractual Services		279,619	84,827	70,796	46,291
Pension Benefits		44,858	60,686	55,936	57,531
Communication and Freight Services		99,203	120,552	99,278	97,500
Rentals and Leases		1,300	1,883	1,300	1,340
Insurance		1,123,508	1,704,051	1,884,432	1,922,940
Printing and Binding		114,644	-	-	-
Promotional Activities		-	-	51,000	51,000
Other Current Charges and Obligations		47,140	37,304	69,380	61,480
Office Supplies		3,001	2,315	3,200	3,000
Operating Supplies		-	-	500	500
Publications and Memberships		57,479	48,017	64,727	63,269
Operating Total		2,692,341	2,930,540	148,288	2,328,257
Grants and Aid					
Aids to Government Agencies		97,548	101,055	99,878	112,942

NON-DEPARTMENTAL

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Grants and Aid				
Aids to Private Organizations	36,000	41,000	71,000	79,000
Other Grants and Aids	35,000	-	-	-
Grants and Aid Total	168,548	142,055	170,878	191,942
Other				
Transfers	3,383,694	1,582,893	1,453,520	741,424
Other Total	3,383,694	1,582,893	1,453,520	741,424
Expenditure Total	\$ 7,585,186	8,018,929	3,753,952	5,253,573

Expenditure Category



STREETS AND SIDEWALKS

Goals

The Streets and Sidewalks section is operated under the administrative direction of the Department of Public Services. This section is dedicated to providing the most cost-effective repair and maintenance of City streets and sidewalks.

Objectives

Ensure all federal, state, and local regulatory requirements are addressed in relation to the safe and efficient operation and maintenance of all City streets and sidewalks.

Provide construction services for community projects that require paved surfaces, such as sidewalks and street repairs.

Major Functions and Activities

Provide essential services to the community by ensuring the safety of the citizens while using City roads and sidewalks. This is achieved through a continuous cycle of maintenance and repairs provided by crews proficient in asphalt and concrete services.

Budget Highlights

The 2019-20 budget includes funding for road resurfacing projects, traffic calming solutions, pressure washing of curbs and sidewalks, and litter control for rights-of-way and swales.

Road projects include the following areas: Resurfacing portions of 145th, resurfacing of portions Dykes, and intersection improvements at Dykes and Sheridan.

Accomplishments

Completed pressure washing of curbs, medians and sidewalks along the City's major roadways.

Completed the resurfacing of 178th.

STREETS AND SIDEWALKS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of miles of road to maintain	490	490	490	490	490	490
Effectiveness						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	\$7.33	\$23.00	\$5.73	\$23.00	\$8.00	\$5.73
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$35.00	\$36.00	\$19.00	\$36.00	\$41.00	\$19.00

STREETS AND SIDEWALKS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Local Option Gas Tax	2,954,781	2,956,209	2,983,000	3,059,000
Franchise Fees	1,414,202	1,467,588	1,571,000	1,537,000
State Grants	115,560	93,771	2,033,885	-
State Shared	1,438,415	1,397,141	1,578,500	1,403,900
Investment Income	41,016	52,949	50,000	67,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	-	500	500
Private Gifts / Contributions	275,000	-	-	-
Other Miscellaneous Revenues	219,703	282,749	226,295	240,081
Interfund Transfers	-	802,586	628,434	-
Appropriated Fund Balance	-	-	2,642,418	-
Beginning Surplus	-	-	-2,011,710	1,551,448
Revenue Total	\$ 6,458,677	7,052,994	9,702,322	7,858,929

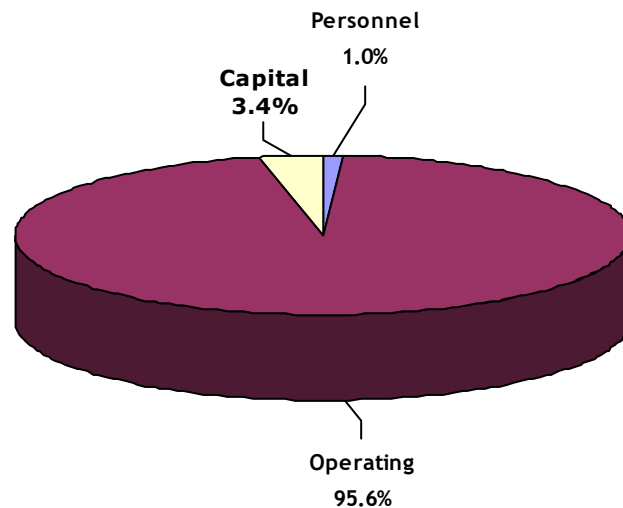
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Benefits	77,566	106,197	84,489	82,417
Personnel Total	77,566	106,197	84,489	82,417
Operating				
Professional Services	54,851	41,483	105,000	375,000
Other Contractual Services	2,205,589	3,014,071	3,398,662	3,427,099
Utility Services	1,330,713	1,301,014	1,357,000	1,458,200
Insurance	159,168	227,563	229,216	250,113
Repair and Maintenance Services	1,300,784	209,154	1,837,959	1,998,500
Other Current Charges and Obligations	2,410	-	-	-
Operating Supplies	-	-	1,000	600
Road Materials and Supplies	265,893	180,000	300,000	-
Operating Total	5,319,408	4,973,284	7,228,837	7,509,512

Capital

STREETS AND SIDEWALKS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Capital				
Improvements Other Than Buildings	3,787,628	30,600	695,057	25,000
Machinery and Equipment	-	-	-	242,000
Infrastructure	525,459	201,004	1,335,677	-
Capital Total	4,313,087	231,604	2,030,734	267,000
Other				
Transfers	248,184	262,403	358,262	-
Other Total	248,184	262,403	358,262	-
Expenditure Total	\$ 9,958,244	5,573,488	9,702,322	7,858,929

Expenditure Category



STREETS AND SIDEWALKS

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12496 Grounds Maint/R&B Manager		0.5	-	-	-
Total	Full-time	0.5	-	-	-
	Part-time	-	-	-	-

STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT

Mission

To ensure that eligible residents of the City have access to safe and affordable housing.

Goals

To provide assistance to very low, low, and moderate-income households toward home ownership, necessary repairs, affordable rental, and foreclosure prevention.

Objectives

To provide assistance to qualified applicants for first-time home buyers; financial assistance; necessary repairs; loans for acquisition, rehabilitation, or construction of affordable rental housing; and foreclosure prevention.

Major Functions and Activities

The State Housing Initiative Partnership (SHIP) can be used for the following programs:

1. Owner Occupied Rehabilitation
2. Purchase Assistance with Rehabilitation
3. Acquisition/Rehabilitation
4. Foreclosure
5. Disaster Repair/Mitigation
6. Multifamily Rental Housing
7. Security and/or Utility Deposits

The State Housing Initiative Partnership Grant does not pay for City personnel costs. The administration of the program is a contractual service provided by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligibility and Recapture Provision:

Eligible homeowners are selected on a first-come, first-qualified basis within the very low, low, and moderate income groups.

The maximum allowable income is based on household size and 120% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the First-Time

Home Buyer Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other applicant eligibility criteria will be conducted by CRA.

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City.

Below is a description of some of the major SHIP programs:

1. Owner Occupied Rehabilitation: SHIP funds will be awarded to households in need of repairs to correct code violations, health and safety issues, electrical, plumbing, roofing, windows and other structural items. The primary purpose of the program is to provide repairs necessary to provide safe and decent housing, eliminate any instances of substandard housing, and preserve the City's affordable housing stock. The maximum award for very low, low, and moderate income is \$90,000. The City's lien for Home Repair lasts 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special-needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven. Also, in the event the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to the refinancing.

2. Purchase Assistance with Rehabilitation: SHIP funds will be awarded to assist eligible first-time homebuyers with a deferred payment loan to be applied towards the costs of purchasing existing or newly constructed (with a Certificate of Occupancy) eligible affordable housing. Eligible costs include the following: down payment, closing costs, mortgage buy down, rehabilitation, and other costs associated with purchasing a home. Eligible housing includes single-family homes, townhomes, condominiums, eligible manufactured homes, PUDs, and villas. Maximum award for very low income is \$50,000, low

STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT

income is \$40,000, and moderate income is \$30,000. The City's lien for the First-Time Home Buyer lasts 15 years with full repayment and no annual forgiveness during this period. In the event the homeowner refinances and obtains funds as a result of the refinancing during the first ten years of the agreement, the homeowner shall pay back the full amount of the loan at the time of the refinancing. After the first ten years, if the homeowner refinances the debt obligations with respect to the property, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to a refinancing.

3. Acquisition/Rehabilitation: This construction strategy is designed to promote the acquisition or construction of affordable housing for home ownership opportunities. Funds will be provided as a 0% interest deferred loan to support the acquisition and rehabilitation, replacement, or the new construction of single-family housing, or the single-family housing portion of a mixed use facility. The program is also designed to promote infill housing and mixed-income projects/neighborhoods for home-ownership opportunities. For-profit and not-for-profit developers will be requested to submit proposals to provide housing that conforms to the City's RFP, neighborhood redevelopment plans, and comprehensive plan. Its maximum award is \$225,000.

4. Foreclosure Prevention: The Foreclosure Prevention Program provides qualified homeowners the opportunity to avoid foreclosures and retain their homes. The program is designed to assist households that need immediate financial assistance to either stop their homes from being foreclosed, sold for non-payment of taxes, or protect it if its id damaged. Funds will be provided as a deferred loan to eligible homeowners to assist them in bringing current their first and/or subordinated mortgage payments (Principal, Interest, Taxes and Insurance), Attorneys Fees, Late Fees, HOA, Assessments, and other customary fees. Evidence that mortgage or fee is no less than 60 days late is required and evidence by current mortgage statement or applicable statement. Its

maximum award is \$10,000.

5. Disaster Repair/Mitigation: Funds will be awarded to applicants in need of home repairs directly caused by a disaster that is declared by and Executive Order of the President or Governor. Funds may be used for items such as, but not limited to, temporary rental assistance (up to 6 months), emergency interim repairs for eligible households to avoid further damage, tree and debris removal required to make the individual housing unit habitable, condos and homeowner's assessments for post disaster repair, post disaster assistance for eligible non-insured repairs and soft costs required to process assistance application. The strategy will only be implemented in the event of a natural disaster using any funds that have not yet been encumbered. Its maximum award is \$50,000.

6. Multi-family Rental Housing: This program is designed to promote the production of affordable multi-family housing in the City. Funds may be provided as deferred loans or low-interest loans to support the acquisition and rehabilitation, or the new construction of, multi-family housing, including single room occupancy, transitional/group home housing, senior rental facilities or the housing portion of a mixed-use facility. Strategy is designed to promote mixed-income projects and neighborhoods. Its maximum award is \$250,000.

7. Security and/or Utility Deposits: The program provides upfront financial assistance for households to obtain quality, safe, decent, and affordable rental housing. The families must have the income to afford the monthly rental payments. Income guidelines provided by the State will be used to determine income eligibility. The program may pay for items, such as the first month's rent, security deposit, and utility connection/start-ups, up to a maximum of \$4,500. Funds may also be provided to those tenants in danger of being evicted from their currently occupied rental unit to pay past due rent owed.

STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT

Budget Highlights

The unspent balance of SHIP funds from previous years will be carried over to 2019-20 after the budget is adopted.

Based on the 2019-20 budget, the City anticipates assisting 15 individuals with minor home repairs, 5 individuals with emergency repair, 4 individuals with purchase assistance, 5 individuals with security and/or utility deposits, and 3 individuals with foreclosure prevention.

Accomplishments

As of August 31, 2019 the City has provided services in the amount of \$556,574 through the SHIP grant including \$420,266 to assist eight individuals with home repairs and \$86,475 to assist two individuals with home purchase assistance.

STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs	8	12	14	10	10	15
First-time home buyer	6	7	5	7	6	4
Effectiveness						
% of funds spent to total funds available	12%	28%	31%	25%	20%	30%
Efficiency						
Average cost per household assisted:						
Home repairs	\$42,687	\$50,000	\$33,361	\$50,000	\$50,000	\$90,000
Purchase assistance	\$35,000	\$40,000	\$32,000	\$30,000	\$40,000	\$40,000

STATE HOUSING INITIATIVE PARTNERSHIP (SHIP) GRANT

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
State Grants		702,598	729,033	1,848,827	1,905,920
Investment Income		-	-	15,000	35,000
Beginning Surplus		-	-	-15,000	-35,000
Revenue Total	\$	702,598	729,033	1,848,827	1,905,920
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		97,600	83,984	27,238	222,420
Other Contractual Services		341,498	467,050	1,584,399	1,475,000
Rentals and Leases		-	-	-	22,500
Other Current Charges and Obligations		263,500	178,000	237,190	186,000
Operating Total		702,598	729,033	1,848,827	1,905,920
Expenditure Total	\$	702,598	729,033	1,848,827	1,905,920

HUD GRANTS CDBG-HOME

Mission

To utilize funds received from the U.S. Department of Housing and Urban Development (HUD) to assist the City in meeting its development needs through the provision of transportation services and home repairs for its residents.

Goals

To improve the quality of life for low and moderate income residents of the City of Pembroke Pines in terms of housing, commercial rehabilitation, and transportation.

To ensure the availability of services to transportation-disadvantaged persons who live in South Broward County, Florida.

Objectives

There are three HUD Grants consisting of the following:

1 - Community Development Block Grant (CDBG): To provide housing assistance such as first-time home buyer purchase, home repairs, public improvement, new construction and removal of architectural barriers and to provide safe, reliable, and efficient transportation services to the community via a subscription and advanced reservation system, while keeping client expectation and changing needs as a high priority.

2 - HOME Investment Partnerships Program (HOME): To provide housing assistance such as home repairs and new construction.

3 - Neighborhood Stabilization Program (NSP): To provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight without purchase assistance and home repairs. NSP is a component of the long-standing CDBG.

Major Functions and Activities

1 - CDBG has ten programs:

- ~ Program Administration
- ~ Removal of Architectural Barriers
- ~ Home Repair/Weatherization
- ~ Commercial Rehabilitation
- ~ Public Facility (Children's Harbor)
- ~ Public Service (Senior Transportation)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Relocation Assistance
- ~ 1st Time Home Buyer Assistance
- ~ Public Improvement (Tanglewood Park)

The Senior Transportation Program offers one-way and round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 7 (U.S. 441), on the south by Countyline Road, and on the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load (shared ride) system to promote efficiency and consistency of service. Clients will receive free door-to-door, driver-assisted service. Each one-way trip counts as a unit of service under the provisions of the Grant.

2 - HOME has two programs:

- ~ Home Repair/Weatherization
- ~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

- ~ Purchase assistance
- ~ Home Repair

Eligibility and recapture provisions for CDBG, HOME and NSP grants:

Eligible homeowners are selected on a first-come, first-qualified basis, within the very low, low, and moderate income groups.

The maximum allowable income is based on household size and 80% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the Purchase Assistance Program, all properties must be owner-

HUD GRANTS CDBG-HOME

occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other criteria to determine an applicant's eligibility will be conducted by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On April 6, 2016, the City Commission approved amended provisions for 2016-17, 2017-18, and 2018-19 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed \$329,269. The maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repairs is 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven.

Also, in the event that the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan as long as the City's interest is properly acknowledged in any documents related to the refinancing.

Homeowners who have received comprehensive repair assistance from the City cannot re-apply for five years except for cases where emergency repairs are needed as determined by the City's Building Official, his designee, or in cases where no waiting list exists and funds are available.

Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, public improvement, and senior transportation, as in previous years. Senior transportation program uses allocated funds for fuel as well as repair & maintenance of vehicles to provide core services

to members 62 years of age and older. The HOME Program will only provide purchase assistance. The unspent balance of CDBG, HOME and NSP funds from previous project years will be carried over to FY20.

Accomplishments

As of August 31, 2019, the City has provided services in the amount of \$728,909 through the CDBG, including \$342,449 for home repairs (7 homes), \$145,050 for Public Improvement, and \$96,780 in support of the City's Senior Transportation Program.

As of August 31, 2019, the Senior Transportation Program has provided approximately 32,784 trips to eligible clients 62 years old and over.

As of August 31, 2019, the City provided services in the amount of \$71,771 through the HOME grant to assist two individuals with home repairs.

As of August 31, 2019, the City provided services in the amount of \$267,705 through the NSP grant.

HUD GRANTS CDBG-HOME

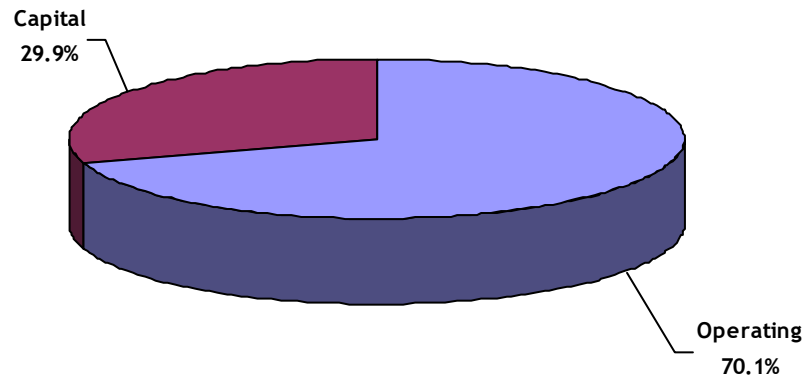
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs - CDBG	11	10	5	10	10	10
New construction - CDBG & Home	0	0	0	0	0	0
Number of one-way (age 62+) client trips with HUD grant funding for fuel and repairs/maintenance, and the balance of expenses covered by Older Americans Act (OAA) Grant	33,126	25,573	33,777	36,000	36,000	36,000
Number of unduplicated CDBG clients	735	200	752	900	900	900
Home repairs - NSP	0	1	0	1	0	0
Purchase assistance - NSP	1	3	0	0	0	0
Home repairs - HOME	3	3	4	3	3	0
Purchase Assistance - HOME	0	0	0	0	0	3
Effectiveness						
% of funds spent vs. funds available for home repairs	35%	50%	19%	50%	45%	45%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
Efficiency						
Average cost (fuel and R&M only) per one-way client (age 62+) trip	\$3.00	\$4.43	\$3.38	\$3.00	\$3.00	\$3.00
Vehicular accidents per 100,000 miles	0.00	0.00	2.88	0.00	0.00	0.00
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.00000	0.00000	0.00023	0.00000	0.00000	0.00000
Passengers per mile	1.00	1.00	0.24	2.00	2.00	1.00

HUD GRANTS CDBG-HOME

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		966,102	1,173,291	3,044,633	1,003,976
Revenue Total	\$	966,102	1,173,291	3,044,633	1,003,976
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		156,059	386,228	281,849	186,256
Other Contractual Services		553,150	288,913	2,123,299	234,465
Repair and Maintenance Services		50,968	57,299	60,893	60,000
Other Current Charges and Obligations		140,000	-	-	159,917
Operating Supplies		65,925	56,998	62,445	63,338
Operating Total		966,102	789,438	2,528,486	703,976
Capital					
Improvements Other Than Buildings		-	83,853	382,677	300,000
Machinery and Equipment		-	300,000	133,470	-
Capital Total		-	383,853	516,147	300,000
Expenditure Total	\$	966,102	1,173,291	3,044,633	1,003,976

HUD GRANTS CDBG-HOME

Expenditure Category



LAW ENFORCEMENT GRANT

Mission

1 - Victims of Crime Act (VOCA) Grant - To provide assistance to victims of crime, especially to those in under-served populations, such as the elderly and the mentally challenged.

2 - Homeland Security Grant - The U.S. Department of Homeland Security has implemented various financial assistance programs and grants for states to enable the collective geopolitical entities within each state, and regions within each state, to better prepare, protect, respond and recover from both man-made and natural hazard occurrences.

Various segments of these programs contain information that is operationally sensitive; therefore, budget details will lack specific data concerning the mission, accomplishments, objectives, and performance measures normally associated with City's budget preparations.

There are five major grant-assistance categories within the Homeland Security Grant Program (HSGP) that are funded by the U.S. Department of Homeland Security - these are:

- Urban Areas Security Initiative (UASI)
- State Homeland Security Program (SHSP)
- Operation Stonegarden Grant Program (OPSG)
- Metropolitan Medical Response System (MMRS) Program
- Citizen Corps Program (CCP)

The UASI increases prevention, protection, response, and recovery capabilities of all first responder agencies within the collaborative Southeast UASI Region (greater Fort Lauderdale and Miami) for all hazards, including terrorism through training, equipment, and exercises.

Goals

1 - VOCA Grant: Provide services to the underserved victim population groups and to meet the immediate needs of victims of crime.

2 - Homeland Security Grant - UASI: Program objectives are the decision of each UASI member

City. The City of Pembroke Pines UASI projects are equipment-related and consist of an amalgam of various projects:

~prepare and protect the City's population and critical infrastructure through public information and facility backup systems,

~respond to all hazardous occurrences through critical facility hardening and sustaining capabilities in order to facilitate the continuity of government,

~recover from all hazardous occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

Objectives

VOCA Grant: Provide the following services to victims in underserved populations such as the very young and the elderly:

- Referral services to at least 350 victims
- Emergency legal advocacy to 75 victims
- Personal advocacy to 75 victims

UASI Grant: Program objectives are the decision of each UASI member City. Completion of all local equipment related UASI projects including expenditure of funds and reimbursements prior to the established agreement deadline.

Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are to provide referral services, group treatment, and personal advocacy to victims of crime.

2 - UASI City-Wide Security Grant Activities that enable this Federal and State mandate include:

~ hardening accessed critical infrastructure necessary for continued community viability and the continuity of government operations, and strengthening interoperable communications capabilities.

LAW ENFORCEMENT GRANT

~ strengthening capabilities to prepare, detect, respond, and recover from man-made or naturally occurring chemical, biological, radiological, nuclear, or explosive critical incident occurrences.

Budget Highlights

VOCA Grant - The award for 2020 is anticipated to be \$18,473, which will fund the costs of the Part-Time Assistant Victim Advocate grant position. The Assistant Victim Advocate will continue to provide increased services to victims of crime. This grant will end September 2020.

2018 UASI Grant - The award is \$112,733, which will focus on purchasing additional P-25 compliant radios and a mobile security tower platform for the Police Department. This grant ends June 2020.

The 2017 Urban Area Security Initiative (U.A.S.I.) Grant included a project change from P-25 compliant radios to Thermal Imaging Cameras for use by the fire department. The upcoming 2018 and 2019 U.A.S.I. grants will focus on procuring additional P-25 compliant radios and thermal imaging cameras for the Fire Department and mobile security tower platforms for the Police Department.

Accomplishments

Victims of Crime (VOCA) Grant: The program has maintained its change in how measurements by Types of Services for victims are categorized. These defined areas for victim services are now Information and Referral, Emotional Support and Safety Services, and Criminal/Civil Justice System Assistance & Personal Advocacy/Accompaniment.

U.S. Department of Homeland Security Urban Area Security Initiative (U.A.S.I.) Grant: A spending plan has been prepared and submitted for projects with the upcoming 2019 U.A.S.I. grant. The 2016 U.A.S.I. grant successfully purchased additional P-25 compliant dash mount radios for the Fire Department, and a mobile security tower platform for the police department. This grant closed out in June 2018.

LAW ENFORCEMENT GRANT

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
VOCA direct expenditures	\$16,689	^\$17,918	\$10,595	\$20,473	\$18,473	\$18,473
Information & Referral	220	^350	246	^310	^200	^200
Emotional Support/Safety Services	32	^200	39	^130	^50	^50
VOCA legal advocacy referrals	N/A	^75	N/A	N/A	N/A	N/A
Criminal/Civil Justice System Assistance	27	^75	18	^50	^50	^25
Personal Advocacy/Accompaniment	43	^75	27	^25	^50	^25
Homeland Security Urban Area Security Initiative Grant expenditures	\$70,445	^\$240,841	\$118,177	^\$236,353	^\$230,908	^\$225,466
Highway Safety Grant expenditures	\$17,276	+	\$18,768	+	^\$24,940	^\$20,000

+ No grant funding was/is expected.

^ Contingent upon receipt of grant funding.

LAW ENFORCEMENT GRANT

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		104,410	147,540	289,437	18,473
Revenue Total	\$	104,410	147,540	289,437	18,473
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		31,826	25,946	62,560	17,160
Benefits		1,113	549	1,413	1,313
Personnel Total		32,939	26,495	63,973	18,473
Operating					
Travel Per Diem		-	1,043	-	-
Operating Supplies		386	-	-	-
Training and Education		640	-	-	-
Operating Total		1,026	1,043	-	-
Capital					
Machinery and Equipment		70,445	120,003	225,464	-
Capital Total		70,445	120,003	225,464	-
Expenditure Total	\$	104,410	147,540	289,437	18,473

POLICE COMMUNITY SERVICES GRANT

Mission

To enhance community law enforcement services through any one of seven major programmatic categories, which are Law Enforcement Programs; Prosecution & Courts; Prevention & Education; Corrections & Community Corrections; Drug Treatment & Enforcement; Planning, Evaluation, & Technology Improvements; and Crime Victim & Witness Programs. Specialized law enforcement technology and equipment not normally placed in the general fund budget is the focus of this grant.

Goals

The Byrne Memorial Justice Grant, known as the Justice Assistance Grant (JAG), provides a source of funding to assist the City in reducing crime and improving public safety while fostering a relationship between the Police Department and the community at large.

Objectives

To use funds received from the Bureau of Justice Assistance in accordance with program requirements. The following core activities are supported by this grant:

- ~ hiring of officers and support personnel,
- ~ enhancing security measures around schools,
- ~ establishing crime prevention programs, and
- ~ purchasing equipment and technology to enhance officer safety.

Major Functions and Activities

Grant funds are used primarily for the following purposes:

- ~ procuring equipment and specific software directly related to basic law enforcement functions and
- ~ utilizing the acquired technology and equipment to further response-readiness, to meet mandated Federal and State National Incident Management System (NIMS) goals of

preparedness, response, mitigation, and recovery to all-hazards incidents.

Budget Highlights

The Justice Assistance Grant (JAG) funds will be utilized to purchase equipment that will better prepare the department to respond and recover from all hazardous incidents, including criminal activity. Any unspent funds in the current year will be carried forward and utilized during FY20.

Accomplishments

The 2015 JAG project was completed, the program closed out in September 2018. The 2016 JAG award has been awarded to the City's Police Department in the amount of \$18,891, for the purchase of License Plate Reader equipment. Implementation of this project is ongoing and the funds are anticipated to be expended before the grant expires on September 30, 2019.

The 2017 JAG grant was received in the amount of \$20,422, to also be spent on License Plate Reader equipment. Anticipated to begin project implementation during FY18-19. This project ends September 30, 2020.

The 2018 JAG grant award was announced in the amount of \$21,796, the project is not anticipated to begin until FY19-20. This project will end September 30, 2021.

POLICE COMMUNITY SERVICES GRANT

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$1,725	*	\$15,748	^\$18,891	^\$20,422	^\$21,796

* No grant funding was/is expected

^Contingent upon receipt of grant funding.

POLICE COMMUNITY SERVICES GRANT

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		10,168	15,748	18,891	-
Revenue Total	\$	10,168	15,748	18,891	-
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Personnel					
Salary		8,442	-	-	-
Personnel Total		8,442	-	-	-
Operating					
Operating Supplies		1,726	555	-	-
Operating Total		1,726	555	-	-
Capital					
Machinery and Equipment		-	15,193	18,891	-
Capital Total		-	15,193	18,891	-
Expenditure Total	\$	10,168	15,748	18,891	-

COMMUNITY BUS PROGRAM

Mission

To provide safe and efficient transportation service to the community via a fixed route system, while keeping client expectations and changing needs a high priority.

Goals

To ensure the availability of public transportation services to the general public in western Pembroke Pines that cannot be reached by Broward County Transit (BCT) buses.

To ensure that safe and quality service is offered to the public.

To ensure that the Community Bus Service is delivered in the most effective and efficient manner.

To ensure program accountability.

Objectives

To increase community awareness of the Community Bus Program.

To encourage courteous service and client satisfaction.

To provide a safe and reliable service.

To ensure effective program administration.

To implement appropriate methods and procedures to accomplish cost effective service delivery.

To adhere to State and Federal Statutes, Rules and Regulations for the Transportation Disadvantaged Program.

Major Functions and Activities

~ TRANSPORTATION - Provision of free public transportation service at designated stops along three fixed routes - green, gold, and blue. The City has modified its community bus service routes. These changes will afford service to a larger area of the Pines corridor, provide greater access to the City's many amenities as well as

improve on-time performance. The new routes will cover the area between NW 210th Avenue in the west, NW 72nd Avenue in the east, Sheridan Street in the north and Pembroke Road in the south. Stops will be made at additional residential communities, hospitals, schools, libraries, and shopping centers within the corridor. Some of the major stops include the Pill Box, Pembroke Pines Academic Village, Memorial Hospital Miramar, Memorial Hospital Pembroke, Trader Joe's, Shops of Pembroke Gardens, and South Regional/Broward College Library.

The modified Green Route will continue to operate Monday through Saturday. New service hours will range from 7:45 am - 7:55 pm. Service starts at Heritage Lakes and extends east to Westfork Plaza.

The modified Gold Route will continue to operate Monday through Saturday. New service hours will range from 7:00 am - 8:00 pm Service starts at Century Village and extends east to the Southwest Focal Point (SWFP), and west to Academic Village.

The modified Blue West will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 8:00 am to 3:15 pm. Service starts at Park Place and extends east to Bealls Plaza and west to Flamingo Plaza.

The modified Blue East Route will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 9:00 am to 3:25 pm. Service starts at Pines Place and extends north to Memorial Hospital Pembroke, east to Broward College South, and west to SWFP.

Route transfers are available at various locations: between each Pembroke Pines community bus service routes; to BCT routes 2, 5, 7, 12, 16, 23, 28, University Breeze and 95express; the City of Miramar Orange and Red community buses, and West Park community bus. All Community Bus Service buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA). The interval between successive buses are as follows:

COMMUNITY BUS PROGRAM

- Gold Route - 43 and 44 minute intervals
- Green Route - 57 minute and 60 minute intervals
- Blue Route East - 65 minute intervals
- Blue Route West - 63 minute intervals

Budget Highlights

Continuation of services as required by the County's ridership threshold and therefore guarantees the program's funding. The county strict maintenance of ridership of 7.1 passengers per service hours.

Continue the Community Bus Services throughout the City, including a greater portion of the eastern section. As always, reduction of wait-time between stops will be the major focus.

Accomplishments

Increased the mobility of seniors and individuals with disabilities throughout the city.

COMMUNITY BUS PROGRAM

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of information documents distributed	11,000	12,000	4,500	12,000	12,000	4,000
Road calls required (calls for assistance due to mechanical problems)	35	40*	45	40	30	0
Number of one-way client trips	200,000	230,000	188,475	230,000	230,000	200,000
Effectiveness						
Number of grievances filed against system	0	0	0	0	0	0
Efficiency						
Passengers per service hour	13.0	14.0	8.8	14.0	14.0	10.0
Passengers per mile	3.00	2.00	0.75	2.00	4.00	1.00
Vehicular accidents per 100,000 miles	0.0	0.0	2.1	0.0	0.0	0.0
Average cost per one-way client (any age) trip	\$1.00	\$2.00	\$1.00	\$0.51	\$2.00	\$0.90

* More road calls have been required in recent years due to the combination of the aging bus fleet and the number of annual miles required. In light of this and until more vehicles can be upgraded, the goal for road calls required is 40.

COMMUNITY BUS PROGRAM

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		-	278,577	386,389	-
Grants from Local Units		308,473	304,043	308,595	657,186
Private Gifts / Contributions		-	-	5,210	-
Interfund Transfers		446,362	474,364	622,124	208,540
Revenue Total	\$	754,835	1,056,984	1,322,318	865,726
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		1,679	2,860	3,800	4,000
Other Contractual Services		584,086	591,331	581,807	594,826
Communication and Freight Services		882	1,208	1,600	1,600
Repair and Maintenance Services		118,521	95,135	161,458	162,500
Office Supplies		294	-	1,700	1,700
Operating Supplies		49,373	55,608	149,102	101,100
Publications and Memberships		-	-	310	-
Operating Total		754,835	746,141	899,777	865,726
Capital					
Machinery and Equipment		-	310,843	422,541	-
Capital Total		-	310,843	422,541	-
Expenditure Total	\$	754,835	1,056,984	1,322,318	865,726

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

Goals

To provide funding to support the activities that are covered under the Department of Treasury guidelines. These funds will continue to support the Police Department's efforts to increase interdiction of major crime activities involving narcotics and gang-related criminal offenses through enhanced data analysis.

Support of the Department's efforts in community-oriented and problem-solving policing will continue. The Department emphasizes a continual improvement of its level of service, and this funding provides additional resources without burdening the taxpayers.

Objectives

Monies obtained will be utilized to fund various Police Department capital expenditures in order to improve the quality of service offered to residents of the City.

Major Functions and Activities

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" issued by the U.S. Department of the Treasury, confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

Drug interdiction and drug activity suppression will be enhanced and expanded through the procurement of state-of-the-art surveillance and communications equipment, thereby augmenting investigative capabilities.

This trust fund does not provide for salaries.

Budget Highlights

The budget includes approximately \$29,154 for equipment purchases that will support the activities covered under the Department of Treasury guidelines.

Accomplishments

No funds were expended during the year.

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment and building improvements	\$0	\$59,576	\$0	\$12,509	\$16,132	\$29,154

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Fines & Forfeitures		11,217	19,932	-	-
Investment Income		2,987	7,864	5,000	9,000
Appropriated Fund Balance		-	-	385,061	-
Beginning Surplus		-	-	11,132	20,154
Revenue Total	\$	14,203	27,795	401,193	29,154
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		-	-	2,000	-
Repair and Maintenance Services		-	-	25,927	-
Operating Supplies		-	-	2,678	-
Operating Total		-	-	30,605	-
Capital					
Buildings		-	-	880	-
Improvements Other Than Buildings		-	-	59,791	-
Machinery and Equipment		-	-	309,917	29,154
Capital Total		-	-	370,588	29,154
Expenditure Total	\$	-	-	401,193	29,154

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

Goals

To provide funding to support the activities that are covered under the Department of Justice guidelines.

prevention. Training scenarios will include active shooter, dynamic entry, building searches and indoor tactical techniques. The facility will allow officers to be trained quickly and efficiently without the necessity of travel.

Objectives

Allocations from this fund will continue to finance various service enhancement efforts. Essentially, these allocations will be in the form of one-time capital expenditures.

Major Functions and Activities

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" issued by the U.S. Department of Justice, confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

Fleet purchases and the continuation of the computerization of the Records Management System.

Standardization of issued equipment will also continue.

This trust fund does not pay for salaries or benefits for law enforcement personnel.

Budget Highlights

The budget includes approximately \$10,500 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

Funds were used to complete construction of a Police "Simunition" Training Facility at the Police Department's Shooting Range. The new facility will enable the department to provide realistic training scenarios involving hostage situations and other high liability threats and crimes which help develop additional expertise and enhance crime

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$296,676	\$110,623	\$147,256	\$107,123	\$35,497	\$10,500

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Fines & Forfeitures		23,719	582	-	-
Investment Income		5,486	9,235	6,000	9,000
Appropriated Fund Balance		-	-	376,461	-
Beginning Surplus		-	-	29,497	1,500
Revenue Total	\$	29,206	9,816	411,958	10,500
Expenditure Category					
Operating					
Professional Services		-	-	31,200	-
Operating Supplies		12	-	138,002	-
Operating Total		12	-	169,202	-
Capital					
Improvements Other Than Buildings		296,676	147,256	1,920	-
Machinery and Equipment		-	-	240,836	10,500
Capital Total		296,676	147,256	242,756	10,500
Expenditure Total	\$	296,688	147,256	411,958	10,500

LAW ENFORCEMENT TRUST FUND \$2 POLICE EDUCATION

Goals

To provide support for all facets of police education and training initiatives. The \$2 Police Education Fund is restricted by law for expenditures to train and educate only law enforcement personnel.

Funds expended for the conference registration fees and related travel expenses of one command staff member to attend the "2018 I.A.C.P. Training Conference" presented by International Association of Chiefs of Police, Inc. This four-day conference provided an opportunity for professional development of a command staff member who attended.

Objectives

Monies obtained are utilized to fund various Police Department efforts to improve its quality of service through enhanced training. The areas of emphasis are to enhance the total programmatic training modules for all levels of departmental activities - operations, administration, and ancillary functions.

Major Functions and Activities

Continuous programmatic upgrades in training due to systematic enhancement in firearms, ongoing upgrades in the computerization of program structures, and increased focus on drug interdiction requiring dynamic training availability at all levels of the law enforcement endeavor.

This trust fund does not provide for salaries or benefits for law enforcement personnel.

Budget Highlights

Training

Funds are used to finance the cost of tuition and state exam fees associated with training police recruits at the Police Academy.

Travel/Conferences

Funds are utilized to afford Officers, as well as other law enforcement personnel, the opportunity to attend special conferences and seminars throughout the United States.

Accomplishments

Funds were used to finance the cost of tuition and state exam fees associated with training police recruits at the Police Academy.

LAW ENFORCEMENT TRUST FUND \$2 POLICE EDUCATION

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of new recruits sent to the Police Academy	13	5	17	4	4	4
Efficiency						
Average training cost per recruit	\$4,000	\$4,000	\$4,450	\$4,200	\$4,450	\$4,600

LAW ENFORCEMENT TRUST FUND \$2 POLICE EDUCATION

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Fines & Forfeitures		15,818	18,260	17,391	21,480
Investment Income		1,708	2,818	2,000	2,000
Appropriated Fund Balance		-	-	80,704	-
Beginning Surplus		-	-	-2,000	-2,000
Revenue Total	\$	17,526	21,078	98,095	21,480
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Travel Per Diem		22,754	14,296	38,295	-
Publications and Memberships		59,640	92,510	59,800	21,480
Operating Total		82,394	106,806	98,095	21,480
Expenditure Total	\$	82,394	106,806	98,095	21,480

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Goals

To accurately account for and utilize funds and property seized in accordance with Florida Contraband Forfeiture Act.

Traditionally, these funds have been used by the Police Department to procure state-of-the-art equipment. These funds support the Department's continued focus on computerization of information systems and the enhancement of anti-drug and crime prevention strategies.

Objectives

Monies obtained are utilized to fund various Police Department efforts to improve its quality of service to the community. The areas of emphasis are communication equipment, specialized vehicles, firearms, research and procurement of less lethal equipment, and related safety mechanisms.

Major Functions and Activities

In accordance with Florida Statutes 932.7055(9)(c), confiscated revenues are not permitted to be budgeted until they have been awarded to the City's Police Department by a court having jurisdiction over the matter.

The Florida Statutes also stipulate that if the Police Department acquires at least \$15,000 within a fiscal year, it must expend or donate no less than 15 percent of such proceeds for the support or operation of any drug treatment, drug abuse education, drug prevention, crime prevention, safe neighborhood, or school resource officer program(s). The Police Department has the discretion to determine which program(s) will receive the designated proceeds.

The proceeds and interest received under this program may not be used to meet normal operating expenses of the law enforcement agency.

Funds are used to upgrade the Department's records management, specialized vehicles, computerized information systems, and training facilities.

The City does not utilize funds received under this program to pay for salaries and benefits for law enforcement personnel.

Budget Highlights

The budget includes approximately \$106,611 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

Funds were used for the purchase of Gang Resistance Education and Training (G.R.E.A.T.) drawstring bags. The Gang Resistance Education and Training (G.R.E.A.T.) is an evidence-based and effective gang and violence prevention program built around school-based, law enforcement officer-instructed classroom curricula. The program has been building trust between law enforcement and communities for almost 30 years, and is intended as an immunization against delinquency, youth violence, and gang membership.

Donated \$3,000 to "Broward County Crime Stoppers" program. Since its inception in 1981, Broward County Crime Stoppers has approved more than \$3 million in rewards and helped close more than 23,000 cases; many of these cases were in direct assistance to the Pembroke Pines Police Department.

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

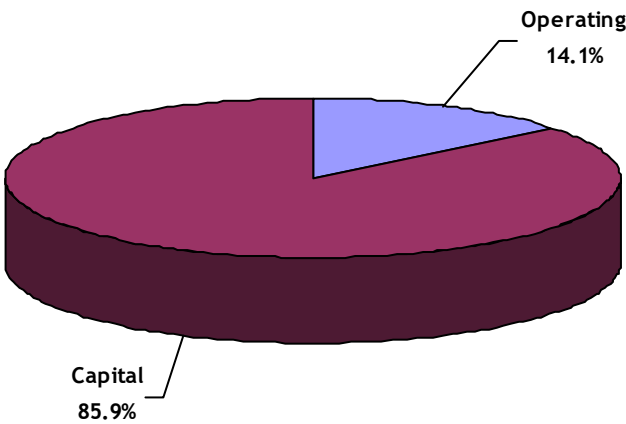
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent for drug and crime prevention	\$8,000	\$35,361	\$20,693	\$23,323	\$26,732	\$17,469
Funds spent on equipment and building improvements	\$0	\$198,633	\$0	\$131,014	\$135,708	\$106,611

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Fines & Forfeitures		208,921	97,276	-	-
Investment Income		7,430	21,591	12,000	26,000
Appropriated Fund Balance		-	-	792,735	-
Beginning Surplus		-	-	169,940	98,080
Revenue Total	\$	216,351	118,867	974,675	124,080
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		-	-	12,951	-
Other Contractual Services		2,100	750	39,900	-
Travel Per Diem		-	-	6,176	-
Other Current Charges and Obligations		-	-	5,000	-
Operating Supplies		8,000	20,693	81,868	17,469
Operating Total		10,100	21,443	145,895	17,469
Capital					
Buildings		-	-	105,774	-
Machinery and Equipment		-	-	715,921	106,611
Capital Total		-	-	821,695	106,611
Grants and Aid					
Aids to Private Organizations		-	-	7,085	-
Grants and Aid Total		-	-	7,085	-
Expenditure Total	\$	10,100	21,443	974,675	124,080

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Expenditure Category



OLDER AMERICANS ACT (OAA) GRANT

Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population at the Southwest (SW) Focal Point Senior Center. In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

Goals

To account for funds received from the OAA Grant and provide a full range of social services to eligible seniors in accordance with the guidelines of the Older Americans Act and the State of Florida Department of Elder Affairs.

Objectives

TITLE IIIB - SUPPORTIVE SERVICES: To facilitate the following social services to those 60 years of age or older residing in southwest Broward County: Information, Referral, Recreation, In-home Services, Health Support, Counseling, Adult Day Care, Alzheimer's Adult Day Care for seniors, and Public Education.

TITLE IIIE - FAMILY CAREGIVERS SERVICES: To provide expanded services to all Adult Day Care Program clients as well as a Caregiver Training/Support Group for their caregivers. The expanded hours are Monday thru Friday, 7:00 AM - 6:00 PM. The expanded hours provide benefits to senior clients and caregivers.

LOCAL SERVICE PROGRAM (LSP)
TRANSPORTATION: To provide safe, reliable, and efficient transportation services to seniors 60 years of age or older living in southwest Broward County.

Major Functions and Activities

Plan and implement the following senior services:

~ **RECREATION** - Includes classes such as ceramics, arts and crafts, computers for seniors, bingo, card and board games, special events, and field trips.

~ **HEALTH SUPPORT SERVICES** - Provides health screening, counseling, assessments, speakers on a variety of health subjects, a walking club program, senior wellness and exercise classes.

~ **INFORMATION and REFERRAL** - Provides direct access to Community Services programs and special senior programs. This service includes case management and referrals facilitated by the staff social worker.

~ **COUNSELING** - Services include individual, group, and/or family/caregiver counseling sessions as well as referrals and educational speakers.

~ **ADULT DAY CARE** - Provides a structured program for frail and/or Alzheimer's specific clients. Special activities, classes, and programs are planned to enhance the lives of these seniors in an effort to delay institutionalization and to provide respite care.

~ **PERSONAL CARE** - Includes assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

~ **HOMEMAKER** - Provides specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing, minor home repairs, meal planning and preparation. This service is provided through coordination with a home health agency.

~ **RESPIRE** - Provides relief or rest for a primary caregiver from the constant/continued supervision, companionship, therapeutic and/or personal care of a functionally-impaired older person for a specific period of time. This service is provided through coordination with a home health agency.

~ **TRANSPORTATION** - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by County Line Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and

OLDER AMERICANS ACT (OAA) GRANT

consistency of service. Clients receive free, door-to-door, driver-assisted service. Each one-way trip accounts for a unit of service under the provision of each funding source.

~ SCREENING AND ASSESSMENT - Administering an assessment instrument with the purpose of gathering information to determine eligibility for programs and/or services.

Budget Highlights

Continue receiving funds from Florida Department of Elder Affairs passed through the Areawide Council on Aging of Broward County to provide core services required by the contract and needed by our community.

IIIB, IIIE, LSP and EHEAP grants provide funding for multiple services as stated in our narrative.

Accomplishments

Director Jay Shechter was presented with the prestigious Edith S. Lederberg "Senior Champion Award" on November 8, 2018. This award is granted to those who through their efforts and devotion assist elders and their families to improve their lives.

Annual audit by ADRC (Aging Disability Resource Center) was completed and passed with flying colors.

OLDER AMERICANS ACT (OAA) GRANT

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of clients receiving day care services	63	100	43	120	80	80
Number of senior clients registered at SW Focal Point Center	1,900	3,700	3,094	2,500	2,000	3,200
Units (1 hour) of service:						
Public education	35	48	56	48	48	40
Personal care	4,042	4,525	4,213	4,454	4,454	4,454
Respite	552	390	470	460	460	470
Homemaker	3,117	3,128	3,421	3,127	3,127	3,127
Number of one-way client (age 60+) trips per year	34,646	25,513	33,412	25,514	24,775	24,776
Screening & Assessment	147	120	112	120	120	120
Adult day care	48,721	36,036	46,560	36,036	49,684	49,622
Counseling--individual	177	72	291	72	72	263
Counseling--group	67	60	70	60	90	70
Recreation	6,383	5,624	8,765	6,611	6,411	6,203
Caregiver Training & Support - Group	156.0	148.5	194.0	220.0	148.0	148.0

Effectiveness

% of service units billed	91.63%	100.00%	81.52%	100.00%	100.00%	100.00%

Efficiency

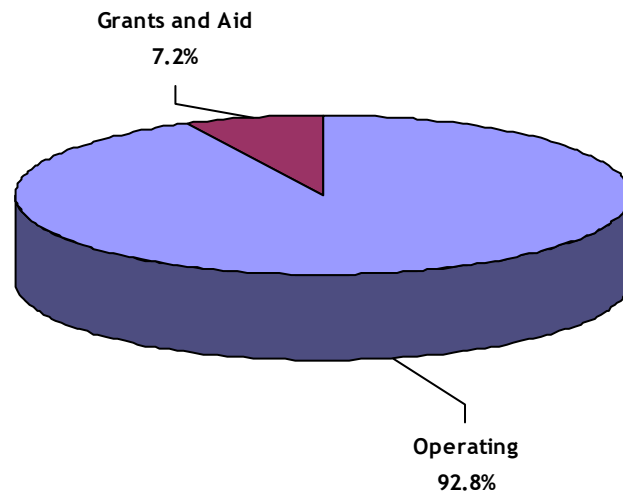
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per mile	0.86	3.00	0.24	2.00	2.50	0.40
Vehicular accidents per 100,000 miles	3.00	0.00	2.88	0.00	0.00	0.00
Road calls per passenger trip	0.00030	0.00000	0.00023	0.00000	0.00000	0.00000
Grant reimbursement per trip	\$9.06	\$8.80	\$6.92	\$9.06	\$9.33	\$9.33

OLDER AMERICANS ACT (OAA) GRANT

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Federal Grants		372,298	439,650	418,192	418,195
State Grants		246,656	244,956	231,154	231,155
Grants from Local Units		121,557	144,543	139,151	139,151
Private Gifts / Contributions		14,215	5,850	20,000	10,000
Interfund Transfers		506,630	479,797	561,224	532,884
Revenue Total	\$	1,261,354	1,314,796	1,369,721	1,331,385
		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category					
Operating					
Professional Services		2,891	917	1,800	1,800
Other Contractual Services		1,112,245	1,149,383	1,158,137	1,139,701
Repair and Maintenance Services		16,072	35,007	61,000	41,000
Operating Supplies		48,440	34,300	53,345	53,600
Publications and Memberships		-	-	155	-
Operating Total		1,179,648	1,219,608	1,274,437	1,236,101
Grants and Aid					
Aids to Government Agencies		81,706	95,188	95,284	95,284
Grants and Aid Total		81,706	95,188	95,284	95,284
Expenditure Total	\$	1,261,354	1,314,796	1,369,721	1,331,385

OLDER AMERICANS ACT (OAA) GRANT

Expenditure Category



DEBT SERVICE FUND

Mission

To optimize City resources in obtaining funds for City projects.

Goals

To finance projects and refund existing debts utilizing the most cost-effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives

To account for the servicing of general long-term debt and to maintain the highest possible bond ratings for the marketability of the City's debt.

Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of April 30, 2018. All capitalized terms are as defined in each bond issue's official documents.

~ CHARTER SCHOOL REVENUE BONDS, SERIES 2008 (Reissued in May 2014):

On March 25, 2008, the City issued \$64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of \$29,405,000 and \$17,715,000, respectively. The 2008 Bonds have an outstanding balance of \$62,395,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent and no 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The

2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on parity with any Additional Parity Bonds.

The 2008 Bonds are subject to optional and mandatory tender for purchase and to optional and mandatory redemption prior to maturity. Holders of the 2008 Bonds may elect to have their 2008 Bonds purchased on any Business Day, upon delivery of a Tender Notice to the Tender Agent seven days prior to the applicable Purchase Date. They are subject to redemption on any Business Day at the option of the City at a redemption price equal to 100% of the principal amount of such 2008 Bonds plus accrued interest to the date of redemption. The 2008 Bonds tendered for purchase, either at the option of the owner or upon mandatory tender, and not remarketed, will be subject to purchase pursuant to a Stand-by Bond Purchase Agreement with Royal Bank of Canada providing liquidity support for the 2008 Bonds.

In an effort to hedge its exposure to variable interest rates on the 2008 Bonds, the City has entered into four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions (collectively, the "Series 2008 Swap Transaction") with two Counterparties. On May 17, 2011, the City reissued the Charter

DEBT SERVICE FUND

School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$63,495,000. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on March 25, 2011 which was extended to May 24, 2011.

The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to Wells Fargo Bank, National Association (the "Bank") and obtain a variable rate of SIFMA rate plus 0.89% for a three year term. The Series 2008 Bonds have four interest rate SWAPs for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the three year period with the Bank, the effective interest cost to the City will be the fixed rates that the City pays to the Counterparties plus the 0.89% interest spread to the Bank.

On May 29, 2014, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$62,795,000. The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to PNC Bank, National Association (Bank) and obtain a variable rate of SIFMA rate plus 0.59% for a four year term with an expiration date of July 1, 2018. The Series 2008 Bonds have four interest rate SWAPs for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the four year period with the Bank, the effective interest cost to the City will be fixed rates that the City pays to the Counterparties plus the 0.59% interest spread to the Bank.

The Series 2008 Swap Transaction has an initial notional amount equal to the initial aggregate principal amount of the 2008 Bonds and will terminate at various times with the final termination date on the final maturity date of the 2008 Bonds, unless earlier terminated pursuant to the terms of the applicable the 2008 Swap Transaction. The notional amount of the Series 2008 Swap Transaction will amortize at the same times and in the same amounts as the

amortization of the 2008 Bonds. The City will pay a fixed rate of interest to each of the Swap Counterparties on their respective notional amounts equal to 3.324% and 3.794% and will receive in return from each of the Swap Counterparties a floating rate equal to the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index, on the same notional amount determined on the day of the week specified in the applicable Series 2008 Swap Transaction.

It is anticipated by the City that the floating rate payable by each of the Swap Counterparties will approximate the interest rate on the 2008 Bonds while the 2008 Bonds bear interest in the Weekly Rate Mode. There is no guarantee, however, that such rates will match at all times or at any time. The City is exposed to "basis risk" to the extent that the floating rate it receives from the applicable Swap Counterparty does not equal the interest rate it is required to pay on the 2008 Bonds. The City's payment obligations under the Series 2008 Swap Transaction (except for Swap Termination Payments) will be payable from Pledged Revenues, on a parity with the payment of interest on the 2008 Bonds and are paid on a priority to principal payments on the 2008 Bonds.

The City's net payments/receipts under the Series 2008 Swap Transaction will consist of Periodic Payments based upon fluctuations in short-term interest rates and, in the event of a termination of the Series 2008 Swap Transaction prior to the stated term thereof, a potential Swap Termination Payment. The amount of such potential Swap Termination Payment will be based primarily upon market interest rate levels and the remaining term of the Series 2008 Swap Transaction at the time of termination. The City's obligations with respect to the payment of Swap Termination Payments, if any, are subordinate to the payment of Pledged Revenues on the 2008 Bonds and the Periodic Payments on the Series 2008 Swap Transaction.

As the SIFMA Rate for September 30, 2018 is not available, the debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2017" is based on the 1.53%

DEBT SERVICE FUND

interest rate which was the SIFMA Rate (0.94%) in effect at the financial statement date of September 30, 2017 (per GASB Statement No. 38, paragraph 10) plus the 0.59% interest spread to the Bank.

~ Capital Improvement Revenue Refunding Bonds, Series 2010:

On June 22, 2010, the City issued the Capital Improvement Revenue Refunding Bonds, Series 2010 in the amount of \$8,545,700 for the purpose of refunding the outstanding \$8,690,000 Capital Improvement Revenue Bonds, Series 1999 in order to realize a net interest cost savings. These Series 2010 Bonds have an outstanding balance of \$5,575,100 due in varying installments through December 1, 2026. The outstanding bonds bear interest at the rate of 4.1575%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 and any Additional Parity Franchise Revenue Bonds. The Bonds are subject to redemption at the option and direction of the Issuer in whole or in part on any date on and after the 10th anniversary of the Delivery Date at a redemption price equal to the principal amount thereof to be redeemed plus interest accrued to the date of redemption.

~ Consolidated Utility System Revenue Bonds, Series 2010:

On December 21, 2010, the City issued the Consolidated Utility System Revenue Bonds, Series 2010 in the amount of \$12,300,000 for the purpose of financing certain improvements and expansions to the City's consolidated utility system. These Bonds have an outstanding balance of \$8,147,323 due in varying installments through December 1, 2025. The outstanding bonds bear interest at the rate of 3.50%, with interest payable semi-annually on June 1st and December

1st. The Bonds are not subject to optional redemption prior to December 1, 2015. After December 1, 2015, they may be subject to optional redemption, at the direction of the Issuer, in whole or in part, on any day for which proper notice of redemption may be given in accordance with the Resolution at a redemption price equal to the principal amount to be redeemed plus interest accrued to the date of redemption, plus a premium as set forth below:

Redemption Date Premium:

December 2, 2015 through December 1, 2020: 1%
December 2, 2020 and thereafter: 0%

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2013:

On October 15, 2013, the City issued \$35,300,000 bonds in order to maintain the City's pension contribution as a percentage of payroll at the level prior to the increased benefits for firefighters under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers. These bonds have an outstanding balance of \$30,240,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.45%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2014 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released.

DEBT SERVICE FUND

TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2014:

On September 10, 2014, the City issued \$41,540,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of \$36,465,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 4.25% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2013 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the Bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released. The bonds maturing on and after October 1, 2033 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2024, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2014:

On September 10, 2014, the City issued \$29,040,000 bonds for the purpose of funding the cost, planning, acquisition, construction, and equipping of the Senior Housing Project (Towers

One & Two), the site development, engineering and permitting costs related to the Senior Housing Project, and the mobile safety equipment. These bonds have an outstanding balance of \$26,155,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.50% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series, 2001, 2004A, 2004B and any Additional Parity Bonds. The bond maturing on or after October 1, 2025 are subject to redemption at the option of the City, on or after October 1, 2025, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ GENERAL OBLIGATION BONDS, SERIES 2015:

On June 4, 2015, the City issued General Obligation Bonds in the amount of \$76,045,000 for the purpose of (i) funding the cost of construction, acquisition and equipping of a new city hall/civic center, commission chambers and art gallery; and certain other capital projects authorized under the Authorizing Resolution, (ii) refund all of the Issuer's outstanding General Obligation Bonds, Series 2005 maturing on and after September 1, 2016 (the "2005 Refunded Bonds") and refund all of the Issuer's General Obligation Bonds, Series 2007 maturing on and after September 1, 2018 (the "2007 Refunded Bonds," and collectively with the 2005 Refunded Bonds, the "Refunded Bonds"), and (iii) pay the costs of issuing the Series 2015 Bonds. These Series 2015 bond have an outstanding balance of \$72,715,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 1.50% to 5%, with interest payable semi-annually on March 1st and September 1st. The Series 2015 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the

DEBT SERVICE FUND

purpose of paying the Series 2015 Bonds. The bonds maturing on or after September 1, 2026 are subject to redemption at the option of the City, on or after September 1, 2025, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2017:

On October 11, 2016 the City issued \$17,386,400 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 2006. These refunding bonds have an outstanding balance of \$14,620,200 due in varying installments through October 1, 2022. The outstanding bonds bear interest at 1.340%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, 2006, 2014 and any Additional Parity Bonds.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2016):

On September 30, 2016, the City issued \$7,636,000 bond under an Indenture of Trust between the Issuer and U.S. National Bank Association, as trustee for the purpose of current refunding the Variable Rate Capital Improvement Revenue Bonds, Series 2008 (Susan B. Anthony Center) in order to realize a net interest cost savings. The Series 2016 Bonds initially will bear interest at the Weekly Rate, determined by the Remarketing Agent each Wednesday and payable on the first Wednesday of each month. Interest on the Series 2016 Bonds will be paid at the lesser of the maximum rate permitted by law and 12% per annum. The Issuer may change the interest rate determination method from time to time. A change in the method, other than a change between the Daily Rate and the Weekly Rate, will result in the Series 2016 Bond becoming subject to mandatory tender for purchase on the effective date of such change.

These 2016 Bonds have an outstanding balance of \$7,221,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2016 Bond are subject to redemption by the Issuer, at the option of the Issuer, in whole at any time or in part on any Interest Payment Date, less than all of such Series 2008 Bonds to be selected by lot or in such other manner as the Trustee shall determine, at a redemption price of 100% of the outstanding principal amount thereof plus accrued interest. The Series 2016 Bond shall be subject to mandatory tender by the Registered Owners for purchase.

The debt service shown in following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2017" is based on the 1.66% with interest payable semi-annually on April 1st and October 1st.

~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, Series 2017:

On May 24, 2017, the City issued \$45,960,000 bond refunding Capital Improvement Revenue Refunding Bonds, Series 2006 Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007. These bonds have an outstanding balance of \$43,305,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 2.00% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, Series 2007 and any additional Parity Franchise Revenue Bonds.

Budget Highlights

Future debts will be issued as the Commission deems appropriate.

DEBT SERVICE FUND

Accomplishments

All bond issues' obligations were met and covenants complied.

DEBT SERVICE FUND

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of bond issues outstanding	12	12	10	11	10	10
Number of payments	68	68	66	68	20	20
Efficiency						
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%
% of required funding accomplished	100%	100%	100%	100%	100%	100%

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2019

	Refunding Charter Sch Bonds & New Charter School Projects	Refunding Capital Improv Series 1999	Refunding Firefighters Pension Series 2003A	Refunding Police Officers & General Employees Pension Series 2004	Refunding Senior Housing Tower I & II 2004A & 2004B
Type of Bonds	<u>\$64,095,000</u>	<u>\$8,545,700</u>	<u>\$35,300,000</u>	<u>\$41,540,000</u>	<u>\$29,040,000</u>
Revenue	Charter School	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Public Improv. Refunding
General Obligation	*				
Fiscal Y/E Sep 30	Series 2008	Series 2010	Series 2013	Series 2014	Series 2014
2020	1,429,405	706,283	2,840,187	3,160,213	2,182,106
2021	1,434,684	706,141	2,837,531	3,156,675	2,180,706
2022	1,432,534	708,345	2,832,555	3,150,650	2,171,931
2023	2,561,465	708,938	2,830,701	3,148,094	2,182,431
2024	2,825,807	707,946	2,823,222	3,149,365	2,175,306
2025	2,672,841	827,893	2,824,932	3,139,715	2,172,681
2026	2,692,516	827,124	2,820,253	3,139,235	2,171,681
2027	4,189,091	829,084	2,818,689	3,132,980	2,172,056
2028	5,271,180	-	2,815,086	3,131,112	2,184,731
2029	5,359,355	-	2,809,437	3,128,153	2,174,953
2030	5,419,598	-	2,802,421	3,128,602	2,176,625
2031	5,483,337	-	2,799,073	3,117,365	2,165,000
2032	5,259,686	-	2,793,378	3,119,832	2,159,875
2033	5,334,245	-	2,789,904	3,116,182	2,155,374
2034	5,423,526	-	2,788,075	3,106,414	2,165,850
2035	5,535,742	-	-	-	2,154,850
2036	5,635,075	-	-	-	-
2037	5,741,959	-	-	-	-
2038	5,858,110	-	-	-	-
Total debt service	\$ 79,560,156	\$ 6,021,754	\$ 42,225,444	\$ 47,024,586	\$ 34,746,158
Principal outstanding FY 2019	\$ 62,195,000	\$ 5,091,600	\$ 28,910,000	\$ 34,705,000	\$ 25,095,000

City of Pembroke Pines, Florida

Schedule of Debt Service on Outstanding Bonds as of September 30, 2019

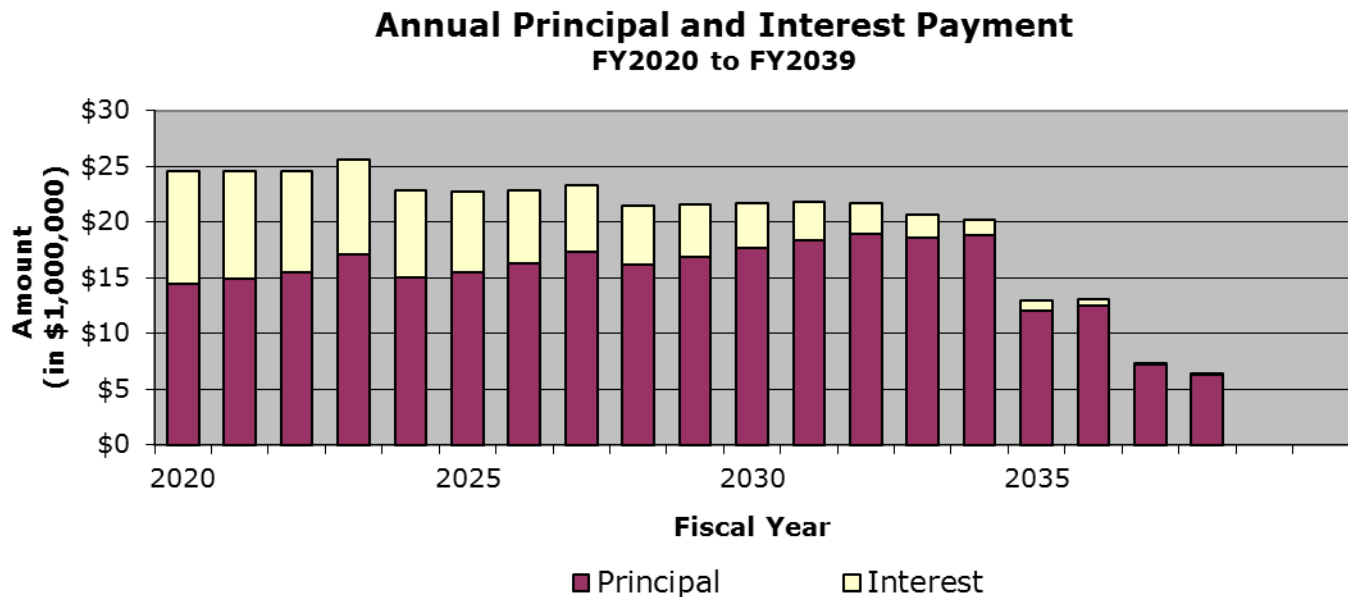
Type of Bonds	Business-type					Combined Activities
	Refunding 2005 GO Bonds and Partial 2007 GO Bonds	Refunding Susan B. Anthony Center 2005 Bonds	Refunding Public Improvement, Series 2006	Various Capital Projects & Advance Refunding Cap Improv., Series 2006 & 2007	Consolidated Utility System Project	
	<u>\$76,045,000</u>	<u>\$7,636,000</u>	<u>\$17,386,400</u>	<u>\$45,960,000</u>	<u>\$12,300,000</u>	
Revenue		Variable Rate Cap Improv. Refunding	Public Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System	
General Obligation	General Obligation	**				
Fiscal Y/E						Total Debt Service/ Principal
Sep 30	Series 2015	Series 2016	Series 2016	Series 2017	Series 2010	
2020	5,895,938	347,200	3,027,331	4,554,288	1,056,203	10,318,194
2021	5,897,688	353,365	3,021,895	4,565,988	1,055,687	10,315,738
2022	5,897,688	361,365	3,023,956	4,542,963	1,055,152	10,296,015
2023	5,895,688	369,165	3,019,999	4,529,212	1,054,601	11,431,629
2024	5,896,438	377,766	-	4,532,837	1,054,029	11,681,646
2025	5,894,438	387,151	-	4,420,962	1,053,438	11,638,062
2026	5,894,438	396,304	-	4,418,462	1,052,827	11,650,809
2027	5,895,238	407,224	-	4,412,337	-	13,141,901
2028	5,894,738	417,879	-	2,325,588	-	13,402,109
2029	5,894,988	429,268	-	2,320,463	-	13,471,899
2030	5,896,388	441,375	-	2,345,162	-	13,527,246
2031	5,896,187	454,184	-	2,340,988	-	13,564,774
2032	5,894,937	467,676	-	2,227,800	-	13,332,771
2033	5,892,687	481,837	-	1,195,931	-	13,395,705
2034	5,893,937	495,649	-	1,185,375	-	13,483,865
2035	5,892,937	511,113	-	1,189,250	-	7,690,592
2036	5,894,187	527,195	-	1,185,500	-	5,635,075
2037	-	543,878	-	1,189,000	-	5,741,959
2038	-	560,147	-	-	-	5,858,110
Total debt service	\$ 100,218,540	\$ 8,329,741	\$ 12,093,181	\$ 53,482,106	\$ 7,381,937	\$ 209,578,098
Principal outstanding FY 2019	\$ 67,735,000	\$ 7,221,000	\$ 11,775,100	\$ 40,615,000	\$ 6,548,268	\$ 289,890,968

* Based on the **2.17%** interest rate which was the Securities Industry and Financial Markets Association Municipal Swap Index (SIFMA) Rate in effect at the financial statement date (September 30, 2019) Statement No. 38, paragraph 10, which was **1.58%** + the **0.59%** Direct Purchase spread to the bondholder for a four year term from May 29, 2014 to July 1, 2018. The City has extended the Direct Purchase until September 30, 2019.

** Based on the 1.66% seven year term (from September 30, 2016) Direct Purchase fixed rate in effect at the financial statement date (September 30, 2019) per GASB Statement No. 38, paragraph 10.

DISCUSSION ON THE EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS

Per the assumptions as stated in the “Schedule of Debt Service on Outstanding Bonds as of September 30, 2019” regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 14 years, 2020-2034, at approximately \$20,100,000 to \$26,000,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.



The total outstanding bond principal balance as of September 30, 2019 is **\$289,890,968** representing a decrease of **\$13,621,878** from prior year as a result of principal repayment.

Property Taxable Value for Fiscal Year Ending September 30, 2019 (2018 Tax Year)

Property Assessed Value:

Just Value	\$19,824,761,886
Less: Property and Personal Exemptions	(3,574,087,306)
Homestead Assessment Differential ⁽¹⁾	(3,351,660,650)
Non-homestead Residential Property Differential ⁽²⁾	(180,632,280)
Certain Residential and Nonresidential Real Property Differential ⁽²⁾	(51,182,610)
Agricultural Differential ⁽³⁾	(14,915,130)
Pollution Control Devices Differential ⁽⁴⁾	(452,402)
Value Adjustment Board & Broward County Property Appraiser	(74,026,373)
Adjustments	
Final Taxable Value	\$12,577,805,135

- (1) Per F.S. 193.155, the reassessed value shall not exceed the lower of a) 3% of the assessed value of the property for the prior year; or b) the percentage change in the CPI.
- (2) Per F.S. 193.1554 & 193.1555, the reassessed value may not exceed 10% of the assessed value of the property for the prior year.
- (3) Per F.S. 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year.
- (4) Per F.S. 193.621, the reassessed value may not be greater than its market value as salvage.

Legal Debt Limit

There are no direct limitations imposed by the Florida Constitution or the Florida Statutes on the amount of debt that the City can issue.

The City of Pembroke Pines' limit is governed by the City's Ordinances No. 1560 (Debt Management Policy) and No. 1561 (Derivative Debt Management Policy) adopted on November 1, 2006.

City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable		\$ 188,667,077
General Obligation Bonds, Series 2015	67,735,000	
Total General Obligation Bond subject to debt limitation		67,735,000
Total Outstanding Debt	275,604,224	
Legal Debt Margin		<u><u>\$ 120,932,077</u></u>

Bond Covenants

The City is also governed by the covenants of individual revenue bonds if the City plans to issue additional parity bonds. The covenants are as follows:

Taxable Communications Services Tax Revenue Bonds, Series 2013
Taxable Communications Services Tax Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Refunding Bonds, Series 2016

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Capital Improvement Revenue Refunding Bonds, Series 2017

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Charter School Revenue Bonds, Series 2008 (Reissued in May 2014)

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 (Reissued in September 2016)

Additional parity franchise revenue bonds payable from the pledged revenue may be issued only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity franchise revenue bonds.

Capital Improvement Revenue Refunding Bonds, Series 2010

Additional bonds and additional parity franchise revenue bonds payable from the pledged revenues may be issued only for acquisitions or construction of additions, extensions, or improvements to the Project, or for refunding of bonds, and only if the pledged revenues for the preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Consolidated Utility System Revenue Bonds, Series 2010

Additional Parity Obligations shall be issued after the Net Revenues derived for any consecutive twelve (12) months out of the preceding twenty-four (24) months preceding the date of issuance of the proposed Additional Parity Obligations adjusted as provided in the bond resolution, is equal to and not less than 120% of the Maximum Bond Service Requirement on all the outstanding Bonds and the Additional Parity Obligations.

DEBT SERVICE FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Ad Valorem Taxes	5,956,732	5,946,763	5,641,632	5,738,726
Utility Taxes	2,249,136	2,354,247	2,448,868	2,549,618
Communications Service Tax	5,254,642	5,131,400	5,095,000	4,993,000
Franchise Fees	747,745	757,326	760,566	762,840
Investment Income	97,829	212,964	120,800	210,500
Rents & Royalties	11,559,069	11,168,428	11,350,838	11,454,889
Interfund Transfers	118,065	88,549	-	-
Debt Proceeds/Installment Purchase	68,857,604	-	-	-
Beginning Surplus	-	-	87,330	-312,965
Revenue Total	\$ 94,840,822	25,659,676	25,505,034	25,396,608
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Debt Services				
Principal Payments	12,269,466	12,767,949	13,029,600	13,455,000
Interest Payments	12,593,430	12,662,074	12,462,084	11,925,008
Other Debt Service Costs	3,825	3,700	13,350	16,600
OneTimers	71,149,279	-	-	-
Debt Services Total	96,016,000	25,433,723	25,505,034	25,396,608
Other				
Transfers	634,634	-	-	-
Bond Issuance	636,968	-	-	-
Other Total	1,271,602	-	-	-
Expenditure Total	\$ 97,287,603	25,433,723	25,505,034	25,396,608

MUNICIPAL CONSTRUCTION FUND

Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

Goals

To complete projects on time and within the established project budget.

Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of the City's planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed. The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st.

Budget Highlights

As per policy, total project cost is appropriated in the year financing is secured. Notwithstanding, the projects appropriated in 2019-20 will be funded by unspent bond proceeds. There are several projects planned in Division 7001 Recreation and Cultural Arts, including repairs to Fields 5 & 6 at the West Pines Soccer Park of \$0.5 million, Spring Valley Pond Renovation and completion of the passive park on the hockey rinks, of \$0.4 million; and various other recreational projects, which total approximately \$1.3 million. There are also

several projects planned in Division 2002, including additional City fiber to replace aging iNet and close gaps in existing City fiber to provide redundant paths of \$1 million, Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' East Charter School Campus of \$1.2 million and Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' Central Charter School Campus (this includes both Elementary and Middle School) of \$1.5 million.

Unspent funds from projects that will be financed by the General Obligation Bonds, which were appropriated in the fiscal years 2004-05 and 2006-07, will become part of the fiscal year 2019-20 appropriation after the budget is adopted and the carryover of funds finalized.

Accomplishments

Initiated ERP System Soft Implementation.

MUNICIPAL CONSTRUCTION FUND

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of projects completed	1	5	1	2	1	7

MUNICIPAL CONSTRUCTION FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
State Grants	1,000,000	-	-	-
Grants from Local Units	462,350	-	-	-
Investment Income	-41,107	-28,271	-	-
Private Gifts / Contributions	804,746	626,627	-	307,000
Interfund Transfers	16,986,797	-	-	-
Prior Year Bond Proceeds	-	-	1,494,173	5,885,000
Beginning Surplus	-	-	-	-307,000
Revenue Total	\$ 19,212,786	598,356	1,494,173	5,885,000
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Capital				
Capital Contingency	-	-	-	3,680,000
Buildings	24,551,303	651,169	372,043	150,000
Improvements Other Than Buildings	3,759,104	-149,447	640,518	1,325,000
Machinery and Equipment	-	-	-	730,000
Infrastructure	-	-	481,612	-
Capital Total	28,310,407	501,722	1,494,173	5,885,000
Expenditure Total	\$ 28,310,407	501,722	1,494,173	5,885,000

UTILITIES

Goals

To operate an efficient, environmentally sound, regulatory compliant utility that provides our customers with the highest quality of water and wastewater services while maintaining a competitive rate structure. The Utility Fund provides the means to effectively operate, maintain and improve our physical infrastructure while meeting or exceeding all regulatory requirements.

Objectives

Our objectives are, to:

Operate our drinking water and wastewater treatment plants at maximum efficiency to meet or exceed all environmental and regulatory parameters and provide a world class service to our customers.

Continuously upgrade and improve infrastructure, procedures and processes to keep pace with technological improvements and regulatory changes.

Utilize technology (GIS, hydraulic studies, bench testing, improved metering, data processing, etc.) to improve our systems, our customer service experience and revenue collection, to allow for the maintenance of our low utility rate.

Maintain fire hydrant systems per City of Pembroke Pines Fire Department requirements, thereby supporting the Insurance Service Organization (ISO) Class One fire protection rating.

Identify and repair major sources of inflow and infiltration into the sanitary sewer system.

Continue to upgrade and replace potable water meters to meet industry targets.

Continue program of lift-station upgrade and replacement for better performance and aesthetics.

Fully implement our automated valve exercising program for force main and water main valves throughout the City.

Major Functions and Activities

Our six main functions are:

1. Environmental Services
2. Technical Services
3. Water Treatment
4. Water Distribution
5. Wastewater Collection
6. Wastewater Treatment

The careful implementation of all six functions are integral to the comprehensive success of our system as a whole and allows the City of Pembroke Pines to seamlessly provide this broad base of services and support. This is encompassed in our ability to pump water from the ground, treat it, deliver it to our residents, collect and treat wastewater, as well as collect the revenues generated by these services. The City utilizes the contract services of CH2M (a global services company) to operate and maintain our facilities.

~ ENVIRONMENTAL SERVICES (ENGINEERING) - See the separate Engineering section of this document for information on this element.

~ TECHNICAL SERVICES - The technical and regulatory requirements of the Water Treatment Plant and the Wastewater Treatment Plant are addressed by our contractor CH2M. Their responsibilities include provision of NELAC certified laboratory services to monitor the water and wastewater systems, ensuring that all federal, state, and local standards for water quality are strictly met; and the management and upkeep of our computerized control systems associated with the operation of both treatment plants, along with the computerized lift station telemetry Supervisory Control and Data Acquisition (SCADA) system.

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours a day by a team of certified operators. The plant reliably produces approximately 13.5 million gallons (MG) of potable water daily. Our water

UTILITIES

plant also provides water for firefighting purposes throughout our City at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible (ISO Class One rating). As we transition to more computer based systems, we are able to provide a 24-hour communication link between our staff, customers and emergency repair crews. Our technological improvements also allow for more precise monitoring and implementation of routine preventative maintenance to reduce downtime and improve system reliability and performance.

~ WATER DISTRIBUTION - is responsible for the repair and preventative maintenance of more than 525 miles of water distribution lines, service lines, meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

~ WASTEWATER COLLECTION - is responsible for the operation, repair, and preventative maintenance of more than 36 miles of force mains and 412 miles of gravity sewer mains, as well as 7,567 associated manholes and 190 lift stations.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day by certified operators, ensuring that approximately 7.5 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in conformance with all applicable federal, state, and local laws. The treated effluent from the wastewater plant is disposed of via deep well injection, while solids are shipped away for land application to the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is accomplished in a timely manner to preclude any degenerative performance.

Budget Highlights

The City has invested heavily in the improvement, upgrading and modernization of the water and wastewater facilities, and will

continue with this effort into FY20. The aim is to not just keep the assets operational and productive, but to improve efficiency, increase infrastructure lifespan and introduce advancements to make the utilities of the City, Best-in-Class. As such, we have included the following capital items in our FY20 budget.

Sewer Collection

- \$100,000 for force main project assessments and designs to improve our wastewater transmission system.
- \$1,500,000 for improvements to the sewer collection system to limit the amount of groundwater infiltration entering our system, which increases operational costs.
- \$600,000 for improvements to the sewer collection system to limit the amount of surfacewater inflow entering our system, which increases operational costs.
- \$250,000 for a stand-by power generator system for Master Lift Station Number 4 to reduce interruptions to service.
- \$250,000 for upgrades required to the wastewater collection SCADA system.
- \$1,326,000 for lift station replacement and rebuilds.

Sewer Treatment Plant

- \$50,000 for the rehabilitation of existing buildings.
- \$150,000 for improvements to the sludge process.
- \$100,000 for rehabilitation of stand-by power systems.
- \$970,000 for the rehabilitation of the effluent disposal system.
- \$250,000 for upgrades to the wastewater treatment SCADA system.
- \$50,000 for Heavy equipment.
- \$600,000 for air blower replacements.
- \$50,000 for headworks replacement equipment.

Water Plant

- \$2,120,000 for new lime softening treatment equipment and dewatering improvements.
- \$150,000 for the rehabilitation of water supply well #6.
- \$1,180,000 for the rehabilitation of treatment unit A.

UTILITIES

- \$60,000 for rehabilitation of stand-by power systems.
- \$475,000 for SCADA and misc. water plant upgrades.

Water Distribution

- \$540,000 for water distribution equipment storage facilities to extend the useful life of equipment.
- \$25,000 for annual fire hydrant replacements.
- \$3,250,000 for the continuation of water main improvements including the Pines Village area.
- \$55,000 for small equipment.

Accomplishments

The Pines Village water main replacement project, phase I has been completed.

Improvements to the water treatment plant include a new lime slaker commissioning of the carbon dioxide and sodium hypochlorite systems and the installation of a slaked lime feed system.

Improvement to the wastewater treatment plant include the commencement of the Rehabilitation Project to include refurbishment of the east and west surge tanks, treatment unit #5 and the east influent pump station.

Continued installation of lift station replacements as well as infiltration and inflow improvements throughout the City.

UTILITIES

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of utility customers assisted via Customer Service Call and Walk-In Centers	N/A	*	39,406	40,000	40,000	40,000
Number of potable water meters replaced	1,600	3,000	1,650	4,000	2,000	2,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	1,000	2,000	0	10,000	4,000	21,485
Miles of water main maintained	525	525	541	525	525	541
Fire hydrants maintained	5,160	4,700	6,889	5,160	5,220	4,650
Lift stations maintained	198	193	198	198	198	202
Miles of sanitary sewer maintained	412	412	418	412	412	418
Miles of force main maintained	36	36	39	36	36	39
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.38	<9.50	8.81	9.00	>9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	3.66	<4.00	3.64	3.50	3.50	<4.00
Color (County standard 15.0 or lower)	13.27	6.00	4.00	5.00	2.00	<15.00
Fluoride ASF (County standard 0.8 or lower)	0.56	0.70	0.62	0.80	0.80	<2.00
Turbidity NTU (County standard 1.0 or lower)	0.31	1.00	0.15	0.90	0.90	<1.00
Iron Fe- (County standard 0.3 or lower)	0.08	0.30	0.03	0.03	0.30	<0.30
CBOD5 Effluent (County standard 20 or lower)	6.98	<2.00	4.66	5.00	6.00	<20.00
TSS Effluent (County standard 20 or lower)	14.86	<2.00	9.77	2.50	13.00	<20.00
Efficiency						
Number of hours required to repair a pressure main break	4	4	N/A	4	4	N/A
Number of hours required to respond to after-hours emergency situations	1	4	N/A	1	1	N/A

*New performance measure; no goal in previous years.

UTILITIES

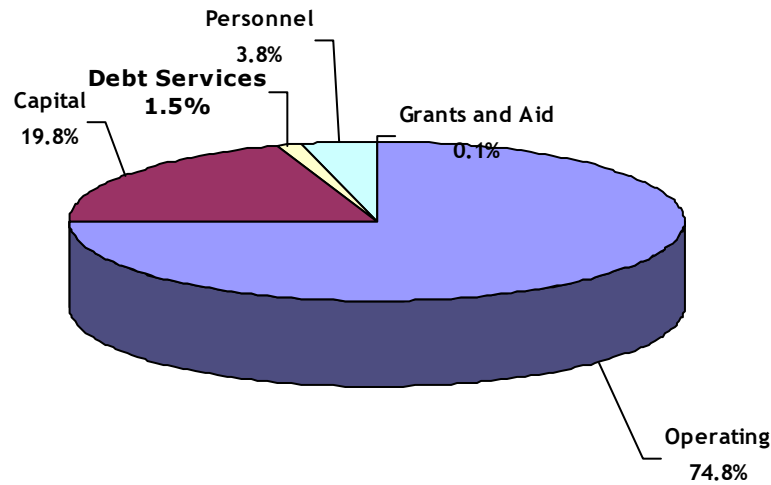
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Building Permits	114,623	246,722	150,000	311,000
General Government Charges	93,641	84,235	60,000	101,540
Physical Environment Charges	737,750	1,060,862	779,000	1,096,960
Water/Sewer Charges	45,324,295	55,227,024	60,558,000	58,881,000
Investment Income	13,977,389	1,064,931	290,000	1,056,000
Disp of Fix Assets / Sale of Equip/ Scrap	7,494	-	5,000	-
Miscellaneous Revenues	-830	-43,573	4,000	9,000
Private Gifts / Contributions	-	124,536	47,901	-
Other Miscellaneous Revenues	7,122	11,708	2,600	8,280
Water/Sewer Connection	1,167,738	3,677,444	1,365,000	3,723,591
Appropriated Retained Earnings	-	-	14,125,287	-
Capital Funded By Reserve	-	-	2,880,000	3,160,000
Prior Year Bond Proceeds	-	-	-	2,775,118
Beginning Retained Earnings	-	-	4,451,177	-
Revenue Total	\$ 61,429,222	61,453,888	84,717,965	71,122,489
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Personnel				
Salary	685,899	694,185	826,254	885,935
Benefits	5,111,850	3,187,216	1,898,576	1,838,408
Personnel Total	5,797,749	3,881,400	2,724,830	2,724,343
Operating				
Professional Services	987,084	1,037,712	1,152,834	1,511,967
Accounting and Auditing	50,012	49,415	52,300	56,600
Other Contractual Services	11,061,235	11,335,322	14,988,380	14,104,077
Travel Per Diem	70	8,264	5,130	3,110
Communication and Freight Services	216,451	213,047	251,426	234,629
Utility Services	9,363,201	9,333,737	10,585,498	10,269,867
Rentals and Leases	161,775	202,205	329,383	283,865

UTILITIES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Insurance	1,199,838	1,652,150	1,815,080	1,854,033
Repair and Maintenance Services	820,474	1,042,393	2,586,919	765,963
Printing and Binding	11,225	11,886	11,000	3,136
Depreciation	6,750,455	6,761,690	2,880,000	3,160,000
Other Current Charges and Obligations	14,129,755	15,315,958	16,690,256	17,674,239
Office Supplies	30,623	31,565	34,859	35,742
Operating Supplies	1,621,532	2,816,818	3,245,267	3,219,715
Publications and Memberships	515	260	2,000	2,000
Training and Education	-	-	2,500	1,000
Operating Total	46,404,245	49,812,424	54,632,832	53,179,943
Capital				
Buildings	-	-	1,271,182	1,130,000
Improvements Other Than Buildings	-	-	18,625,884	10,451,000
Machinery and Equipment	-	-	6,416,024	2,526,000
Capital Total	-	-	26,313,090	14,107,000
Debt Services				
Principal Payments	-	-	813,279	841,744
Other Debt Service Costs	500	-500	-	-
OneTimers	289,585	262,238	233,934	214,459
Debt Services Total	290,085	261,738	1,047,213	1,056,203
Grants and Aid				
Aids to Government Agencies	41,824	20,949	-	55,000
Grants and Aid Total	41,824	20,949	-	55,000
Other				
Transfers	13,791,343	-	-	-
Other Total	13,791,343	-	-	-
Expenditure Total	\$ 66,325,246	53,976,511	84,717,965	71,122,489

UTILITIES

Expenditure Category



Position Title	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12009 Assistant Director of Public Services	-	0.5	0.5	0.5
12027 Utility Operations Manager	1	1	-	-
12035 Utilities Project Manager	-	-	-	0.5
12051 Public Services Director	0.5	0.5	0.5	0.5
12109 Administrative Supervisor	1	1	1	1
12148 Utilities Director	1	1	1	1
12194 Environmental Services Director	-	-	-	0.5
12484 Public Services Manager	-	0.5	0.5	0.5
12499 Deputy City Manager	0.5	0.5	0.5	0.5
12500 City Engineer	-	0.5	0.5	0.5
12516 Assistant City Manager	0.5	0.5	0.5	0.5
12523 Accountant	0.5	0.5	0.5	-
12532 Accountant II	-	-	-	0.5
12741 Controller	0.5	-	-	-
12774 Engineer	0.5	0.5	0.5	0.5

UTILITIES

Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12795 Utility Maintenance Manager		1	-	1	-
13163 Division Director of Utilities		1	-	-	-
13164 Special Projects Manager		0.5	-	-	-
Total	Full-time	7	7	7	7
	Part-time	1.5	-	-	-

PUBLIC INSURANCE FUND

Mission

To effectively administer claims and provide a safe and healthy environment for the City's employees, visitors, and residents.

Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Division is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

Reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health and life insurance claims, plan design and fees.

Ensure the City has adequate coverage related to property and casualty insurance to protect its employees and physical assets against loss and liability.

Continue electronic File System Deployment.

Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for insurance programs that will best protect the City's financial interests, its employees, and its physical assets.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for reviewing all contracts awarded by the Commission to ensure that vendors have adequate insurance coverage when conducting business with the City.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division but is coordinated as necessary.

Responsible for the administration and monitoring of group health and life insurance benefits.

Budget Highlights

The FY2019-20 budget reflects a \$455,085 or 1.65% increase over the FY2018-19 working budget with increases in health insurance, workers compensation, and property and casualty insurance. The budget will provide services and educate employees regarding benefits, monitor procedures to control claim costs, transfer risk as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claim costs including employees' benefits.

PUBLIC INSURANCE FUND

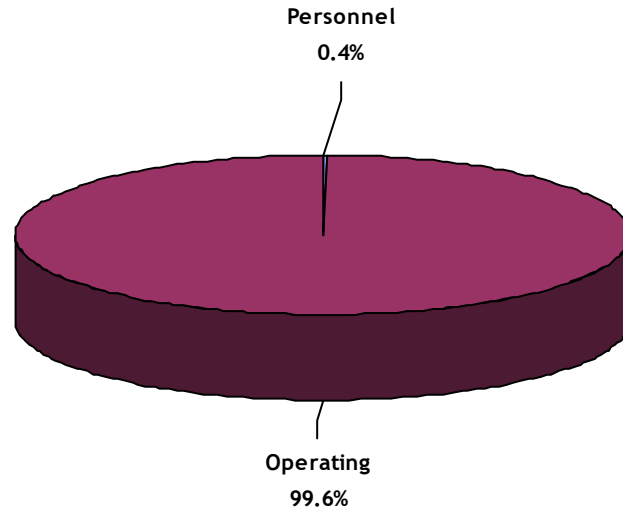
Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Safety seminars	18	18	12	12	7	8
Effectiveness						
Total claims	157	80	120	120	140	152
Efficiency						
Average workers' compensation insurance cost per FT Employee	\$1,818.00	\$1,200.00	\$1,497.24	\$1,497.00	\$1,488.00	\$1,477.00

PUBLIC INSURANCE FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
General Government Charges	16,527,824	16,222,328	25,597,774	26,039,401
Investment Income	174,754	159,204	219,622	167,340
Other Miscellaneous Revenues	4,308,580	4,540,829	1,691,262	1,757,002
Revenue Total	\$ 21,011,158	20,922,361	27,508,658	27,963,743
Expenditure Category				
Personnel				
Salary	72,406	76,042	73,235	73,715
Benefits	100,713	178,060	36,489	37,364
Personnel Total	173,120	254,101	109,724	111,079
Operating				
Other Contractual Services	77,943	78,206	114,000	96,000
Travel Per Diem	-	-	2,000	1,500
Insurance	20,743,832	20,583,755	27,258,434	27,728,164
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	13,317	4,780	17,000	18,000
Other Current Charges and Obligations	-	-	-	-
Office Supplies	2,947	1,519	4,500	4,000
Operating Supplies	-	-	1,000	1,000
Training and Education	-	-	-	2,000
Operating Total	20,838,038	20,668,260	27,398,934	27,852,664
Expenditure Total	\$ 21,011,158	20,922,361	27,508,658	27,963,743

PUBLIC INSURANCE FUND

Expenditure Category



Position Title		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
12017 Risk/Benefits Manager		1	1	1	1
Total	Full-time	1	1	1	1
	Part-time	-	-	-	-

GENERAL EMPLOYEES PENSION

Mission

To accumulate financial assets in order to provide long-term pension benefits to the City's General Employees and their beneficiaries.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City and its employees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Pension Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the General Employees Pension Plan (GEPP), which is administered by the Principal Financial Group.

To keep the GEPP actuarially sound by funding it in accordance with the Annual Required Contributions, as determined by the Plan's actuary.

To invest the assets of the GEPP in accordance with the Investment Policy adopted by the City.

To ensure that all Employees contribute 7.25% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER DATED

992 April 15, 1992

1058 December 15, 1993

1297 March 17, 1999

1413 June 19, 2002

1479 March 17, 2004

1515 May 18, 2005

1520 August 3, 2005

1555 August 16, 2006

1614 September 3, 2008

1668 August 4, 2010

1806 January 7, 2015

1844 April 16, 2016

1865 January 11, 2017

1894 February 7, 2018

The Pension Plan was established to provide retirement benefits to the general employees of the City. The City is required to contribute an actuarially determined amount that, when combined with participants' contributions, will fully provide for all benefits as they become payable. Effective February 1, 2010, all employees are required to contribute 7.25% of regular wages.

As of October 1, 1998, all full-time employees, as defined in the 1973 Referendum, were required to participate in the Pension Plan as a condition of continued employment. Contributions were pre-taxed. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years).

Any employee hired on or after February 1, 2010 is not eligible to participate in the Plan, but will participate in a Defined Contribution Plan. The City will contribute 9% of the employee's base salary for bargaining employees, and 12% of the employee's base salary for exempt employees into the Defined Contribution Plan. Employees will not be required to make a contribution.

Effective July 1, 2010, bargaining unit members are no longer required to contribute to the Plan, and any benefits accrued up to June 30, 2010, are frozen. Bargaining unit members will not accrue any additional benefits. Non-bargaining unit members are still allowed to participate in the Plan and active members are still accruing benefits. Non-bargaining employees hired on or after October 1, 2014 will no longer be eligible to enter this plan. The City is also extending its benefits coverage to all eligible retirees' domestic partners effective October 1, 2014.

GENERAL EMPLOYEES PENSION

Budget Highlights

The City's contribution to the General Employees' Pension for fiscal year 2019-20 is approximately \$3.5 million.

The GEPP budget includes an estimated annual rate of return of 6.75%, which approximates \$10 million in investment income. The actuarial assumption of 6.75% represents the average long-term expected rate of return.

Accomplishments

The City's ADC for the fiscal year ending 2017-18 is \$2.7 million. This represented a \$0.3 million or 11.8% increase from the prior year, 2016-17. The City made an additional \$2.8 million contribution to the ADC in 2017-18, totaling \$5.5 million.

The City's ADC for the fiscal year ending 2018-19 is \$2.2 million. This represented a \$0.5 million or 18.5% decrease from 2017-18. The City will be making an additional \$1.3 million contribution to the ADC by the end of the 2018-19 year, totaling \$3.5 million.

For the twelve month period ending September 30, 2019, the GEPP investments were valued at \$191.4 million. The annualized rate of return for this period was 5.64%.

GENERAL EMPLOYEES PENSION

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	395	375	399	375	400	400
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$10.6M	\$10.0M	\$11.1M	\$11.0M	\$11.0M	\$12.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	2.0%	0.0%	2.0%	2.0%	2.5%	2.5%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	12.37%	7.75%	8.20%	7.50%	6.75%	6.75%
City contribution as a % of covered payroll ^	79.40%	51.70%	175.82%	51.70%	75.00%	75.00%
Efficiency						
% of administrative costs to total assets	0.00%	0.05%	0.00%	0.05%	0.05%	0.05%

** Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

^ Covered payroll includes salaries for all General Employees except those in DROP and those hired after June 30, 2010. As of 9-30-13, covered payroll includes bargaining and non-bargaining members.

GENERAL EMPLOYEES PENSION

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Investment Income		20,215,440	14,441,755	20,000,000	10,000,000
Pension Fund Contributions		2,744,634	5,734,516	3,736,573	3,703,352
Beginning Surplus		-	-	-12,661,573	-1,626,352
Revenue Total	\$	22,960,074	20,176,270	11,075,000	12,077,000
Expenditure Category					
Operating					
Professional Services		60,901	52,400	75,000	77,000
Pension Benefits		10,560,812	11,074,842	11,000,000	12,000,000
Operating Total		10,621,713	11,127,242	11,075,000	12,077,000
Expenditure Total	\$	10,621,713	11,127,242	11,075,000	12,077,000

POLICE AND FIRE PENSION

Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City, the State, and the members and to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution, as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages. Effective October 1, 2015, members that were hired after May 1, 2010 are required to contribute 7.0% of their annual earnings instead of 10.4%.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis, and in accordance with stated policy.

Major Functions and Activities

The Plan, which is a single employer, defined benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description

of the Plan and its provisions appears in the City's Code of Ordinances constituting the plan and the summary plan description.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER DATED

557 February 19, 1981
 829 March 4, 1987
 967 September 19, 1991
 1014 November 4, 1992
 1067 February 16, 1994
 1091 September 8, 1994
 1131 September 6, 1995
 1198 December 18, 1996
 1249 January 7, 1998
 1318 November 17, 1999
 1321 December 15, 1999
 1325 January 19, 2000
 1353 September 20, 2000
 1360 November 15, 2000
 1443 June 18, 2003
 1480 March 17, 2004
 1521 August 3, 2005
 1572 February 21, 2007
 1581 May 16, 2007
 1669 August 4, 2010
 1693 June 15, 2011
 1705 October 5, 2011
 1709 November 16, 2011
 1767 January 15, 2014
 1774 April 9, 2014
 1819 May 6, 2015
 1824 September 16, 2015
 1900 March 21, 2018
 1915 September 17, 2018
 1916 September 17, 2018

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of regular wages and 7.0% of regular wages for employees hired after May 1, 2010. The State

POLICE AND FIRE PENSION

contributions consist of local Insurance Premium Tax revenues which are used to fund additional benefits for members of the Plan, in accordance with Florida Statutes 175 and 185. The City's contribution is based on the actuarial valuation using the frozen initial liability method and the level percent closed amortization method. Unfunded liabilities are amortized over 30 years consistent with Chapter 112, Part VII, Florida Statutes.

Eligibility: All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations. The City is also extending its benefits coverage to all eligible retirees' domestic partners effective October 1, 2014.

Service Retirement Benefits: For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of continuous service.

Police officers hired before May 1, 2010, shall receive a monthly pension, equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings. Police officers hired after April 30, 2010, shall receive a benefit amount equal to 3% per year of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings for the highest two years of continuous service.

Firefighter members hired on or before June 18, 2003, shall receive a monthly pension, payable for life, equal to 4% per year of continuous service accrued prior to May 1, 2010, plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the

highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings. Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a benefit amount equal to 4% plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years provided the pension does not exceed 80% of the average monthly salary. To be eligible for this benefit, firefighter members must retire or enter the DROP no later than the date they accrue the same accrual percentage they would have reached under the terms of the Plan in effect prior to April 30, 2010. Firefighters hired after April 30, 2010, shall receive a benefit amount equal to 3% of the average monthly earnings for the highest two years of continuous service multiplied by the number of years of continuous service provided that the pension does not exceed 80% of the average monthly earnings.

Upon retirement, firefighter members who were hired on or after April 1, 2006, shall receive a fixed 3% increase to their retirement benefit on April 1 of each year following retirement. Firefighters hired on or after May 1, 2010, who retire or enter the DROP, and their beneficiaries, shall receive a 1.5% increase to their retirement benefit on October 1st each year following retirement.

For firefighter and police officer members who retired prior to April 30, 2010, under the Career Anniversary Pension retirement Incentive Option, earnings may include payment up to 1,000 hours of accrued unused leave. Effective May 1, 2010, firefighter and police officer members may include only accrued time earned as of April 30, 2010, up to 1,000 hours, in the final calculation of pension benefits. For employees hired after April 30, 2010, no payment of accrued leave will be included in the final calculation of pension benefits. For firefighter and police officer members hired before May 1, 2010, entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

POLICE AND FIRE PENSION

Budget Highlights

The City's contribution for fiscal year 2019-20 is approximately \$28.3 million; this represents an increase of \$0.5 million from 2018-19 working budget. The reason for the increase is mainly attributable to the fact that actual investment performance has been significantly lower than expected.

The Fire and Police Pension budget includes \$7.5 million in investment income. The actuarial assumption of 7.80% represents the average long term expected rate of return.

Accomplishments

The City has contributed \$32.8 million for the fiscal year ended 2018-19, which was the ADC for the year.

For the period ended June 30, 2019, the Fire and Police Pension investments were valued at \$673.1 million. The net rate of return for the Plan was 7.8% for the twelve months ended June 30, 2019.

POLICE AND FIRE PENSION

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	362	340	379	340	380	400
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$30.5M	\$28.5M	\$32.5M	\$30.0M	\$32.0M	\$33.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	11.45%	8.00%	10.99%	8.00%	7.85%	7.80%
City contribution as a % of covered payroll	98.80%	84.10%	109.57%	84.10%	96.00%	98.00%
Efficiency						
% of administrative costs to total fund assets	0.12%	0.20%	0.10%	0.20%	0.20%	0.20%

* Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

POLICE AND FIRE PENSION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category				
Investment Income	64,750,521	68,299,090	47,814,000	62,500,000
Pension Fund Contributions	30,055,424	31,943,246	32,731,412	33,281,209
Other Miscellaneous Revenues	8,131	35,049	-	-
Beginning Surplus	-	-	-40,817,412	-54,911,209
Revenue Total	\$ 94,814,076	00,277,385	39,728,000	40,870,000
	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Expenditure Category				
Operating				
Professional Services	3,699,351	4,004,141	4,370,000	4,370,000
Other Current Charges and Obligations	30,611,666	32,981,866	35,358,000	36,500,000
Operating Total	34,311,017	36,986,007	39,728,000	40,870,000
Expenditure Total	\$ 34,311,017	36,986,007	39,728,000	40,870,000

OTHER POSTEMPLOYMENT BENEFITS

Mission

To accumulate sufficient financial resources that will be available to provide Other Post-employment Benefits (OPEB), benefits other than pension, to eligible City retirees and eligible dependents.

Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

To invest the assets of the Plan in accordance with the Investment Policy as adopted by the City.

To correctly pay benefits other than pension benefits in accordance with stated policy.

Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45 regarding OPEB. These new standards call for governments to account for other postemployment benefits, other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you-go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general and utility employees, certified firefighters and

police officer employees, including dependents for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement, up to a maximum of \$100,000. The benefit amount is reduced by 50% at age 65.

Employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service, and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City's expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Effective July 1, 2010, all general employees (bargaining unit eligible) will pay the full blended insured equivalent rate if they choose to continue the City's insurance at retirement. Effective October 1, 2014, the City is extending its benefits coverage to all eligible retirees' domestic partners.

Budget Highlights

The City will contribute an additional \$2.1 million to the actuarially determined annual OPEB cost of \$9.5 million to the OPEB Trust Fund, totaling \$11.7 million, for fiscal year 2019-20.

Accomplishments

For the period ended June 30, 2019, the OPEB Trust Fund was valued at \$94.1 million. The annualized net rate of return for OPEB was 8.0% for the twelve months ended June 30, 2019.

OTHER POSTEMPLOYMENT BENEFITS

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants receiving benefits	540	800	540	800	600	600
Retiree health claim benefits paid	\$11.0M	\$8.0M	\$12.1M	\$11.0M	\$11.5M	\$13.5M
Effectiveness						
Return on investments**	12.1%	8.0%	11.4%	8.0%	7.6%	7.8%
City's ADC as a % of City payroll	16.10%	12.00%	12.34%	12.00%	18.00%	15.00%
Efficiency						
City's actual contribution as a % of the ADC	148.6%	100.0%	115.5%	100.0%	100.0%	100.0%
Administrative costs as a % of total fund assets	0.28%	1.25%	0.25%	1.25%	1.25%	1.25%

**Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

OTHER POSTEMPLOYMENT BENEFITS

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Investment Income		8,233,970	8,447,157	8,505,000	4,005,600
Pension Fund Contributions		14,206,817	11,702,240	11,694,000	11,694,000
Other Miscellaneous Revenues		757,842	766,768	255,000	480,000
Beginning Surplus		-	-	-3,415,998	1,508,401
Revenue Total	\$	23,198,629	20,916,166	17,038,002	17,688,001
Expenditure Category					
Personnel					
Benefits		3,196	3,924	4,000	-
Personnel Total		3,196	3,924	4,000	-
Operating					
Professional Services		309,038	388,319	329,500	406,000
Other Contractual Services		47,276	15,607	50,000	50,000
Insurance		11,226,187	12,366,325	16,654,502	17,232,001
Operating Total		11,582,501	12,770,251	17,034,002	17,688,001
Expenditure Total	\$	11,585,697	12,774,175	17,038,002	17,688,001

WETLANDS MITIGATION TRUST FUND

Mission

To ensure that the City of Pembroke Pines maintains and preserves its vital ecosystems. The restoration of lost and degraded wetlands to their natural state is essential to ensure the health of Florida's watershed.

Goals

In accordance with the Mitigation Bank Irrevocable Trust Fund Agreement, the City of Pembroke Pines is required to maintain, protect and preserve the wetlands, developed as a diverse multi-habitat ecosystem, in perpetuity.

Objectives

To account for all activities relating to the Wetlands Mitigation Trust and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida WetlandsbankTM (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres located in the Chapel Trail Preserve.

This agreement, which ended on December 31, 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation. Florida Wetlandsbank's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits.

On January 1, 2005, the City assumed full responsibility and maintenance for the wetlands. The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City became the Grantor of the Mitigation Bank Irrevocable Trust Fund on April 5, 1995 in order

to hold the funds to maintain the wetlands in perpetuity. The current Trustee is the Bank of New York, and the beneficiaries of the Trust Fund are the City, the South Florida Water Management District, the U. S. Army Corps of Engineers, and Broward County. Payments are made quarterly from the investment earnings of the Trust Fund to cover the cost of maintaining the wetlands. In the event that investment earnings are insufficient to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

Budget Highlights

Expenditures for maintaining the wetlands have remained constant, with no changes anticipated in FY2019-20.

WETLANDS MITIGATION TRUST FUND

Performance Measures	2016-17		2017-18		2018-19	2019-20
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds set aside for wetlands maintenance	\$498,236	\$600,000	\$491,159	\$550,000	\$500,000	\$480,000
Effectiveness						
Investment yield	1.08%	1.00%	1.92%	1.00%	1.00%	2.50%

WETLANDS MITIGATION TRUST FUND

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Revenue Category					
Investment Income		5,483	9,422	5,500	9,000
Beginning Surplus		-	-	11,000	7,500
Revenue Total	\$	5,483	9,422	16,500	16,500
Expenditure Category					
Operating					
Professional Services		18,554	16,499	16,500	1,500
Other Contractual Services		-	-	-	15,000
Operating Total		18,554	16,499	16,500	16,500
Expenditure Total	\$	18,554	16,499	16,500	16,500



Capital Improvement Program (CIP)

CIP Development Process

Section 5.08 of the City Charter requires the adoption of a 5-year Capital Improvement Program (CIP) in the annual budget. The first year of the 5-year CIP coincides with the budget being considered for adoption. Based on the budget calendar the 5-year CIP is prepared in July of each year. After departments prepare their capital budget for the new fiscal year they are required to formulate their portion of the 5-year CIP out-years. They are obligated not only to include spending plans for the four years subsequent to the ensuing budget year but also to provide a status, known as the Disposition CIP, of the second year of the prior year CIP showing whether items are budgeted, cancelled, or postponed. The four out-years of the CIP do not authorize or fund any projects and are subject to review and amendment during preparation of budgets for subsequent years. The CIP is reviewed by the City Manager, Assistant City Manager, and Finance Director during the preparation process.

The CIP consists of both planned capital outlay and capital projects. “Capital outlay” refers to expenditures for capital items with an initial individual cost of \$1,000 or more and an estimated useful life greater than one year. Individual capital outlay items included in the CIP cost \$10,000 or greater. On the other hand, “capital projects” refers to capital outlay related to municipal construction. The CIP includes new facilities and improvement to existing facilities as well as the replacement of vehicles and equipment. In short, the CIP includes both recurring and non-recurring capital items. Recurring items are those that are present in almost every budget and have a regular replacement cycle, whereas nonrecurring items are expenses that are of a one-time nature and are unlikely to happen in the near future.

In addition, anticipated purchases of more than one unit for which the individual price is less than \$1,000, but for which the aggregate cost exceeds \$10,000, are also included in the 5-Year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Further, in accordance with GASB 34, all resurfacing and road repairs are expensed from a repair and maintenance account and not a capital account because these should be treated as repairs.

The policies that guide the development of the CIP are as follows:

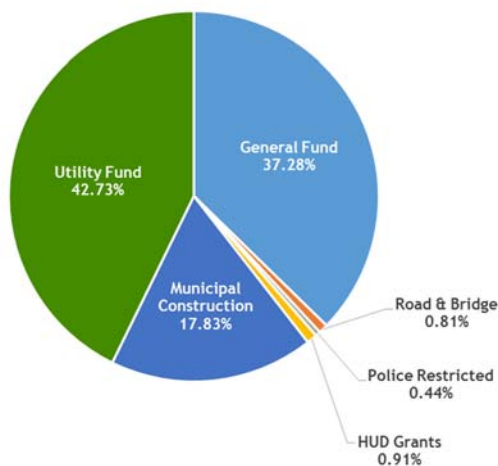
1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City’s capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City’s work force. The objective for upgrading and replacing equipment includes:
 - a. normal replacement as equipment completes its useful life,
 - b. upgrades to new technology, and
 - c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place to facilitate the orderly development of vacant land.

5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
- economic and neighborhood vitality,
 - infrastructure and heritage preservation,
 - capital projects that implement a component of an approved redevelopment plan,
 - projects specifically included in an approved replacement schedule,
 - projects that reduce the cost of operations, and projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs,
 - projects that significantly improve safety and reduce risk exposure, and
 - projects supporting private development must include satisfactory return on investment ratios or a fully documented cost/benefit analysis.

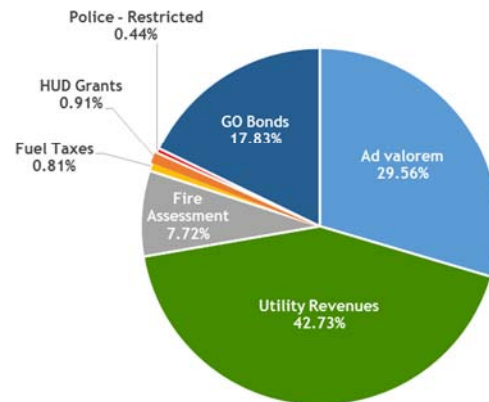
Fiscal Year 2019-20 Capital Budget and Operating Impact

The FY 2019-20 capital budget for all funds is \$33.0 million, an increase of \$7.9 million or 31.5% compared to the FY 2018-19 adopted budget. The General Fund and the Utility Fund account for 37.3% and 42.7% of the total appropriations, respectively. The capital budget is funded mainly by utility revenues and ad valorem taxes, as shown in the pie chart below. The public safety capital budget of \$7.2million is 21.8% of the total capital outlay planned for all funds, and the Fire Department represents 62.9% of the public safety total. Appropriations for replacement of motor vehicles account for \$2.0 million or 28.3% of the public safety capital budget. Details of the Utility Fund 2019-20 Capital Budget are provided at the end of this section.

2019-20 Capital Budget by Use



2019-20 Capital by Funding Source



Recurring Items: The majority of these items are replacements and, as such, have minimal impact on the operating expenditure budget. For example, the replacement of lift stations are expected to reduce maintenance cost by \$50K annually. Notwithstanding, there is a positive non-financial impact as these replacements would maintain or even improve City services.

- \$1.3 million - lift station replacement and rehabilitation
- \$1.2 million - fire station refurbishments
- \$1.1 million - police vehicles
- \$1.0 million - fire generator
- \$0.5 million - fire engine
- \$0.3 million - ambulance

Nonrecurring Items: The 2019-20 all funds budget has four major (appropriations above \$1.0 million) capital projects. Details of these projects are provided in the table below. These capital investments will have a positive non-financial impact through improvements in efficiency and effectiveness.

Project Description	Budget 2019-20	Annual	Operating Impact
Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems	Municipal Construction Fund	Net	Explanation
Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' East & Central (this includes both Elementary and Middle School) Charter School Campuses.	\$1.2 Million for the East Campus + \$1.5 Million for the Central Campus = \$2.7 Million Total funded by operating revenues	\$42,000 for the East Campus + \$52,000 for the Central Campus = \$94,000 Total	Support and maintenance cost associated with software.
Sanitary Sewer Evaluation Study (SSES)	Utility Fund		
Sanitary Sewer Evaluation Study (SSES). Work Area # 1 Sanitary Sewer Pipe Rehab. are TBD.	\$1.5 Million funded by operating revenues	(\$60,000)	Savings based on a reduction of sewage flow to Hollywood by 15% from Lift Station #6.
Construct new lime feed system Phase 1	Utility Fund		
Construct new lime feed system Phase 1	\$1.4 Million funded by operating revenues	(\$50,000)	Savings based on the elimination of annual slaker rebuilding costs.
Water Main for Pines Village, Phase 2A	Utility Fund		
B. Pines Village (Pines to SW 9th St, Turnpike to SW 72nd Ave) Phase 2A. 2A Part 1 will encumber during fiscal year 2019-20 in the amount of \$3,000,000.00; 2A Part 2 will encumber during fiscal year 1920-21 in the amount of \$3,060,000.00.	\$3.0 Million funded by operating revenues	(\$100,000)	Savings based on 4-WM break repairs per year @ \$25,000 each.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2019-20	2020-21	2021-22	2022-23	2023-24	Total
GENERAL FUND							
Div. 2001 - Finance							
Computer Programs	Revenues	50,000	-	-	-	-	50,000
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	-	980,000	-	-	-	980,000
Computer Programs/Software & Systems Mod.	Revenues	512,000	500,000	400,000	285,000	285,000	1,982,000
Network Servers	Revenues	-	44,000	94,800	44,000	44,000	226,800
Vehicles	Revenues	32,800	-	-	35,000	35,000	102,800
Telephony and Phone Systems	Revenues	-	44,000	202,800	44,000	44,000	334,800
Computer Equipment (Not Micro)	Revenues	306,000	150,000	-	150,000	-	606,000
Disaster Recovery Software & Hardware	Revenues	-	35,000	35,000	-	-	70,000
Improvements - Other	Revenues	317,100	200,000	200,000	200,000	200,000	1,117,100
Laptops	Revenues	33,600	-	30,000	-	30,000	93,600
Other Equipment	Revenues	844,000	350,000	500,000	250,000	500,000	2,444,000
Div. 3001 - Police							
Vehicles	Revenues	1,140,913	1,500,000	1,500,000	1,500,000	1,750,000	7,390,913
Radios	Revenues	49,900	50,000	50,000	50,000	50,000	249,900
Motorcycle	Revenues	85,500	50,000	50,000	50,000	50,000	285,500
Computer System	Revenues	58,500	200,000	200,000	200,000	200,000	858,500
Building Improvements	Revenues	349,680	-	-	-	-	349,680
Laptops	Revenues	238,015	-	-	-	-	238,015
Other Equipment	Revenues	589,510	-	-	-	-	589,510
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	50,000	55,000	55,000	55,000	60,000	275,000
Ladder Truck	Fire Asmt	-	1,200,000	-	1,200,000	-	2,400,000
Fire Engine	Fire Asmt	500,000	-	1,040,000	-	1,060,000	2,600,000
Fire Apparatus Refurbishment	Fire Asmt	50,000	25,000	30,000	30,000	30,000	165,000
Life Pak (12)	Revenues	300,000	-	-	-	-	300,000
Ambulances	Revenues	290,000	580,000	600,000	300,000	300,000	2,070,000
Ambulance Refurbishment	Revenues	30,000	15,000	20,000	20,000	20,000	105,000
Command Vehicle	Rev/Fire Asmt	-	150,000	-	-	75,000	225,000
Air System	Fire Asmt	-	-	-	75,000	-	75,000
Rescue Laptops	Revenues	-	-	60,000	-	-	60,000
Radios	Fire Asmt	-	35,000	35,000	200,000	450,000	720,000
Automated External Defibrillators	Revenues	-	25,000	-	25,000	-	50,000
SCBA Refurbishment	Fire Asmt	-	-	-	50,000	-	50,000
Training Facility / Fire Academy	Fire Asmt	856,508	50,000	-	-	-	906,508
Training Facility Refurbishment	Fire Asmt	10,000	-	-	25,000	25,000	60,000
Station Refurbishment	Rev/Fire Asmt	1,258,984	50,000	50,000	50,000	100,000	1,508,984
Fire Prevention Vehicle	Fire Asmt	55,500	18,500	-	37,000	40,000	151,000
Fire Prevention Computer Equipment (not Micro)	Fire Asmt	-	-	-	-	10,000	10,000
Fire Safety Education Trailer	Fire Asmt	-	-	-	-	150,000	150,000
Body Armor	Revenues	-	-	-	100,000	-	100,000
Automatic CPR Device	Revenues	-	-	50,000	-	-	50,000
Communications upgrade	Rev/Fire Asmt	24,000	-	-	-	50,000	74,000
Generator	Rev/Fire Asmt	1,084,590	-	-	-	-	1,084,590
Computer Equipment (Not Micro)	Fire Asmt	20,000	-	-	-	-	20,000
Div. 6001 - General Government Buildings							
Vehicles & Heavy Equipment	Revenues	140,000	75,000	75,000	75,000	75,000	440,000
Buildings	Revenues	-	940,000	800,000	-	-	1,740,000
Other Equipment	Revenues	97,000	50,000	50,000	50,000	50,000	297,000
Generator	Revenues	2,078,000	-	-	-	-	2,078,000

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2019-20	2020-21	2021-22	2022-23	2023-24	Total
GENERAL FUND (continued)							
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	195,000	225,000	225,000	225,000	225,000	1,095,000
Landscaping	* Revenues	525,000	1,000,000	1,000,000	1,000,000	1,000,000	4,525,000
Div. 6005 - Purchasing							
Vehicles)	* Revenues	18,000	-	-	-	-	18,000
AIM 2.4 Dash Odometer Kits for Vehicles	* Revenues	24,000	-	-	-	-	24,000
Div. 6006 - Environmental Services							
Vehicles & Heavy Equipment	Revenues	56,000	30,000	30,000	30,000	30,000	176,000
Div. 7001 - Recreation & Div. 7006 - Golf							
Vehicles	Revenues	-	55,000	60,000	60,000	55,000	230,000
Heavy Equipment - Parks & Rec & Golf	Revenues	24,000	25,000	25,000	25,000	25,000	124,000
Other Equipment	Revenues	240,407	500,000	500,000	500,000	500,000	2,240,407
Improvements Other Than Building	Revenues	222,800	500,000	500,000	500,000	500,000	2,222,800
Buildings	Revenues	-	225,000	225,000	225,000	225,000	900,000
Fencing	Revenues	50,000	75,000	75,000	75,000	75,000	350,000
Div. 8002 - Housing - Pines Point							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	66,000	80,000	80,000	80,000	80,000	386,000
Div. 8002 - Housing - Project 603 - Pines Place							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	54,590	75,000	75,000	75,000	75,000	354,590
TOTAL GENERAL FUND		\$ 12,927,897	\$ 10,161,500	\$ 8,922,600	\$ 7,895,000	\$ 8,473,000	\$ 48,379,997
ROAD & BRIDGE FUND							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Road Resurfacing	* Revenues	1,878,500	1,500,000	1,500,000	1,500,000	1,500,000	7,878,500
Road, Sidewalk, & Drainage Improvements	* Add'l Local Option Gas Tax	75,000	150,000	150,000	150,000	150,000	675,000
Guardrails	Revenues	25,000	-	-	-	-	25,000
Other Equipment	Revenues	242,000	-	-	-	-	242,000
TOTAL ROAD & BRIDGE FUND		\$ 2,220,500	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 8,820,500
MUNICIPAL CONSTRUCTION FUND							
Div. 7001 - Parks & Recreation							
Community Recreation Improvements	GO Bonds	1,325,000	-	-	-	-	1,325,000
Other Equipment	GO Bonds	730,000	-	-	-	-	730,000
City Hall/Gallery/Chambers	GO Bonds	150,000	-	-	-	-	150,000
Technology Infrastructure	GO Bonds	3,680,000	-	-	-	-	3,680,000
TOTAL MUNICIPAL CONSTRUCTION FUND		\$ 5,885,000	\$ -	\$ -	\$ -	\$ -	\$ 5,885,000

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2019-20	2020-21	2021-22	2022-23	2023-24	Total
UTILITY FUND							
Div. 6010 - Utilities Administrative Services							
Health Park Building 67 (Polk Building) Conversion	Revenues	-	1,410,000	1,200,000	-	-	2,610,000
Sub Total for Admin Services		-	1,410,000	1,200,000	-	-	2,610,000
Div. 6021 - Sewer Collection & Div. 6022 - Sewer Treatment							
Lift Station Replacements (9 per year)	Revenues	930,000	958,000	1,016,000	1,045,000	1,083,000	5,032,000
Lift Station Rehabilitation	Revenues	396,000	746,733	792,000	815,000	845,000	3,594,733
Gravity Sewer Lines - Repair & Re-Line	Revenues	1,500,000	1,545,000	1,590,000	1,635,000	1,695,000	7,965,000
SCADA Upgrade	Revenues	500,000	258,000	274,000	282,000	292,000	1,606,000
Vehicles & Heavy Equipment	Revenues	50,000	52,000	56,000	57,000	59,000	274,000
Small Equipment - Pumps, Hoses, etc.	Revenues	30,000	31,000	33,000	34,000	36,000	164,000
Force Main Replacement	Revenues	100,000	500,000	515,000	530,000	545,000	2,190,000
Treatment Units - Rehabilitation	Revenues	650,000	460,000	2,244,000	2,156,000	2,822,000	8,332,000
Buildings - Rehabilitate or Replace	Revenues	50,000	52,000	56,000	57,000	59,000	274,000
Replace Pumps, Generators, Tanks, etc.	Revenues	1,350,000	1,239,000	2,992,000	1,323,000	492,000	7,396,000
New Buildings	Revenues	540,000	-	-	-	-	540,000
Improvements Other Than Building	Revenues	150,000	155,000	165,000	169,000	176,000	815,000
Miscellaneous Items	Revenues	-	100,000	52,000	53,000	105,000	310,000
Sub Total for Sewer		6,246,000	6,096,733	9,785,000	8,156,000	8,209,000	38,492,733
Div. 6031 - Water Plant & Div. 6032 - Water Distribution (except AWS)							
Rehab Raw Water Well	Revenues	150,000	155,000	165,000	169,000	176,000	815,000
Water Filters - Rehabilitate	Revenues	-	-	-	-	650,000	650,000
Treatment Units - Rehabilitate (A, B, C)	Revenues	1,180,000	850,000	927,000	400,000	-	3,357,000
Replace Back-up Generators & Fuel Tanks	Revenues	60,000	-	800,000	-	824,000	1,684,000
Miscellaneous Equipment - Replacements	Revenues	-	5,770,000	1,766,000	962,000	968,000	9,466,000
Water Mains - Replacements	Revenues	3,250,000	3,318,000	4,659,000	7,463,000	5,708,000	24,398,000
Vehicles & Heavy Equipment for Utility	Revenues	-	195,000	-	207,000	-	402,000
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	555,000	466,000	494,000	507,000	525,000	2,547,000
New Buildings	Revenues	540,000	-	-	-	-	540,000
Improvements Other Than Building	Revenues	2,120,000	1,703,000	110,000	113,000	117,000	4,163,000
Miscellaneous Items	Revenues	-	50,000	52,000	53,000	55,000	210,000
Sub Total for Water		7,855,000	12,507,000	8,973,000	9,874,000	9,023,000	48,232,000
TOTAL UTILITY FUND		\$ 14,101,000	\$ 20,013,733	\$ 19,958,000	\$ 18,030,000	\$ 17,232,000	\$ 89,334,733
TOTAL - ALL FUNDS		\$ 35,134,397	\$ 31,825,233	\$ 30,530,600	\$ 27,575,000	\$ 27,355,000	\$ 152,420,230
Less Operating Items		2,641,090	2,805,000	2,805,000	2,805,000	2,805,000	13,861,090
Plus Non-CIP Capital Items:							
Div. 2001 - Finance		4,000	-	-	-	-	4,000
Div. 2002 - Technology Services		17,000	-	-	-	-	17,000
Div. 3001 - Police		12,380	-	-	-	-	12,380
Div. 7001 - Recreation, Cultural Arts & Golf Course		24,195	-	-	-	-	24,195
Div. 8002 - Housing Division - Pines Place		5,000	-	-	-	-	5,000
Div. 9002 - Planning and Economic Development		3,500	-	-	-	-	3,500
Utility Fund		6,000	-	-	-	-	6,000
TOTAL - ALL FUNDS CAPITAL		\$ 32,565,382	\$ 29,020,233	\$ 27,725,600	\$ 24,770,000	\$ 24,550,000	\$ 138,631,215

* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the 5-year CIP. Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the 5-year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

DISPOSITION OF PRIOR CIP

		2019-20 CIP Plan	2019-20 Budget	Postponed	# Cancelled	2018-19 Budget
SOURCE OF FUNDING						
General Fund						
Div. 2001 - Finance						
Computer Programs	Revenues	-	50,000	-	-	-
Div. 2002 - Technology Services						
Technology Infrastructure	^ Revenues	2,025,348	-	-	2,025,348	-
Computer Programs/Software & Systems Mod.	Revenues	1,525,000	512,000	1,013,000	-	-
Network Servers	Revenues	44,000	-	-	44,000	-
Vehicles	Revenues	-	32,800	-	-	-
Telephony and Phone Systems	Revenues	88,000	-	88,000	-	-
Computer Equipment (not micro)	Revenues	61,050	306,000	-	-	-
Disaster Recovery Software and Hardware	Revenues	68,000	-	68,000	-	-
Improvements - Other	Revenues	-	317,100	-	-	-
Laptops	Revenues	-	33,600	-	-	-
Other Equipment	Revenues	-	844,000	-	-	-
Div. 3001 - Police						
Vehicles	Revenues	1,750,000	1,140,913	-	609,087	-
Radios	Revenues	50,000	49,900	-	100	-
Motorcycle	Revenues	50,000	85,500	-	-	-
Computer System	Revenues	200,000	58,500	141,500	-	-
Building Improvements	Revenues	-	349,680	-	-	-
Laptops	Revenues	-	238,015	-	-	-
Other Equipment	Revenues	-	589,510	-	-	-
Div. 4003 - Fire Rescue						
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)						
Vehicles	Rev/Fire Asmt	50,000	50,000	-	-	-
Ladder Truck	Fire Asmt	1,200,000	-	1,200,000	-	-
Fire Engine	Fire Asmt	-	500,000	-	-	-
Fire Apparatus Refurbishment	Fire Asmt	25,000	50,000	-	-	-
Life-Pak 12	Revenues	300,000	300,000	-	-	-
Ambulances	Revenues	280,000	290,000	-	-	-
Ambulance Refurbishment	Revenues	15,000	30,000	-	-	-
Air System	Fire Asmt	50,000	-	-	50,000	-
Radios	Fire Asmt	35,000	-	35,000	-	-
SCBA Refurbishment	Fire Asmt	100,000	-	-	100,000	-
Training Facility Upgrades/Fire Academy	Rev/Fire Asmt	-	856,508	-	-	-
Training Facility Refurbishment	Rev/Fire Asmt	10,000	10,000	-	-	-
Station Refurbishment	Rev/Fire Asmt	50,000	1,258,984	-	-	-
Fire Prevention Vehicle	Fire Asmt	37,000	55,500	-	-	-
Fire Prevention Computer Equipment (not micro)	Fire Asmt	30,000	-	-	30,000	-
Computer Programs-RMS	Rev/Fire Asmt	52,000	-	-	52,000	-
Communications Upgrade	Rev/Fire Asmt	100,000	24,000	-	76,000	-
Generator	Rev/Fire Asmt	-	1,084,590	-	-	-
Computer Equipment (not micro)	Fire Asmt	-	20,000	-	-	-
Div. 6001 - General Government Buildings						
Vehicles & Heavy Equipment	Revenues	75,000	140,000	-	-	-
Other Equipment	Revenues	50,000	97,000	-	-	-
Generator	Revenues	-	2,078,000	-	-	-
Div. 6004 - Grounds Maintenance						
Vehicles & Heavy Equipment	Revenues	225,000	195,000	-	30,000	-
Landscaping	* Revenues	1,000,000	525,000	-	475,000	-
Div. 6005 - Purchasing						
Vehicles & Heavy Equipment	Revenues	30,000	-	-	30,000	-
Geotab GPS/Telematics Equipment for Citywide Vehicles	* Revenues	-	18,000	-	-	-
AIM 2.4 Dash Odometer Kits for Vehicles	* Revenues	-	24,000	-	-	-

DISPOSITION OF PRIOR CIP

		2019-20 CIP Plan	2019-20 Budget	Postponed	# Cancelled	2018-19 Budget
General Fund (continued)						
Div. 6006 - Environmental Services						
Vehicles & Heavy Equipment	Revenues	30,000	56,000	-	-	-
Div. 6008 - HC Forman Campus						
Vehicles & Heavy Equipment	Revenues	60,000	-	-	60,000	-
Sidewalks	Revenues	150,000	-	-	-	150,000
Div. 7001 - Recreation & Cultural Arts & Div. 7006 - Golf						
Vehicles	Revenues	55,000	-	-	55,000	-
Heavy Equipment - Park & Rec & Golf	Revenues	25,000	24,000	-	1,000	-
Other Equipment	^ Revenues	500,000	240,407	-	235,593	-
Improvements Other than Building	^ Revenues	500,000	222,800	-	277,200	-
Buildings	Revenues	225,000	-	-	225,000	-
Fencing	Revenues	75,000	50,000	-	25,000	-
Div. 8001 - Community Services						
Van Replacements (3)	Revenues	315,735	-	-	315,735	-
Tile	Revenues	30,000	-	-	-	30,000
Div. 8002 - Housing - Pines Point						
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	128,000	66,000	-	62,000	-
Div. 8002 - Housing -Project 603-Pines Place						
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	110,000	54,590	-	55,410	-
TOTAL GENERAL FUND		\$ 11,779,133	\$ 12,927,897	\$ 2,545,500	\$ 4,833,473	\$ 180,000

Fund 100 - Road & Bridge Fund

Div. 6002 - Maintenance & Div. 6003 - Infrastructure						
Road Resurfacing	* Revenues	1,500,000	1,878,500	-	-	-
Road, Sidewalk, & Drainage Improvements	* Add'l LocalOption Gas Tax	150,000	75,000	-	75,000	-
Guardrails	Revenues	-	25,000	-	-	-
Other Equipment	Revenues	-	242,000	-	-	-
TOTAL ROAD & BRIDGE FUND		\$ 1,650,000	\$ 2,220,500	\$ -	\$ 75,000	\$ -

Fund 320 - Municipal Construction Fund

Div. 7001 - Parks & Recreation						
Community Recreation Improvements	GO Bonds	-	1,325,000	-	-	-
Other Equipment	GO Bonds	-	730,000	-	-	-
City Hall/Gallery/Chambers	GO Bonds	-	150,000	-	-	-
Technology Infrastructure	GO Bonds	-	3,680,000	-	-	-
TOTAL MUNICIPAL CONSTRUCTION FUND		\$ -	\$ 5,885,000	\$ -	\$ -	\$ -

DISPOSITION OF PRIOR CIP

SOURCE OF FUNDING		2019-20 CIP Plan	2019-20 Budget	Postponed	# Cancelled	2018-19 Budget
Fund 471 - Utility Fund						
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment						
Lift Station Replacement (9 per year)	Revenues	1,236,000	930,000	-	306,000	-
Lift Station Rehabilitation	Revenues	1,258,000	396,000	-	862,000	-
Gravity Sewer Lines - Repair & Re-line	Revenues	1,250,000	1,500,000	-	-	-
SCADA Upgrade (Lift Station Telemetry)	Revenues	361,000	500,000	-	-	-
Vehicles & Heavy Equipment	Revenues	174,000	50,000	-	124,000	-
Small Equipment - Pumps, Hoses, etc.	Revenues	52,000	30,000	-	22,000	-
Force Main Replacement	Revenues	800,000	100,000	-	700,000	-
Treatment Units - Rehabilitation	Revenues	-	650,000	-	-	-
Buildings - rehabilitate or replace	Revenues	-	50,000	-	-	-
Replace Pumps, Generators, Tanks, etc.	Revenues	302,000	1,350,000	-	-	-
New Buildings	Revenues	-	540,000	-	-	-
Improvements other than Building	Revenues	150,000	150,000	-	-	-
Miscellaneous Items	Revenues	500,000	-	-	500,000	-
Subtotal for Sewer		\$ 6,083,000	\$ 6,246,000	\$ -	\$ 2,514,000	\$ -
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)						
Replace Raw Water Well	Revenues	489,400	150,000	339,400	-	-
Rehabilitate Lime Slaker	Revenues	52,000	-	-	52,000	-
Treatment Units- Rehabilitate (A, B, C)	Revenues	773,000	1,180,000	-	-	-
Miscellaneous Equipment - Replacements	Revenues	1,173,000	60,000	-	1,113,000	-
Water Mains - Replacements	Revenues	7,908,000	3,250,000	4,658,000	-	-
Vehicles & Heavy Equipment for Utility	Revenues	185,000	-	-	185,000	-
Small Equipment - Pumps, Hoses, etc.	Revenues	163,000	555,000	-	-	-
Improvements other than Building	Revenues	2,900,000	2,120,000	780,000	-	-
New Buildings	Revenues	-	540,000	-	-	-
Miscellaneous Items	Revenues	700,000	-	-	700,000	-
Subtotal for Water		\$ 14,343,400	\$ 7,855,000	\$ 5,777,400	\$ 2,050,000	\$ -
TOTAL UTILITY FUND		\$ 20,426,400	\$ 14,101,000	\$ 5,777,400	\$ 4,564,000	\$ -
TOTAL - ALL FUNDS		\$ 33,855,533	\$ 35,134,397	\$ 8,322,900	\$ 9,472,473	\$ 180,000
Less Operating Items			2,641,090			
Plus Non-CIP Capital Items						
Div. 2001 - Finance			4,000			
Div. 2002 - Technology Services			17,000			
Div. 3001 - Police			12,380			
Div. 7001 - Recreation, Cultural Arts & Golf Course			24,195			
Div. 8002 - Housing Division - Pines Place			5,000			
Div. 9002 - Planning & Economic Development			3,500			
Utility Fund			6,000			
TOTAL - ALL FUNDS CAPITAL			\$ 32,565,382			

* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the 5-year Capital Improvement Program (CIP). Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the 5-year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

^These projects were moved to the Municipal Construction Fund.

#Cancelled funds may include projects no longer contemplated, already performed, and/or have been reassigned to another major project.

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 1 General Fund					
Taxes					
Ad Valorem Taxes					
311001	Current real/personal property tax	59,744,360	64,434,368	68,280,023	72,937,350
311002	Delinq real/personal property taxes	112,409	150,355	70,000	-
Ad Valorem Taxes		59,856,769	64,584,724	68,350,023	72,937,350
Insurance Premium Taxes					
312510-4003	Fire Insurance Premium Tax	1,039,647	1,027,678	1,039,647	1,027,678
312520	Casualty Insurance Premium Tax	1,380,657	1,458,281	1,380,657	1,458,281
Insurance Premium Taxes		2,420,304	2,485,959	2,420,304	2,485,959
Utility Taxes					
314100	Public service taxes- Electric service	9,515,964	9,971,310	10,417,467	10,324,027
314300	Public service taxes- Water	1,292,375	1,609,909	1,817,665	1,590,355
314400	Public service taxes- Gas	169,347	168,236	165,000	174,000
314800	Public service taxes- Propane	57,492	61,980	61,000	71,000
Utility Taxes		11,035,177	11,811,435	12,461,132	12,159,382
Local Business Tax					
316000	Local business tax - City	3,541,780	3,609,836	3,575,000	3,634,000
Local Business Tax		3,541,780	3,609,836	3,575,000	3,634,000
Taxes		76,854,030	82,491,954	86,806,459	91,216,691

Permits, Fees & Assessments**Building Permits**

322016-9002	Building permit review	174,035	193,623	115,000	120,000
322037-9002	Special event permit review	1,300	1,650	2,000	1,500
322040-1001	Garage sales	4,275	4,050	6,500	6,500
322041-1001	POD annual permits	1,000	1,000	1,000	500
322050-9002	Landscaping permit	223,524	255,806	125,000	100,000
322053-6006	Landscape replacement contribution	6,560	-	-	-
322055-6006	Paving/drainage permits	561,671	749,281	500,000	350,000
322075-1001	Sign renewal fee	31,338	31,247	32,700	33,509
Building Permits		1,003,703	1,236,657	782,200	612,009

Franchise Fees

323100	Franchise fees- Electricity	7,759,398	7,662,347	8,362,434	8,177,160
323400	Franchise fees- Gas	128,015	141,224	140,000	143,000
323600	Privilege fees- Sewer	2,796,941	3,386,581	3,737,000	3,666,000
323700	Franchise fees-Sanitation-Non-Franchisee	266,570	272,627	279,000	232,000
323720	Franchise fees- Sanitation-Franchisee	2,626,374	2,725,521	2,917,000	2,848,100

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Franchise Fees					
323910	Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000
323930	Franchise fees- Rsrc Rcvry Host Fee	1,642,023	1,684,987	1,520,400	1,656,000
323940	Franchise fees- Towing service	220,174	277,046	205,000	205,000
Franchise Fees		15,571,495	16,282,334	17,292,834	17,059,260
Special Assessments					
325110-4003	Fire equipment assessment	17,614	147,828	70,000	100,000
325130-3001	Police equipment assessment	15,293	117,941	36,000	84,000
325220-4003	Fire protection special assmt	22,931,665	23,995,306	23,823,552	23,497,744
325221-4003	Interim Fire special assmt	176,436	607,344	175,000	270,000
Special Assessments		23,141,007	24,868,419	24,104,552	23,951,744
Other Licenses, Fees & Permits					
329200-1001	Annual Lobbyist Registration Fee	1,000	700	800	800
329300-9002	Tree Removal-Relocation Permit	6,240	5,000	3,400	3,500
Other Licenses, Fees & Permits		7,240	5,700	4,200	4,300
Permits, Fees & Assessments		39,723,445	42,393,109	42,183,786	41,627,313

Intergovernmental Revenue

Federal Grants

331211-3001	Bulletproof Vest Grant	-	-	31,122	-
331223-3001	Hazard Mitigation Grant	-	-	-	332,887
331223-4003	Hazard Mitigation Grant	-	-	-	1,664,681
331223-6001	Hazard Mitigation Grant	-	-	-	1,558,500
331500-8001	Elderly energy assistance	29,829	26,722	34,010	20,928
331510-3050-3377	Federal emergency mgmnt agency	-	13,071	-	-
331510-3050-4337	Federal emergency mgmnt agency	2,468,107	33,606	-	-
331601-4003	Federal Pass-through State GT	-	11,636	-	-
331710-7001-310	Promotion of the Arts Grant	17,822	-	-	-
331816-4003	Assistance to Firefighters Grant (AFG)	-	97,615	-	-
331940-4003	National Bioterrorism Hospital Prep	2,222	-	3,000	3,000
Federal Grants		2,517,980	182,649	68,132	3,579,996

State Grants

334220-4003	EMS State Grant	-	6,059	-	-
334223-4003	Local G'vt Fire Grant	-	72,053	527,947	-
334395-6004	Highway beautification grant	148,494	-	-	-
334510-6008-60	Local Economic Development Initiatives	100,000	-	-	-
334740-7010-312	General Program Support Grant	14,368	9,402	-	-
334807-7001-314	Community Development Projects Grant	-	249,500	-	-
334960-3050-3377	FEMA- State Share	-	2,178	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account	Division	Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
State Grants							
334960-3050-4337	FEMA-		State Share	201,575	-	-	-
			State Grants	464,437	339,193	527,947	-
State Shared							
335121			Sales Tax Proceeds	4,152,629	4,386,162	4,682,000	4,788,000
335140-800			Mobile home licenses	3,176	1,732	2,000	2,000
335150-800			Beverage licenses	54,183	61,254	51,000	55,000
335180			Local gov 1/2cent sale tax	10,521,234	11,186,202	11,347,000	11,943,000
335200-4003			Firefighter supplemental comp	91,288	91,382	90,000	90,000
			State Shared	14,822,511	15,726,733	16,172,000	16,878,000
Grants from Local Units							
337656-7001-304	CSC		Maximizing Out-of-Sch Time	97,973	99,967	102,389	-
337902-7010-311	Community Foundation for Broward			17,359	12,671	-	-
			Grants from Local Units	115,332	112,638	102,389	-
Occupational Licenses / County							
338000			Local business tax - County	161,892	168,769	163,000	177,000
			Occupational Licenses / County	161,892	168,769	163,000	177,000
Intergovernmental Revenue				18,082,151	16,529,982	17,033,468	20,634,996
Charges for Services							
General Government Charges							
341200-800			Administrative fees	11,757,963	12,294,600	13,596,404	14,859,114
341280-6008-670			Credit enhancement fee	-	-	24,028	50,000
341280-800			Credit enhancement fee	50,000	50,000	4,200	-
341292-6008-60			Housing application fee	90	110	300	300
341292-6008-65			Housing application fee	-	50	-	-
341292-8002			Housing application fee	4,355	3,930	4,500	4,500
341292-8002-603			Housing application fee	17,570	18,350	16,000	16,480
341296-6008-670			Maintenance/administrative fees	30,084	30,655	17,930	32,580
341298-800			Payment in lieu of taxes	1,330,668	1,310,736	1,315,239	1,298,952
341300-3001-9007			Admin Hearing Fee	6,950	4,300	7,200	4,800
341305-3001-9007			Registration of Abandoned Property	44,700	30,900	42,000	38,400
341310-800			Adm. Fee - Building Services	168,778	173,809	175,100	179,300
341311-2002			Admin Fee - Technical Services	768,351	876,403	904,321	589,789
341904-800			Administrative fee-25% surcharge	6,943	9,676	7,200	7,200
341905-9002			Planning & Zoning Board surcharge	1,601	1,280	1,400	1,400
341917-800			Administration fee - Sanitation	264,369	275,215	281,000	273,000
341918-800			Contract Administration - Sanitation	120,000	120,000	120,000	120,000
341921-9002			Local business tax review fee	17,040	15,554	20,000	15,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
General Government Charges					
341932-1001	Certify copy record search	12,541	5,979	12,500	12,500
341934-6006	Engineering charges to Utility	136,722	140,370	136,872	136,254
341936-6006	Engineering plan review fee	37,446	40,224	35,000	28,000
341940-9002	Land use plan amendments	-	-	18,000	18,500
341941-9002	(DRI) Development of Regional Impact Fee	-	-	6,000	6,000
341942-9002	Flexibility Allocation Fees	-	2,000	2,000	2,100
341948-2001	Lien research	239,200	230,400	206,800	210,000
341952-1001	Notary fees	381	510	400	700
341956-1001	Other government filing fees	1,000	8,069	6,370	10,000
341957-1001	Passport Fee	100,830	118,714	101,160	155,000
341960-9002	Plat approval fees	11,115	23,656	18,500	14,000
341968-1001	Sale of code of ordinance	148	33	100	100
341969-9002	BOA Review Fees	2,500	6,750	2,500	2,500
341973-9002	Map reproduction	-	-	-	60
341976-9002	Sign approval fees	5,572	5,620	7,000	7,000
341979-9002	Group Home Research	847	145	150	160
341980-9002	Site review fees	101,442	74,153	52,000	52,000
341981-7010-350	Entrance Fee	8,696	8,345	7,000	10,000
341982-201 -315	Advertising	-	9,898	33,000	33,000
341982-800	Advertising	21,588	-	-	-
341984-6006	Street light fees	6,241	-	6,241	-
341985-9002	Site or Zoning Inspection	16,568	17,514	6,500	7,000
341986-9002	P & Z Variance Review Fees	35,840	20,250	15,000	21,000
341987-9002	Deed Restriction processing	396	-	150	160
341991-9002	Zoning letters	10,734	4,250	6,000	6,200
341992-9002	Zoning fees (public hearings)	20,156	31,000	20,000	20,000
341994-9002	Miscellaneous Fees	22,162	20,700	15,000	20,000
341995-9002	Alcoholic Beverage License Review	3,050	3,100	4,000	4,400
341996-9002	Special Exception Fees	1,392	-	2,000	2,100
341997-9002	Deferral Fee	1,000	-	1,000	1,060
341999-9002	Appeal of Decision	1,154	-	1,500	1,600
General Government Charges		15,388,183	15,987,248	17,259,565	18,272,209
Public Safety Charges					
342100-3001	Police services	62,383	104,248	61,000	48,600
342120-3001-303	School Resource Officers	804,688	847,292	940,367	1,038,283
342120-3001-313	School Resource Officers	214,266	214,266	214,266	214,266
342150-3001	Take Home Vehicle Program	45,017	30,357	35,000	24,480
342202-4003-678	Annual Fire Inspection Fee	374,148	511,183	597,500	615,500
342203-4003-678	Life Safety Plan Reviews & Inspections	486,007	570,308	641,500	495,000
342204-3001	False Alarm Fee	140,250	165,166	138,000	144,300
342204-4003-678	False Alarm Fee	60,800	55,400	65,250	55,400
342501-4003-678	Fee - Expediting Overtime	17,969	34,220	25,000	19,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Public Safety Charges					
342600-4003	Rescue transport fees	3,505,374	3,609,095	3,500,000	3,551,000
342900-4003	CPR certification	10,025	8,579	7,000	10,500
342901-4003	ILA-Fire Rescue services to Bwrđ County	13,000	10,000	12,000	12,000
342930-4003	Fire detail	18,508	31,866	23,500	27,000
342940-3001	Police detail	223,075	207,735	193,200	216,000
342960-3001	Police civilian academy	2,455	3,685	2,800	2,800
Public Safety Charges		5,977,967	6,403,400	6,456,383	6,474,129
Transportation Charges					
344910-8001	Transportation Services	1,010	-	240	240
Transportation Charges		1,010	-	240	240
Recreation Charges					
347200-7001	Clean up fees	15,964	15,792	16,442	17,890
347210-5002-203	Summer program fees	73,254	69,744	126,963	98,793
347210-5002-205	Summer program fees	116,864	146,769	221,270	196,822
347210-5002-208	Summer program fees	196,158	190,314	231,570	213,210
347210-5002-209	Summer program fees	270,411	260,093	274,508	241,980
347210-7001	Summer program fees	246,013	207,251	231,355	210,150
347215-5002-203	Summer activity fees	7,070	7,565	9,000	6,300
347215-5002-205	Summer activity fees	19,492	13,299	23,700	23,700
347215-5002-208	Summer activity fees	24,624	29,013	23,310	21,600
347215-5002-209	Summer activity fees	47,306	44,161	47,575	45,650
347220-5002-203	Sch Year Activity Fee	3,960	4,913	6,180	5,680
347220-5002-205	Sch Year Activity Fee	5,620	6,723	8,075	7,475
347220-5002-208	Sch Year Activity Fee	32,364	32,444	29,830	38,475
347220-5002-209	Sch Year Activity Fee	41,555	36,772	41,650	48,050
347225-7001	Youth Athletic Program	120,558	110,857	120,000	111,000
347301	Civic Center Operating Revenues	10,000	-	-	-
347301-7010-340	Civic Center Operating Revenues	166,345	582,485	656,075	671,695
347400-7003	Special events	50,107	36,800	22,970	61,370
347450-7001	Special Population Programs	808	10,990	-	-
347504-7006	Driving range fees	65,721	64,008	67,000	65,000
347508-7006	Golf bag storage	4,881	3,424	4,500	4,000
347512-7006	Golf cart rental	1,402,733	1,410,842	1,450,000	1,450,000
347516-7006	Golf club rentals	7,874	10,045	8,000	9,000
347520-7006	Golf green fees	428,873	411,629	445,000	440,000
347524-7006	Golf handicaps fees	2,013	1,030	2,000	2,000
347528-7006	Golf locker rental	1,375	1,127	1,500	1,500
347532-7006	Golf memberships	60,233	68,165	70,000	95,000
347540-7001	Membership fitness center	8,898	8,749	10,000	9,000
347548-7001	Racquet club fees	2,028	809	2,000	1,500
347552-7001	Racquet club memberships	920	1,226	1,175	800

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Recreation Charges					
347556-7001	Recreation classes by staff	1,010	1,187	1,150	1,150
347556-8001	Recreation classes by staff	74,535	85,137	175,165	141,139
347564-7001	Swimming fees	8,565	6,682	7,380	7,200
347565-7001	Athletic fees-non resident	104,895	80,310	100,000	85,000
347566-7001	Youth Soccer Fees	193,053	187,829	200,000	190,000
347568-7001	Swimming lessons by staff	65,691	64,046	68,650	65,620
347572-7001	Swimming pool membership	18,895	3,265	19,071	18,648
347573-7001	Community Swim Team Fees	54,507	52,577	42,000	52,000
347576-7001	Tennis court fees	5,778	8,800	7,000	9,000
347580-7001	Tennis lessons	23,192	24,414	23,192	60,000
347584-7001	Tennis membership fees	20,813	17,027	22,355	22,552
347908-7001	Art & Cultural Program Fees	54,004	39,623	52,110	48,000
347909-7001	ArtsPark Program Fees	60,656	60,484	61,515	61,260
347911-7001	Community garden fees	-	840	800	800
347925-7001	Taxable Recreational Fees	119	20	180	84
Recreation Charges		4,119,732	4,419,278	4,932,216	4,860,093

Education Charges

347951-5002-203	EDC Fees - State VPK	105,427	56,412	96,600	65,205
347951-5002-205	EDC Fees - State VPK	132,716	132,941	130,203	130,203
347951-5002-208	EDC Fees - State VPK	236,902	216,903	228,528	223,560
347951-5002-209	EDC Fees - State VPK	200,828	199,931	205,572	204,240
347955-5002-203	EDC Fees - State Supplement	57,356	54,279	34,440	49,418
347955-5002-205	EDC Fees - State Supplement	35,559	29,985	23,052	23,052
347955-5002-208	EDC Fees - State Supplement	8,116	13,457	-	-
347955-5002-209	EDC Fees - State Supplement	6,331	1,430	7,353	7,182
347961-5002-203	Early Development Center Fees	282,481	309,192	424,415	456,767
347961-5002-205	Early Development Center Fees	600,414	659,246	707,976	830,004
347961-5002-208	Early Development Center Fees	1,144,472	1,227,324	1,395,622	1,248,394
347961-5002-209	Early Development Center Fees	1,229,639	1,272,269	1,413,720	1,326,056
347969-5002-203	EDC registration fees	6,966	9,797	9,020	8,800
347969-5002-205	EDC registration fees	12,517	12,226	17,456	16,536
347969-5002-208	EDC registration fees	22,537	24,326	27,120	27,120
347969-5002-209	EDC registration fees	27,557	26,558	30,218	32,113
Education Charges		4,109,819	4,246,276	4,751,295	4,648,650

Charges for Services	29,596,711	31,056,202	33,399,699	34,255,321

Judgments, Fines & Forfeitures**Fines & Forfeitures**

351010-3001	Parking citations	47,110	29,371	50,400	30,000
351020-3001	Parking fines-\$5 surcharge	2,111	1,335	2,160	1,500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Fines & Forfeitures					
354000-3001-9007	Violations of local ordinance	303,469	232,158	312,000	192,000
354100-3001-3001	Red Zone Infraction	593	554,161	925,000	907,000
354200-3001-3001	Hearing Fees	-	4,250	-	9,000
359000-3001	Court fines & forfeiture	371,291	440,885	360,000	540,000
359200-2001	Penalty - returned checks	5,866	5,490	5,300	4,900
Fines & Forfeitures		730,438	1,267,651	1,654,860	1,684,400

Judgments, Fines & Forfeitures		730,438	1,267,651	1,654,860	1,684,400

Miscellaneous Revenues**Investment Income**

361010	Gain/loss on investments	235,426	-	-	-
361030	Interest from SBA	41,153	691,527	347,000	761,000
361035-4003	Interest on fire protection assmnt	5,853	10,248	3,500	5,000
361084	Interest on investments	326,670	537,499	385,000	496,100
361085	Interest on Money Market Acct	8	-	-	-
361088	Interest on tax deposits	15,011	26,959	8,000	12,000
361096	Miscellaneous Interest	5,731	5,561	5,000	5,000
Investment Income		629,852	1,271,793	748,500	1,279,100

Rents & Royalties

362020-7001	Commission-recreation classes	8,145	9,863	9,958	12,287
362024-800	Commission- Coke machines	4,736	-	4,500	12,240
362025-7006	Commission- Pro Shop	9,485	6,927	6,900	7,000
362030-6001	Rental-city facilities	610,359	776,629	286,917	289,331
362030-7001	Rental-city facilities	122,603	128,697	118,977	132,295
362030-8002	Rental-city facilities	69,784	62,370	62,574	64,770
362031-6001	Rental- cell towers - Exempt	1,660,853	1,770,039	1,660,853	1,689,000
362034-7001	Rental-Gymnasium	158	-	-	-
362035-7001	Field Rentals	94,537	126,706	100,000	120,000
362037-6001	Rental - Fire Control	746,871	795,391	835,193	845,206
362038-7001	Rental - Storage Lot	411,226	403,124	421,426	399,244
362041-5005	Rental-wcyrc	33,632	1,993	1,700	1,000
362042-8002	Rental-housing	1,830,922	1,852,553	2,036,012	2,085,804
362042-8002-603	Rental-housing	5,567,335	5,930,022	6,664,504	6,664,504
362043-5005	Rental-exempt organizations	6,576	22,780	6,500	20,000
362045-800	Rental Charter School	49,477	49,477	-	-
362046-8001	Rental - Community Services	19,956	28,385	15,403	17,934
362051-6008-55	Rental Misc Fees	1,544	-	-	-
362051-6008-60	Rental Misc Fees	6	286	-	-
362051-7001	Rental Misc Fees	5,627	4,445	5,280	4,500
362051-8002	Rental Misc Fees	2,530	3,328	1,100	1,100

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Rents & Royalties					
362051-8002-603	Rental Misc Fees	50,913	56,035	50,000	50,000
362053-6008-65	Rent- Duplex	-	2,500	-	-
362054-8001	Rental - Adult Day Care	120,113	120,862	120,862	125,104
362060-6008	Rental to utility fund	150,533	153,695	156,923	159,905
362070-6008	Rental State Hosp Site- Exempt	378,168	399,968	319,114	319,114
362070-6008-60	Rental State Hosp Site- Exempt	65,463	81,492	78,000	74,088
362070-6008-670	Rental State Hosp Site- Exempt	-	-	178,007	382,899
362071-6008	Rental State Hosp Site- Taxable	736,792	846,309	1,034,457	920,854
Rents & Royalties		12,758,344	13,633,877	14,175,160	14,398,179
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	41,509	10	60,000	-
Disp of Fix Assets / Sale of Equip/ Scrap		41,509	10	60,000	-
Miscellaneous Revenues					
365000	Scrap or surplus sales	5,709	293,452	2,000	52,000
Miscellaneous Revenues		5,709	293,452	2,000	52,000
Private Gifts / Contributions					
366015	Contributions	9,500	8,075	1,878	-
366015-3001	Contributions	1,100	-	1,000	1,000
366015-4003	Contributions	-	1,508	-	-
366015-5002-208	Contributions	-	3,176	-	-
366015-5002-209	Contributions	26,000	-	17,000	1,000
366015-6001	Contributions	172,000	-	-	-
366015-6008-60	Contributions	-	13	5,000	5,000
366015-7001	Contributions	1,200	5,300	8,125	5,000
366015-7003	Contributions	-	10,200	-	-
366015-7010-350	Contributions	-	-	50,000	-
Private Gifts / Contributions		209,800	28,272	83,003	12,000
Other Miscellaneous Revenues					
369010	Cash - over + short	(2,469)	(1,020)	100	100
369030	Jury duty & subpoena money	8,855	10,783	10,000	10,000
369040	Other miscellaneous revenue	24,784	175,082	2,000	10,000
369040-7006	Other miscellaneous revenue	1,000	2,600	2,600	2,600
369042-5002-203	ConEd Energy Tax Deduction	-	5,627	-	-
369042-5002-208	ConEd Energy Tax Deduction	-	12,340	-	-
369042-5002-209	ConEd Energy Tax Deduction	-	12,569	-	-
369045-5002-203	Food Sales	7,765	9,958	11,488	9,488
369045-5002-205	Food Sales	18,594	21,264	23,172	23,172
369045-5002-208	Food Sales	34,945	38,784	44,000	44,000
369045-5002-209	Food Sales	47,706	46,639	42,625	42,625
369058	Purchasing discounts earned	2,648	2,299	1,500	1,500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Other Miscellaneous Revenues					
	Other Miscellaneous Revenues	143,826	336,924	137,485	143,485
Miscellaneous Revenues		13,789,040	15,564,328	15,206,148	15,884,764
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	10,027,754	-
	Appropriated Fund Balance	-	-	10,027,754	-
Beginning Surplus					
389940	Beginning surplus	-	-	4,416,171	3,718,489
	Beginning Surplus	-	-	4,416,171	3,718,489
Other Sources		-	-	14,443,925	3,718,489
Entity 1 General Fund		178,775,815	189,303,227	210,728,345	209,021,974

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 51 Wetlands Trust Fund						
Miscellaneous Revenues						
Investment Income						
361030		Interest from SBA	5,483	9,422	5,500	9,000
		Investment Income	5,483	9,422	5,500	9,000
		Miscellaneous Revenues	5,483	9,422	5,500	9,000
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	11,000	7,500
		Beginning Surplus	-	-	11,000	7,500
		Other Sources	-	-	11,000	7,500
		Entity 51 Wetlands Trust Fund	5,483	9,422	16,500	16,500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 100 Road & Bridge Fund					
Taxes					
Local Option Gas Tax					
312411	Local option gas tax - \$.06	1,722,351	1,728,751	1,748,000	1,789,000
312421	Addl local option gas tax \$.03	1,053,728	1,049,477	1,057,000	1,085,000
312422	Addl local option gas tax \$.01 (5th cent)	178,702	177,982	178,000	185,000
	Local Option Gas Tax	2,954,781	2,956,209	2,983,000	3,059,000
	Taxes	2,954,781	2,956,209	2,983,000	3,059,000
Permits, Fees & Assessments					
Franchise Fees					
323720	Franchise fees- Sanitation-Franchisee	1,414,202	1,467,588	1,571,000	1,537,000
	Franchise Fees	1,414,202	1,467,588	1,571,000	1,537,000
	Permits, Fees & Assessments	1,414,202	1,467,588	1,571,000	1,537,000
Intergovernmental Revenue					
State Grants					
334491-6003	County Incentive Grant Program	115,560	93,771	2,033,885	-
	State Grants	115,560	93,771	2,033,885	-
State Shared					
335120	Municipal gas tax 8th cent	1,358,481	1,336,971	1,500,000	1,332,000
335122	Motor fuel tax rebate	74,499	55,636	78,000	68,000
335124	Special/motor fuel tax	5,435	4,535	500	3,900
	State Shared	1,438,415	1,397,141	1,578,500	1,403,900
	Intergovernmental Revenue	1,553,974	1,490,912	3,612,385	1,403,900
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	14,872	48,388	14,000	49,000
361084	Interest on investments	26,144	4,561	36,000	18,000
	Investment Income	41,016	52,949	50,000	67,000
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	-	-	500	500
	Disp of Fix Assets / Sale of Equip/ Scrap	-	-	500	500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Private Gifts / Contributions					
366010-6003	Contribution in aid of construction	275,000	-	-	-
	Private Gifts / Contributions	275,000	-	-	-
Other Miscellaneous Revenues					
369040	Other miscellaneous revenue	219,703	282,749	226,295	240,081
	Other Miscellaneous Revenues	219,703	282,749	226,295	240,081
Miscellaneous Revenues		535,719	335,699	276,795	307,581
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	-	802,586	628,434	-
	Interfund Transfers	-	802,586	628,434	-
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	2,642,418	-
	Appropriated Fund Balance	-	-	2,642,418	-
Beginning Surplus					
389940	Beginning surplus	-	-	(2,011,710)	1,551,448
	Beginning Surplus	-	-	(2,011,710)	1,551,448
Other Sources		-	802,586	1,259,142	1,551,448
Entity 100 Road & Bridge Fund		6,458,677	7,052,994	9,702,322	7,858,929

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 120 State Housing Initiative Program						
Intergovernmental Revenue						
State Grants						
334920-600	S.H.I.P.		550,686	569,070	1,609,301	1,905,920
334930-600	SHIP Recaptured Income		151,912	159,963	239,526	-
State Grants			702,598	729,033	1,848,827	1,905,920
Intergovernmental Revenue			702,598	729,033	1,848,827	1,905,920
Miscellaneous Revenues						
Investment Income						
361030	Interest from SBA		-	-	15,000	35,000
Investment Income			-	-	15,000	35,000
Miscellaneous Revenues			-	-	15,000	35,000
Other Sources						
Beginning Surplus						
389940	Beginning surplus		-	-	(15,000)	(35,000)
Beginning Surplus			-	-	(15,000)	(35,000)
Other Sources			-	-	(15,000)	(35,000)
Entity 120 State Housing Initiative Program			702,598	729,033	1,848,827	1,905,920

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 121 HUD Grants CDBG/HOME					
Intergovernmental Revenue					
Federal Grants					
331900-600	Community dev block grant	510,400	714,815	1,799,965	698,915
331900-8006	Community dev block grant	116,893	114,297	123,338	123,338
331903-600	Neighborhood Stabilization Program (NSP)	-	232,635	377,179	-
331905-600	CDBG Recaptured Income	75,350	7,187	-	-
331908-600	NSP Recaptured Income	10	-	53,000	-
331909-600	NSP 2010 Program Income	152,076	-	-	-
331930-600	HOME Grant	111,374	104,357	691,151	181,723
Federal Grants		966,102	1,173,291	3,044,633	1,003,976
Intergovernmental Revenue		966,102	1,173,291	3,044,633	1,003,976
Entity 121 HUD Grants CDBG/HOME		966,102	1,173,291	3,044,633	1,003,976

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 122 Law Enforcement Grant					
Intergovernmental Revenue					
Federal Grants					
331224-3031	Preparing for Emerging Threats	-	-	25,500	-
331251-3015	Victims of Crime Act	16,689	10,595	18,473	18,473
331254-3026	Highway Planning and Construction	17,276	18,768	20,000	-
331810-3030	Urban Area Strategic Initiative (UASI)	70,445	118,177	225,464	-
Federal Grants		104,410	147,540	289,437	18,473
Intergovernmental Revenue		104,410	147,540	289,437	18,473
Entity 122 Law Enforcement Grant		104,410	147,540	289,437	18,473

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project		Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 124 Police Community Services Grant						
Intergovernmental Revenue						
Federal Grants						
331263-3018		Byrne Justice Asst Grant	10,168	15,748	18,891	-
Federal Grants			10,168	15,748	18,891	-
Intergovernmental Revenue			10,168	15,748	18,891	-
Entity 124 Police Community Services Grant			10,168	15,748	18,891	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 128 Community Bus Program					
Intergovernmental Revenue					
Federal Grants					
331801-8001	Capital Assistance Program/5310	-	278,577	386,389	-
	Federal Grants	-	278,577	386,389	-
Grants from Local Units					
337410-8004	Broward county transit grant	259,750	255,545	259,236	607,827
337410-8004-42	Broward county transit grant	48,723	48,498	49,359	49,359
	Grants from Local Units	308,473	304,043	308,595	657,186
Intergovernmental Revenue		308,473	582,620	694,984	657,186
Miscellaneous Revenues					
Private Gifts / Contributions					
366015-8004	Contributions	-	-	5,210	-
	Private Gifts / Contributions	-	-	5,210	-
Miscellaneous Revenues		-	-	5,210	-
Other Sources					
Interfund Transfers					
381020-8001	Transfer from General Fund	198,178	211,961	263,862	208,540
381100-8004	Transfer from Road & Bridge Fund	235,629	240,744	322,869	-
381100-8004-42	Transfer from Road & Bridge Fund	12,555	21,659	35,393	-
	Interfund Transfers	446,362	474,364	622,124	208,540
Other Sources		446,362	474,364	622,124	208,540
Entity 128 Community Bus Program		754,835	1,056,984	1,322,318	865,726

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 131 Treasury - Confiscated						
Judgments, Fines & Forfeitures						
Fines & Forfeitures						
351040-3011		Confiscated by Dept of Treasury	11,217	19,932	-	-
		Fines & Forfeitures	11,217	19,932	-	-
Judgments, Fines & Forfeitures						
		Judgments, Fines & Forfeitures	11,217	19,932	-	-
Miscellaneous Revenues						
Investment Income						
361030		Interest from SBA	2,987	7,864	5,000	9,000
		Investment Income	2,987	7,864	5,000	9,000
Miscellaneous Revenues						
		Miscellaneous Revenues	2,987	7,864	5,000	9,000
Other Sources						
Appropriated Fund Balance						
389920		Appropriated fund balance	-	-	385,061	-
		Appropriated Fund Balance	-	-	385,061	-
Beginning Surplus						
389940		Beginning surplus	-	-	11,132	20,154
		Beginning Surplus	-	-	11,132	20,154
Other Sources						
		Other Sources	-	-	396,193	20,154
Entity 131 Treasury - Confiscated						
		Entity 131 Treasury - Confiscated	14,203	27,795	401,193	29,154

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 132 Justice - Confiscated						
Judgments, Fines & Forfeitures						
Fines & Forfeitures						
351050-3012		Confiscated by Dept of Justice	23,719	582	-	-
		Fines & Forfeitures	23,719	582	-	-
Judgments, Fines & Forfeitures			23,719	582	-	-
Miscellaneous Revenues						
Investment Income						
361030		Interest from SBA	5,486	9,235	6,000	9,000
		Investment Income	5,486	9,235	6,000	9,000
Miscellaneous Revenues			5,486	9,235	6,000	9,000
Other Sources						
Appropriated Fund Balance						
389920		Appropriated fund balance	-	-	376,461	-
		Appropriated Fund Balance	-	-	376,461	-
Beginning Surplus						
389940		Beginning surplus	-	-	29,497	1,500
		Beginning Surplus	-	-	29,497	1,500
Other Sources			-	-	405,958	1,500
Entity 132 Justice - Confiscated			29,206	9,816	411,958	10,500

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 133 \$2 Police Education						
Judgments, Fines & Forfeitures						
Fines & Forfeitures						
351030-3013		Police education \$2.00	15,818	18,260	17,391	21,480
		Fines & Forfeitures	15,818	18,260	17,391	21,480
Judgments, Fines & Forfeitures						
		Judgments, Fines & Forfeitures	15,818	18,260	17,391	21,480
Miscellaneous Revenues						
Investment Income						
361030		Interest from SBA	1,708	2,818	2,000	2,000
		Investment Income	1,708	2,818	2,000	2,000
Miscellaneous Revenues						
		Miscellaneous Revenues	1,708	2,818	2,000	2,000
Other Sources						
Appropriated Fund Balance						
389920		Appropriated fund balance	-	-	80,704	-
		Appropriated Fund Balance	-	-	80,704	-
Beginning Surplus						
389940		Beginning surplus	-	-	(2,000)	(2,000)
		Beginning Surplus	-	-	(2,000)	(2,000)
Other Sources						
		Other Sources	-	-	78,704	(2,000)
Entity 133 \$2 Police Education						
		Entity 133 \$2 Police Education	17,526	21,078	98,095	21,480

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 134 FDLE - Confiscated						
Judgments, Fines & Forfeitures						
Fines & Forfeitures						
351000-3004		Confiscated by FDLE	208,921	97,276	-	-
		Fines & Forfeitures	208,921	97,276	-	-
Judgments, Fines & Forfeitures						
		Judgments, Fines & Forfeitures	208,921	97,276	-	-
Miscellaneous Revenues						
Investment Income						
361030		Interest from SBA	7,430	21,591	12,000	26,000
		Investment Income	7,430	21,591	12,000	26,000
Miscellaneous Revenues						
		Miscellaneous Revenues	7,430	21,591	12,000	26,000
Other Sources						
Appropriated Fund Balance						
389920		Appropriated fund balance	-	-	792,735	-
		Appropriated Fund Balance	-	-	792,735	-
Beginning Surplus						
389940		Beginning surplus	-	-	169,940	98,080
		Beginning Surplus	-	-	169,940	98,080
Other Sources						
		Other Sources	-	-	962,675	98,080
Entity 134 FDLE - Confiscated						
		Entity 134 FDLE - Confiscated	216,351	118,867	974,675	124,080

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 199 Older Americans Act						
Intergovernmental Revenue						
Federal Grants						
331690-8005	Oaa title iii-b&d		308,311	346,149	329,464	329,467
331691-8005	Oaa title iii-e		63,986	93,501	88,728	88,728
Federal Grants			372,298	439,650	418,192	418,195
State Grants						
334692-8005	Local Service Providers (LSP)		246,656	244,956	231,154	231,155
State Grants			246,656	244,956	231,154	231,155
Grants from Local Units						
337630-8005	In kind rev from g.f.		81,706	95,188	95,284	95,284
337660-8005	Oaa cash match		39,851	49,354	43,867	43,867
Grants from Local Units			121,557	144,543	139,151	139,151
Intergovernmental Revenue			740,510	829,149	788,497	788,501
Miscellaneous Revenues						
Private Gifts / Contributions						
366050-8005	Recipient donations		14,215	5,850	20,000	10,000
Private Gifts / Contributions			14,215	5,850	20,000	10,000
Miscellaneous Revenues			14,215	5,850	20,000	10,000
Other Sources						
Interfund Transfers						
381020	Transfer from General Fund		506,630	479,797	561,224	532,884
Interfund Transfers			506,630	479,797	561,224	532,884
Other Sources			506,630	479,797	561,224	532,884
Entity 199 Older Americans Act			1,261,354	1,314,796	1,369,721	1,331,385

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 201 Debt Service					
Taxes					
Ad Valorem Taxes					
311001-900	Current real/personal property tax	5,956,732	5,946,763	5,641,632	5,738,726
	Ad Valorem Taxes	5,956,732	5,946,763	5,641,632	5,738,726
Utility Taxes					
314100	Public service taxes- Electric service	1,486,731	1,481,051	1,496,533	1,493,973
314300	Public service taxes- Water	762,406	873,196	952,335	1,055,645
	Utility Taxes	2,249,136	2,354,247	2,448,868	2,549,618
Communications Service Tax					
315000	Communications Services Tax	5,254,642	5,131,400	5,095,000	4,993,000
	Communications Service Tax	5,254,642	5,131,400	5,095,000	4,993,000
Taxes					
		13,460,510	13,432,409	13,185,500	13,281,344
Permits, Fees & Assessments					
Franchise Fees					
323100	Franchise fees- Electricity	747,745	757,326	760,566	762,840
	Franchise Fees	747,745	757,326	760,566	762,840
	Permits, Fees & Assessments	747,745	757,326	760,566	762,840
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	96,332	210,464	120,000	208,000
361088-900	Interest on tax deposits	1,497	2,500	800	2,500
	Investment Income	97,829	212,964	120,800	210,500
Rents & Royalties					
362042-900	Rental-housing	4,717,470	4,404,490	4,431,217	4,428,147
362044-900	Rental- Early Development Centers	379,771	378,364	379,855	381,715
362045-900	Rental Charter School	5,893,103	5,796,516	5,944,044	6,042,212
362047-900	Rental - WestCare (SBA)	318,144	335,388	340,869	347,200
362049-900	Rental - Howard C. Forman	250,582	253,669	254,853	255,615
	Rents & Royalties	11,559,069	11,168,428	11,350,838	11,454,889
	Miscellaneous Revenues	11,656,898	11,381,392	11,471,638	11,665,389

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Other Sources							
Interfund Transfers							
381020			Transfer from General Fund	118,065	88,549	-	-
Interfund Transfers				118,065	88,549	-	-
Debt Proceeds/Installment Purchase							
384100			Bond Issuance	63,346,400	-	-	-
384200			Bond Premium/Discount	5,511,204	-	-	-
Debt Proceeds/Installment Purchase				68,857,604	-	-	-
Beginning Surplus							
389940			Beginning surplus	-	-	87,330	(312,965)
Beginning Surplus				-	-	87,330	(312,965)
Other Sources				68,975,669	88,549	87,330	(312,965)
Entity 201 Debt Service				94,840,822	25,659,676	25,505,034	25,396,608

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 320 Municipal Construction					
Intergovernmental Revenue					
State Grants					
334730-7001	Cultural Facilities Grant Program	1,000,000	-	-	-
	State Grants	1,000,000	-	-	-
Grants from Local Units					
337704-7001	TDT Capital Challenge Grant	462,350	-	-	-
	Grants from Local Units	462,350	-	-	-
Intergovernmental Revenue		1,462,350	-	-	-
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	(68,824)	(132,161)	-	-
361030-672	Interest from SBA	5,390	19,380	-	-
361030-676	Interest from SBA	(7,994)	-	-	-
361030-677A	Interest from SBA	30,322	84,509	-	-
	Investment Income	(41,107)	(28,271)	-	-
Private Gifts / Contributions					
366010	Contribution in aid of construction	596,927	596,927	-	-
366035	Municipal dedication fees	207,819	29,700	-	307,000
	Private Gifts / Contributions	804,746	626,627	-	307,000
Miscellaneous Revenues		763,639	598,356	-	307,000
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	2,560,820	-	-	-
381050	Transfer from Utility Fund	13,791,343	-	-	-
381201	Transfer from Debt Service Fund	634,634	-	-	-
	Interfund Transfers	16,986,797	-	-	-
Prior Year Bond Proceeds					
389935	Prior Year Bond Proceeds	-	-	1,494,173	5,885,000
	Prior Year Bond Proceeds	-	-	1,494,173	5,885,000
Beginning Surplus					
389940	Beginning surplus	-	-	-	(307,000)
	Beginning Surplus	-	-	-	(307,000)

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
	Other Sources	16,986,797	-	1,494,173	5,578,000
Entity 320 Municipal Construction		19,212,786	598,356	1,494,173	5,885,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 471 Utility Fund						
Permits, Fees & Assessments						
Building Permits						
322085-6010		Utility construction fee	114,623	246,722	150,000	311,000
		Building Permits	114,623	246,722	150,000	311,000
Permits, Fees & Assessments			114,623	246,722	150,000	311,000
Charges for Services						
General Government Charges						
341922-6031		Backflow prevention certif fee	37,475	39,925	30,000	45,540
341990-6010		Utility plan review fee	56,166	44,310	30,000	56,000
		General Government Charges	93,641	84,235	60,000	101,540
Physical Environment Charges						
343310-6031		Water utility installation fees	51,519	119,215	64,000	103,778
343320-6031		Water utility record/penalty fees	617,651	877,786	650,000	910,182
343600-6010		New account charge	52,580	50,860	50,000	64,000
343910-6010		Lien recording/release	16,000	13,000	15,000	19,000
		Physical Environment Charges	737,750	1,060,862	779,000	1,096,960
Water/Sewer Charges						
343300-6031		Water charges	21,973,099	26,588,002	29,418,000	28,333,000
343510-6021		Sewer charges	23,351,196	28,639,022	31,140,000	30,548,000
		Water/Sewer Charges	45,324,295	55,227,024	60,558,000	58,881,000
Charges for Services			46,155,686	56,372,120	61,397,000	60,079,500
Miscellaneous Revenues						
Investment Income						
361010		Gain/loss on investments	13,791,343	-	-	-
361030		Interest from SBA	148,468	941,430	237,000	924,000
361030-845		Interest from SBA	37,577	123,500	53,000	132,000
		Investment Income	13,977,389	1,064,931	290,000	1,056,000
Disp of Fix Assets / Sale of Equip/ Scrap						
364010		Sale of equipment	7,494	-	5,000	-
		Disp of Fix Assets / Sale of Equip/ Scrap	7,494	-	5,000	-
Miscellaneous Revenues						
365000		Scrap or surplus sales	(830)	(43,573)	4,000	9,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Miscellaneous Revenues					
	Miscellaneous Revenues	(830)	(43,573)	4,000	9,000
Private Gifts / Contributions					
366015-6021	Contributions	-	124,536	47,901	-
	Private Gifts / Contributions	-	124,536	47,901	-
Other Miscellaneous Revenues					
369010	Cash - over + short	(76)	(65)	100	100
369040	Other miscellaneous revenue	22	4,873	500	500
369080	Water - other revenues	7,175	6,900	2,000	7,680
	Other Miscellaneous Revenues	7,122	11,708	2,600	8,280
Miscellaneous Revenues		13,991,175	1,157,601	349,501	1,073,280
Other Sources					
Water/Sewer Connection					
389802-6021	Sewer connection - East	299,303	998,832	300,000	997,892
389803-6021	Sewer connection - West	294,963	875,731	300,000	901,731
389804-6031	Water connection - East	320,362	1,069,088	450,000	1,068,110
389805-6031	Water connection - West	253,111	733,792	315,000	755,858
	Water/Sewer Connection	1,167,738	3,677,444	1,365,000	3,723,591
Appropriated Retained Earnings					
389910	Appropriated retained earnings	-	-	14,125,287	-
	Appropriated Retained Earnings	-	-	14,125,287	-
Capital Funded By Reserve					
389915	Capital Funded by Reserve	-	-	2,880,000	3,160,000
	Capital Funded By Reserve	-	-	2,880,000	3,160,000
Prior Year Bond Proceeds					
389935	Prior Year Bond Proceeds	-	-	-	2,775,118
	Prior Year Bond Proceeds	-	-	-	2,775,118
Beginning Retained Earnings					
389946	Beginning retained earnings	-	-	4,451,177	-
	Beginning Retained Earnings	-	-	4,451,177	-
Other Sources		1,167,738	3,677,444	22,821,464	9,658,709

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
	Entity 471 Utility Fund	61,429,222	61,453,888	84,717,965	71,122,489

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 504 Public Insurance Fund					
Charges for Services					
General Government Charges					
341212-203 -402	Contribution from Charter School	4,524,600	4,230,928	6,216,791	6,357,032
341212-203 -403	Contribution from Charter School	47,484	42,427	88,428	84,462
341212-203 -404	Contribution from Charter School	34,621	(367)	140,139	134,107
341212-203 -405	Contribution from Charter School	111,465	91,528	142,500	150,000
341235-203 -402	Contribution from general fund	8,492,644	7,956,351	11,953,871	12,104,160
341235-203 -403	Contribution from general fund	105,454	104,612	227,256	227,196
341235-203 -404	Contribution from general fund	519,000	(6,202)	2,618,819	2,659,217
341235-203 -405	Contribution from general fund	1,232,795	1,844,606	2,022,912	2,082,201
341245-203 -402	Contribution from pp utility fund	83,200	77,133	124,012	126,840
341245-203 -403	Contribution from pp utility fund	2,803	1,641	3,819	3,799
341245-203 -404	Contribution from pp utility fund	6,180	(42)	14,931	6,241
341245-203 -405	Contribution from pp utility fund	1,199,838	1,652,150	1,815,080	1,854,033
341270-203 -402	Contribution from road/bridge	6,400	-	-	-
341270-203 -403	Contribution from road/bridge	151	-	-	-
341270-203 -404	Contribution from road/bridge	2,021	-	-	-
341270-203 -405	Contribution from road/bridge	159,168	227,563	229,216	250,113
General Government Charges		16,527,824	16,222,328	25,597,774	26,039,401
Charges for Services 16,527,824 16,222,328 25,597,774 26,039,401					
Miscellaneous Revenues					
Investment Income					
361030-203 -402	Interest from SBA	35,404	76,572	40,000	77,000
361084-203 -402	Interest on investments	82,217	42,968	116,400	60,000
361084-203 -403	Interest on investments	5,574	2,479	6,374	3,083
361084-203 -404	Interest on investments	15,329	6,611	14,848	5,257
361084-203 -405	Interest on investments	36,231	30,574	42,000	22,000
Investment Income		174,754	159,204	219,622	167,340
Other Miscellaneous Revenues					
369022-203 -402	Specific Stop Loss Recovery	2,023,111	1,852,377	-	-
369052-203 -402	Cobra Premiums	50,864	82,377	3,000	3,056
369053-203 -402	RX Rebates	420,965	880,968	30,000	30,000
369055-203 -402	Health insurance coverage	1,525,735	1,538,053	1,550,840	1,606,870
369056-203 -402	Medical contribution	-	1,312	-	-
369057-203 -403	Supplemental life insurance	100,129	109,900	107,422	117,076
369059-203 -402	Medical Claims - Refund/Adj.	187,776	75,843	-	-
Other Miscellaneous Revenues		4,308,580	4,540,829	1,691,262	1,757,002

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
	Miscellaneous Revenues	4,483,334	4,700,033	1,910,884	1,924,342
	Entity 504 Public Insurance Fund	21,011,158	20,922,361	27,508,658	27,963,743

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 655 General Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
361012-204	Investment Income	20,215,440	14,441,755	20,000,000	10,000,000
Investment Income		20,215,440	14,441,755	20,000,000	10,000,000
Pension Fund Contributions					
368010-204	City contribution - general	540,196	1,222,903	662,957	655,356
368011-204	City contribution - legacy	1,959,872	4,277,097	2,837,043	2,844,644
368050-204	Employee contribution - general	244,566	234,516	236,573	203,352
Pension Fund Contributions		2,744,634	5,734,516	3,736,573	3,703,352
Miscellaneous Revenues		22,960,074	20,176,270	23,736,573	13,703,352
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(12,661,573)	(1,626,352)
Beginning Surplus		-	-	(12,661,573)	(1,626,352)
Other Sources		-	-	(12,661,573)	(1,626,352)
Entity 655 General Pension Trust Fund		22,960,074	20,176,270	11,075,000	12,077,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 656 Fire & Police Pension Trust Fund						
Miscellaneous Revenues						
Investment Income						
361000-204		Appreciation of investments	56,040,807	60,445,067	38,814,000	55,000,000
361012-204		Investment Income	8,709,714	7,854,023	9,000,000	7,500,000
Investment Income			64,750,521	68,299,090	47,814,000	62,500,000
Pension Fund Contributions						
368000-204		Casualty insurance premium tax	1,380,657	1,458,281	1,380,657	1,458,281
368005-204		City contribution - fire	11,307,762	12,068,773	12,103,709	12,978,837
368020-204		City contribution - police	13,627,741	14,641,272	15,703,245	15,331,120
368040-204		Employee contribution - fire	1,220,199	1,327,544	1,121,527	1,210,816
368045-204		Employee Contribution - ESI	32,749	43,130	-	-
368060-204		Employee contribution - police	1,446,670	1,376,568	1,382,627	1,274,477
368090-204		Fire insurance premium tax	1,039,647	1,027,678	1,039,647	1,027,678
Pension Fund Contributions			30,055,424	31,943,246	32,731,412	33,281,209
Other Miscellaneous Revenues						
369040-204		Other miscellaneous revenue	8,131	35,049	-	-
Other Miscellaneous Revenues			8,131	35,049	-	-
Miscellaneous Revenues			94,814,076	100,277,385	80,545,412	95,781,209
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	(40,817,412)	(54,911,209)
Beginning Surplus			-	-	(40,817,412)	(54,911,209)
Other Sources			-	-	(40,817,412)	(54,911,209)
Entity 656 Fire & Police Pension Trust Fund			94,814,076	100,277,385	39,728,000	40,870,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project		Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Entity 657 Other Post Employment Benefits						
Miscellaneous Revenues						
Investment Income						
361084-204		Interest on investments	8,227,083	8,437,950	8,500,000	4,000,000
361085		Interest on Money Market Acct	6,887	9,208	5,000	5,600
Investment Income			8,233,970	8,447,157	8,505,000	4,005,600
Pension Fund Contributions						
368035-204		City contrib-General retiree health	5,478,000	4,503,048	3,626,000	3,559,000
368036-204		City contrib-Police retiree health	4,244,000	3,496,448	3,987,000	3,600,000
368037-204		City contrib-Fire retiree health	4,414,000	3,636,504	3,987,000	4,326,000
368038-204		City contrib-Schools retiree health	70,817	66,240	94,000	209,000
Pension Fund Contributions			14,206,817	11,702,240	11,694,000	11,694,000
Other Miscellaneous Revenues						
369053-204		RX Rebates	-	-	15,000	-
369054		Part D Subsidy	169,983	185,724	120,000	120,000
369056-204		Medical contribution	587,859	581,044	120,000	360,000
Other Miscellaneous Revenues			757,842	766,768	255,000	480,000
Miscellaneous Revenues			23,198,629	20,916,166	20,454,000	16,179,600
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	(3,415,998)	1,508,401
Beginning Surplus			-	-	(3,415,998)	1,508,401
Other Sources			-	-	(3,415,998)	1,508,401
Entity 657 Other Post Employment Benefits			23,198,629	20,916,166	17,038,002	17,688,001

City of Pembroke Pines, Florida
Revenue Detail
All Funds

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
1 General Fund	178,775,815	189,303,227	210,728,345	209,021,974
51 Wetlands Trust Fund	5,483	9,422	16,500	16,500
100 Road & Bridge Fund	6,458,677	7,052,994	9,702,322	7,858,929
120 State Housing Initiative Program	702,598	729,033	1,848,827	1,905,920
121 HUD Grants CDBG/HOME	966,102	1,173,291	3,044,633	1,003,976
122 Law Enforcement Grant	104,410	147,540	289,437	18,473
124 Police Community Services Grant	10,168	15,748	18,891	-
128 Community Bus Program	754,835	1,056,984	1,322,318	865,726
131 Treasury - Confiscated	14,203	27,795	401,193	29,154
132 Justice - Confiscated	29,206	9,816	411,958	10,500
133 \$2 Police Education	17,526	21,078	98,095	21,480
134 FDLE - Confiscated	216,351	118,867	974,675	124,080
199 Older Americans Act	1,261,354	1,314,796	1,369,721	1,331,385
201 Debt Service	94,840,822	25,659,676	25,505,034	25,396,608
320 Municipal Construction	19,212,786	598,356	1,494,173	5,885,000
471 Utility Fund	61,429,222	61,453,888	84,717,965	71,122,489
504 Public Insurance Fund	21,011,158	20,922,361	27,508,658	27,963,743
655 General Pension Trust Fund	22,960,074	20,176,270	11,075,000	12,077,000
656 Fire & Police Pension Trust Fund	94,814,076	100,277,385	39,728,000	40,870,000
657 Other Post Employment Benefits	23,198,629	20,916,166	17,038,002	17,688,001
Total All Funds	526,783,495	450,984,694	437,293,747	423,210,938

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative

Division 100 City Commission | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
11001	Mayor	45,853	45,853	45,854	45,854
11002	Vice - Mayor	23,386	24,106	23,387	23,387
11003	Commissioner	70,159	69,530	70,161	70,161
12884	Executive Assist	59,011	62,428	64,411	65,375
13682	P/T Executive Assistant	33,588	34,522	32,388	32,386
15103	Expense allowance	68,250	68,295	68,250	68,250
15107	Automobile allowance	38,400	38,427	38,400	38,400
21000	Social Security- matching	24,543	24,983	26,237	26,311
22000	Retirement contributions	15,858	51,313	22,999	25,156
22010	Defined contribution - General	-	2,731	2,807	2,807
23000	Health Insurance	76,793	71,194	106,296	90,600
23100	Life Insurance	514	468	964	911
24000	Workers compensation	153	-1	757	719
26300	General retiree health contrib	130,968	109,008	86,448	87,876
	Personnel	587,477	602,858	589,359	578,193
Operating					
34990	Contractual services- other	247,676	249,999	250,000	250,000
40100	Travel/conferences	18,538	24,551	23,400	24,000
44200	Rents- machinery & equipment	2,206	2,206	2,207	2,207
46800	Maintenance contracts	885	1,089	1,800	1,200
49104	License fees	-	-	375	375
51100	Office supplies	2,413	2,340	1,500	2,400
52000	Operating supplies	-	-	-	4,000
52650	Equip < than \$1000	-	749	150	150
54100	Memberships/ dues/ subscription	13,872	13,875	13,992	13,992
	Operating	285,590	294,810	293,424	298,324
	Project Total	873,067	897,669	882,783	876,517
	Division Total	873,067	897,669	882,783	876,517

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
11005	City Manager	274,997	296,020	299,749	304,908
12516	Assistant City Manager	86,195	87,275	90,000	90,002
12884	Executive Assist	-	44,175	45,507	46,859
12992	Vacation leave - retire/term	10,726	-	-	-
12996	Sick leave - retire/term	19,891	-	-	-
13150	P/T Executive Coordinator	22,062	-	-	-
13682	P/T Executive Assistant	29,616	-	-	-
15001	Special Payment non P & F	-	11,000	-	-
15007	Topped Out Incentive	450	450	375	-
15103	Expense allowance	4,800	4,800	4,801	4,801
15107	Automobile allowance	10,800	10,800	10,800	10,800
15116	Cell Phone Pay	2,850	2,850	2,851	2,851
21000	Social Security- matching	21,730	21,105	32,299	32,278
22000	Retirement contributions	31,986	98,572	58,778	55,341
22010	Defined contribution - General	-	5,301	5,461	5,624
23000	Health Insurance	19,200	17,800	44,290	45,300
23100	Life Insurance	1,122	833	1,934	1,962
24000	Workers compensation	349	-4	1,393	1,336
26300	General retiree health contrib	32,742	27,252	36,020	36,615
Personnel		569,516	628,229	634,258	638,677
Operating					
40100	Travel/conferences	89	1,628	1,891	3,000
44200	Rents- machinery & equipment	1,760	1,760	1,764	1,764
46800	Maintenance contracts	266	960	1,100	750
51100	Office supplies	2,244	1,440	1,800	1,500
52650	Equip < than \$1000	-	-	159	-
54100	Memberships/ dues/ subscription	2,430	2,433	2,500	2,500
Operating		6,789	8,221	9,214	9,514
Project Total		576,305	636,451	643,472	648,191

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project 315 Media Relations

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	-	2,494	2,400	2,600
34989	Contractual service provider	-	247,772	282,585	295,564
47140	Printing - flyer/newspaper	-	118,099	116,877	116,977
52000	Operating supplies	-	294	500	500
52650	Equip < than \$1000	-	614	6,708	2,000
52652	Software < than \$1000 &/or licenses	-	-	792	800
	Operating	-	369,273	409,862	418,441
Capital					
64055	Laptop/Tablet	-	2,691	-	-
64400	Other equipment	-	4,122	-	-
	Capital	-	6,813	-	-
	Project Total	-	376,086	409,862	418,441
	Division Total	576,305	1,012,537	1,053,334	1,066,632

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 202 Human Resources | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	55,855	57,803	64,002	65,923
12440	Human Resources Director	162,094	164,342	170,000	170,020
12790	Human Resources Manager	95,661	97,844	98,426	98,426
12992	Vacation leave - retire/term	-	-	-	85,000
15007	Topped Out Incentive	900	900	1,500	-
15107	Automobile allowance	7,200	7,200	7,200	7,200
15116	Cell Phone Pay	1,500	1,500	1,800	1,980
21000	Social Security- matching	21,459	21,889	25,749	32,185
22000	Retirement contributions	21,625	63,323	34,341	35,423
23000	Health Insurance	38,399	35,599	53,148	54,360
23100	Life Insurance	693	732	1,573	1,485
24000	Workers compensation	207	-3	1,064	1,012
26300	General retiree health contrib	87,312	54,504	43,224	43,938
	Personnel	492,905	505,633	502,027	596,952
Operating					
31400	Professional services- medical	17,038	15,060	22,250	20,000
31500	Professional services- other	6,642	3,555	8,000	8,000
34989	Contractual service provider	98,591	109,771	146,000	150,704
34990	Contractual services- other	4,000	-	-	-
40100	Travel/conferences	-	-	2,500	2,500
44200	Rents- machinery & equipment	2,616	-	2,669	3,000
46800	Maintenance contracts	3,569	2,590	7,900	5,000
47100	Printing	392	-	13,500	14,500
49000	Legal/employment ads	4,200	13,936	17,500	17,500
51100	Office supplies	3,462	1,940	4,000	4,000
52000	Operating supplies	1,180	867	3,000	3,000
52650	Equip < than \$1000	-	-	500	500
52652	Software < than \$1000 &/or licenses	350	350	350	-
52653	Computer equipment < \$1000	-	788	2,000	2,000
54100	Memberships/ dues/ subscription	130	-	-	-
55200	College Classes - Education	-	-	500	1,500
55229	Training	-	-	5,650	7,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 202 Human Resources | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	142,170	148,857	236,319	239,204
	Project Total	635,075	654,490	738,346	836,156
	Division Total	635,075	654,490	738,346	836,156

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 514 Legal counsel

Division 300 City Attorney | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31200	Professional services- retainer fees	239,604	249,667	259,654	270,040
31350	Professional services- on site	472,890	492,753	512,462	532,960
31360	Professional services- legal advisor	139,586	145,449	151,267	157,318
31500	Professional services- other	50,823	53,743	55,893	58,129
51100	Office supplies	24,629	25,686	22,000	27,880
52950	Out of pocket expenses	5,150	5,366	5,581	5,804
Operating		932,683	972,664	1,006,857	1,052,131
Project Total		932,683	972,664	1,006,857	1,052,131
Division Total		932,683	972,664	1,006,857	1,052,131

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 800 General Government | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12992	Vacation leave - retire/term	-	-	10,000	10,000
12996	Sick leave - retire/term	-	-	10,000	10,000
21000	Social Security- matching	-	-	1,530	1,530
22001	Retirement contribution - legacy	1,335,403	3,363,471	1,934,736	1,950,420
25000	Unemployment compensation	5,201	-29	25,000	20,000
	Personnel	1,340,604	3,363,442	1,981,266	1,991,950
Operating					
30010	Contingency	-	-	-	2,000,000
30030	Estimated Budget Savings	-	-	-3,432,371	-2,914,847
31300	Professional services-Outside Legal	596,155	511,445	890,000	600,000
31500	Professional services- other	325,434	359,460	390,110	338,253
34989	Contractual service provider	230,745	39,577	28,856	1,000
34990	Contractual services- other	48,874	45,250	41,940	45,291
36100	Excess benefit	44,858	60,686	55,936	57,531
41225	Cable fees	126	131	200	-
41400	Postage	99,078	120,421	99,078	97,500
44200	Rents- machinery & equipment	1,300	1,883	1,300	1,340
45000	Insurance	1,123,508	1,704,051	1,884,432	1,922,940
47140	Printing - flyer/newspaper	114,644	-	-	-
48250	Employee award program	-	-	51,000	51,000
49150	Auto tags & titles	7,940	15,937	11,480	11,480
49201	Taxes and/or assessments	-	1,806	-	-
49356	Special projects	39,200	19,561	32,900	25,000
49965	Police & Fire Pension Misc. Costs	-	-	25,000	25,000
51100	Office supplies	3,001	2,315	3,200	3,000
52650	Equip < than \$1000	-	-	500	500
54100	Memberships/ dues/ subscription	57,479	48,017	64,727	63,269
	Operating	2,692,341	2,930,540	148,288	2,328,257
Grants and Aid					
81001	Grant - Area Agency On Aging	97,548	101,055	99,878	112,942
82005	Grant - Women In Distress	15,000	15,000	15,000	15,000
82013	Grant - Learning for Success-KAPOW	6,000	6,000	6,000	9,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 800 General Government | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Grants and Aid					
82016	Grant - Here's Help	5,000	5,000	5,000	5,000
82023	Grant - American Cancer Society	10,000	10,000	10,000	10,000
82024	Grant - Broward Regional HPC	-	-	35,000	35,000
82025	Grant - American Diabetes Association	-	5,000	-	5,000
83013	Grant - Family Central	35,000	-	-	-
	Grants and Aid	168,548	142,055	170,878	191,942
Other					
91100	Transfer to Road and Bridge	-	802,586	628,434	-
91128	Transfer to Community Bus Program	198,178	211,961	263,862	208,540
91199	Transfer to OAA	506,630	479,797	561,224	532,884
91201	Transfer to Debt Service Fund	118,065	88,549	-	-
91320	Transfer to municipal construction fund	2,560,820	-	-	-
	Other	3,383,694	1,582,893	1,453,520	741,424
	Project Total	7,585,186	8,018,929	3,753,952	5,253,573
	Division Total	7,585,186	8,018,929	3,753,952	5,253,573

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 1001 City Clerk | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12047	City Clerk	102,024	106,995	109,252	111,492
12287	Document Management Specialist	46,464	47,853	49,299	49,962
12620	Cashier II	38,118	39,255	40,432	41,263
12684	Clerical Spec II	114,219	107,626	113,953	114,475
12775	Deputy City Clerk	56,242	57,922	59,667	60,404
12782	Deputy City Clerk/Occ Lic Admin	57,921	59,598	61,388	61,589
12992	Vacation leave - retire/term	-	7,176	-	8,000
12996	Sick leave - retire/term	-	41	-	7,000
13509	Shared - Secretary	12,724	6,002	13,121	13,120
13525	Senior Board Secretary	-	8,490	19,890	19,890
13679	P/T Passport Clerk	17,132	16,469	19,872	19,869
14000	Overtime	467	612	467	500
15107	Automobile allowance	3,600	3,600	3,600	3,600
15116	Cell Phone Pay	900	900	900	900
21000	Social Security- matching	32,669	33,525	37,632	39,180
22000	Retirement contributions	24,469	60,518	29,239	31,112
22010	Defined contribution - General	17,892	17,304	18,333	18,516
23000	Health Insurance	89,598	83,064	124,012	144,960
23100	Life Insurance	943	987	2,048	1,954
24000	Workers compensation	315	-4	1,560	1,492
26300	General retiree health contrib	174,624	145,344	115,264	117,168
Personnel		790,321	803,278	819,929	866,446
Operating					
31500	Professional services- other	13,400	114,723	13,645	50,000
34050	Contractual microfilming	24,553	36,950	300,543	134,000
34989	Contractual service provider	156,951	119,580	188,358	155,694
40100	Travel/conferences	1,419	1,675	4,000	4,000
44200	Rents- machinery & equipment	9,597	9,944	23,798	10,000
45440	Insurance- errors & omissions	-	145	600	600
46250	R & M equipment	600	1,241	2,000	2,000
46800	Maintenance contracts	3,431	2,262	7,941	7,941
46801	I.T. Maintenance contracts	39,686	61,771	116,100	117,640

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 1001 City Clerk | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
47100	Printing	5,852	5,918	4,500	4,500
47400	Codification of ordinances	3,062	5,000	10,000	10,000
49000	Legal/employment ads	12,145	7,704	19,600	19,600
49100	Recording fees	1,517	3,692	4,000	4,000
51100	Office supplies	13,001	12,025	15,489	17,000
51300	Microfilm supplies	812	-	700	-
52650	Equip < than \$1000	2,629	51	5,202	11,000
52652	Software < than \$1000 &/or licenses	3,510	6,928	9,700	17,800
52653	Computer equipment < \$1000	1,972	517	2,500	2,500
54100	Memberships/ dues/ subscription	749	875	750	800
55229	Training	7,250	-	2,000	2,000
Operating		302,137	391,000	731,426	571,075
Capital					
64023	Camera	1,695	-	-	-
64039	Computer equipment not micro	3,625	-	1,511	-
64053	Micro computer	1,560	-	-	-
64132	Microfilm equipment	11,468	-	-	-
Capital		18,348	-	1,511	-
Project Total		1,110,806	1,194,278	1,552,866	1,437,521
Division Total		1,110,806	1,194,278	1,552,866	1,437,521

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12030	Budget Director	-	28,930	100,000	103,008
12031	Payroll Manager	-	23,292	81,120	83,554
12032	Accounts Payable Manager	-	19,458	67,600	69,628
12086	Finance Director	137,427	142,877	145,931	149,369
12428	Payables Supervisor	59,010	43,865	-	-
12431	Payroll Coordinator	117,070	119,978	123,621	125,635
12433	Payroll Supervisor	72,722	53,446	-	-
12517	Assistant Finance Director	117,064	124,446	117,600	121,133
12525	Administrative Assistant I	60,373	61,531	61,568	61,568
12556	Budget Manager	84,074	62,693	-	-
12623	Senior Systems Administrator	-	-	-	99,840
12641	Chief Accountant	100,006	97,169	90,000	92,703
12642	Accounting Supervisor	21,275	53,729	-	-
12651	Programmer Analyst II	177,435	185,876	190,654	98,218
12686	Systems Supervisor	98,426	100,248	104,000	-
12992	Vacation leave - retire/term	-	13,438	1,098	-
12996	Sick leave - retire/term	14,185	12,216	1,220	-
14000	Overtime	830	2,452	82,682	85,000
15007	Topped Out Incentive	900	3,600	2,250	-
15107	Automobile allowance	7,200	7,200	7,202	7,202
15116	Cell Phone Pay	2,100	2,100	2,101	2,101
21000	Social Security- matching	77,114	84,074	89,920	83,773
22000	Retirement contributions	65,526	175,980	98,274	79,639
22010	Defined contribution - General	34,139	42,567	44,629	48,798
23000	Health Insurance	166,397	154,262	230,308	199,320
23100	Life Insurance	2,415	2,592	5,692	4,465
24000	Workers compensation	722	-9	3,862	3,042
26300	General retiree health contrib	283,648	229,666	187,152	161,011
	Personnel	1,700,056	1,847,675	1,838,484	1,679,007
Operating					
31500	Professional services- other	13,759	131,037	14,000	20,000
32100	Accounting and auditing fees	39,230	39,346	41,100	44,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34989	Contractual service provider	681,576	631,223	1,129,567	1,335,555
40100	Travel/conferences	1,824	1,270	6,000	8,190
41100	Telephone	902	2,064	2,640	3,108
44200	Rents- machinery & equipment	4,353	4,353	4,600	5,700
46150	R & M- land- building & improvement	-	-	3,450	-
46250	R & M equipment	-	-	500	500
46800	Maintenance contracts	1,506	2,084	2,500	3,340
46801	I.T. Maintenance contracts	94,885	97,485	102,750	104,650
51100	Office supplies	13,595	12,537	16,450	16,860
52600	Clothing/uniforms	967	-	-	-
52650	Equip < than \$1000	2,565	2,226	1,280	1,146
52652	Software < than \$1000 &/or licenses	2,136	2,444	17,000	19,485
52653	Computer equipment < \$1000	76	1,455	1,800	3,000
54100	Memberships/ dues/ subscription	2,246	2,491	5,150	5,175
55200	College Classes - Education	1,345	2,089	1,000	1,000
55229	Training	1,432	2,185	2,000	3,300
Operating		862,397	934,289	1,351,787	1,575,509
Capital					
64039	Computer equipment not micro	4,053	3,588	5,000	-
64051	Computer programs	-	-	50,000	50,000
64055	Laptop/Tablet	1,454	2,651	4,000	4,000
Capital		5,507	6,238	59,000	54,000
Project Total		2,567,960	2,788,202	3,249,271	3,308,516
Division Total		2,567,960	2,788,202	3,249,271	3,308,516

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12280	Help Desk Technician II	112,647	111,546	114,941	60,245
12303	Network Specialist II	194,935	198,824	205,695	206,936
12525	Administrative Assistant I	55,361	56,790	58,503	59,196
12622	ERP Manager	-	-	-	117,832
12643	Help Desk Technician I	38,002	38,855	40,348	41,135
12644	Help Analyst/Technician	69,615	71,517	73,671	74,235
12652	Programmer/Analyst I	69,902	-	-	-
12693	Systems Programmer/Analyst II	87,407	89,733	92,212	93,817
12697	Proj Mangr/Systems Prog Analyst II	106,849	108,689	108,805	108,805
12722	Manager of Systems Development	126,006	126,006	126,007	126,007
12723	Systems Administrator	70,982	73,301	75,506	145,706
12903	Technology Services Director	142,429	146,702	151,098	136,012
12904	Asst. Technology Services Director	112,439	113,298	119,287	119,018
12992	Vacation leave - retire/term	19,141	-	11,200	11,200
12996	Sick leave - retire/term	128	-	5,600	5,600
14000	Overtime	63,855	42,937	73,000	58,400
15007	Topped Out Incentive	750	750	1,500	-
15100	Holiday pay	-	-	3,600	3,600
15107	Automobile allowance	3,600	3,600	6,460	7,200
15115	Beeper pay	14,463	15,211	16,790	16,790
15116	Cell Phone Pay	5,550	5,460	5,460	4,560
21000	Social Security- matching	93,248	87,859	98,348	106,720
22000	Retirement contributions	58,217	134,203	63,796	61,452
22010	Defined contribution - General	76,034	71,247	73,799	91,927
23000	Health Insurance	191,996	177,994	230,308	253,680
23100	Life Insurance	2,807	2,925	5,496	5,727
24000	Workers compensation	839	-10	3,730	3,901
26300	General retiree health contrib	327,420	272,520	187,304	205,044
	Personnel	2,044,621	1,949,956	1,952,464	2,124,745
Operating					
34989	Contractual service provider	876,511	1,245,318	1,965,373	2,145,780
34990	Contractual services- other	24,126	18,198	48,620	44,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34995	I.T. Contractual services	160,434	135,818	347,048	402,460
40100	Travel/conferences	-	1,848	5,200	10,000
41100	Telephone	2,246	3,631	4,382	4,382
41371	Streaming video service fees	938	1,125	4,400	4,400
41380	Data communication	35,569	29,400	37,200	37,200
44200	Rents- machinery & equipment	1,743	1,690	6,554	2,378
46250	R & M equipment	-	-	52,000	52,000
46300	R & M motor vehicles	552	383	2,500	2,500
46800	Maintenance contracts	360	1,036	136,836	136,836
46801	I.T. Maintenance contracts	109,290	158,026	244,610	490,910
51100	Office supplies	-414	99	8,750	8,750
52000	Operating supplies	8,123	7,000	17,600	17,600
52015	Books	425	-	1,950	1,950
52470	Computer supplies	624	9	3,450	3,450
52540	Fuel	1,940	2,599	3,990	3,990
52650	Equip < than \$1000	34,468	500	185,440	268,640
52652	Software < than \$1000 &/or licenses	272,451	290,096	295,171	588,900
52653	Computer equipment < \$1000	131,015	95,556	236,800	295,300
54100	Memberships/ dues/ subscription	925	1,507	16,800	16,800
55229	Training	29,116	64,079	83,380	64,800
Operating		1,690,443	2,057,917	3,708,054	4,603,026
Capital					
63993	Improvements - Other	-	961,080	3,747,160	317,100
64039	Computer equipment not micro	36,720	24,606	61,050	185,000
64051	Computer programs	6,043	47,360	517,139	20,000
64055	Laptop/Tablet	11,835	9,721	33,600	33,600
64221	Van	-	22,281	32,800	32,800
64400	Other equipment	18,074	6,069	71,930	852,000
Capital		72,672	1,071,117	4,463,679	1,440,500
Project Total		3,807,736	5,078,990	10,124,197	8,168,271

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34995	I.T. Contractual services	-	-	153,928	108,928
46801	I.T. Maintenance contracts	655,086	2,334	10,872	15,000
	Operating	655,086	2,334	164,800	123,928
Capital					
63993	Improvements - Other	178,830	-	-	-
64039	Computer equipment not micro	3,345,917	106,368	289,322	130,000
64051	Computer programs	-	-	1,525,000	-
	Capital	3,524,747	106,368	1,814,322	130,000
	Project Total	4,179,833	108,702	1,979,122	253,928

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project 307 Other Projects

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63993	Improvements - Other	-	15,580	114,420	-
64039	Computer equipment not micro	-	423,732	626,867	-
64051	Computer programs	-	-	120,000	492,000
	Capital	-	439,312	861,287	492,000
	Project Total	-	439,312	861,287	492,000
	Division Total	7,987,568	5,627,004	12,964,606	8,914,199

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12029	Special Operations Manager	49,548	59,201	60,984	62,195
12042	Projects and Research Manager	51,881	53,670	55,315	55,765
12043	Assistant Records Unit Manager	44,326	45,645	47,020	43,119
12044	Records Unit Manager	7,781	-	59,853	51,938
12045	Police Chief	173,653	177,757	176,660	183,237
12046	Deputy Police Chief	-	179,998	88,418	-
12081	Police Social Media Manager	44,214	45,536	46,903	47,216
12115	Police Captain	653,872	710,497	889,322	1,089,878
12119	Finance Assistant	25,266	36,949	-	-
12131	Professional Standards Supervisor	64,332	64,694	64,709	64,709
12174	Division Major	269,538	102,851	198,700	289,959
12425	Police Officer	11,800,707	10,574,542	10,151,108	10,201,930
12436	Police Officer - Tier 3	-	-	1,340,462	2,098,637
12451	Emergency Management Director	-	-	86,253	115,004
12452	Logistics-Fleet Supervisor	-	60,898	61,568	61,568
12453	Logistics-Fleet Coordinator III	-	22,557	-	-
12454	Logistics Coordinator III	87,578	64,701	81,744	84,387
12467	Property Evidence Technician	66,086	74,272	76,446	77,238
12468	Property Supervisor	40,040	41,340	42,541	52,000
12481	Logistics Manager II	57,067	-	-	-
12492	Finance Coordinator	66,199	68,506	70,443	72,136
12493	Administrative Services Manager	48,131	47,175	51,310	45,573
12497	Community Affairs Coordinator	-	6,541	43,888	45,199
12511	Administrative Assistant III	55,848	57,705	59,352	61,038
12525	Administrative Assistant I	43,090	44,562	45,935	46,364
12603	Support Services Coordinator	63,820	63,820	63,820	63,820
12631	Crime Scene Technician	40,362	41,359	42,507	43,685
12632	Crime Scene Unit Supervisor	60,933	59,626	64,024	60,952
12633	Crime Scene Investigator	161,237	182,110	187,309	186,565
12634	Crime Scene Shift Supervisor	54,494	55,599	57,256	58,074
12635	Forensic Supervisor	-	11,444	85,010	87,561
12636	Field Training Officer - City	-	1,466,818	1,702,567	1,722,421

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12637	Field Training Sergeant - City	-	289,590	389,854	414,287
12638	Forensic Examiner I	63,009	67,162	57,039	57,932
12643	Help Desk Technician I	-	-	-	48,256
12652	Programmer/Analyst I	70,491	76,918	77,041	77,044
12655	Sergeant	2,953,111	2,819,968	2,895,534	2,844,579
12684	Clerical Spec II	374,416	332,774	213,802	151,757
12685	Clerical Aide	36,608	37,992	39,074	40,406
12698	Police Programmer Analyst III	67,080	69,995	72,031	74,020
12723	Systems Administrator	-	-	-	66,956
12733	Crime Analyst Supervisor	59,707	61,787	63,704	64,335
12736	Crime Analyst	97,031	99,934	102,944	104,293
12800	Asst. Police Chief	147,952	70,858	117,086	173,951
12881	Police Communications Coord	-	-	36,006	46,260
12882	Economic Crimes Investigator	-	-	34,882	50,004
12883	Support Center Manager	-	-	36,006	60,528
12885	Victim's Advocate	48,610	51,119	52,077	53,111
12886	Assistant Victim's Advocate	42,016	43,338	44,580	45,922
12901	Staff Inspector	-	-	38,252	48,610
12937	Fingerprint Examiner II	62,038	63,742	64,709	64,709
12938	Police Support Specialist IV	17,401	48,582	49,937	46,260
12939	Forensic Video Examiner	-	25,688	57,039	57,932
12978	Police Support Specialist III	41,556	40,895	42,054	43,096
12979	Police Support Specialist II	173,357	180,161	185,080	200,757
12980	Police Support Specialist I	326,477	303,869	438,254	507,229
12985	Police Service Aide I	479,787	525,772	635,901	670,215
12988	Police Payroll Specialist I	89,489	83,349	86,025	93,689
12992	Vacation leave - retire/term	234,160	299,992	314,004	158,098
12996	Sick leave - retire/term	411,308	386,209	395,447	229,738
12997	Sick leave - annual	418,112	428,773	684,014	731,972
13407	P/T Victim's Advocate - CITY	36,378	37,107	37,851	37,846
13411	Reserve Police Officer	5,116	-	-	-
13412	P/T Police Support Specialist	59,117	62,008	75,919	93,435

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13416	P/T Police Support Specialist I	9,726	16,603	23,358	23,358
14000	Overtime	916,327	1,224,854	1,110,908	1,500,000
14400	Off-duty detail	8,556	16,380	30,000	44,000
15000	Incentive pay	200,012	204,774	201,505	204,504
15003	New Hire Incentive Pay	65,000	95,000	135,000	100,000
15004	New Hire Relocation Pay	4,661	-	25,000	15,000
15007	Topped Out Incentive	3,750	4,200	5,250	-
15008	Referral Reward	-	-	9,000	8,000
15010	Certification pay	120	100	120	-
15050	Stand-by pay	33,299	53,888	60,000	60,000
15100	Holiday pay	364,799	380,878	430,000	385,000
15101	Uniform cleaning allowance	299,372	298,493	295,500	309,420
15104	Assignment pay	133,610	114,363	105,548	88,720
15107	Automobile allowance	28,800	23,088	27,601	14,400
15108	Shift Differential	13,110	12,464	12,480	14,560
15109	Shift Differential- Certified Officer	59,498	60,920	56,160	59,280
15110	Dive team equipment allowance	2,625	4,800	2,100	2,700
15115	Beeper pay	16,471	16,850	21,500	17,500
15116	Cell Phone Pay	16,725	16,125	22,200	21,900
15200	Longevity pay	241,860	226,989	229,821	216,626
21000	Social Security- matching	1,683,510	1,746,638	1,988,145	2,095,812
22000	Retirement contributions	79,124	119,817	60,414	55,562
22010	Defined contribution - General	274,780	282,705	382,633	366,398
22100	Retirement contributions P & F	13,627,738	14,592,738	15,625,921	15,256,887
22110	State contribution P&F retirement	1,380,657	1,458,281	1,380,657	1,458,281
23000	Health Insurance	3,769,532	3,654,819	5,559,871	5,526,600
23100	Life Insurance	45,745	47,402	106,748	103,044
24000	Workers compensation	210,004	-2,592	1,163,655	1,125,062
26300	General retiree health contrib	1,746,240	1,489,776	1,225,881	1,186,326
26305	Police retiree health contrib	4,244,000	3,481,311	3,970,034	3,585,123
	Personnel	49,823,981	50,569,618	57,604,583	58,273,458

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31400	Professional services- medical	8,775	16,250	19,000	19,000
31450	Professional services- veterinarian	6,901	9,464	23,500	24,500
31500	Professional services- other	34,372	24,582	116,250	87,750
31760	Off-duty Detail - PBA	6,234	5,132	10,000	-
34500	Contract- building maintenance	47,758	47,758	62,830	70,000
34989	Contractual service provider	148,681	305,593	710,218	625,248
34990	Contractual services- other	568,130	631,252	807,771	849,795
36100	Excess benefit	89,506	71,626	69,000	69,000
40100	Travel/conferences	81,594	115,572	254,240	219,998
41100	Telephone	64,958	69,242	104,985	105,325
41380	Data communication	134,201	150,854	158,281	181,518
43100	Electric	106,127	104,718	125,000	125,000
43200	Water & sewer	8,884	8,066	9,000	9,000
44200	Rents- machinery & equipment	63,153	50,633	82,242	83,442
46150	R & M- land- building & improvement	367,853	89,383	93,593	105,005
46250	R & M equipment	47,588	48,915	118,035	147,150
46300	R & M motor vehicles	562,777	559,193	656,770	666,825
46800	Maintenance contracts	11,318	20,940	55,355	53,160
46801	I.T. Maintenance contracts	200,301	194,204	330,065	353,605
47100	Printing	8,824	9,068	52,700	62,650
48250	Employee award program	-	2,564	1,600	2,000
49000	Legal/employment ads	45	860	3,900	2,400
49105	License renewals	9,750	9,825	10,511	10,000
49354	Drug investigation	-	7,500	16,200	15,000
49355	Special investigation	431	337	5,000	6,200
49357	False alarm program	30,952	36,253	31,200	32,460
49680	Special events- miscellaneous	30,834	32,648	55,000	65,000
51100	Office supplies	29,468	33,050	40,000	40,000
51400	Photo supplies	320	-	1,000	1,000
52000	Operating supplies	68,044	59,462	143,448	133,690
52002	Operating supplies- ID unit	14,128	16,650	17,500	17,500
52003	Operating supplies- Training Unit	85,153	183,339	145,237	147,719

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52200	Cleaning/janitorial supplies	119	850	1,500	1,000
52540	Fuel	691,769	819,787	781,800	811,845
52600	Clothing/uniforms	180,337	218,051	342,032	295,094
52645	S.E.T. Equipment < \$1000	34,672	33,326	77,346	62,244
52650	Equip < than \$1000	369,245	207,750	350,415	348,132
52652	Software < than \$1000 &/or licenses	93,769	85,327	207,453	61,134
52653	Computer equipment < \$1000	35,687	33,069	80,328	108,479
52681	Operating supplies for K-9	883	-	9,600	9,600
52683	S.E.T. Operating supplies	51,772	82,655	99,600	116,700
54100	Memberships/ dues/ subscription	21,311	22,132	30,430	23,600
55200	College Classes - Education	13,547	18,094	65,000	55,000
55229	Training	88,861	114,857	160,562	175,432
	Operating	4,419,031	4,550,830	6,535,497	6,399,200
Capital					
62000	Buildings	-	79,349	8,170	-
62017	Building improvement	6,491	3,612	25,000	90,000
63166	Shooting range	-	-	35,000	-
64023	Camera	-	5,837	60,000	2,800
64028	Car	125,179	151,950	199,218	63,000
64039	Computer equipment not micro	68,626	28,671	-	-
64048	Boat	-	-	8,000	-
64051	Computer programs	27,738	152,269	99,104	58,500
64053	Micro computer	13,873	13,287	27,288	-
64055	Laptop/Tablet	168,467	127,641	224,417	235,261
64072	Storage tank	20,700	154,892	134,763	-
64073	Generator	87,894	17,533	1,250	-
64110	K-9 dogs	-	10,700	19,000	10,000
64140	Motorcycle	44,350	50,483	85,500	85,500
64176	S.E.T. Equipment	124,625	180,320	200,000	-
64181	Radio- portable	-	2,117,801	174,043	43,800
64182	Radar gun	-	-	30,600	9,580
64213	Trailer	31,131	17,846	87,652	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64214	Truck	993,653	1,870,568	1,321,479	1,047,121
64221	Van	24,293	30,944	4,695	-
64400	Other equipment	585,195	614,909	1,209,834	395,340
	Capital	2,322,214	5,628,611	3,955,013	2,040,902
	Project Total	56,565,226	60,749,059	68,095,093	66,713,560

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12425	Police Officer	31,254	76,586	79,650	79,644
12479	RLC Program Coordinator	5,716	44,550	45,531	46,941
12985	Police Service Aide I	12,987	38,021	39,168	39,437
12997	Sick leave - annual	1,636	3,535	3,677	3,676
15000	Incentive pay	600	1,560	1,560	1,560
15100	Holiday pay	356	2,577	6,000	6,500
15101	Uniform cleaning allowance	745	1,815	1,920	1,920
15104	Assignment pay	909	2,471	2,390	2,390
21000	Social Security- matching	3,984	12,460	13,767	13,932
22010	Defined contribution - General	1,683	7,431	7,624	7,775
22100	Retirement contributions P & F	-	48,533	77,324	74,233
23000	Health Insurance	-	35,599	53,148	54,360
23100	Life Insurance	-	328	776	739
24000	Workers compensation	-	-15	6,992	6,634
26300	General retiree health contrib	-	36,336	28,816	29,292
26305	Police retiree health contrib	-	15,137	16,966	14,877
	Personnel	59,869	326,923	385,309	383,910
Operating					
31305	Prof services-Outside Legal-Red Light	58,097	41,128	125,700	127,700
34980	Contractual services - Redflex	8,519	319,381	345,000	362,100
	Operating	66,617	360,509	470,700	489,800

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Project Total		126,486	687,432	856,009	873,710

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 303 SRO program

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13414	P/T School Resource Officer	799,707	837,517	1,159,601	1,350,162
13415	P/T SRO Supervisor	89,590	84,762	100,974	109,014
15000	Incentive pay	22,533	24,503	45,240	45,240
15015	Payment in lieu of benefits	-	-	54,000	54,000
15101	Uniform cleaning allowance	7,596	8,340	10,440	10,440
21000	Social Security- matching	67,557	70,733	104,857	120,067
23000	Health Insurance	307,194	284,791	496,048	525,480
23100	Life Insurance	2,089	1,236	5,774	6,507
24000	Workers compensation	11,518	-137	70,158	79,575
Personnel		1,307,785	1,311,744	2,047,092	2,300,485
Operating					
31760	Off-duty Detail - PBA	108,206	107,614	125,000	-
Operating		108,206	107,614	125,000	-
Project Total		1,415,991	1,419,358	2,172,092	2,300,485

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13414	P/T School Resource Officer	79,142	76,982	92,884	108,002
15000	Incentive pay	923	775	3,120	3,120
15015	Payment in lieu of benefits	-	-	4,000	4,000
15101	Uniform cleaning allowance	720	660	720	720
21000	Social Security- matching	6,184	6,005	7,708	8,866
23000	Health Insurance	25,600	23,733	35,432	36,240
23100	Life Insurance	201	101	438	482

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
24000	Workers compensation	1,021	-12	5,354	5,890
	Personnel	113,791	108,244	149,656	167,320
Operating					
31760	Off-duty Detail - PBA	4,936	8,032	8,000	-
	Operating	4,936	8,032	8,000	-
	Project Total	118,727	116,277	157,656	167,320

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62053	West Police Substation	-	-	-	259,680
64073	Generator	-	-	-	184,170
	Capital	-	-	-	443,850
	Project Total	-	-	-	443,850

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12085	Code Compliance Administrator	67,725	69,532	69,431	71,864
12684	Clerical Spec II	43,688	42,484	86,426	47,424
12685	Clerical Aide	-	-	-	47,632
12985	Police Service Aide I	176,490	100,455	112,450	108,828
12986	Police Service Aide II	144,403	234,740	290,313	326,885
12987	Police Service Aide III	81,314	65,820	83,416	84,391
12992	Vacation leave - retire/term	1,116	450	2,155	-
12996	Sick leave - retire/term	112	-	1,091	-
14000	Overtime	-	2,706	1,500	3,000
15003	New Hire Incentive Pay	-	-	4,000	1,500
15010	Certification pay	120	120	120	120

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
15100	Holiday pay	11,224	5,837	15,000	12,000
15101	Uniform cleaning allowance	2,460	2,380	2,400	3,120
15116	Cell Phone Pay	4,910	4,715	4,680	5,940
21000	Social Security- matching	39,117	38,864	51,520	54,383
22000	Retirement contributions	8,586	10,909	7,693	7,683
22010	Defined contribution - General	38,053	39,915	52,209	55,370
23000	Health Insurance	166,397	130,529	193,400	217,440
23100	Life Insurance	1,378	1,355	3,067	3,054
24000	Workers compensation	5,927	-73	30,918	30,811
26300	General retiree health contrib	327,420	254,352	214,919	219,690
	Personnel	1,120,439	1,005,090	1,226,708	1,301,135
Operating					
31300	Professional services-Outside Legal	6,562	5,062	7,500	7,500
34989	Contractual service provider	29,740	51,212	44,669	45,513
41100	Telephone	42	50	400	400
41380	Data communication	2,189	1,685	9,360	9,360
44200	Rents- machinery & equipment	957	957	957	957
46250	R & M equipment	-	-	3,000	3,000
46300	R & M motor vehicles	3,019	6,608	48,359	15,000
46800	Maintenance contracts	153	117	180	180
46801	I.T. Maintenance contracts	528	542	780	780
47100	Printing	803	1,403	1,500	3,000
49100	Recording fees	3,382	2,864	7,500	7,500
51100	Office supplies	2,028	1,759	3,600	3,600
52000	Operating supplies	-	1,104	2,300	2,300
52540	Fuel	12,619	13,819	14,110	14,836
52600	Clothing/uniforms	7,881	3,566	20,500	22,294
52650	Equip < than \$1000	57,043	739	585	1,085
52653	Computer equipment < \$1000	400	-	841	-
54100	Memberships/ dues/ subscription	546	316	670	670
55229	Training	4,525	605	9,750	10,600
	Operating	132,417	92,407	176,561	148,575

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64055	Laptop/Tablet	-	-	-	2,754
64181	Radio- portable	-	-	-	6,100
64214	Truck	-	61,583	20,772	30,792
Capital		-	61,583	20,772	39,646
Project Total		1,252,856	1,159,081	1,424,041	1,489,356
Division Total		59,479,286	64,131,207	72,704,891	71,988,281

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 3377 FEMA-3377-EM - Hurricane Matthew

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	93,725	-	-	-
21000	Social Security- matching	6,805	-	-	-
	Personnel	100,530	-	-	-
Operating					
34989	Contractual service provider	1,944	-	-	-
44200	Rents- machinery & equipment	5,000	-	-	-
46150	R & M- land- building & improvement	2,500	-	-	-
52000	Operating supplies	5,661	-	-	-
52701	Food purchases	2,309	-	-	-
	Operating	17,413	-	-	-
	Project Total	117,944	-	-	-

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	1,171,053	3,848	-	-
14000	Overtime	-	6,667	-	-
15104	Assignment pay	3	-	-	-
21000	Social Security- matching	-	510	-	-
21000	Social Security- matching	84,254	2,237	-	-
	Personnel	1,255,310	13,262	-	-
Operating					
34989	Contractual service provider	-	60,405	-	-
34989	Contractual service provider	-	180,008	-	-
34990	Contractual services- other	1,994,850	3,302,044	-	-
34990	Contractual services- other	2,976	-147	-	-
44200	Rents- machinery & equipment	190	65,755	-	-
44200	Rents- machinery & equipment	6,325	6,116	-	-
45710	Ins Claims Pending-Hurricane	48,971	641,965	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45710	Ins Claims Pending-Hurricane	-	68,946	-	-
46150	R & M- land- building & improvement	28,959	59,772	-	-
46150	R & M- land- building & improvement	-	2,102	-	-
46250	R & M equipment	-	3,611	-	-
52000	Operating supplies	11,159	11,361	-	-
52000	Operating supplies	764	45	-	-
52701	Food purchases	113,226	-1,937	-	-
Operating		2,207,420	4,400,047	-	-
Project Total		3,462,729	4,413,309	-	-
Division Total		3,580,673	4,413,309	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12010	Insurance Clerk	38,903	4,481	-	-
12099	Battalion Chief - PM	610,131	708,691	683,878	703,398
12130	Fire Chief	178,298	196,329	188,198	187,221
12172	Assistant Division Chief	241,238	374,345	368,663	386,281
12282	Micro Computer Specialist I	67,482	68,827	70,678	70,637
12528	Administrative Assistant II	64,709	64,709	64,709	64,709
12575	Lieutenant	2,076,273	2,375,675	2,311,518	2,379,423
12607	Captain - P/M	2,888,627	3,310,568	3,191,347	3,310,486
12651	Programmer Analyst II	95,347	95,347	95,348	95,348
12679	Clerical Spec I	9,943	-	-	-
12684	Clerical Spec II	64,862	77,268	41,757	38,157
12788	Division Chief	512,348	574,970	563,113	591,227
12835	Driver/Engineer	495,423	412,536	393,386	404,844
12836	Driver Engineer - P/M	2,097,782	2,569,692	2,545,015	2,613,085
12915	Firefighter/EMT	1,004,628	1,127,075	1,101,977	1,184,489
12918	Firefighter/PM	4,253,120	4,639,858	4,516,226	4,896,586
12934	Administrative Battalion Chief	84,654	76,715	111,085	118,340
12992	Vacation leave - retire/term	127,039	147,157	125,529	485,962
12996	Sick leave - retire/term	145,176	237,234	313,510	425,358
12997	Sick leave - annual	373,814	417,241	413,062	668,415
13681	P/T Clerk Spec II	16,423	1,046	12,029	12,480
14000	Overtime	16,786	13,861	30,000	30,000
14016	Overtime - Non-City details	34,512	32,085	25,000	30,000
14017	Overtime - Staffing	180,443	151,692	412,000	170,000
14400	Off-duty detail	4,951	16,140	10,000	16,000
15000	Incentive pay	158,860	216,220	215,720	209,507
15007	Topped Out Incentive	1,500	1,500	1,500	-
15040	Inspector certification	192,040	201,720	199,680	191,360
15100	Holiday pay	509,955	573,153	650,000	650,000
15101	Uniform cleaning allowance	11,760	12,740	13,440	13,440
15104	Assignment pay	-	4,667	10,000	5,000
15111	Assignment pay - Rescue	41,322	41,126	43,200	46,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
15112	Assignment pay - FIRE/EMS	66,617	66,019	74,400	74,400
15116	Cell Phone Pay	6,225	6,825	13,500	8,100
15200	Longevity pay	147,458	132,297	129,329	118,985
21000	Social Security- matching	1,238,651	1,405,275	1,446,569	1,543,507
22000	Retirement contributions	24,902	60,571	26,897	24,350
22001	Retirement contribution - legacy	17,043	40,396	25,902	28,127
22010	Defined contribution - General	30,712	27,861	24,527	24,199
22100	Retirement contributions P & F	11,066,409	11,790,831	11,802,924	12,528,817
22110	State contribution P&F retirement	1,012,809	1,005,438	1,013,580	992,045
23000	Health Insurance	2,572,753	2,385,125	3,525,484	3,624,000
23100	Life Insurance	34,885	34,986	71,585	75,762
24000	Workers compensation	229,587	-2,726	1,124,533	1,199,778
26300	General retiree health contrib	130,968	127,176	86,448	73,230
26310	Fire retiree health contrib	4,223,920	3,495,960	3,832,912	4,138,809
	Personnel	37,401,287	39,320,704	41,920,158	44,451,862
Operating					
31300	Professional services-Outside Legal	2,075	1,702	2,500	2,500
31400	Professional services- medical	79,482	82,372	97,230	104,000
31500	Professional services- other	6,622	2,250	4,500	4,500
31508	Professional Services Other - Fire	8,721	7,165	43,125	13,375
31509	Professional Services Other - Rescue	44,265	45,079	47,400	49,500
34300	Contract- laundry & cleaning	29,261	27,769	31,200	31,200
34500	Contract- building maintenance	17,030	15,211	23,400	22,120
34988	Contractual Svcs Provider-Rescue	74,741	131,322	149,403	122,959
34989	Contractual service provider	378,485	423,892	550,853	568,946
36100	Excess benefit	10,672	4,137	27,500	20,000
40100	Travel/conferences	5,002	6,847	6,000	7,000
41100	Telephone	110,764	116,925	136,800	136,800
41380	Data communication	6,133	8,410	8,400	12,000
41400	Postage	438	1,043	1,200	1,320
43100	Electric	124,307	122,603	138,600	138,600
43200	Water & sewer	26,550	28,786	28,800	30,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
43300 Gas		11,834	13,518	20,400	20,400
44200 Rents- machinery & equipment		4,289	1,912	24,420	4,420
44365 Rentals - Fire		691,994	738,448	792,376	801,690
46100 R & M office equipment		778	843	1,400	1,400
46150 R & M- land- building & improvement		118,787	153,641	124,467	136,000
46250 R & M equipment		57,826	52,919	64,900	88,700
46300 R & M motor vehicles		538,229	681,503	565,657	530,500
46800 Maintenance contracts		29,919	30,448	60,800	106,400
46801 I.T. Maintenance contracts		21,432	23,584	42,000	94,000
47100 Printing		5,653	4,612	6,000	6,000
48250 Employee award program		-	1,200	1,000	1,200
48500 Promotional activities		1,827	2,216	4,000	2,000
49104 License fees		-	-	2,000	2,000
49105 License renewals		26,990	12,633	28,355	28,355
49180 Administrative fees - Fire		487,433	508,157	546,230	549,962
49201 Taxes and/or assessments		28,113	28,183	29,187	29,187
49220 Promotional exams		20,362	13,631	30,060	30,060
51100 Office supplies		13,182	30,798	16,200	17,400
51200 Maps		969	469	2,000	2,000
51400 Photo supplies		185	612	1,000	1,000
52000 Operating supplies		4,259	1,822	7,500	7,500
52005 Operating supplies - Fire		7,417	20,494	21,600	21,600
52006 Operating supplies - Rescue		145,926	166,802	172,800	172,800
52015 Books		574	-	2,630	2,630
52020 Books - Rescue		4,489	1,887	10,000	10,000
52160 Pharmaceutical supplies		28,335	28,703	36,000	36,000
52200 Cleaning/janitorial supplies		25,507	24,037	27,600	27,600
52250 Linen/bedding		2,244	3,605	4,820	4,820
52431 Operating chemicals - Fire		9,794	8,036	13,000	13,000
52432 Operating chemicals - Rescue		5,363	6,660	6,000	7,000
52540 Fuel		134,042	147,429	210,000	200,000
52600 Clothing/uniforms		30,539	33,257	33,000	35,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52630	Protective clothing	96,574	106,817	113,022	115,000
52650	Equip < than \$1000	-	62,010	-	-
52652	Software < than \$1000 &/or licenses	388	1,117	4,000	4,000
52653	Computer equipment < \$1000	928	9,745	10,000	10,000
52654	Nozzles < \$1000	-	-	5,000	5,000
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	9,695	9,708	16,978	15,000
52659	Equip less than \$1000 - Fire	23,493	34,528	39,538	40,000
52660	Equip less than \$1000 - Rescue	30,979	45,815	35,000	46,000
52701	Food purchases	990	3,725	6,500	5,000
54100	Memberships/ dues/ subscription	495	495	635	635
55200	College Classes - Education	60,338	46,826	70,000	70,000
55228	Training - Rescue	9,180	10,300	12,000	12,000
	Operating	3,615,898	4,098,661	4,519,486	4,580,579
Capital					
62009	Fire Station 79- Alhambra	-	8,133	7,533	-
62012	Fire Station 33-72nd Avenue	-	23,706	-	-
62016	Fire Station 69-9500 Pines	164,797	-	-	57,000
62018	Fire Station 89- Century Village	9,463	-	-	7,000
62026	Fire Station 99- Pembroke Isles	-	-	-	50,000
62038	Fire Training Facility	28,902	65,931	1,649,866	866,508
63000	Improvement other than building	2,300	-	20,030	-
63993	Improvements - Other	-	126,572	-	-
64009	Ambulance refurbishment	-	-	11,897	30,000
64016	Ambulances	502,828	525,796	283,103	290,000
64025	Breathing apparatus	-	50,964	-	-
64028	Car	41,944	46,245	50,000	50,000
64038	Communications systems	-	258,167	233,869	24,000
64039	Computer equipment not micro	-	-	-	20,000
64051	Computer programs	113,340	-	25,000	-
64054	Computer programs - Rescue	-	24,236	3,346	-
64057	Laptop Computer - Rescue	-	-	40,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64067	Ladder truck	-	-	1,200,000	-
64180	Radio	21,731	84,191	-	-
64181	Radio- portable	195,001	95,455	5,700	-
64214	Truck	-	45,327	-	-
64351	Special equipment - Fire	34,415	-	6,432	-
64352	Special equipment - Rescue	3,700	52,515	286,903	300,000
64400	Other equipment	4,145	20,725	6,000	-
64440	Fire apparatus refurbish	-	-	25,000	50,000
64450	Fire engine	449,866	461,393	485,000	500,000
	Capital	1,572,433	1,889,355	4,339,679	2,244,508
	Project Total	42,589,618	45,308,719	50,779,323	51,276,949

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62009	Fire Station 79- Alhambra	-	-	-	243,000
62012	Fire Station 33-72nd Avenue	-	-	-	242,280
62016	Fire Station 69-9500 Pines	-	-	-	138,720
62018	Fire Station 89- Century Village	-	-	-	36,400
62026	Fire Station 99- Pembroke Isles	-	-	-	241,800
62031	Fire Station 101- Stirling Rd	-	-	-	242,784
64073	Generator	-	-	-	1,084,590
	Capital	-	-	-	2,229,574
	Project Total	-	-	-	2,229,574

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12172	Assistant Division Chief	121,389	136,994	82,589	84,604

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12607	Captain - P/M	171,870	183,679	184,184	192,437
12685	Clerical Aide	7,727	-	-	-
12699	Clerical Coordinator	30,195	39,526	40,714	40,943
12788	Division Chief	121,026	134,665	139,403	151,282
12912	Fire Inspector/PM	325,934	342,311	368,866	399,784
12925	Fire Inspector	52,994	3,669	-	-
12992	Vacation leave - retire/term	29,017	20,110	-	15,254
12996	Sick leave - retire/term	37,149	13,866	-	9,193
12997	Sick leave - annual	17,916	23,648	32,648	34,319
13681	P/T Clerk Spec II	2,132	-	-	-
14000	Overtime	11,940	5,370	15,000	10,000
14012	Overtime- Hurricane	-	-	8,500	8,500
14018	Overtime - Expediting Expense	10,291	17,905	25,000	19,000
15000	Incentive pay	12,480	9,360	9,360	7,280
15040	Inspector certification	17,160	16,760	18,240	16,640
15050	Stand-by pay	16,215	16,400	16,500	16,500
15100	Holiday pay	-	-	28,000	33,000
15101	Uniform cleaning allowance	3,360	3,360	3,360	1,680
15104	Assignment pay	6,669	-	-	-
15116	Cell Phone Pay	3,925	3,600	7,515	6,300
15200	Longevity pay	21,963	15,951	15,953	9,845
21000	Social Security- matching	72,663	70,573	76,199	80,529
22000	Retirement contributions	2,131	4,369	2,187	2,117
22010	Defined contribution - General	3,413	3,557	3,665	3,685
22100	Retirement contributions P & F	241,356	277,944	300,785	450,020
22110	State contribution P&F retirement	26,838	22,240	26,067	35,633
23000	Health Insurance	127,998	106,797	159,444	181,200
23100	Life Insurance	1,864	1,732	3,526	3,862
24000	Workers compensation	11,808	-131	53,546	59,310
26300	General retiree health contrib	21,828	18,168	14,408	14,646
26310	Fire retiree health contrib	190,080	140,544	154,088	187,191
Personnel		1,721,332	1,632,969	1,789,747	2,074,754

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34500	Contract- building maintenance	-	-	3,000	3,000
34989	Contractual service provider	-	123,698	196,425	187,707
40100	Travel/conferences	1,879	2,267	6,000	6,000
41100	Telephone	854	144	1,400	1,400
41380	Data communication	2,020	2,236	2,700	3,500
43100	Electric	5,487	3,826	6,000	4,500
44200	Rents- machinery & equipment	1,553	1,553	1,560	1,560
44365	Rentals - Fire	54,877	56,943	42,817	43,516
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	100	124	1,400	1,400
46300	R & M motor vehicles	20,724	19,460	20,000	25,000
46800	Maintenance contracts	299	328	350	350
47100	Printing	142	623	800	800
48500	Promotional activities	4,939	5,943	7,000	7,000
49104	License fees	15	30	150	200
49105	License renewals	12,298	11,706	13,500	16,300
49180	Administrative fees - Fire	14,263	14,430	43,674	84,189
51100	Office supplies	1,828	1,808	2,300	2,300
52000	Operating supplies	121	1,168	2,000	2,000
52015	Books	1,305	3,240	3,600	3,600
52200	Cleaning/janitorial supplies	-	-	850	850
52540	Fuel	6,363	5,999	15,500	15,500
52650	Equip < than \$1000	-	138	3,000	4,500
52652	Software < than \$1000 &/or licenses	-	-	500	500
52653	Computer equipment < \$1000	5	1,083	1,500	6,500
54100	Memberships/ dues/ subscription	445	495	600	600
Operating		129,516	257,241	377,126	423,272
Capital					
64028	Car	-	62,612	18,500	55,500
64039	Computer equipment not micro	-	-	5,000	-
64055	Laptop/Tablet	-	-	5,000	-
Capital		-	62,612	28,500	55,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Project Total		1,850,848	1,952,822	2,195,373	2,553,526

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34500	Contract- building maintenance	34,914	32,404	40,234	49,800
41100	Telephone	-	-	-	9,600
43100	Electric	8,090	8,233	9,600	9,600
43200	Water & sewer	616	717	1,200	1,200
46150	R & M- land- building & improvement	160,251	9,896	32,366	10,000
46250	R & M equipment	-	700	6,800	10,000
52200	Cleaning/janitorial supplies	-	-	2,500	2,500
52540	Fuel	-	-	1,000	1,000
52650	Equip < than \$1000	-	-	2,000	2,000
52653	Computer equipment < \$1000	-	-	500	500
Operating		203,871	51,951	96,200	96,200
Project Total		203,871	51,951	96,200	96,200
Division Total		44,644,338	47,313,492	53,070,896	56,156,249

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Other					
91171	Transfer to Charter Middle School	575,065	491,301	886,610	714,248
	Other	575,065	491,301	886,610	714,248
	Project Total	575,065	491,301	886,610	714,248

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12143	EDC Teacher	23,878	23,878	23,879	23,879
12781	Site Supervisor	38,397	39,541	39,541	39,541
12997	Sick leave - annual	1,369	-	-	-
13551	P/T Teacher Aide	136,979	137,798	157,276	171,600
14000	Overtime	18	11	-	-
21000	Social Security- matching	14,918	15,025	17,075	17,980
22500	ICMA - city portion	3,114	3,170	3,172	3,172
23000	Health Insurance	25,600	23,733	35,432	36,240
23100	Life Insurance	143	175	300	282
24000	Workers compensation	1,098	-12	1,590	1,577
26300	General retiree health contrib	700	614	681	2,230
	Personnel	246,214	243,933	278,946	296,501

Operating

34500	Contract- building maintenance	37,054	51,250	42,230	41,876
34982	Function sourcing- Grounds/Facilities	438	438	500	500
34989	Contractual service provider	232,079	244,336	221,867	229,033
34990	Contractual services- other	7,419	7,832	10,250	10,250
41100	Telephone	1,653	1,655	2,000	2,000
41380	Data communication	1,361	1,015	2,000	1,500
43100	Electric	12,007	13,077	10,000	14,000
43200	Water & sewer	3,715	3,667	3,420	4,000
44200	Rents- machinery & equipment	1,428	1,428	1,500	1,500
44800	Transportation Rentals	1,260	795	1,150	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46150 R & M- land- building & improvement		7,129	4,854	24,600	6,000
46210 Energy Savings Project		13,200	13,439	13,670	13,944
46250 R & M equipment		332	275	500	500
46800 Maintenance contracts		435	265	1,500	1,500
49104 License fees		1,533	326	561	911
49674 Special event- summer program		2,926	3,650	2,750	4,000
51100 Office supplies		1,478	1,467	2,150	1,500
52000 Operating supplies		8,711	11,376	8,700	10,000
52030 Sch year activities		2,098	3,237	3,200	3,200
52050 Playground/athletic supplies		433	-	500	500
52200 Cleaning/janitorial supplies		144	105	-	-
52650 Equip < than \$1000		535	2,359	667	2,000
52652 Software < than \$1000 &/or licenses		106	106	500	500
52653 Computer equipment < \$1000		-	-	100	100
52701 Food purchases		9,780	13,868	12,000	12,000
54100 Memberships/ dues/ subscription		-	-	325	325
55229 Training		-	499	-	-
Operating		347,254	381,318	366,640	362,639
Capital					
64039 Computer equipment not micro		1,467	-	-	-
64400 Other equipment		1,130	-	-	-
Capital		2,597	-	-	-
Project Total		596,064	625,251	645,586	659,140

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12143 EDC Teacher		72,182	61,583	32,391	22,880
12780 Teacher Aide		28,350	23,171	23,172	23,172
12781 Site Supervisor		45,323	46,675	46,676	46,676
12992 Vacation leave - retire/term		3,069	1,868	1,784	100

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12996	Sick leave - retire/term	2,814	3,210	2,694	100
12997	Sick leave - annual	1,312	775	20	20
13551	P/T Teacher Aide	177,373	198,083	214,080	214,480
14000	Overtime	2	-	50	50
15015	Payment in lieu of benefits	2,769	2,400	2,401	2,401
21000	Social Security- matching	24,882	25,339	24,398	23,709
22500	ICMA - city portion	7,327	6,587	5,113	4,637
23000	Health Insurance	63,999	47,465	53,148	54,360
23100	Life Insurance	408	350	547	413
24000	Workers compensation	1,803	-18	2,349	2,063
26300	General retiree health contrib	2,450	1,560	1,715	4,520
	Personnel	434,064	419,049	410,538	399,581
Operating					
34500	Contract- building maintenance	42,030	52,355	53,060	49,560
34982	Function sourcing- Grounds/Facilities	-	219	450	500
34989	Contractual service provider	370,503	405,926	446,534	480,475
34990	Contractual services- other	808	757	3,000	3,000
41100	Telephone	58	433	500	500
44200	Rents- machinery & equipment	716	20	1,000	1,000
44800	Transportation Rentals	6,615	5,355	4,000	4,000
46150	R & M- land- building & improvement	4,396	5,299	11,000	8,000
46250	R & M equipment	-	-	1,000	1,000
46800	Maintenance contracts	502	563	3,000	1,500
49104	License fees	319	326	850	850
49674	Special event- summer program	18,430	10,759	23,058	21,700
51100	Office supplies	3,358	3,062	3,500	2,500
52000	Operating supplies	27,150	30,169	35,550	25,000
52030	Sch year activities	5,312	6,490	6,800	8,800
52050	Playground/athletic supplies	-	-	200	200
52650	Equip < than \$1000	6,483	6,232	6,500	6,000
52652	Software < than \$1000 &/or licenses	106	106	300	300
52653	Computer equipment < \$1000	20	-	600	600

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52701	Food purchases	25,876	27,324	26,000	26,000
55200	College Classes - Education	40	-	450	450
55229	Training	-	999	-	400
	Operating	512,724	556,393	627,352	642,335
	Project Total	946,788	975,442	1,037,890	1,041,916

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12120	Sch Accounting Clerk II	28,142	28,992	28,996	28,996
12143	EDC Teacher	211,879	233,604	205,057	185,485
12780	Teacher Aide	39,739	18,722	18,200	18,200
12781	Site Supervisor	43,659	44,970	44,970	44,970
12972	EDC Clerical Spec I	26,021	26,811	6,622	-
12992	Vacation leave - retire/term	220	7,813	577	500
12996	Sick leave - retire/term	216	9,452	642	500
12997	Sick leave - annual	951	520	1,300	1,300
13551	P/T Teacher Aide	342,121	356,333	366,600	373,880
14000	Overtime	309	23	200	200
15015	Payment in lieu of benefits	11,816	9,508	9,604	7,203
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	52,092	54,263	52,399	50,612
22500	ICMA - city portion	17,490	17,489	14,945	13,884
23000	Health Insurance	153,597	106,797	177,160	144,960
23100	Life Insurance	934	853	1,688	1,238
24000	Workers compensation	3,136	-36	5,150	4,385
26300	General retiree health contrib	5,600	4,680	4,802	13,560
	Personnel	937,923	920,792	939,012	889,973
Operating					
31500	Professional services- other	2,084	-	2,500	500
34500	Contract- building maintenance	47,009	59,708	59,724	59,724

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34982	Function sourcing- Grounds/Facilities	875	875	900	900
34989	Contractual service provider	100,149	141,734	217,387	259,839
34990	Contractual services- other	6,850	6,951	8,032	8,032
40100	Travel/conferences	-	-	500	500
41100	Telephone	657	1,585	1,580	1,600
43100	Electric	10,165	11,917	10,000	12,000
43200	Water & sewer	4,765	6,521	4,800	7,000
44200	Rents- machinery & equipment	1,712	1,712	1,712	1,712
44360	Rentals	187,083	185,675	187,167	188,711
44800	Transportation Rentals	2,895	3,540	7,500	7,500
46150	R & M- land- building & improvement	22,008	8,718	18,555	10,000
46210	Energy Savings Project	28,950	29,586	29,587	30,929
46250	R & M equipment	1,006	160	500	500
46800	Maintenance contracts	1,977	1,663	1,800	1,800
49104	License fees	319	326	625	625
49674	Special event- summer program	17,750	16,826	25,000	22,000
51100	Office supplies	3,903	3,900	4,500	4,500
52000	Operating supplies	9,953	14,901	12,000	15,000
52030	Sch year activities	10,129	11,089	10,000	12,000
52050	Playground/athletic supplies	1,139	422	500	500
52650	Equip < than \$1000	6,873	6,479	1,500	3,000
52652	Software < than \$1000 &/or licenses	2,673	106	2,625	2,625
52653	Computer equipment < \$1000	-	-	500	500
52701	Food purchases	35,619	37,329	40,000	40,000
55200	College Classes - Education	200	-	300	300
Operating		506,744	551,725	649,794	692,297
Capital					
63193	Sidewalk- new	3,850	-	-	-
64400	Other equipment	1,978	-	-	-
Capital		5,828	-	-	-
Project Total		1,450,495	1,472,517	1,588,806	1,582,270

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12120	Sch Accounting Clerk II	25,453	26,392	25,371	25,371
12143	EDC Teacher	155,298	138,275	115,842	92,519
12780	Teacher Aide	106,761	106,766	106,262	108,400
12781	Site Supervisor	46,342	47,736	47,736	47,736
12972	EDC Clerical Spec I	25,183	24,107	24,108	24,108
12992	Vacation leave - retire/term	3,421	-	725	200
12996	Sick leave - retire/term	3,735	-	425	200
12997	Sick leave - annual	5,765	5,496	-	5,000
13507	P/T Summer Program	-	6,633	11,157	11,157
13551	P/T Teacher Aide	335,931	342,976	361,400	360,100
14000	Overtime	-	-	200	200
15005	Supplements	-	-	500	500
15015	Payment in lieu of benefits	4,800	2,400	2,401	2,401
21000	Social Security- matching	51,313	50,704	53,180	51,875
22500	ICMA - city portion	17,971	16,985	15,996	14,910
23000	Health Insurance	166,397	154,262	230,308	199,320
23100	Life Insurance	867	908	1,617	1,328
24000	Workers compensation	2,883	-36	5,003	4,423
26300	General retiree health contrib	5,250	4,680	4,802	14,690
Personnel		957,371	928,283	1,007,033	964,438
Operating					
34500	Contract- building maintenance	40,098	53,636	53,652	53,652
34982	Function sourcing- Grounds/Facilities	875	875	1,000	900
34989	Contractual service provider	134,675	199,386	208,939	259,691
34990	Contractual services- other	4,266	5,927	6,761	6,761
40100	Travel/conferences	-	-	100	-
41100	Telephone	2,243	2,242	2,500	2,500
43100	Electric	34,417	30,284	27,000	28,800
43200	Water & sewer	5,712	6,712	5,000	6,300
44200	Rents- machinery & equipment	1,658	1,809	1,809	1,809
44360	Rentals	192,688	192,690	192,688	193,004
44800	Transportation Rentals	8,678	7,470	12,500	10,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46150	R & M- land- building & improvement	41,975	6,467	65,850	11,000
46210	Energy Savings Project	29,488	30,187	30,187	31,641
46250	R & M equipment	-	-	1,200	1,200
46800	Maintenance contracts	1,116	1,277	2,000	1,200
49104	License fees	2,413	2,417	3,000	2,700
49674	Special event- summer program	24,098	28,089	36,000	32,000
51100	Office supplies	1,109	1,807	1,700	1,700
52000	Operating supplies	20,642	18,132	21,000	21,000
52030	Sch year activities	25,973	20,481	29,000	26,000
52050	Playground/athletic supplies	316	-	1,000	1,000
52200	Cleaning/janitorial supplies	-	-	-	100
52650	Equip < than \$1000	1,829	6,966	8,000	8,000
52652	Software < than \$1000 &/or licenses	2,440	106	2,700	200
52653	Computer equipment < \$1000	-	241	1,500	1,500
52701	Food purchases	49,686	50,424	51,000	51,000
54525	Professional Books	-	-	200	-
55229	Training	-	350	1,000	1,000
Operating		626,391	667,974	767,286	754,658
Project Total		1,583,763	1,596,257	1,774,319	1,719,096
Division Total		5,152,174	5,160,768	5,933,211	5,716,670

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5005 W.C.Y Administration | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
32100	Accounting and auditing fees	903	892	900	1,000
34500	Contract- building maintenance	43,318	51,444	60,000	60,000
43100	Electric	21,440	19,037	22,000	22,000
43200	Water & sewer	3,530	1,376	3,675	2,000
46150	R & M- land- building & improvement	-	-	25,000	2,000
Operating		69,191	72,749	111,575	87,000
Project Total		69,191	72,749	111,575	87,000
Division Total		69,191	72,749	111,575	87,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12033	Facilities Project Manager	-	-	48,125	92,685
12462	Plumber III	58,698	58,698	58,698	58,698
12469	Property Manager	49,604	55,553	57,235	58,360
12484	Public Services Manager	-	46,460	50,000	50,004
12489	Facilities Manager	80,995	86,652	56,620	88,503
12494	Senior Facilities Manager	96,176	60,653	-	-
12523	Accountant	25,887	26,770	21,987	-
12532	Accountant II	-	-	6,285	29,713
12533	Electrician II	55,573	59,557	58,695	58,698
12609	Carpenter Foreman	64,709	64,709	64,709	64,709
12741	Controller	37,937	1,493	-	-
12992	Vacation leave - retire/term	4,327	-	-	-
14000	Overtime	19,838	13,924	-	14,000
15007	Topped Out Incentive	-	2,400	1,500	-
15100	Holiday pay	798	24	-	-
15107	Automobile allowance	9,000	5,954	1,800	1,800
15115	Beeper pay	13,221	13,280	15,000	13,000
15116	Cell Phone Pay	4,050	3,675	3,600	4,050
21000	Social Security- matching	38,994	37,296	36,331	40,875
22000	Retirement contributions	29,219	80,309	34,252	34,422
22010	Defined contribution - General	18,438	18,876	24,710	30,188
23000	Health Insurance	102,399	83,065	106,296	126,840
23100	Life Insurance	1,393	1,117	1,908	2,228
24000	Workers compensation	9,852	-99	12,924	18,124
26300	General retiree health contrib	174,624	145,344	86,448	102,522
Personnel		895,732	865,709	747,123	889,419
Operating					
31100	Professional services- engineering	7	275	25,000	75,000
31500	Professional services- other	10,265	21,534	33,619	75,000
34300	Contract- laundry & cleaning	655	1,177	2,500	2,300
34500	Contract- building maintenance	27,628	12,756	46,644	36,955
34982	Function sourcing- Grounds/Facilities	4,112,962	4,141,210	4,540,716	4,856,430

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34989	Contractual service provider	680,264	824,823	1,318,645	1,894,209
34990	Contractual services- other	172,961	130,836	134,074	134,074
40100	Travel/conferences	148	50	1,000	1,000
41100	Telephone	116,159	105,617	105,000	108,000
41225	Cable fees	2,650	2,950	3,000	3,000
41400	Postage	602	404	1,000	1,000
43100	Electric	116,111	86,101	50,000	80,000
43200	Water & sewer	67,235	4,247	5,000	5,000
44200	Rents- machinery & equipment	7,923	7,175	7,600	7,600
46150	R & M- land- building & improvement	178,929	399,819	870,755	900,000
46160	R & M garage building	277	-	-	-
46190	R & M Fuel Sites	-	24,347	40,000	58,000
46220	R & M Generators	-	8,744	35,000	35,000
46250	R & M equipment	16,074	18,335	10,000	10,000
46260	R & M garage equipment	875	-	-	-
46300	R & M motor vehicles	64,245	21,682	50,000	50,000
46800	Maintenance contracts	2,901	4,068	8,730	4,030
47100	Printing	892	90	1,500	1,500
49104	License fees	2,000	1,615	3,450	2,500
49201	Taxes and/or assessments	2,031	-	-	-
51100	Office supplies	5,102	6,127	6,000	4,500
52000	Operating supplies	62,055	44,295	32,301	30,000
52150	First aid, safety equip & supplies	280	205	2,000	2,000
52200	Cleaning/janitorial supplies	1,425	2,987	4,000	3,500
52300	Expendable tools	2,825	1,749	5,000	7,500
52540	Fuel	28,191	24,576	30,000	35,000
52600	Clothing/uniforms	-	-	50	-
52650	Equip < than \$1000	27,324	74,194	74,646	25,000
52652	Software < than \$1000 &/or licenses	384	-	1,500	1,500
52653	Computer equipment < \$1000	1,959	1,520	1,000	1,000
55200	College Classes - Education	-	-	5,000	5,000
55229	Training	6,495	2,768	3,500	3,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	5,719,834	5,976,275	7,458,230	8,459,098
Capital					
62000	Buildings	-	-	360,000	-
63061	Fencing	17,107	-	745,481	-
63115	Landscaping	-	-	-	-
63121	Lighting	-	-	18,550	-
63161	Parking lot	850	-	249,150	-
64028	Car	-	-	2,494	-
64072	Storage tank	16,425	271,350	38,883	-
64073	Generator	327,101	11,148	-	-
64214	Truck	-	51,268	27,506	-
64221	Van	-	-	-	140,000
64400	Other equipment	178,590	70,453	31,775	60,000
	Capital	540,073	404,219	1,473,839	200,000
	Project Total	7,155,639	7,246,203	9,679,192	9,548,517

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13410	P/T Police Officer	-	56,701	55,546	67,018
14000	Overtime	-	1,104	4,000	-
21000	Social Security- matching	-	4,431	4,250	5,128
24000	Workers compensation	-	-4	3,200	3,656
	Personnel	-	62,233	66,996	75,802
Operating					
31340	Management Fee - SMG	-	44,667	46,006	47,110
31500	Professional services- other	-	-	15,241	-
34987	Contractual Services - SMG	237,870	325,975	368,122	394,806
34990	Contractual services- other	84,831	1,960	-	-
41100	Telephone	4,022	17,914	26,942	24,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
41225	Cable fees	-	-	-	7,200
43100	Electric	86,267	142,029	140,863	144,000
43200	Water & sewer	22,824	20,468	28,737	18,000
44200	Rents- machinery & equipment	3,407	-	-	-
46150	R & M- land- building & improvement	7,573	29,320	29,059	33,000
49105	License renewals	220	370	372	220
52000	Operating supplies	3,842	2,013	-	-
52650	Equip < than \$1000	1,283	6,956	19,703	4,000
Operating		452,139	591,673	675,045	672,336
Capital					
64400	Other equipment	-	-	25,369	37,000
Capital		-	-	25,369	37,000
Project Total		452,139	653,906	767,410	785,138

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64073	Generator	-	-	-	2,078,000
Capital		-	-	-	2,078,000
Project Total		-	-	-	2,078,000
Division Total		7,607,778	7,900,108	10,446,602	12,411,655

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12009	Assistant Director of Public Services	-	25,470	62,500	64,380
12051	Public Services Director	41,300	-	-	62,500
12499	Deputy City Manager	93,756	94,818	97,500	97,500
13164	Special Projects Manager	34,763	-	-	-
15007	Topped Out Incentive	450	450	-	-
15107	Automobile allowance	-	1,523	3,600	3,600
15116	Cell Phone Pay	788	188	450	450
21000	Social Security- matching	10,977	7,251	16,082	16,992
22000	Retirement contributions	14,994	24,528	4,921	18,925
22010	Defined contribution - General	-	-	14,647	7,500
23000	Health Insurance	12,801	11,867	26,574	27,180
23100	Life Insurance	1,116	382	968	997
24000	Workers compensation	3,850	-11	3,754	679
26300	General retiree health contrib	32,742	27,252	21,612	21,969
Personnel		247,537	193,718	252,608	322,672
Operating					
31100	Professional services- engineering	-	-	950	-
31500	Professional services- other	-	19,878	-	15,000
34300	Contract- laundry & cleaning	-	189	500	500
34500	Contract- building maintenance	-	3,828	17,028	11,017
34982	Function sourcing- Grounds/Facilities	991,407	1,064,156	1,106,292	1,129,818
34989	Contractual service provider	15,608	161,813	364,411	539,835
34990	Contractual services- other	99,785	67,985	271,497	263,833
40100	Travel/conferences	-	-	200	-
41100	Telephone	55,958	60,585	60,000	90,000
43100	Electric	98,171	107,331	108,000	132,000
43200	Water & sewer	7,137	9,481	10,000	21,000
44200	Rents- machinery & equipment	20,581	5,250	4,300	2,300
46150	R & M- land- building & improvement	134,503	697,710	143,119	175,000
46161	R & M landscaping	-	-	150,140	525,000
46170	R & M irrigation	25,059	48,492	97,408	150,000
46250	R & M equipment	4,920	18,272	20,430	32,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46300	R & M motor vehicles	47,871	29,962	32,000	25,000
46800	Maintenance contracts	447	737	2,000	2,000
49104	License fees	1,400	-	1,400	1,400
49600	Trash disposal charges	12,988	8,051	12,800	25,000
51100	Office supplies	7	289	2,500	2,500
52000	Operating supplies	7,138	3,883	6,850	10,000
52150	First aid, safety equip & supplies	-	217	150	5,000
52200	Cleaning/janitorial supplies	-	98	1,000	1,000
52300	Expendable tools	54	1,416	3,260	5,000
52420	Horticultural chemicals	1,744	-	26,851	75,000
52430	Operating chemicals	14,070	985	25,000	40,000
52540	Fuel	4,406	8,730	10,000	10,000
52650	Equip < than \$1000	5,675	2,755	8,000	15,000
Operating		1,548,930	2,322,093	2,486,086	3,304,203
Capital					
63000	Improvement other than building	3,800	-	-	-
63115	Landscaping	773,757	-	368,868	-
63115	Landscaping	308,801	-	-	-
64012	Backhoe	-	99,526	-	-
64088	Skid Steer Loader	-	75,135	-	-
64089	Excavator	-	52,280	-	-
64214	Truck	71,631	105,091	634,473	125,000
64221	Van	-	-	129,115	70,000
64400	Other equipment	2,200	135,989	25,884	-
Capital		1,160,188	468,021	1,158,340	195,000
Project Total		2,956,655	2,983,832	3,897,034	3,821,875

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12409	PS Park Supervisor	35,173	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12495	Parks Maintenance Manager	23,461	-	-	-
14000	Overtime	3,726	-	-	-
15100	Holiday pay	1,183	-	-	-
15116	Cell Phone Pay	800	-	-	-
21000	Social Security- matching	4,781	-	-	-
22000	Retirement contributions	2,420	-	-	-
22010	Defined contribution - General	2,815	-	-	-
23000	Health Insurance	12,801	-	-	-
23100	Life Insurance	156	-	-	-
24000	Workers compensation	839	-	-	-
26300	General retiree health contrib	21,828	-	-	-
	Personnel	109,982	-	-	-
Operating					
34982	Function sourcing- Grounds/Facilities	26,220	-	-	-
34984	Function sourcing-Parks Maintenance	5,585,256	-	-	-
41100	Telephone	62	-	-	-
41380	Data communication	2,046	-	-	-
44200	Rents- machinery & equipment	7,022	-	-	-
46150	R & M- land- building & improvement	1,405,545	-	-	-
46170	R & M irrigation	2,486	-	-	-
46250	R & M equipment	8,863	-	-	-
46300	R & M motor vehicles	11,683	-	-	-
49105	License renewals	3,470	-	-	-
51100	Office supplies	240	-	-	-
52000	Operating supplies	5,979	-	-	-
52050	Playground/athletic supplies	5,611	-	-	-
52200	Cleaning/janitorial supplies	131	-	-	-
52300	Expendable tools	177	-	-	-
52350	Electrical/mechanical supplies	41	-	-	-
52540	Fuel	6,984	-	-	-
52650	Equip < than \$1000	32,724	-	-	-
52800	Horticultural supplies	-25	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
55229	Training	330	-	-	-
	Operating	7,104,846	-	-	-
Capital					
63000	Improvement other than building	10,200	-	-	-
63015	Pines Recreation Center- improvement	1,425	-	-	-
63061	Fencing	52,040	-	-	-
64400	Other equipment	46,205	-	-	-
	Capital	109,870	-	-	-
	Project Total	7,324,697	-	-	-
	Division Total	10,281,352	2,983,832	3,897,034	3,821,875

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6005 Purchasing | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12175	Division Director of Purchasing	-	102,803	110,000	113,313
12486	Purchasing Manager	80,925	3,185	-	-
15107	Automobile allowance	3,600	3,600	3,600	3,600
15116	Cell Phone Pay	900	900	900	900
21000	Social Security- matching	6,337	8,236	8,761	9,014
22000	Retirement contributions	4,741	14,473	9,579	10,932
23000	Health Insurance	12,800	11,866	17,716	18,120
23100	Life Insurance	172	192	519	503
24000	Workers compensation	51	-1	355	343
26300	General retiree health contrib	21,828	18,168	14,408	14,646
Personnel		131,354	163,422	165,838	171,371
Operating					
31500	Professional services- other	-	-	-	350,000
34982	Function sourcing- Grounds/Facilities	48,830	52,638	54,800	55,965
34989	Contractual service provider	298,008	331,925	565,228	623,834
40100	Travel/conferences	-	-	500	500
41100	Telephone	671	864	1,000	1,000
46300	R & M motor vehicles	-	156	2,000	12,000
49000	Legal/employment ads	1,559	880	3,000	3,000
51100	Office supplies	874	1,471	2,437	1,500
52000	Operating supplies	294	-	-	-
52540	Fuel	1,652	938	1,500	1,500
52600	Clothing/uniforms	-	-	63	50
52650	Equip < than \$1000	-	20	187	43,000
52652	Software < than \$1000 &/or licenses	14,600	14,600	48,600	97,600
52653	Computer equipment < \$1000	-	-	813	-
54100	Memberships/ dues/ subscription	535	668	738	938
55229	Training	395	898	3,000	3,000
Operating		367,418	405,058	683,866	1,193,887
Project Total		498,772	568,480	849,704	1,365,258
Division Total		498,772	568,480	849,704	1,365,258

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6006 Environmental Services (Engineering) | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12035	Utilities Project Manager	-	-	28,199	54,299
12194	Environmental Services Director	-	-	80,007	80,008
12500	City Engineer	-	48,319	80,008	80,008
12667	Chief Engineering Inspector	86,757	86,757	86,757	86,757
12770	Engineering Inspector	63,419	66,705	67,545	67,958
12774	Engineer	-	33,465	-	55,000
12992	Vacation leave - retire/term	12,513	-	-	-
12996	Sick leave - retire/term	20,021	-	-	-
14000	Overtime	4,593	5,439	6,000	6,000
15007	Topped Out Incentive	-	750	1,125	-
15107	Automobile allowance	-	4,200	9,900	9,600
15116	Cell Phone Pay	-	450	1,125	900
21000	Social Security- matching	14,104	18,755	27,282	33,247
22000	Retirement contributions	8,922	17,144	16,599	14,697
22010	Defined contribution - General	13,516	23,412	36,475	46,244
23000	Health Insurance	32,000	23,733	53,148	72,480
23100	Life Insurance	578	355	1,482	1,885
24000	Workers compensation	1,933	-14	14,658	9,124
26300	General retiree health contrib	54,570	45,420	43,224	58,584
Personnel		312,926	374,890	553,534	676,791
Operating					
31100	Professional services- engineering	206,293	134,089	113,134	151,500
34300	Contract- laundry & cleaning	389	288	700	700
34989	Contractual service provider	271,705	473,570	787,675	808,646
41100	Telephone	476	254	1,150	600
44200	Rents- machinery & equipment	2,262	2,262	2,268	2,268
46250	R & M equipment	-	-	500	500
46300	R & M motor vehicles	5,648	1,764	12,000	2,800
46800	Maintenance contracts	1,881	1,742	8,160	8,160
51100	Office supplies	4,019	3,140	5,271	5,500
52000	Operating supplies	386	1,243	1,320	920
52540	Fuel	5,592	6,152	8,950	6,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6006 Environmental Services (Engineering) | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52600	Clothing/uniforms	-	-	329	230
52650	Equip < than \$1000	899	1,360	219	1,500
52652	Software < than \$1000 &/or licenses	-	-	2,204	-
52653	Computer equipment < \$1000	-	846	77	1,000
54100	Memberships/ dues/ subscription	130	-	275	150
	Operating	499,678	626,708	944,232	990,474
Capital					
64051	Computer programs	4,889	-	-	-
64055	Laptop/Tablet	-	-	2,000	-
64214	Truck	-	23,668	55,102	56,000
64400	Other equipment	15,378	-	21,616	-
	Capital	20,267	23,668	78,718	56,000
	Project Total	832,871	1,025,266	1,576,484	1,723,265
	Division Total	832,871	1,025,266	1,576,484	1,723,265

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31100	Professional services- engineering	-	2,500	48,000	10,000
31300	Professional services-Outside Legal	47,571	45,774	50,000	50,000
31500	Professional services- other	-	1,610	10,000	10,000
34982	Function sourcing- Grounds/Facilities	86,615	92,400	79,302	15,000
34990	Contractual services- other	173,087	176,206	188,144	192,444
41100	Telephone	7,073	7,189	7,200	7,200
43100	Electric	178,299	139,715	220,000	220,000
43200	Water & sewer	7,917	12,283	8,000	12,000
43300	Gas	1,574	2,352	2,000	2,500
44200	Rents- machinery & equipment	-	52	250	250
44360	Rentals	250,582	253,669	254,853	255,615
45000	Insurance	26,202	25,601	19,306	25,266
45065	Property insurance-Leasehold improvements	13,528	6,703	32,500	32,500
46150	R & M- land- building & improvement	88,903	44,296	375,283	75,000
46164	R & M resurfacing	-	-	-	250,000
46250	R & M equipment	-	2,345	-	1,000
46300	R & M motor vehicles	-	-	2,000	2,000
46800	Maintenance contracts	-	15,372	23,000	23,000
49105	License renewals	-	100	100	100
52000	Operating supplies	86	148	500	500
52650	Equip < than \$1000	257	202	500	500
Operating		881,693	828,515	1,320,938	1,184,875
Capital					
63000	Improvement other than building	-	-	250,000	-
63161	Parking lot	-	-	11,000	-
64073	Generator	106,850	-	-	-
Capital		106,850	-	261,000	-
Project Total		988,543	828,515	1,581,938	1,184,875

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 6008 Howard C. Forman Human Services Campus | Project 55 DCF-Transitional Housing YR2

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
43200	Water & sewer	669	-	-	-
Operating		669	-	-	-
Project Total		669	-	-	-

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 60 Homes for Veterans

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31300	Professional services-Outside Legal	-	-	1,000	1,000
43100	Electric	-	-	500	500
43200	Water & sewer	6,829	3,150	7,000	5,000
44330	Credit application	-	-	200	200
46150	R & M- land- building & improvement	18,315	9,149	20,000	20,000
46250	R & M equipment	-	75	-	300
46800	Maintenance contracts	-	-	500	500
52650	Equip < than \$1000	-	-	500	500
Operating		25,144	12,374	29,700	28,000
Capital					
63063	Veterans Home Renovations	100,001	-	-	-
Capital		100,001	-	-	-
Project Total		125,145	12,374	29,700	28,000

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 670 WestCare (SBA)

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
44360	Rentals	-	-	170,435	347,200
45065	Property insurance-Leasehold improvements	-	-	5,500	22,000
Operating		-	-	175,935	369,200
Project Total		-	-	175,935	369,200

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	1,114,357	840,889	1,787,573	1,582,075

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12006	Assistant Athletic Coordinator	2,650	-	-	-
12181	Division Director of Recreation	-	63,761	81,824	82,290
12215	Senior Lifeguard	104,934	106,330	106,330	106,330
12409	PS Park Supervisor	83,849	126,273	130,052	130,105
12495	Parks Maintenance Manager	56,536	42,813	-	-
12508	Rec & Cultural Arts Acct Clerk I	43,986	45,296	46,658	47,841
12509	Rec & Cultural Arts Acct Clerk II	43,347	44,590	45,937	47,240
12519	Recreation & Cultural Arts Director	128,030	124,088	130,000	133,900
12521	Assistant Recreation Director	101,202	103,002	107,357	109,285
12525	Administrative Assistant I	50,445	49,321	49,255	49,255
12531	Division Director of Park Operations	-	17,093	81,022	75,627
12546	Aquatic Coordinator	85,093	85,420	85,093	85,093
12547	Aquatic Coordinator Assistant	61,604	61,568	61,568	61,568
12562	Recreation Supervisor I	56,840	59,794	61,099	60,973
12563	Special Events Coordinator	62,848	64,468	66,517	65,936
12564	Special Events- Coordinator Assistant	37,555	42,005	46,683	46,759
12572	Division Director Cultural Arts	76,690	79,168	81,686	93,600
12573	Recreation Specialist	36,966	38,063	39,222	31,733
12581	Recreation Specialist II	2,800	-	-	-
12594	Soccer Coordinator	49,367	53,926	55,536	55,640
12595	Youth League Supervisor	43,266	48,647	49,078	49,172
12992	Vacation leave - retire/term	18,782	25,265	-	-
12996	Sick leave - retire/term	7,815	10,101	-	-
13405	P/T Art Teacher	62,481	55,357	39,813	39,030
13450	P/T Cashier	10,424	9,820	11,856	11,881
13488	P/T Senior Lifeguard	41,780	41,283	45,994	45,994
13492	P/T Lifeguard	82,668	68,957	118,560	118,560
13495	P/T Recreation Aide	135,026	142,188	177,840	191,360
13507	P/T Summer Program	169,211	213,537	241,227	234,925
13526	P/T Recreation Therapeutics	12,628	-	-	-
13527	P/T Self Defense Instructor	2,390	-	-	-
13528	P/T Assistant PAC Program Director	1,019	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13531	P/T Assistant Program Coordinator	15,827	16,129	20,013	20,358
13532	P/T Special Events Staff	4,918	13,210	14,355	15,720
13537	P/T Music Teacher	46,281	48,401	58,392	57,246
13539	P/T Drama Teacher	1,814	9,858	10,617	10,408
13549	P/T Storage Lot Attendant	3,733	-	11,856	11,856
13562	P/T Curator	27,804	28,537	27,243	27,244
13563	P/T Recreation Leader	47,460	44,146	59,280	59,280
13591	P/T Water Safety Instructor	114,090	82,744	120,042	120,042
13602	P/T Recreation Specialist	11,142	13,293	14,976	14,976
13680	P/T Clerk Spec I	14,476	16,939	27,456	27,456
14000	Overtime	21,490	26,858	30,000	30,000
15007	Topped Out Incentive	1,500	2,250	4,500	-
15010	Certification pay	240	240	240	240
15100	Holiday pay	2,842	3,123	3,000	3,000
15107	Automobile allowance	6,600	12,969	15,601	15,601
15108	Shift Differential	909	720	1,000	1,000
15116	Cell Phone Pay	6,125	7,625	7,200	9,300
21000	Social Security- matching	149,241	160,149	182,568	183,392
22000	Retirement contributions	71,055	164,148	95,843	93,533
22010	Defined contribution - General	69,277	78,313	85,860	86,209
23000	Health Insurance	255,994	249,192	354,320	362,400
23100	Life Insurance	2,972	3,158	6,248	5,921
24000	Workers compensation	18,821	-240	99,343	94,479
26300	General retiree health contrib	480,216	363,360	302,568	292,920
	Personnel	3,047,057	3,167,256	3,512,728	3,516,678
Operating					
31500	Professional services- other	6,782	65,817	334,600	80,000
34982	Function sourcing- Grounds/Facilities	-	21,217	28,000	24,000
34984	Function sourcing-Parks Maintenance	-	5,822,192	6,607,563	6,787,940
34989	Contractual service provider	417,339	426,851	509,222	660,591
34990	Contractual services- other	169,674	233,934	425,051	432,201
40100	Travel/conferences	536	1,396	4,000	4,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
41100 Telephone		30,574	30,578	29,000	31,000
41380 Data communication		-	2,807	5,900	5,900
41400 Postage		116	184	200	200
43100 Electric		647,615	637,002	667,720	680,000
43200 Water & sewer		153,353	194,886	289,792	200,000
43320 Gas- Pool		22,335	35,632	16,594	11,594
44200 Rents- machinery & equipment		12,801	21,135	20,724	22,344
44700 Rent - Charter School facilities		488,080	642,955	713,001	987,660
46150 R & M- land- building & improvement		85,564	1,356,595	1,690,607	1,297,500
46170 R & M irrigation		-	3,321	3,000	5,000
46250 R & M equipment		5,968	15,125	19,400	20,000
46300 R & M motor vehicles		22,215	18,112	22,000	20,000
46600 R & M pool		50,780	82,158	58,791	67,685
46800 Maintenance contracts		4,563	5,446	12,704	9,906
47100 Printing		2,605	1,853	1,600	2,200
48100 Advertising		475	475	2,000	-
48505 Special Population Program		5,184	745	-	-
48555 Youth Soccer		74,928	70,761	80,500	80,500
49105 License renewals		13,235	13,951	14,349	15,286
49645 Pines Athletic Club Program		4,908	-57	-	-
49649 Special events		23,750	-	-	-
49655 Special events- ArtsPark		5,964	6,005	6,500	6,750
51100 Office supplies		5,398	5,952	6,515	6,115
52000 Operating supplies		5,812	31,291	45,776	35,000
52050 Playground/athletic supplies		4,292	6,882	62,700	31,420
52070 Art & Cultural Supplies		24,037	26,908	30,690	30,690
52071 ArtsPark Supplies		17,591	23,951	30,410	30,410
52150 First aid, safety equip & supplies		1,033	1,178	4,166	4,784
52200 Cleaning/janitorial supplies		568	373	1,500	500
52300 Expendable tools		215	1,133	985	1,000
52350 Electrical/mechanical supplies		760	282	300	300
52421 Community garden supplies		4,917	1,074	2,420	800

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52460	Sand- seed- soil	3,789	4,446	5,920	6,500
52480	Pool Chemicals & Supplies	57,946	30,261	54,541	60,369
52540	Fuel	16,267	23,432	30,000	25,000
52600	Clothing/uniforms	6,919	6,225	6,630	6,125
52650	Equip < than \$1000	19,016	47,507	38,134	27,543
52652	Software < than \$1000 &/or licenses	792	119	19,350	19,350
52653	Computer equipment < \$1000	613	599	1,000	1,000
54100	Memberships/ dues/ subscription	981	1,475	2,650	2,315
55229	Training	650	905	3,945	3,145
	Operating	2,420,941	9,925,068	11,910,450	11,744,623
Capital					
62000	Buildings	-	22,929	-	-
62011	Storage building	-	4,620	-	-
62151	Building improv- Academic Village	-	-	15,600	-
63000	Improvement other than building	-	50,565	2,462,002	222,800
63015	Pines Recreation Center- improvement	-	1,450	395,700	-
63061	Fencing	-	-	18,500	50,000
63082	September 11th Memorial	56,955	-	118,000	-
64051	Computer programs	-	29,250	-	-
64055	Laptop/Tablet	7,116	-	5,896	-
64214	Truck	36,120	60,471	21,254	-
64400	Other equipment	88,106	313,765	1,177,552	251,202
67500	Tryptic Art Piece	24,000	-	-	-
	Capital	212,297	483,051	4,214,504	524,002
	Project Total	5,680,296	13,575,375	19,637,682	15,785,303

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13507	P/T Summer Program	50,660	49,974	52,849	-
21000	Social Security- matching	3,876	3,823	4,043	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
	Personnel	54,536	53,797	56,892	-
Operating					
34990	Contractual services- other	20,269	20,916	20,000	-
48505	Special Population Program	12,786	15,345	19,356	-
	Operating	33,055	36,261	39,356	-
	Project Total	87,591	90,059	96,248	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34990	Contractual services- other	17,758	-	-	-
47100	Printing	78	-	-	-
	Operating	17,836	-	-	-
	Project Total	17,836	-	-	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 314 Grant-Community Development

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63083	Inclusive Playground	-	249,500	-	-
	Capital	-	249,500	-	-
	Project Total	-	249,500	-	-
Division Total		5,785,722	13,914,934	19,733,930	15,785,303

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 574 Special events

Division 7003 Special Events | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
49649	Special events	37,215	64,203	22,705	31,000
49651	Special event- teen program	833	389	-	-
49656	Special event- Snowfest	31,192	85,679	37,755	36,450
49659	Special Event- Kids Konnection	3,951	6,896	5,927	7,400
49660	Special event- Easter egg hunt	16,386	12,310	11,882	14,800
49662	Special Event- 4th Of July	43,179	37,781	43,800	43,300
49666	Special event- Halloween	15,684	10,445	14,800	15,500
49670	Special event- Pines Day	29,206	45,258	44,000	63,300
49683	Special event- Memorial Day	-	-	2,070	2,070
49684	Special event- Veteran's Day	-	-	1,095	1,500
49685	Special event- September 11	-	-	2,800	2,050
49686	Special event- Relay for Life	-	-	3,100	2,000
49687	Special event- Mayor's Kids Day	-	-	6,618	5,350
49688	Special event- Art Festival	-	-	29,078	51,860
49689	Special event- Jazz Concert Series	-	-	10,000	10,450
49690	Special event- Kindness Initiative	-	-	1,868	2,000
49691	Special event- Play Ball	-	-	4,000	2,500
Operating		177,644	262,962	241,498	291,530
Project Total		177,644	262,962	241,498	291,530
Division Total		177,644	262,962	241,498	291,530

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 579 Other culture/recreation
Division 7005 Walter C Young Dinner Theatre | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34500	Contract- building maintenance	8,574	-	-	-
Operating		8,574	-	-	-
Project Total		8,574	-	-	-
Division Total		8,574	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 575 Special recreation facility

Division 7006 Golf Course | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	616,941	622,620	639,332	651,277
32100	Accounting and auditing fees	1,605	1,586	1,700	1,900
34300	Contract- laundry & cleaning	-	-	100	-
34500	Contract- building maintenance	1,080	240	2,750	-
34900	Contract- cart rental	105,542	125,446	123,739	129,290
34950	Contract- maintenance	683,466	683,466	701,435	722,482
34990	Contractual services- other	3,825	4,667	4,100	4,200
41100	Telephone	4,083	4,152	4,250	4,100
41225	Cable fees	1,351	1,388	1,500	1,400
43100	Electric	80,166	84,793	84,000	86,000
43200	Water & sewer	10,267	13,646	10,500	15,000
43340	Gas- restaurant	5,846	7,113	6,200	7,000
44200	Rents- machinery & equipment	263	267	1,000	1,000
46150	R & M- land- building & improvement	206,459	36,993	79,624	134,000
46170	R & M irrigation	-	4,207	500	500
46250	R & M equipment	10,868	10,645	12,200	8,000
46800	Maintenance contracts	112	68	500	500
47100	Printing	116	186	2,676	335
48100	Advertising	14,635	8,264	12,659	10,000
49105	License renewals	510	-	1,000	1,000
49201	Taxes and/or assessments	22,057	21,116	24,000	24,000
49400	Bank service charge	34,583	36,212	34,000	37,000
51100	Office supplies	414	350	600	600
52000	Operating supplies	22,956	17,552	15,826	20,000
52200	Cleaning/janitorial supplies	96	-	1,000	1,000
52300	Expendable tools	1,787	2,069	1,950	2,200
52350	Electrical/mechanical supplies	4,425	471	2,500	1,000
52420	Horticultural chemicals	167,046	173,915	170,220	170,020
52460	Sand- seed- soil	24,426	20,727	27,575	23,400
52650	Equip < than \$1000	12,357	8,607	16,914	6,850
52800	Horticultural supplies	17,032	16,460	16,000	14,000
54100	Memberships/ dues/ subscription	150	150	150	150

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 575 Special recreation facility

Division 7006 Golf Course | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	2,054,462	1,907,374	2,000,500	2,078,204
Capital					
62040	Building improvement- golf course	-	46,345	-	-
63067	Lake Bank Erosion Barrier	34,876	-	-	-
64139	Mowers- other	48,808	60,580	53,048	29,000
64400	Other equipment	13,871	11,960	3,952	8,400
	Capital	97,555	118,885	57,000	37,400
	Project Total	2,152,017	2,026,259	2,057,500	2,115,604
	Division Total	2,152,017	2,026,259	2,057,500	2,115,604

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 311 Feeding Your Soul

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	10,269	-	-	-
34990	Contractual services- other	4,850	17,260	-	-
47100	Printing	79	346	-	-
48100	Advertising	900	-	-	-
49649	Special events	1,261	885	-	-
52000	Operating supplies	-	187	-	-
Operating		17,359	18,679	-	-
Project Total		17,359	18,679	-	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 312 State General Program

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	14,368	-	-	-
34990	Contractual services- other	-	9,402	-	-
Operating		14,368	9,402	-	-
Project Total		14,368	9,402	-	-

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31340	Management Fee - SMG	70,000	62,194	64,060	65,597
34340	Operating Expenses - SMG	777,652	1,093,842	1,082,750	1,078,449
41100	Telephone	4,875	21,714	16,620	26,400
41380	Data communication	14,537	29,581	29,400	30,209
43100	Electric	105,720	173,669	175,626	175,000
43200	Water & sewer	34,162	30,837	30,000	25,200
43300	Gas	221	3,646	-	-
43340	Gas- restaurant	-	-	4,000	3,300
44200	Rents- machinery & equipment	3,513	633	636	636

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46150	R & M- land- building & improvement	7,780	-	-	-
46800	Maintenance contracts	8	126	150	150
49105	License renewals	210	799	497	355
	Operating	1,018,679	1,417,040	1,403,739	1,405,296
	Project Total	1,018,679	1,417,040	1,403,739	1,405,296

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12230	Chief Curator/Head of Cultural Projects	46,858	-	-	-
15116	Cell Phone Pay	750	-	-	-
21000	Social Security- matching	3,498	-	-	-
22010	Defined contribution - General	5,468	-	-	-
23000	Health Insurance	12,800	11,866	-	-
23100	Life Insurance	117	146	-	-
24000	Workers compensation	61	-1	-	-
26300	General retiree health contrib	21,828	18,168	-	-
	Personnel	91,380	30,179	-	-
Operating					
31340	Management Fee - SMG	-	6,219	6,406	6,560
34340	Operating Expenses - SMG	18,831	21,464	19,584	27,949
34989	Contractual service provider	61,751	189,961	259,357	266,446
34990	Contractual services- other	223,777	197,045	166,500	144,100
40100	Travel/conferences	32	44	500	500
41100	Telephone	3,291	14,657	7,050	20,000
43100	Electric	7,745	11,177	17,963	18,000
43200	Water & sewer	1,560	1,568	1,560	1,788
44200	Rents- machinery & equipment	1,870	-	5,227	3,227
45150	Insurance - Fine Arts Policy	1,739	1,739	1,739	1,739
46150	R & M- land- building & improvement	1,404	638	4,000	5,200
46800	Maintenance contracts	-	-	277	277

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
47100	Printing	4,917	13,789	23,000	13,000
48100	Advertising	4,485	1,904	13,600	13,600
49105	License renewals	110	185	110	110
49649	Special events	14,864	1,638	10,000	17,500
51100	Office supplies	640	701	2,000	2,000
52000	Operating supplies	4,238	2,958	4,200	3,000
52600	Clothing/uniforms	-	757	1,000	1,000
52650	Equip < than \$1000	2,472	417	1,950	2,000
52652	Software < than \$1000 &/or licenses	360	-211	500	500
52653	Computer equipment < \$1000	3,830	-	-	-
54100	Memberships/ dues/ subscription	175	125	1,000	1,000
Operating		358,091	466,774	547,523	549,496
Project Total		449,471	496,953	547,523	549,496
Division Total		1,499,877	1,942,074	1,951,262	1,954,792

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 8001 Community Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12084	Community Service Director	69,148	71,561	73,581	75,317
12543	Activities Coordinator	48,167	49,583	51,077	51,189
12685	Clerical Aide	15,548	-	-	-
12992	Vacation leave - retire/term	4,605	18,755	-	-
12996	Sick leave - retire/term	5,177	16,874	-	-
14000	Overtime	1,316	755	5,000	5,000
21000	Social Security- matching	10,109	9,669	9,784	9,900
22000	Retirement contributions	8,889	17,362	9,057	12,356
22010	Defined contribution - General	5,734	4,462	4,597	4,608
23000	Health Insurance	32,000	17,800	26,574	27,180
23100	Life Insurance	498	279	588	563
24000	Workers compensation	806	-6	2,562	383
26300	General retiree health contrib	54,570	45,420	21,612	21,969
Personnel		256,567	252,515	204,432	208,465
Operating					
31100	Professional services- engineering	-	11,500	2,575	5,000
31500	Professional services- other	968	545	1,560	1,560
34500	Contract- building maintenance	69,432	95,965	115,720	116,754
34982	Function sourcing- Grounds/Facilities	40,720	43,545	26,353	3,950
34989	Contractual service provider	168,483	203,331	347,145	497,713
34990	Contractual services- other	98,154	112,219	57,808	1,499
40100	Travel/conferences	171	293	250	-
41100	Telephone	10,029	10,684	10,500	13,000
41225	Cable fees	1,527	1,669	1,600	1,700
43100	Electric	83,788	82,413	100,000	100,000
43200	Water & sewer	12,845	16,836	15,000	17,000
43300	Gas	231	354	500	500
44200	Rents- machinery & equipment	4,720	4,931	4,693	5,036
46150	R & M- land- building & improvement	29,651	60,360	203,499	510,602
46210	Energy Savings Project	30,506	36,806	40,000	40,000
46250	R & M equipment	2,332	1,314	5,000	5,000
46300	R & M motor vehicles	4,710	10,151	10,000	10,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 8001 Community Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46800	Maintenance contracts	2,934	7,163	6,000	6,000
46801	I.T. Maintenance contracts	4,350	4,350	4,350	4,350
47100	Printing	13,835	20,309	15,000	20,000
48100	Advertising	1,219	-	-	-
51100	Office supplies	3,359	7,851	4,000	7,000
52000	Operating supplies	10,024	12,088	9,750	12,501
52200	Cleaning/janitorial supplies	1,528	2,113	2,500	2,500
52350	Electrical/mechanical supplies	1,168	6,800	3,000	7,000
52540	Fuel	23,458	39,991	30,000	30,000
52650	Equip < than \$1000	4,727	6,352	10,000	10,000
52653	Computer equipment < \$1000	13,597	609	178	5,000
54100	Memberships/ dues/ subscription	630	634	660	660
Operating		639,097	801,173	1,027,641	1,434,825
Capital					
63000	Improvement other than building	-	-	23,366	-
64051	Computer programs	21,386	-	-	-
64055	Laptop/Tablet	-	-	4,822	-
64204	TV-Closed Circuit/Security Camera	-	-	150,000	-
Capital		21,386	-	178,188	-
Grants and Aid					
82012	Grant- elderly energy assistance	26,400	24,347	34,010	20,928
Grants and Aid		26,400	24,347	34,010	20,928
Project Total		943,450	1,078,035	1,444,271	1,664,218
Division Total		943,450	1,078,035	1,444,271	1,664,218

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12084	Community Service Director	34,574	35,781	36,791	37,659
12992	Vacation leave - retire/term	-	9,378	-	-
12996	Sick leave - retire/term	-	8,437	-	-
14000	Overtime	-	-	5,000	5,000
21000	Social Security- matching	2,261	2,968	3,130	3,184
22000	Retirement contributions	2,058	5,915	3,157	4,855
23000	Health Insurance	3,200	2,967	4,429	4,530
23100	Life Insurance	313	82	174	168
24000	Workers compensation	582	-2	756	114
26300	General retiree health contrib	16,371	4,542	3,602	3,662
Personnel		59,358	70,067	57,039	59,172
Operating					
31300	Professional services-Outside Legal	56	-	1,000	1,000
34500	Contract- building maintenance	51,055	52,449	67,000	69,000
34982	Function sourcing- Grounds/Facilities	97,906	105,778	62,441	2,650
34989	Contractual service provider	105,893	102,431	155,202	206,897
34990	Contractual services- other	1,439	1,619	3,200	3,300
41100	Telephone	4,905	5,404	6,400	6,600
41225	Cable fees	33,075	34,732	41,000	42,230
43100	Electric	33,941	33,391	46,500	47,895
43200	Water & sewer	72,382	85,889	94,800	97,000
44200	Rents- machinery & equipment	1,428	1,428	3,200	3,200
44330	Credit application	2,495	2,240	3,200	6,600
44360	Rentals	714,899	710,575	716,534	717,034
45000	Insurance	27,333	34,474	35,342	56,344
46150	R & M- land- building & improvement	89,856	106,876	829,408	131,840
46210	Energy Savings Project	30,392	36,667	35,020	36,070
46250	R & M equipment	5,202	7,369	6,400	6,600
46300	R & M motor vehicles	-	-	500	500
46800	Maintenance contracts	17,097	25,023	41,200	99,780
46801	I.T. Maintenance contracts	300	300	300	300
48100	Advertising	-	-	7,300	7,300

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
49175	Administrative fees	106,335	111,736	136,252	241,425
49201	Taxes and/or assessments	8,987	6,243	9,500	9,500
51100	Office supplies	1,658	883	3,500	3,600
52000	Operating supplies	1,349	350	5,450	5,600
52200	Cleaning/janitorial supplies	50	61	5,500	5,600
52540	Fuel	-	-	1,374	1,374
52650	Equip < than \$1000	23,882	41,174	64,000	66,000
52652	Software < than \$1000 &/or licenses	-	-	600	600
52653	Computer equipment < \$1000	430	-	2,300	2,300
Operating		1,432,345	1,507,094	2,384,423	1,878,139
Project Total		1,491,703	1,577,161	2,441,462	1,937,311

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12084	Community Service Director	34,574	35,781	36,791	37,659
12992	Vacation leave - retire/term	-	9,378	-	-
12996	Sick leave - retire/term	-	8,437	-	-
14000	Overtime	-	-	5,000	5,000
21000	Social Security- matching	2,271	2,968	3,130	3,184
22000	Retirement contributions	2,058	5,915	3,157	4,855
23000	Health Insurance	3,200	2,967	4,429	4,530
23100	Life Insurance	313	82	174	168
24000	Workers compensation	582	-2	756	114
26300	General retiree health contrib	38,199	4,542	3,602	3,662
Personnel		81,197	70,067	57,039	59,172
Operating					
31300	Professional services-Outside Legal	18,598	13,705	19,000	19,570
31500	Professional services- other	11,672	49,565	45,300	-
34500	Contract- building maintenance	79,890	93,798	108,000	111,240
34982	Function sourcing- Grounds/Facilities	203,941	219,759	129,392	2,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34989	Contractual service provider	164,829	147,487	259,327	499,381
34990	Contractual services- other	109,794	128,898	170,000	140,898
41100	Telephone	17,586	16,708	19,000	19,500
41225	Cable fees	106,885	112,239	128,910	132,710
43100	Electric	112,729	118,377	205,000	211,000
43200	Water & sewer	302,242	379,810	309,000	318,270
44200	Rents- machinery & equipment	1,871	5,804	10,000	10,000
44330	Credit application	8,865	9,370	16,700	18,000
44360	Rentals	4,002,571	3,693,915	3,714,683	3,711,113
45000	Insurance	55,752	80,480	83,832	77,651
46150	R & M- land- building & improvement	176,888	210,213	258,830	522,800
46210	Energy Savings Project	35,641	43,002	41,200	43,000
46250	R & M equipment	40,446	44,714	52,500	54,075
46800	Maintenance contracts	19,734	17,918	25,500	26,200
46801	I.T. Maintenance contracts	900	900	900	900
48100	Advertising	-	-	5,000	5,000
49104	License fees	1,510	990	2,715	2,570
49175	Administrative fees	216,390	260,847	323,188	332,726
51100	Office supplies	1,786	1,940	4,800	4,944
52000	Operating supplies	2,725	2,592	5,000	5,150
52200	Cleaning/janitorial supplies	6,802	14,433	21,000	21,630
52300	Expendable tools	41	44	105	226
52540	Fuel	-	-	1,450	1,450
52650	Equip < than \$1000	7,042	5,156	50,508	54,590
54100	Memberships/ dues/ subscription	-	-	192	-
Operating		5,707,132	5,672,664	6,011,032	6,346,594
Capital					
64000	Machinery & equipment	-	3,546	2,300	5,000
Capital		-	3,546	2,300	5,000
Project Total		5,788,328	5,746,277	6,070,371	6,410,766
Division Total		7,280,032	7,323,438	8,511,833	8,348,077

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 515 Comprehensive planning

Division 9002 Planning and Economic Development | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12184	Zoning Administrator	81,182	81,182	81,183	81,183
12524	Administrative Coordinator I	55,856	55,950	55,890	55,890
12695	Plan/Econ Development Director	107,775	114,816	125,000	128,759
12696	Planning Administrator	76,258	78,746	80,891	82,355
12996	Sick leave - retire/term	-	16,828	-	-
13426	P/T Planning Administrator	25,711	14,217	45,223	45,220
13449	P/T CADD Operator	-	-	13,086	-
14000	Overtime	195	218	3,973	1,578
15007	Topped Out Incentive	1,650	1,650	1,500	-
15107	Automobile allowance	6,000	6,000	7,001	8,401
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	26,423	27,580	31,767	30,967
22000	Retirement contributions	19,182	52,271	27,273	30,783
22010	Defined contribution - General	5,027	5,035	5,031	5,031
23000	Health Insurance	51,199	47,465	70,864	72,480
23100	Life Insurance	818	856	1,618	1,548
24000	Workers compensation	253	-3	1,285	1,191
26300	General retiree health contrib	87,312	72,672	57,632	58,584
	Personnel	546,221	576,865	610,597	605,350
Operating					
31500	Professional services- other	-	-	15,900	15,900
34989	Contractual service provider	260,129	268,978	382,985	418,116
34990	Contractual services- other	5,083	3,750	7,431	7,431
40100	Travel/conferences	810	688	3,000	3,000
41100	Telephone	1,897	1,919	2,500	2,500
41380	Data communication	866	866	1,000	1,000
41400	Postage	90	135	3,500	3,000
44200	Rents- machinery & equipment	2,175	3,294	6,280	6,280
45440	Insurance- errors & omissions	-	-	150	150
46250	R & M equipment	-	-	750	750
46300	R & M motor vehicles	1,171	2,157	4,000	5,500
46800	Maintenance contracts	1,401	1,277	4,600	4,600

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 515 Comprehensive planning

Division 9002 Planning and Economic Development | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46801	I.T. Maintenance contracts	-	-	5,000	5,000
47100	Printing	4,831	986	2,500	2,000
48510	Economic Development Activities	36,183	46,925	121,573	150,000
48511	Landscape Activities	490	1,314	4,000	4,000
49000	Legal/employment ads	4,047	3,456	7,800	5,800
51100	Office supplies	3,013	2,739	5,000	5,000
52000	Operating supplies	-1,925	-	3,500	3,500
52540	Fuel	1,028	1,089	2,500	2,500
52650	Equip < than \$1000	-	-	500	500
52652	Software < than \$1000 &/or licenses	1,296	1,296	4,000	4,000
52653	Computer equipment < \$1000	228	-	2,000	2,000
54100	Memberships/ dues/ subscription	2,625	2,355	3,500	3,500
Operating		325,438	343,223	593,969	656,027
Capital					
64055	Laptop/Tablet	2,606	-	3,500	3,500
Capital		2,606	-	3,500	3,500
Project Total		874,265	920,088	1,208,066	1,264,877
Division Total		874,265	920,088	1,208,066	1,264,877
1 General Fund		174,251,023	183,043,662	210,728,345	209,021,974

City of Pembroke Pines, Florida - Expenditure Detail

Entity 51 Wetlands Trust Fund | Function 537 Conservation and resource management

Division 6007 Mitigation Trust | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	17,095	15,040	15,000	-
31750	Custodial fees	1,460	1,460	1,500	1,500
34950	Contract- maintenance	-	-	-	15,000
Operating		18,554	16,499	16,500	16,500
Project Total		18,554	16,499	16,500	16,500
Division Total		18,554	16,499	16,500	16,500
51 Wetlands Trust Fund		18,554	16,499	16,500	16,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 525 Emergency and Disaster Relief Services
Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34989	Contractual service provider	-	297,992	-	-
Operating		-	297,992	-	-
Project Total		-	297,992	-	-
Division Total		-	297,992	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 541 Road and street facilities

Division 6002 Maintenance | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
22001	Retirement contribution - legacy	58,080	94,999	84,489	82,417
23000	Health Insurance	6,400	-	-	-
23100	Life Insurance	151	-	-	-
24000	Workers compensation	2,021	-	-	-
26300	General retiree health contrib	10,914	11,198	-	-
	Personnel	77,566	106,197	84,489	82,417
Operating					
34983	Function sourcing- Rights of Way	1,131,473	1,195,442	1,337,050	1,345,705
34990	Contractual services- other	1,068,935	1,055,599	1,436,112	1,425,894
34998	Contractual Services - Pressure Washing	-	459,856	620,000	650,000
43200	Water & sewer	-	4,008	20,000	4,200
43400	Street lighting	1,330,713	1,297,006	1,337,000	1,454,000
45000	Insurance	159,168	227,563	229,216	250,113
46150	R & M- land- building & improvement	41,411	15,194	49,500	45,000
52000	Operating supplies	-	-	1,000	600
	Operating	3,731,701	4,254,668	5,029,878	5,175,512
	Project Total	3,809,267	4,360,865	5,114,367	5,257,929
	Division Total	3,809,267	4,360,865	5,114,367	5,257,929

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 541 Road and street facilities

Division 6003 Infrastructure | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31100	Professional services- engineering	54,851	41,483	105,000	375,000
34990	Contractual services- other	5,181	5,181	5,500	5,500
46164	R & M resurfacing	1,251,372	192,961	1,713,459	1,878,500
46165	R & M drainage	8,000	999	75,000	75,000
49104	License fees	2,410	-	-	-
53999	Transp Proj owned by Other G'vt	265,893	180,000	300,000	-
	Operating	1,587,707	420,624	2,198,959	2,334,000
Capital					
63053	Pembroke Rd (Dykes-Silver Shores)	3,787,628	-	495,057	-
63070	Guard rails	-	30,600	200,000	25,000
64400	Other equipment	-	-	-	242,000
67173	IF - Road improvement	1,385	150,191	321,627	-
67999	IF - Transportation Projects	524,075	50,813	1,014,050	-
	Capital	4,313,087	231,604	2,030,734	267,000
	Project Total	5,900,794	652,228	4,229,693	2,601,000
	Division Total	5,900,794	652,228	4,229,693	2,601,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 544 Transit system

Division 8004 Transit System | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Other					
91128	Transfer to Community Bus Program	248,184	262,403	358,262	-
	Other	248,184	262,403	358,262	-
	Project Total	248,184	262,403	358,262	-
	Division Total	248,184	262,403	358,262	-
	100 Road & Bridge Fund	9,958,244	5,573,488	9,702,322	7,858,929

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
 Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34991	Home repair/weatherization	210,785	-	-	-
	Operating	210,785	-	-	-
	Project Total	210,785	-	-	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
 Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34991	Home repair/weatherization	77,292	433,827	-53	-
49208	Home owner counseling	13,500	8,500	-	-
49216	Home Buyer Assistance	40,000	-	-	-
	Operating	130,792	442,327	-53	-
	Project Total	130,792	442,327	-53	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
 Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31120	Foreclosure Prevention	-	10,000	-	-
31501	Professional services- CRA admin	77,220	4,526	10	-
34991	Home repair/weatherization	52,271	29,439	602,576	-
49208	Home owner counseling	-	9,500	15,500	-
49216	Home Buyer Assistance	210,000	70,000	50,000	-
49217	Home foreclosure counseling	-	-	22,690	-
	Operating	339,491	123,465	690,776	-
	Project Total	339,491	123,465	690,776	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development

Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31501	Professional services- CRA admin	20,380	63,017	307	-
34991	Home repair/weatherization	1,150	3,784	570,709	-
34997	Disaster Mitigation/Recovery	-	-	31,163	-
49208	Home owner counseling	-	-	9,000	-
49216	Home Buyer Assistance	-	90,000	100,000	-
Operating		21,530	156,802	711,179	-
Project Total		21,530	156,802	711,179	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development

Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31501	Professional services- CRA admin	-	6,440	26,921	-
34991	Home repair/weatherization	-	-	380,004	-
49208	Home owner counseling	-	-	40,000	-
49216	Home Buyer Assistance	-	-	-	-
Operating		-	6,440	446,925	-
Project Total		-	6,440	446,925	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development

Division 600 Community Development | Project 2019 2019 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31120	Foreclosure Prevention	-	-	-	30,000
31501	Professional services- CRA admin	-	-	-	192,420
34991	Home repair/weatherization	-	-	-	1,350,000
34994	Contract service- emergency repair	-	-	-	125,000
44600	Rental/utility deposit	-	-	-	22,500
49208	Home owner counseling	-	-	-	26,000
49216	Home Buyer Assistance	-	-	-	160,000
Operating		-	-	-	1,905,920

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2019 2019 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Project Total		-	-	-	1,905,920
Division Total		702,598	729,033	1,848,827	1,905,920
120 State Housing Initiative Program		702,598	729,033	1,848,827	1,905,920

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2008NSP 2008 NSP Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31501	Professional services- CRA admin	-	173,899	24	-
34940	Acquisition-Rehabilitation or New	-	-	297,723	-
34991	Home repair/weatherization	10	-	-	-
Operating		10	173,899	297,747	-
Project Total		10	173,899	297,747	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2010 2010 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34991	Home repair/weatherization	46,870	-	-	-
Operating		46,870	-	-	-
Project Total		46,870	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2010NSP 2010 NSP Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31501	Professional services- CRA admin	-	58,736	5,300	-
34940	Acquisition-Rehabilitation or New	12,076	-	79,432	-
34991	Home repair/weatherization	-	-	47,700	-
49216	Home Buyer Assistance	140,000	-	-	-
Operating		152,076	58,736	132,432	-
Project Total		152,076	58,736	132,432	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34991	Home repair/weatherization	74	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	74	-	-	-
	Project Total	74	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	34991 Home repair/weatherization	32,525	-	-	-
	Operating	32,525	-	-	-
	Project Total	32,525	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014HOME 2014 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	31510 Professional service- Direct cost	4,512	-	-	-
	34991 Home repair/weatherization	53,514	22,314	-	-
	Operating	58,026	22,314	-	-
	Project Total	58,026	22,314	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	34991 Home repair/weatherization	126,642	34,849	74,915	-
	Operating	126,642	34,849	74,915	-
	Project Total	126,642	34,849	74,915	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015HOME 2015 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31510	Professional service- Direct cost	13,917	1,571	2,545	-
34991	Home repair/weatherization	39,431	74,796	39,703	-
	Operating	53,348	76,367	42,248	-
	Project Total	53,348	76,367	42,248	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	1,309	2,000	16,173	-
31501	Professional services- CRA admin	136,320	11,302	54	-
34991	Home repair/weatherization	242,010	155,394	573,495	-
	Operating	379,639	168,697	589,722	-
Capital					
64073	Generator	-	294,000	6,000	-
	Capital	-	294,000	6,000	-
	Project Total	379,639	462,697	595,722	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016HOME 2016 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31510	Professional service- Direct cost	-	4,327	19,504	-
34991	Home repair/weatherization	-	1,350	173,418	-
	Operating	-	5,677	192,922	-
	Project Total	-	5,677	192,922	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	-	-	19,050	-
31501	Professional services- CRA admin	-	134,393	31	-
34991	Home repair/weatherization	-	210	201,185	-
	Operating	-	134,603	220,266	-
Capital					
63994	Improvements - Recreation Facilities	-	83,853	82,677	-
64073	Generator	-	6,000	127,470	-
	Capital	-	89,853	210,147	-
	Project Total	-	224,456	430,413	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2017HOME 2017 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31510	Professional service- Direct cost	-	-	21,806	-
34991	Home repair/weatherization	-	-	159,917	-
	Operating	-	-	181,723	-
	Project Total	-	-	181,723	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	-	-	20,557	-
31501	Professional services- CRA admin	-	-	143,894	-
34991	Home repair/weatherization	-	-	234,464	-
	Operating	-	-	398,915	-
Capital					
63161	Parking lot	-	-	300,000	-
63994	Improvements - Recreation Facilities	-	-	-	-
	Capital	-	-	300,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Project Total		-	-	698,915	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2018HOME 2018 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31510	Professional service- Direct cost	-	-	32,911	-
34991	Home repair/weatherization	-	-	241,347	-
Operating		-	-	274,258	-
Project Total		-	-	274,258	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2019 2019 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	-	-	-	20,556
31501	Professional services- CRA admin	-	-	-	143,894
34991	Home repair/weatherization	-	-	-	234,465
Operating		-	-	-	398,915
Capital					
63161	Parking lot	-	-	-	150,000
63994	Improvements - Recreation Facilities	-	-	-	150,000
Capital		-	-	-	300,000
Project Total		-	-	-	698,915

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2019HOME 2019 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31510	Professional service- Direct cost	-	-	-	21,806
49216	Home Buyer Assistance	-	-	-	159,917

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2019HOME 2019 HOME Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	-	-	-	181,723
	Project Total	-	-	-	181,723
	Division Total	849,209	1,058,994	2,921,295	880,638

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 544 Transit system

Division 8006 Transportation | Project 6 Senior center transportation

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
46300	R & M motor vehicles	50,968	57,299	60,893	60,000
52540	Fuel	65,925	56,998	62,445	63,338
Operating		116,893	114,297	123,338	123,338
Project Total		116,893	114,297	123,338	123,338
Division Total		116,893	114,297	123,338	123,338
121 HUD Grants CDBG/HOME		966,102	1,173,291	3,044,633	1,003,976

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3015 Victims of Crime Act Grant | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
13576	P/T Victim's Advocate Grant	14,550	7,178	17,060	17,160
21000	Social Security- matching	1,113	549	1,413	1,313
	Personnel	15,663	7,727	18,473	18,473
Operating					
40100	Travel/conferences	-	1,043	-	-
52653	Computer equipment < \$1000	386	-	-	-
55229	Training	640	-	-	-
	Operating	1,026	1,043	-	-
Capital					
64055	Laptop/Tablet	-	1,826	-	-
	Capital	-	1,826	-	-
	Project Total	16,689	10,595	18,473	18,473
	Division Total	16,689	10,595	18,473	18,473

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3026 Federal-Aid Highway | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	17,276	18,768	20,000	-
Personnel		17,276	18,768	20,000	-
Project Total		17,276	18,768	20,000	-
Division Total		17,276	18,768	20,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2015 2015 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64400	Other equipment	70,445	-	-	-
	Capital	70,445	-	-	-
	Project Total	70,445	-	-	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2016 2016 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64181	Radio- portable	-	47,184	-	-
64400	Other equipment	-	70,993	-	-
	Capital	-	118,177	-	-
	Project Total	-	118,177	-	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2017 2017 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64400	Other equipment	-	-	112,731	-
	Capital	-	-	112,731	-
	Project Total	-	-	112,731	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2018 2018 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64181	Radio- portable	-	-	38,997	-
64400	Other equipment	-	-	73,736	-
	Capital	-	-	112,733	-
	Project Total	-	-	112,733	-

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	70,445	118,177	225,464	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3031 Homeland Security CCTA | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	-	-	25,500	-
Personnel		-	-	25,500	-
Project Total		-	-	25,500	-
Division Total		-	-	25,500	-
122 Law Enforcement Grant		104,410	147,540	289,437	18,473

City of Pembroke Pines, Florida - Expenditure Detail

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2014 2014 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	8,442	-	-	-
	Personnel	8,442	-	-	-
	Project Total	8,442	-	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52650	Equip < than \$1000	1,366	555	-	-
52653	Computer equipment < \$1000	359	-	-	-
	Operating	1,726	555	-	-
Capital					
64051	Computer programs	-	2,160	-	-
64055	Laptop/Tablet	-	8,923	-	-
64400	Other equipment	-	4,110	-	-
	Capital	-	15,193	-	-
	Project Total	1,726	15,748	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2016 2016 Grant Year

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
64400	Other equipment	-	-	18,891	-
	Capital	-	-	18,891	-
	Project Total	-	-	18,891	-
	Division Total	10,168	15,748	18,891	-
124 Police Community Services Grant		10,168	15,748	18,891	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31400	Professional services- medical	190	382	1,000	1,000
31500	Professional services- other	137	64	200	200
34300	Contract- laundry & cleaning	248	256	500	500
34990	Contractual services- other	131,813	157,964	128,150	152,040
46250	R & M equipment	112	498	1,000	1,000
46300	R & M motor vehicles	36,483	8,901	22,696	30,000
46800	Maintenance contracts	-	-	2,052	-
52540	Fuel	25,695	2,851	39,845	20,000
52650	Equip < than \$1000	-	-	25,252	-
52652	Software < than \$1000 &/or licenses	3,500	2,075	3,800	3,800
54100	Memberships/ dues/ subscription	-	-	155	-
Operating		198,178	172,990	224,650	208,540
Project Total		198,178	172,990	224,650	208,540

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52650	Equip < than \$1000	-	-	3,060	-
Operating		-	-	3,060	-
Capital					
64221	Van	-	310,843	422,541	-
Capital		-	310,843	422,541	-
Project Total		-	310,843	425,601	-
Division Total		198,178	483,833	650,251	208,540

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31400	Professional services- medical	1,098	1,400	1,500	1,500
31500	Professional services- other	140	279	500	500
34300	Contract- laundry & cleaning	1,289	1,558	1,900	1,900
34500	Contract- building maintenance	-	-	2,000	2,000
34990	Contractual services- other	410,364	389,669	407,505	402,602
41100	Telephone	882	1,208	1,500	1,500
46300	R & M motor vehicles	71,248	62,366	115,210	110,000
51100	Office supplies	294	-	1,200	1,200
52000	Operating supplies	1,102	750	2,845	3,000
52540	Fuel	5,285	37,159	50,000	50,000
52650	Equip < than \$1000	863	-	1,000	1,000
52652	Software < than \$1000 &/or licenses	2,815	1,900	2,000	2,000
54100	Memberships/ dues/ subscription	-	-	155	-
Operating		495,379	496,289	587,315	577,202
Project Total		495,379	496,289	587,315	577,202

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31400	Professional services- medical	95	695	500	700
31500	Professional services- other	20	40	100	100
34300	Contract- laundry & cleaning	182	296	300	400
34990	Contractual services- other	40,189	41,587	41,452	35,384
41100	Telephone	-	-	100	100
46250	R & M equipment	90	80	500	500
46300	R & M motor vehicles	10,588	23,290	20,000	21,000
51100	Office supplies	-	-	500	500
52000	Operating supplies	136	-	300	300
52540	Fuel	9,978	10,874	20,000	20,000
52650	Equip < than \$1000	-	-	1,000	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
	Operating	61,278	76,862	84,752	79,984
	Project Total	61,278	76,862	84,752	79,984
	Division Total	556,657	573,151	672,067	657,186
	128 Community Bus Program	754,835	1,056,984	1,322,318	865,726

City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement

Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building & improvement	-	-	25,927	-
52650	Equip < than \$1000	-	-	2,278	-
52653	Computer equipment < \$1000	-	-	400	-
Operating		-	-	30,605	-
Capital					
62000	Buildings	-	-	653	-
62052	Animal Facility	-	-	227	-
63061	Fencing	-	-	20,693	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64175	Signs	-	-	952	-
64180	Radio	-	-	11	-
64214	Truck	-	-	362	-
64400	Other equipment	-	-	307,548	29,154
Capital		-	-	370,588	29,154
Project Total		-	-	401,193	29,154
Division Total		-	-	401,193	29,154
131 Treasury - Confiscated		-	-	401,193	29,154

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement

Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31300	Professional services-Outside Legal	-	-	5,000	-
31400	Professional services- medical	-	-	19,200	-
31500	Professional services- other	-	-	7,000	-
52000	Operating supplies	-	-	2,000	-
52600	Clothing/uniforms	12	-	59,701	-
52650	Equip < than \$1000	-	-	76,301	-
Operating		12	-	169,202	-
Capital					
63166	Shooting range	296,676	147,256	1,920	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	142,915	10,500
Capital		296,676	147,256	242,756	10,500
Project Total		296,688	147,256	411,958	10,500
Division Total		296,688	147,256	411,958	10,500
132 Justice - Confiscated		296,688	147,256	411,958	10,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 133 \$2 Police Education | Function 521 Law enforcement
Division 3013 \$2 Police Education | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
40100	Travel/conferences	22,754	14,296	38,295	-
54000	Police Training- Std Bnd \$2	59,640	92,510	59,800	21,480
Operating		82,394	106,806	98,095	21,480
Project Total		82,394	106,806	98,095	21,480
Division Total		82,394	106,806	98,095	21,480
133 \$2 Police Education		82,394	106,806	98,095	21,480

City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement

Division 3004 FDLE | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	2,100	750	39,900	-
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	8,000	20,693	63,094	17,469
52650	Equip < than \$1000	-	-	8,077	-
	Operating	10,100	21,443	145,895	17,469
Capital					
62000	Buildings	-	-	105,774	-
64028	Car	-	-	147	-
64051	Computer programs	-	-	15,000	-
64176	S.E.T. Equipment	-	-	20,138	-
64181	Radio- portable	-	-	33,000	-
64214	Truck	-	-	1,600	-
64400	Other equipment	-	-	646,036	106,611
	Capital	-	-	821,695	106,611
Grants and Aid					
82014	Police Explorers	-	-	7,085	-
	Grants and Aid	-	-	7,085	-
	Project Total	10,100	21,443	974,675	124,080
	Division Total	10,100	21,443	974,675	124,080
	134 FDLE - Confiscated	10,100	21,443	974,675	124,080

City of Pembroke Pines, Florida - Expenditure Detail

Entity 199 Older Americans Act | Function 569 Other human services

Division 8005 SW Multipurpose Center | Project 24 Multipurpose center

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31400	Professional services- medical	524	590	1,000	1,000
31500	Professional services- other	2,367	327	800	800
34300	Contract- laundry & cleaning	1,219	1,148	1,600	1,600
34989	Contractual service provider	332,754	364,745	384,937	364,741
34990	Contractual services- other	778,271	783,490	771,600	773,360
46250	R & M equipment	428	750	1,000	1,000
46300	R & M motor vehicles	15,644	34,257	60,000	40,000
52540	Fuel	25,143	31,960	50,845	51,000
52652	Software < than \$1000 &/or licenses	-	2,340	2,500	2,600
52920	Heater Meals	23,297	-	-	-
54100	Memberships/ dues/ subscription	-	-	155	-
Operating		1,179,648	1,219,608	1,274,437	1,236,101

Grants and Aid

81121	In-kind- salaries	73,167	84,403	83,427	83,427
Grants and Aid		73,167	84,403	83,427	83,427
Project Total		1,252,815	1,304,010	1,357,864	1,319,528

Entity 199 Older Americans Act | Function 569 Other human services

Division 8005 SW Multipurpose Center | Project 45 III E Funds

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Grants and Aid					
81121	In-kind- salaries	8,539	10,786	11,857	11,857
Grants and Aid		8,539	10,786	11,857	11,857
Project Total		8,539	10,786	11,857	11,857
Division Total		1,261,354	1,314,796	1,369,721	1,331,385
199 Older Americans Act		1,261,354	1,314,796	1,369,721	1,331,385

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Debt Services					
71499	Bond Principal \$26,805,000	680,000	-	-	-
71550	Bond Principal \$29,720,000	2,430,000	-	-	-
71551	Bond Principal \$45,050,000	1,975,000	-	-	-
71553	Bond Principal \$64,095,000	100,000	100,000	100,000	100,000
71554	Bond Principal \$8,040,000	203,000	212,000	221,000	231,000
71555	Bond Principal \$8,545,700	443,400	466,200	483,500	505,100
71556	Principal- Installment purchase	118,065	88,549	-	-
71557	Bond Principal \$35,300,000	1,270,000	1,295,000	1,330,000	1,375,000
71558	Bond Principal \$41,540,000	1,720,000	1,735,000	1,760,000	1,800,000
71559	Bond Principal \$29,040,000	985,000	1,010,000	1,060,000	1,120,000
71561	Bond Principal \$17,386,000	-	2,766,200	2,845,100	2,888,900
71562	Bond Principal \$45,960,000	-	2,655,000	2,690,000	2,770,000
72499	Bond interest \$26,805,000	524,231	-	-	-
72550	Bond interest \$29,720,000	571,917	-	-	-
72551	Bond interest \$45,050,000	722,169	-	-	-
72553	Bond interest \$64,095,000	2,591,778	2,490,676	2,677,072	2,566,461
72554	Bond interest \$8,040,000	127,110	123,388	119,869	116,200
72555	Bond interest \$8,545,700	260,384	241,476	221,735	201,183
72556	Bond interest \$35,300,000	1,581,210	1,550,404	1,511,174	1,465,187
72557	Bond Interest \$41,540,000	1,454,313	1,432,482	1,400,802	1,360,213
72558	Bond Interest \$29,040,000	1,208,381	1,168,356	1,116,607	1,062,107
72561	Bond interest \$17,386,000	-	214,444	176,849	138,431
72562	Bond interest \$45,960,000	-	1,985,311	1,880,038	1,784,288
73300	Payment to refunded bond escrow agent	71,149,279	-	-	-
73805	Variable Rate Bond Fees - CS	-	-	11,000	11,000
73850	Fiscal agent fees	2,800	3,250	1,900	5,150
	Debt Services	90,118,038	19,537,735	19,606,646	19,500,220
Other					
91320	Transfer to municipal construction fund	634,634	-	-	-
99540	Bond issue cost	648,935	-	-	-
	Other	1,283,569	-	-	-
	Project Total	91,401,606	19,537,735	19,606,646	19,500,220

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 676 GO Bonds 2007B

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Debt Services					
71552	Bond Principal \$43,000,000	1,040,000	-	-	-
72552	Bond interest \$43,000,000	44,200	-	-	-
73850	Fiscal agent fees	575	-	-	-
	Debt Services	1,084,775	-	-	-
	Project Total	1,084,775	-	-	-

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 677A GO Bonds 2015

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Debt Services					
71560	Bond Principal \$76,045,000	1,305,000	2,440,000	2,540,000	2,665,000
72559	Bond Interest \$76,045,000	3,507,738	3,455,538	3,357,938	3,230,938
73850	Fiscal agent fees	450	450	450	450
	Debt Services	4,813,188	5,895,988	5,898,388	5,896,388
	Project Total	4,813,188	5,895,988	5,898,388	5,896,388

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 679 SBA Refunding

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Other					
99540	Bond issue cost	-11,966	-	-	-
	Other	-11,966	-	-	-
	Project Total	-11,966	-	-	-
	Division Total	97,287,603	25,433,723	25,505,034	25,396,608
	201 Debt Service	97,287,603	25,433,723	25,505,034	25,396,608

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 676 GO Bonds 2007B

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63995	Improvements - Landscaping	4,178	-	140,422	-
	Capital	4,178	-	140,422	-
	Project Total	4,178	-	140,422	-

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63995	Improvements - Landscaping	-	-	500,096	-
67999	IF - Transportation Projects	-	-	481,612	-
	Capital	-	-	981,708	-
	Project Total	-	-	981,708	-
	Division Total	4,178	-	1,122,130	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62301	Civic Center	13,516,247	312,426	-	-
63056	Linear Park	-	5,900	-	-
	Capital	13,516,247	318,326	-	-
	Project Total	13,516,247	318,326	-	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 672 Cap Improv - 2006

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62300	City Hall/Gallery/Chambers	236,638	-	-	-
	Capital	236,638	-	-	-
	Project Total	236,638	-	-	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 675 GO Bonds 2005

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63998	Improvements - Comm Rec Projects	-	-	-	1,325,000
64400	Other equipment	-	-	-	730,000
	Capital	-	-	-	2,055,000
	Project Total	-	-	-	2,055,000

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 676 GO Bonds 2007B

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62300	City Hall/Gallery/Chambers	5,843,416	138,056	-	150,000
62999	Buildings - New Comm Facilities	43,291	84,667	372,043	-
	Capital	5,886,707	222,724	372,043	150,000
	Project Total	5,886,707	222,724	372,043	150,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
60010	Capital contingency	-	-	-	3,680,000
	Capital	-	-	-	3,680,000
	Project Total	-	-	-	3,680,000

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
62300	City Hall/Gallery/Chambers	4,911,711	116,020	-	-
63161	Parking lot	3,754,926	-155,347	-	-
	Capital	8,666,637	-39,327	-	-
	Project Total	8,666,637	-39,327	-	-
	Division Total	28,306,229	501,722	372,043	5,885,000
	320 Municipal Construction	28,310,407	501,722	1,494,173	5,885,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 519 Other general governmental services
Division 900 General Debt Service | Project 845 Alternative Water Supply

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Debt Services					
71505	Loan Principal \$12,300,000	-	-	813,279	841,744
72505	Loan interest \$12,300,000	289,585	262,238	233,934	214,459
73850	Fiscal agent fees	500	-500	-	-
Debt Services		290,085	261,738	1,047,213	1,056,203
Project Total		290,085	261,738	1,047,213	1,056,203
Division Total		290,085	261,738	1,047,213	1,056,203

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 3377 FEMA-3377-EM - Hurricane Matthew

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	2,150	-	-	-
21000	Social Security- matching	165	-	-	-
	Personnel	2,315	-	-	-
Operating					
34989	Contractual service provider	3,223	-	-	-
46250	R & M equipment	29	-	-	-
52000	Operating supplies	500	-	-	-
52300	Expendable tools	104	-	-	-
52650	Equip < than \$1000	550	-	-	-
	Operating	4,406	-	-	-
	Project Total	6,721	-	-	-

Entity 471 Utility Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
14000	Overtime	21,077	8,027	-	-
14000	Overtime	-	498	-	-
21000	Social Security- matching	1,078	614	-	-
21000	Social Security- matching	-	38	-	-
	Personnel	22,155	9,177	-	-
Operating					
34981	Function sourcing- Utilities	-	139,197	-	-
34989	Contractual service provider	-	10,148	-	-
34990	Contractual services- other	139,197	-139,197	-	-
52000	Operating supplies	883	1,443	-	-
52701	Food purchases	216	-	-	-
	Operating	140,296	11,590	-	-
	Project Total	162,451	20,767	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	169,172	20,767	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12009	Assistant Director of Public Services	-	25,470	62,500	64,380
12027	Utility Operations Manager	-	19,589	17,669	-
12035	Utilities Project Manager	-	-	28,199	54,299
12051	Public Services Director	41,300	-	51,733	62,500
12109	Administrative Supervisor	66,997	69,960	71,168	76,170
12148	Utilities Director	125,354	129,092	132,971	115,000
12194	Environmental Services Director	-	-	80,007	80,008
12484	Public Services Manager	-	46,460	50,000	50,004
12499	Deputy City Manager	93,756	94,818	97,500	97,500
12500	City Engineer	-	48,319	80,008	80,008
12516	Assistant City Manager	86,195	87,275	90,000	90,002
12523	Accountant	25,887	26,770	21,987	-
12532	Accountant II	-	-	6,286	29,713
12741	Controller	37,937	1,493	-	-
12774	Engineer	-	33,465	-	55,000
12795	Utility Maintenance Manager	67,995	53,538	-	-
12992	Vacation leave - retire/term	10,726	-	-	-
12993	Accrued vacation	15,142	16,973	-	-
12994	Accrued sick leave	9,314	4,277	-	-
12996	Sick leave - retire/term	19,891	-	-	-
13163	Division Director of Utilities	5,204	-	-	-
13164	Special Projects Manager	34,763	-	-	-
14000	Overtime	123	126	-	-
15007	Topped Out Incentive	900	900	750	-
15107	Automobile allowance	16,200	21,923	29,700	25,800
15116	Cell Phone Pay	4,988	5,213	5,776	5,551
21000	Social Security- matching	41,597	45,252	62,097	66,470
22000	Retirement contributions	-	-	48,268	45,321
22010	Defined contribution - General	2,330	12,010	39,778	56,293
22210	Pension Expense - Collective	3,547,180	2,021,688	-	-
22230	OPEB Expense - Collective	-	868,943	-	-
23000	Health Insurance	83,200	77,133	124,012	126,840

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
23100	Life Insurance	2,803	1,641	3,819	3,799
24000	Workers compensation	6,180	-42	14,931	6,241
26300	General retiree health contrib	1,164,000	-	819,000	756,000
	Personnel	5,509,962	3,712,286	1,938,159	1,946,899
Operating					
31100	Professional services- engineering	157,089	72,085	146,000	-
31300	Professional services-Outside Legal	15,800	21,936	50,000	10,000
31500	Professional services- other	18,622	45,372	135,050	415,000
32100	Accounting and auditing fees	50,012	49,415	52,300	56,600
34500	Contract- building maintenance	-	8,927	24,456	24,456
34981	Function sourcing- Utilities	1,293,583	1,213,658	1,513,409	1,424,805
34989	Contractual service provider	550,457	674,462	910,431	1,313,840
34990	Contractual services- other	4,570	6,115	6,600	6,600
40100	Travel/conferences	-	8,182	5,000	3,000
41100	Telephone	31,170	30,728	42,000	32,000
41225	Cable fees	2,650	2,950	3,000	3,000
41400	Postage	156,721	150,503	175,966	167,000
44200	Rents- machinery & equipment	6,444	5,140	7,700	7,700
45000	Insurance	1,199,838	1,652,150	1,815,080	1,854,033
46150	R & M- land- building & improvement	2,380	24,293	5,000	5,000
46250	R & M equipment	-	964	1,000	1,000
46300	R & M motor vehicles	32,967	5,243	5,000	2,500
46800	Maintenance contracts	17,533	3,729	20,929	18,050
47100	Printing	11,225	11,886	11,000	3,136
49100	Recording fees	438	972	2,000	1,000
49104	License fees	123	-	1,000	792
51100	Office supplies	29,269	30,838	32,359	34,742
52000	Operating supplies	438	1,597	2,000	9,800
52150	First aid, safety equip & supplies	27	9	696	1,913
52300	Expendable tools	5	85	500	250
52540	Fuel	31,340	33,849	10,000	30,000
52600	Clothing/uniforms	-	-	191	450

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52650	Equip < than \$1000	12,617	5,501	54,774	3,000
52652	Software < than \$1000 &/or licenses	530	-	1,000	1,000
52653	Computer equipment < \$1000	823	1,683	2,000	2,000
54100	Memberships/ dues/ subscription	515	260	2,000	2,000
55200	College Classes - Education	-	-	2,500	1,000
	Operating	3,627,186	4,062,534	5,040,941	5,435,667
Capital					
62000	Buildings	-	-	353,445	-
63061	Fencing	-	-	24,943	-
63161	Parking lot	-	-	249,150	-
64028	Car	-	-	24,494	-
64051	Computer programs	-	-	297,826	-
64055	Laptop/Tablet	-	-	4,000	-
64400	Other equipment	-	-	50,000	6,000
	Capital	-	-	1,003,858	6,000
	Project Total	9,137,147	7,774,819	7,982,958	7,388,566

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34990	Contractual services- other	62,437	83,237	98,617	69,672
	Operating	62,437	83,237	98,617	69,672
	Project Total	62,437	83,237	98,617	69,672
	Division Total	9,199,585	7,858,057	8,081,575	7,458,238

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6011 Non-Departmental Expense | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
22001	Retirement contribution - legacy	-	-	781,671	773,444
22210	Pension Expense - Collective	263,318	156,531	-	-
25000	Unemployment compensation	-	3,407	5,000	4,000
	Personnel	263,318	159,938	786,671	777,444
Operating					
31300	Professional services-Outside Legal	19,444	-20	68,423	50,000
31301	Professional Srvs-Outside Legal (City Ctr)	9,773	5,595	25,000	25,000
31303	Professional Srvs-Other (City Ctr)	6,777	-	20,411	21,400
44110	Interfund rental	150,533	153,695	156,923	159,905
49175	Administrative fees	9,821,811	10,399,741	11,447,145	12,553,652
49201	Taxes and/or assessments	1,330,668	1,310,736	1,315,239	1,298,952
49207	Engineering Charges From General Fund	136,722	140,370	136,872	136,254
49211	Privilege fees	2,796,941	3,386,581	3,737,000	3,666,000
49990	Interest customer deposit	15,182	58,667	-	-
59000	Depreciation Expense	6,750,455	6,761,690	-	-
59100	Reserve for Capital Replacement	-	-	2,880,000	3,160,000
	Operating	21,038,305	22,217,055	19,787,013	21,071,163
Grants and Aid					
81008	Brwd Water Conservation Program	41,824	20,949	-	55,000
	Grants and Aid	41,824	20,949	-	55,000
Other					
91320	Transfer to municipal construction fund	13,791,343	-	-	-
	Other	13,791,343	-	-	-
	Project Total	35,134,790	22,397,943	20,573,684	21,903,607
	Division Total	35,134,790	22,397,943	20,573,684	21,903,607

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31100	Professional services- engineering	-	-	100,000	100,000
34981	Function sourcing- Utilities	1,628,976	1,637,414	1,904,375	1,794,046
34989	Contractual service provider	571,288	633,302	626,330	723,460
40100	Travel/conferences	13	44	70	50
41100	Telephone	24,358	27,182	23,800	30,049
44200	Rents- machinery & equipment	3,865	17,995	15,000	18,000
46150	R & M- land- building & improvement	103,144	239,725	239,507	61,000
46220	R & M Generators	-	2,258	15,000	6,000
46250	R & M equipment	234,213	168,166	601,907	100,000
46300	R & M motor vehicles	8,139	43,252	25,000	50,000
49104	License fees	-	75	300	100
51100	Office supplies	36	10	500	500
52000	Operating supplies	6,004	5,208	7,000	5,000
52150	First aid, safety equip & supplies	3,787	2,898	4,000	2,000
52200	Cleaning/janitorial supplies	125	1,368	2,500	1,882
52300	Expendable tools	6,914	7,454	10,000	8,538
52430	Operating chemicals	-	-	1,000	-
52540	Fuel	8,692	12,472	10,000	11,000
52650	Equip < than \$1000	6,992	11,109	45,000	10,000
52653	Computer equipment < \$1000	106,196	-	-	-
	Operating	2,712,743	2,809,931	3,631,289	2,921,625
Capital					
62000	Buildings	-	-	494,166	540,000
63065	Force main	-	-	182,447	100,000
63192	Sewer lines	-	-	268,794	1,500,000
64012	Backhoe	-	-	69,973	-
64051	Computer programs	-	-	50,000	-
64068	Sewer Cleaning Vacuum Machine	-	-	366,592	-
64073	Generator	-	-	47,901	250,000
64214	Truck	-	-	268,177	-
64400	Other equipment	-	-	171,435	310,000
	Capital	-	-	1,919,485	2,700,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Project Total		2,712,743	2,809,931	5,550,774	5,621,625

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 812 Lift station upgrade

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63122	Lift station	-	-	2,305,739	1,326,000
Capital		-	-	2,305,739	1,326,000
Project Total		-	-	2,305,739	1,326,000

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
34100	Contract- outside repairs	-	-	1,325,000	600,000
Operating		-	-	1,325,000	600,000
Project Total		-	-	1,325,000	600,000
Division Total		2,712,743	2,809,931	9,181,513	7,547,625

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31100	Professional services- engineering	9,000	59,830	75,250	395,000
31300	Professional services-Outside Legal	390,485	506,950	225,000	145,567
31500	Professional services- other	61,796	120,437	92,698	50,000
34450	Contract- sludge removal	96,288	58,089	100,000	100,000
34451	Contract-Grit/Screenings Removal	81,900	103,950	136,483	170,803
34500	Contract- building maintenance	-	7,936	22,124	22,296
34981	Function sourcing- Utilities	1,854,326	1,878,545	2,168,021	2,042,463
34982	Function sourcing- Grounds/Facilities	15,528	17,392	14,000	2,455
34989	Contractual service provider	-	35,633	103,895	59,136
34990	Contractual services- other	130,904	160,794	315,671	327,894
40100	Travel/conferences	56	38	60	60
41100	Telephone	494	433	2,400	475
41225	Cable fees	39	54	60	158
43100	Electric	822,015	868,155	850,000	859,782
43200	Water & sewer	70,378	72,364	75,000	195,000
43600	Wastewater treatment charges	8,021,607	7,916,553	9,211,746	8,730,780
44200	Rents- machinery & equipment	-	-	15,000	2,000
46150	R & M- land- building & improvement	64,307	185,650	134,378	75,000
46220	R & M Generators	-	4,494	44,727	15,000
46250	R & M equipment	15,478	49,269	39,500	50,000
46300	R & M motor vehicles	20,248	5,024	25,000	25,000
49000	Legal/employment ads	-	-	200	-
49104	License fees	5,390	2,720	8,500	12,000
49105	License renewals	5,230	375	2,000	-
51100	Office supplies	1,318	717	2,000	500
52000	Operating supplies	1,070	6,537	1,200	7,000
52150	First aid, safety equip & supplies	216	1,367	1,600	1,400
52200	Cleaning/janitorial supplies	210	-	200	200
52300	Expendable tools	2,528	1,110	2,000	1,200
52410	Lab chemicals & supplies	-	-	1,000	-
52430	Operating chemicals	186,603	389,376	382,256	546,000
52540	Fuel	12,058	23,441	12,000	14,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
52650 Equip < than \$1000		7,920	5,075	8,000	5,000
	Operating	11,877,393	12,482,309	14,071,969	13,856,169
Capital					
62000 Buildings		-	-	271,347	50,000
63000 Improvement other than building		-	-	240,000	150,000
63993 Improvements - Other		-	-	56,948	-
64072 Storage tank		-	-	18,297	-
64073 Generator		-	-	100,000	100,000
64400 Other equipment		-	-	959,780	1,270,000
	Capital	-	-	1,646,372	1,570,000
	Project Total	11,877,393	12,482,309	15,718,341	15,426,169

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
63183 Sewer treatment rehabilitation		-	-	5,466,718	650,000
	Capital	-	-	5,466,718	650,000
	Project Total	-	-	5,466,718	650,000
	Division Total	11,877,393	12,482,309	21,185,059	16,076,169

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6031 Water Plants | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31100	Professional services- engineering	210,398	83,630	149,741	200,000
31500	Professional services- other	87,899	111,630	65,261	100,000
34450	Contract- sludge removal	124,134	174,120	175,100	262,650
34500	Contract- building maintenance	-	4,566	20,820	21,716
34981	Function sourcing- Utilities	2,867,140	2,926,533	3,353,695	3,160,764
34982	Function sourcing- Grounds/Facilities	5,866	2,575	5,000	2,000
34989	Contractual service provider	-	35,633	103,895	59,136
34990	Contractual services- other	44,305	51,270	195,029	207,959
41380	Data communication	1,019	1,198	3,000	747
43100	Electric	449,200	476,665	448,752	484,305
44200	Rents- machinery & equipment	933	25,375	131,260	96,260
46150	R & M- land- building & improvement	220,104	116,005	1,282,329	239,718
46220	R & M Generators	-	11,926	10,000	8,000
46250	R & M equipment	89,919	159,080	36,967	12,495
46300	R & M motor vehicles	1,488	249	1,000	10,000
49104	License fees	8,100	15,597	30,000	3,094
49105	License renewals	9,152	125	10,000	2,395
52000	Operating supplies	363	848	1,500	1,000
52150	First aid, safety equip & supplies	20	-	-	-
52300	Expendable tools	61	28	250	250
52430	Operating chemicals	936,212	1,457,857	1,700,200	1,607,198
52540	Fuel	12,362	3,630	13,000	4,000
52650	Equip < than \$1000	307	472	7,000	-
	Operating	5,068,981	5,659,011	7,743,799	6,483,687
Capital					
62000	Buildings	-	-	152,224	-
63000	Improvement other than building	-	-	3,685,124	2,120,000
63250	Water well	-	-	-	150,000
63993	Improvements - Other	-	-	859,728	1,180,000
64073	Generator	-	-	690,743	60,000
64165	Pump	-	-	100,000	-
64400	Other equipment	-	-	2,786,011	475,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6031 Water Plants | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Capital					
	Capital	-	-	8,273,830	3,985,000
	Project Total	5,068,981	5,659,011	16,017,629	10,468,687
	Division Total	5,068,981	5,659,011	16,017,629	10,468,687

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6032 Water Distribution | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	-	10,266	-	-
34981	Function sourcing- Utilities	1,550,723	1,566,962	1,813,041	1,707,926
34989	Contractual service provider	36,390	44,061	52,388	-
41380	Data communication	-	-	1,200	1,200
44200	Rents- machinery & equipment	-	-	3,500	-
46150	R & M- land- building & improvement	4,121	22,374	79,675	67,200
46250	R & M equipment	3,445	-	10,000	10,000
46300	R & M motor vehicles	2,960	693	10,000	10,000
52000	Operating supplies	115	28	-	-
52150	First aid, safety equip & supplies	31	-	1,500	500
52300	Expendable tools	280	593	1,000	500
52430	Operating chemicals	-	-	1,000	-
52540	Fuel	-	-	1,000	1,000
52650	Equip < than \$1000	11,850	840	1,500	-
52651	Meters < than \$1000	262,581	840,940	958,400	943,634
Operating		1,872,497	2,486,756	2,934,204	2,741,960
Capital					
62000	Buildings	-	-	-	540,000
63062	Fire hydrants	-	-	26,500	25,000
63233	Water main	-	-	5,259,793	3,250,000
64214	Truck	-	-	52,384	-
64400	Other equipment	-	-	358,411	55,000
Capital		-	-	5,697,088	3,870,000
Project Total		1,872,497	2,486,756	8,631,292	6,611,960
Division Total		1,872,497	2,486,756	8,631,292	6,611,960
471 Utility Fund		66,325,246	53,976,511	84,717,965	71,122,489

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 401 Administration

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
12017	Risk/Benefits Manager	68,107	70,481	72,635	73,175
12993	Accrued vacation	3,008	4,895	-	-
12994	Accrued sick leave	991	366	-	-
15116	Cell Phone Pay	300	300	600	540
21000	Social Security- matching	4,990	5,173	5,603	5,640
22000	Retirement contributions	-	-	6,233	6,842
22001	Retirement contribution - legacy	-	-	10,245	10,236
22210	Pension Expense - Collective	73,895	48,732	-	-
22230	OPEB Expense - Collective	-	124,155	-	-
26300	General retiree health contrib	21,828	-	14,408	14,646
	Personnel	173,120	254,101	109,724	111,079
Operating					
34989	Contractual service provider	77,443	78,206	90,000	72,000
34990	Contractual services- other	500	-	24,000	24,000
40100	Travel/conferences	-	-	2,000	1,500
45050	Insurance- administrative fees	115,071	107,742	180,500	171,475
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	13,317	4,780	17,000	18,000
49857	Allocation of Adm Expenses	-382,397	-446,348	-430,724	-407,054
51100	Office supplies	2,947	1,519	4,500	4,000
52650	Equip < than \$1000	-	-	1,000	1,000
55200	College Classes - Education	-	-	-	2,000
	Operating	-173,120	-254,101	-109,724	-111,079
	Project Total	-	-	-	-

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45053	Health- Administrative fees	546,353	440,966	652,000	660,000
45085	Dental/Cobra Fees	-	-	2,662	2,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45420	Health- Premium	760,018	1,000,407	1,200,000	1,449,000
45808	Health Claims	15,858,635	15,062,188	17,866,637	17,957,237
49857	Allocation of Adm Expenses	267,910	311,321	313,615	296,721
	Operating	17,432,915	16,814,882	20,034,914	20,364,958
	Project Total	17,432,915	16,814,882	20,034,914	20,364,958

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45095	Insurance- Life	256,533	252,855	426,525	429,281
49857	Allocation of Adm Expenses	5,063	8,204	6,774	6,335
	Operating	261,596	261,059	433,299	435,616
	Project Total	261,596	261,059	433,299	435,616

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45070	Insurance-excess wrkrs compensation	277,360	241,215	500,000	500,000
45080	State assessment- self ins wrkrs comp	49,327	33,496	60,000	60,000
45742	Workers compensation 1985-86	-	402	-	-
45751	Workers compensation 1993-94	-3,415	4,105	-	-
45752	Workers compensation 1994-95	-47,726	-71,858	-	-
45753	Workers compensation 1995-96	34	34	-	-
45754	Workers compensation 1996-97	3,808	0	-	-
45755	Workers compensation 1997-98	-	-16,662	-	-
45756	Workers compensation 1998-99	0	11,402	-	-
45757	Workers compensation 1999-00	-42,181	4,149	-	-
45758	Workers compensation 2000-01	1	-8,911	-	-
45759	Workers compensation 2001-02	0	0	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45760	Workers compensation 2002-03	0	-20,276	-	-
45761	Workers compensation 2003-04	-33,213	-860,049	-	-
45762	Workers compensation 2004-05	0	0	-	-
45763	Workers compensation 2005-06	-15,244	-46,723	-	-
45764	Workers compensation 2006-07	5,924	-2,748	-	-
45765	Workers compensation 2007-08	-2,238	0	-	-
45766	Workers compensation 2008-09	-28,172	-14,554	-	-
45767	Workers compensation 2009-10	-24,582	1,365	-	-
45768	Workers compensation 2010-11	6,848	5,494	-	-
45769	Workers compensation 2011-12	23,885	-6,803	-	-
45771	Workers compensation 2012-13	-52,944	2,730	-	-
45772	Workers compensation 2013-14	-51,725	-48,339	-	-
45773	Workers compensation 2014-15	-7,033	47,638	-	-
45774	Workers compensation 2015-16	-278,667	-92,652	-	-
45778	Workers compensation 2016-17	753,691	-144,446	-	-
45779	Workers compensation 2017-18	-	931,912	8,152	-
45780	Workers compensation 2018-19	-	-	2,176,958	-
45781	Workers compensation 2019-20	-	-	-	2,204,171
49857	Allocation of Adm Expenses	43,412	50,079	43,627	40,651
Operating		577,150	-	2,788,737	2,804,822
Project Total		577,150	-	2,788,737	2,804,822

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45060	Insurance- excess property	911,954	992,991	1,800,000	2,000,000
45200	Insurance- Gallagher package	513,876	530,008	900,000	830,000
45225	Insurance - bus	260,554	256,164	285,000	300,000
45600	Insurance- fidelity bonds	-	-	-	15,000
45703	Insurance claims paid 2019-20	-	-	-	1,100,000
45704	Insurance claims paid 2018-19	-	-	1,100,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
45706	Insurance claims paid 2017-18	-	473,914	-	-
45707	Insurance claims paid 2016-17	532,719	389,188	-	-
45708	Insurance claims paid 2015-16	103,117	169,582	-	-
45709	Insurance claims paid 2014-15	51,626	531,359	-	-
45711	Insurance claims paid 2013-14	-35,628	-464	-	-
45712	Insurance claims paid 2012-13	102,390	3,014	-	-
45713	Insurance claims paid 2011-12	202,218	420,871	-	-
45714	Insurance claims paid 2010-11	34,655	74,269	-	-
45715	Insurance claims paid 2009-10	-26,506	63	-	-
45716	Insurance claims paid 2008-09	-6,700	-7,176	-	-
45717	Insurance claims paid 2007-08	-12	-	-	-
45718	Insurance claims paid 2006-07	90,961	35,709	-	-
45719	Insurance claims paid 2005-06	-2,241	-6,868	-	-
45722	Insurance claims paid 1993-94	-2,925	-568	-	-
45723	Insurance claims paid 1994-95	-22,725	-34,216	-	-
45724	Insurance claims paid 1995-96	48	48	-	-
45725	Insurance claims paid 1996-97	4,416	-	-	-
45727	Insurance claims paid 1998-99	-	-5,044	-	-
45728	Insurance claims paid 1999-00	-21,377	-9,268	-	-
45729	Insurance claims paid 2000-01	-1	-2,518	-	-
45732	Insurance claims paid 2002-03	-	401	-	-
45733	Insurance claims paid 2003-04	-16,935	-41,821	-	-
45734	Insurance claims paid 2004-05	-	1	-	-
45736	Insurance claims paid 1985-86	-	37	-	-
45770	Claims not part of Gallagher	-	-	100,000	50,000
49857	Allocation of Adm Expenses	66,013	76,743	66,708	63,347
Operating		2,739,497	3,846,420	4,251,708	4,358,347
Project Total		2,739,497	3,846,420	4,251,708	4,358,347
Division Total		21,011,158	20,922,361	27,508,658	27,963,743
504 Public Insurance Fund		21,011,158	20,922,361	27,508,658	27,963,743

City of Pembroke Pines, Florida - Expenditure Detail

Entity 655 General Pension Trust Fund | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	40	160	5,000	7,000
31700	Professional service-investment mgt	60,861	52,240	70,000	70,000
36000	Retirement benefits	10,560,812	11,074,842	11,000,000	12,000,000
	Operating	10,621,713	11,127,242	11,075,000	12,077,000
	Project Total	10,621,713	11,127,242	11,075,000	12,077,000
	Division Total	10,621,713	11,127,242	11,075,000	12,077,000
	655 General Pension Trust Fund	10,621,713	11,127,242	11,075,000	12,077,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 656 Fire & Police Pension Trust Fund | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Operating					
31500	Professional services- other	738,354	627,989	800,000	800,000
31700	Professional service-investment mgt	2,960,997	3,376,152	3,570,000	3,570,000
49910	Retirement benefits	25,611,658	27,200,714	29,641,000	30,000,000
49911	Drop Plan Benefits	4,866,073	5,334,780	5,632,000	6,000,000
49952	Contribution refund	133,935	446,372	85,000	500,000
Operating		34,311,017	36,986,007	39,728,000	40,870,000
Project Total		34,311,017	36,986,007	39,728,000	40,870,000
Division Total		34,311,017	36,986,007	39,728,000	40,870,000
656 Fire & Police Pension Trust Fund		34,311,017	36,986,007	39,728,000	40,870,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 657 Other Post Employment Benefits | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel					
21000	Social Security- matching	3,196	3,924	4,000	-
	Personnel	3,196	3,924	4,000	-
Operating					
31300	Professional services-Outside Legal	-	-	4,500	6,000
31700	Professional service-investment mgt	309,038	388,319	325,000	400,000
34990	Contractual services- other	47,276	15,607	50,000	50,000
45053	Health- Administrative fees	225,234	228,172	330,000	330,000
45095	Insurance- Life	72,551	74,677	100,000	108,000
45420	Health- Premium	378,037	508,992	585,000	759,000
45425	Health insurance subsidy	17,550	17,220	19,000	21,000
45650	Fiduciary bond Insurance	15,195	15,195	25,000	20,000
45808	Health Claims	10,517,620	11,522,069	15,595,502	15,994,001
	Operating	11,582,501	12,770,251	17,034,002	17,688,001
	Project Total	11,585,697	12,774,175	17,038,002	17,688,001
	Division Total	11,585,697	12,774,175	17,038,002	17,688,001
657 Other Post Employment Benefits		11,585,697	12,774,175	17,038,002	17,688,001

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
1 General Fund	174,251,023	183,043,662	210,728,345	209,021,974
51 Wetlands Trust Fund	18,554	16,499	16,500	16,500
100 Road & Bridge Fund	9,958,244	5,573,488	9,702,322	7,858,929
120 State Housing Initiative Program	702,598	729,033	1,848,827	1,905,920
121 HUD Grants CDBG/HOME	966,102	1,173,291	3,044,633	1,003,976
122 Law Enforcement Grant	104,410	147,540	289,437	18,473
124 Police Community Services Grant	10,168	15,748	18,891	-
128 Community Bus Program	754,835	1,056,984	1,322,318	865,726
131 Treasury - Confiscated	-	-	401,193	29,154
132 Justice - Confiscated	296,688	147,256	411,958	10,500
133 \$2 Police Education	82,394	106,806	98,095	21,480
134 FDLE - Confiscated	10,100	21,443	974,675	124,080
199 Older Americans Act	1,261,354	1,314,796	1,369,721	1,331,385
201 Debt Service	97,287,603	25,433,723	25,505,034	25,396,608
320 Municipal Construction	28,310,407	501,722	1,494,173	5,885,000
471 Utility Fund	66,325,246	53,976,511	84,717,965	71,122,489
504 Public Insurance Fund	21,011,158	20,922,361	27,508,658	27,963,743
655 General Pension Trust Fund	10,621,713	11,127,242	11,075,000	12,077,000
656 Fire & Police Pension Trust Fund	34,311,017	36,986,007	39,728,000	40,870,000
657 Other Post Employment Benefits	11,585,697	12,774,175	17,038,002	17,688,001
Total All Funds	457,869,311	355,068,289	437,293,747	423,210,938

CITY OF PEMBROKE PINES

A Short History

Pembroke Pines is one of the many post-World War II cities that were created primarily to accommodate ex-servicemen who had trained in South Florida and wanted to return after the war.

The open expanses of land west of the older coastal cities, occupied primarily by large dairy farms, offered inexpensive acreage for housing development. In the midst of Henry Perry's dairy was North Perry Field, a WWII satellite of Miami Naval Air Station. Between the eastern border of the airport, SW 72 Avenue, and the first section of the Florida Turnpike, the first two tiny Pembroke Pines #1 and #2 subdivisions were created in 1954.

The "Village of Pembroke Pines" was incorporated in 1959. Some builders contested this, and the village was dissolved on a legal decision that the boundaries were incorrectly stated on the ballot. In January 1960, a second election was held, and the village became the City. The residents then incorporated to protect themselves from annexation and to preserve and enhance their community.

Unlike many of the post-WWII, new Broward County towns, created and run by real estate developers, Pembroke Pines grew from citizen involvement. World travelers Dr. Walter Seth Kipnis and his wife, Estelle, were the leading players in the incorporation and were supported by the town's first organized citizens' group, the Pembroke Pines Civic Association. This group started what was intended to be a youth center on donated property next to the turnpike on 13th Street. When it was partially completed, City government meetings were held there, having moved from the patio of the first mayor, Dr. Kipnis. In 1976, the building was finished with primarily donated materials and labor and was used until City offices were moved to the former showrooms of the Pembroke Lakes subdivision on Taft Street and Palm Avenue. On October 22, 1988, the City completed the three-building governmental center complex at Pines Boulevard and Palm Avenue. The center used to house City offices and the Commission Chambers. The lobby was the home of the "Glass Gallery," where art exhibits were displayed.

The first group of elected officials was called Aldermen. There were seven officials plus the mayor, who was not allowed to vote. Eventually, the officials became councilmen (or women), and the mayor was permitted to vote. From the early years, a City Commission/City Manager form of government was adopted. The voters also approved a City Charter. One attempt was made to change to a strong mayor form of government, but the attempt was defeated.

In 1984, a major change was approved to have four City districts with one commissioner elected from each district. The mayor was now elected by a citywide vote. As the population expanded westward, the districts were redrawn consistent with almost every other Broward County community. Completion of the Century Village condominiums provided the impetus for redistricting. With a projected population in excess of 15,000, they could conceivably have elected all the City Commissioners.

The devastating Hurricane Andrew of 1992 drove hundreds of South Dade County residents north to Broward County, especially Pembroke Pines. This gave a huge boost to the population, as

owners of destroyed homes took their insurance money and used it to buy in the City, far from the coast.

Growing with the City's residential areas and influx of young families was the need for schools. Flanagan High School was overpopulated with an enrollment of 3,241 for the school year 2011-12, making it one of the largest high schools in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager Charles F. Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has one of the largest Charter School systems in the nation, with four elementary schools, three middle schools, and one high school, serving approximately 6,000 students in the 2018-19 school year.

A student may progress from kindergarten through community college and take university level courses within City boundaries. In addition to the Charter Schools, the Broward County school system and private schools start the students' early education. Pembroke Pines Charter High School and Flanagan High School offer secondary classes, and Broward College South Campus and Academic Village Campus offer two-year AA degrees.

As the City grew, so did the need for leisure and recreation services. Currently, there are numerous baseball/softball diamonds, football/soccer fields, basketball courts, paddleball courts, indoor racquetball courts and in-line hockey rinks. Tennis programs and lessons are available on the lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide services for senior residents, the 52,000 square-foot Southwest Focal Point Senior Center was constructed in 1996 for residents over 55 years of age. The facility includes a library, gym, billiard room, classrooms, computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs.

In 1997, Pines Point was built. Pines Point is a 190-apartment complex adjacent to the Southwest Focal Point Senior Center. This complex offers affordable housing to seniors over 55 years of age capable of independent living.

Additionally, during a period of three years (2005-2008), Pines Place Senior Residences was constructed. Pines Place consists of three towers with a combined total of 614 affordable apartments. Originally these apartments were available to seniors over 55 years of age. However in the summer of 2008, City Commission lowered the age restriction to 18.

Pembroke Pines now has an area of about 35 square miles. It is a full-service City with its own Police and Fire Departments. While providing above average services and amenities to an estimated population of 165,000 (BEBR) residents, this year's City's budget is approximately \$425 million, and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well-being of its residents the City's primary concern.

Abbreviations & Acronyms

ACLS	Advanced Cardiac Life Support	HSGP	Homeland Security Grant Program
ADA	Americans with Disabilities Act	HUD	Housing and Urban Development
ADC	Annual Determined Contribution	ICMA	International City/County Management Association
AED	Automatic External Defibrillator	ICS	Incident Command System
AFG	Assistance to Firefighters Grant	ILA	Interlocal Agreement
ALS	Advanced Life Support	ISO	Insurance Service Organization
ARC	Annual Required Contribution	IT	Information Technology
AV	Academic Village	JAG	Justice Assistance Grant
AWS	Alternative Water Supply	KAPOW	Kids & the Power of Work
BCPA	Broward County Property Appraiser	KPI	Key Performance Indicator
BCT	Broward County Transit	LBTR	Local Business Tax Receipt
BEA	United States of Bureau Economic Analysis	LDR	Loss Disallowance Rule
BLS	Basic Life Support	LEACH	Law Enforcement Against Child Harm
BLS	United States Bureau of Labor Statistics	LEED	Leadership in Energy & Environmental Design
CADD	Computer-Aided Drafting Design	LHAP	Local Housing Assistance Plan
CAFR	Comprehensive Annual Financial Report	LLC	Limited Liability Company
CASI	Council on Accreditation and School Improvement	LSP	Local Service Program or Provider
CBO	Congressional Budget Office	MFI	Median Family Income
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	MG	Million Gallons
CDBG	Community Development Block Grant	MGD	Million Gallons per Day
CERT	Community Emergency Response Team	MMRS	Metropolitan Medical Response System
CFPD	Consumer Financial Protection Bureau	MPO	Metropolitan Planning Organization
CIP	Capital Improvement Program	N/A	Not (yet) available
CPI	Consumer Price Index	NIMS	National Incident Management System
CPR	Cardio-Pulmonary Resuscitation	NPDES	National Pollutant Discharge Elimination System
CRA	Community Redevelopment Association	NSP	Neighborhood Stabilization Program
DCF	Department of Children & Families	NTU	Nephelometric Turbidity Unit
DEO	Department of Economic Opportunity	OAA	Older American Act
DRI	Development of Regional Impact	OPEB	Other Post Employment Benefits
DROP	Deferred Retirement Option Plan	P & F	Police & Fire
EAB	Environmental Advisory Board	P/M or PM	Paramedic
EDC	Early Development Center	P/T	Part Time
EDR	Office of Economic & Demographic Research	PAC	Pines Athletic Club
EDR	Economic and Demographic Research	PC	Personal computer
EMT	Emergency Medical Technician	R & M	Repair & Maintenance
EOC	Emergency Operations Center	RDA	Recommended Daily Allowance
F	Fahrenheit	RFP	Request for Proposal
F.S.	Florida Statute(s)	ROSC	Return of Spontaneous Circulation
F/T	Full Time	SACS	Southern Association of Colleges and Schools
FDLE	Florida Department of Law Enforcement	SBA	Susan B. Anthony Center
FDOT	Florida Department of Transportation	SCADA	Supervisory Control and Data Acquisition
FEMA	Federal Emergency Management Association	SCBA	Self-Contained Breathing Apparatus
FHOP	Florida Homebuyer Opportunity Program	SHIP	State Housing Initiative Partnership
FLOC	Florida League of Cities	SIFMA	Securities Industry and Financial Markets Association
FMIvT	Florida Municipal Investment Trust	Spec	Specialist
FSA	Florida Standards Assessments	SRO	School Resource Officer
FSU	Florida State University	SWFP	Southwest Focal Point
FTE	Full Time Equivalents	SWOT	Strengths-Weaknesses-Opportunities-Threats
FW	Florida Wetlandsbank TM	TIL	Transitional Independent Living
FY	Fiscal Year (ends Sept. 30)	TRIM	Truth in Millage
GAAP	Generally Accepted Accounting Principles	TS	Technology Services
GASB	Government Accounting Standards Board	TSS	Total Suspended Solids
GDP	Gross Domestic Product	UASI	Urban Area Security Initiative
GEC	Geriatric Education Center	USCB	United States Census Bureau
GEPP	General Employees Pension Plan	USPS	United States Postal Service
GFOA	Government Finance Officer's Association	USTA	United States Tennis Association
GIS	Geographic Information System	V.I.N.	Vice Intelligence Narcotics
GO or G.O.	General Obligation	VFD	Variable Frequency Drive
GOB	General Obligation Bond	VOCA	Victims of Crime Act
GRADE	Gang Resistance and Drug Education	VPK	Voluntary Pre-Kindergarten
Gvt	Government(al)	WCY	Walter C. Young
HIPAA	Health Insurance Portability Accountability	WTP	Water treatment plant
HOA	Home Owners Association	WWTP	Waste Water Treatment Plant
HOME	HOME Investment Partnerships Program	YMCA	Young Men's Christian Association
HR	Human Resources		

GLOSSARY

Account - An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability, and equity.

Accounting System - A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

Accrual Basis of Accounting - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

Accrued Interest - The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

Activity - A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

Ad Valorem Taxes - Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and application of a specific millage rate.

Administrative Fees - The Utility Fund, Charter Schools, Housing Division, and Fire Control are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology, and purchasing, all of which are budgeted in the General Fund. These fees appear as expenditures in the first-named funds above and as revenues (cost reimbursement) in the General Fund.

Advance Refunding - A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. See also "Defeasance" and "Refunding."

Agency Fund - An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations, or other governments.

Americans with Disabilities Act (ADA) - A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

Annualize - To adjust or calculate to reflect a rate or cost for a full year.

Appropriation - A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation - The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

Asset - Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

Assigned Fund Balance - Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

Attrition - A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination, or death.

Audit - A formal examination of an organization's or individual's accounts or financial situation; a methodical examination and review.

Authorized Positions - Employee positions that are approved and funded in the adopted budget.

Balanced Budget - Per Florida Statute, the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves.

Basis of Accounting - The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

Beginning Surplus - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

Benchmark - A point of reference anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

Biochemical Oxygen Demand (BOD) - A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

Bond - A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future together with periodic interest at a specified rate.

Bond Discount - The amount by which the par value of a bond exceeds the price paid for it.

Bond Issue - A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

Broward County Transit (BCT) - Public transportation options for getting around Broward County.

Budget - An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives, and the anticipated means and resources for achieving them.

Budget Calendar - The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

Budget Message - An executive-level overview of the proposed and adopted budgets delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

Budgetary Basis of Accounting - This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. Budgetary control is exercised at the department level, at which point expenditures cannot legally exceed the appropriated amount.

Capital Assets - Assets of significant value that meet or exceed the capitalization threshold and have a useful life extending beyond a single accounting period. Capital assets are also called "fixed assets" and may include land, improvements to land, easements, buildings, building improvements, machinery, equipment, vehicles, infrastructure, works of art, historical treasures, and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period.

Capital Budget - A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current comprehensive budget.

Capital Expenditures - See "Capital Outlay."

Capital Improvements - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "Capital Project."

Capital Improvement Program (CIP) - All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

Capital Lease - A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

Capital Outlay - Expenditures that result in the acquisition of or addition to fixed assets that have a value of \$1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least \$750.

Capital Project - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

Capitalization Threshold - The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is \$1,000 or more, with the exception of computers. Computers retain a threshold of at least \$750.

Cash Basis of Accounting - A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

Cash Equivalent - The accounting industry recognizes cash equivalents as those non-cash assets that are readily convertible into cash within three months. These typically include money market holdings, bonds maturing within three months, T-bills, commercial paper, and marketable securities.

Charges for Services - These refer to program revenues, which finance in part or in whole the provision of a particular service. An example is admission fees for the use of the Pembroke Falls Aquatic Center.

Collective Bargaining Agreement - A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Committed Fund Balance - Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

Constant Dollars - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

Consumer Price Index (CPI) - A statistical description of price levels provided by the U.S. Department of Labor's Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost Allocation - Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

Current Financial Resources Measurement Focus - Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments, and is used solely for reporting the financial position and results of operations of governmental funds.

Debt - An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

Debt Limit - The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

Debt Service - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

Debt Service Fund - A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

Debt Service Requirements - The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule. See also "Sinking Fund."

Defeasance - An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding."

Deficit - The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

Department - An organizational unit of government, which is functionally unique in its delivery of services.

Depreciation - A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Derivative - A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the U.S. and many other countries, derivatives have special legal exemptions that make them a particularly attractive form through which to extend credit; however, their complexity and lack of transparency can cause capital markets to underprice credit risk.

Development-Related Fees - Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Division - An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

Economic Resource Measurement Focus - Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

Effectiveness Indicator - Effectiveness measures depict the degree to which performance objectives are achieved or otherwise reflect the quality of performance.

Efficiency Indicator - Efficiency measures relate the amount of work performed to the amount of resources consumed in doing it which are typically stated in dollars of labor-hours.

Employee (or Fringe) Benefits - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund - A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

Entitlements - Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

Estimated Budget Savings - Refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget Savings are shown in the City's budget as a negative expense item.

Existing Resources - Includes beginning surplus and appropriated fund balance.

Expenditure - The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service, or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses."

Expense - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges. Decreases the net assets of a fund.

Face Value - See "Par Value."

Fiduciary Fund - Funds that are used to account for assets held in trust by the government for the benefit of individuals or other entities. In the City of Pembroke Pines, fiduciary funds include the employee pension and other post-employment benefit funds.

Financial Policy - A government's policies with respect to revenues, spending, and debt management as they relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year runs from October 1st to September 30th.

Fixed Assets - See "Capital Assets."

Foreclosure - Legal proceeding that bars or extinguishes a mortgagor's right of redeeming a mortgaged estate.

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund - An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

Fund Balance - The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

Generally Accepted Accounting Principles (GAAP) - The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

General Fund - The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

General Obligation (G.O.) Bond - This type of bond is backed by the full faith, credit, and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

Geographic Information System (GIS) - A system designed to capture, store, manipulate, analyze, manage, and depict spatial or geographic data.

Goal - A statement of broad direction, purpose, or intent based on the needs of the community. An objective to be achieved assuring the fulfillment of program purposes.

Governmental Accounting Standards Board (GASB) - The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds - Governmental funds are those that are not more narrowly defined as being proprietary funds or fiduciary funds, each of which is defined separately in this glossary.

Government Finance Officers Association (GFOA) - An association of public finance professionals. The GFOA has played a major role in the development and promotion of GAAP for state and local governments since its inception, and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

Grants - Contributions or gifts of cash or other assets by a government or other organization to support a specified purpose, activity, or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor.

Homestead Exemption - A state program that permits up to a \$50,000 reduction from the assessed value of the primary residential real estate property occupied by a Florida resident in

order to determine the net taxable value. Additional exemptions include, but are not limited to, those for qualified seniors, the disabled, the blind, and widows/widowers.

Indirect Cost - A cost necessary for the functioning of the organization as a whole, but which cannot be directly associated with a particular functional category.

Infrastructure - Long lived capital assets that are usually stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets (e.g., streets, water and sewer systems, public buildings, parks, bridges, tunnels, dams, drainage systems, and lighting systems). See also "Capital Improvements."

Interfund Transfers - Flows of assets (such as cash or goods) between funds of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Intergovernmental Revenue - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, entitlements, or payments in lieu of taxes.

Internal Charges - The charges to user departments for services provided by an internal service fund, such as data processing, health insurance, life insurance, workers' compensation, or liability insurance.

Internal Service Fund - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Inventory - A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. The term is often confined to consumable supplies, but may also cover fixed assets.

Lease Purchase Obligations - A form of short-term, tax-exempt financing often used to purchase essential equipment.

Leasehold Improvements - The enhancements paid for by a tenant to leased space, such as painting, changing flooring, installing partitions, etc.

Leadership in Energy and Environmental Design (LEED) - A rating system devised by the United States' Green Building Council to evaluate the environmental performance of a building and encourage market transformation towards sustainable design.

Legal Debt Limit - The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory, or charter provisions. The debt limit is usually expressed as a percentage of assessed valuation.

Legal Debt Margin - The excess of the amount of debt legally authorized over the amount of debt outstanding.

Levy - To impose taxes, special assessments, or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments, and service charges imposed by the City.

Line Item Budget - A detailed expense or expenditure budget, generally classified by object-code within each organizational unit.

Long-term Debt - Debt with a maturity of more than one year after the date of issuance; ordinarily used to finance long-lived assets or other long-term obligations.

Major Funds - Major funds are those with “revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.” See also “Non-Major Funds,” below.

Materials and Supplies - Expendable materials and operating supplies necessary to conduct departmental operations.

Measurement Focus - Nature of the resources, claims against resources, and flows of resources that are measured and reported by a fund or other entity. For example, governmental funds measure and report current financial resources, whereas government-wide financial statements, proprietary and fiduciary funds measure and report economic resources.

Millage Rate - The ad valorem tax rate expressed in terms of mills (levy per thousand dollars of net assessed valuation).

Modified Accrual Basis of Accounting - Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable, and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Nephelometric - Method of measuring turbidity in a water sample by passing light through the sample and measuring the amount of the light that is deflected.

Non-Departmental - A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

Non-Major Funds - Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

Non-Spendable Fund Balance - Amounts that are not in a spendable form (such as inventory, prepaid amounts, and long-term portion of loans receivable), or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Notional Amount - The total amount of a leveraged position's assets.

Object of Expenditure - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personnel or contractual services.

Objective - Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

Obligations - A commitment, encumbrance, or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities, and encumbrances not liquidated.

Operating Expenses - The cost for personnel, materials, and equipment required for a department to function. Another example is Proprietary Fund expenses related directly to the primary activities of the fund.

Operating Revenues - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods or services that are directly related to the primary activities of the fund.

Ordinance - A formal legislative enactment by the governing board (council or commission) of a municipality. Revenue-raising measures, such as the impositions of taxes, special assessments, and service charges, require ordinances.

Other Revenues - Includes miscellaneous revenue items and often includes investment income.

Output Indicator - A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Par Value - 100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.

Pay-as-you-go Basis - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, for pensions and risk management, another example would include the omission of financing retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

Payment in Lieu of Taxes - Charges to the Utility Fund, which are intended to replace General Fund ad valorem revenues, which the City would receive if the Utility Fund were a private sector operation. It is based on the value of the real property assets of the fund. It appears as expenditure in the Utility Fund and as revenue in the General Fund. Also includes, any payment made to the City by a property owner not subject to taxation (a tax-exempt entity) to compensate the City for services received by the property owner.

Performance Indicators - Specific quantitative and qualitative measures of work performed and outcomes achieved as an objective of specific departments or programs.

Performance Measure - Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services - Expenditures for salaries, wages, and fringe benefits of a government's employees.

pH - An expression of the intensity of the basic or acidic condition of a liquid; may range from 0 to 14, where 0 is the most acidic and 7 is neutral. Natural waters usually have a pH between 6.5 and 8.5.

Premium - The amount by which the price paid for a bond exceeds the bond's par value.

Principal - A term used to describe repayments of the face value or par value of debt obligations exclusive of interest.

Prior-Year Encumbrances - Obligations/commitments from the previous fiscal year, which are carried forward to the subsequent fiscal year and become chargeable as an appropriation in that following period.

Program - A group of related activities performed by one or more organizational units for the purpose of achieving specific objectives.

Program Revenue (Income) - Revenues earned by a program, including fees for services, license and permit fees, and fines. Program revenues reduce the net cost of a program or function, and specifically exclude general government revenues, such as taxes.

Proprietary Fund - Proprietary funds are defined as both Internal Service funds, which serve other funds or departments within the government on a cost-reimbursement basis, and Enterprise funds, which track services provided to the public and exist primarily by charging user-fees for those goods and services.

Purpose - A broad statement of goals and objectives, predicated on satisfying public service needs, that a department is organized to meet.

Ratings - Evaluations of the credit quality of the City's notes and bonds usually made by independent rating services. Major rating agencies include: Moody's Investor Service, Standard and Poor's, and Fitch Ratings.

Receipts - Cash received by the City.

Refunding - The issuance of new debt whose proceeds are used to repay previously issued debt. See also "Advance Refunding" and "Defeasance."

Refunding Bond - The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.

Relationship - The way in which two or more concepts, objects, or people are connected, or the state of being connected.

Residual Chlorine - The amount of chlorine that remains in water after a certain period of contact time.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds, and existing resources.

Restricted Fund Balance - Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

Retained Earnings - An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Revenue - Inflows of resources to finance the operations of government. Increases the net assets of the fund.

Revenue Bond - This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit, and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

Rolled Back Rate - The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents “no tax increase.” The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

Self-insurance - Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

Service Level - Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

Shared Revenue - Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

Sinking Fund - A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as “Debt Service Fund.”

Source of Revenue - Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

Special Revenue Fund - A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Standard Deviation - Measure of variation equal to the square root of the variance.

Standard Score - Number of standard deviations that a given value is above or below the mean; also called “z score.”

Status Quo Budget - Cost of continuing the existing levels of service in the current budget year.

Supplemental Appropriation - An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

Target Budget - Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Taxes - Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

Trust Funds - Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

Total Suspended Solids (TSS) - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for “total suspended non-filterable solids.”

Turbidity NTU (Nephelometric Turbidity Unit) - used to measure scattered light at 90 degrees from the incident light beam.

Unassigned Fund Balance - The residual classification for the general fund which includes amounts that are not contained in other classifications. Unassigned amounts are the portion of a fund balance which is not obligated or specifically designated, and is available for any purpose.

User Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variance - The variance, s^2 , of a set of n sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by $(n-1)$.

Z Score - Number of standard deviations that a given value is above or below the mean.

PROPOSED ORDINANCE NO. 2019-16**ORDINANCE NO. 1931**

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE OF 5.6736 OR \$5.6736 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE, WHICH IS 5.21% ABOVE THE ROLLED-BACK RATE OF 5.3924, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2019-2020 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.4464 FOR DEBT SERVICE ON THE GENERAL OBLIGATION BONDS APPROVED BY THE ELECTORATE; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, a tentative budget has been prepared estimating expenses and revenues of the City of Pembroke Pines, Florida, for the ensuing year, with detailed information, including revenues to be derived from sources other than ad valorem levy, and the administrative staff of the City has made recommendations as to the amount necessary to be appropriated for the ensuing year; and

WHEREAS, pursuant to Chapter 200, Florida Statutes, a method is prescribed for fixing the millage for the purpose of establishing the basis for the collection of said funds; and

WHEREAS, pursuant to the referendum approved by the voters of the City in the March 2005 Special Election authorizing the issuance of General Obligation bonds in an amount not to exceed \$100,000,000, the City will be levying a debt millage equal to 0.4464 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2019-16**ORDINANCE NO. 1931**

and other related fees of those bonds issued by the City in 2005, 2007 and 2015; and

WHEREAS, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to adopt the City's operating millage at 5.6736;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "Whereas" clauses are hereby incorporated herein.

Section 2. The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

Section 3. Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 5th day of September, 2019, and a second Public Hearing shall be held on the 18th day of September, 2019.

Section 4. The City Clerk is directed to prepare and publish the necessary advertisements for the Public Hearings.

Section 5. After the conduct of the Public Hearings, and the adherence to all other requirements pursuant to Chapter 200, Florida Statutes, the City's debt service millage shall be 0.4464.

PROPOSED ORDINANCE NO. 2019-16**ORDINANCE NO. 1931**

Section 6. The City's operating millage shall be set at 5.6736, which is greater than the rolled-back rate of 5.3924 mills by 5.21%.

Section 7. The City's aggregate millage is 6.1200, which consists of an operating millage of 5.6736 and a debt service millage of 0.4464.

Section 8. A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

Section 9. If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 11. This ordinance shall become effective immediately upon its passage and adoption.

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LEFT BLANK.**

Page 3 of 4

PROPOSED ORDINANCE NO. 2019-16

ORDINANCE NO. 1931

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 5TH DAY OF SEPTEMBER 2019. TIME PASSED 6:57 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 18TH DAY OF SEPTEMBER, 2019. TIME ADOPTED 6:08 PM.



ATTEST:

MARLENE GRAHAM, CITY CLERK

CITY OF PEMBROKE PINES, FLORIDA

By:

MAYOR FRANK C. ORTIS

ORTIS AYECASTILLO AYEGOOD AYESCHWARTZ AYESIPLE AYE

APPROVED AS TO FORM:

James D. Gower, 9/18/19
OFFICE OF THE CITY ATTORNEY

STATE OF FLORIDA
COUNTY OF BROWARD

I HEREBY CERTIFY that the above
foregoing is a true and correct copy of

Ordinance No. 1931 (4 pages)

as recorded in the Office of the City Clerk.

Witness my hand and official seal this
day of *September*, A.D., *2019*

CITY OF PEMBROKE PINES

By:

Deputy City Clerk



PROPOSED ORDINANCE NO. 2019-17**ORDINANCE NO. 1932**

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2019-2020; AND ADOPTING THE FIVE (5) YEAR CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF PEMBROKE PINES, FLORIDA, IN ACCORDANCE WITH §5.08 OF THE CITY CHARTER; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the 2019-2020 budget estimates for the expenditures of the City's departments, divisions, funds and offices have been prepared by the City Manager and submitted to the City Commission, and

WHEREAS, said budget estimates, in conformity with the City Charter requirements, have been filed with the City Clerk and have been open for inspection by the public, and

WHEREAS, a public hearing has been held pursuant to notice published in a newspaper circulated in the City wherein all interested persons were given the opportunity to voice their objections to any item listed in the budget estimates.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "whereas" clauses are hereby ratified and confirmed as being true and correct, and are hereby incorporated herein and made a part hereof.

PROPOSED ORDINANCE NO. 2019-17**ORDINANCE NO. 1932**

Section 2. The budget estimates, which are on file at the City Clerk's office, and incorporated herein by this reference and expressly made a part hereof, are hereby adopted and shall be in full force and effect for the Fiscal Year of the City of Pembroke Pines, Florida, commencing on October 1, 2019 and terminating on September 30, 2020.

Section 3. The City Commission hereby appropriates in the General Fund and other funds of the City as more particularly set forth in the budget estimates, attached hereto as **Exhibit "A"** and incorporated herein, for the uses, expenditures and fiscal requirements of the several departments, divisions, boards, funds and offices of the City, the sum designated in said budget estimates.

Section 4. The City Commission further approves the summary of budget estimates for Fiscal Year 2019-2020, as further set forth in **Exhibit "A"** and the same are hereby adopted and accepted as the Budget estimates of the City of Pembroke Pines, Florida for the Fiscal Year 2019-2020.

Section 5. Pursuant to §5.08 of the City Charter, the City Commission further approves and adopts the summary five (5) year Capital Improvement Program (CIP) as set forth in **Exhibit "B"**. The estimates for fiscal year 2019-2020 are incorporated in the budget; while the remaining four years, 2020-2021 to 2023-2024 are subject to review and amendment during the preparation of subsequent years budgets.

Section 6. The provisions of this ordinance shall not be deemed to be a

PROPOSED ORDINANCE NO. 2019-17**ORDINANCE NO. 1932**

limitation on the powers granted to the City Commission by the City Charter, which relates to the fiscal management of the City's funds.

Section 7. From time to time, the City Commission may transfer funds from one fund, account or department to another as the necessity for the same may occur. Furthermore, City administration may authorize budget amendments if the total appropriations of the fund is not changed. Pursuant to Chapter 166, Florida Statutes, changes to the total appropriation of any fund requires City Commission approval, and such changes are formalized by an amending ordinance adopted within 60 days of the end of the fiscal year.

Section 8. All ordinances or parts of ordinances and resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 9. If any clause, section, or other part or application of this ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. This Ordinance shall become effective immediately upon its passage and adoption.

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BEEN LEFT BLANK]**

PROPOSED ORDINANCE NO. 2019-17

ORDINANCE NO. 1932

ASSESSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 5TH DAY OF SEPTEMBER, 2019. TIME PASSED 6:58 PM.

ASSESSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 18TH DAY OF SEPTEMBER, 2019. TIME ADOPTED 6:10 PM.

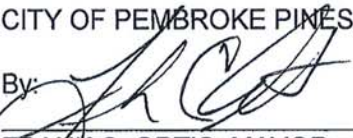
TEST:

 9/18/19
ARLENE D. GRAHAM, CITY CLERK

APPROVED AS TO FORM:

 9/18/19
OFFICE OF THE CITY ATTORNEY

CITY OF PEMBROKE PINES, FLORIDA

By: 

FRANK C. ORTIS, MAYOR

ORTIS	<u>AYE</u>
CASTILLO	<u>AYE</u>
GOOD	<u>AYE</u>
SCHWARTZ	<u>AYE</u>
SIPLE	<u>AYE</u>

Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2019-17
Ordinance NO. 1932

Revised 9-5-19

Fund #	Fund Description	2019-20					Total Expenditure
		Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	
1	General Fund	\$ 205,303,485			\$ 3,718,489	\$ 209,021,974	\$ 209,021,974
51	Wetlands Trust Fund	9,000			7,500	16,500	16,500
100	Road & Bridge Fund	6,307,481			1,551,448	7,858,929	7,858,929
120	State Housing Initiative Program	1,940,920			(35,000)	1,905,920	1,905,920
121	HUD Grants CDBG/HOME	1,003,976			-	1,003,976	1,003,976
122	Law Enforcement Grant	18,473			-	18,473	18,473
128	Community Bus Program @	865,726			-	865,726	865,726
131	Treasury - Confiscated	9,000			20,154	29,154	29,154
132	Justice - Confiscated	9,000			1,500	10,500	10,500
133	\$2. Police Education	23,480			(2,000)	21,480	21,480
134	FDLE - Confiscated	26,000			98,080	124,080	124,080
199	Older Americans Act @	1,331,385			-	1,331,385	1,331,385
201	Debt Service	25,709,573			(312,965)	25,396,608	25,396,608
320	Municipal Construction	307,000			5,578,000	5,885,000	5,885,000
471	Utility Fund	65,187,371	2,775,118	3,160,000	-	71,122,489	71,122,489
504	Public Insurance Fund	27,963,743			-	27,963,743	27,963,743
655	General Pension Trust Fund	13,703,352			(1,626,352)	12,077,000	12,077,000
656	Fire & Police Pension Trust Fund	95,781,209			(54,911,209)	40,870,000	40,870,000
657	Other Post Employment Benefits	16,179,600			1,508,401	17,688,001	17,688,001
Total All Funds		\$ 461,679,774	\$ 2,775,118	\$ 3,160,000	\$ (44,403,954)	\$ 423,210,938	\$ 423,210,938

@ Balanced through transfers from a different fund.

* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2019-17
Ordinance No. 1932

Revised 9-5-2019

5-Year Capital Improvement Program
 Summary by Fund
 In Present Value as Provided by Department Directors

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	Total
TOTAL GENERAL FUND	\$ 12,725,768	\$ 10,161,500	\$ 8,922,600	\$ 7,895,000	\$ 8,473,000	\$ 48,177,868
TOTAL ROAD & BRIDGE FUND	2,220,500	1,650,000	1,650,000	1,650,000	1,650,000	8,820,500
TOTAL MUNICIPAL CONSTRUCTION	5,885,000	-	-	-	-	5,885,000
TOTAL UTILITY FUND	14,101,000	20,013,733	19,958,000	18,030,000	17,232,000	89,340,733
TOTAL - ALL FUNDS	\$ 34,932,268	\$ 31,825,233	\$ 30,530,600	\$ 27,575,000	\$ 27,355,000	\$ 152,218,101

Note: Details of the 5-Year Capital Program can be found in the budget book.

STATE OF FLORIDA
 COUNTY OF BROWARD

I HEREBY CERTIFY that the above
 foregoing is a true and correct copy of
Ordinance No. 1932 (6 pages)
 as recorded in the Office of the City Clerk.

Witness my hand and official seal this
26th day of September, A.D., 2019
 CITY OF PEMBROKE PINES

By: [Signature]
 Deputy City Clerk





CERTIFICATION OF TAXABLE VALUE

[Reset Form](#)
[Print Form](#)

DR-420

R. 5/12

Rule 12D-16.002

Florida Administrative Code

Effective 11/12

Year : 2019	County : BROWARD		
Principal Authority : CITY OF PEMBROKE PINES	Taxing Authority : CITY OF PEMBROKE PINES		
SECTION I : COMPLETED BY PROPERTY APPRAISER			
1.	Current year taxable value of real property for operating purposes	\$	13,090,752,429 (1)
2.	Current year taxable value of personal property for operating purposes	\$	441,424,225 (2)
3.	Current year taxable value of centrally assessed property for operating purposes	\$	0 (3)
4.	Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>	\$	13,532,176,654 (4)
5.	Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)	\$	298,423,110 (5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	13,233,753,544 (6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	12,577,805,135 (7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	☐ YES ☒ NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	☒ YES ☐ NO	Number 1 (9)
SIGN HERE	Property Appraiser Certification		I certify the taxable values above are correct to the best of my knowledge.
	Signature of Property Appraiser:		Date :
	Electronically Certified by Property Appraiser		6/27/2019 10:41 AM
SECTION II : COMPLETED BY TAXING AUTHORITY			
If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.			
10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>	5.6736	per \$1,000 (10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	71,361,435 (11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i>	\$	0 (12)
13.	Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>	\$	71,361,435 (13)
14.	Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>	\$	0 (14)
15.	Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>	\$	13,233,753,544 (15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>	5.3924	per \$1000 (16)
17.	Current year proposed operating millage rate	5.6736	per \$1000 (17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	76,776,157 (18)

Continued on page 2

19.	TYPE of principal authority (check one)	☐ County	☐ Independent Special District	(19)
		☒ Municipality	☐ Water Management District	
20.	Applicable taxing authority (check one)	☒ Principal Authority	☐ Dependent Special District	(20)
		☐ MSTU	☐ Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	☐ Yes	☒ No	(21)
DEPENDENT SPECIAL DISTRICTS AND MSTUs			STOP HERE - SIGN AND SUBMIT	
22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>		\$ 71,361,435	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.3924 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>		\$ 72,970,909	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i>		\$ 76,776,157	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6736 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>		5.21 %	(27)
First public budget hearing		Date : 9/5/2019	Time : 6:00 PM EST	Place : Commission Chamber, 601 City Center Way, Pembroke Pines, Florida 33025
S I G N H E R E	Taxing Authority Certification		I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.	
	Signature of Chief Administrative Officer :			Date :
	Electronically Certified by Taxing Authority			7/24/2019 8:19 AM
	Title : CHARLES F. DODGE, CITY MANAGER		Contact Name and Contact Title : LISA CHONG, FINANCE DIRECTOR	
	Mailing Address : 601 City Center Way		Physical Address : 601 City Center Way	
	City, State, Zip : PEMBROKE PINES, FLORIDA 33025		Phone Number : 954/450-1090	Fax Number : 954/517-8403

Instructions on page 3

CERTIFICATION OF TAXABLE VALUE INSTRUCTIONS

DR-420
R. 5/12
Page 3

"Principal Authority" is a county, municipality, or independent special district (including water management districts).

"Taxing Authority" is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387 (2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue
Property Tax Oversight - TRIM Section
P. O. Box 3000
Tallahassee, Florida 32315-3000

Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. "Dependent special district" (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

"Independent special district" (ss. 200.001(8)(e) and 189.403 (3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

"Non-voted millage" is any millage not defined as a "voted millage" in s. 200.001(8)(f), F.S.

Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

Line 24

Include only those levies derived from millage rates.

All TRIM forms for taxing authorities are available on our website at
<http://dor.myflorida.com/dor/property/trim>