

City of Pembroke Pines, Florida

Adopted Budget 2021-22



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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

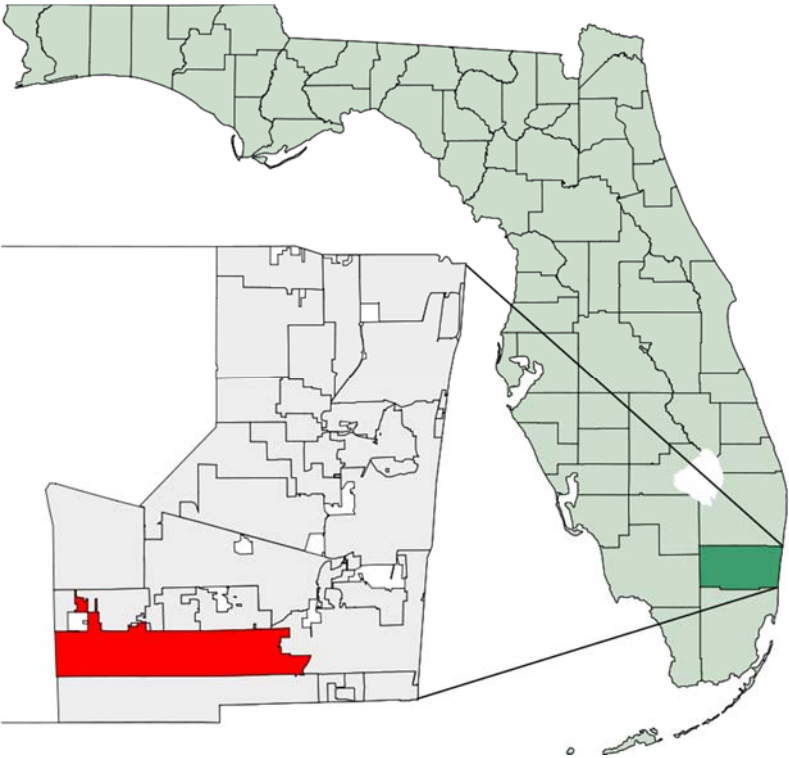
Detailed Information

- 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 34.4 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



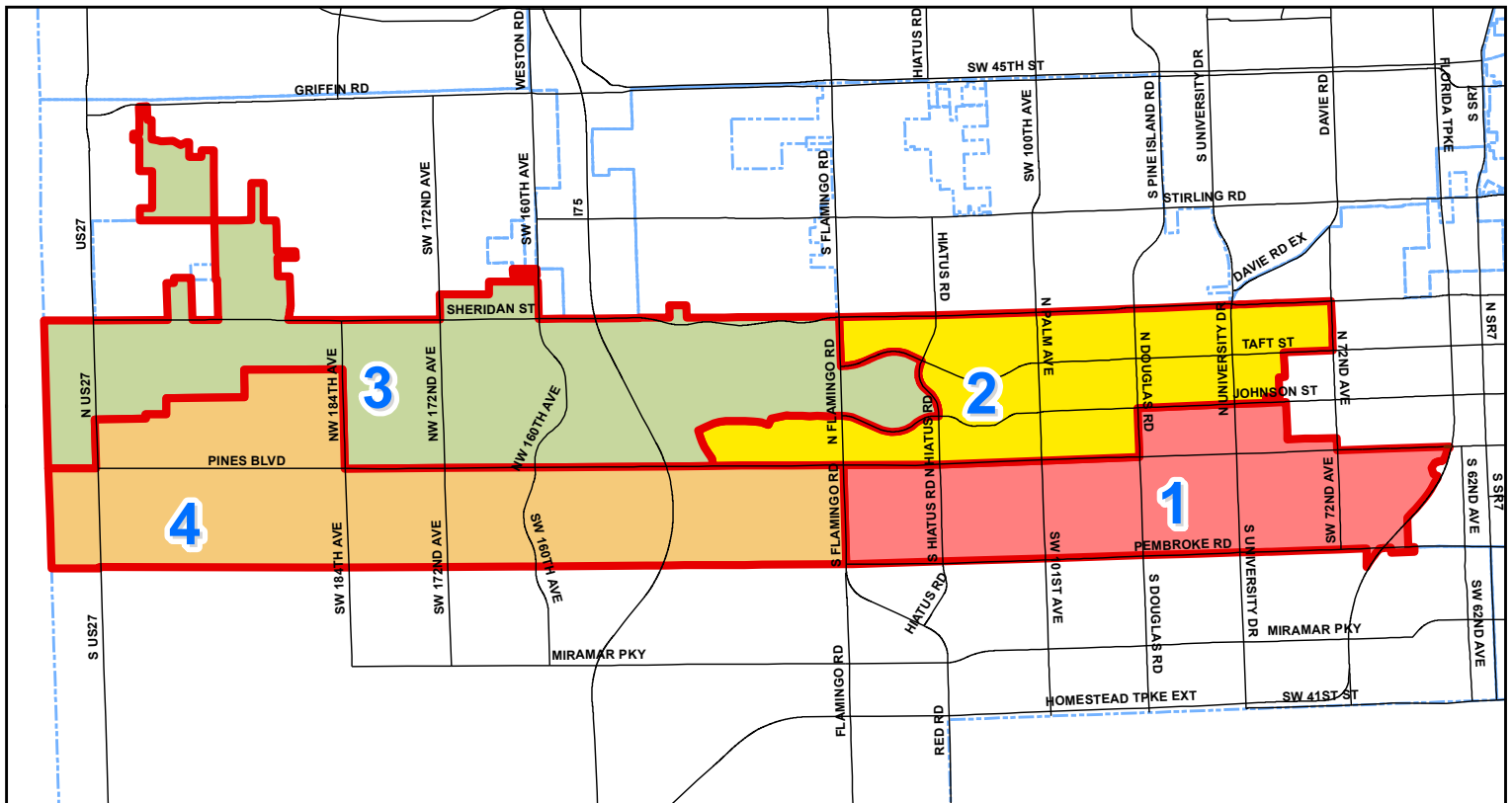
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Map Created by: Planning and Economic Development Department



Mayor
Frank C. Ortis



Vice Mayor
Thomas Good Jr.
Commission District 1



Commissioner
Iris A. Siple
Commission District 3



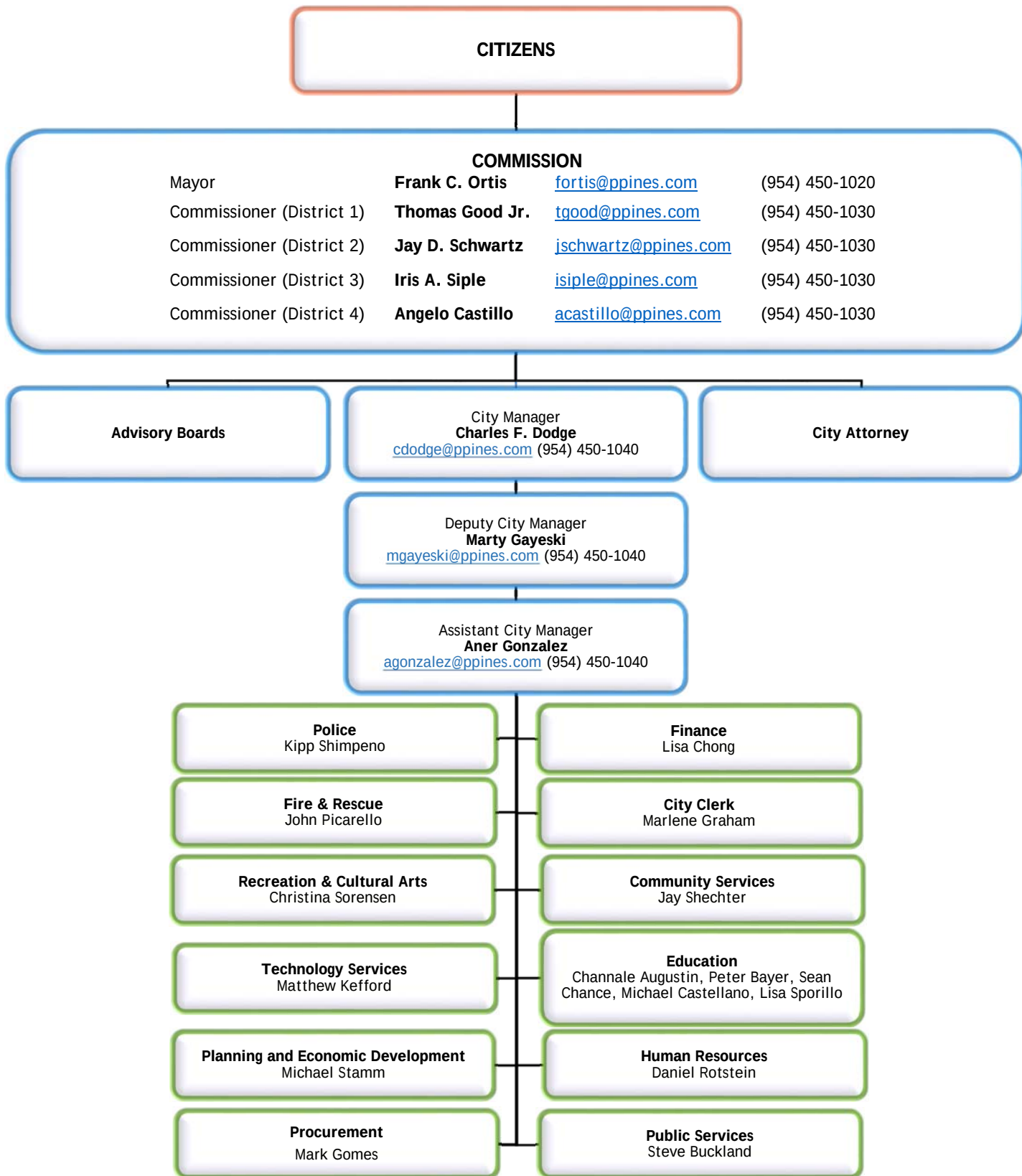
Commissioner
Jay D. Schwartz
Commission District 2



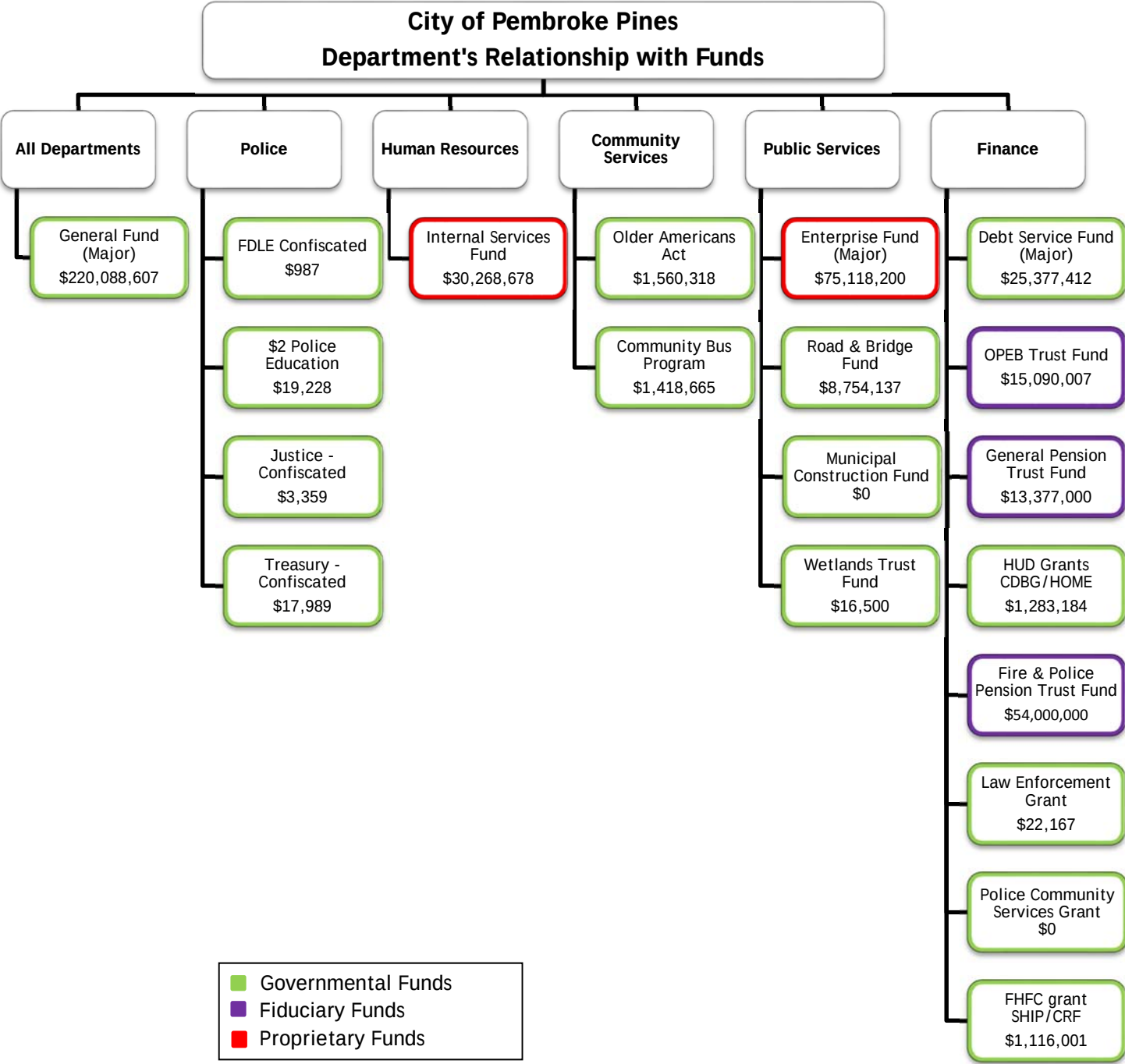
Commissioner
Angelo Castillo
Commission District 4

CITY OF PEMBROKE PINES

Organizational Chart



■ Legislative and Executive
■ Departments





PEMBROKE PINES CITY COMMISSION

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

Thomas Good, Jr.
VICE MAYOR
DISTRICT 1
954-450-1030
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Angelo Castillo
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Charles F. Dodge
CITY MANAGER
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October 1, 2021

Honorable Mayor and Commissioners:

Over the past 19 months, the COVID-19 pandemic has claimed lives, upended budgets, resulted in the permanent closure of some businesses, and caused severe job loss. However, the economic stimulus by the government and the safe reopening of businesses, which was facilitated mainly by the accelerated vaccine rollout, has halted the economic freefall and engendered recovery as evidenced by improvements in the unemployment rate and real estate market. According to the Bureau of Labor Statistics, the unemployment rate for the City of Pembroke Pines decreased from a COVID-19 high of 15.6% or 14,086 in May 2020 to 4.3% or 4,067 in August 2021. Data from CoStar shows the real estate vacancy rate moving from an average of 5.2% in 2019 to 10.4% in 2020. Second quarter 2021 data indicates a slight improvement at 10.0%. Comparing local business tax records from June 2020 to June 2021 reveals an increase in receipts from the non-inventory class and a decrease from the inventory class. Local government half-cent sales tax revenue for 2020-21 is \$2.0 million or 19.9% above 2019-20 and \$1.0 million or 8.9% above 2018-19, signaling recovery after two years of consecutive decline. On the other hand, 2020-21 local option fuel tax receipts were 4.7% above 2019-20, but 8.1% below 2018-19. This revenue will improve as physical commute increases.

During this period, City administration implemented measures to mitigate and initiate recovery from the effects of COVID-19. In this regard, we collaborated with other agencies to develop strategies to counter the impact of COVID-19 in our communities. In conjunction with Feeding South Florida, the City distributed approximately 90,000 meals at the drive-thru food events at City Hall and the direct deliveries to the Century Village, Park Place, Colony Pointe, and Hollybrook communities. In addition, funds from the State Housing Initiative Partnership (SHIP) and the federal Coronavirus Relief Fund (CRF) were used to provide emergency rent and utility assistance to income qualified residents impacted by COVID-19. Further, the federal government allocated approximately \$25 million from the American Rescue Plan Act's (ARPA) Coronavirus Local Fiscal Recovery Fund, 50% of which was received in June 2021, to help alleviate the adverse economic impact of COVID-19. Approximately 67.2% of the funds received or \$8.6 million of this one-time revenue infusion will be used in the 2021-22 General Fund budget to offset revenue loss due to the COVID-19 public health emergency. This will enable the City to continue providing valuable services and avoid budget cuts that could potentially hinder broader recovery. The remaining \$4.2 million from the June 2021 disbursement will be used to fund Phase II of the Pines Village water main replacement that is appropriated in the 2021-22 Utility Fund Budget.

Governor Ron DeSantis Executive Order 20-244, dated September 25, 2020, was the catalyst for reopening the state. In July 2021, the City resumed in-person recreation and cultural events, including offerings at the Great Hall and The Frank. In addition, the City recommenced the in-person classes, programs, and services at the Carl Shechter SWFP Community Center (SWFP). Processing of passports also restarted. The 2021-22 Adopted Budget includes revenues and expenses for these items. The preparation of this budget is hinged on a more favorable economic outlook than that of the last budget.

The 2021-22 Adopted Budget and Five-Year Capital Improvement Plan continues the City's focus on providing excellent services to our residents, businesses, and visitors in a safe and fiscally sustainable manner. Overall, revenue estimates are based on a slow but steady recovery. The City's 2021-22 Adopted Budget for all funds is \$447.5 million, of which \$303.9 million or 54.8% pertains to the operating funds, namely the General Fund, Road and Bridge Fund, and the Utility Fund. The other \$143.6 million is associated with the non-operating funds and consists mainly of the trust funds for post-employment benefits, the Public Insurance Fund, and the Debt Service Fund.

The General Fund, the City's main operating fund, 2021-22 Adopted Budget is \$220.1 million, an increase of \$7.7 million, or 3.6% over the 2020-21 Adopted Budget. This budget allows the City to meet its ongoing labor commitments, do necessary repairs and maintenance, and replace certain essential capital items. The \$5.6 million or 4.3% year-over-year growth in appropriations for public safety represents 73.5% of the General Fund increase. The Police Department will bolster staffing and enhance services by hiring an additional eleven full-time City positions, including a Police Captain, a Sergeant, seven Police Officers, an Assistant Victim's Advocate, and a Police Service Aide. Additionally, the City will replace several vehicles, including patrol cars, a ladder truck, and an ambulance, to improve efficiency and reduce maintenance costs. In addition, an armored rescue vehicle will be procured and used by our tactical team in response and rescue scenarios. The budget for public safety also provides funding for other equipment such as cameras, ballistic shields, and computer equipment.

The year-over-year increase is funded by net increases of \$11.2 million and \$3.1 million in intergovernmental revenue and taxes (mainly property tax), respectively. Changes for all other revenue categories are unfavorable. The net increase in intergovernmental revenue consists of \$8.6 million or 67.2% from the first disbursement of ARPA funds and \$2.6 million from sales tax. The one-time revenue from ARPA will be used to fund eligible expenses as allowed by the revenue replacement provision of the act. This budget balancing strategy promotes recovery and will enable us to delay increasing the millage rate since many of our residents and businesses are still grappling with the negative financial impact of COVID-19.

The 2021-22 adopted operating millage rate is 5.6690, which is 0.0046 mills or 0.1% below the 2020-21 adopted rate. The adopted budget for property tax is \$80.0 million compared to \$77.1 million for the current year. Property tax funds 36.4% of the Adopted Budget, and the \$3.0 million increase covers 38.8% of the increase in expenditure appropriations for ongoing operating commitments. The increase in property tax is solely attributable to the \$706.0 million or 5.0% growth in taxable value, decreasing from the 6.5% prior year growth. Residential properties, which account for 77.1% of total taxable value, grew by \$557.2 million and represented 78.9% of the year-over-year change due mainly to reset of resold properties and recapture rule. Net new taxable, which includes \$26.1 million of residential, contributed 11.3% or \$79.9 million to the year-over-year increase. However, compared to the prior year, it decreased \$124.0 million or 60.8% due to a decrease in the scope and number of projects. The adopted residential fire assessment rate is the same as the current year, while all the non-residential rates are lower than current rates.

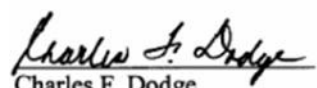
The \$8.8 million Road and Bridge Fund Adopted Budget for 2021-22 is 6.4% above the 2020-21 Adopted Budget. The budget includes funding for road resurfacing projects, pressure washing of sidewalks and medians along the City's major roads, litter control for right away areas/swales, and drainage rehabilitation (swale modifications as well as piping and drainage inlets additions). In addition, funding is also provided for the procurement of a vacuum truck and the hiring of a National Pollutant Discharge Elimination System (NPDES) compliance manager and two technicians to keep the City's storm drains and lines clear of dirt and debris. Further, we will contribute to installing a stormwater pump station in the western limits of the City to re-channel seepage from Everglades Conservation Area 3B back into the Everglades. The pump station will help the South Broward Drainage District (SBDD) better manage and maintain groundwater elevations and offset the impact of seepage, thereby protecting properties from flood damages.

The Utility Fund 2021-22 Adopted Budget of \$75.1 million is \$6.5 million above the 2020-21 Adopted Budget due mainly to increases in appropriations for operating and capital of \$3.0 million and \$3.5 million, respectively. The \$13.9 million budget for capital reflects the City's goal of maintaining the utility infrastructure at a level that protects the City's capital investment, minimizes future maintenance and replacement cost, as well as maximizes 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. Appropriations for water and wastewater services amount to \$10.5 million and \$3.3 million, respectively. The two major projects planned include replacement of meters (20-years old or older) and appurtenances and Phase II of water main replacement in Pines Village.

The COVID-19 pandemic has been challenging, I am proud that we were able to continue to serve the community and engage with them in novel ways. We could not have done so without the hard work and creativity of our committed staff and contractors, who persevered in sometimes difficult circumstances. I would like to thank each of them for their dedication. No one can say for sure what lies ahead, but I am confident, that we will continue to work together to promote and preserve the health, safety, and welfare of the community.

Sincerely,


Charles F. Dodge
City Manager

cfid



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Pembroke Pines
Florida**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morrell

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, 2020. 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 addressing the issue of increasing operating and capital replacement costs while keeping taxes and fees affordable for residents. Federal funding through the American Rescue Plan Act has provided relief in this regard. Budget strategies are delineated in the Budget Development Guidelines subsection of the Budget Overview section. All funds adopted budget for 2021-22 is \$447.5 million, which is \$26.7 million above the 2020-21 adopted budget. The City's operating funds (the General Fund, the Road and Bridge Fund, and the Utility Fund) increased by \$14.6 million while the non-operating increased by \$12.1 million. The Police and Fire Pension Trust Fund, a non-operating fund, has the most significant increase. The table below provides a recap of the year-over-year changes by fund. The 2021-22 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds Adopted 2021-22 Compared to Adopted 2020-21 (in \$'000)

Fund	2020-21	2021-22	Change from 2020-21	
	Adopted	Adopted	\$	%
General Fund	\$ 212,438	\$ 220,089	\$ 7,651	3.6%
Road & Bridge Fund	8,231	8,754	523	6.4%
Utility Fund	68,644	75,118	6,474	9.4%
Debt Service Fund	25,410	25,377	(33)	-0.1%
Public Insurance Fund	29,989	30,269	280	0.9%
General Pension Trust Fund	12,077	13,377	1,300	10.8%
Fire & Police Pension Trust Fund	42,400	54,000	11,600	27.4%
Other Post Employment Benefits Fund	17,889	15,090	(2,799)	-15.6%
All Other Funds	3,731	5,458	1,727	46.3%
Total Expenditures	\$ 420,809	\$447,532	\$ 26,723	6.4%

General Fund

The 2021-22 adopted General Fund revenue budget (including other sources) of \$220.1 million is \$7.7 million or 3.6% greater than the 2020-21 adopted budget, as shown in the table below. The significant increases include: (a) \$8.6 million in America Rescue Plan Act funding, (b) \$3.0 million in property tax from the increase in taxable value to compensate for stagnated revenues and the increased costs related to services that are funded by this revenue source; (c) \$2.6 million in sales tax; (d) \$0.6 million in interest earnings; and (e) \$0.5 million in charges for recreation services as well as \$0.4 million in Civic Center operating revenue signaling the return to in-person activities and events. The following reductions partially offset these increases: (a) \$2.5 million in early development center operating revenue resulting from the closure of two of the four sites; (b) \$1.3 million in apartment rental; and (c) \$1.3 million in franchise fees due to the expiration of the recycling contract in December 2021; (d) \$1.2 million in use of fund balance; (e) \$0.9 million from the cessation of the Red Light Camera Program in June 2020; and (f) \$0.4 million each in golf restaurant operating revenue as well as franchise fees electricity.

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

Description	2020-21	2021-22	Change from 2020-21	
	Adopted	Adopted	\$	%
Taxes	\$ 94,811	\$ 97,872	\$ 3,061	3.2%
Permits, Fees & Licenses	44,257	42,465	(1,792)	-4.0%
Intergovernmental Revenue	13,842	25,048	11,206	81.0%
Charges for Services	35,175	33,649	(1,526)	-4.3%
Fines & Forfeitures	1,681	505	(1,176)	-70.0%
Miscellaneous Revenues	16,748	15,865	(883)	-5.3%
Other Sources	5,924	4,685	(1,239)	-20.9%
Total Revenues	\$ 212,438	\$ 220,089	\$ 7,651	3.6%

The \$220.1 million 2021-22 adopted General Fund expenditure budget (including transfers) is \$7.7 million or 3.6% above the adopted 2020-21 budget, as shown in the table below. The year-over-year increase is attributable to growth in appropriations for all functions except human services.

Public safety represents 62.0% of the adopted 2021-22 expenditure budget (including transfers) and shows a \$5.6 million or 4.3% increase over the 2020-21 adopted budget. The increase primarily reflects a \$5.9 million rise in appropriations for personnel and operating costs. Appropriations for personnel cost increased by \$4.9 million, \$2.0 million of this amount pertains to city contribution to the Police and Fire Pension Trust Fund and \$2.7 million for full-time personnel salaries. The latter includes \$0.3 million of prorated salaries associated with 11 new full-time positions for the Police Department. The operating budget increased by \$1.1 million which primarily consists of: \$0.5 million for repair and maintenance; \$0.3 million for various contract services; \$0.2 million for training, and \$0.1 million for operating supplies. Capital appropriations decreased by \$0.4 million, offsetting these increases.

The culture-recreation function has a year-over-year increase of \$3.0 million or 16.3%, which is driven by increases of (a) \$2.4 million for capital and (b) \$0.7 million for personnel expense (mainly wages for part-time employees due to the resumption of recreation and cultural activities). The increase in appropriations for capital consist of \$2.0 million for improvements at various parks and facilities and \$0.4 million for equipment, including two vehicles. Appropriation for operating non-personnel expense decreased by \$0.1 million primarily due to a decrease in the budget for repairs and maintenance.

The \$1.5 million increase in the general government category, which comprises the City's administrative departments, is chiefly attributable to the increase in appropriation for capital items. Appropriations for machinery and equipment increased by \$1.9 million whereas, those for buildings reduced by \$0.7 million. The main component of the increase in appropriations for equipment is \$1.5 million for locks and access controls for the City buildings that house the City's Charter Schools.

Appropriations for human services show a year-over-year decrease of \$2.6 million or 37.9%. This decrease is directly linked to the closure of two of the City's four early development centers, Bright Beginnings at Walter C. Young and Village Preschool, in June 2020.

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

Category	2020-21	2021-22	Change from 2021-22	
	Adopted	Adopted	\$	%
General Government	\$ 44,520	\$ 45,993	\$ 1,473	3.3%
Public Safety	130,748	136,369	5,621	4.3%
Physical Environment	3,261	3,314	53	1.6%
Economic Environment	8,745	8,911	166	1.9%
Human Services	6,965	4,328	(2,637)	-37.9%
Culture-Recreation	18,199	21,174	2,975	16.3%
Total Expenditures	\$ 212,438	\$ 220,089	\$ 7,651	3.6%

Road and Bridge Fund

The Road and Bridge Fund 2021-22 adopted budget is \$8.8 million, an increase of \$0.5 million, or 6.4%, over the 2020-21 adopted budget. The increase is due primarily to the anticipated recovery of fuel taxes combined with an increase in the use of fund balance. The \$0.5 million net increase in the expenditure budget results from a \$1.2 million decrease in the operating (non-personnel) budget, which is offset by a \$1.3 million increase in appropriations for capital and a \$0.4 million increase in transfers to the Community Bus Program. The latter is the result of a \$0.3 million increase for bus driver salaries and a \$0.1 million reduction in the Broward County Transit Grant, which funds the shuttle bus system. The reduction in the operating budget is due largely to a decrease in appropriations for road resurfacing. The increase in appropriations for capital items includes: (a) \$0.5 million for the city's portion of a seepage management pump, (b) \$0.4 million for a vacuum truck, and (c) \$0.4 million for the addition of a turn lane at SW 145th Avenue and Pembroke Road.

Utility Fund

The 2021-22 adopted Utility Fund budget for revenue and other sources stands at \$75.1 million, which is \$6.5 million, or 9.4% above the 2020-21 adopted budget. Increase include primarily: (a) American Rescue Plan Act funds of \$4.2 million, (b) fund balance of \$2.8 million; and (c) water and sewer charges of \$2.1 million. These increases were partially offset by decreases of: (a) \$1.8 million in water and sewer connection fees, (b) \$0.6 million in interest earnings, and (c) \$0.3 million in reserve for capital replacement. The water and sewer charges budget includes rate increases of 3.07% based on the April change in the water and sewerage maintenance CPI as stipulated in the City's Code of Ordinances.

The \$6.5 million increase in the budget for expenditures is attributable primarily to the \$3.5 million and \$2.9 million increases in appropriations for capital and operating (including personnel items), respectively. The \$13.9 million 2021-22 budget for capital includes equipment and upgrades necessary to maintain the structural integrity and smooth operation of the water and sewer system. Appropriations for capital items consist mainly of: (a) \$5.0 million for Phase II of the water main replacement in Pines Village; (b) \$4.7 million for water meter installation, meter box change-outs, and appurtenances; (c) \$2.0 million for renovations, rehabilitation, and upgrades at lift stations; and (d) \$0.7 million for the upgrade of the Ion Exchange System. Increase in appropriations for operating items includes mainly: (a) \$1.2 million for contract services, chiefly sludge removal and contract labor for utility operations, (b) \$0.8 million for repair and maintenance services, (c) \$0.5 million for utility services, (d) \$0.3 million for operating supplies, and (e) \$0.3 million for internal charges. The following tables compare the 2021-22 budget to the prior year.

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

Description	2020-21	2021-22	Change from 2020-21	
	Adopted	Adopted	\$	%
Permits, Fees & Licenses	\$ 69	\$ 15	\$ (54)	-78.3%
Intergovernmental Rev.	-	4,182	4,182	100.0%
Charges for Services	59,167	61,333	2,166	3.7%
Miscellaneous Revenues	1,011	449	(562)	-55.6%
Other Sources	8,397	9,139	742	8.8%
Total Revenues	\$ 68,644	\$ 75,118	\$ 6,474	9.4%

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

Category	2020-21	2021-22	Change from 2020-21	
	Adopted	Adopted	\$	%
Personnel	\$ 3,007	\$ 2,909	\$ (98)	-3.3%
Operating	54,179	57,210	3,031	5.6%
Capital	10,345	13,884	3,539	34.2%
Grants & Aide	57	60	3	5.3%
Debt Services	1,056	1,055	(1)	-0.1%
Total Expenditures	\$ 68,644	\$ 75,118	\$ 6,474	9.4%

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 2021-22 adopted budget of \$82.5 million. Compared to the 2020-21 adopted budget of \$72.4 million, this is an increase of \$10.1 million or 14.0%. The increase is due mainly to an \$11.5 million and \$1.3 million rise in police and fire and general employee pension benefits, respectively. These were partially offset by a \$3.0 million reduction in appropriations for retiree health insurance claims.

All Other Funds

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2021-22 adopted budget for this group stands at \$5.5 million and is \$1.7 million or 46.3% above the 2020-21 adopted budget. The increase is mainly attributable to the reinstatement of appropriations for the State Housing Initiative Program. Due to the budget shortfall caused by the ongoing COVID-19 pandemic the Governor of Florida, Ron DeSantis, vetoed the 2020-21 appropriation for the SHIP program. The table below shows the year-over-year changes by fund for this group.

Expenditure Budget - All Other Funds
Adopted 2021-22 Compared to Adopted 2020-21
(in \$'000)

Fund	2020-21	2021-22	Change from 2020-21	
	Adopted	Adopted	\$	%
FHFC grants SHIP/CRF	\$ -	\$ 1,116	\$ 1,116	100.0%
HUD Grants CDBG/HOME	1,180	1,283	103	8.7%
Law Enforcement Grant	22	22	-	0.0%
Community Bus Program	1,016	1,419	403	39.7%
Treasury - Confiscated	78	18	(60)	-76.9%
Justice - Confiscated	10	3	(7)	-70.0%
\$2 Police Education	28	19	(9)	-32.1%
FDLE - Confiscated	42	1	(41)	-97.6%
Older Americans Act	1,338	1,560	222	16.6%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	\$ 3,731	\$ 5,458	\$ 1,727	46.3%

Economic Analysis

The COVID-19 pandemic sent economic shockwaves through the U.S. economy. No corner of the country was untouched by the pandemic's economic consequences.

Florida is one of the top travel destinations globally, relying on tourism to drive its economy more than any other state. The Sunshine State also relies heavily on international trade, agriculture, aerospace and aviation, and the life sciences. As of 2019, Florida had the fourth-largest economy in the United States behind California, Texas, and New York, with a gross domestic (GDP) product of \$1.1 trillion and a \$91.1 billion budget.

Tourism was one of the sectors hit hardest by the pandemic. As a result, the state's economy contracted by 2.1% from the end of 2019 through the end of 2020. Despite the setback, Florida's economy still expanded by an annual average of 2.2% over the last five years, well above the comparable 1.4% national annualized growth rate.

In the past year, the COVID-19 pandemic has dramatically changed the world, with much of the country implementing various measures to minimize widespread infection's adverse health and economic impacts. State responses to the pandemic have been diverse and complex, with some instituting strict restrictions on businesses and others rolling back regulations at a faster pace. At the same time, vaccine rollouts are accelerating, and state economic recoveries seem to be on varied paths.

The latest COVID-19 concern focuses on the Delta variant and its potential to slow recovery. While doctors have focused primarily on the health of unvaccinated Americans who appear to be the primary risk category for the Delta variant, business leaders and investors seem wary of the unknown economic impact.

Gross Domestic Product

Real gross domestic product (GDP) increased at an annual rate of 6.7 percent in the second quarter of 2021, according to the "third" estimate released by the Bureau of Economic Analysis on September 30, 2021. In the first quarter, real GDP increased 6.3 percent. The increase in second quarter GDP reflected the continued economic recovery, reopening of establishments, and continued government response related to the COVID-19 pandemic. In the second quarter, government assistance payments in the form of loans to businesses and grants to state and local governments increased, while social benefits to households, such as the direct economic impact payments, declined. The full economic effects of the COVID-19 pandemic cannot be quantified in the GDP estimate for the second quarter because the impacts are generally embedded in source data and cannot be separately identified.

Real gross domestic product (GDP) increased in all 50 states and the District of Columbia in the second quarter of 2021, as real GDP for the nation increased at an annual rate of 6.7 percent, according to statistics released by the U.S. Bureau of Economic Analysis on October 1, 2021. During this period, Florida's real GDP increased by 6.7%.

Accommodation and food services; information; and professional, scientific, and technical services were the leading contributors to the increase in real GDP nationally. Accommodation and food services increased 88.7 percent nationally and contributed to the increases in all 50 states and the District of Columbia..

The information industry increased 25.2 percent nationally and contributed to the increases in all 50 states and the District of Columbia. This industry was the leading contributor to the increase in Washington, California, and New York, the states with the fourth, fifth, and sixth largest increases, respectively. • Professional, scientific, and technical services increased 15.3 percent nationally and contributed to the increases in all 50 states and the District of Columbia. • The increases in all states and the District of Columbia were partly offset by retail trade, which decreased 14.7 percent nationally. This industry moderated increases in real GDP in in all 50 states and the District of Columbia.

In 2020, Florida's real GDP contracted 2.9%; the 2019-2020 national change was - 3.5%. The 2010-2020 compound annual growth rate for Florida's real GDP was 2.0 %; the compound annual growth rate for the nation was 1.7%.

In 2020, the largest industry in Florida was finance, insurance, real estate, rental, and leasing. This industry accounted for 24.3% of Florida's GDP and had 1.2% real growth. The second largest industry was professional and business services, which accounted for 13.1% of Florida's GDP and had a 1.9% real decline.

The industry that subtracted the most from real GDP growth in Florida was arts, entertainment, recreation, accommodation, and food services. This industry subtracted 1.38% from the growth rate of real GDP. The second largest industry to subtract from growth was educational services, health care, and social assistance. This industry subtracted 0.42% from the growth rate of real GDP.

In 2019, Broward County accounted for approximately 10.4% of Florida's Real GDP in 2019, ranking as the 2nd in the State's most significant contributor. In 2019, Broward's real GDP grew 2.3%; the 2018-2019 state change was 2.8%. The 2009-2019 compound annual growth rate for Broward real GDP was 2.4%; the compound annual growth rate for the state was 2.4%.

The long-term impact of the pandemic remained uncertain. The City's economy is mainly supported by property and utility taxes and its largest employers include several essential service providers including hospitals, grocery and retail stores.

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.

Even while navigating the pandemic, Florida single-family home sales were still up 5.8% in 2020, according to FloridaRealtors.org. Low mortgage rates, solid population growth and an improving labor market are all supportive of Florida housing demand in 2021.

According to TD Economics, home prices continue to surge across Florida. Through the first four months of the year, single-detached home prices increased 4.2% statewide (11.6% year-over-year). However, there is quite a bit of variation to these gains across the state. In Tampa Bay and Jacksonville (cities where the labor market has proven to be relatively resilient), prices are up over 13% and 14% year-over-year, respectively. Conversely, in tourism-dependent metros where employment has lagged the rest of the state (Miami-Dade, Fort Lauderdale, and Orange Country (Orlando)), price gains have been more muted, though still significant at 8-9%.

The latest U.S. Census Bureau (USCB) shows that the homeownership in Florida experienced a slight growth from 65% in 2018 to 65.4% in 2019. Broward County's rate remained the same at 62.1%, while City of Pembroke Pines dropped from 71.7% in 2018 to 71.0% in 2019.

The homeownership rate in the United States amounted to 64% in 2019. The homeownership rate is the proportion of occupied households that the homeowners occupy.

Per capita personal and household income in Florida has been slowly increasing since the late-2000s alongside the economic recovery. According to a report published on March 24, 2021 by the U.S. Department of Commerce Bureau of Economic Analysis, in 2020, Florida had a per capita personal income (PCPI) of \$55,337. This PCPI ranked 26th in the United States and was 93% of the national average, \$59,729. The 2020 PCPI reflected an increase of 5.6% from 2019. The 2019-2020 national change was 5.8%.

In 2010, the PCPI of Florida was \$38,473 and ranked 25th in the United States. The 2010-2020 compound annual growth rate of PCPI was 3.7%. The compound annual growth rate for the nation was 3.9%. According to the USCB's report released in 2020, the per capita income in past 12 months (in 2019 dollars) increased to \$31,619 in Florida, \$32,909 in the Broward County, and \$31,919 in Pembroke Pines. The combined median household income in Pembroke Pines was calculated to be at \$68,745 as opposed to Broward County's \$59,547, and Florida's \$55,660. 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 suggest 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 its overall health. According to recent data published in May 2020 by the Consumer Financial Protection Bureau (CFPD), Florida's mortgage delinquency rate, homeowner being 30 to 89 days delinquent on a payment, decreased from 2.2% in December 2019 to 0.9% in December 2020. Broward County also experienced a similar trend with a decrease in the mortgage delinquency rate of 0.9% in December 2020 compared to 2.6% in December 2019.

The City of Pembroke Pines' population has progressively grown by 9% over ten years, an average of about 1% year-over-year, from 154,019 in 2010 to 168,949 in 2020. Broward County currently has an estimated population of more than 1.9 million as of April 2020. Generally, increases in population levels over a relatively brief period can heighten the demand for property in a given area and drive up prices. Particularly, the influence of population growth upon household property demand and pricing are more acutely shaped.

In June 2021, the USCB and the U.S. Department of Housing and Urban Development (HUD) jointly announced about 1,681,000 building permits issued nationwide for single-family homes in May 2021, which is 34.4% higher than May 2020 of 1,246,000. The City of Pembroke Pines experienced increasing levels of permit activity over the ten years. 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 2011 to 2020. In 2020, the total number of permits issued by the City had decreased by 15.8% from 9,518 in 2019 to 7,975 in 2020. The value of construction over the past year decreased by 36.0% or \$88.9 million while the gross assessed value of overall properties increased by 6.8%, or \$1.35 billion.

City of Pembroke Pines, Florida

Property Value and Construction (1)
Last Ten Fiscal Years

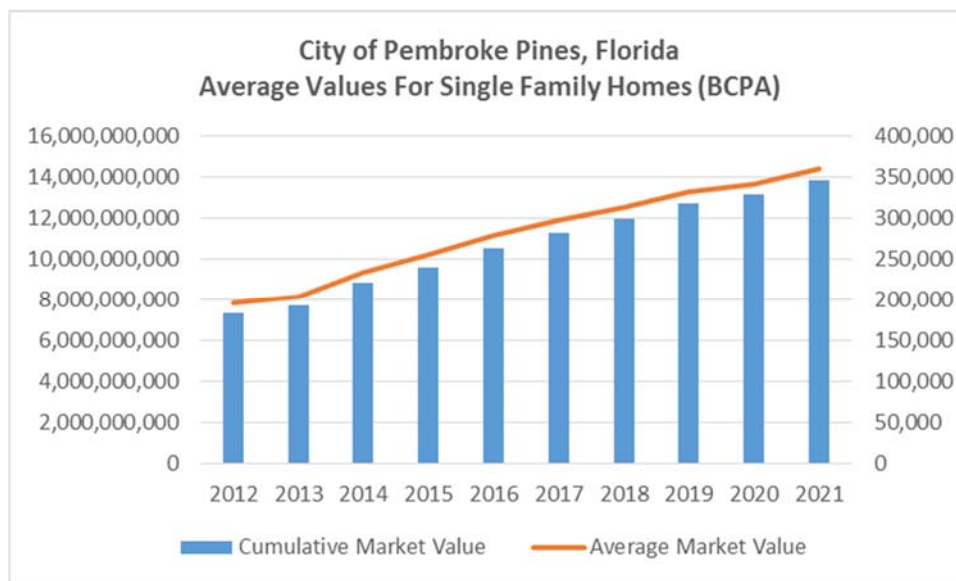
Year	Total Permits Issued	Miscellaneous		Residential		Commercial		Total Value of Construction	Gross Assessed Value (3)
		Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation		
2011	6,939	6,662	37,295,528	202	18,600,807	75	265,336,362	321,232,697	12,597,755,293
2012	6,200	5,434	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
2019	9,518	9,429	181,225,989	73	11,566,937	16	54,249,012	247,041,938	19,824,761,886
2020	7,975	7,910	141,213,682	58	5,547,050	7	11,365,470	158,126,202	21,175,209,482

(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 \$195,968 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 \$360,156 as of July 2021, which increased by 5.5% from \$341,396 in June 2020. The City's cumulative property value for single-family homes as of July 2021 amounted to \$13.9 billion, this is 5.7% increase from June 2020.



The real estate market in Pembroke Pines has been moving steadily upward in recent years with positive reinforcement in the construction sector in South Florida.

Unemployment

The unemployment rate is based on all of the unemployed labor force but actively seeking employment and willing to work. According to a report published by The Greater Fort Lauderdale Alliance dated September 27, 2021, Broward County's job report indicated a 4.9 percent unemployment rate in August 2021. This rate was 4.6 percentage points lower than the region's year ago rate of 9.5 percent. The labor force was 1,054,310, up 46,437 (+4.6 percent) over the year. There were 51,894 unemployed residents in the region. Nonagricultural employment in the Ft. Lauderdale-Pompano Bch-Deerfield Bch Metro Division was 823,100, an increase of 29,800 jobs (+3.8 percent) over the year.

Broward County COVID-19 crisis recovery efforts are continuing to show positive results. In the month of August 2021, a majority of industries gained jobs compared to the previous year, with the exception of Professional and Business Services (-500 jobs, -0.3%) and Government (-900 jobs, -0.9%). The leisure and hospitality (+23.0 percent); other services (+11.4 percent); education and health services (+4.7%) and construction (+3.9 percent) industries grew faster in the metro area than statewide over the year. The Ft. Lauderdale-Pompano Bch-Deerfield Bch Metro Division had the second fastest annual job growth rate compared to all the metro areas in the state in the Leisure and Hospitality industry (+23.0%), adding 16,200 jobs.

Florida's seasonally adjusted unemployment rate was 5.0 percent in August 2021, down 0.1 percentage point from the July 2021 rate, and down 2.9 percentage points from a year ago. There were 529,000 jobless Floridians out of a labor force of 10,543,000. The U.S. unemployment rate was 5.2 percent in August. Florida's seasonally adjusted total nonagricultural employment was 8,777,200 in August 2021, an increase of 15,500 jobs (+0.2 percent) over the month. The state gained 377,700 jobs over the year, an increase of 4.5 percent. Nationally, the number of jobs rose 4.3 percent over the year. The August 2021 total nonagricultural employment has not reached the pre-pandemic levels in February 2020.

The unemployment rate for the City of Pembroke Pines in August 2021 was 4.3%. City of Pembroke Pines' top ten employers consisted mostly of medical facilities and national supermarket brands (Target, Walmart, Publix, and Costco) both of which are categorized as essentials businesses when the government shuts down most of the economy.

Consumer Price Index

The Consumer Price Index (CPI) measures 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) people buy for their day-to-day living are averaged together. According to information published by Bureau of Labor Statistics on September 14, 2021, the CPI for the Miami/Fort Lauderdale/West Palm Beach metropolitan area increased by 0.2% from June to August 2021.

Summary

Although recent vaccine approvals have raised hopes of a turnaround in the pandemic later this year, renewed waves and new virus variants pose concerns for the outlook.

According to EDR, the worldwide pandemic and its accompanying economic fallout continue to color Florida's economic forecast. Florida's population growth is still estimated to have slowed between April 1, 2020 and April 1, 2021, but the growth rate was increased relative to the last conference, reflecting more substantial net migration. The other component of population growth was a natural increase, which was more negative than expected, with fewer births and increased deaths.

Between April 1, 2020 and April 1, 2025, Florida is expected to increase an average of 308,497 net new residents per year (845 per day), representing a compound growth rate of 1.39% over this five-year time horizon. These increases are analogous to adding a city slightly larger than Orlando every year.

Since the onset of the COVID-19 pandemic, several legislative acts, including the Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA), were signed into law. The acts established several temporary programs and provided additional funding for existing federal programs to support individuals, communities, and businesses impacted by the pandemic. These federal government economic responses provided budgetary relief to Florida and Broward County. As of September 30, 2021, City received approximately \$19.84 million in pandemic relief (\$7.11 million from CARES and \$12.73 million from ARPA).

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 original G.O. bond projects were appropriated in the 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2020-21 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 2019, the City Commission has approved a total of 156 projects. Of these projects, 119 have been completed, 1 project is in the planning/design phase, 14 projects have been re-allocated, and 22 projects have been eliminated. Since September 2018, 1 project has been completed. The original \$100,000,000 borrowed plus interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts totals \$118,500,961. Of this amount, 98.76% or \$117,026,788 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 original plan was 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, retention of existing businesses, and 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 needed. Approximately 85% of the strategies outlined in the EDSP were implemented by the end of the 2019 fiscal year. The Planning and Economic Development Department has proposed updating the plan during the 2021-2022 fiscal year. The delay in updating the plan is due to the COVID-19 pandemic.

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 reorganized and simplified the City's land development regulations, providing an easier avenue for both businesses and residents to redevelop their properties. Beginning in January 2020 and proceeding

through December 2020, Planning and Economic Development Staff has brought individual articles from the new land development code to both the City Commission and Planning and Zoning Board for review and comments. The updated land development code was adopted in April 2021 by the City Commission.

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 \$375,000 and \$950,000 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. To date, there are three residential projects within City Center: (1) City Center on 7th which consists of 700 units on 27 acres, (2) Town Apartments at City Center consisting of 365 units on 11 acres and (3) Pines Garden apartments consisting of 387 units on 13 acres. The Terra Group is the primary developer of the commercial components of the project and they have been developing in phases. Phase 1A (14 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 1A is anchored by a Publix Grocery store, Cooper's Hawk Winery, Outback Steakhouse and provides a mix of retail shops and restaurant space. Phase 1B (2.85 acres) consists of approximately 45,000 square feet and will have four tenants; UFC Gym, Space Coast Credit Union, Maple Street Biscuit Company and CoreLife restaurant. Phase 2B was completed in summer 2020 with individual tenants building out their tenant bays. The main tenants of this phase include Chuy's Tex Mex restaurant, McAlister's Deli, and Hobby Lobby. Construction of phase 1B and 2B was directly impacted by the COVID-19 pandemic.

Phase 3 of the project is the redevelopment of the northern portion of the former City Hall parcel (+/-6.5 acres). The City and Terra World have not yet closed on Phase 3 of the project as plans are still being evaluated, this project has also been delayed due to the pandemic. 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. The developer has obtained all initial approvals and is in the permitting phase of the project. The City and Providence One anticipate closing on the transaction by the first quarter of 2022.

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 obtained approvals to develop a 750,000-square-foot industrial park on the 66-acre parcel. The first building consisting of approximately 225,000 square feet was completed and sold to Sheridan Street Real Estate Investments for \$35 Million in February 2019. The second building with approximately 250,000 square feet was completed and sold to Sheridan Street Real Estate Investments B in January 2020. The remaining land was sold in March 2020 and the owner is creating a development plan for the final building. VPX Pharmaceuticals is the primary tenant on the site and is undergoing interior buildouts of the structures. The development of this property is helping to diversify the City's economy adding a new corporate headquarters as well as distribution and manufacturing space.

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 in 2017 and constructed a new post office per the approved redevelopment plan. Terra demolished the 340,000-square-foot building and has begun construction on the development of a 120,000-square-foot commercial center with retail, office and restaurant space. Primary tenants include Publix, Cheddars Scratch Kitchen, Burlington, Verizon, Regions Bank as well as numerous small shops. The second phase of the project, will include a residential town home community with direct connectivity to the commercial space consisting of 165 units. Terra closed on the real estate with the City in the spring of 2021. Terra is developing the residential component with Lennar. 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. Upon completion the project will feature nearly 500,000 square feet of Class A environmental friendly office space in a campus style setting along the highly visible I-75 corridor. The TPA group is in the process of leasing building one of the Edison and is in permitting for building two with construction expected to be completed in summer 2022. New office construction is helping to diversify the City's economy and was a primary goal of the EDSP. The TPA group has also submitted plans to develop a residential tower within the footprint of the property enhancing the mixed use corridor. Construction began on two new office buildings in the summer of 2021 adjacent to the Century Village community. Building 1 with access to the 145th corridor consists 14,250 square feet for general office use and building 2 consisting of 12,800 square feet for medical office use.

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, which is 100% leased as of summer 2020. Sheridan Palms industrial park has completed the 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 and industrial tenants are occupying hundreds of acres that previously had agricultural tax exemptions.

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. In spring 2021, the South Broward Hospital District received approval to expand the Memorial Hospital West Campus to the south, as they acquired vacant commercial space adjacent to their campus. The expansion will allow the hospital district to construct a new 120,000 square foot cancer center which they estimate will be completed in 2023.

Residential Sector

In addition to residential developments in City Center and 16000 Pines Market, new multifamily development is being constructed or proposed on remaining vacant parcels. In early 2021, Lennar completed the Tuscan Pines townhome community consisting of 58 units. Although the property had been designated for commercial development, the demand for new housing and concerns pertaining to traffic from commercial space led the developer to propose residential use. In 2021, DR Horton, obtained entitlements to develop the Merrick Square townhome project on approximately 26 acres of land. The 211 unit project replaced a property previously occupied by the School Board of Broward County. The project should be completed by early 2023. Both of these developments added new housing stock and tax base on land previously dedicated towards other uses.

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 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 early 2021, the City installed 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 Senator 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 2021

- 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 2021

- 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 2021

- Budget staff reviews and revises narratives as appropriate

APRIL — JULY 2021

- 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 2021

- City Commission public workshop on the Proposed Budget

SEPTEMBER 2021

- 13 First Public Budget Hearing
- 13 Fire Assessment Hearing
- 22 Second and Final Budget Hearing — adopt millage rate and Budget
- Upload Adopted Budget into the accounting system

OCTOBER 2021

- 1 Adopted Budget for Fiscal Year 2022 goes into effect
- Publish Adopted Budget Book on the City's website
- <http://www.ppines.com/865/City-Operating-Budget>

NOVEMBER 2021

- Commission approves Budget Revisions for fiscal year ending 9/30/2021

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 ask questions about the budget, especially the reason for any increase in ad valorem tax revenues. 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.
9. Section 30.30(F) of the Code of Ordinances requires a majority affirmative vote of the quorum to adopt the budget which, prior to October 1st, is legally enacted through passage of an Ordinance. The budget is adopted at the fund level, which is the legal level of budgetary control. 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 that general classification of expenditures.

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. Encumbrances do not constitute expenditures or liabilities in the current year and are disclosed in the notes to the financial statements. According to Section 5.07 of the City Charter all appropriations shall lapse at the end of the budget year to the extent that they have not been expended or lawfully encumbered. All lapsed appropriations shall be used by the City Manager in appropriating money for the budget of the next fiscal year.

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. FHFC Grants SHIP/CRF	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 2021-22 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 2021-22 Budget is the Utility Fund.

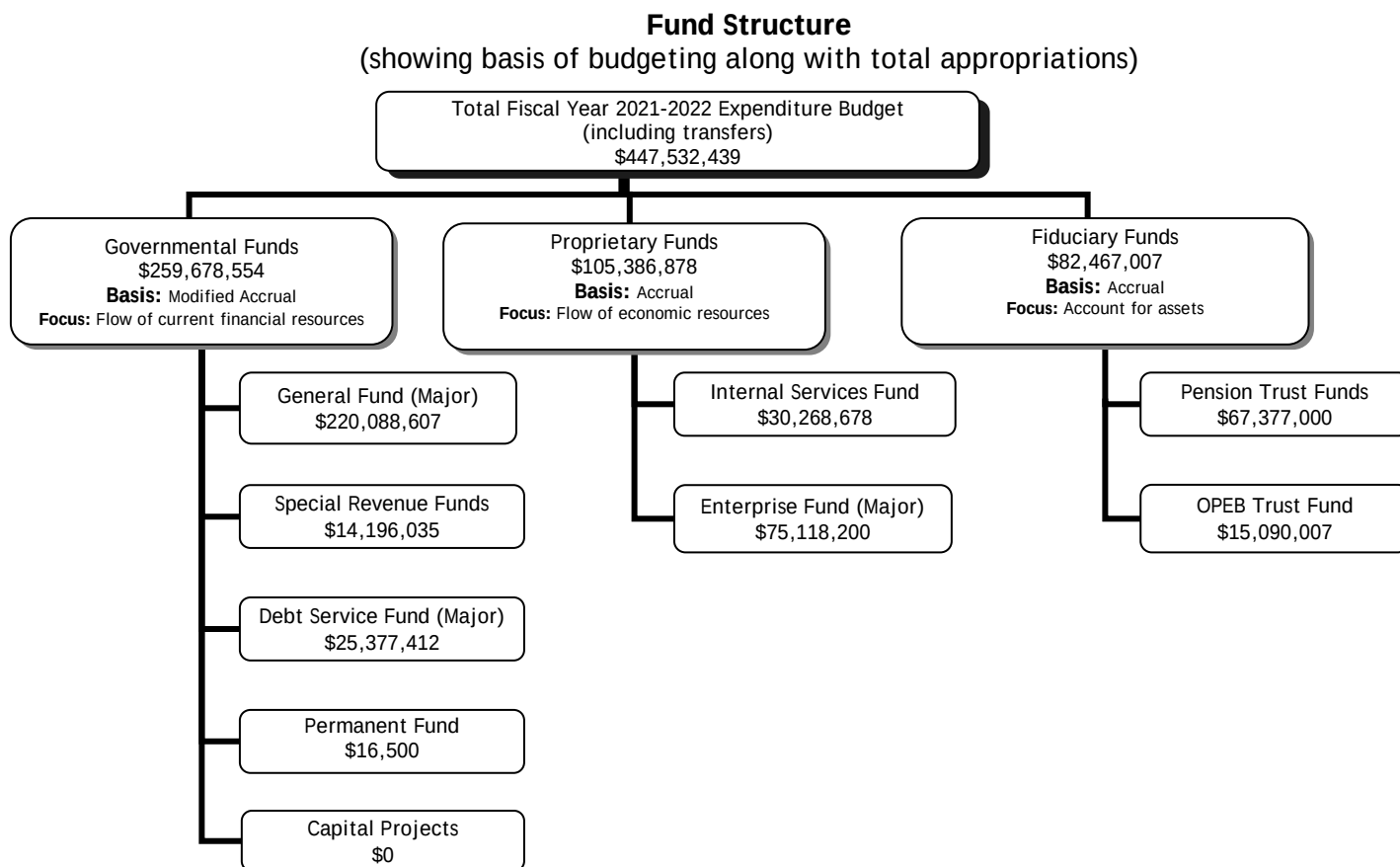
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2021-22 Budget.

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 employees' pension and one for police officers and firefighters' 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 61.1% 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.

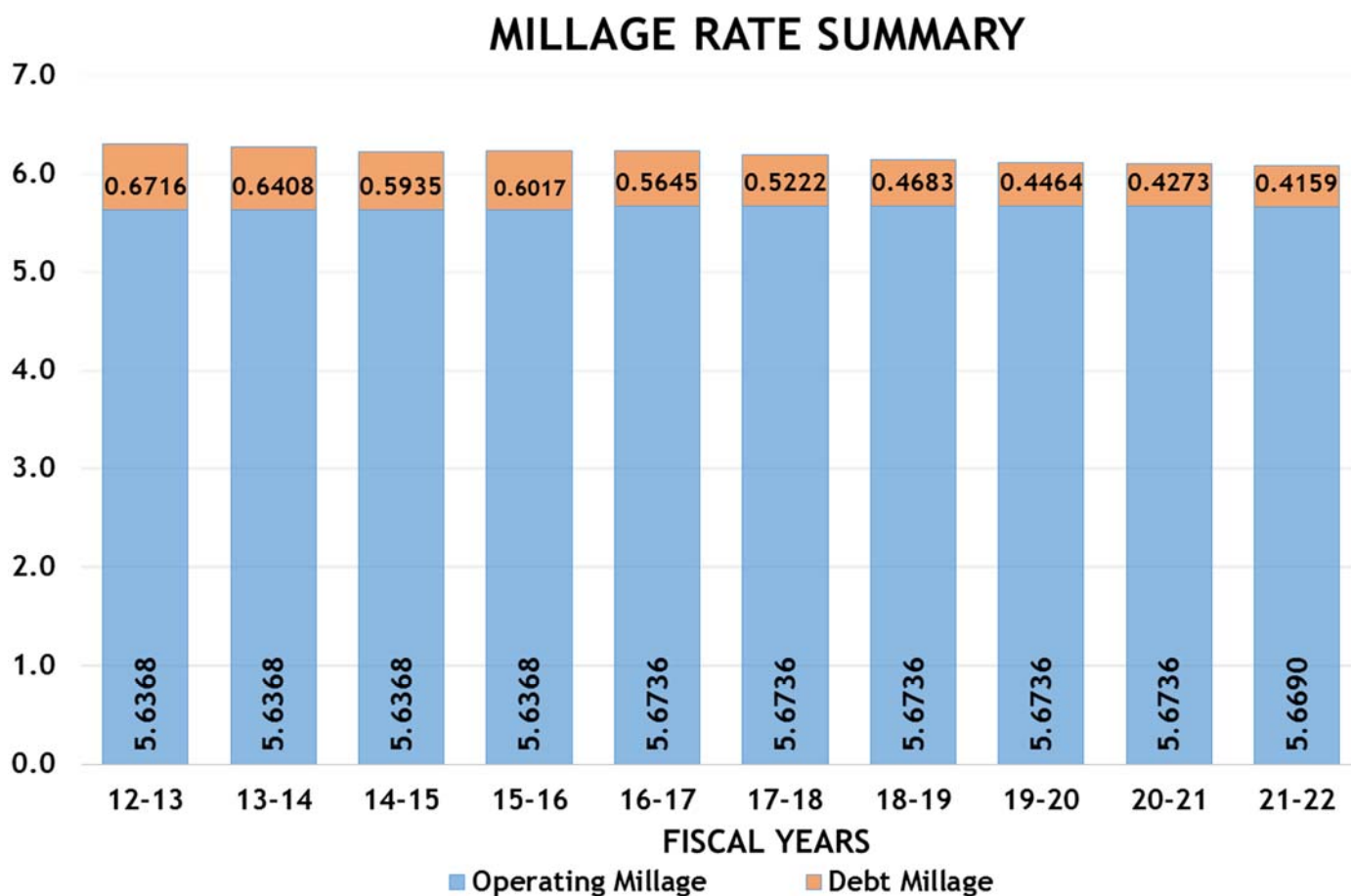
The City's staff complement comprises of employees hired directly by the City (authorized positions) and those hired through a private company. Below is a summary of the changes in the full- time and part-time position count. All position changes are presented by division in tabular form later in this section. The net decrease of 8 full-time positions stems mainly from the closure of two Early Development Center (EDC) sites and termination of the Red Light Camera Program. Decreases were partially offset by 11 new Police Department positions. Similarly, the net decrease of 42 part-time positions is due mainly to closed EDC sites.

Summary - All Funds Net Changes in Positions		
Deletions	F/T	P/T
Police Programmer Analyst III - convert to FCS for cost savings	(1)	
RLC Program Coordinator - Red Light Camera program eliminated	(1)	
Police Service Aide I - Red Light Camera program eliminated	(2)	
Utilities Director - administration restructuring	(1)	
Facilities Project Manager - administration restructuring	(1)	
Property Manager - administration restructuring	(1)	
Sch Accounting Clerk II - convert to FCS for cost savings	(1)	
Teacher Aide - convert to FCS for cost savings	(1)	
EDC Teacher - Centers closed or not operating at full capacity due to COVID	(5)	
Teacher Aide - Centers closed or not operating at full capacity due to COVID	(3)	
P/T Teacher Aide - Centers closed or not operating at full capacity due to COVID		(40)
Site Supervisor - Centers closed or not operating at full capacity due to COVID	(2)	
P/T Police Officer - convert to contractual for cost savings		(2)
Deletions Subtotal	(19)	(42)
Additions	F/T	P/T
Police Captain - for Patrol Division	1	
Police Officer - increased calls for service	7	
Sergeant - increase span of control for additional Police Officers	1	
Police Service Aide I - increased calls for service	1	
Assistant Victim's Advocate - increased calls for service	1	
Additions Subtotal	11	0
All Funds Net Change in Positions	(8)	(42)

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 6.0849, which is comprised of an operating millage of 5.6690 and a debt service millage of 0.4159.



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 62.0% 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, including Beginning Surplus/Beginning Retained Earnings, Appropriated Beginning Surplus/Appropriated Retained Earnings, and Prior Year Bond Proceeds, equal the Appropriated Expenditures the budget is considered balanced.

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

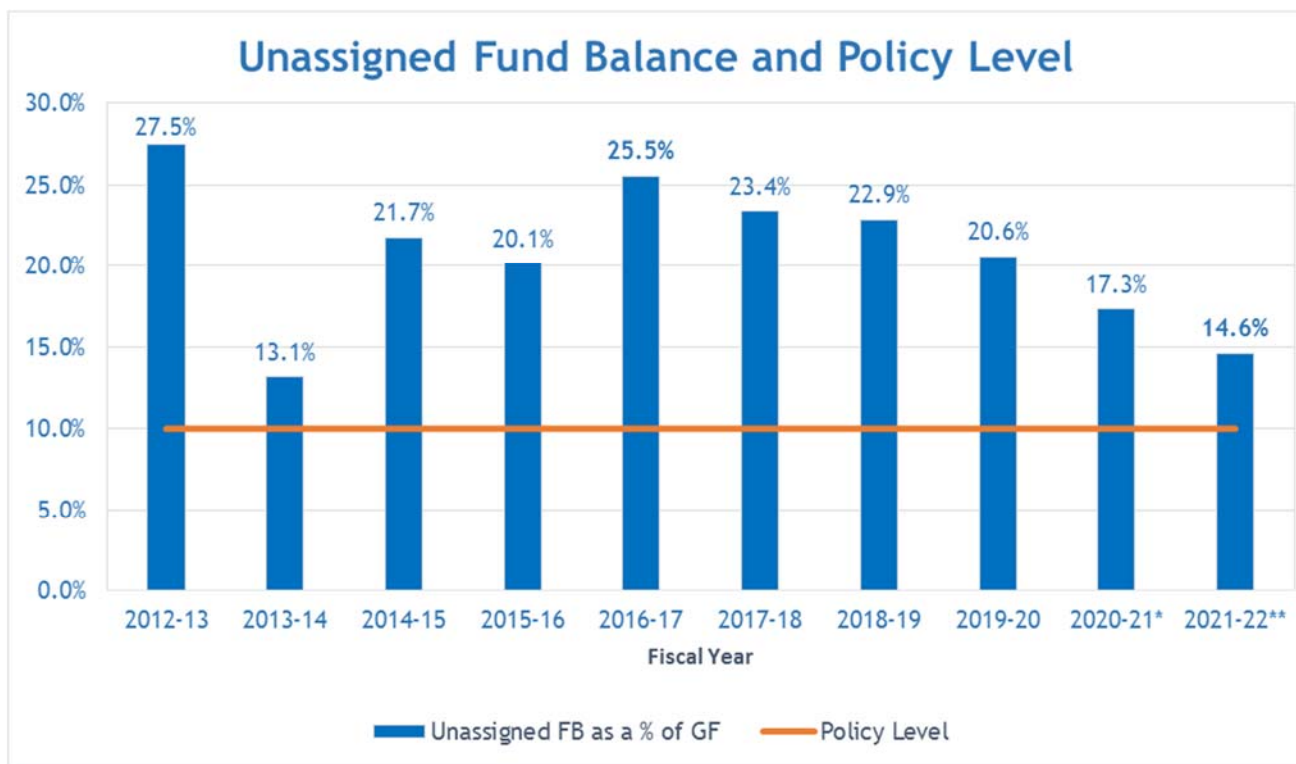
1. An independent audit in accordance with Government Auditing Standards will be performed annually.
2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Procurement Policy

1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Officer to cost more than \$25,000 shall be based on sealed competitive solicitations as determined by the Chief Procurement Officer, except as specifically provided for in Section 35.18(C) which includes exemptions such as:
 - 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
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	45,694,277	199,833,387	22.9%	10%
2019-20	43,050,991	209,021,974	20.6%	10%
2020-21*	36,793,137	212,438,083	17.3%	10%
2021-22**	32,107,880	220,088,607	14.6%	10%

* Preliminary - Fund Balance Unassigned is based on prior year less 2020-21 Beginning Surplus budget.

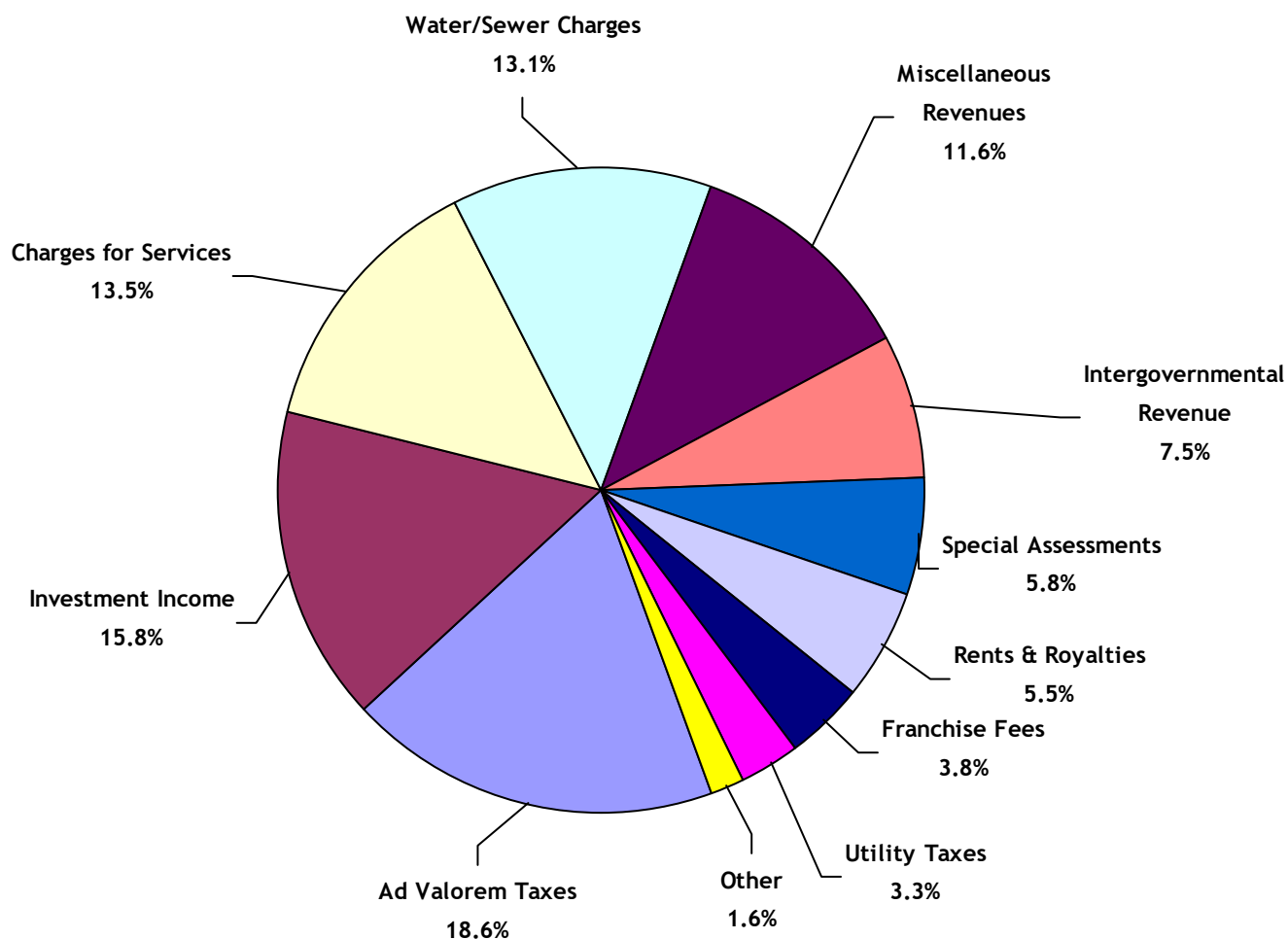
** Estimate - Fund Balance Unassigned is based on prior year less 2021-22 Beginning Surplus budget.

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2021-22 budget and (2) the fiscal year 2021-22 to 2025-26 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%.

2021-22 All Funds Revenue - By Category

Total Revenues \$447,532,439



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: 4.16%
Based on the 12-month trend in Consumer Price Index (CPI)
(All Items - U.S. City Average, Bureau of Labor Statistics)
April 2021 compared to April 2020.

Projected Population Change: +0.55%, as of April 2020
(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

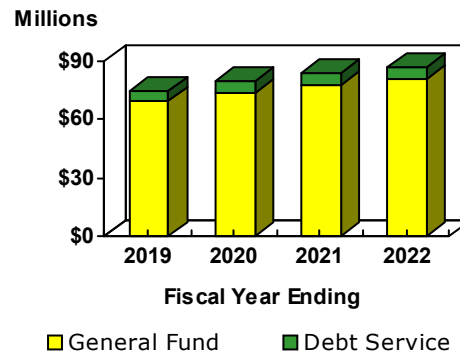
Ad Valorem Taxes

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 2021-22 Budget is based on an operating millage of 5.6690.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.0849 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The total increase of \$3.0 million or 3.7% in Ad Valorem taxes for 2021-22 reflects mainly the increase in the taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2022 Budget	5.6690	\$ 80,042,821	0.4159	\$ 5,872,255	\$ 85,915,076	3.7%
2021 Budget	5.6736	77,076,815	0.4273	5,805,188	82,882,003	4.6%
2020 Actual	5.6736	73,466,259	0.4464	5,780,588	79,246,847	6.4%
2019 Actual	5.6736	68,805,103	0.4683	5,679,525	74,484,629	-

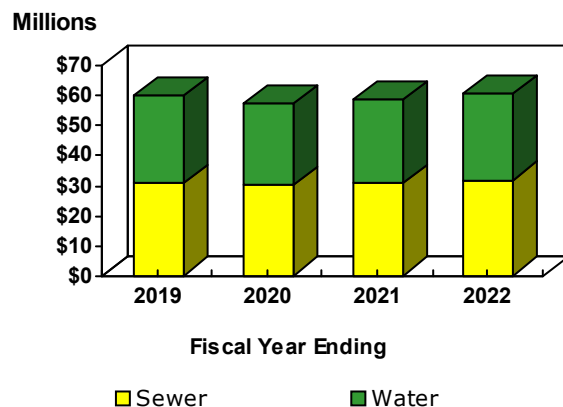
Water & Sewer Charges

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.

In 2019-20, Commission reduced rates by 4.26%. For 2020-21, rates increased by 3.0%, the minimum change per Ordinance 1852. The 2021-22 projection is based on rate increases of 3.07%.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2022 Budget	\$ 28,856,000	\$ 31,719,000	\$ 60,575,000	3.6%
2021 Budget	28,042,000	30,443,000	58,485,000	2.6%
2020 Actual	27,234,646	29,790,290	57,024,937	(4.3%)
2019 Actual	28,672,030	30,890,068	59,562,098	-

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.

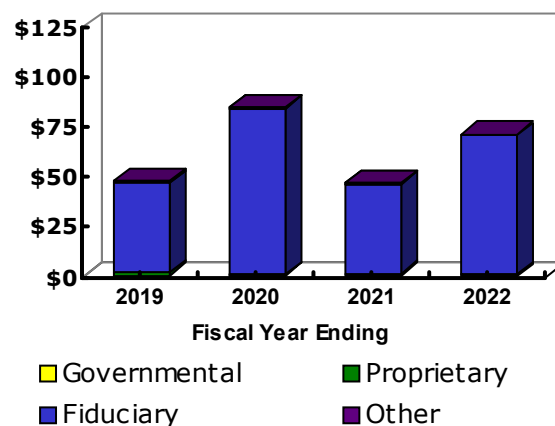
Forecast Methodology and Analysis

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 of the Pension Section for the Fiduciary Funds actual rate of return.

Projections for 2021-22 reflect the positive economic impact of reopening the economy.

Millions



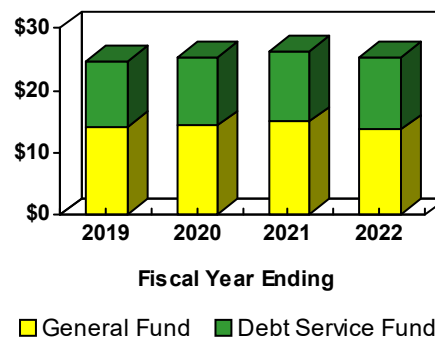
Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2022 Budget	\$ 70,500	\$ 424,000	\$ 70,005,600	\$ 453,544	\$ 73,110,395	51.0%
2021 Budget	189,200	995,000	45,005,600	656,553	48,428,153	(44.1%)
2020 Actual	147,071	842,692	82,921,982	796,690	86,698,031	72.2%
2019 Actual	296,116	1,625,658	44,440,465	1,097,874	50,359,273	-

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.

Millions



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 along with pending new contracts. The non-contractual rental is estimated based on historical trend.

Revenue projection for 2021-22 is in line with the 2020-21 forecast, which has been adjusted for COVID-19 impact.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2022 Budget	\$ 13,553,701	\$ 11,742,996	\$ 25,296,697	(3.7%)
2021 Budget	14,884,693	11,373,739	26,258,432	3.9%
2020 Actual	14,189,039	11,095,975	25,285,014	2.6%
2019 Actual	13,978,833	10,676,537	24,655,370	-

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.

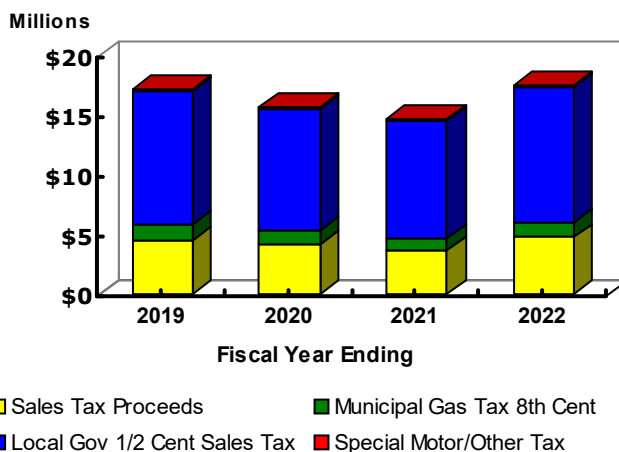
The City's share is based on the overall economic performance and the City's population. The latest population estimation from the University of Florida's Bureau of Economics and Business Research (BEBR) shows that the City's population grew to 167,128 for revenue sharing calculations.

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.

The 19.0% increase in projected revenue for 2021-22 is attributed to the positive economic impact of the federal stimulus and lifting of COVID-19 restrictions. The \$1.6 million loss in 2019-20 is due to COVID-19.



Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2022 Budget	\$ 4,833,000	\$ 1,300,000	\$ 11,282,000	\$ 232,000	\$ 17,647,000	19.0%
2021 Budget	3,675,000	1,073,000	9,822,000	243,200	14,835,650	(5.8%)
2020 Actual	4,233,780	1,225,734	10,085,609	211,871	15,756,995	(9.1%)
2019 Actual	4,615,212	1,361,212	11,097,737	259,771	17,333,931	-

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.

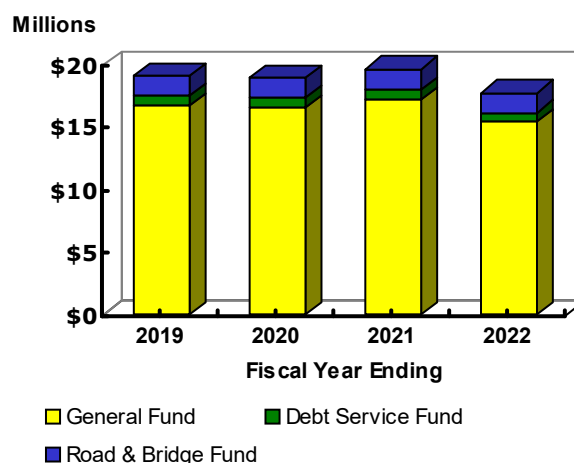
This revenue source is accounted for in the General Fund and the Debt Service Fund.

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.

Within the General Fund, \$1.3M of the \$1.8M General Fund reduction is associated with the termination of the Reuter contract on 12/31/21.

Revenue projections for 2021-22 have been adjusted for HB 133 and its impact on Towing Fees. Potential changes to Sanitation Agreements are also reflected in these revenues.



Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2022 Budget	\$ 15,376,136	\$ 1,595,000	\$ 760,864	\$ 17,732,000	(9.7%)
2021 Budget	17,155,898	1,720,000	762,433	19,638,331	3.9%
2020 Actual	16,533,402	1,604,944	758,061	18,896,407	(1.0%)
2019 Actual	16,679,189	1,614,987	784,888	19,079,063	-

Public Services Taxes

Description

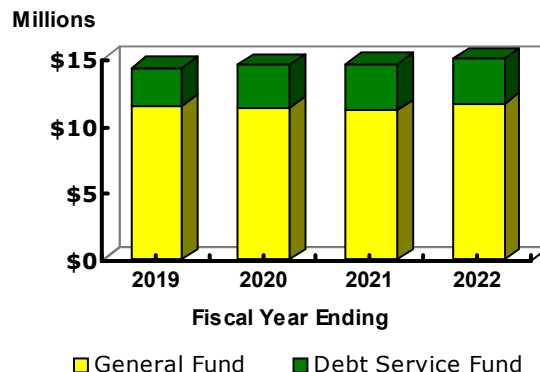
A tax levied on the purchase of electricity, natural gas, propane, and water.

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 2021-22 are mainly due to the base rate increase on public service taxes (electricity) effective May 2021 combined with variations in consumption.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2022 Budget	\$ 11,714,241	\$ 3,361,759	\$ 15,076,000	3.3%
2021 Budget	11,136,930	3,454,070	14,591,000	0.2%
2020 Actual	11,410,427	3,144,518	14,554,944	1.2%
2019 Actual	11,505,606	2,874,017	14,379,623	-

Fire Protection Special Assessment

Description

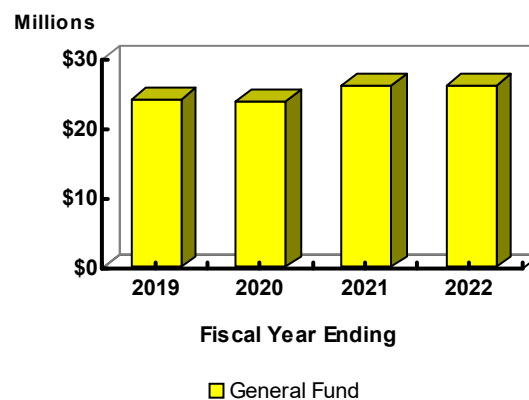
Represents a non-ad valorem assessment collected through the county's tax collector. It funds a portion of the costs associated with providing fire services.

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.

2021-22 increase reflects the change in net assessable cost, which was reduced by \$0.9 million of ARPA revenue.

The 2021-22 Residential Fire Assessment rates remain the same as 2020-21 while the 2021-22 non-residential rates are lower than the 2020-21 rates.

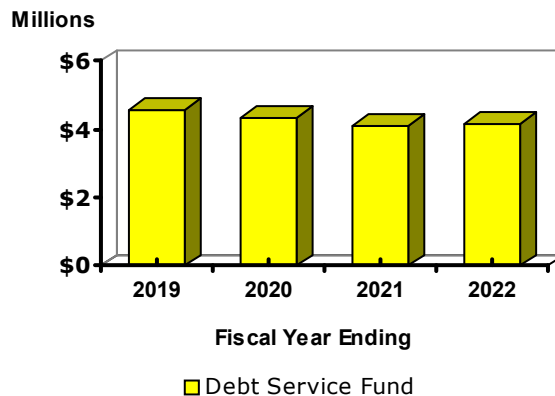


Fiscal Year Ending	General Fund	% Change
2022 Budget	\$ 26,108,918	0.1%
2021 Budget	26,079,510	9.4%
2020 Actual	23,848,516	(1.2%)
2019 Actual	24,149,918	-

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.

2021-22 projected revenue is in line with 2020-21 forecast.

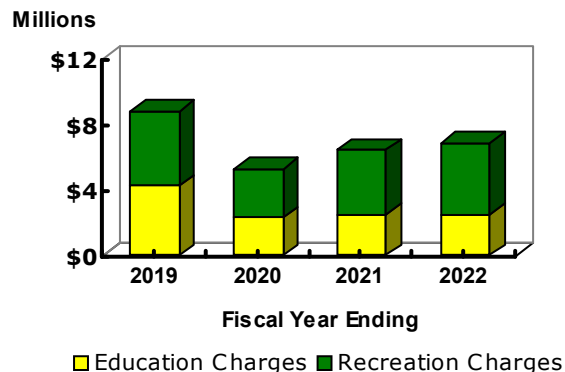
Fiscal Year Ending	Debt Service Fund	% Change
2022 Budget	\$ 4,178,000	2.3%
2021 Budget	4,086,000	(6.2%)
2020 Actual	4,357,078	(4.9%)
2019 Actual	4,583,688	-

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.

The 6.6% increase in fiscal year 2021-22 is attributable mainly to recreational and cultural activities resuming and reopening after COVID-19 related closures. The \$3.5 million decrease in 2019-20 is due to the COVID-19 lockdown.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2022 Budget	\$ 2,508,601	\$ 4,319,056	\$ 6,827,657	6.6%
2021 Budget	2,501,500	3,902,516	6,404,016	21.2%
2020 Actual	2,337,775	2,947,082	5,284,857	(39.8%)
2019 Actual	4,263,065	4,511,840	8,774,905	-

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.

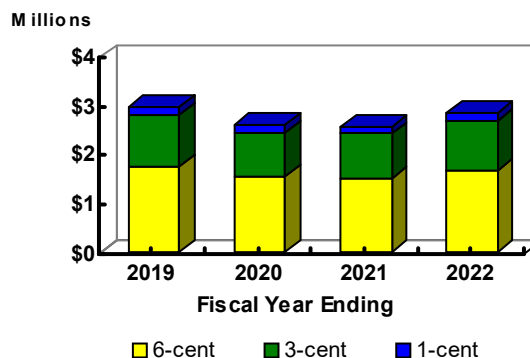
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the 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 10.4% increase in projected revenue for 2021-22 is attributed to the positive economic impact on fuel consumption after COVID-19 restrictions are lifted. The \$0.4 million decrease in 2019-20 is due to the COVID-19 lockdown.



Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2022 Budget	\$ 1,672,000	\$1,011,000	\$ 171,000	\$ 2,854,000	10.4%
2021 Budget	1,524,000	908,000	154,000	2,586,000	(1.3%)
2020 Actual	1,537,124	925,252	156,914	2,619,291	(12.2%)
2019 Actual	1,743,782	1,060,569	179,863	2,984,213	-

Local Business Tax

Description

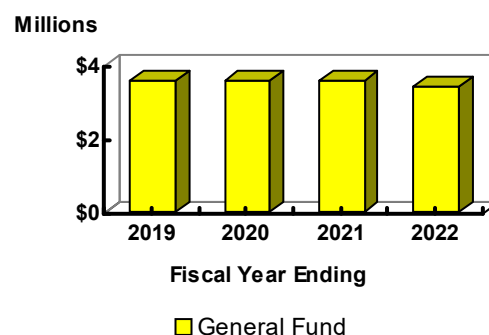
A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

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 5.1% decrease in projected revenue for 2021-22 is directly related to impact of COVID-19 on new and existing businesses. The number of inventory based businesses have decreased while the non-inventory based businesses have increased.



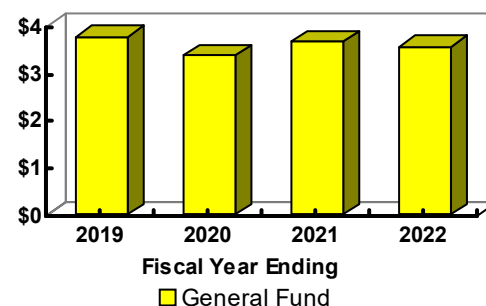
Fiscal Year Ending	General Fund	% Change
2022 Budget	\$ 3,436,000	(5.1%)
2021 Budget	3,619,000	0.9%
2020 Actual	3,586,587	(0.1%)
2019 Actual	3,588,457	-

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.

Decrease in projected revenue in 2021-22 of 3.1% is related to decrease in call volume and collections.

Fiscal Year Ending	General Fund	% Change
2022 Budget	\$ 3,550,000	(3.1%)
2021 Budget	3,663,000	8.8%
2020 Actual	3,366,552	(10.3%)
2019 Actual	3,752,096	-

Fines & Forfeitures

Description

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

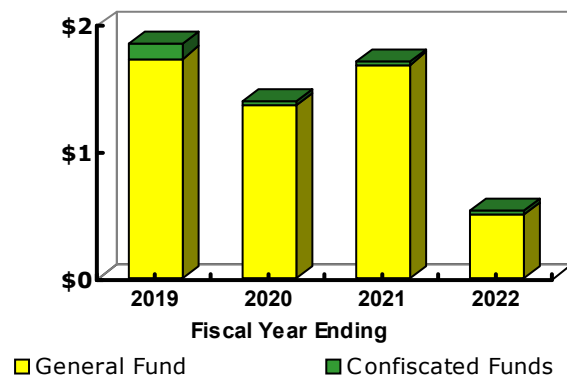
Forecast Methodology and Analysis

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 projected decrease of 69.4% in 2021-22 is primarily due to termination of the Red Light Camera Program.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2022 Budget	\$ 504,500	\$ 19,228	\$ 523,728	(69.4%)
2021 Budget	1,681,500	27,419	1,708,919	22.9%
2020 Actual	1,354,550	35,956	1,390,506	(24.5%)
2019 Actual	1,729,766	113,171	1,842,937	-

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.

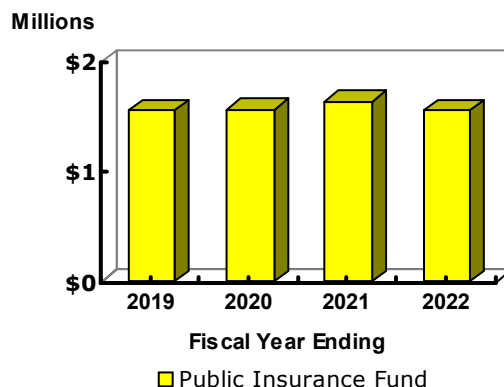
These contributions are accounted for as revenue in the Public Insurance Fund.

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
2022 Budget	\$ 1,555,926	(4.9%)
2021 Budget	1,635,318	4.8%
2020 Actual	1,560,872	0.4%
2019 Actual	1,555,133	-



City Pension Contribution

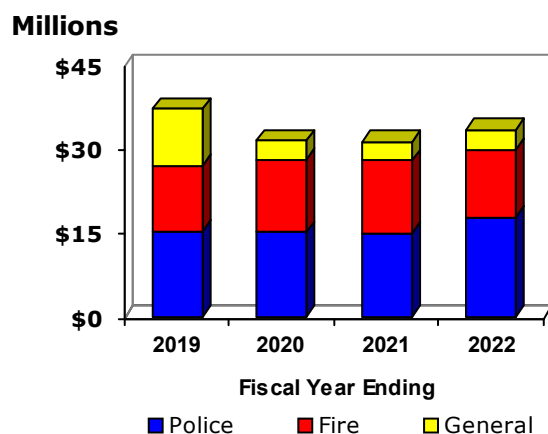
Description

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

Forecast Methodology and Analysis

The annual ADC as a percentage of covered payroll is multiplied by the projected payroll.

The 6.4% increase in 2021-22 is mainly attributable to an increase in the City contribution to the Police Pension Plan related to increase in active participants.



Fiscal Year Ending	Fire	Police	General	Total	% Change
2022 Budget	\$ 12,191,362	\$ 17,830,613	\$ 3,500,000	\$ 33,521,975	6.4%
2021 Budget	13,056,003	14,943,403	3,500,000	31,499,406	(0.4%)
2020 Actual	12,890,387	15,226,640	3,500,000	31,617,027	(15.1%)
2019 Actual	11,860,699	15,387,966	10,000,000	37,248,665	-

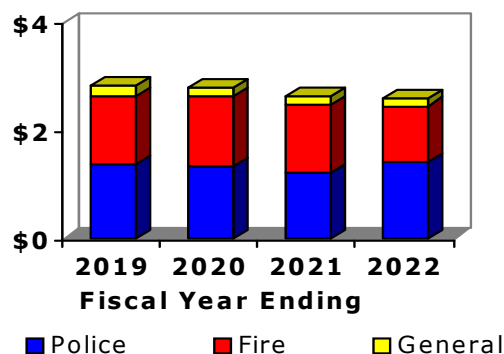
Employee Pension Contribution

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 2021-22 decrease of 1.5% 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
2022 Budget	\$ 1,043,326	\$ 1,405,037	\$ 135,284	\$ 2,583,647	(1.5%)
2021 Budget	1,236,506	1,224,613	160,815	2,621,934	(5.8%)
2020 Actual	1,294,718	1,328,876	161,054	2,784,647	(1.8%)
2019 Actual	1,258,095	1,375,740	202,595	2,836,430	-

Major Revenues

% Total 2021-22 Revenue Budget

Description	2021-22 Budget	% of Total
Ad Valorem Taxes	85,915,076	19.2%
Interest & Other Earnings	73,110,395	16.3%
Water & Sewer Charges	60,575,000	13.5%
City Pension Contribution	33,521,975	7.5%
Fire Protection Special Assessment	26,108,918	5.8%
Rentals	25,296,697	5.7%
Franchise Fees	17,732,000	4.0%
State Shared Revenues	17,647,000	3.9%
Public Services Taxes	15,076,000	3.4%
Education & Recreational/Cultural Charges	6,827,657	1.5%
Communication Services Tax	4,178,000	0.9%
Rescue Transport Fees	3,550,000	0.8%
Local Business Tax	3,436,000	0.8%
Local Option Gas Tax	2,854,000	0.6%
Employee Pension Contribution	2,583,647	0.6%
Employee Health Contributions	1,555,926	0.3%
Fines & Forfeitures	523,728	0.1%
Total Major Revenues	\$ 380,492,019	85.0%
Total Revenues	\$ 447,532,439	

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 2013 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the 10-year period, 2012-13 to 2021-22, the General Fund budget shows total growth of \$69.7 million or 46.3%. Using 2013 constant dollars to account for the impact of inflation, the real growth was \$37.0 million or 24.6%, with the remaining \$32.6 million or 21.7% growth due to inflation. The 24.6% real growth over the ten-year period correlates to an average annual growth rate of approximately 2.4%.

The actual \$69.7 million increase is attributable to rising operating expenditures of \$38.6 million (+111.4%), \$7.9 million (+285.1%) in capital expenditures, \$23.4 million (+21.1%) in personnel expenses, and a decrease of \$0.2 million (-12.4%) in other expenditures.

The \$38.6 million 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.

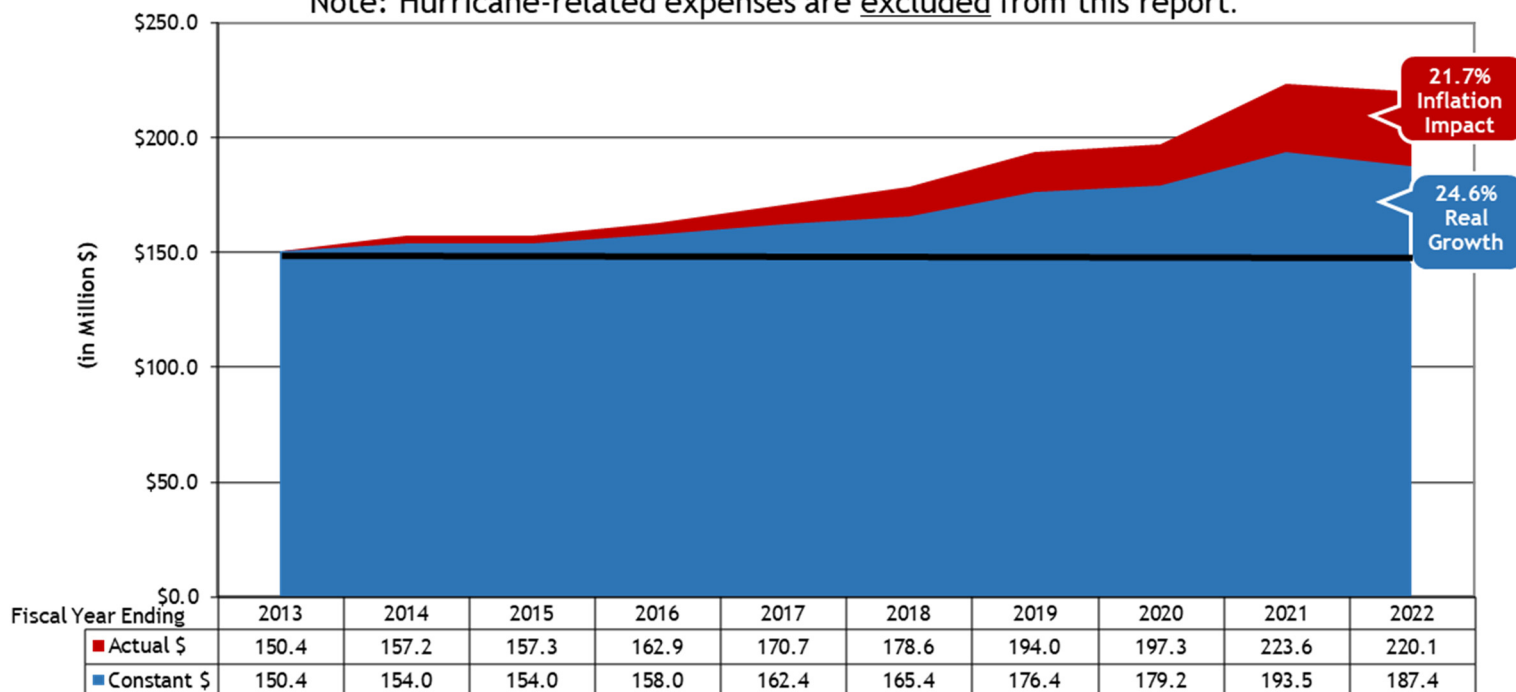
The \$7.9 million increase in capital expenditures is due to the replacement of vehicles in the Public Safety departments, improvements other than building in the Recreation Department, various technology projects throughout the City including the paging and alerting system, as well as an Enterprise Resource Planning Solution.

General Fund Expense (including transfers)

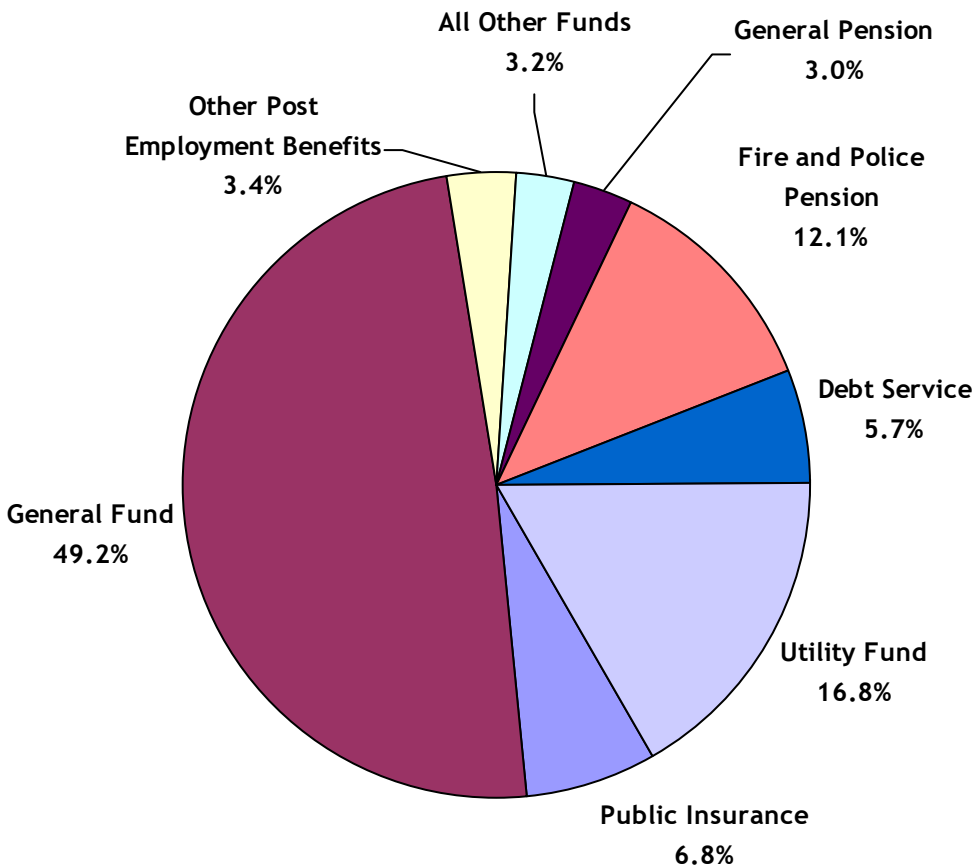
Actual vs Constant 2013 Dollars

(Actual 2013-2020; Working Budget 2021; Proposed Budget 2022)

Note: Hurricane-related expenses are excluded from this report.

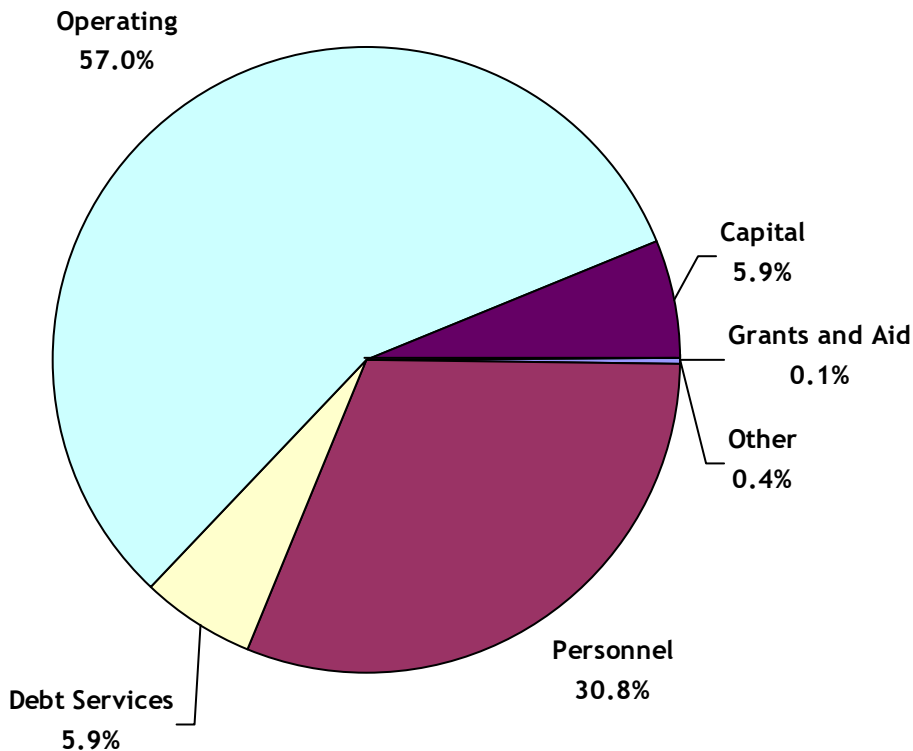


Expenditures By Fund



Total Expenditures \$447,532,439

Expenditures By Category



PERSONNEL REPORTS

Position Changes 2021-22 Budget as Compared to 2020-21 Adopted Budget

	Full Time	Part Time
1 General Fund		
2001 Finance		
12651 Programmer Analyst II	-1	-
2001 Finance	-1	-
2002 Technology Services		
12623 Senior Systems Administrator	1	-
2002 Technology Services	1	-
3001 Police		
12081 Police Social Media Manager	-1	-
12088 Media Relations Manager	1	-
12115 Police Captain	1	-
12425 Police Officer	-10	-
12436 Police Officer - Tier 3	16	-
12603 Support Services Coordinator	-1	-
12631 Crime Scene Technician	2	-
12633 Crime Scene Investigator	-1	-
12634 Crime Scene Shift Supervisor	-1	-
12636 Field Training Officer - City	1	-
12655 Sergeant	1	-
12698 Police Programmer Analyst III	-1	-
12805 Computer Services Manager	1	-
12886 Assistant Victim's Advocate	1	-
12988 Police Payroll Specialist I	-1	-
12989 Police Payroll Specialist II	1	-
13151 P/T PSS Logistics	-	1
13416 P/T Police Support Specialist I	-	-1
3001 Police 3001 Red Light Camera Program		
12479 RLC Program Coordinator	-1	-
12985 Police Service Aide I	-2	-
3001 Police 9007 Code Compliance		
12985 Police Service Aide I	1	-

Position Changes 2021-22 Budget as Compared to 2020-21 Adopted Budget

	Full Time	Part Time
1 General Fund		
3001 Police	7	-
5002 Early Development Centers 203 Charter EDC - Village Center		
12143 EDC Teacher	-1	-
12781 Site Supervisor	-1	-
13551 P/T Teacher Aide	-	-11
5002 Early Development Centers 205 WCY EDC		
12143 EDC Teacher	-1	-
12780 Teacher Aide	-1	-
12781 Site Supervisor	-1	-
13551 P/T Teacher Aide	-	-15
5002 Early Development Centers 208 Charter EDC - West		
12120 Sch Accounting Clerk II	-1	-
12143 EDC Teacher	-2	-
13551 P/T Teacher Aide	-	-4
5002 Early Development Centers 209 Charter EDC - Central		
12143 EDC Teacher	-1	-
12780 Teacher Aide	-3	-
13551 P/T Teacher Aide	-	-10
5002 Early Development Centers	-12	-40
6001 General Gvt Buildings		
12033 Facilities Project Manager	-1	-
12469 Property Manager	-1	-
6001 General Gvt Buildings 345 City Hall/Chambers		
13410 P/T Police Officer	-	-2
6001 General Gvt Buildings	-2	-2
7001 Recreation and Cultural Arts		
12215 Senior Lifeguard	-1	-
12547 Aquatic Coordinator Assistant	1	-
12564 Special Events- Coordinator Assistant	1	-

Position Changes 2021-22 Budget as Compared to 2020-21 Adopted Budget

	Full Time	Part Time
1 General Fund		
<u>7001 Recreation and Cultural Arts</u>		
12573 Recreation Specialist	-1	-
7001 Recreation and Cultural Arts	-	-
1 General Fund Total	-7	-42
471 Utility Fund		
<u>6010 Utilities Admin Services</u>		
12148 Utilities Director	-1	-
6010 Utilities Admin Services	-1	-
471 Utility Fund Total	-1	-
Total Change for All Funds	-8	-42

Position History By Department

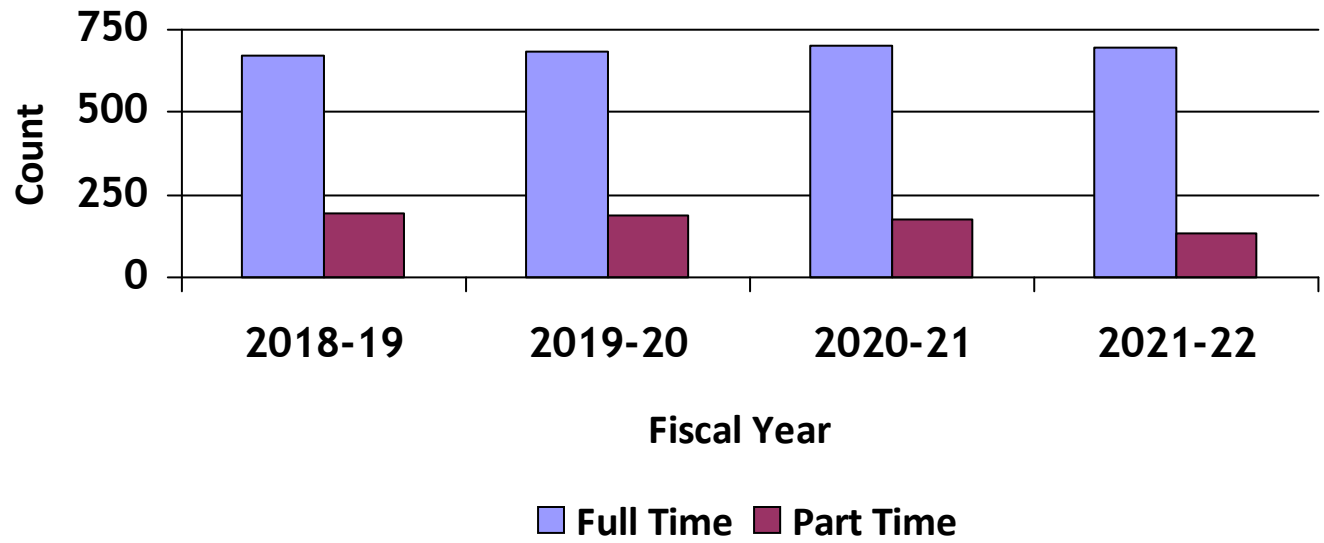
	2018-19 Actual		2019-20 Actual		2020-21 Adopted Budget		2021-22 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	8	3	8	3	8	3	8	3
2001 Finance	11	-	11	-	11	-	10	-
2002 Technology Services	14	-	15	-	15	-	16	-
201 City Manager	2.5	-	2.5	-	2.5	-	2.5	-
202 Human Resources	3	-	3	-	3	-	3	-
3001 Police	323	5	334	5	347	5	356	5
3001 Police 3001 Red Light Camera Program	3	-	3	-	3	-	-	-
3001 Police 303 SRO program	-	29	-	23	-	23	-	23
3001 Police 313 Broward College SRO	-	2	-	1	-	-	-	-
3001 Police 9007 Code Compliance	15	-	16	-	16	-	17	-
4003 Fire/Rescue	204	1	208	1	211	1	211	1
4003 Fire/Rescue 678 Fire Prevention	10	-	9	-	9	-	9	-
5002 Early Development Centers 203 Charter EDC - Village	2	12	2	12	2	11	-	-
5002 Early Development Centers 205 WCY EDC	3	17	3	17	3	15	-	-
5002 Early Development Centers 208 Charter EDC - West	11	29	11	29	11	26	8	22
5002 Early Development Centers 209 Charter EDC - Central	13	28	12	28	12	26	8	16
6001 General Gvt Buildings	7	-	6.5	-	6.5	-	4.5	-
6001 General Gvt Buildings 345 City Hall/Chambers	-	2	-	2	-	2	-	-
6004 Grounds Maintenance	1.5	-	2	-	2	-	2	-
6005 Procurement	1	-	1	-	1	-	1	-
6006 Environmental Services (Engineering)	4	-	3.5	-	3.5	-	3.5	-
7001 Recreation and Cultural Arts	20	57	19	57	19	57	19	57
8001 Community Services	1.5	-	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	1	4	1	4	1
1 General Fund	663	193	676.5	185	692.5	176	685.5	134
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	-	8.5	-	8.5	-	7.5	-
471 Utility Fund	7	0	8.5	0	8.5	0	7.5	0
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
504 Public Insurance Fund	1	0	1	0	1	0	1	0

Position History By Department

	2018-19 Actual		2019-20 Actual		2020-21 Adopted Budget		2021-22 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
Total All Funds	671	194	686	186	702	177	694	135

	2018-19	2019-20	2020-21	2021-22
Total Full Time Equivalents (FTE): *	768	779	790.5	761.5
* 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	34.4
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. 2020)

Source: NE Regional Climate Center- Cornell University (Ft. Lauderdale)

Average minimum temperature (F)	67.78
Average maximum temperature (F)	83.77
Average annual temperature (degrees)	75.96
Average annual precipitation (inches)	60.19

Future Land Use Designation (2020) (%)

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

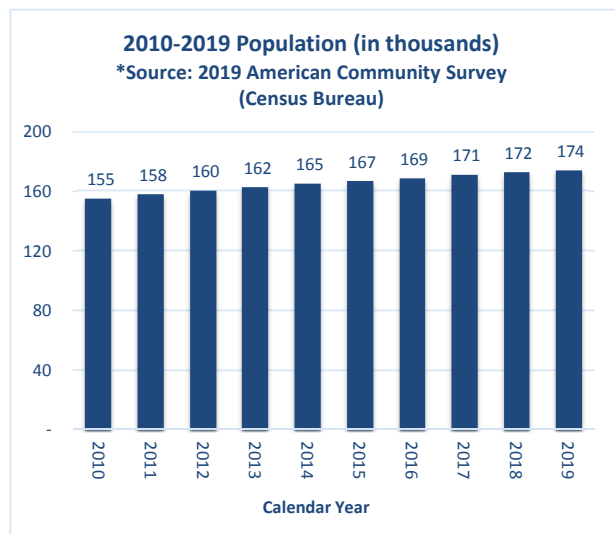
Source: Broward County Supervisor of Elections

Active Voters (May 2021) - All City Districts	118,507
Votes Cast March 2020 Mayoral Election - City Wide	23,716
% Voting March 2020 Mayoral Election - City Wide	20.01%
Votes Cast March 2020 City Commission - District 2	5,593
% Voting March 2020 City Commission - District 2	20.99%

Racial Composition

*Source: 2019 American Community Survey (Census Bureau)

Hispanic or Latino	47.90%	83,153
White	22.64%	39,300
Black or African American	21.08%	36,593
Asian	3.97%	6,894
Other	4.41%	7,651
	100.00%	173,591



Median Age

*Source: 2019 American Community Survey (Census Bureau)

2019	40.7

Age Composition

*Source: 2019 American Community Survey (Census Bureau)

Under 5 years	5.8%	10,145
5-9 years	6.8%	11,748
10-14 years	6.5%	11,221
15-19 years	5.7%	9,837
20-24 years	5.4%	9,429
25-34 years	12.9%	22,328
35-44 years	15.0%	25,959
45-54 years	13.2%	22,901
55-59 years	5.7%	9,940
60-64 years	5.8%	10,017
65 + years	17.3%	30,066
	100.0%	173,591

Gender Composition

*Source: 2019 American Community Survey (Census Bureau)

Male	47.2%	82,003
Female	52.8%	91,588
	100.0%	173,591

Housing Tenure [Occupied Housing Units]

*Source: 2019 American Community Survey (Census Bureau)

Owner-occupied	69.8%	40,042
Renter-occupied	30.2%	17,357
	100.0%	57,399

<u>Average Household (persons)</u>	3.07

*Source: 2019 American Community Survey (Census Bureau)

*The 2020 American Community Survey 1-year estimates were not released due to COVID-19. Therefore, 2019 1-year estimates were used.

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

*Source: 2019 American Community Survey (Census Bureau)

Less than High School Diploma	9,771	8.06%
High School Diploma	39,640	32.70%
Some college, no degree	19,048	15.71%
Associates Degree	10,809	8.92%
Bachelor's Degree	27,409	22.61%
Graduate or Professional Degree	14,534	11.99%
Total Population 25 years & over	121,211	100.0%

Household Income

*Source: 2019 American Community Survey (Census Bureau)

Less than \$24,999	17.6%
\$25,000-\$49,999	18.1%
\$50,000-\$74,999	19.0%
\$75,000-\$99,999	15.6%
\$100,000 +	29.7%
Total Households	100.0%
Median Household Income	\$67,232

ECONOMICS**Principal Property Owners** (2020 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	\$ 135,208	0.98%
Pembroke Lakes Mall LTD	124,584	0.90%
IVT Westfork Plaza Pembroke	100,566	0.73%
City Center Gardens I LLC	95,600	0.69%
Bell Fund VI Pembroke Pines SPE	74,883	0.54%

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

FY2020	6.9%	FY2015	4.9%
FY2019	3.0%	FY2014	4.9%
FY2018	3.2%	FY2013	5.8%
FY2017	4.0%	FY2012	7.4%
FY2016	4.3%	FY2011	9.1%

Per Capita Income - using inflation-adjusted dollars

*Source: 2019 American Community Survey (Census Bureau)

2019	\$	31,131	2016	\$	31,536
2018	\$	28,751	2015	\$	31,210
2017	\$	31,358	2014	\$	27,932

Occupation Composition

*Source: 2019 American Community Survey (Census Bureau)

Management, business, science and arts occupations	32,969
Service occupations	15,766
Sales and office occupations	22,410
Natural resources, construction, & maintenance occupations	5,160
Production, Transportation, and Material Moving occupations	8,511
	84,816

**Total Value of
Construction****Building Permits**

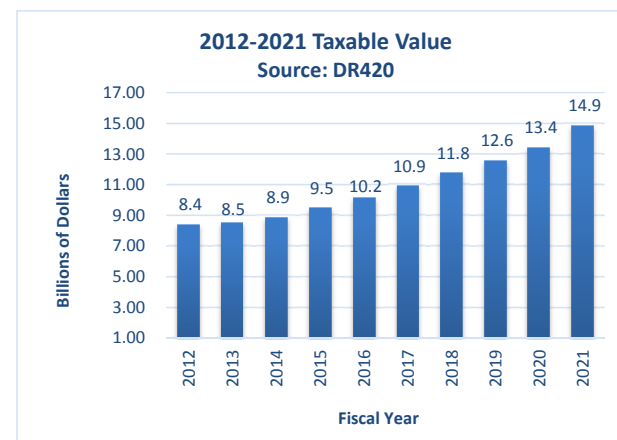
Source: Calvin Giordano & Associates, Inc.

FY2020	7,975	\$	158,126,202
FY2019	9,518	\$	247,041,938
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

Industrial Composition - Civilian employed, 16 years and over

*Source: 2019 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	185
Construction	3,540
Manufacturing	3,231
Wholesale Trade	2,073
Retail Trade	9,855
Transportation, warehousing and utilities	7,207
Information	2,088
Finance, insurance, real estate/rental and leasing	6,902
Professional, scientific, management, administrative and waste management svcs.	12,242
Educational, health and social services	20,265
Arts, entertainment, recreation, accommodation and food services	7,149
Other services (except public admin.)	4,046
Public Administration	6,033
	84,816



*The 2020 American Community Survey 1-year estimates were not released due to COVID-19. Therefore, 2019 1-year estimates were used.

ECONOMICS (continued)**2020 Principal Employers** Corporate Human Resource Departments

(Total Full-time and Part-time positions)

Memorial Hospital West	2,070
Broward County Public Schools	1,680
City of Pembroke Pines	1,143
Waste Pro of Florida	614
Walmart	600
AutoNation	400
FPI Security Services	345
South Broward Kidney Assoc PA	300
Target	264

SERVICE STATISTICS**Water (September 30, 2020)** Source: Water Department

Water Accounts	44,135
Number of Raw Water Supply Wells	9
Maximum Daily Pumping Limit (MGD)	14.6
Average Daily Water Pumping (MGD)	13.6
Total Daily Plant Capacity (MGD)	18.0

Sewer (September 30, 2020) Source: Sewer Department

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

Public Works (September 30, 2020) Source: Public Svcs. Dept.

Residential Solid Waste Customers	38,760
Solid Waste Collected (tons)	112,303

Police Protection (December 31, 2020) Source: Police Dept.

Employees (full-time)	363
Sworn	283
Non-Sworn	108
Grant Positions	0.5
Crime Index (fiscal year)	2,704
Crime Rate (per 1,000 population)	16
Traffic Accidents	3,566
Traffic/Parking Citations	10,189
Total Calls for Police Service	77,748

Fire Protection (December 31, 2020) Source: Fire Dept.

Stations	6
Employees (full-time)	225
Structure Fires	16
Advance Life Support Rescue Responses	9,539
Basic Life Support Rescue Responses	2,973
Other Rescue Calls	3,091
Other Emergencies	4,847
Fire Inspections (various kinds)	8,684
Fire Investigations	8

Educational System (July 2020) Source: Charter Schools Admin.

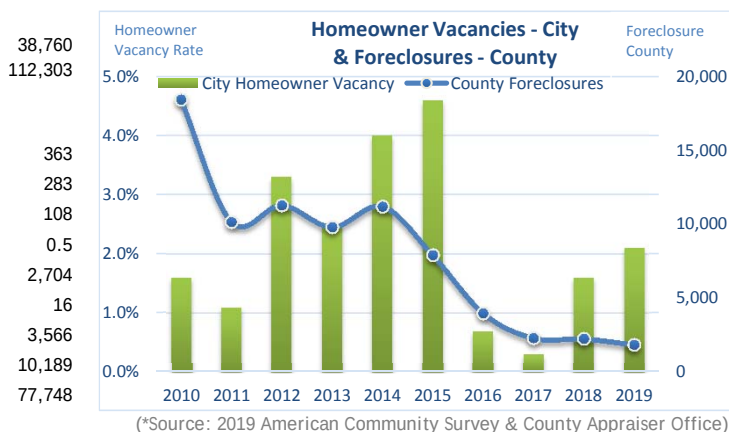
	City Charter	Other
Elementary:	4	16
Middle School:	3	7
High School:	1	5
Community College (0) /Universities (4)		4
Vocational/Technical Colleges		4

Center for Arts (2020) Source: Recreation Dept.

Number of Event Days - River of Grass	310
Theaters	1

Municipal Parks (September 30, 2020) Source: Rec. Dept.

Developed Parks	35
Developed Acres	973.29
Undeveloped Acres	0
Swimming Pools	7
Recreation Centers	4
Lighted Ball fields	41
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	27
Gymnasium	2
Racquetball Courts/Indoor	8
Volleyball	3
Hockey Rinks	7
Fitness Center	2
Pavilions	37
Gazebos	10
Paddleball Courts	22
Basketball Courts (Outdoor & Indoor)	26
Football/Soccer	20

**Fire Assessment Rates for Fiscal Year 2021-22**

Residential Property Use Categories	Rate Per Dwelling Unit
Residential Property Use Categories	\$312.32
Non-Residential Property Use Categories	Rate Per Square Foot
Commercial	\$0.5207
Industrial/Warehouse	\$0.0992
Institutional	\$0.4709

Property Taxable and Assessed Valuation (2021 Tax Year)

Source: Broward County Property Appraiser [DR489]

Total Just Value	\$ 22,957,419,762
Less Assessed Value Adjustments	(4,282,125,930)
Total Assessed Value	18,675,293,832
Less Exemptions	(3,812,778,244)
Operating Taxable Value	<u>\$ 14,862,515,588</u>

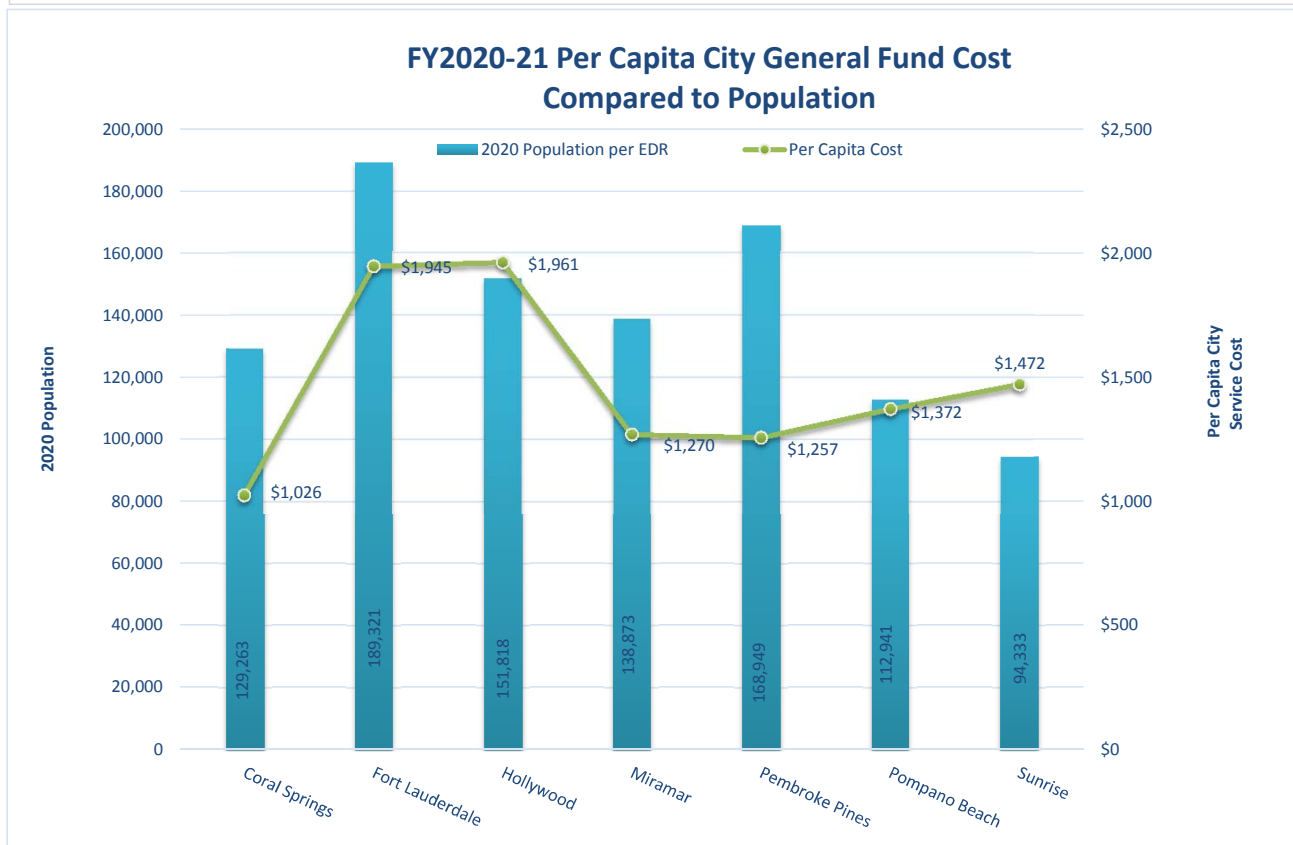
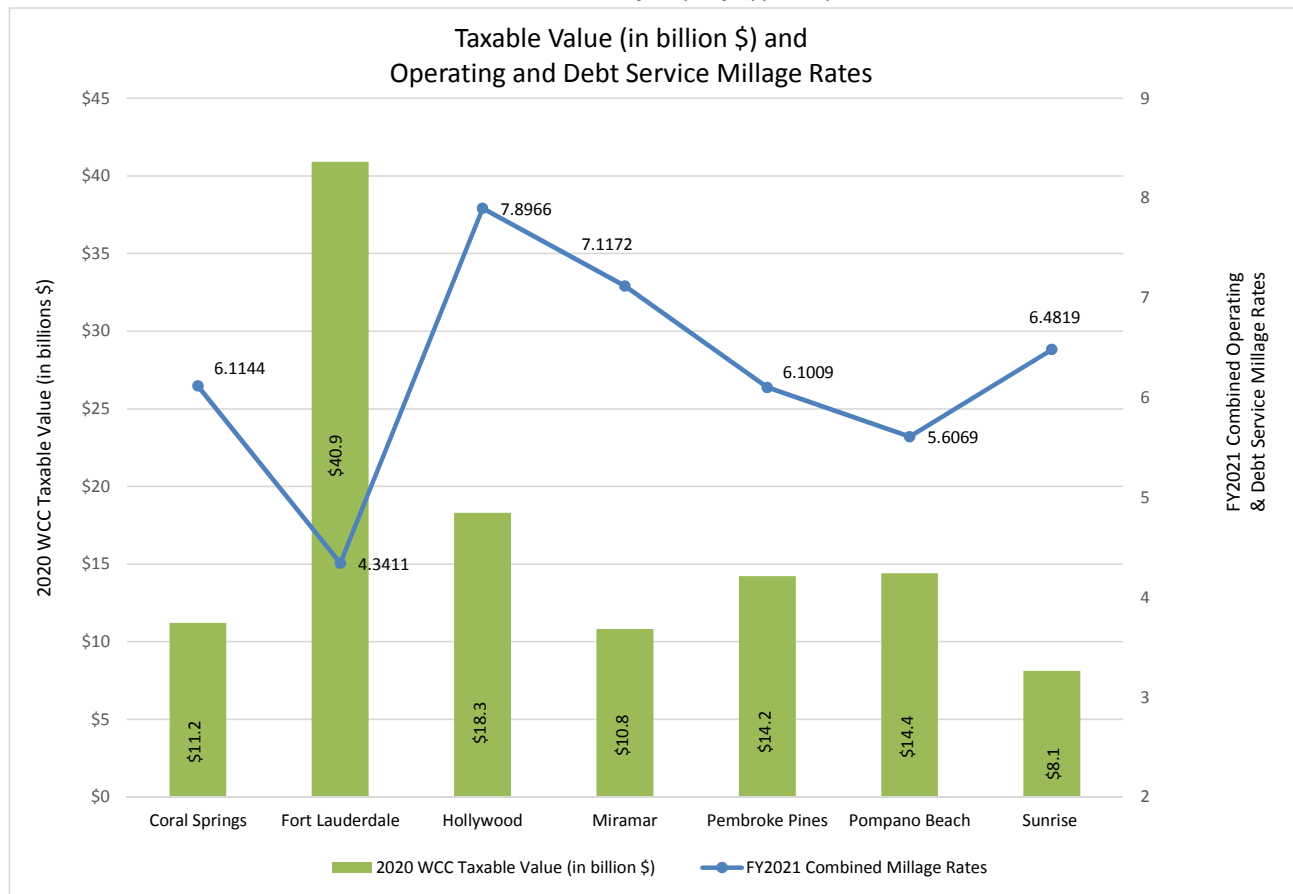
Tax Rates for Fiscal Year 2021-22

Local Retail Sales Tax Rate	7.00%
Property Tax Operating Millage	5.6690
Property Tax Debt Service Millage	0.4159

*The 2020 American Community Survey 1-year estimates were not released due to COVID-19. Therefore, 2019 1-year estimates were used.

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 FY2021, and dividing by population.

Note: The History subsection in the Appendix provides additional information about the City.

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 most populous 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 multifamily 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 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 select 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 AS F • Turbidity NTU • Iron Fe-
CITY GOAL #2: Promote and pursue a positive economic environment.	
KPI: Median household income ranked against the ten most populous cities in Broward County	
City Manager Maintain a low tax burden on residents.	• 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: City run Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools	
City Manager	City run Charter School FSA Scores ranking among Broward schools:
Work with the Mayor and Commissioners toward accomplishing their goals for the continuing development of the City of Pembroke Pines Charter School plan.	• 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: % change in FT employee retention rate within one year of employment	
Human Resources	
Implement sound recruitment practices to ensure competent candidates are hired.	• % FT employees retained after one year from hire
CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.	
KPI: City underlying bond rating compared to peer cities in Broward County	
City Manager	
Provide technical expertise and advice to 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 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
City Clerk	
Comply with all applicable Florida Statutes for public record requests.	• Public Records requests processed per year, per FT 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 area within the City	• Licensed wetland acres in Pembroke Pines
KPI: Wastewater quality ranking among select 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 most populous 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			2020 Benchmark	2020 Actual	Score	Weight	Weighted score
(1) Promote health, safety & welfare of the community.									
Reduce crime	Crime rate per 100,000 population ranked against the ten most populous cities in Broward County	↓			2,397	1,601	77.7%	12.0%	9.3%
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	(1) 99.8%	12.0%	12.0%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	(2)		32.93	38.82	68.2%	4.0%	2.7%
Provide high quality potable water	Potable water quality ranking among select Broward cities	=			52.2%	80.4%	97.5%	12.0%	11.7%
(2) Promote and pursue a positive economic environment.									
Exceed County household income	Median household income ranked against the ten most populous cities in Broward County	↑	(3)	\$	64,265	\$ 67,232	60.8%	4.0%	2.4%
Maintain tax base	% change in taxable value in relation to other Broward County cities	↑			6.5%	5.0%	22.4%	8.0%	1.8%
To maintain a low tax burden	Per Capita City Services ⁽²⁾ Costs compared to prior years (in constant dollars)	↓	(4)	\$	1,019	\$ 1,120	(2) 21.3%	4.0%	0.9%
Foster business growth	Local Business Tax Revenue per capita	↑		\$	21.85	\$ 21.23	45.7%	8.0%	3.7%
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.									
Improve academic performance at schools	City run Charter School FSA (Florida Standard Assessments) Scores ranking among Broward schools.	↑	(3)		58.0	73.0	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	↑			82.4%	87.0%	72.6%	4.0%	2.9%
(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 Broward County	↑			92.4%	92.0%	46.0%	8.0%	3.7%
(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	=			2.0%	7.9%	94.8%	4.0%	3.8%
Control the quality of the wastewater	Wastewater quality ranking among select Broward County cities	↑			51.7%	8.6%	6.5%	8.0%	0.5%
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population in relation to ten most populous Broward County cities	↑			5.54	6.10	64.8%	4.0%	2.6%
(1) The ISO 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.				Overall Operating Performance Score100.0%65.2%					
(2) Impacted by COVID-19.									
(3) 2020 actual unavailable due to COVID-19, 2019 data being used.									
(4) Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond.									

Key Performance Indicators [KPIs]

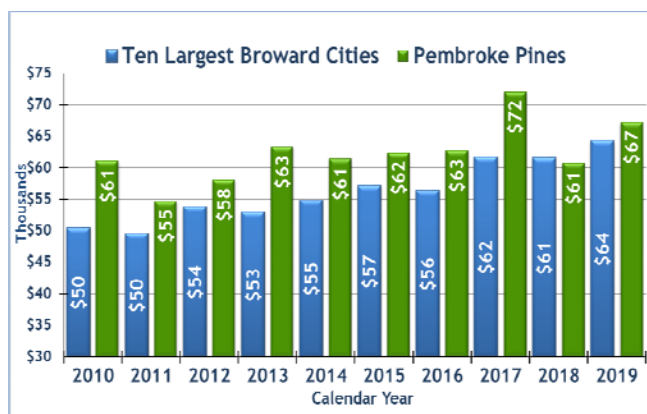
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference 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: 2,397 (average crime rate per 100,000 population for ten most populous Broward cities during calendar year 2020).

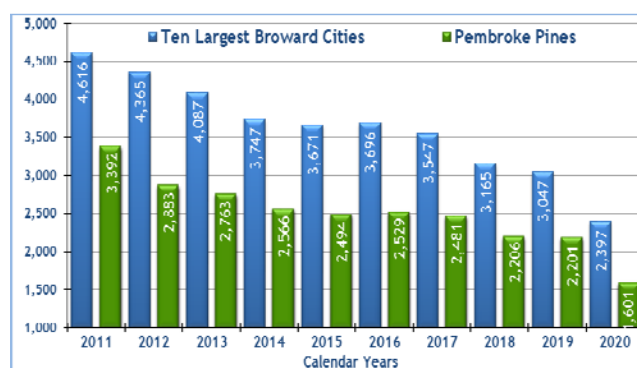
Analysis: The City's 2020 crime rate of 1,601 per 100,000 residents reduced by 27.3 percentage points, while the rate reduced for the ten most populous cities by 21.3 percentage points. The City remained at the 3rd lowest crime rate among the ten most populous Broward County cities, behind Miramar (1,331) and Coral Springs (1,414).

Median Household Income Compared to Ten Most Populous Cities in Broward County



Over the last ten years, the County has experienced a decrease in annual compound growth rate of 0.60%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 0.95%; compared to the 2.45% growth rate of the ten most populous cities. The 2019 Margin of Error was +/- \$4,306.

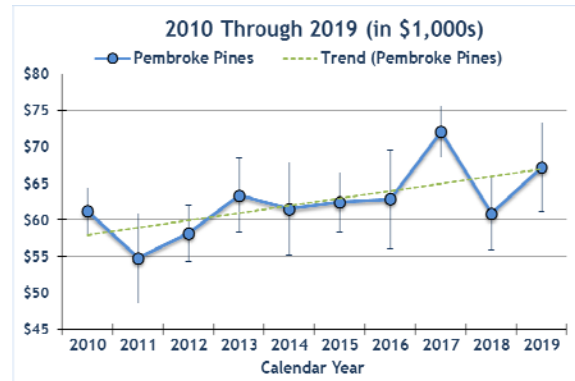
Crime Rate per 100,000 Population



Benchmark: \$64,265 (median household income for 10 most populous Broward cities in 2019. The 2020 American Community Survey 1-year estimates were not released due to COVID-19.)

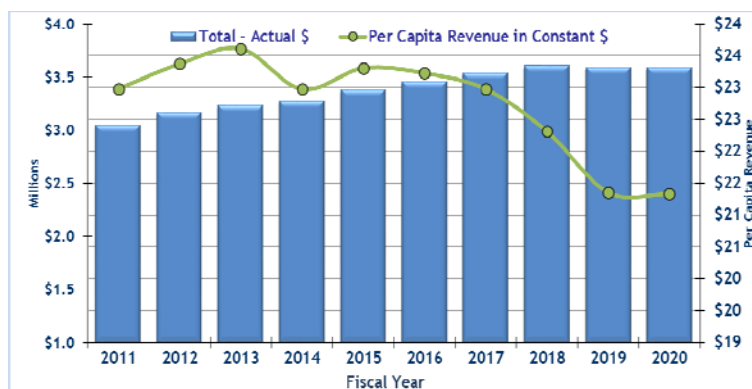
Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 13.0% greater than the average of the ten most populous cities in Broward County. According to the 2019 survey, the City's median household income increased by 10.5% while the County grew by 7.4% and the top ten cities increased by 4.5%.

City Median Household Income and Trend



Key Performance Indicators (KPIs) continued

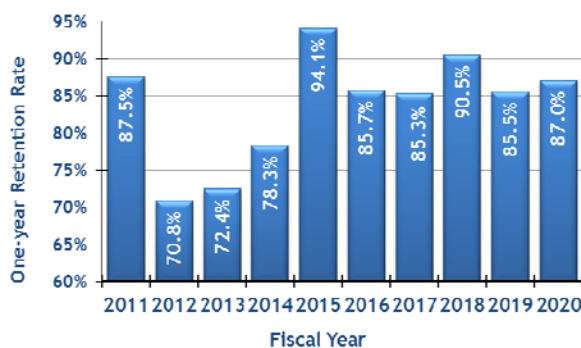
Change in Local Business Tax Revenue



Benchmark: \$21.85 (Average per capita revenue since 1982-83 in constant 2020 dollars)

Analysis: Local business tax rates have not changed since their introduction. Since 2011-12 population growth averaged 9.1% and revenue (in constant 2020 dollars) increased by 1.3% due to the 16.3% increase in the CPI Index.

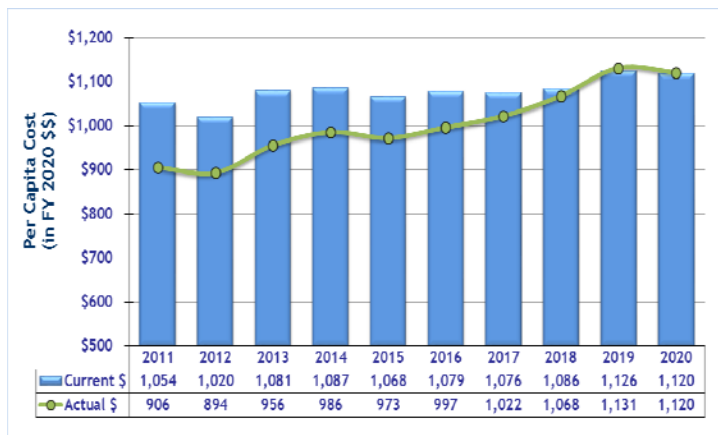
Percentage of Full-Time Employees Retained after One Year



Benchmark: 82.38% (Average City retention rate since 1997-1998)

Analysis: The average retention rate improved significantly after transition of public safety dispatch to Broward County in 2014.

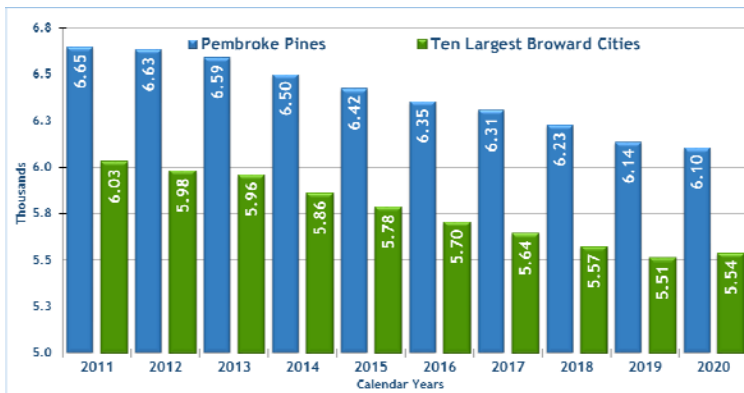
Per Capita City Operating Costs (in FY 2020 Constant Dollars)



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been \$1,019 in current (FY 2020) dollars.

Analysis: Per capita services cost grew by \$214 over the past ten years. After adjusting for inflation, the increase was \$66.

Acres of Parkland per 1,000 Population



Benchmark: 5.54 acres of parkland per 1,000 population for the ten most populous Broward cities for fiscal year 2019-20.

Analysis: In 2011, Pembroke Pines' acres of parkland per 1,000 population was 10.2% above the ten most populous Broward cities. In 2020, it was 10.3% above as it accounted for 7.8% and 12.4% of the growth in parkland acres and population, respectively. This calculation is based on 2020 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 most populous cities in Broward County Measurement Type: Outputs	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Calls for service per 1,000 resident population	↓ 473	600	463	600	600	550
Measurement Type: Effectiveness						
Clearance rate for Part I offenses ⁽¹⁾	↑ 23%	25%	20%	25%	25%	25%
Number of occurrences for the following types of offenses during						
Murder	↓ 7	0	4	0	0	0
Forcible rape	↓ 36	10	9	15	15	15
Robbery	↓ 71	75	57	75	75	75
Aggravated assault	↓ 241	150	139	175	175	175
Burglary	↓ 205	500	184	400	300	300
Larceny	↓ 2,873	3,000	2,074	3,000	3,000	2,500
Motor vehicle theft	↓ 266	250	237	250	250	250
Crime index (summation of occurrences)	↓ 3,699	4,200	2,704	4,000	4,000	3,500
Crime rate (per 100,000)	↓ 2,202	2,600	1,601	2,500	2,500	2,500

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

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	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
% of cases closed prior to Code Board and/or Special Master hearing	↑ 80%	80%	78%	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	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Average unit response time from en route to arrival (in minutes)	↓ 4.43	<4.00	4.51	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑ 80.46%	90.00%	79.57%	>90.00%	>90.00%	>90.00%
Measurement Type: Effectiveness						
Number of public education participation and social media interaction	↑ 21,721	20,000	162,252	182,075	182,075	182,075

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	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Number of unduplicated clients	↑ 2,500	2,000	1,593	2,200	2,700	2,000
Units of service (services covered by OAA Title IIIB and IIIE Grants)	↑ 71,600	64,632	38,862	64,517	57,639	58,269

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 Broward Measurement Type: Effectiveness	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑ 35	35	36	36	37	38
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	↑ 22	22	23	23	24	25

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 most populous cities in Broward County

Measurement Type: Efficiency

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
Adopted millage rate compared to rolled-back operating millage rate	↓	6.30%	3.00%	5.21%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	↓	\$1,157	\$1,000	\$1,175	\$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: City run Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools

Measurement Type: Effectiveness

Charter School FSA Scores for:

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
Elementary School	↑	68%	77%	N/A	79%	80%	68%
Middle School	↑	76%	78%	N/A	83%	81%	76%
High School	↑	73%	77%	N/A	84%	82%	73%
FSU Elementary	↑	75%	77%	N/A	79%	80%	75%

N/A - Not available due to COVID-19

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 Broward

Measurement Type: Effectiveness

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	24.0%	28.0%	23.0%	28.0%	28.0%	28.0%
Total direct debt as a % of property market value	=	2.5%	3.5%	2.0%	2.3%	3.0%	3.0%
Debt service as a % of General Fund expenditures	↓	13%	15%	12%	15%	15%	15%
% of principal retired in 10 years	↑	49%	45%	58%	45%	45%	45%
Direct debt per capita	↓	\$1,801	\$2,025	\$1,768	\$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

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
Local business tax revenue per capita (in constant dollars)	↑	\$21.36	\$21.00	\$21.23	\$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

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
% of FT employees retained after one year from hire	↑	85.5%	95.0%	87.0%	95.0%	90.0%	95.0%

Department Performance Measures Report (continued)

Public Services

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

KPI: Potable water quality ranking among select Broward cities

Measurement Type: Effectiveness

Finished Water Quality:

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
pH	↑	9.00	<9.50	9.09	<9.50	<9.50	<9.50
(County standard 6.5 - 9.1 or higher)							
Total Residual Chlorine	↓	2.11	3.50	2.40	<4.00	<4.00	<4.00
(County standard 4.0 or lower)							
Color	↓	3.00	2.00	2.00	<15.00	<15.00	<15.00
(County standard 15.0 or lower)							
Fluoride ASF	↓	0.70	0.80	0.58	<2.00	<0.80	<0.80
(County Standard 0.8 or lower)							
Turbidity NTU (Nephelometric Turbidity Unit)	↓	0.11	0.90	0.10	<1.00	<1.00	<1.00
(County standard 1.0 or lower)							
Iron Fe-	↓	0.02	0.30	0.02	<0.30	<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 select Broward cities

Measurement Type: Effectiveness

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent	↓	7.20	6.00	9.29	<20.00	<20.00	<20.00
(County standard 20 or lower)							
TSS (Total Suspended Solids) Effluent	↓	13.11	13.00	11.83	<20.00	<20.00	<20.00
(County standard 20 or lower)							

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
KPI: Comparison of licensed wetlands per total acres with other Broward County cities							
Measurement Type: Effectiveness							
Licensed wetland acres in Pembroke Pines	↑	698	698	698	698	698	698

Recreation and Cultural Arts

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

Measurement Type: Effectiveness

		2018-19		2019-20		2020-21	2021-22
		Actual	Goal	Actual	Goal	Goal	Goal
Acres of parkland per 1,000 population	↑	6.14	7.00	6.10	7.00	7.00	7.00

Fund Summary - All Funds

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	1,272,239,561	1,339,385,613	1,419,147,130	1,419,147,130		
Revenues/Sources							
Ad Valorem Taxes		74,484,629	79,246,847	82,882,003	85,915,076	19.2%	3.7%
Investment Income		50,359,273	86,698,031	48,428,153	73,110,395	16.3%	51.0%
Charges for Services		50,388,803	51,451,370	61,261,780	62,514,258	14.0%	2.0%
Water/Sewer Charges		59,562,098	57,024,937	58,485,000	60,575,000	13.5%	3.6%
Miscellaneous Revenues		63,972,925	55,444,626	51,926,309	53,458,864	11.9%	3.0%
Intergovernmental Revenue		22,431,672	25,746,675	25,906,134	34,425,400	7.7%	32.9%
Special Assessments		24,688,314	24,120,225	26,563,510	26,586,918	5.9%	0.1%
Rents & Royalties		24,679,957	25,303,908	26,289,529	25,325,449	5.7%	(3.7%)
Franchise Fees		19,079,063	18,896,407	19,638,331	17,732,000	4.0%	(9.7%)
Utility Taxes		14,379,623	14,554,944	14,591,000	15,076,000	3.4%	3.3%
Communication Services Tax		4,583,688	4,357,078	4,086,000	4,178,000	0.9%	2.3%
Beginning Retained Earnings		-	-	1,183,756	4,022,196	0.9%	239.8%
Local Business Tax		3,588,457	3,586,587	3,619,000	3,436,000	0.8%	(5.1%)
Capital Funded By Reserve		-	-	3,540,000	3,200,000	0.7%	(9.6%)
Local Option Gas Tax		2,984,213	2,619,291	2,586,000	2,854,000	0.6%	10.4%
Insurance Premium Taxes		2,978,593	2,678,889	2,978,593	2,678,889	0.6%	(10.1%)
Water/Sewer Connection		3,274,112	989,305	3,673,272	1,917,347	0.4%	(47.8%)
Interfund Transfers		3,569,542	8,028,405	1,265,348	1,682,537	0.4%	33.0%
Judgments, Fines & Forfeitures		1,842,937	1,390,506	1,708,919	523,728	0.1%	(69.4%)
Building Permits		878,985	387,672	601,597	512,509	0.1%	(14.8%)
Debt Proceeds/Installment Purchase		-	73,668,597	-	-	-	-
Appropriated Retained Earnings		-	-	25,882,948	-	-	(100.0%)
Appropriated Fund Balance		-	-	17,106,064	-	-	(100.0%)
Prior Year Bond Proceeds		-	-	8,175,639	-	-	(100.0%)
Capital Contributions		2,421,033	3,198,423	-	-	-	-
Beginning Surplus		-	-	(13,859,131)	(32,192,127)	(7.2%)	132.3%
Total Revenues/Sources		430,147,919	539,392,722	478,519,754	447,532,439	100.0%	(6.5%)
Expenditures/Uses							
General Government		123,795,947	134,670,801	159,298,907	158,728,931	35.5%	(0.4%)
Public Safety		119,868,502	121,362,417	137,050,252	136,432,554	30.5%	(0.5%)
Utility Administration		30,167,383	35,684,567	31,310,718	31,038,090	6.9%	(0.9%)
Debt Service		24,808,649	98,604,615	26,465,553	26,432,566	5.9%	(0.1%)
Sewer-Wastewater Services		14,551,027	15,488,711	32,550,327	21,878,224	4.9%	(32.8%)
Culture and Recreation		19,430,869	19,334,351	23,834,338	21,174,149	4.7%	(11.2%)
Water Utility Services		7,798,634	8,287,584	29,610,039	21,146,732	4.7%	(28.6%)
Economic Environment		9,787,685	9,126,539	14,959,234	11,157,617	2.5%	(25.4%)
Transportation		7,264,531	7,289,268	14,416,034	10,325,372	2.3%	(28.4%)
Human Services		7,610,583	6,535,620	5,986,865	5,888,460	1.3%	(1.6%)
Physical Environment		2,989,522	3,246,731	3,037,487	3,329,744	0.7%	9.6%
Total Expenditures/Uses		368,073,333	459,631,204	478,519,754	447,532,439	100.0%	(6.5%)
Excess (Deficit)		62,074,585	79,761,518	-	-	-	-
Ending Fund Balance	\$	1,339,385,613	1,419,147,130	1,419,147,130	1,419,147,130		
Percent Change		5.3%	6.0%	0.0%	0.0%		

Notes:

Details of major Y-O-Y changes in fund balance are provided in the following pages of this section.

Excess/(Deficit) within Funds is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources. 2018-19 includes a \$5.1 million prior period adjustment to reflect unrecorded capital contributions, net of accumulated depreciation as of September 30, 2018.

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2018-19 and 2019-20**

<u>General Fund</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cash & Investments	\$	86,815,057	80,671,188	-6,143,869
Receivables		9,644,486	8,935,872	-708,613
Other Assets		10,659,629	10,942,555	282,926
Asset Total		107,119,172	100,549,615	-6,569,557
Accounts Payable	\$	17,869,420	9,652,373	-8,217,047
Deposits		2,667,498	2,405,570	-261,928
Deferred Revenue		2,822,967	2,403,605	-419,362
Other Liabilities		213,558	360,737	147,179
Liability Total		23,573,443	14,822,285	-8,751,158
Real Estate Investment and Other	\$	293,815	267,313	-26,501
Unassigned Fund Balance		45,694,277	43,050,992	-2,643,285
Disaster Assistance		2,125,000	2,125,000	0
Subsequent year's budget		35,432,637	40,284,025	4,851,388
Fund Balance Total	\$	83,545,729	85,727,330	2,181,602
<u>Utility Fund</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cash & Investments	\$	86,949,551	86,807,793	-141,758
Receivables		8,773,940	8,170,118	-603,822
Restricted Investments		8,224,290	8,062,056	-162,235
Land, Buildings, Equipment & Improvements		279,237,851	286,875,787	7,637,936
Accumulated Depreciation		-127,835,533	-134,752,215	-6,916,682
Construction in Progress		8,857,445	11,927,583	3,070,138
Other Assets		5,296,822	1,748,709	-3,548,114
Asset Total		269,504,367	268,839,831	-664,536
Accounts Payable	\$	3,386,687	500,833	-2,885,854
Deposits		4,591,017	4,548,210	-42,807
Other Liabilities		17,046,412	16,563,485	-482,927
Liability Total		25,024,116	21,612,528	-3,411,588
Retained Earnings - Unreserved	\$	238,581,680	246,378,919	7,797,240
Other Equities		5,898,571	848,383	-5,050,188
Retained Earnings Total	\$	244,480,251	247,227,303	2,747,052
<u>Pension Funds</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cash & Investments	\$	872,370,802	937,159,305	64,788,503
Receivables		8,927,980	2,613,469	-6,314,511
Land, Buildings, Equipment & Improvements		324,138	313,004	-11,134
Other Assets		3,303,268	3,252,140	-51,128
Asset Total		884,926,188	943,337,918	58,411,730
Accounts Payable	\$	471,983	939,194	467,211

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2018-19 and 2019-20**

<u>Pension Funds</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
	Liability Total	471,983	939,194	467,211
Net Assets - Reserved	\$	884,454,205	942,398,724	57,944,519
Net Assets Held In Trust Total	\$	884,454,205	942,398,724	57,944,519
<u>Fiduciary Fund</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cash & Investments	\$	94,475,452	105,820,035	11,344,584
Receivables		2,000,000	0	-2,000,000
Restricted Investments		399,372	3,204,578	2,805,206
Asset Total		96,874,824	109,024,614	12,149,790
Accounts Payable	\$	259,241	260,229	988
Other Liabilities		1,104,707	659,756	-444,951
Liability Total		1,363,948	919,985	-443,963
Fund Balance - Restricted	\$	95,510,876	108,104,629	12,593,753
Fund Balance Total	\$	95,510,876	108,104,629	12,593,753
<u>All Other Funds</u>		<u>2018-19</u>	<u>2019-20</u>	<u>Change</u>
Cash & Investments	\$	49,495,506	55,664,282	6,168,776
Receivables		492,999	417,087	-75,912
Other Assets		1,795,760	472,930	-1,322,829
Asset Total		51,784,265	56,554,300	4,770,035
Accounts Payable	\$	539,370	142,033	-397,337
Due to Other Funds		7,361,385	6,334,731	-1,026,655
Deposits		109,103	209,462	100,359
Deferred Revenue		1,435,141	1,656,869	221,728
Other Liabilities		10,944,713	12,522,062	1,577,348
Liability Total		20,389,712	20,865,156	475,443
Retained Earnings - Reserved	\$	6,542,229	6,542,229	0
Real Estate Investment and Other		446,115	446,115	0
Other Equities		24,406,208	28,700,800	4,294,592
Fund Balance Total	\$	31,394,552	35,689,144	4,294,592
Fund Balance - All Funds	\$	1,339,385,613	1,419,147,131	79,761,518

Expenditure Category Matrix For 2021-22 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	612,970	298,449	-	-	-	-	911,419
City Manager	709,697	369,924	2,750	-	-	-	1,082,371
Human Resources	499,482	374,329	-	-	-	-	873,811
City Attorney	-	1,137,996	-	-	-	-	1,137,996
General Government	1,910,251	3,989,912	-	-	188,913	1,146,901	7,235,977
City Clerk	937,960	842,710	-	-	-	-	1,780,670
Finance	1,558,106	1,892,256	32,000	-	-	-	3,482,362
Technology Services	2,643,663	4,985,688	1,178,100	-	-	-	8,807,451
Police	71,906,793	8,137,618	2,163,538	-	-	-	82,207,949
Fire/Rescue	45,884,667	5,796,849	2,214,200	-	165,159	100,000	54,160,875
Early Development Centers	1,451,114	1,480,389	-	-	-	-	2,931,503
WCY Administration	-	57,373	-	-	-	-	57,373
General Gvt Buildings	532,509	11,531,851	2,360,136	-	-	-	14,424,496
Grounds Maintenance	433,434	2,739,810	140,000	-	-	-	3,313,244
Procurement	195,351	888,157	-	-	-	-	1,083,508
Environmental Services	640,826	1,133,359	9,000	-	-	-	1,783,185
HCF Human Services Campus	-	2,022,303	3,000	-	-	-	2,025,303
Recreation & Cultural Arts	3,630,063	10,798,781	2,458,849	-	-	-	16,887,693
Special Events	-	312,986	-	-	-	-	312,986
Golf Course	-	2,257,689	44,000	-	-	-	2,301,689
Civic & Cultural Facility	-	1,671,781	-	-	-	-	1,671,781
Community Services	219,708	1,098,793	-	-	20,765	-	1,339,266
Housing Division	119,195	8,785,807	6,000	-	-	-	8,911,002
Planning&Economic Development	636,780	702,713	25,204	-	-	-	1,364,697
General Fund Total	134,522,569	73,307,523	10,636,777	-	374,837	1,246,901	220,088,607
% of General Fund	61.1%	33.3%	4.8%	-	0.2%	0.6%	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%
Road & Bridge Fund							
Maintenance	84,503	5,111,529	420,000	-	-	-	5,616,032
Infrastructure	-	1,739,469	963,000	-	-	-	2,702,469
Transit System	-	-	-	-	-	435,636	435,636
Road & Bridge Fund Total	84,503	6,850,998	1,383,000	-	-	435,636	8,754,137
% of Road & Bridge Fund	1.0%	78.3%	15.8%	-	-	5.0%	100.0%
FHFC Grants SHIP/CRF							
Community Development	-	1,116,001	-	-	-	-	1,116,001
FHFC Grants SHIP/CRF Total	-	1,116,001	-	-	-	-	1,116,001
% of FHFC Grants SHIP/CRF	-	100.0%	-	-	-	-	100.0%
HUD Grants CDBG/HOME							
Community Development	-	774,617	355,997	-	-	-	1,130,614
Transportation	-	152,570	-	-	-	-	152,570
HUD Grants CDBG/HOME Total	-	927,187	355,997	-	-	-	1,283,184
% of HUD Grants CDBG/HOME	-	72.3%	27.7%	-	-	-	100.0%

Expenditure Category Matrix For 2021-22 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Law Enforcement Grant							
Victims of Crime Act Grant	22,167	-	-	-	-	-	22,167
Law Enforcement Grant Total	22,167	-	-	-	-	-	22,167
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100.0%
Community Bus Program							
Community Services	-	376,082	-	-	-	-	376,082
Transit System	-	1,042,583	-	-	-	-	1,042,583
Community Bus Program Total	-	1,418,665	-	-	-	-	1,418,665
% of Community Bus Program	-	100.0%	-	-	-	-	100.0%
Treasury - Confiscated							
Treasury Confiscated	-	-	17,989	-	-	-	17,989
Treasury - Confiscated Total	-	-	17,989	-	-	-	17,989
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100.0%
Justice - Confiscated							
Justice Confiscated	-	-	3,359	-	-	-	3,359
Justice - Confiscated Total	-	-	3,359	-	-	-	3,359
% of Justice - Confiscated	-	-	100.0%	-	-	-	100.0%
\$2 Police Education							
\$2 Police Education	-	19,228	-	-	-	-	19,228
\$2 Police Education Total	-	19,228	-	-	-	-	19,228
% of \$2 Police Education	-	100.0%	-	-	-	-	100.0%
FDLE - Confiscated							
FDLE	-	987	-	-	-	-	987
FDLE - Confiscated Total	-	987	-	-	-	-	987
% of FDLE - Confiscated	-	100.0%	-	-	-	-	100.0%
Older Americans Act							
SW Multipurpose Center	-	1,465,033	-	-	95,285	-	1,560,318
Older Americans Act Total	-	1,465,033	-	-	95,285	-	1,560,318
% of Older Americans Act	-	93.9%	-	-	6.1%	-	100.0%
Debt Service							
General Debt Service	-	-	-	25,377,412	-	-	25,377,412
Debt Service Total	-	-	-	25,377,412	-	-	25,377,412
% of Debt Service	-	-	-	100.0%	-	-	100.0%
Utility Fund							
General Debt Service	-	-	-	1,055,154	-	-	1,055,154
Utilities Admin Services	2,148,658	6,077,770	45,271	-	-	-	8,271,699
Non-Departmental Expense	760,652	21,945,624	-	-	60,115	-	22,766,391
Sewer Collection	-	4,217,945	2,395,160	-	-	-	6,613,105
Sewer Treatment Plant	-	14,335,189	929,930	-	-	-	15,265,119
Water Plants	-	7,121,003	660,000	-	-	-	7,781,003
Water Distribution	-	3,512,522	9,853,207	-	-	-	13,365,729
Utility Fund Total	2,909,310	57,210,053	13,883,568	1,055,154	60,115	-	75,118,200
% of Utility Fund	3.9%	76.2%	18.5%	1.4%	0.1%	-	100.0%

Expenditure Category Matrix For 2021-22 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Public Insurance Fund							
Self Insurance	121,475	30,147,203	-	-	-	-	30,268,678
Public Insurance Fund Total	121,475	30,147,203	-	-	-	-	30,268,678
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100.0%
General Pension Trust Fund							
Post Employment Benefits	-	13,377,000	-	-	-	-	13,377,000
General Pension Trust Fund Total	-	13,377,000	-	-	-	-	13,377,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Fire&Police Pension Trust Fund							
Post Employment Benefits	-	54,000,000	-	-	-	-	54,000,000
Fire&Police Pension Trust Fund Total	-	54,000,000	-	-	-	-	54,000,000
% of Fire&Police Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Other Post Employment Benefits							
Post Employment Benefits	6,000	15,084,007	-	-	-	-	15,090,007
Other Post Employment Benefits Total	6,000	15,084,007	-	-	-	-	15,090,007
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100.0%
TOTAL	137,666,024	254,940,385	26,280,690	26,432,566	530,237	1,682,537	447,532,439
% OF BUDGET	30.8%	57.0%	5.9%	5.9%	0.1%	0.4%	100.0%

City of Pembroke Pines, Florida

Transfers Matrix 2021-22 Budget

Fund	Transfer From	Transfer To
Community Bus Program	-	811,718
Older Americans Act	-	770,819
Public Insurance Fund	-	100,000
Road & Bridge Fund	435,636	-
General Fund	1,246,901	-
	\$1,682,537	\$1,682,537

Fund Summary - 001 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.

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance \$	80,425,957	83,545,729	85,727,330	85,727,330		
Revenues/Sources						
Ad Valorem Taxes	68,805,103	73,466,259	77,076,815	80,042,821	36.4%	3.8%
Charges for Services	32,867,110	30,148,442	32,987,034	33,653,288	15.3%	2.0%
Special Assessments	24,688,314	24,120,225	26,563,510	26,586,918	12.1%	0.1%
Intergovernmental Revenue	16,708,465	20,501,204	16,014,313	25,048,144	11.4%	56.4%
Franchise Fees	16,679,189	16,533,402	17,155,898	15,376,136	7.0%	(10.4%)
Rents & Royalties	14,003,420	14,207,933	14,915,790	13,582,453	6.2%	(8.9%)
Utility Taxes	11,505,606	11,410,427	11,136,930	11,714,241	5.3%	5.2%
Beginning Surplus	-	-	6,257,854	4,685,257	2.1%	(25.1%)
Local Business Tax	3,588,457	3,586,587	3,619,000	3,436,000	1.6%	(5.1%)
Insurance Premium Taxes	2,978,593	2,678,889	2,978,593	2,678,889	1.2%	(10.1%)
Investment Income	2,886,767	1,983,822	1,572,800	2,153,751	1.0%	36.9%
Judgments, Fines & Forfeitures	1,729,766	1,354,550	1,681,500	504,500	0.2%	(70.0%)
Building Permits	729,880	370,063	533,009	497,509	0.2%	(6.7%)
Miscellaneous Revenues	337,275	265,432	265,326	128,700	0.1%	(51.5%)
Appropriated Fund Balance	-	-	10,881,782	-	-	(100.0%)
Total Revenues/Sources	197,507,945	200,627,233	223,640,154	220,088,607	100.0%	(1.6%)
Expenditures/Uses						
Public Safety	119,545,628	121,034,834	133,802,703	136,368,824	62.0%	1.9%
General Government	38,433,424	41,850,363	51,541,933	45,993,246	20.9%	(10.8%)
Culture and Recreation	18,955,898	19,161,249	21,649,251	21,174,149	9.6%	(2.2%)
Economic Environment	8,082,974	7,768,738	8,975,960	8,911,002	4.0%	(0.7%)
Human Services	6,397,186	5,387,477	4,649,320	4,328,142	2.0%	(6.9%)
Physical Environment	2,973,062	3,242,971	3,020,987	3,313,244	1.5%	9.7%
Total Expenditures/Uses	194,388,173	198,445,632	223,640,154	220,088,607	100.0%	(1.6%)
Excess (Deficit)	3,119,772	2,181,602	-	-	-	-
Ending Fund Balance \$	83,545,729	85,727,330	85,727,330	85,727,330		
Percent Change	3.9%	2.6%	0.0%	0.0%		

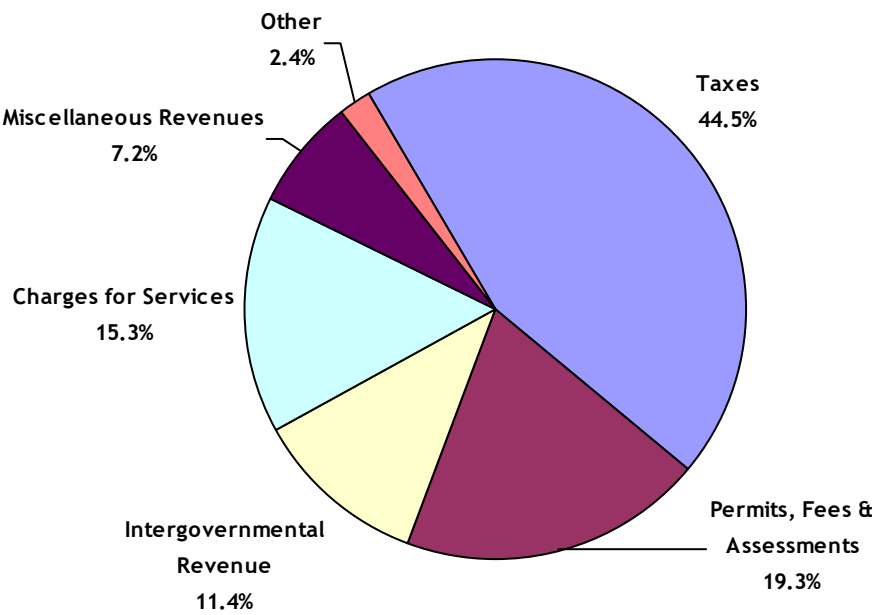
Notes:

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

In 2020-21, fund balance is expected to decline by a total of \$17.1 million or 20.0%. The decline is mainly the result of a \$10.9 million carryover from prior year and \$6.3 million in reserves used to balance the budget.

In 2021-22, fund balance is expected to decline further by \$4.7 million or 6.8% due to bridging the budget gap with reserves.

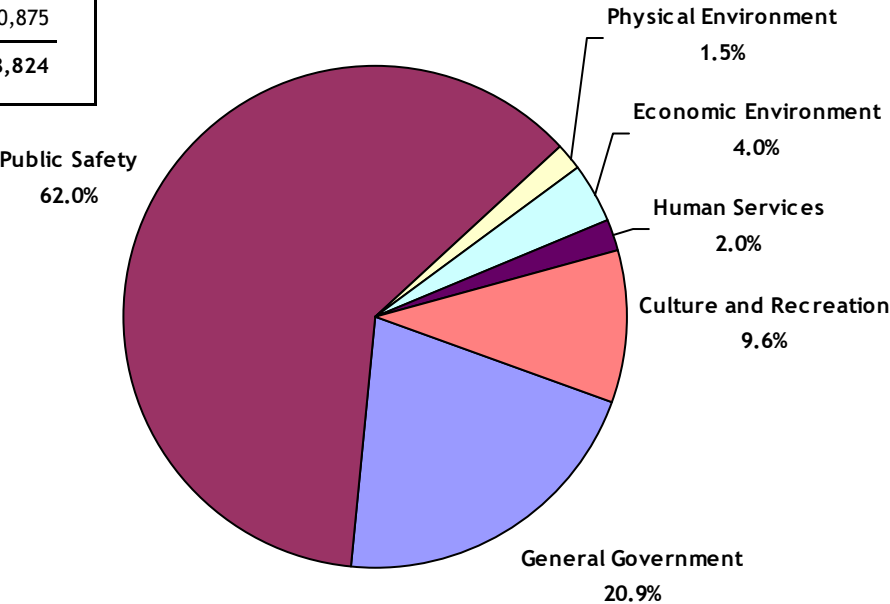
General Fund Revenues



Ad Valorem Taxes	80,042,821
Utility Taxes	11,714,241
Local Business Tax	3,436,000
Insurance Premium Taxes	2,678,889
Taxes	\$ 97,871,951

General Fund Expenditures

Police	82,207,949
Fire/Rescue	54,160,875
Public Safety	\$ 136,368,824



Fund Summary - 201 Debt Service

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

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	13,113,154	13,428,254	13,950,665	13,950,665		
Revenues/Sources							
Rents & Royalties		10,676,537	11,095,975	11,373,739	11,742,996	46.3%	3.2%
Ad Valorem Taxes		5,679,525	5,780,588	5,805,188	5,872,255	23.1%	1.2%
Communication Services Tax		4,583,688	4,357,078	4,086,000	4,178,000	16.5%	2.3%
Utility Taxes		2,874,017	3,144,518	3,454,070	3,361,759	13.2%	(2.7%)
Franchise Fees		784,888	758,061	762,433	760,864	3.0%	(0.2%)
Investment Income		291,159	126,360	189,200	70,500	0.3%	(62.7%)
Interfund Transfers		-	7,300,000	-	-	-	-
Debt Proceeds/Installment Purchase		-	66,359,808	-	-	-	-
Beginning Surplus		-	-	(260,765)	(608,962)	(2.4%)	133.5%
Total Revenues/Sources		24,889,815	98,922,388	25,409,865	25,377,412	100.0%	(0.1%)
Expenditures/Uses							
Debt Service		24,574,715	98,399,977	25,409,865	25,377,412	100.0%	(0.1%)
Total Expenditures/Uses		24,574,715	98,399,977	25,409,865	25,377,412	100.0%	(0.1%)
Excess (Deficit)		315,100	522,411	-	-	-	-
Ending Fund Balance	\$	13,428,254	13,950,665	13,950,665	13,950,665		
Percent Change		2.4%	3.9%	0.0%	0.0%		

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.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	1,648,151	337,403	3,429,490	3,429,490		
Revenues/Sources							
Miscellaneous Revenues		307,000	250,000	184,000	182,000	-	(1.1%)
Investment Income		4,957	20,711	-	-	-	-
Debt Proceeds/Installment Purchase		-	7,308,789	-	-	-	-
Appropriated Fund Balance		-	-	62,351	-	-	(100.0%)
Prior Year Bond Proceeds		-	-	8,175,639	-	-	(100.0%)
Beginning Surplus		-	-	(184,000)	(182,000)	-	(1.1%)
Total Revenues/Sources		311,957	7,579,500	8,237,990	-	-	(100.0%)
Expenditures/Uses							
General Government		1,131,734	4,302,049	5,503,414	-	-	(100.0%)
Transportation		16,000	12,262	549,489	-	-	(100.0%)
Culture and Recreation		474,971	173,103	2,185,087	-	-	(100.0%)
Total Expenditures/Uses		1,622,705	4,487,414	8,237,990	-	-	(100.0%)
Excess (Deficit)		(1,310,748)	3,092,087	-	-	-	-
Ending Fund Balance	\$	337,403	3,429,490	3,429,490	3,429,490		
Percent Change		-79.5%	916.4%	0.0%	0.0%		

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.

In 2018-19 the \$1.3 million or 79.5% reduction in fund balance is due to expending bond proceeds from prior years.

In 2019-20 fund balance increased by approximately \$3.1 million attributable mainly to \$7.3 million of bond proceeds.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	7,102,755	9,086,666	9,766,760	9,766,760		
Revenues/Sources							
Intergovernmental Revenue		5,723,208	5,245,471	9,891,821	5,195,598	36.6%	(47.5%)
Local Option Gas Tax		2,984,213	2,619,291	2,586,000	2,854,000	20.1%	10.4%
Beginning Surplus		-	-	2,486,313	2,635,689	18.5%	6.0%
Franchise Fees		1,614,987	1,604,944	1,720,000	1,595,000	11.2%	(7.3%)
Interfund Transfers		1,569,542	728,405	1,165,348	1,582,537	11.1%	35.8%
Miscellaneous Revenues		249,180	242,681	250,581	248,283	1.7%	(0.9%)
Investment Income		215,927	137,552	162,000	82,200	0.6%	(49.3%)
Judgments, Fines & Forfeitures		113,171	35,956	27,419	19,228	0.1%	(29.9%)
Appropriated Fund Balance		-	-	6,161,931	-	-	(100.0%)
Total Revenues/Sources		12,470,228	10,614,300	24,451,413	14,212,535	100.0%	(41.9%)
Expenditures/Uses							
Transportation		7,248,531	7,277,006	13,866,545	10,325,372	72.6%	(25.5%)
Economic Environment		1,704,711	1,357,801	5,983,274	2,246,615	15.8%	(62.5%)
Human Services		1,213,397	1,148,144	1,337,545	1,560,318	11.0%	16.7%
Public Safety		303,218	147,496	3,247,549	63,730	0.4%	(98.0%)
Physical Environment		16,460	3,760	16,500	16,500	0.1%	-
Total Expenditures/Uses		10,486,317	9,934,206	24,451,413	14,212,535	100.0%	(41.9%)
Excess (Deficit)		1,983,911	680,094	-	-	-	-
Ending Fund Balance	\$	9,086,666	9,766,760	9,766,760	9,766,760		
Percent Change		27.9%	7.5%	0.0%	0.0%		

Notes:

The 2018-19 fund balance increased by \$2.0 million or 30.1% due to a \$1.3 million favorable net transfer combined with a \$0.7 million surplus.

Excess/(Deficit) within this group of Funds is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	224,217,392	244,480,251	247,227,303	247,227,303		
Revenues/Sources							
Water/Sewer Charges		59,562,098	57,024,937	58,485,000	60,575,000	80.6%	3.6%
Intergovernmental Revenue		-	-	-	4,181,658	5.6%	-
Beginning Retained Earnings		-	-	1,183,756	4,022,196	5.4%	239.8%
Capital Funded By Reserve		-	-	3,540,000	3,200,000	4.3%	(9.6%)
Water/Sewer Connection		3,274,112	989,305	3,673,272	1,917,347	2.6%	(47.8%)
Charges for Services		1,151,417	466,667	682,208	757,751	1.0%	11.1%
Investment Income		1,625,658	842,692	995,000	424,000	0.6%	(57.4%)
Miscellaneous Revenues		(221,394)	53,007	16,000	25,248	-	57.8%
Building Permits		149,105	17,609	68,588	15,000	-	(78.1%)
Appropriated Retained Earnings		-	-	25,882,948	-	-	(100.0%)
Capital Contributions		2,421,033	3,198,423	-	-	-	-
Total Revenues/Sources		67,962,028	62,592,639	94,526,772	75,118,200	100.0%	(20.5%)
Expenditures/Uses							
Utility Administration		30,167,383	35,684,567	31,310,718	31,038,090	41.3%	(0.9%)
Sewer-Wastewater Services		14,551,027	15,488,711	32,550,327	21,878,224	29.1%	(32.8%)
Water Utility Services		7,798,634	8,287,584	29,610,039	21,146,732	28.2%	(28.6%)
Debt Service		233,935	204,638	1,055,688	1,055,154	1.4%	(0.1%)
Public Safety		19,656	180,087	-	-	-	-
Total Expenditures/Uses		52,770,635	59,845,587	94,526,772	75,118,200	100.0%	(20.5%)
Excess (Deficit)		15,191,393	2,747,052	-	-	-	-
Ending Fund Balance	\$	244,480,251	247,227,303	247,227,303	247,227,303		
Percent Change		9.0%	1.1%	0.0%	0.0%		

Notes:

2018-19 includes a \$5.1 million prior period adjustment to reflect unrecorded capital contributions, net of accumulated depreciation as of September 30, 2018.

In 2020-21, fund balance is expected to decline by a total of \$27.1 million or 10.9%. The decline is mainly the result of a \$25.9 million carryover from prior year and \$1.2 million in reserves used to balance the budget.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	6,542,229	8,542,229	8,542,229	8,542,229		
Revenues/Sources							
Charges for Services		16,370,275	20,836,261	27,592,538	28,103,219	92.8%	1.9%
Miscellaneous Revenues		5,381,055	4,340,891	1,791,469	1,791,115	5.9%	-
Investment Income		894,341	664,912	503,553	374,344	1.2%	(25.7%)
Interfund Transfers		2,000,000	-	100,000	100,000	0.3%	-
Beginning Surplus		-	-	(100,000)	(100,000)	(0.3%)	-
Total Revenues/Sources		24,645,671	25,842,064	29,887,560	30,268,678	100.0%	1.3%
Expenditures/Uses							
General Government		22,645,671	25,842,064	29,887,560	30,268,678	100.0%	1.3%
Total Expenditures/Uses		22,645,671	25,842,064	29,887,560	30,268,678	100.0%	1.3%
Excess (Deficit)		2,000,000	-	-	-	-	-
Ending Fund Balance	\$	8,542,229	8,542,229	8,542,229	8,542,229		
Percent Change		30.6%	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. However, in 2011-12 the \$6.5 million surplus was reserved in anticipation of additional expenses resulting from the Patient Protection and Affordable Care Act and from claims for workers' compensation. Further, in 2018-19, \$2.0 million was transferred from the General Fund to provide funding for a firefighter cancer benefit, which was enacted during the 2019 Legislative Session (SB 426 created 112.1816 F.S.).

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	188,877,504	197,950,983	207,410,182	207,410,182		
<u>Revenues/Sources</u>							
Investment Income		10,371,264	17,690,041	10,000,000	15,000,000	112.1%	50.0%
Miscellaneous Revenues		10,202,595	3,661,054	3,660,815	3,635,284	27.2%	(0.7%)
Beginning Surplus		-	-	(1,583,815)	(5,258,284)	(39.3%)	232.0%
Total Revenues/Sources		20,573,859	21,351,095	12,077,000	13,377,000	100.0%	10.8%
<u>Expenditures/Uses</u>							
General Government		11,500,380	11,891,896	12,077,000	13,377,000	100.0%	10.8%
Total Expenditures/Uses		11,500,380	11,891,896	12,077,000	13,377,000	100.0%	10.8%
Excess (Deficit)		9,073,479	9,459,199	-	-	-	-
Ending Fund Balance	\$	197,950,983	207,410,182	207,410,182	207,410,182		
Percent Change		4.8%	4.8%	0.0%	0.0%		

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.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	662,653,584	686,503,222	734,988,542	734,988,542		
Revenues/Sources							
Investment Income		29,407,574	55,291,004	31,000,000	46,000,000	85.2%	48.4%
Miscellaneous Revenues		32,915,997	33,489,466	33,499,118	35,189,227	65.2%	5.0%
Beginning Surplus		-	-	(22,099,118)	(27,189,227)	(50.4%)	23.0%
Total Revenues/Sources		62,323,571	88,780,470	42,400,000	54,000,000	100.0%	27.4%
Expenditures/Uses							
General Government		38,473,933	40,295,150	42,400,000	54,000,000	100.0%	27.4%
Total Expenditures/Uses		38,473,933	40,295,150	42,400,000	54,000,000	100.0%	27.4%
Excess (Deficit)		23,849,638	48,485,320	-	-	-	-
Ending Fund Balance	\$	686,503,222	734,988,542	734,988,542	734,988,542		
Percent Change		3.6%	7.1%	0.0%	0.0%		

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.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

Fund Summary - 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.

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	% of Total	% Change from 2020-21
Beginning Fund Balance	\$	87,658,835	95,510,876	108,104,629	108,104,629		
Revenues/Sources							
Miscellaneous Revenues		14,801,218	13,142,095	12,259,000	12,259,007	81.2%	-
Investment Income		4,661,627	9,940,937	4,005,600	9,005,600	59.7%	124.8%
Beginning Surplus		-	-	1,624,400	(6,174,600)	(40.9%)	(480.1%)
Total Revenues/Sources		19,462,845	23,083,032	17,889,000	15,090,007	100.0%	(15.6%)
Expenditures/Uses							
General Government		11,610,804	10,489,279	17,889,000	15,090,007	100.0%	(15.6%)
Total Expenditures/Uses		11,610,804	10,489,279	17,889,000	15,090,007	100.0%	(15.6%)
Excess (Deficit)		7,852,041	12,593,753	-	-	-	-
Ending Fund Balance	\$	95,510,876	108,104,629	108,104,629	108,104,629		
Percent Change		9.0%	13.2%	0.0%	0.0%		

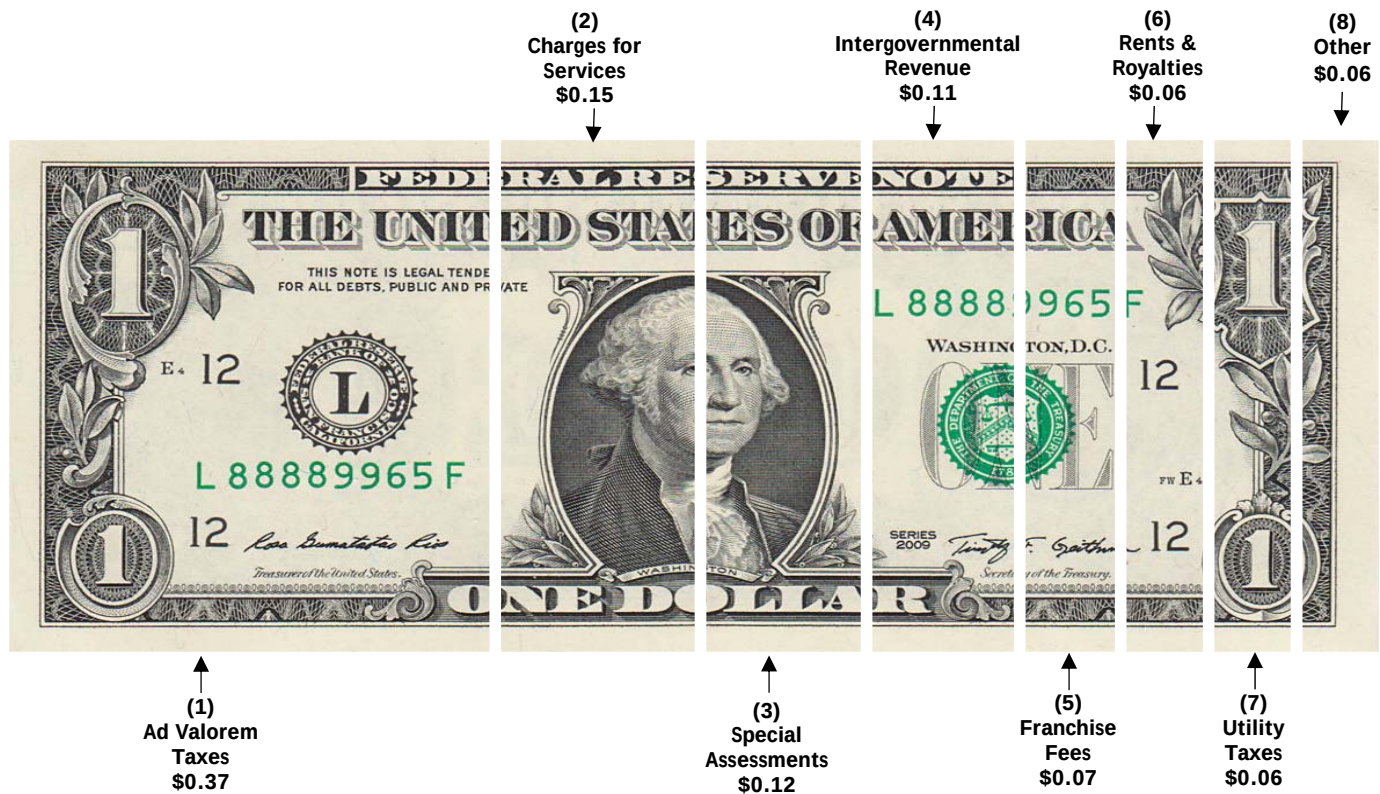
Notes:

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.

In 2019-20 fund balance increased by \$12.6 million, which was attributable mainly to increase in investment income.

Excess/(Deficit) within this Fund is not visible for Budget Years since Total Revenue/Sources includes all Funding Sources.

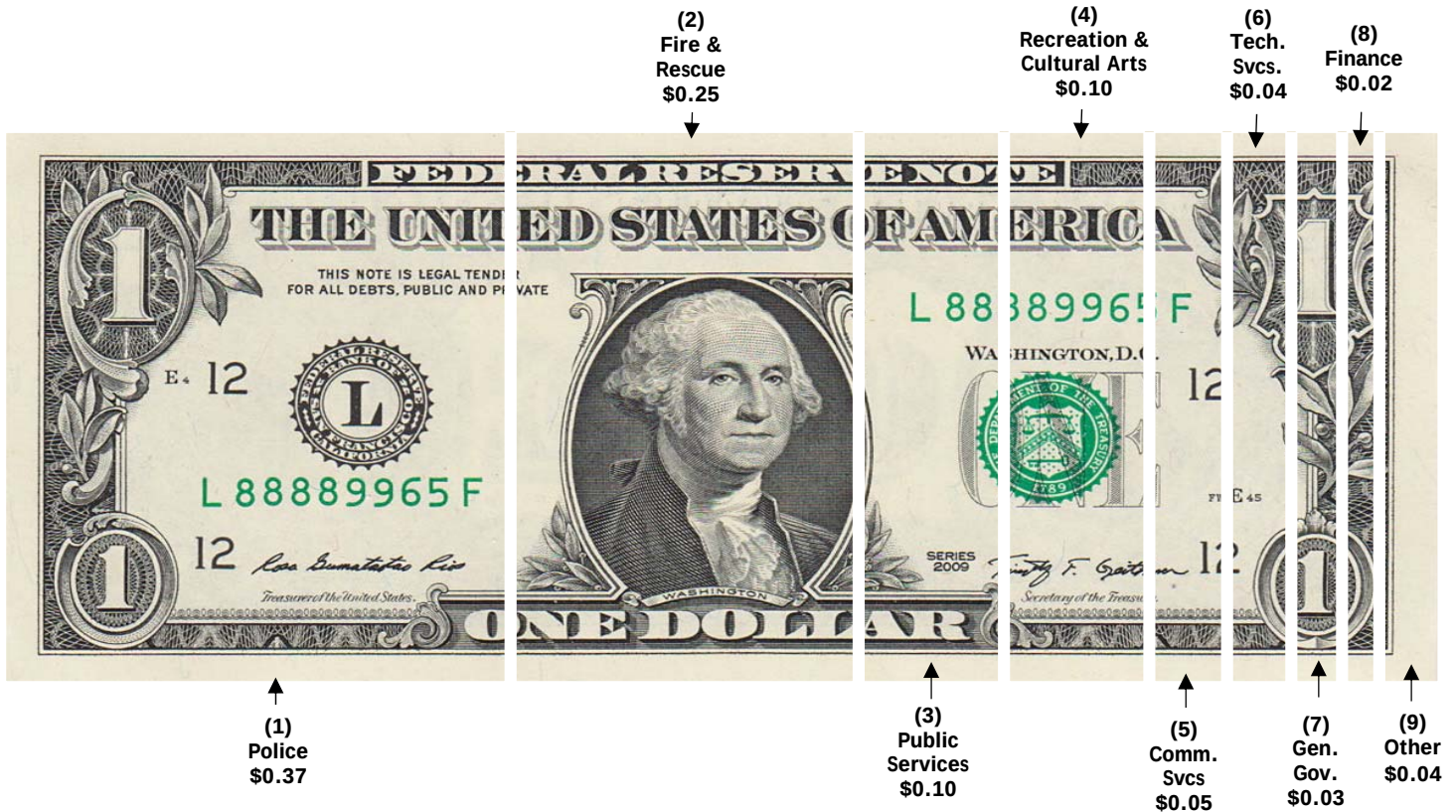
SOURCE OF REVENUE DOLLARS: GENERAL FUND Budget 2021-22



GENERAL FUND REVENUES (including other sources)

Revenue Category	2018-19 Actual	2019-20 Actual	2020-21 Working Budget	2021-22 Budget
(1) Ad Valorem Taxes	\$ 68,805,103	\$ 73,466,259	\$ 77,076,815	\$ 80,042,821
(2) Charges for Services	32,867,110	30,148,442	32,987,034	33,653,288
(3) Special Assessments	24,688,314	24,120,225	26,563,510	26,586,918
(4) Intergovernmental Revenue	16,708,465	20,501,204	16,091,787	25,048,144
(5) Franchise Fees	16,679,189	16,533,402	17,155,898	15,376,136
(6) Rents & Royalties	14,003,420	14,207,933	14,915,790	13,582,453
(7) Utility Taxes	11,505,606	11,410,427	11,136,930	11,714,241
(8) Beginning Surplus	-	-	6,257,854	4,685,257
(8) Local Business Tax	3,588,457	3,586,587	3,619,000	3,436,000
(8) Insurance Premium Taxes	2,978,593	2,678,889	2,978,593	2,678,889
(8) Investment Income	2,886,767	1,983,822	1,572,800	2,153,751
(8) Judgments, Fines & Forfeitures	1,729,766	1,354,550	1,681,500	504,500
(8) Building Permits	729,880	370,063	533,009	497,509
(8) Miscellaneous Revenues	337,275	265,432	265,326	128,700
(8) Appropriated Fund Balance	-	-	10,881,782	-
	\$197,507,945	\$200,627,235	\$223,717,628	\$220,088,607

USE OF REVENUE DOLLARS: GENERAL FUND Budget 2021-22



GENERAL FUND EXPENDITURES (including transfers out)

Expenditure Category	2018-19 Actual	2019-20 Actual	2020-21 Working Budget	2021-22 Budget
(1) Police	\$ 66,703,169	\$ 66,547,536	\$ 76,490,957	\$ 82,207,949
(2) Fire & Rescue	52,437,350	53,334,813	57,311,746	54,160,875
(3) Public Services	15,591,030	16,953,623	25,119,563	22,629,736
(4) Recreation & Cultural Arts	18,955,898	19,161,249	21,726,725	21,174,149
(5) Community Services	9,259,996	9,452,624	10,373,394	10,250,268
(6) Technology Services	7,520,042	6,397,961	9,154,492	8,807,451
(7) General Government	9,434,783	12,999,544	9,944,246	7,235,977
(8) Finance	2,966,735	2,974,195	3,424,736	3,482,362
(9) Legislative/Executive/Legal	3,005,627	2,852,126	3,092,882	3,131,786
(9) Education (EDCs)	5,220,164	3,703,590	3,251,886	2,988,876
(9) City Clerk	1,163,524	1,176,206	1,694,376	1,780,670
(9) Planning	1,020,545	1,090,566	1,351,903	1,364,697
(9) Human Resources	704,200	649,113	780,722	873,811
(9) Disaster Relief	405,109	1,152,485	-	-
	\$194,388,172	\$198,445,631	\$223,717,628	\$220,088,607

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

Fiscal year 2021-22 budget increased by \$25,635 or 2.9% over the 2020-21 working budget. The increase is mostly attributable to appropriations for benefit costs.

Accomplishments

Conducted eight Public Hearings, one Town Hall meeting and two Workshops. Public Hearings included various topics such as budget hearings, fire assessment hearings and planning and zoning matters, while workshops were held on budget presentations. Town Hall meeting was held with one of the Broward County Commissioners.

Adopted twenty four ordinances and forty seven resolutions in order to improve the quality of life of the residents.

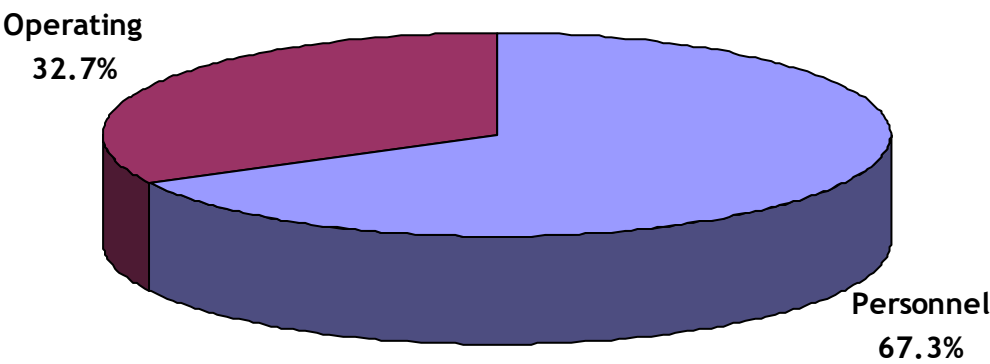
CITY COMMISSION

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances adopted during the year	27	26	24	30	30	30
Number of resolutions adopted during the year	50	43	47	50	50	50

CITY COMMISSION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	351,263	355,351	357,959	366,035
Benefits	264,751	206,348	229,376	246,935
Personnel Total	616,013	561,698	587,335	612,970
Operating				
Other Services	211,036	220,983	250,000	250,000
Travel Per Diem	17,491	1,154	24,000	24,000
Rentals and Leases	2,206	2,206	2,207	2,207
Repair and Maintenance Services	1,317	896	1,300	1,300
Other Current Charges and Obligations	-	-	375	375
Office Supplies	1,658	2,095	2,400	2,400
Operating Supplies	1,260	1,431	4,175	4,175
Publications and Memberships	14,010	2,059	13,992	13,992
Operating Total	248,979	230,823	298,449	298,449
Expenditure Total	\$ 864,993	792,522	885,784	911,419

Expenditure Category



CITY COMMISSION

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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 FY 2021-22 budget.

The City Manager budget shows a decrease of \$30,511 or 2.7% below the 2020-21 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Negotiated contracts with all bargaining units.

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

Held budget presentation workshops that provided additional information to the City Commission.

Closed on the sale of various properties.

The City's construction & property values increased by 4.99%.

CITY MANAGER

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of resolutions reviewed	52	41	49	40	45	45
Number of ordinances reviewed	29	44	28	45	30	30

Effectiveness

% of General Fund actual revenues to budgeted revenues	98.8%	100.0%	97.7%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	96.4%	100.0%	91.7%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	2.5%	3.5%	2.0%	2.3%	3.0%	3.0%
Debt service as a % of General Fund expenditures	13%	15%	12%	15%	15%	15%
Direct debt per capita	\$1,801	\$2,025	\$1,768	\$2,025	\$2,025	\$2,025
% of principal retired in 10 years	49%	45%	58%	45%	45%	45%
Unassigned Fund Balance as a % of annual General Fund expenditures [^]	24.0%	28.0%	23.0%	28.0%	28.0%	28.0%
City run Charter School FSA Scores for:						
Elementary School	68%	77%	N/A	79%	80%	68%
Middle School	76%	78%	N/A	83%	81%	76%
High School	73%	77%	N/A	84%	82%	73%
FSU Elementary	75%	77%	N/A	79%	80%	75%

Efficiency

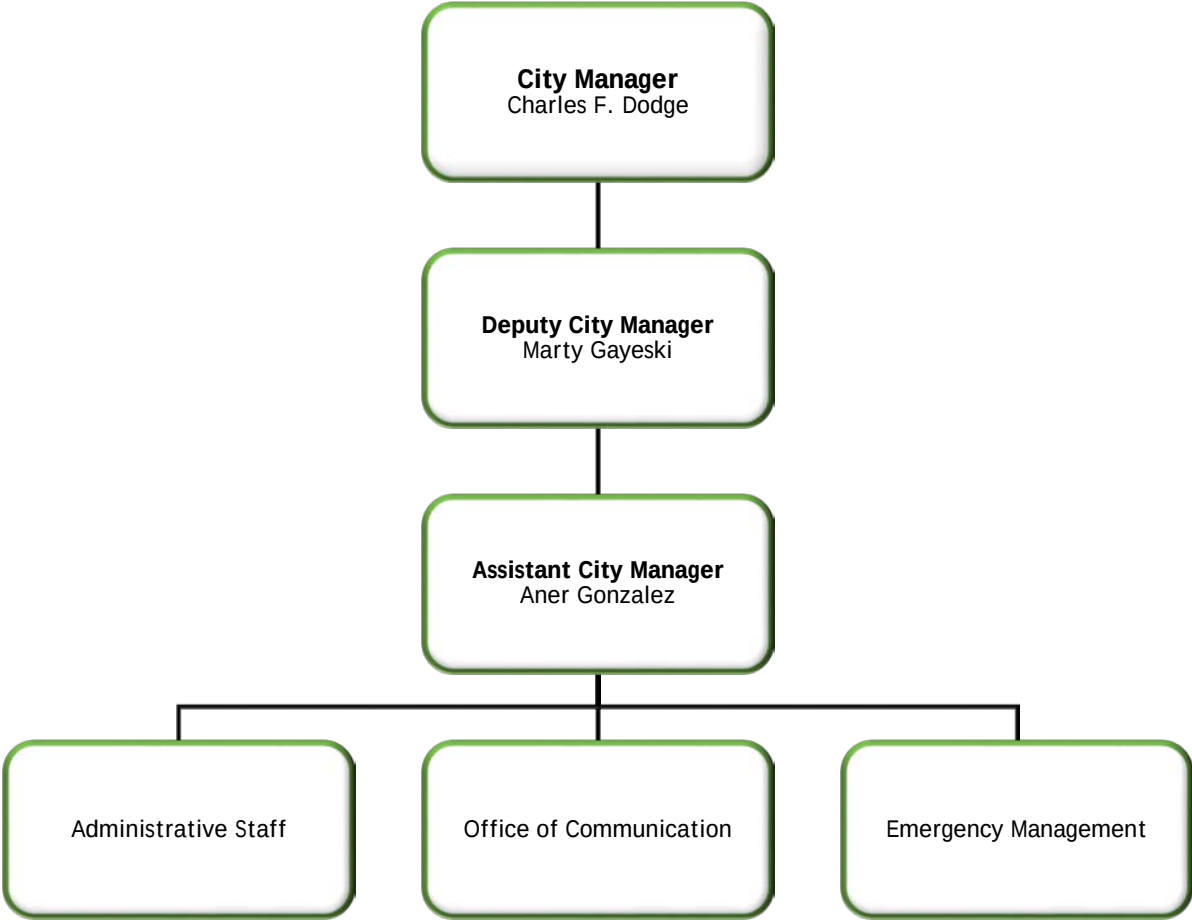
Adopted millage rate compared to rolled-back operating millage rate	6.30%	3.00%	5.21%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	\$1,157	\$1,000	\$1,175	\$1,000	\$1,000	\$1,000

[^] 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.

N/A Pursuant to Florida Department of Education Emergency Order No. 2020-EO-1, spring K-12 statewide assessment test administrations for the 2019-20 school year were canceled.

CITY MANAGER

Organizational Chart

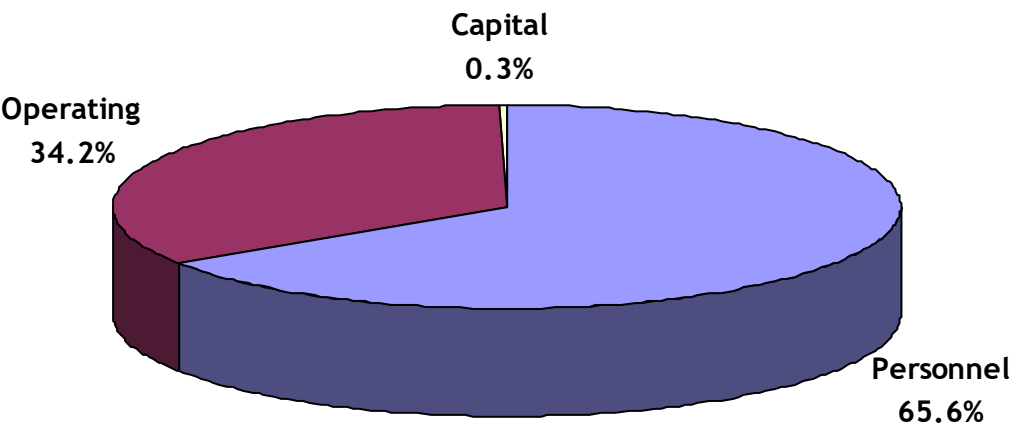


CITY MANAGER

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		19,088	11,161	33,000	33,000
Revenue Total	\$	19,088	11,161	33,000	33,000
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		461,661	479,278	493,802	512,923
Benefits		268,373	156,558	194,527	196,774
Personnel Total		730,033	635,836	688,329	709,697
Operating					
Professional Services		2,394	250	5,750	3,550
Other Services		268,886	260,710	292,723	240,744
Travel Per Diem		781	35	3,000	3,000
Rentals and Leases		1,760	1,760	1,764	1,764
Repair and Maintenance Services		712	1,002	750	750
Printing and Binding		118,862	101,683	110,816	110,816
Office Supplies		2,199	1,453	1,700	1,750
Operating Supplies		1,949	3,054	5,550	5,050
Publications and Memberships		1,848	1,879	2,500	2,500
Operating Total		399,391	371,827	424,553	369,924
Capital					
Machinery and Equipment		-	-	-	2,750
Capital Total		-	-	-	2,750
Expenditure Total	\$	1,129,424	1,007,663	1,112,882	1,082,371

CITY MANAGER

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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	1
Total		2.5	2.5	2.5	2.5
	Full-time				
	Part-time	-	-	-	-

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

Implement update of the City's Green Plan

Implement update to the City's Economic

Development Strategic Plan

Presentation to Affordable Housing Advisory Committee meeting(s) and report in conformance with state and local requirements

Implementation of the department's functions through Energov

Implementation of the City's new Land Development Code

Implementation of the City's Updated Water Supply Facility Work Plan

Implementation of Six Pillars Broward 2.0

Staff to continue to monitor Decennial Census Results for 2020.

Accomplishments

Staff received or maintained certifications in the following organizations:

*National Wildlife Federation Stewardship Designation

*American Institute of Certified Planners (AICP).

Staff received or maintained memberships in the following organizations:

*American Planning Association

*Greater Fort Lauderdale Alliance

*North Perry Airport Community Advisory Committee

*Miramar Pembroke Pines Chamber of Commerce

Adopted the update to the Ten Year Water Supply Facility Work Plan

Reviewed and processed 550 tree removal applications, a 30% increase from previous fiscal year

Reviewed 25 landscape permits

Conducted courtesy inspections of commercial and multifamily residential properties

Processed and coordinated neighborhood mitigation plans

Recertified City Tree USA Designation

PLANNING AND ECONOMIC DEVELOPMENT

Maintained the City's National Wildlife Habitat Community through the National Wildlife Foundation

Participated on the Greater Fort Lauderdale Alliance Permitting Action Team

Implemented a microenterprise program to provide financial assistance to small business owners using Community Development Block Grant - Coronavirus (CDBG-CV) funds.

Implemented a microenterprise program to provide financial assistance to small business owners using CDBG-CV funds

Implemented a rental, mortgage and utility assistance program using CDBG-CV funds

Provided 1,700 boxes of Personal Protection Equipment (PPE) to business owners in the city utilizing the CARE'S Act

Provided rental, mortgage and utility assistance to 98 households utilizing Corona Virus Relief Funding (CRF)

Presented action plan and Consolidated Annual Performance Evaluation Report (CAPER) to the City Commission.

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

*Electric Vehicle Charging Stations

*Land Development Code update

*Year round irrigation

Participated in 4 quarterly Staff Working Group Meetings remotely to implement the Interlocal Agreement

Facilitated the update to the City's Land Development Code by preparing all documents and coordinating meetings and outreach

Development and integration of the department functions into Energov as part of the Citywide ERP process, as well as aiding other departments in the development of their modules as they relate to the Planning and Economic Development Department Functions

Coordinated the implementation of citywide digital display signage

Presented to real estate associations and trade groups regarding economic development in the City

Partnered with Florida Department of Transportation, Broward County and the Metropolitan Planning Organization to implement the Pembroke Pines City Center mobility Hub, 72nd Avenue Bike lane and sidewalk improvements, Flamingo Road greenway, and Bike Share within the City

Transferred historic paper based files into digital form through OnBase software

Zoning Plan Review - 2,552 permits

Zoning LBTR reviews - 248

Census data collection ended October 15, 2020. Attained a 75 percent Self Response Rate and improvement of 73 percent from 2010 census

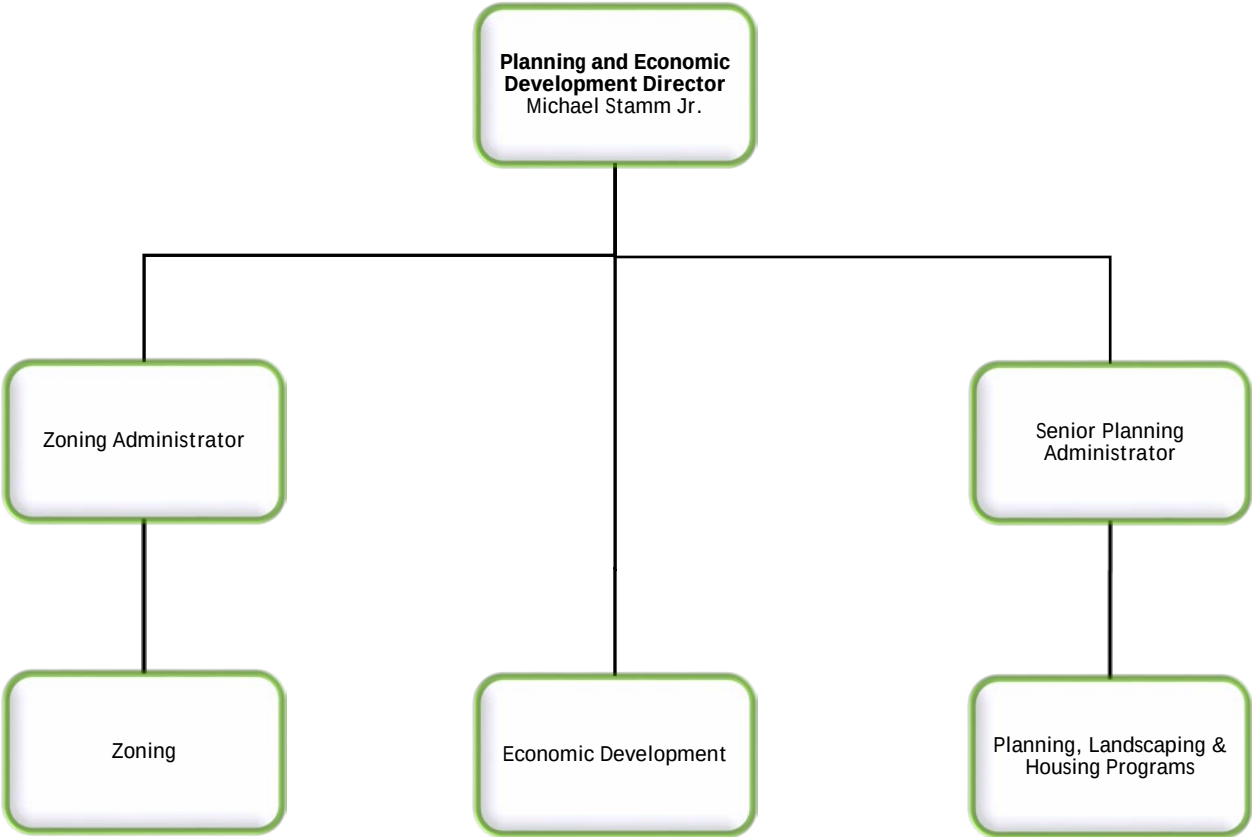
Pembroke Pines surpassed the 63.2 percent response rate obtained by Broward County and 63.8 percent responses rate by the State of Florida.

PLANNING AND ECONOMIC DEVELOPMENT

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	17	15	11	10	10	11
Number of Development Review Committee meetings coordinated	44	45	37	45	40	37
Number of Board of Adjustment meetings facilitated	8	7	6	8	8	6
Number of intergovernmental coordination meetings attended	24	23	8	24	24	24
Number of Economic Development Board Meetings facilitated	7	6	0	11	7	6
Number of Landscape Advisory Board Meetings facilitated	8	4	5	10	10	5
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



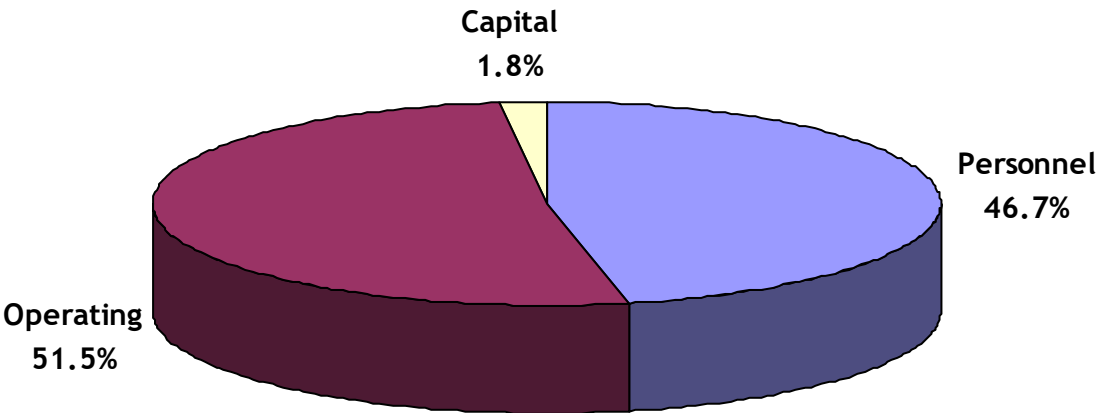
PLANNING AND ECONOMIC DEVELOPMENT

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Building Permits		261,974	179,178	192,000	174,000
Charges for Services		279,681	237,313	199,330	199,715
Revenue Total	\$	541,655	416,491	391,330	373,715
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		373,704	446,410	416,312	422,329
Benefits		224,777	179,201	215,950	214,451
Personnel Total		598,481	625,610	632,262	636,780
Operating					
Professional Services		15,000	-	32,000	32,000
Other Services		301,384	356,750	463,112	491,198
Travel Per Diem		826	203	3,000	3,500
Communication Services		1,511	1,655	4,600	4,600
Freight & Postage Services		90	228	2,400	2,000
Rentals and Leases		3,294	3,569	6,280	6,280
Insurance		-	172	185	185
Repair and Maintenance Services		1,925	3,169	11,150	9,150
Printing and Binding		900	442	2,000	2,000
Promotional Activities		82,554	89,000	144,014	125,000
Other Current Charges and Obligations		4,354	5,041	5,500	5,500
Office Supplies		3,165	2,424	5,000	5,000
Operating Supplies		4,707	1,392	12,500	12,500
Publications and Memberships		2,355	912	3,500	3,800
Operating Total		422,064	464,956	695,241	702,713
Capital					
Machinery and Equipment		-	-	24,400	25,204
Capital Total		-	-	24,400	25,204

PLANNING AND ECONOMIC DEVELOPMENT

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Expenditure Total	\$	1,020,545	1,090,566	1,351,903	1,364,697

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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	-	-	-
Total		4	4	4	4
Full-time		4	4	4	4
Part-time		2	1	1	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 Personal Computer 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, IP cameras and door access controls (installation, support, break/fix), 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

Continued deployment of Focus' 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.

Continued deployment of Tyler Technologies Enterprise Resource Planning (ERP) project. ERP will be used by both the central and operating agencies within the City to perform basic financial and administrative functions. This project will be a multiple year delivery (in phases) effectively centralizing all of the City's software applications to perform core business functions. The next phase of Tyler Technologies ERP implementation project will be focused Utilities, Human Resources and Payroll. This project will be a multiple year delivery (in phases) effectively centralizing all of the city software applications to perform core business functions.

Continued deployment of centralized security for city-owned buildings. The project will include the continued expansion of the access control system deployed at the City Center site into the additional city-owned buildings to create a single solution for physical access control. 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.

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.

Continued deployment of selected Geographic Information System (GIS) solution including additional areas of use and departments. Increase and improve current infrastructure in order to meet the increasing demand for

TECHNOLOGY SERVICES

bandwidth in the City including network equipment (switches and routers) and Internet Service Provider (ISP).

Accomplishments

Phase I deployment and implementation of Focus Student Information System (SIS) solution. Phase I will include portions of the following Focus SIS modules: student scheduling and student enrollment.

Phase I deployment and implementation of Tyler Technologies' Enterprise Resource Planning (ERP) project in Financials.

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.

Completion of infrastructure and security improvement project at PPCS - Central (Elementary, Middle, and Pre-K) and East campuses.

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 - East, West (Elementary, Middle, and Pre-K), and Central (Elementary, Middle, and Pre-K) campuses as part of City-wide standardization.

Installation of additional City fiber replacing aging iNet and closing gaps in existing City fiber. Additional City fiber provides redundant paths, resulting in a more robust network and reducing the risk of a network interruption or outage.

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

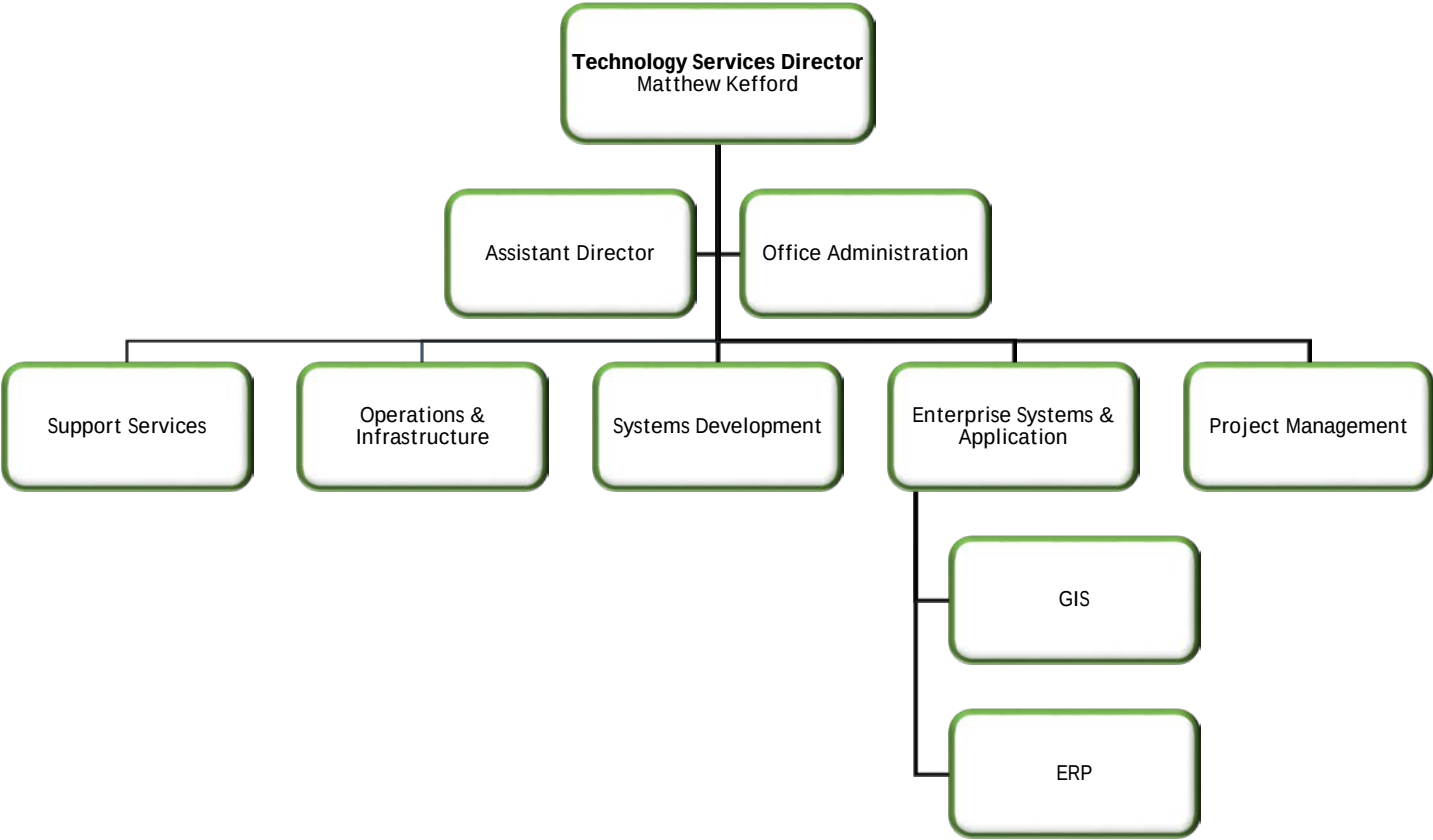
Implemented and deployed operational processes defined in the commission technology audit.

TECHNOLOGY SERVICES

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,850	1,799	1,850	1,850	2,000	2,000
Number of Software Applications, Modules & Interfaces Supported	400	400	400	400	400	400
Number of Desktop/Laptops/Tablets Supported	5,500	4,400	6,200	6,000	6,500	6,500
Number of Servers Supported	60	60	70	70	70	70
Number of Printers Supported	500	500	500	500	500	500
Number of Help Desk Calls Processed	15,180	14,000	17,594	16,291	18,400	19,300
Number of Telephones Supported	1,450	970	1,500	1,500	1,600	1,650
Number of Cameras Supported	N/A	N/A	N/A	N/A	N/A	1,260
Effectiveness						
Visitors to City Website(s)	1,259,790	3,300,000	1,829,344	1,458,511	1,524,345	1,920,811
Average Percent of Information Technology Work Order Completed	4.00 hrs	4.00 hrs	5.00 hrs	5.50 hrs	4.00 hrs	4.50 hrs
-Less than One Hour	60.20%	60.20%	60.00%	62.00%	60.20%	60.00%
-Less than Four Hours	64.00%	67.50%	65.00%	65.00%	65.00%	65.00%
-By Help Desk	40.00%	44.40%	50.00%	40.00%	45.00%	50.00%
Percent of Calls Completed by Due Date	92.00%	96.00%	92.00%	95.00%	93.00%	93.00%
Average Time to Complete Work Orders	1.3 days	1.3 days	1.5 days	1.5 days	1.5 days	1.5 days
Number of Viruses/ Spam Prevented	6,301,603	4,674,301	6,630,160	6,500,000	7,624,939	7,300,000
Percent of Network Availability	99.70%	99.67%	99.75%	99.70%	99.99%	99.99%
Percent of Upgrades and Implementations Completed on Time	85.00 %	91.90%	90.00%	90.00%	90.00%	90.00%
Percent of Projects Completed within Budget	90.00%	97.80%	95.00%	95.00%	95.00%	97.00%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	6,000	6,000	6000	6,000	6,000	6000
Average Cost per Employee Training	\$1,500	\$478	\$750	\$600	\$1,750	\$1,100
Average Time to Repair Computer	6.0 hrs	2.9 hrs	7.0 hrs	8.0 hrs	6.0 hrs	6.0 hrs

N/A - New Performance Measure added for FY2021-22.

TECHNOLOGY SERVICES
Organizational Chart

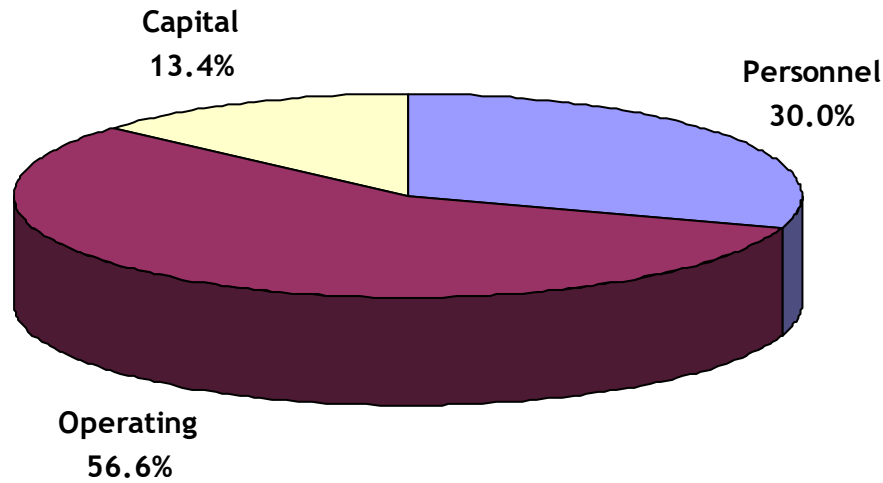


TECHNOLOGY SERVICES

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		825,686	667,162	899,279	903,271
Revenue Total	\$	825,686	667,162	899,279	903,271
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		1,350,507	1,411,823	1,578,206	1,722,701
Benefits		728,865	676,957	854,969	920,962
Personnel Total		2,079,372	2,088,780	2,433,175	2,643,663
Operating					
Other Services		1,476,073	1,468,793	2,434,898	2,722,343
Travel Per Diem		9	-	10,000	10,000
Communication Services		44,035	41,430	82,582	92,620
Rentals and Leases		1,690	986	2,378	3,400
Repair and Maintenance Services		216,891	405,174	903,036	914,442
Office Supplies		165	624	8,750	9,000
Operating Supplies		400,982	862,014	1,345,550	1,143,453
Publications and Memberships		3,863	3,806	22,350	8,450
Training		26,176	46,181	68,800	81,980
Operating Total		2,169,884	2,829,009	4,878,344	4,985,688
Capital					
Infrastructure		2,939,513	706,993	559,532	110,000
Machinery and Equipment		331,272	773,179	1,283,441	1,068,100
Capital Total		3,270,786	1,480,172	1,842,973	1,178,100
Expenditure Total	\$	7,520,042	6,397,961	9,154,492	8,807,451

TECHNOLOGY SERVICES

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12280	Help Desk Technician II	1	1	1	1
12303	Network Specialist II	2	2	2	2
12525	Administrative Assistant I	1	1	1	1
12622	ERP Manager	1	1	1	1
12623	Senior Systems Administrator	-	-	-	1
12643	Help Desk Technician I	1	1	1	1
12644	Help Analyst/Technician	1	1	1	1
12691	Systems Analyst II	-	1	1	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	2	2	2	2
12903	Technology Services Director	1	1	1	1
12904	Asst. Technology Services Director	1	1	1	1
Total		14	15	15	16
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

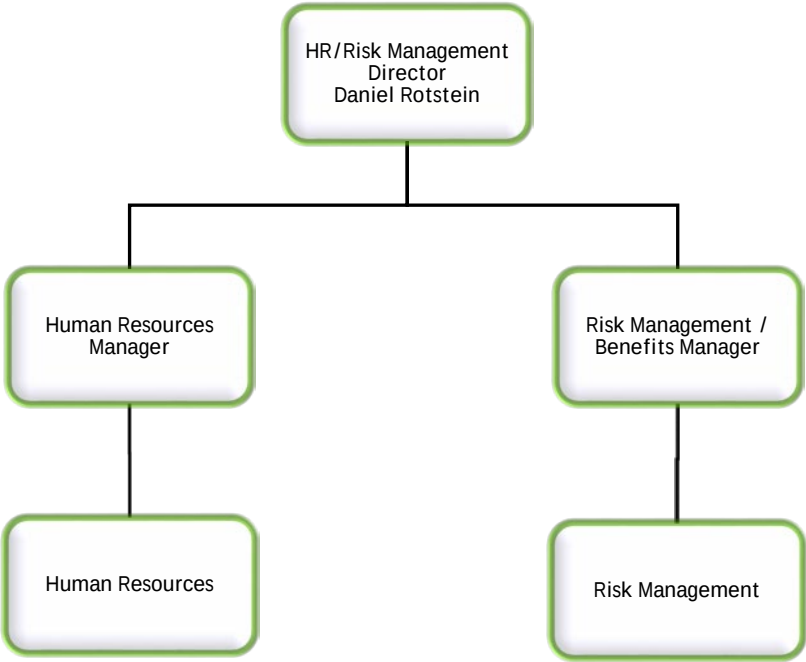
The 2021-22 budget increased by \$93,089 or 11.92% over the 2020-21 working budget. Increases are mainly attributable to an increase in contractual service provider costs related to a conversion of a City position to contractual.

HUMAN RESOURCES

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of positions processed for recruitment or promotion	70	73	60	101	60	48
Number of internal seminars offered	18	18	18	18	18	10
Number of employment applications received and processed (FT/PT City)	1,200	1,500	1,000	1,300	1,000	800
Number of applicants hired (FT/PT City and Schools)	305	323	260	293	260	93
Effectiveness						
% of FT employees retained after one year from hire	85.5%	95.0%	87.0%	95.0%	90.0%	95.0%
Efficiency						
Ratio of employees (City and School) to HR staff	205:29	243:84	245:67	245:67	245:67	174:71

HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart

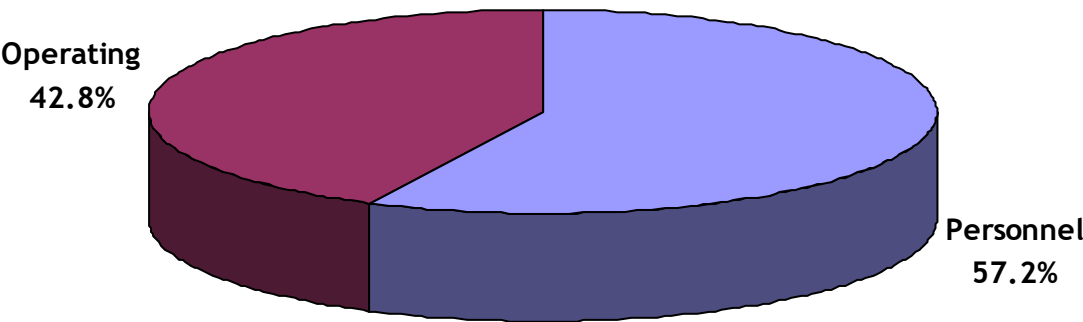


HUMAN RESOURCES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	360,222	379,212	357,620	328,824
Benefits	208,589	144,703	171,572	170,658
Personnel Total	568,812	523,915	529,192	499,482
Operating				
Professional Services	29,160	23,277	38,000	38,000
Other Services	85,762	88,393	155,530	281,329
Travel Per Diem	-	34	2,500	-
Rentals and Leases	-	-	3,000	3,000
Repair and Maintenance Services	8,536	3,633	5,000	5,000
Printing and Binding	110	55	14,500	14,500
Other Current Charges and Obligations	5,599	4,200	15,000	15,000
Office Supplies	2,374	2,064	4,000	4,000
Operating Supplies	3,848	2,901	5,000	5,000
Training	-	641	9,000	8,500
Operating Total	135,389	125,197	251,530	374,329
Expenditure Total	\$ 704,200	649,113	780,722	873,811

HUMAN RESOURCES

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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 2021-22 increased by \$43,780 or 4.0% over the working budget for 2020-21 due to expected operating cost increases.

Accomplishments

Provided continued advice and guidance to the City throughout the emergency resulting from the COVID-19 pandemic with respect to implementation of emergency orders and safety precautions both for the public and City employees. Counseled the City through the holding of virtual meetings. Provided guidance on matters through the COVID-19 pandemic pertaining to the City's charter schools, work force, contractual obligations of the City as well as with respect to the City's vendors, suppliers, and service providers with respect to force majeure provisions and enforcement efforts.

Assisted with the preparation, implementation, and enforcement of emergency orders and procedures related to COVID-19.

Counseled the City on its implementation of various assistance and relief programs funded through the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the application of the Coronavirus Response and Relief Supplemental Appropriations Act of 2021. Reviewed and negotiated the CARES Act Agreement with Broward County for the disbursement of and accounting for the CARES Act funds.

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

On-going participation in the City's implementation of the citywide installation and utilization of security cameras on City property, including the drafting and reviewing of the necessary policies, documents, procedures, notices, and agreements for the overall use of such cameras. Provided training to City staff regarding the legal implications and legally

permitted uses related to the general use of the video captured.

Continued coordination with the City's outside counsel and City staff regarding mass tort litigation filed on behalf of the City against various parties in multiple jurisdictions related to the nationwide opioid crisis to recover damages for expenses the City incurred in responding to the crisis in an effort to fund future service efforts to prevent future addictions from occurring and to overcome the addiction epidemic that resulted. Facilitation of filing the documents necessary in the related bankruptcy actions, related class-action settlements, and related discovery.

Assisted the City's contracts and procurement departments to ensure a timely and efficient legal review of City contracts.

Provided legal counsel to the City's procurement selection & evaluation committees. Assisted the City's procurement staff with bid protests, contracting, and other procurement matters.

Provided legal counsel to the City's background screening review committee, and appear before the special magistrate on background screening appeals.

Assisted the City in the implementation of public record retention policies and public record production in response to public record requests and with various subpoena matters including, but not limited to, subpoenas for testimony in various litigation matters and for City records. Provided advice about applicable privacy laws related to such production pertaining to medical records, education records, or other matters such as Marsey's Law.

Provided on-going 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.

Continued facilitation with the City's implementation and processes for the City's on-boarding of its document management system. Counseled various department with the development of policies, procedures, and

CITY ATTORNEY

retention requirements related to the City's implementation of its electronic records management system.

Counseled with City staff and drafted an ordinance to implement a citywide public art program.

Provided continued legal counsel to the City and City Commissioners on the legal implications associated with the use of social media and the utilization of social media by public officials.

Counseled the City regarding legal concerns related to improvements at the City's wastewater treatment plan, its charter schools, and other facilities.

Provided legal counsel and guidance to City staff and the City's police department regarding public demonstrations and the First Amendment.

Facilitated the police department with matters associated with the apprehension and transportation of persons requiring mental health services.

Provided counsel to the City's advisory boards on a continuing or as-needed basis, as warranted for each board. Provided annual review of relevant laws.

Coordinated with the City's planning & zoning staff to prepare zoning and land use related ordinances and amendments to the City's Zoning Code. Further prepared development orders and planning ordinances for land use plan amendments, site plans, plats, and rezoning projects.

Assist the City's professional staff and consultants regarding a comprehensive update to the City's Land Development Code.

Coordinated with outside counsel on several litigation matters involving the Town of Southwest Ranches regarding roadways and a proposed U.S. Immigration and Customs Enforcement facility to be operated by Corrections Corporations of America, Inc. within the Town of Southwest Ranches.

Counseled the City and assisted the City Clerk, as

the local supervisor of elections, with the process of conducting a special election to fill a vacant commission position.

Coordination with City administration and the City's elected officials to provide ethics training and ensure compliance with the Broward County Code of Ethics for Elected Officials.

Provided training on ethics, Sunshine Law and public records to various City advisory boards.

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

Prepared, reviewed, and revised numerous facility use agreements and leases agreements for the lease of the City's real property by telecommunication companies.

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.

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

Drafted, liability and risk waivers and releases for the City's Recreation & Cultural Arts Department for various activities.

Assisted the City with the monitoring and analysis of proposed and adopted legislation. Advised the City on the application of adopted legislation and the impacts to the City and its operations and coordinated with the City's professional staff to facilitate the implementation of such new

CITY ATTORNEY

legislation.

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

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.

Collaborated with the City administration to obtain approval by the Florida Cabinet of an extension of the City's sublease for the Howard C. Forman Human Services Campus to January 2090 as well as coordinate the extension of the sublease amendment by the appropriate state agencies.

Assisted the City in enforcing the City's lien rights to property abandoned by a former tenant at the Howard C. Forman Human Services Campus.

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.

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

Coordinate with City's professional staff on options related to its solid waste contract and future procurement of solid waste hauling and disposal.

Assisted with negotiation and enforcement of the City's solid waste contract with its franchised

provider due to notices received requesting additional compensation due to COVID-19 related impacts.

Ensured protection of the City's property interest by filing of applications for and obtaining service marks for the City's charter schools.

Drafted and negotiated necessary agreements for water and wastewater reservation rights for new economic development opportunities within the City.

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 and resulting claims received on behalf of other plan participants.

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.

Represented the City's Investment Committee and advised regarding laws relevant to the City's investment of its surplus funds. Reviewed and negotiated all matters related to the investment of the City's funds.

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 provide enhanced legal guidance to the Unit to ensure the administrative citation process and the 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.

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Continued providing on-site/off-site 24/7 police legal advisor to the City's Police Department which includes weekly office hours, 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 Sec. 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.

Assistance to the City regarding the termination of its red light camera program.

Assisted the City staff and advise the City Commission on various matters related to the countywide Enhanced 911 dispatch system.

Negotiated, drafted, and reviewed various agreements with multiple local 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, operational and procedural topics.

Reviewed and revised documentation and forms required for registration and enrollment at the City's Charter Schools.

Assisted the City and coordinated with staff in the communications and negotiations with, as well as the management of, its relationship with the chartering 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.

Provided continued counseling related to the City's Charter Schools with respect to registration preferences and priorities related to siblings, military status, and other priorities identified in the Charter Agreements.

On-going consultation and guidance related to the preparation of and implementation of safety 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.

Addressed all ethics inquiries and issued opinions as requested under the Broward County Code of Ethics.

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 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.

On-going review of all general service, maintenance, lease, and usage agreements for all

CITY ATTORNEY

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.

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

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

Facilitated 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.

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.

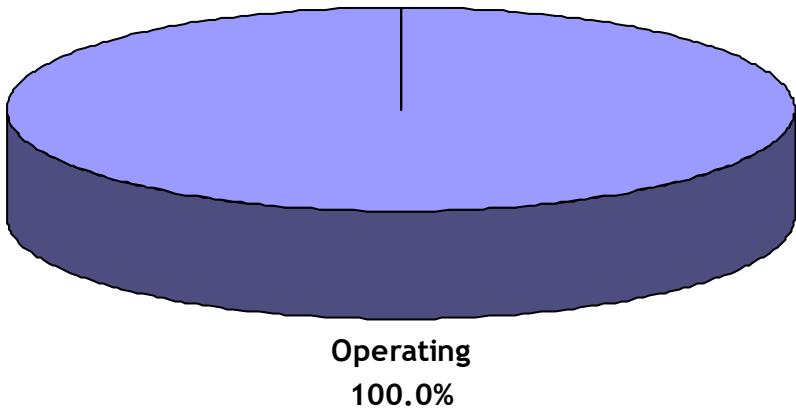
CITY ATTORNEY

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	23	42	19	42	40	35
Number of resolutions prepared for consideration by City Commission	51	45	45	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	52	50	57	45	50	60
Number of real estate transactions	3	6	5	6	5	5
Number of bond issues	1	2	0	2	2	2
Number of Commission meetings attended	33	40	32	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	931	900	1,160	875	1,200	1,200

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Professional Services	979,276	1,018,447	1,059,185	1,101,560
Office Supplies	26,354	27,691	28,995	30,155
Operating Supplies	5,581	5,804	6,036	6,281
Operating Total	1,011,211	1,051,942	1,094,216	1,137,996
Expenditure Total	\$ 1,011,211	1,051,942	1,094,216	1,137,996

Expenditure Category



CITY CLERK

Mission

The office of the City Clerk is committed and dedicated to serving the City of Pembroke Pines Commission and Administration, the various city departments, boards and committees, and the citizens of this community, pursuant to state statutes and City codes. Our goal is to maximize access to municipal government by working in an efficient, courteous, and professional manner that lends itself to bringing respect and dignity to the city we serve. As records custodian, we aim to improve and maintain efficiencies in records management.

2020 Vision for the City Clerk's Department

Long term sustained optimized records management across all city departments to ensure the preservation, best quality, and availability of digitized records. In all facets of service provided by the City Clerk Department, the priority is to find solutions to challenges, whether on behalf of the public or for internal inter-departmental relationships.

Goals

The primary goal of the City Clerk Department is to provide quick and efficient service to the public with respect to processing transactions, maintaining accurate records, providing information, depositing City funds, and directing phone calls. The Department is an acceptance agency for U.S. passports.

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 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 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.

Expand closed captioning of older archived Commission and board meetings. We met 2018-2019 goals by implementing 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 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.

CITY CLERK

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.

The Micrographics/Document Management 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.

Improvements are being made to enable better management of the processing of public records requests with the goal of shortening turnaround time for responses to the high volume of requests being researched and processed. Modules have been added to the City's public records request tracking system to assist staff in this goal.

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.

The City Clerk Department is currently reviewing ERP system upgrades relating to improvement in efficiencies for cashiering and Local Business Tax

Receipts.

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:

- ~ AFFORDABLE HOUSING ADVISORY BOARD - Convenes every three years. This committee was established to provide for assistance with the implementation and modification of the City's Local Housing Assistance Plan.
- ~ 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

CITY CLERK

committee is to review the City's preparedness, response and recovery efforts for future hurricanes and disasters.

~ 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 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 procurement proposals (solicitations for goods and services) and makes recommendation to the City Commission.

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

~ 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.

CITY CLERK

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

“Action Only” Commission minutes prepared for next Commission meeting.	26	25	23	25	26	26
Subpoenas for records processed	81	119	69	125	100	30
Commission agenda books prepared	300	300	250	320	250	200
Local business tax receipts monitored for compliance	8,914	8,993	8,527	8,993	8,920	8,600
Local Business Tax Receipts issued	7,810	7,900	7,337	8,290	7,810	7,900
Local Business Tax Office customers served	2,719	2,580	2,899	2,580	2,719	2,900
Public records requests processed	6,053	6,771	5,289	6,771	6,053	5,000
Passport applications processed	3,491	3,400	1,518	3,496	3,491	1,520
Passport Office customers served	4,734	4,400	2,040	4,480	4,500	N/A COVID
Documents imaged and microfilmed	86,956	100,000	77,359	150,000	90,000	100,000
Staff training hours	44	32	22	30	80	50
Garage sale permits issued	804	1,000	443	1,000	1,000	500
Cashiering transactions (in millions)	\$28.6M	\$28.0M	\$26.0M	\$30.0M	\$28.6M	\$29.0M
Cashiering transactions (number)	28,474	40,000	19,739	38,900	38,900	19,800
Agenda packets prepared	862	700	705	700	700	705
Board and committee meetings attended	121	84	78	84	84	84
Abandoned properties registered	110	N/A	121	N/A	110	N/A
City Clerk customers served	417	500	186	1,000	300	N/A COVID
Bid openings	65	45	46	55	65	65
Records dispositioned for destruction as per statutes (in tons)	31.58	26.00	14.93	27.00	32.00	32.00
Records dispositioned for destruction as per statutes (in cubic feet)	1,263	3,500	579	1,500	1,263	600
Media conversions						
Video uploads						

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	99%	100%	99%	100%	100%	100%
% of documents accurately imaged	98%	100%	100%	100%	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	89%	100%	90%	100%	100%	100%
Local business tax revenue per capita (in constant dollars)	\$21.36	\$21.00	\$21.23	\$21.00	\$21.00	\$21.00
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%

Efficiency

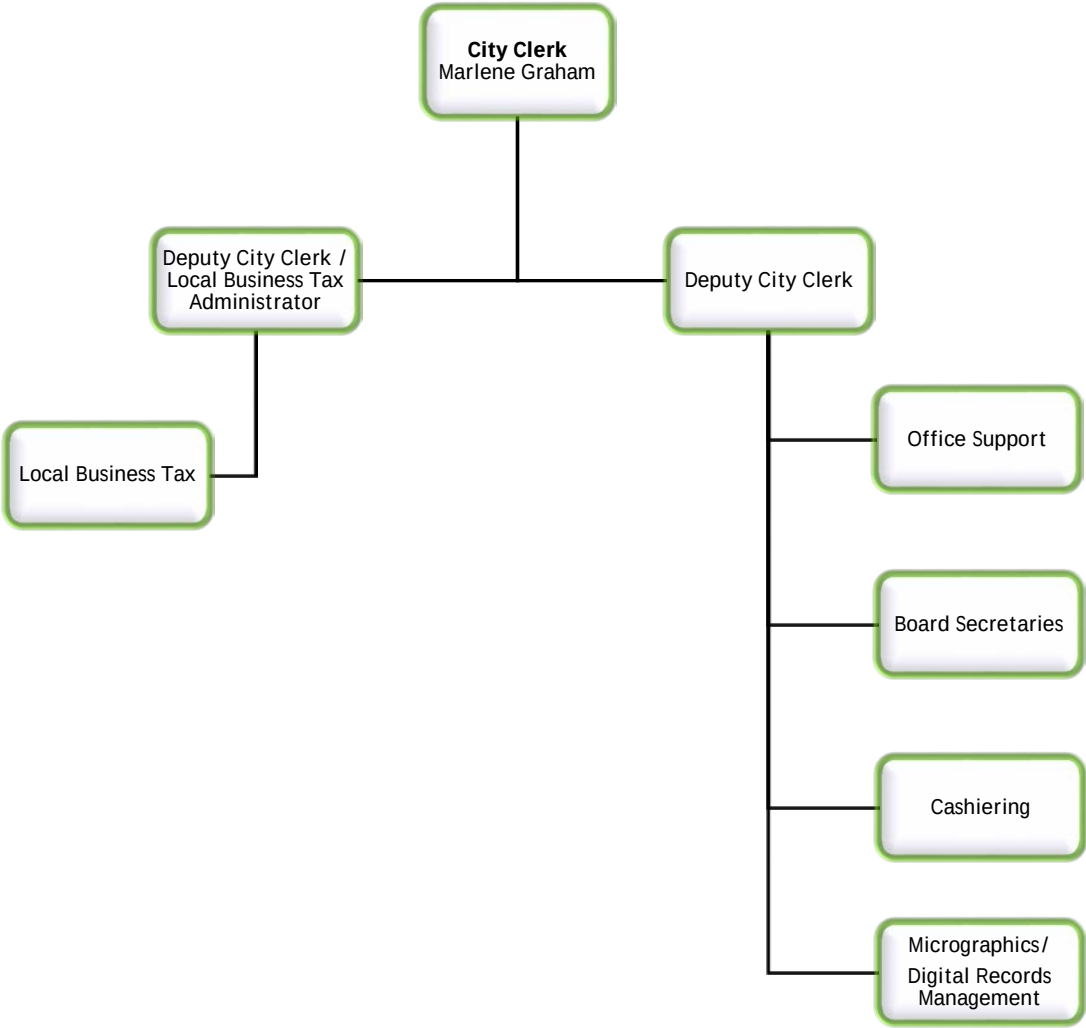
Commission agendas prepared per year per F/T employee	30	25	30	30	30	30

CITY CLERK

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Efficiency						
Full-time employees on this task	2	2	2	2	1	2
Average number of pages of Commission minutes transcribed per year per F/T employee	382.00	320.00	341.00	397.00	320.00	320.00
Full-time employees on this task	2	1	2	1	1	2
Public Records requests processed per year per F/T employee	850	N/A	1,300	N/A	N/A	N/A
Full-time employees on this task	8	7	8	8	8	7
Passports processed per day per F/T employee	25.0	23.0	27%	9.0	20.0	N/A COVID
Full-time employees on this task	6.5	7.0	7.0	6.5	6.5	7.0
Cashiering transactions per year per F/T employee	28,474	41,000	26,000	30,000	29,000	29,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.0

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

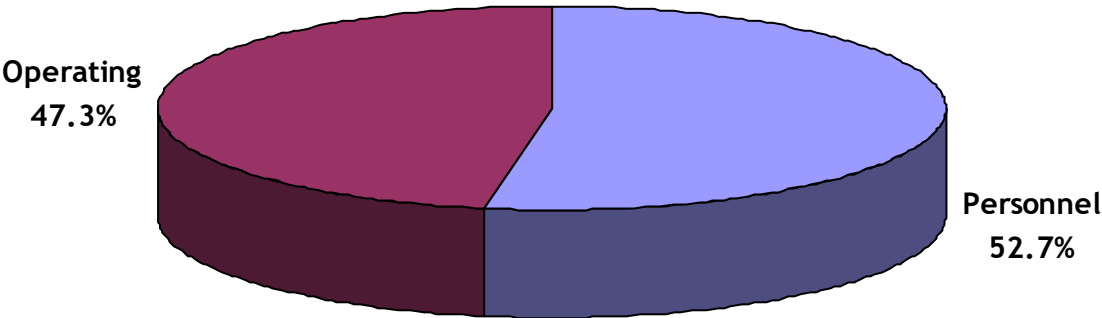


CITY CLERK

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Building Permits		36,829	35,548	41,009	38,509
Charges for Services		150,479	81,477	173,350	118,720
Revenue Total	\$	187,307	117,024	214,359	157,229
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		507,374	499,686	551,226	550,772
Benefits		355,764	305,754	388,846	387,188
Personnel Total		863,138	805,440	940,072	937,960
Operating					
Professional Services		10,238	50,570	50,000	240,000
Other Services		236,759	238,416	568,194	442,150
Travel Per Diem		1,344	-	3,000	4,000
Rentals and Leases		8,818	4,815	9,424	10,000
Insurance		290	-	600	600
Repair and Maintenance Services		3,758	6,659	39,410	39,410
Printing and Binding		10,987	10,341	14,500	27,000
Other Current Charges and Obligations		8,084	27,675	24,751	33,700
Office Supplies		10,151	8,408	17,700	18,050
Operating Supplies		7,392	20,561	18,925	24,750
Publications and Memberships		755	1,050	800	1,050
Training		300	330	2,000	2,000
Operating Total		298,875	368,825	749,304	842,710
Capital					
Machinery and Equipment		1,511	1,941	5,000	-
Capital Total		1,511	1,941	5,000	-
Expenditure Total	\$	1,163,524	1,176,206	1,694,376	1,780,670

CITY CLERK

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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	1	1	1	1
13525	Senior Board Secretary	1	1	1	1
13679	P/T Passport Clerk	1	1	1	1
Total		8	8	8	8
Full-time					
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.

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 and Florida Prompt Payment Act.

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:

Support and administration of the Tyler Munis ERP solution. Provide support for the transition from the legacy applications (SmartStream, Accounts Receivable, Budget Portal, and Lien Search) to the Tyler Munis ERP Solution.

~ 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 2021-22 expenditure budget shows an increase of \$57,626 or 1.68% over the 2020-21 working budget. This increase is mainly due to increase of benefit costs, contractual services, and computer software.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 24th consecutive year since October 1, 1997, for the FY2020-21 Budget Document.

FINANCE

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, 2020. If awarded, this will be the 36th consecutive year the award will be received.

Successfully completed the 2020 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 and the Fixed Asset Control Cycle for the City of Pembroke Pines Charter School System. This included the review of the policies, procedures and the internal controls over these areas.

FINANCE

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	44,489	47,000	46,658	50,000	45,000	47,000
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

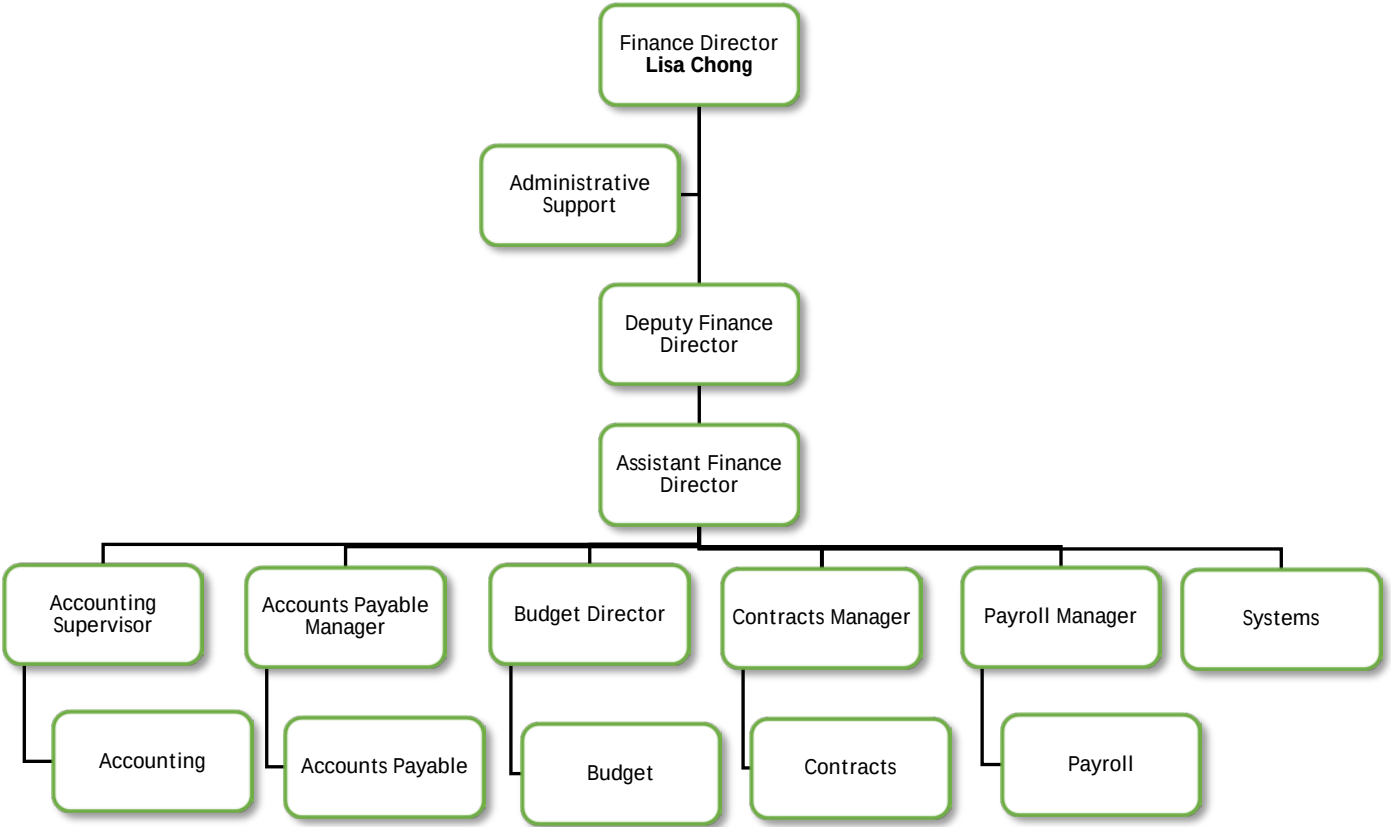
Effectiveness

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	60	64	64	60
% 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	10
Average number of 10-hour working days to close year end	20	20	40	20	20	40
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	8	8	8	10
% 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	35	35	36	36	37	38
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	22	22	23	23	24	25

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

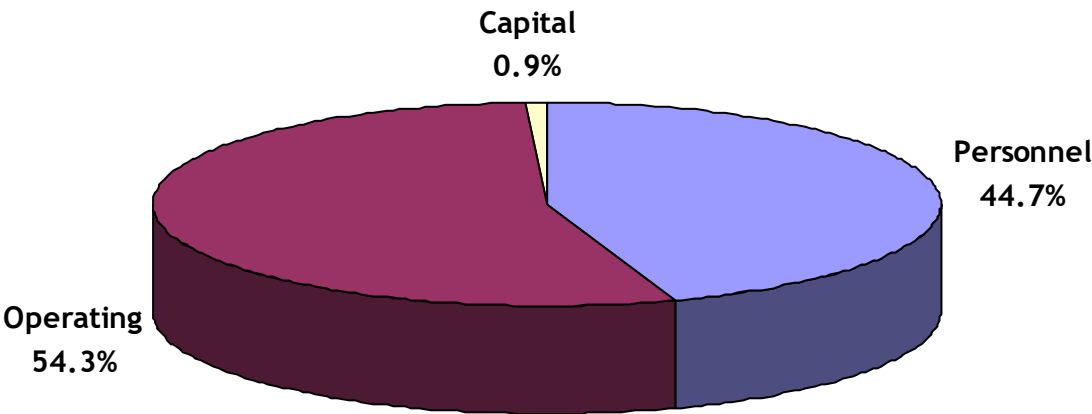


FINANCE

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		224,950	213,450	215,000	214,000
Judgments, Fines & Forfeitures		4,731	4,101	5,000	5,000
Revenue Total	\$	229,681	217,551	220,000	219,000
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		1,086,059	1,054,475	1,067,147	996,028
Benefits		777,838	516,347	620,076	562,078
Personnel Total		1,863,897	1,570,822	1,687,223	1,558,106
Operating					
Professional Services		15,569	-	-	-
Accounting and Auditing		44,656	46,067	46,600	48,238
Other Services		993,722	1,279,928	1,564,556	1,710,034
Travel Per Diem		1,773	60	8,000	8,000
Communication Services		2,907	3,177	4,440	4,440
Rentals and Leases		4,353	4,353	7,500	7,500
Repair and Maintenance Services		4,867	3,908	27,800	27,800
Other Current Charges and Obligations		-	1,826	-	6,000
Office Supplies		12,199	11,156	13,000	13,000
Operating Supplies		9,974	44,867	53,750	58,668
Publications and Memberships		2,506	3,150	5,660	5,326
Training		1,446	1,467	4,000	3,250
Operating Total		1,093,974	1,399,960	1,735,306	1,892,256
Capital					
Machinery and Equipment		8,864	3,413	2,207	32,000
Capital Total		8,864	3,413	2,207	32,000
Expenditure Total	\$	2,966,735	2,974,195	3,424,736	3,482,362

FINANCE

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12030	Budget Director	1	1	1	1
12031	Payroll Manager	1	1	1	1
12032	Accounts Payable Manager	1	1	1	1
12086	Finance Director	1	1	1	1
12087	Deputy Finance Director	-	-	1	1
12431	Payroll Coordinator	2	2	2	2
12517	Assistant Finance Director	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12623	Senior Systems Administrator	1	1	1	1
12641	Chief Accountant	1	1	-	-
12651	Programmer Analyst II	1	1	1	-
Total		11	11	11	10
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 two 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 two Early Development Center locations are as follows:

- 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 2021-22 budget is \$238,535 or 7.52% below the working budget for fiscal year 2020-21 due mainly to the expected reduction in enrollment attributable to COVID-19.

Accomplishments

The West Campus completed its fourteenth year of Florida’s Voluntary Prekindergarten (VPK) in an upbeat manner. The staff continued to maintain licensing standards by renewing their early childhood credentials, CPR certifications and First Aid certifications.

The Central Campus has successfully completed

EARLY DEVELOPMENT CENTERS

its 16th year of the Voluntary Prekindergarten program (VPK). We have maintained our Cognia Accreditation. This accreditation is given to schools that offer the highest quality of care and education to young children. All staff have completed professional development courses.

This past year has been very challenging. Both sites opened in early November, 2020 after being closed since March 16, 2020, with approximately 50 children in each site. In June 2021, both centers doubled in size with over 100 children each.

For the 2021/2022 school year, each campus is anticipated to have enrollment of approximately 150 to 160 children.

EARLY DEVELOPMENT CENTERS

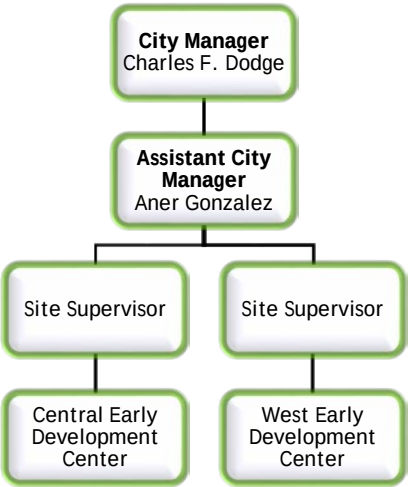
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of students	607	663	581*	655	628	326**
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

* FY 2019-20 total based on four sites as of March 16, 2020.

** FY 2021-22 goal based on two sites. Two sites were permanently closed in August 2020.

EARLY DEVELOPMENT CENTERS

Organizational Chart

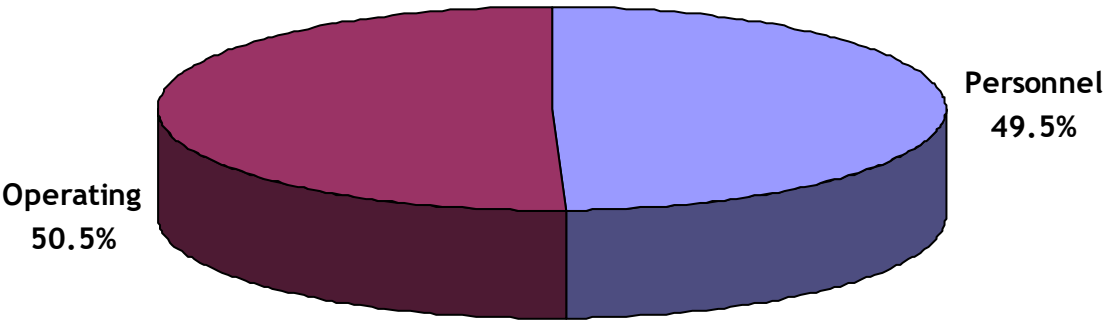


EARLY DEVELOPMENT CENTERS

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		5,037,182	2,402,496	3,096,625	2,932,511
Miscellaneous Revenues		113,817	36,266	87,625	-
Revenue Total	\$	5,150,999	2,438,762	3,184,250	2,932,511
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		1,799,626	1,427,493	994,158	1,082,397
Benefits		511,217	487,380	373,042	368,717
Personnel Total		2,310,843	1,914,873	1,367,200	1,451,114
Operating					
Professional Services		1,873	-	500	500
Other Services		1,250,279	1,135,484	731,236	809,224
Communication Services		7,845	6,505	4,520	4,520
Utility Services		72,116	60,228	54,100	54,100
Rentals and Leases		392,072	355,665	397,353	398,234
Repair and Maintenance Services		168,691	103,646	106,284	90,311
Other Current Charges and Obligations		64,572	1,693	57,325	40,850
Office Supplies		10,660	3,195	5,700	2,500
Operating Supplies		234,257	111,258	162,300	79,850
Publications and Memberships		325	325	-	-
Training		869	1,460	1,300	300
Operating Total		2,203,559	1,779,459	1,520,618	1,480,389
Other					
Transfers		636,463	-	282,220	-
Other Total		636,463	-	282,220	-
Expenditure Total	\$	5,150,864	3,694,332	3,170,038	2,931,503

EARLY DEVELOPMENT CENTERS

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12120	Sch Accounting Clerk II	2	2	2	1
12143	EDC Teacher	15	14	14	9
12780	Teacher Aide	7	7	7	3
12781	Site Supervisor	4	4	4	2
12972	EDC Clerical Spec I	1	1	1	1
13551	P/T Teacher Aide	86	86	78	38
Total					
	Full-time	29	28	28	16
	Part-time	86	86	78	38

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 (SBBC) 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 SBBC 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, 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 SBBC 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 variety of formats including books, periodicals, DVDs, music CDs, audio books on CD, and computer software. The library offers public

WALTER C. YOUNG RESOURCE CENTER

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 2021-22 budget decreased by \$24,475 or 30% below the 2020-21 working budget. The decrease is attributable to a decrease in repairs and maintenance.

WALTER C. YOUNG RESOURCE CENTER

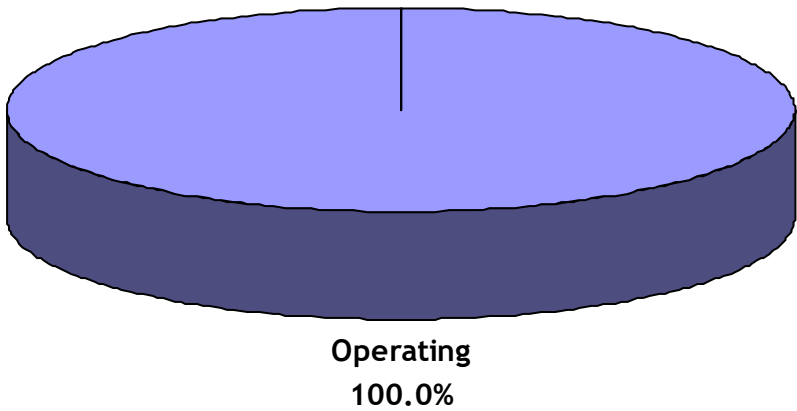
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of civic, charitable, and religious organizations that use the center	180	180	180	180	180	180
Effectiveness						
% of organizations not accommodated	0%	0%	0%	N/A	0%	0%
Actual as a % of budgeted revenue - resource center	100%	100%	100%	N/A	100%	100%

WALTER C. YOUNG RESOURCE CENTER

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Rents & Royalties		18,366	7,428	19,000	19,000
Revenue Total	\$	18,366	7,428	19,000	19,000

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Accounting and Auditing		971	1,012	1,100	1,048
Other Services		29,099	46,593	16,825	16,825
Utility Services		38,652	-38,347	38,500	38,500
Repair and Maintenance Services		577	-	25,423	1,000
Operating Total		69,300	9,258	81,848	57,373
Expenditure Total	\$	69,300	9,258	81,848	57,373

Expenditure Category



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 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 Carl Shechter SWFP Community Center (SWFP) is an approximately 53,000 square-foot facility offering 11 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, the Social Services division provides comprehensive case management services as needed.

~ 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 SWFP. The Recreation Supervisor recruits, screens, trains, and places prospective volunteers in appropriate positions within the SWFP 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 Meals on Wheels of South Florida. Other programs include the Energy Home Energy Assistance Program to assist with electric bills and/or repairs. There are also 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

Continued sponsorship provided by Aetna, Careplus, Caremax, Wellmax, Humana, Pasteur and Baptist provide various exercise programming on a monthly basis. South Florida Institute on Aging (SoFIA), Museum of Discovery and Science (MODS) have provided computer classes and

COMMUNITY SERVICES

virtual educational adventures for our community.

Accomplishments

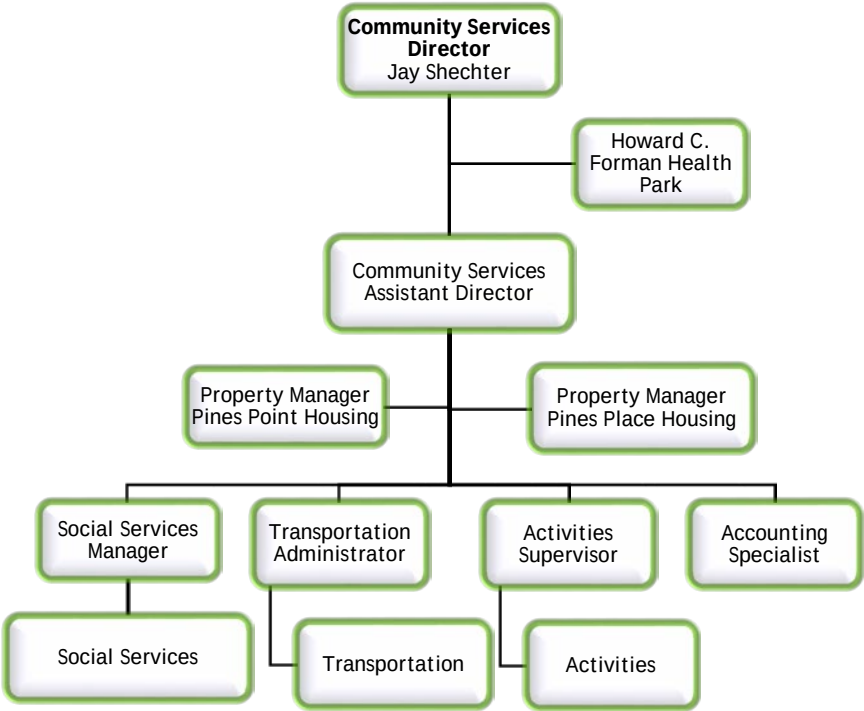
Due to the Coronavirus pandemic, SWFP has switched formats in order to provide information, programming, and social service assistance to all members and the community as a whole. Staff has learned to navigate a social media platform (Webex) where “virtual” programming has been made available to seniors and the community, exercise classes, recreational activities, informational forums have been provided via this new method of participation.

COMMUNITY SERVICES

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of unduplicated clients	2,500	2,000	1,593	2,200	2,700	2,000
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	71,600	64,632	38,862	64,517	57,639	58,269
Effectiveness						
% of people who requested and received recreational services	98%	100%	100%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	308	120	381	263	300	370

COMMUNITY SERVICES

Organizational Chart



COMMUNITY SERVICES

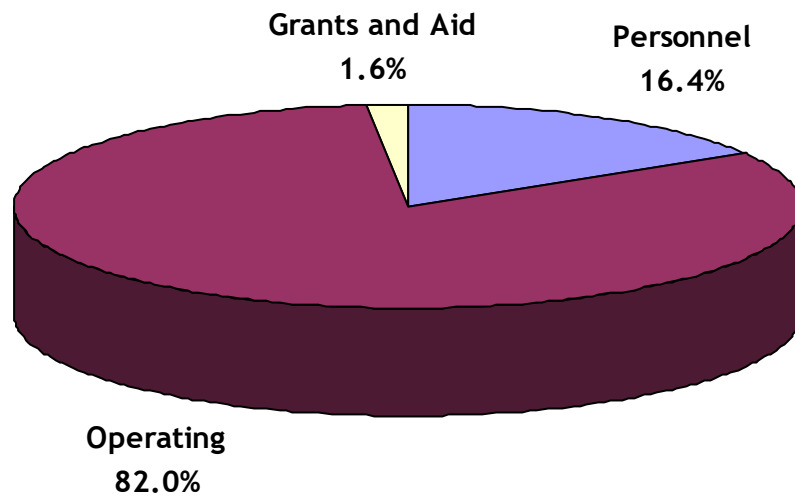
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		86,832	40,451	129,743	129,743
Intergovernmental Revenue		15,325	15,389	40,942	41,921
Rents & Royalties		153,255	126,623	146,421	143,566
Revenue Total	\$	255,412	182,463	317,106	315,230

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		127,166	132,441	135,053	138,330
Benefits		82,536	67,877	81,640	81,378
Personnel Total		209,703	200,318	216,693	219,708
Operating					
Professional Services		3,747	926	6,600	6,600
Other Services		517,420	536,045	705,081	703,618
Travel Per Diem		250	77	100	-
Communication Services		14,786	13,637	15,400	15,400
Utility Services		105,068	81,814	125,500	115,500
Rentals and Leases		5,178	5,081	6,000	6,000
Repair and Maintenance Services		190,401	649,406	164,500	132,500
Printing and Binding		13,996	6,483	20,000	20,000
Other Current Charges and Obligations		-	202	50	500
Office Supplies		2,785	1,359	5,000	5,000
Operating Supplies		66,490	59,029	93,310	93,500
Publications and Memberships		165	565	265	175
Operating Total		920,286	1,354,624	1,141,806	1,098,793
Grants and Aid					
Aids to Private Organizations		14,552	13,089	38,935	20,765
Grants and Aid Total		14,552	13,089	38,935	20,765
Capital					

COMMUNITY SERVICES

Expenditure Category	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital				
Infrastructure	22,676	-	-	-
Machinery and Equipment	9,807	115,855	-	-
Capital Total	32,483	115,855	-	-
Expenditure Total	\$ 1,177,022	1,683,886	1,397,434	1,339,266

Expenditure Category



Position Title	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12084 Community Service Director	0.5	0.5	0.5	0.5
12543 Activities Coordinator	1	1	1	1
Total	1.5	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 Carl Shechter SWFP Community Center (SWFP).

Provide transportation to Hollybrook Clubhouse, Douglas Gardens, Memorial Urgent Care Center, various grocery stores and restaurants, Lowes, Broward College 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 SWFP 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 SWFP 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.

Pines Place was built in stages between 2005 and

HOUSING DIVISION

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

Due to COVID-19, rental increases have been temporarily suspended until further notice.

Accomplishments

Upgrading kitchen countertops with quartz for both Pines Point and Pines Place.

Pines Point - Initiated and completed additional parking spaces both inside development as well as new spaces in surrounding areas of the Pines Point residential parking area.

Despite recreational activities being suspended due to COVID-19, hosted few balcony dinner dance events which included dinner and music for seniors.

Pines Place - The renovation of Pines Place main elevator in Tower 3, 8103 S. Palm Drive.

Painted the exterior of Tower 3, 8203 S. Palm Drive.

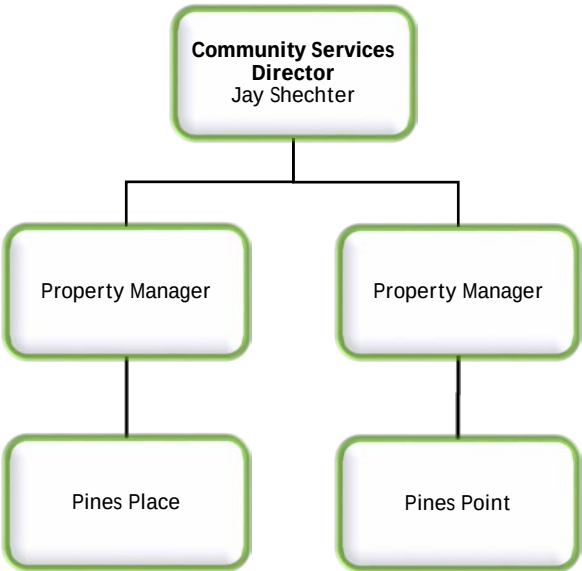
Updating all common areas with laminate flooring.

HOUSING DIVISION

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of units occupied at Pines Point	185	185	185	185	185	185
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	190	190	192	192	192	192
Tower II (opened July, 2005)	175	175	175	175	175	175
Tower III (opened January, 2008)	200	200	200	200	200	200
Effectiveness						
Average occupancy rate at Pines Point	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Average occupancy rate at Pines Place	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart



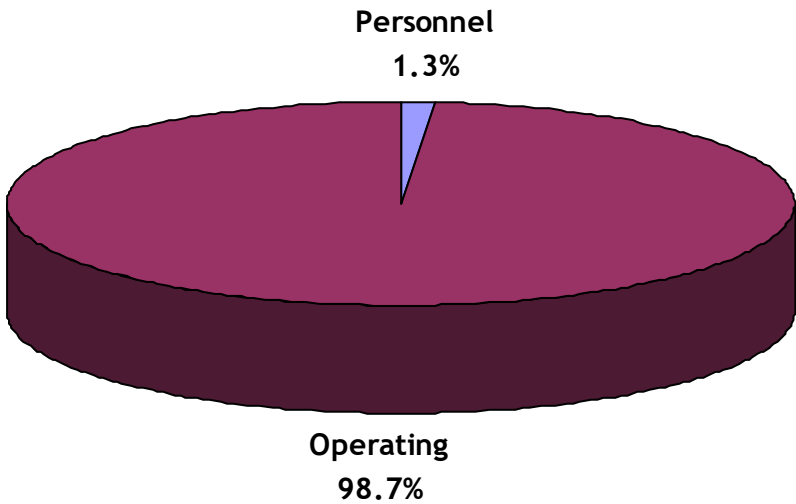
HOUSING DIVISION

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		27,875	18,605	20,980	20,980
Rents & Royalties		8,306,488	8,452,686	9,529,657	8,205,966
Revenue Total	\$	8,334,363	8,471,291	9,550,637	8,226,946
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		74,348	76,588	86,920	84,416
Benefits		37,467	28,952	34,972	34,779
Personnel Total		111,815	105,540	121,892	119,195
Operating					
Professional Services		3,425	9,133	25,570	26,157
Other Services		872,920	974,784	1,109,769	1,156,094
Travel Per Diem		-	-	200	-
Communication Services		178,040	188,453	210,491	219,205
Utility Services		701,932	697,073	821,571	857,567
Rentals and Leases		4,406,252	4,413,815	4,462,477	4,463,827
Insurance		83,313	125,729	127,739	138,720
Repair and Maintenance Services		1,166,466	594,779	1,302,627	1,099,877
Promotional Activities		-	-	12,300	7,300
Other Current Charges and Obligations		467,327	580,771	593,550	644,178
Office Supplies		3,706	3,989	8,644	8,893
Operating Supplies		85,369	65,060	169,130	163,989
Publications and Memberships		192	-	-	-
Operating Total		7,968,943	7,653,588	8,844,068	8,785,807
Capital					
Machinery and Equipment		2,216	9,610	10,000	6,000
Capital Total		2,216	9,610	10,000	6,000

HOUSING DIVISION

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Expenditure Total	\$	8,082,974	7,768,738	8,975,960	8,911,002

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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 be a premier law enforcement agency through professionalism, service, and innovation.

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 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"

POLICE

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: Dive Team, Traffic, K-9, Special Weapons and Tactics (SWAT), Crisis Response Team, Field Force, Honor Guard, Dignitary Protection, 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 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

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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 middle and high school in the City. These Officers provide campus security and mentoring to the thousands of 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 three divisions: Administrative Services, Support Services and Code Compliance.

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.

ACCREDITATION - Ensures our commitment to the implementation of best police practices throughout the state and nation, consistent with the requirements of the Commission for Florida Law Enforcement Accreditation. This involves continuous updating of policy and procedures, as well as coordination to update and train all necessary employees, thus preparing our agency for inspection every three years.

ANIMAL ASSISTANCE PROGRAM - The primary role of this Unit is to recover abandoned, lost, or stray animals within the City, and try to reunite them with their rightful owners, or place them in foster care for future adoption. Our agency partners with a not for profit organization- Pooches in Pines and works collaboratively to accomplish our mutual goals with the support of many community partners and volunteers.

BACKGROUNDS AND SELECTIONS - This Unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff. In addition, they run the live scan screening for the City of Pembroke Pines to include, vendors, coaches, contractors, etc.

~ 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

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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.

~ 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 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.

OFFICE OF COMMUNICATIONS - This Unit encompasses all of our public information efforts to include social media, as well as inner-agency. It specializes in the exchange of information which is mutually beneficial to both the agency and the citizens served.

~ 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; and manages all grants and grant applications.

~ 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.

RED LIGHT CAMERA - This Unit processes all of the violations captured by the red light cameras in place throughout the City. They also attend

all hearings, maintain statistics and regularly promotes safer driving.

~ 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.

~ 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.

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, help desk 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. Has personnel assigned as the agency Local Area Security Officer (LASO) ensuring Criminal Justice Information System (CJIS) compliance.

~ COURT LIAISON - Coordinates, records, and processes all traffic and parking citations, as well as processes all incoming court subpoenas.

EMERGENCY MANAGEMENT - This unit handles all

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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.

HOMELAND SECURITY TEAM - A team dedicated to the security of the facilities, employees, citizens, and visitors within the City of Pembroke Pines. The team assists in the development of community partnerships for information sharing purposes pertaining to domestic security.

~ **LOGISTICS UNIT** - This unit assists in 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. Issues equipment to personnel in accordance with their job functions.

~ **MOBILE VIDEO SYSTEMS UNIT:** - Responsible to oversee the maintenance of the BWC equipment, storage of all audio and video recordings, facilitation of BWC training, and making recommendations regarding equipment procurement and assignment.

POLICE SUPPORT CENTER - acts as a liaison with agency personnel regarding Local/Florida Crime Information Center (FCIC)/National Crime Information Center (NCIC) criminal history checks, warrant confirmation, drivers' license checks, search/enter missing persons, missing persons call out list, monitor security cameras, overtime callout list, Investigations/SWAT/Traffic Homicide Investigator (THI) callouts, switchboard operators ensuring the public is routed to agency or city departments/units as requested/needed, coordinates with county dispatch, Florida Crime Information Center (FCIC) agency coordinator.

~ **PROPERTY AND EVIDENCE** - Responsible for storing, tracking, and maintaining the custody and integrity of evidence and found property. When appropriate, the unit disposes of all unneeded property and/or evidence submitted to the Property and Evidence Unit.

RADIO/CAD/COMMUNICATIONS - Manages agency

radio system, including programming, issuance, repairs. Coordinates with county agencies, attends regional meetings as an agency representative, and manages officer safety Computer Aided Dispatch (CAD) alerts.

~ **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.

SUPPORT SERVICES COORDINATOR - A civilian supervisor who manages the Property and Evidence Supervisor, Police Support Center Manager, and the Computer Services Unit.

TRANSCRIPTION - Transcribe all video and audio statements used for criminal investigations, as well as assisting our Internal Affairs Unit with the transcription of administrative statements for agency investigations

CODE COMPLIANCE DIVISION:

In conjunction with the sworn officers that patrol the City, Code Compliance works to promote and maintain a safe and desirable living and working environment within the City. Under the direction of a division administrator and two supervisors, eleven code officers and two 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

Three additional current License Plate Reader (LPR) Trailers will be retrofitted and upgraded.

Several of our Economic Crimes Unit detectives

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will attend International Association of Financial Crimes Investigators (IAFCI) conference to obtain lessons on best practices during investigations dealing with fraud related crimes.

Two new Origin Computers to be obtained for use by our Internet Crimes Against Children (ICAC) detectives.

Purchase of a replacement Ninhydrin tank with a more efficient filter to provide our Crime Scene Unit members with maximum safety against carcinogens.

Two new vans will be obtained to replace two older vehicles utilized by our Crime Scene Unit.

“Fatal vision” goggles will be purchased to educate students on the dangers of driving while impaired.

A School Resource Officer vehicle will be modified as a highly visible community outreach aid. The colorful display will promote the Gang Resistance Education and Training (G.R.A.D.E.) and Gang Resistance and Drug Education (G.R.E.A.T.) initiatives which help to educate students on the dangers of drug and gang activities.

The department will add a total of eleven (11) new positions which comprise one (1) Police Captain, one (1) Sergeant, seven (7) Police Officers, one (1) Code Compliance Police Service Aide, and one (1) Assistant Victims Advocate.

* Addition of the Police Captain position in the Patrol Division ensures that one command level supervisor is on shift at nearly all times.

* The Police Sergeant positions is required for supervision and span of control with the addition of seven police officers.

* The seven Police Officers are needed to meet the agency’s current workload and future projections.

* The Code Compliance/Police Service Aide position facilitates expansion of Code Compliance’s services as well as provide traffic

control assistance at special events and emergencies.

* The additional Assistant Victims Advocate position is required to meet the needs of our residents. The unit responds 24/7 to provide education, outreach, grief counseling, and assistance to crime victims and others in need.

Accomplishments

Two additional License Plate Reader (LPR) Trailers have been scheduled for delivery.

Two of our current License Plate Reader (LPR) Trailers were upgraded with newer technology and software to increase their productivity.

A new Portable Video Surveillance (PVS) platform was obtained via a grant.

New outer ballistic vest carriers were purchased for use by our Economic Crimes Unit detectives.

Several of our Homicide detectives to attend the National Homicide Investigators Association Conference to obtain lessons on improved methods and best practices during major crimes investigations.

Multiple new covert cameras with the newest technology were obtained for investigative uses.

Bluetooth radio kits were purchased to improve surveillance efforts by detectives.

The Crime Scene Unit acquired two Powered Air Purifying Respirators. These respirators are used on hazardous scenes such as fire investigations and provide Crime Scene Investigators safer breathing conditions.

Threat Assessment Team Investigators attended additional specialized trainings such as Adolescents in Crisis Training and Cyber Investigations Bootcamp.

School Resource supervisors attended the Florida School Resource Officers Association trainings for lessons learned and best practices related to school safety.

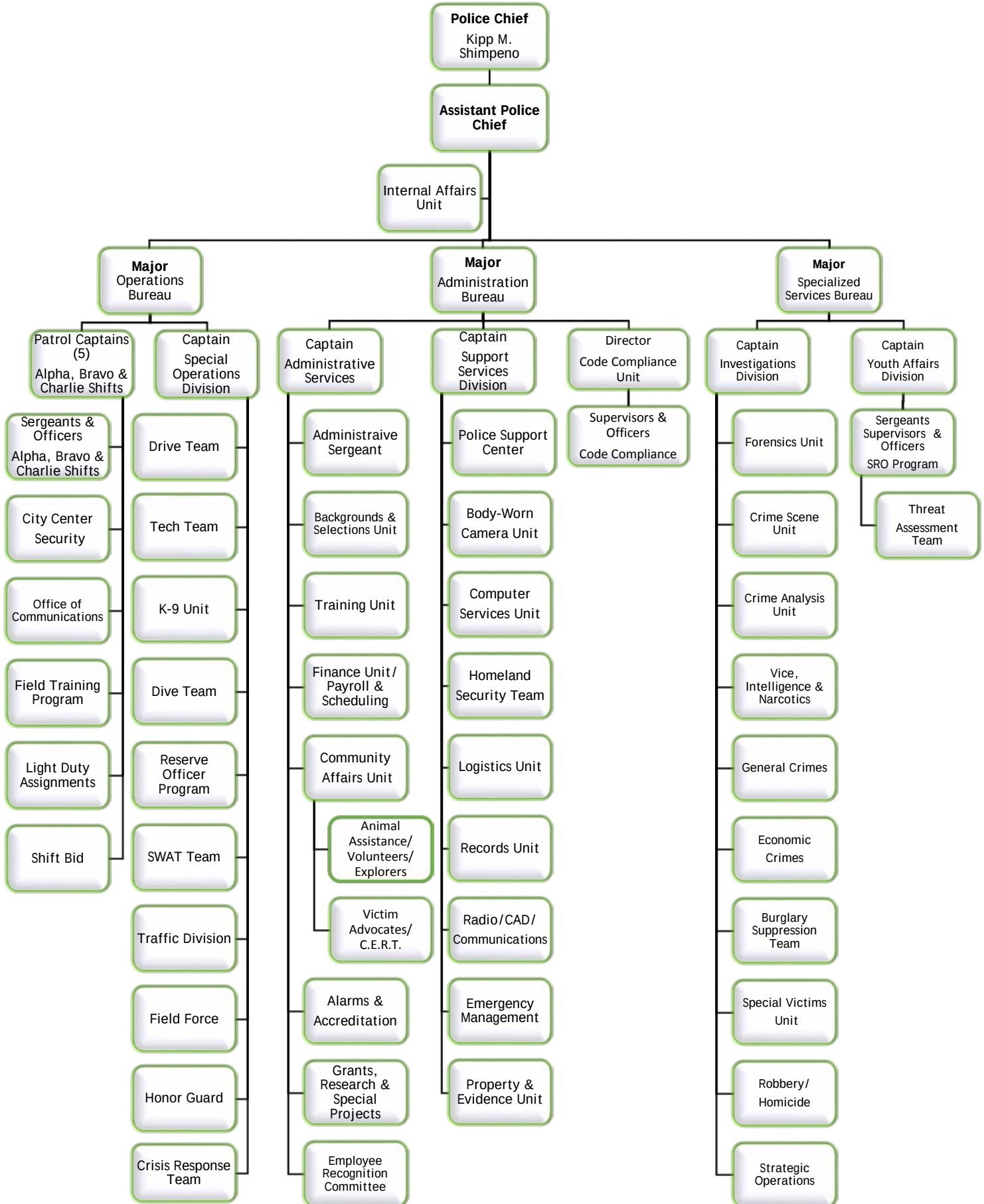
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Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Total calls for police service	79,493	90,000	77,748	90,000	90,000	90,000
Calls for service per 1,000 resident population	473	600	463	600	600	550
Number of arrests	1,536	3,500	954	3,500	3,000	2,500
Traffic accidents	5,657	6,000	3,566	6,000	6,000	6,000
Traffic/parking citations	14,695	35,000	10,189	35,000	30,000	25,000
Number of grids patrolled 24 hours per day	24	24	24	24	24	24
Number of code citations issued	21	50	29	50	50	50
Number of code violations issued	4,214	4,500	5,109	4,500	4,500	4,500
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	92%	98%	84%	98%	98%	98%
Clearance rate for Part I offenses ^	23%	25%	20%	25%	25%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
Traffic accidents per citation issued	38%	25%	35%	30%	30%	30%
% of cases closed prior to Code Board and/or Special Master hearing	80%	80%	78%	80%	80%	80%
Number of occurrences for the following types of offenses during calendar year:						
Murder	7	0	4	0	0	0
Forcible rape	36	10	9	15	15	15
Robbery	71	75	57	75	75	75
Aggravated assault	241	150	139	175	175	175
Burglary	205	500	184	400	300	300
Larceny	2,873	3,000	2,074	3,000	3,000	2,500
Motor vehicle theft	266	250	237	250	250	250
Crime index (summation of occurrences)	3,699	4,200	2,704	4,000	4,000	3,500
Crime rate (per 100,000)	2,202	2,600	1,601	2,500	2,500	2,500
Efficiency						
Expenditures per resident population	\$388	\$433	\$396	\$433	\$445	\$507

^ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

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Organizational Chart



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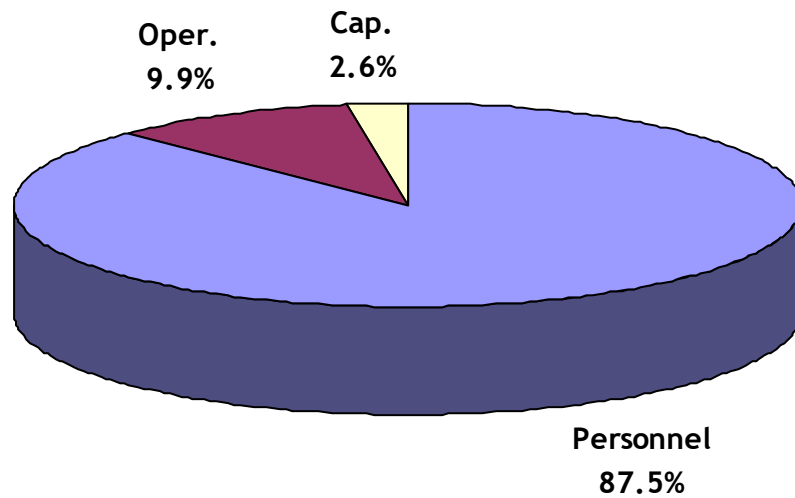
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Special Assessments	94,988	37,101	84,000	78,000
Charges for Services	1,942,163	1,942,615	1,825,174	1,584,754
Intergovernmental Revenue	23,908	181,964	226,643	-
Judgments, Fines & Forfeitures	1,725,035	1,350,449	1,676,500	499,500
Miscellaneous Revenues	-	-	1,000	-
Revenue Total	\$ 3,786,095	3,512,129	3,813,317	2,162,254

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	27,979,299	29,272,685	31,290,076	35,710,154
Benefits	30,459,591	30,496,657	32,872,095	36,196,639
Personnel Total	58,438,890	59,769,342	64,162,171	71,906,793
Operating				
Professional Services	136,228	83,856	259,750	125,800
Other Services	1,801,558	1,672,790	2,591,025	2,790,028
Pension Benefits	67,038	72,751	69,000	74,093
Travel Per Diem	115,794	38,952	129,045	289,140
Communication Services	231,815	254,520	328,498	288,248
Utility Services	120,241	101,942	135,500	124,000
Rentals and Leases	50,138	51,953	84,285	71,835
Repair and Maintenance Services	715,940	810,023	1,035,043	1,428,149
Printing and Binding	19,772	6,492	54,600	44,600
Promotional Activities	1,288	-	2,000	2,200
Other Current Charges and Obligations	82,477	65,462	144,793	166,090
Office Supplies	40,877	36,657	46,400	46,100
Operating Supplies	1,918,246	1,538,267	2,309,484	2,214,308
Publications and Memberships	13,564	15,118	24,435	34,928
Training	178,494	127,581	341,886	438,099

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Operating Total	5,493,471	4,876,363	7,555,744	8,137,618
Capital				
Buildings	4,616	186,116	224,132	-
Infrastructure	-	-	781,218	-
Machinery and Equipment	2,766,193	1,715,715	3,767,692	2,163,538
Capital Total	2,770,808	1,901,831	4,773,042	2,163,538
Expenditure Total	\$ 66,703,169	66,547,536	76,490,957	82,207,949

Expenditure Category



Position Title	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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

POLICE

Position Title	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12081 Police Social Media Manager	1	1	1	-
12085 Code Compliance Administrator	1	1	1	1
12088 Media Relations Manager	-	-	-	1
12115 Police Captain	8	9	10	11
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	2	2	3	3
12425 Police Officer	141	133	133	123
12436 Police Officer - Tier 3	34	52	56	72
12451 Emergency Management Director	1	1	1	1
12452 Logistics/Fleet Manager	1	1	1	1
12454 Logistics Coordinator III	2	2	2	2
12467 Property Evidence Technician	2	2	2	2
12468 Property Manager	1	1	1	1
12479 RLC Program Coordinator	1	1	1	-
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	1	1	1	1
12497 Community Affairs Coordinator	1	1	1	1
12511 Administrative Assistant III	1	1	1	1
12525 Administrative Assistant I	1	1	1	1
12603 Support Services Coordinator	1	1	1	-
12631 Crime Scene Technician	1	1	1	3
12632 Crime Scene Unit Manager	1	1	1	1
12633 Crime Scene Investigator	4	4	4	3
12634 Crime Scene Shift Supervisor	1	1	1	-
12635 Forensic Manager	1	1	1	1
12636 Field Training Officer - City	22	22	22	23
12637 Field Training Sergeant - City	4	4	4	4
12638 Forensic Examiner I	1	1	1	1
12643 Help Desk Technician I	1	1	1	1
12652 Programmer/Analyst I	1	1	1	1
12655 Sergeant	29	29	30	31
12684 Clerical Spec II	6	4	4	4
12685 Clerical Aide	1	2	2	2
12698 Police Programmer Analyst III	1	1	1	-
12723 Systems Administrator	1	1	1	1

POLICE

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12733 Crime Analyst Manager		1	1	1	1
12736 Crime Analyst		2	2	2	2
12800 Asst. Police Chief		1	1	1	1
12805 Computer Services Manager		-	-	-	1
12881 Police Communications Coord		1	1	1	1
12882 Economic Crimes Investigator		1	1	1	1
12883 Support Center Manager		1	1	1	1
12885 Victim's Advocate		1	1	1	1
12886 Assistant Victim's Advocate		1	1	1	2
12901 Staff Inspector		1	1	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	1
12978 Police Support Specialist III		1	1	1	1
12979 Police Support Specialist II		4	4	4	4
12980 Police Support Specialist I		11	11	14	14
12985 Police Service Aide I		19	20	23	22
12986 Police Service Aide II		7	8	8	8
12987 Police Service Aide III		2	2	2	2
12988 Police Payroll Specialist I		2	2	2	1
12989 Police Payroll Specialist II		-	-	-	1
13151 P/T PSS Logistics		-	-	-	1
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		29	22	21	21
13415 P/T SRO Supervisor		2	2	2	2
13416 P/T Police Support Specialist I		1	1	1	-
Total		341	353	366	373
Full-time					
Part-time		36	29	28	28

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

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

Due to these efforts and relationships, the Fire

FIRE CONTROL - AMBULANCE RESCUE

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 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 service

- 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

For the FY 2021-2022 we have the following goals that we would like to achieve. To catch up with our replacement schedule for vehicles we would like to purchase a new Ariel Platform Truck to replace a much older truck. Our current replacement schedule has these vehicles being replaced after twenty years of service. The vehicle that we would be replacing will be twenty-four years old.

Other vehicles that are in need of replacement include one Rescue Trucks, one Platform Truck, one Administrative vehicle, two Fire Prevention vehicles, and one Battalion Chief's vehicle.

To keep up with today's technology we need to replace eighteen Rescue Laptop Computers. These computers are vital to the timely reporting of Rescue related calls to the receiving hospital facility.

Due to retirements we are estimating the need to hire approximately ten firefighters in 2022. These new recruits will first go through our ten week training class prior to being placed on full duty status.

FIRE CONTROL - AMBULANCE RESCUE

Accomplishments

Through a FEMA Hurricane Hardening Grant we replaced roofs on four (4) of our six Fire Stations. In addition five (5) Fire Stations have received new generators, windows, doors, and bay doors. Due to the magnitude of the projects this has taken two years to complete.

Two (2) Fire Engines and one (1) Rescue Truck were placed in service with the new color scheme of red and silver which is now our “City Standard”. All trucks moving forward will have this new color scheme.

Due to multiple retirements we hired a class of eight (8) new firefighters at the first of the year and a second class of fourteen (14) which started this summer to join our Department. These individuals passed our rigorous training camp and are now on duty serving our citizens.

To keep up with our vehicle replacement plan, we placed in service two (2) Dodge Chargers for our Administration, and one (1) Ford Focus for our Prevention Bureau.

In a massive county wide project, all radios were reprogrammed to the new Broward County P25 digital system. This project required all fire and police departments in the county to merge over to this system which improves communications both in our City and when operating with other agencies.

We purchased 70 new Automated External Defibrillators (AED’s) which replaced older out dated units. These AED’s have been placed in various City buildings and parks for public use in the event of a cardiac emergency. These units are state of the art allowing the Fire Department to track their location and status remotely saving time and money.

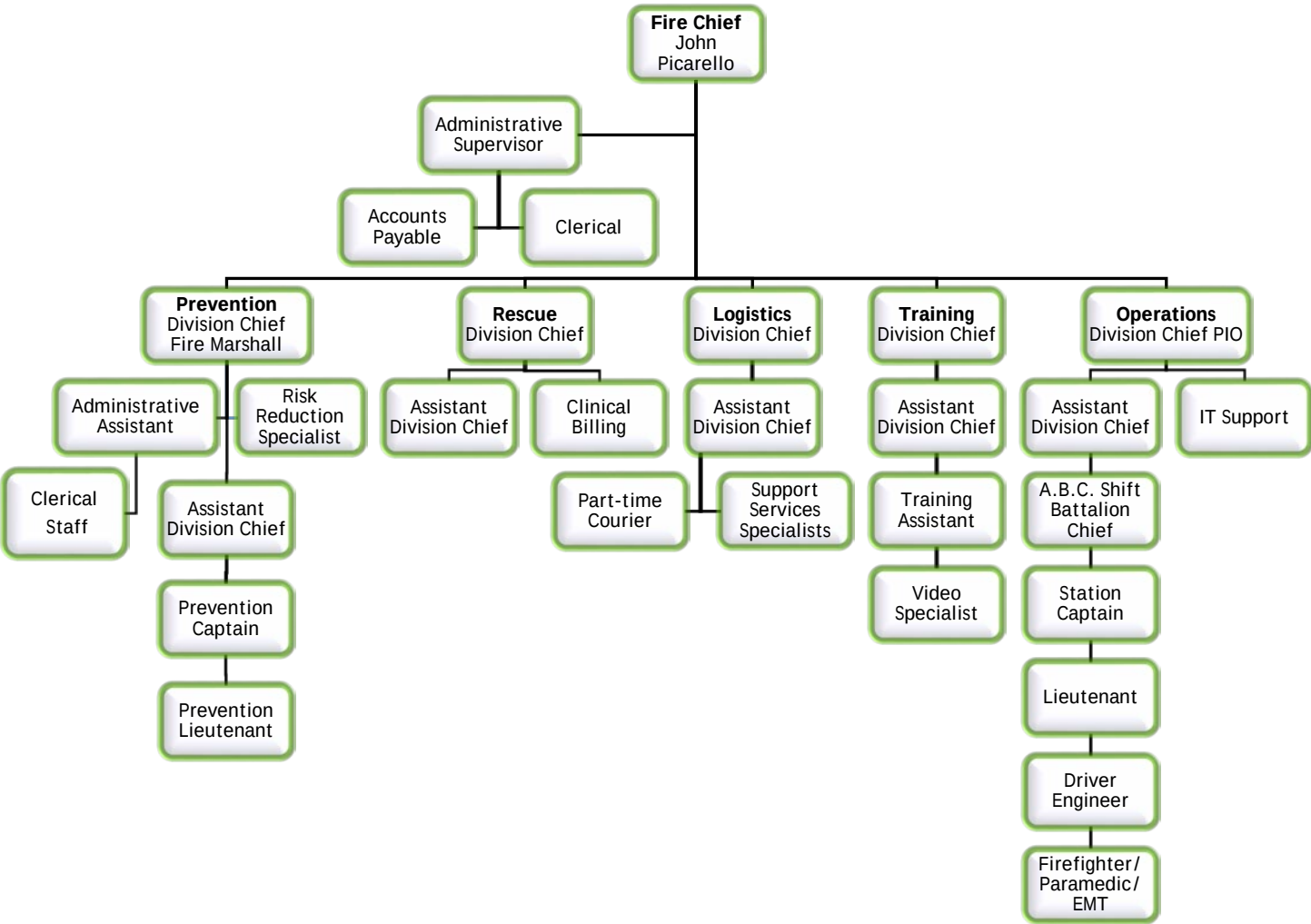
Through a Broward County grant we were able to receive four (4) Electrostatic Sanitation Sprayers. These units allow us to sanitize our work areas and trucks, and are assisting in keeping our crews safe during the COVID-19 pandemic.

FIRE CONTROL - AMBULANCE RESCUE

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Fire/rescue responses	21,171	22,500	20,489	22,500	22,500	22,500
Calls for service per 1,000 residents	124	135	117	135	135	135
Emergency medical responses	17,096	18,500	15,849	18,500	18,500	18,500
Motor vehicle accident responses	1,634	1,800	1,257	1,800	1,800	1,800
Medical transports	10,624	10,500	9,440	10,500	10,500	10,500
Structure fires	16	30	21	30	30	30
Fires investigate	6	15	8	15	15	15
Total inspectable occupancies/buildings	8,366	6,200	9,124	8,000	8,000	9,200
Annual inspections completed	9,328	10,000	8,667	11,000	10,000	10,000
Pre-fire plans completed annually	2,220	2,500	1,943	2,500	2,500	2,500
Number of plans/documents reviewed	1,607	2,000	1,175	2,300	2,000	1,750
Number of public CPR education participants	1,034	900	298	1,200	1,200	1,200
Effectiveness						
Number of public education participation and social media interactions	21,721	20,000	162,252	182,075	182,075	182,075
Return of Spontaneous Circulation (ROSC)- reviving a stopped heart	28	40	27	40	40	40
% of property saved vs. risk from structure fires	99.12%	99.90%	98.87%	99.90%	99.90%	99.90%
# of unsolicited public appreciation letters	18	50	17	50	50	50
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.43	<4.00	4.51	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	80.46%	90.00%	79.57%	>90.00%	>90.00%	>90.00%

FIRE CONTROL - AMBULANCE RESCUE

Organizational Chart



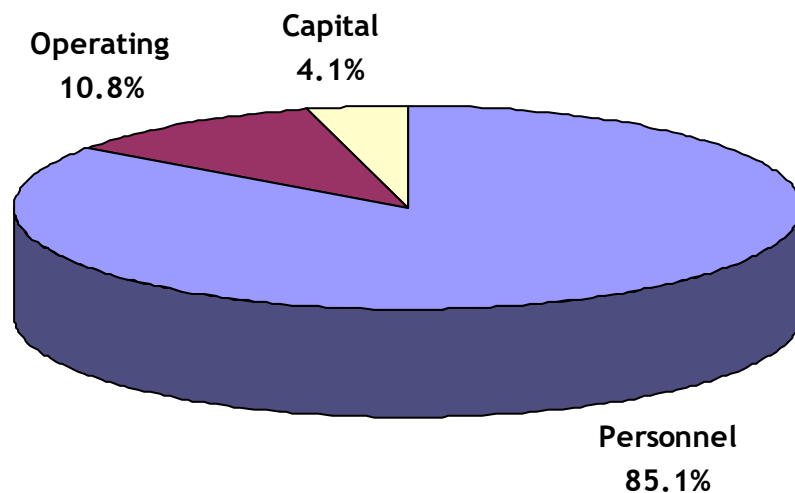
FIRE CONTROL - AMBULANCE RESCUE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Special Assessments	24,593,326	24,083,124	26,479,510	26,508,918
Charges for Services	4,870,371	4,645,845	5,128,729	5,047,900
Intergovernmental Revenue	617,037	1,031,737	887,036	99,000
Miscellaneous Revenues	-	-	38,821	-
Revenue Total	\$ 30,080,733	29,760,705	32,534,096	31,655,818
Expenditure Category				
Personnel				
Salary	19,971,765	20,415,154	22,283,293	20,938,097
Benefits	22,475,758	24,277,704	26,514,411	24,946,570
Personnel Total	42,447,523	44,692,859	48,797,704	45,884,667
Operating				
Professional Services	167,809	124,826	178,565	190,668
Other Services	888,019	918,246	1,201,994	1,240,838
Pension Benefits	7,041	7,345	25,000	25,000
Travel Per Diem	10,208	5,315	15,325	12,325
Communication Services	159,477	195,440	76,800	216,800
Freight & Postage Services	1,000	1,133	1,440	1,440
Utility Services	178,110	189,162	214,200	214,200
Rentals and Leases	850,109	864,091	881,447	862,722
Repair and Maintenance Services	813,287	893,130	1,120,400	1,048,400
Printing and Binding	5,404	4,854	6,800	6,800
Promotional Activities	11,495	9,236	14,200	14,200
Other Current Charges and Obligations	678,517	711,968	797,008	864,267
Office Supplies	17,380	15,534	24,860	25,860
Operating Supplies	666,789	764,747	895,244	940,164
Publications and Memberships	12,366	2,488	18,165	18,165
Training	79,916	81,049	165,821	115,000

FIRE CONTROL - AMBULANCE RESCUE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Operating Total	4,546,926	4,788,564	5,637,269	5,796,849
Grants and Aid				
Aids to Government Agencies	-	99,458	99,459	165,159
Grants and Aid Total	-	99,458	99,459	165,159
Other				
Transfers	2,000,000	-	100,000	100,000
Other Total	2,000,000	-	100,000	100,000
Capital				
Buildings	924,238	2,159,378	1,173,082	75,000
Infrastructure	22,225	-	69,700	-
Machinery and Equipment	2,496,438	1,594,554	1,434,532	2,139,200
Capital Total	3,442,901	3,753,931	2,677,314	2,214,200
Expenditure Total	\$ 52,437,350	53,334,813	57,311,746	54,160,875

Expenditure Category



FIRE CONTROL - AMBULANCE RESCUE

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
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	30	30
12607	Captain - P/M	35	35	35	35
12651	Programmer Analyst II	1	-	-	-
12684	Clerical Spec II	1	1	1	1
12699	Clerical Coordinator	1	-	-	-
12788	Division Chief	5	5	5	5
12802	Office Manager	-	1	1	1
12835	Driver/Engineer	5	5	5	5
12836	Driver Engineer - P/M	31	31	31	31
12912	Fire Inspector/PM	5	5	5	5
12915	Firefighter/EMT	19	23	23	23
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		214	217	220	220
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 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.

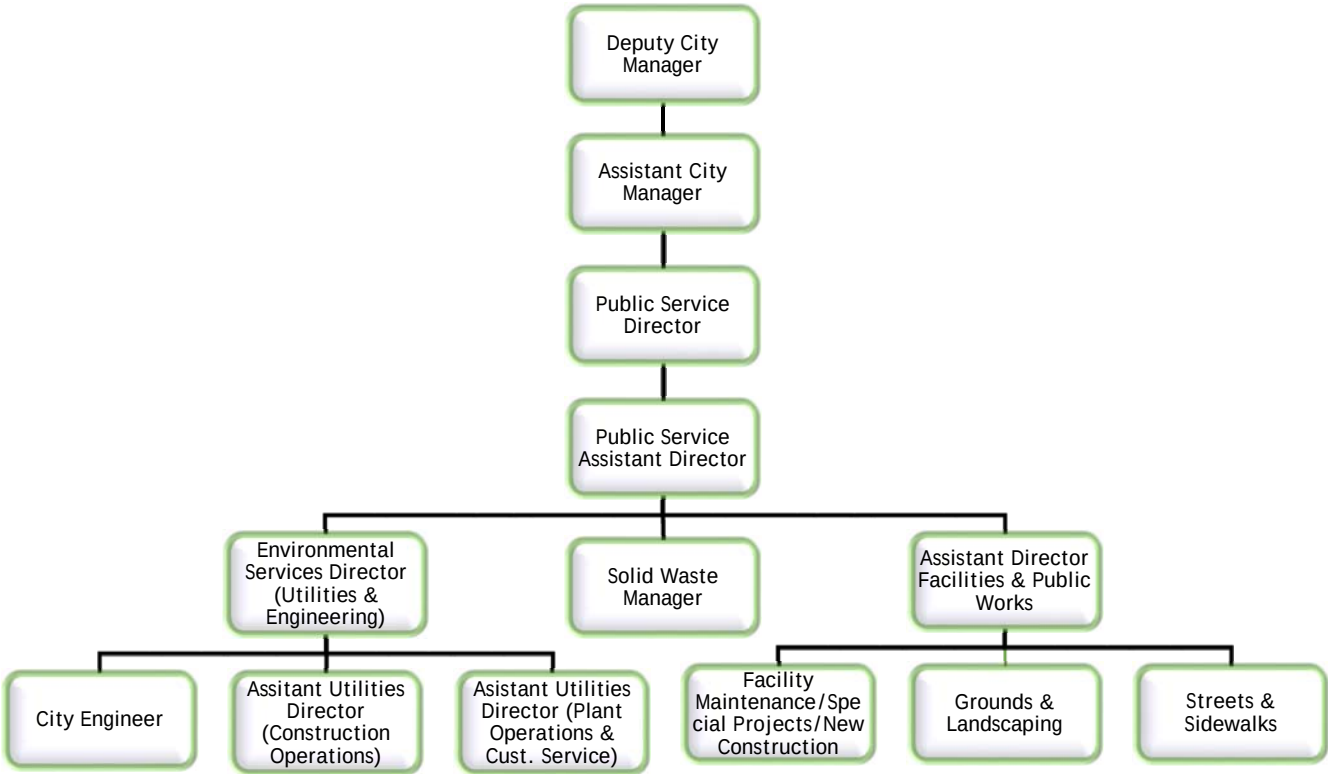
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will 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 Engineering provides service to the public regarding traffic, parking and all other aspects of transportation in the City and addresses regional transportation 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 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.

The Engineering Department performs reviews of Land 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.

Continue property acquisition for Pembroke Road extension from SW 196th Ave to US 27.

Coordinate with Broward MPO on ranking and funding of City projects.

Accomplishments

1. Pembroke Road extension from SW 196th Ave to US 27 was funded via Broward County Transportation Surtax and project is in the consultant acquisition phase

2. The following roads were resurfaced:

- a. Portion of Rainbow Lakes south of NW 20th Ct and west of FPL powerlines
- b. Pembroke Rd at SW 208th Ave

ENVIRONMENTAL SERVICES (ENGINEERING)

3. A survey of the condition of all City owned roadways was completed

4. Speed Humps were installed in Lakeside Key Phase 1 and on NW 122nd Ave south of Taft

5. The National Pollution Discharge Elimination System (NPDES) Year 3 audit was completed

ENVIRONMENTAL SERVICES (ENGINEERING)

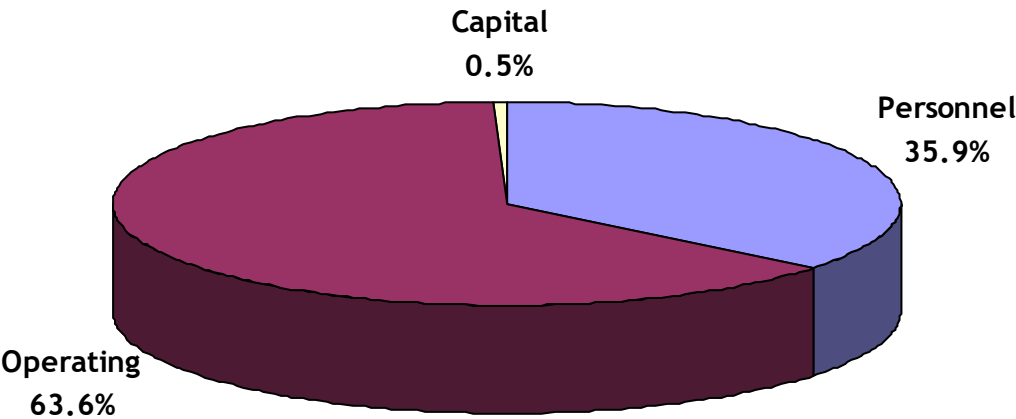
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Permits issued	132	200	146	200	150	150
Inspections conducted	2,520	1,800	1,976	2,700	2,700	2,000
Utility location tickets processed	7,831	8,500	8,558	8,800	8,000	8,800
Building department plan review	1,092	750	1,092	1,200	1,200	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	720	1,000	565	1,000	1,000	750

ENVIRONMENTAL SERVICES (ENGINEERING)

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Building Permits		431,077	155,336	300,000	285,000
Charges for Services		182,992	175,455	169,041	200,777
Revenue Total	\$	614,069	330,792	469,041	485,777
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		361,586	359,639	396,021	413,834
Benefits		200,806	197,178	221,106	226,992
Personnel Total		562,392	556,817	617,127	640,826
Operating					
Professional Services		78,972	37,740	178,167	175,000
Other Services		695,001	775,201	1,078,329	923,266
Travel Per Diem		-	15	50	750
Communication Services		1,620	2,084	1,860	3,015
Rentals and Leases		2,262	2,262	2,268	2,268
Repair and Maintenance Services		5,294	3,697	9,860	12,290
Office Supplies		3,723	5,227	4,500	5,500
Operating Supplies		8,099	10,193	10,850	10,920
Publications and Memberships		101	-	1,150	350
Operating Total		795,072	836,419	1,287,034	1,133,359
Capital					
Machinery and Equipment		78,213	55,644	-	9,000
Capital Total		78,213	55,644	-	9,000
Expenditure Total	\$	1,435,677	1,448,880	1,904,161	1,783,185

ENVIRONMENTAL SERVICES (ENGINEERING)

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12035	Utilities Project Manager	0.5	-	-	-
12194	Environmental Services Director	0.5	-	-	-
12196	Envir Svc/Utilities Director	-	0.5	0.5	0.5
12500	City Engineer	0.5	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 Full-time		4	3.5	3.5	3.5
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 2021-22 budget is mainly focused on the general upkeep and maintenance of our current facilities. Major Capital Projects that are funded by General Government, or will be managed by Public Services Project Management personnel include:

Design of the remodel of the Polk Building, pending a Federal Grant that has been applied for which will provide funding for 80% of the project.

Final phase of the digital signage at City facilities.

Continued roof replacements at the Charter Schools.

Purchase of fleet vehicles and equipment used in performance of facility maintenance.

Accomplishments

Completed the installation of Generators that serve as a backup for the Civic Center which now power the entire building.

Completed the hardening project for the Fire Stations and West Police Department which included new roofs, new generators, and new impact rated windows and doors.

Completed the bathroom renovations at the Chartwells facility and started the installation of all new freezers.

Completed several roof replacements at the Charter Schools and various parks.

GENERAL GOVERNMENT BUILDINGS

Completed phase 1 of the installation of an access control system at the Charter Schools.

Completed the berm rehabilitation and enhancement at the Police Gun Range.

GENERAL GOVERNMENT BUILDINGS

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Total work orders executed	9,310	10,000	7,400	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

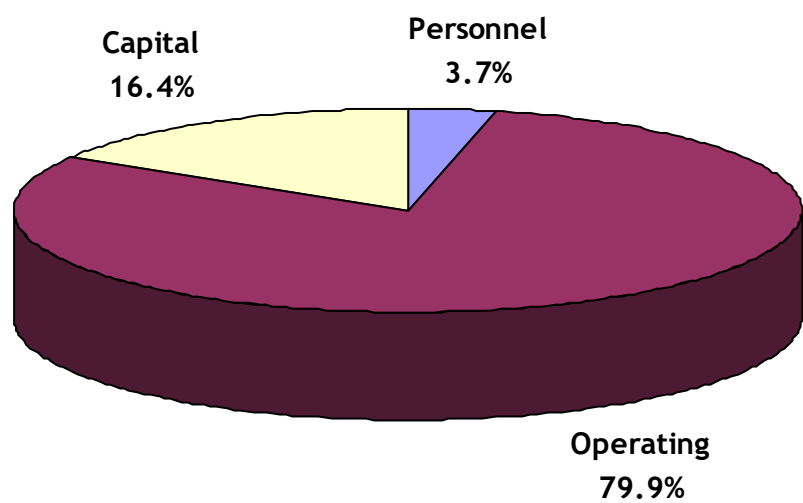
GENERAL GOVERNMENT BUILDINGS

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		-	476,408	1,082,092	-
Rents & Royalties		3,284,069	3,292,298	2,884,736	2,786,522
Revenue Total	\$	3,284,069	3,768,706	3,966,828	2,786,522
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		521,790	444,745	490,914	297,250
Benefits		339,464	312,916	347,679	235,259
Personnel Total		861,255	757,661	838,593	532,509
Operating					
Professional Services		114,585	126,584	177,511	223,429
Other Services		6,467,818	6,947,469	7,901,486	8,303,985
Travel Per Diem		181	211	1,000	1,000
Communication Services		124,439	121,442	138,900	136,862
Freight & Postage Services		100	37	1,000	1,000
Utility Services		224,738	173,167	206,099	227,520
Rentals and Leases		18,643	11,238	20,503	7,600
Repair and Maintenance Services		804,654	589,940	2,746,368	2,474,134
Printing and Binding		465	601	300	1,500
Other Current Charges and Obligations		3,306	325	2,935	2,935
Office Supplies		6,200	3,905	5,000	6,300
Operating Supplies		176,747	117,483	124,816	139,765
Publications and Memberships		-	490	-	-
Training		2,995	431	5,821	5,821
Operating Total		7,944,870	8,093,323	11,331,739	11,531,851
Capital					
Buildings		17,500	57,480	1,121,093	-
Infrastructure		541,590	367,582	1,577,122	488,649

GENERAL GOVERNMENT BUILDINGS

Expenditure Category	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital				
Machinery and Equipment	86,692	831,011	1,921,905	1,871,487
Capital Total	645,782	1,256,073	4,620,120	2,360,136
Expenditure Total	\$ 9,451,907	10,107,057	16,790,452	14,424,496

Expenditure Category



GENERAL GOVERNMENT BUILDINGS

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12033 Facilities Project Manager		1	1	1	-
12462 Plumber III		1	1	1	1
12469 Property Manager		1	1	1	-
12484 Public Services Manager		0.5	-	-	-
12489 Facilities Manager		1	1	1	1
12532 Accountant II		0.5	0.5	0.5	0.5
12533 Electrician II		1	1	1	1
12609 Carpenter Foreman		1	1	1	1
13410 P/T Police Officer		2	2	2	-
Total	Full-time	7	6.5	6.5	4.5
	Part-time	2	2	2	-

GROUNDS MAINTENANCE

Mission

To provide the expertise required for continual monitoring of landscaping and irrigation and regularly scheduled grounds maintenance operations at citywide facilities and roadways.

Goals

Preservation and enhancement of current community landscaping.

Provide a well-designed, aesthetically pleasing, and carefully maintained network of green spaces.

Objectives

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.

Major Functions and Activities

Monitor all public landscape areas within public rights-of-way 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.

Budget Highlights

The 2021-2022 budget is mainly focused on the general upkeep and maintenance of our current landscaping that is in place. The replacement of select areas of landscaping that has aged out will take place.

Accomplishments

Oversaw the construction of a new berm at the Police Training Facility.

Oversaw the completion of Raintree Park.

GROUNDS MAINTENANCE

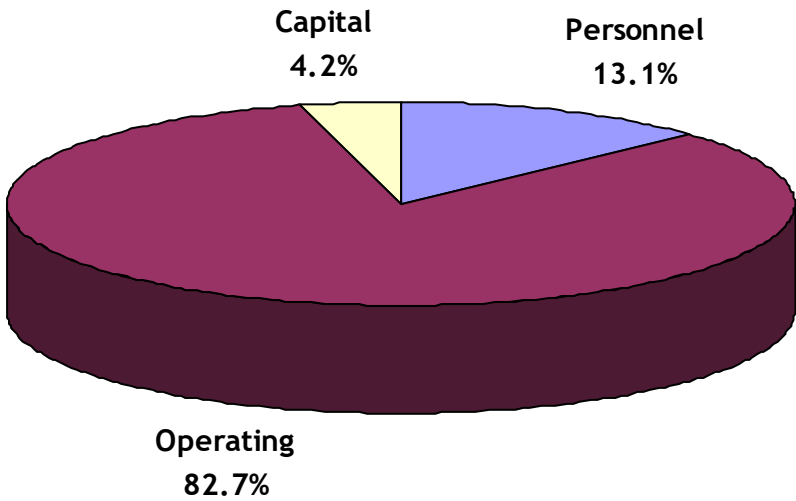
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres of maintained landscaping around public buildings	445	445	445	445	445	445
Miles of maintained rights-of-way	490	490	490	490	490	490
Miles of landscaping and irrigation	170	170	170	170	170	170
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	2.0	2.0	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

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	165,893	217,977	287,333	305,196
Benefits	68,532	77,951	126,417	128,238
Personnel Total	234,425	295,927	413,750	433,434
Operating				
Professional Services	950	2,900	-	30,000
Other Services	1,628,595	1,462,382	1,713,803	1,760,721
Travel Per Diem	22	-	-	-
Communication Services	65,921	86,691	90,000	90,000
Utility Services	124,496	121,329	140,000	133,000
Rentals and Leases	2,535	2,262	2,300	2,300
Repair and Maintenance Services	345,827	489,755	434,572	583,789
Other Current Charges and Obligations	8,099	7,060	10,000	26,000
Office Supplies	1,690	77	2,500	1,000
Operating Supplies	58,553	71,321	88,012	113,000
Operating Total	2,236,689	2,243,775	2,481,187	2,739,810
Capital				
Infrastructure	210,000	23,036	100,697	-
Machinery and Equipment	291,949	680,233	25,353	140,000
Capital Total	501,949	703,269	126,050	140,000
Expenditure Total	\$ 2,973,062	3,242,971	3,020,987	3,313,244

GROUNDS MAINTENANCE

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12009	Assistant Director of Public Services	0.5	1	1	1
12051	Public Services Director	0.5	0.5	0.5	0.5
12499	Deputy City Manager	0.5	0.5	0.5	0.5
Total		1.5	2	2	2
Full-time					
Part-time		-	-	-	-

PROCUREMENT

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 FY2021-22 budget includes the next phase of purchasing additional FuelMaster AIM 2.4 Dash Odometer Kits to be installed in vehicles throughout the City, to transition away from the Prokee system that the City currently utilizes, which will bring a more efficient and secure fueling process.

Accomplishments

Conducted online auctions, resulting in \$279,445 of additional revenue for FY2020-21, which makes up 18.45% of the revenue made in the combined auctions for the last eleven years.

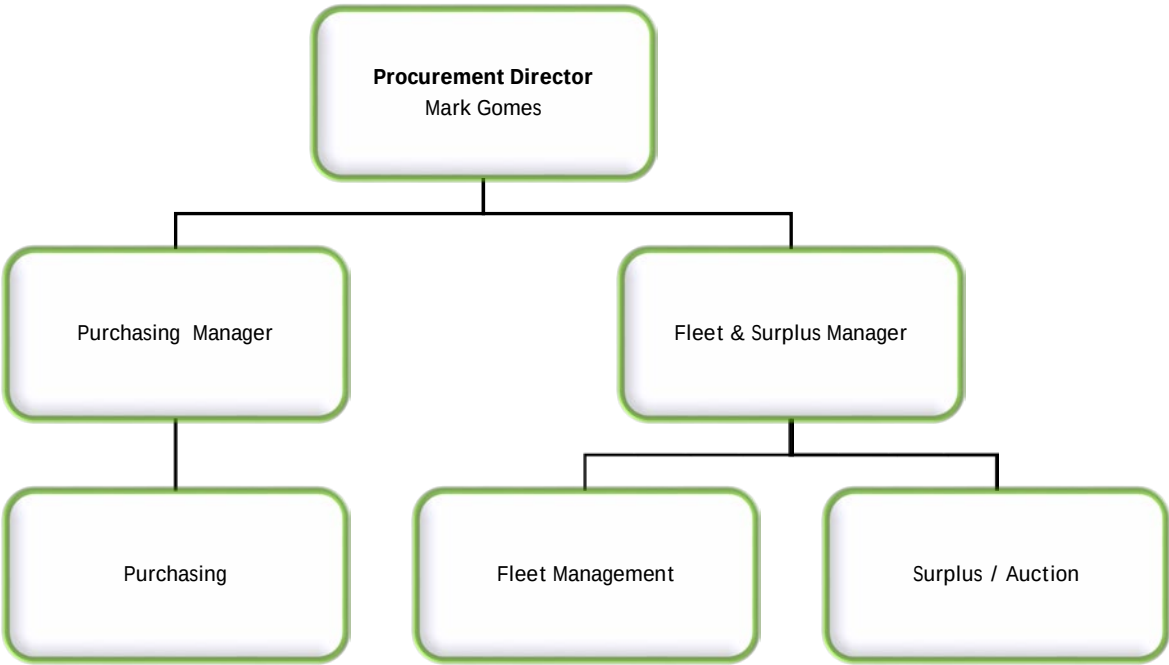
Implemented Administrative Policy # PRO-21-01 to address the Procurement Procedures for the National School Lunch and Breakfast Programs related to the City’s Charter Schools.

PROCUREMENT

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of City vehicles ordered	72	55	40	30	30	55
Number of formal bids advertised	55	40	48	40	40	40
Effectiveness						
Number of initial bids that required rebidding	5	0	3	0	0	0
Number of formal protests filed related to the bidding process	0	0	0	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	5	4	5	4	4	4

PROCUREMENT

Organizational Chart

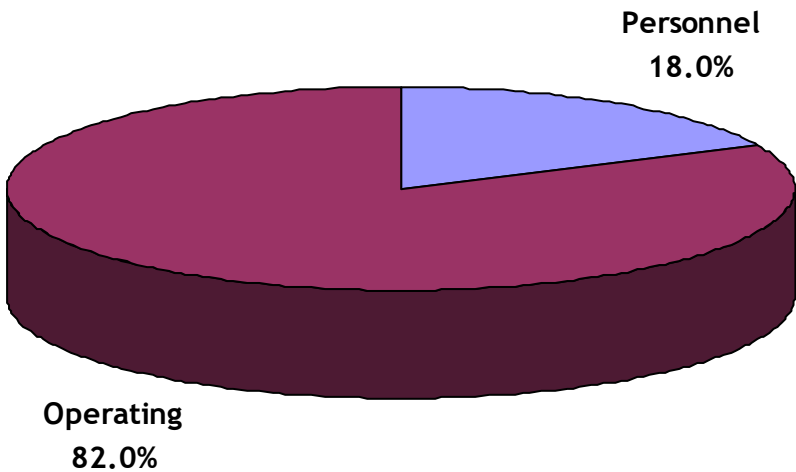


PROCUREMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	116,132	122,443	127,337	136,552
Benefits	64,805	47,860	57,879	58,799
Personnel Total	180,937	170,303	185,216	195,351
Operating				
Professional Services	-	-	350,000	-
Other Services	480,786	440,780	620,853	640,264
Travel Per Diem	9	27	500	500
Communication Services	866	1,108	1,800	1,800
Repair and Maintenance Services	1,124	1,735	12,000	12,000
Other Current Charges and Obligations	1,815	1,149	3,000	3,000
Office Supplies	1,895	395	3,000	3,000
Operating Supplies	11,177	10,599	255,100	223,750
Publications and Memberships	738	610	808	843
Training	-	1,220	3,000	3,000
Operating Total	498,409	457,624	1,250,061	888,157
Expenditure Total	\$ 679,346	627,926	1,435,277	1,083,508

PROCUREMENT

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12175	Division Director of Purchasing	1	-	-	-
12483	Procurement Director	-	1	1	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

Installation of an electronic information board located at the entrance to the Howard C. Forman Health Park on Pembroke Road.

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

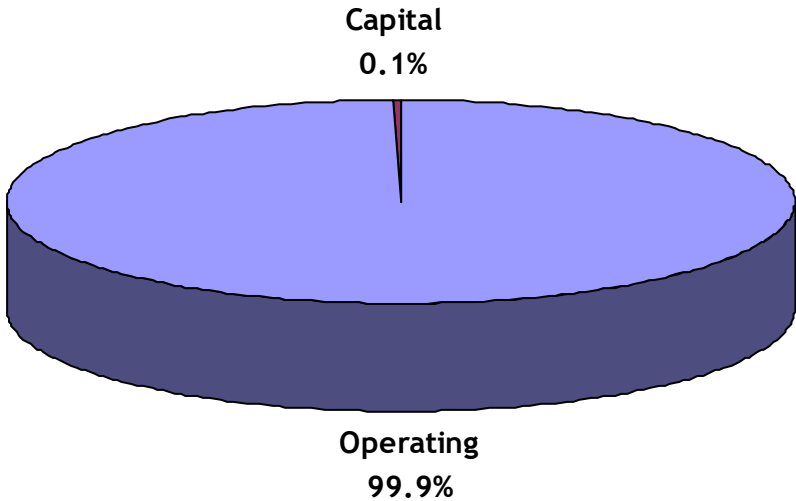
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of executed leases	1	14	0	2	1	0
Total square footage leased	334,406	300,000	12,640	80,000	12,640	0
Total square footage available	20,000	100,000	20,000	0	20,000	0
Effectiveness						
% of square footage leased	90%	100%	100%	0%	100%	0%
Efficiency						
Personnel hours required to review individual lease agreements	5	3	3	3	3	3

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Charges for Services		42,154	81,966	82,241	82,964
Rents & Royalties		1,542,592	1,739,121	1,757,754	1,770,179
Miscellaneous Revenues		2,500	-	2,500	2,500
Revenue Total	\$	1,587,246	1,821,087	1,842,495	1,855,643
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		89,994	66,727	96,770	71,800
Other Services		265,181	267,183	290,468	176,367
Communication Services		7,644	4,274	7,800	7,800
Utility Services		140,162	157,737	149,500	171,270
Rentals and Leases		422,525	601,608	609,544	617,717
Insurance		28,921	59,481	64,738	67,739
Repair and Maintenance Services		81,264	92,851	242,506	907,910
Other Current Charges and Obligations		100	100	100	200
Operating Supplies		45	596	2,900	1,500
Operating Total		1,035,836	1,250,557	1,464,326	2,022,303
Capital					
Buildings		4,200	-	-	-
Infrastructure		11,000	-	500,000	-
Machinery and Equipment		-	276,231	4,360	3,000
Capital Total		15,200	276,231	504,360	3,000
Expenditure Total	\$	1,051,036	1,526,788	1,968,686	2,025,303

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

Expenditure Category



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

Continue providing support and well maintained facilities for our youth organizations with approximately 7,500 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, volleyball, cheerleading as well as track and field.

Continuation of 35 special events, to include the City's 62nd annual birthday celebration, known as Pines Day, celebrated each year in April.

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2022. Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the Frank C. Ortis Art Gallery.

Host the 13th Annual Mayor's Kids Day event in June 2022.

Host the 11th Annual National "Kids to Parks Day" in May of each year.

Continue co-sponsoring the Storybook festival

with the Broward County Library at Storywalk in the Pines at Academic Village.

Funbrella 20' deck canopy replacement at Rose G. Price Park and Charter Central.

Replace and install new playgrounds units at Walnut Creek, Pasadena Park and Flamingo N. Park.

Installation of new gate with new access cards for Pembroke Road storage lot.

Complete renovation of fields 5 & 6 at West Pines Soccer Park.

Complete passive park and Dream Park improvements including a new community center.

Accomplishments

- Continued adding/replacing monument signs throughout the City.

- Rented all Studio 18 spaces to full capacity.

- Continued replacing/repairing playgrounds throughout the City.

- Provided food for 1,000 families weekly during the COVID-19 pandemic.

- Continuation of trimming trees throughout City parks.

- Resurfacing of four tennis courts at Silver Lakes North Park was completed.

- Received grant for \$47,649 for Cultural Arts Division for Cultural Affairs programming grant for 2021-22.

- Held the 15th Annual Art Competition at Studio 18 in the Pines.

- Debuted the first 360 degree virtual tour and exhibit at the Frank Art Gallery, "The Academy".

- Continuation of wrapping traffic boxes throughout the City.

- Hosted three virtual special events during the pandemic following CDC guidelines.

RECREATION AND CULTURAL ARTS

- Completed approximately 90,000 square feet of sports turf replacement at West Pines Soccer Park.
- Continuation of replacing sand at all playgrounds with ADA compliant mulch.
- Completed renovation at Flamingo Park batting cages.
- Completed roof at tennis building at Towngate Park.
- Completion of dugout roof on baseball fields four and five.
- Completed roofing project on the multipurpose building and concession stand at Pines Recreation Center.
- Continuation of pressure cleaning at all parks.
- Completed Pembroke Shores’ baseball hitting stations with fencing and equipment.

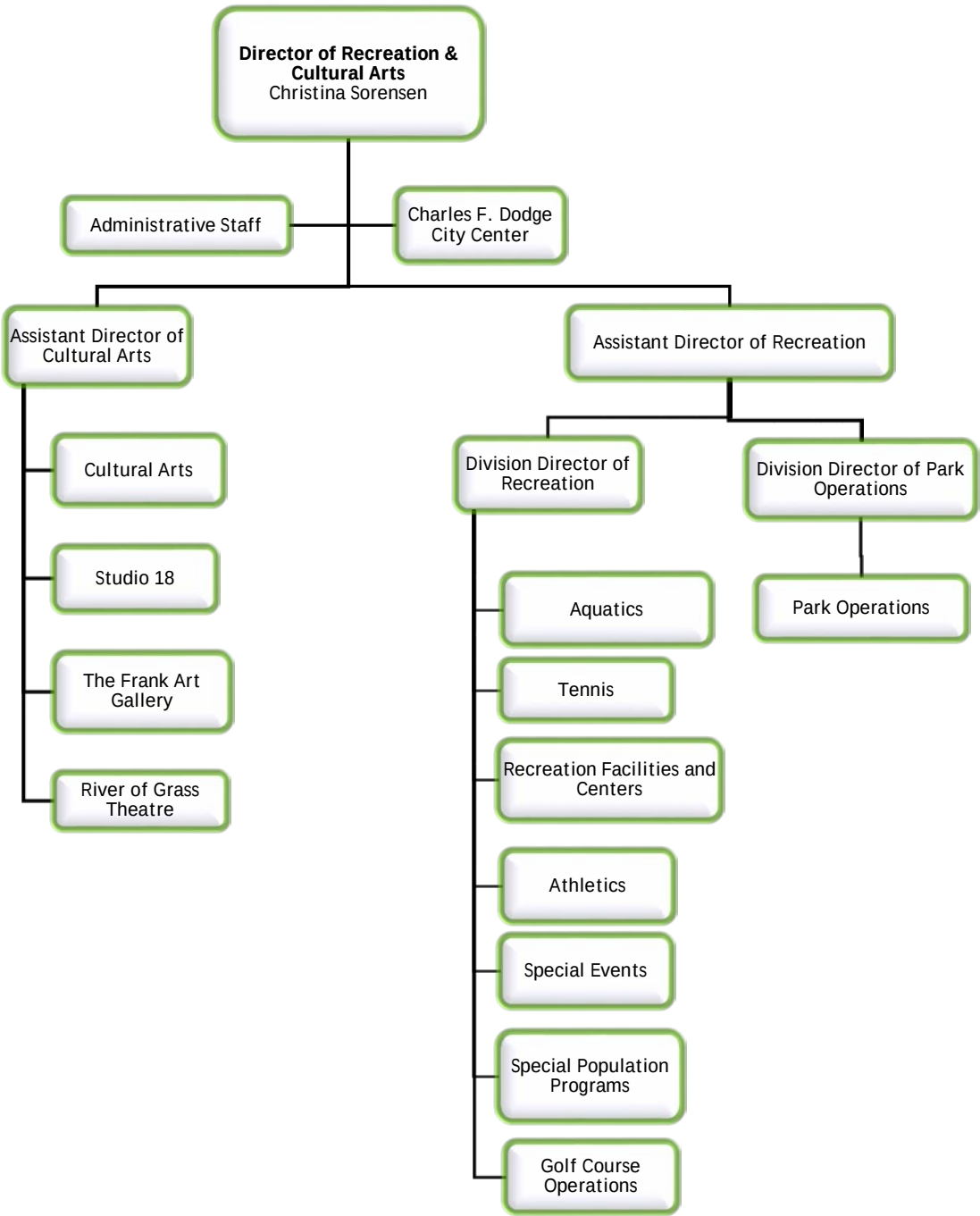
RECREATION AND CULTURAL ARTS

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of sports leagues	45	50	17	50	50	50
Number of participants for athletics	7,595	9,000	3,553	9,000	9,000	9,000
Number of swim team members	275	300	280	300	300	300
Number of children in youth programs	45	86	0	130	45	45
Number of special events	32	42	26	42	35	35
Number of participants (for special events / activities)	47,390	74,750	16,000	74,750	50,000	50,000
Number of tennis memberships	235	115	144	200	260	250
Number of golf rounds	43,279	48,000	41,206	48,000	44,066	48,000
Number of specialized recreation classes	214	264	98	250	225	225
Number of participants for specialized recreation classes	34,931	45,000	11,883	45,000	40,000	40,000
Effectiveness						
% of residents rating facilities as satisfactory	86.3%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	86.3%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	95.4%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	95.4%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	93.1%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	91.0%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	95.4%	100.0%	N/A	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	97.7%	100.0%	N/A	100.0%	100.0%	100.0%
Acres of parkland per 1,000 population	6.14	7.00	6.10	7.00	7.00	7.00
Efficiency						
Art and culture supplies cost/participant	\$2.94	\$2.00	\$1.89	\$3.40	\$2.94	\$1.29
Ratio of volunteer hours to total staff hours worked	54%	55%	N/A	55%	54%	54%

N/A - Surveys not completed due to COVID-19

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart



RECREATION AND CULTURAL ARTS

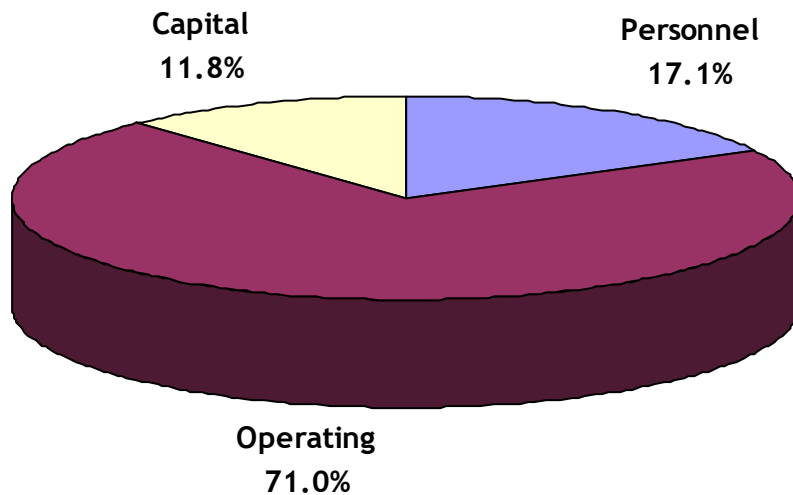
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Charges for Services	3,656,975	2,842,723	3,177,928	3,775,883
Intergovernmental Revenue	102,343	45,430	52,400	-
Rents & Royalties	693,140	581,872	562,310	641,308
Miscellaneous Revenues	9,130	10,460	55,280	55,100
Revenue Total	\$ 4,461,588	3,480,484	3,847,918	4,472,291

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	2,294,259	1,898,988	1,786,943	2,473,118
Benefits	1,143,738	991,670	1,105,586	1,156,945
Personnel Total	3,437,997	2,890,658	2,892,529	3,630,063
Operating				
Professional Services	723,845	751,742	1,168,684	798,583
Accounting and Auditing	1,835	1,922	1,926	1,991
Other Services	9,604,279	10,021,953	9,848,913	10,244,882
Travel Per Diem	2,574	49	100	3,000
Communication Services	116,301	117,743	124,900	130,948
Freight & Postage Services	8	30	200	200
Utility Services	1,220,991	944,689	1,096,673	1,092,671
Rentals and Leases	738,259	1,011,595	607,875	532,929
Insurance	1,739	1,739	1,792	1,791
Repair and Maintenance Services	796,190	1,226,802	2,181,091	1,045,169
Printing and Binding	19,403	6,838	20,701	19,100
Promotional Activities	128,647	44,739	62,209	101,100
Other Current Charges and Obligations	312,672	213,097	366,542	501,573
Office Supplies	4,806	3,981	9,000	9,100
Operating Supplies	499,660	380,221	471,215	552,960
Publications and Memberships	975	883	2,400	2,220

RECREATION AND CULTURAL ARTS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Training	1,568	2,296	2,705	3,020
Operating Total	14,173,752	14,730,318	15,966,926	15,041,237
Capital				
Buildings	-	-	50,000	-
Infrastructure	249,045	1,369,028	2,527,910	2,107,000
Machinery and Equipment	1,095,104	171,245	211,886	395,849
Capital Total	1,344,149	1,540,273	2,789,796	2,502,849
Expenditure Total	\$ 18,955,898	19,161,249	21,649,251	21,174,149

Expenditure Category



Position Title	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12181 Division Director of Recreation	1	1	1	1
12215 Senior Lifeguard	2	3	3	2
12409 PS Park Supervisor	2	2	2	2
12508 Rec & Cultural Arts Acct Clerk I	1	1	1	1

RECREATION AND CULTURAL ARTS

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
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	1
12546 Aquatic Coordinator		1	1	1	1
12547 Aquatic Coordinator Assistant		1	-	-	1
12559 Recreation Supervisor II		-	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
12572 Division Director Cultural Arts		1	-	-	-
12573 Recreation Specialist		1	1	1	-
12587 Assistant Director of Cultural Arts		-	1	1	1
12594 Soccer Coordinator		1	1	1	1
12595 Youth League Supervisor		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
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
13680 P/T Clerk Spec I		2	2	2	2
Total					
	Full-time	20	19	19	19
	Part-time	57	57	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

FY2021-22 revenue budget includes \$8.6 million related to American Rescue Plan Act for Coronavirus Relief. Total amount awarded to City is \$25.5 million, payable in two tranches of \$12.7 million each, of which \$8.6 million is included in Non Departmental Division (General Fund) and remaining \$4.2 million revenue is included in Utility Fund.

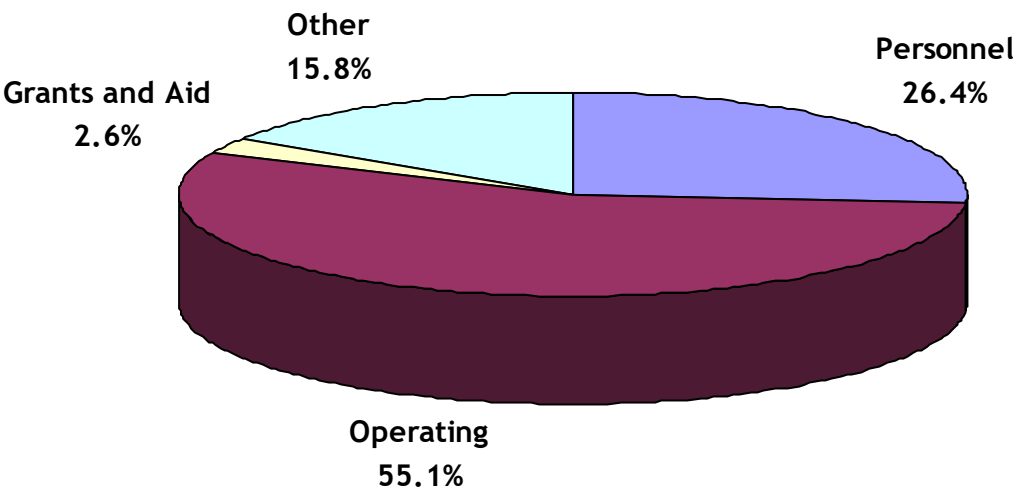
NON-DEPARTMENTAL

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Charges for Services	15,520,684	16,787,723	17,644,002	18,227,070
Intergovernmental Revenue	67,049	57,957	60,200	8,607,223
Rents & Royalties	5,509	7,905	15,912	15,912
Revenue Total	\$ 15,593,242	16,853,585	17,720,114	26,850,205
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	-	-	20,000	20,000
Benefits	5,559,791	1,957,399	1,904,810	1,890,251
Personnel Total	5,559,791	1,957,399	1,924,810	1,910,251
Operating				
Contingency	-	6,000	3,188,710	686,987
Professional Services	748,810	738,171	1,065,966	826,346
Other Services	32,649	32,425	32,200	28,200
Pension Benefits	56,069	57,531	59,172	60,860
Freight & Postage Services	114,950	88,767	114,400	100,128
Rentals and Leases	1,390	1,390	1,460	1,460
Insurance	1,317,393	1,804,313	2,021,151	2,112,998
Promotional Activities	-	-	51,000	51,000
Other Current Charges and Obligations	48,247	37,909	45,966	45,966
Office Supplies	3,606	1,620	3,000	3,000
Operating Supplies	450	-	500	-
Publications and Memberships	75,842	58,671	81,650	72,967
Operating Total	2,399,406	2,826,798	6,665,175	3,989,912
Grants and Aid				
Aids to Government Agencies	99,878	112,942	106,913	106,913
Aids to Private Organizations	71,000	74,000	82,000	82,000
Grants and Aid Total	170,878	186,942	188,913	188,913

NON-DEPARTMENTAL

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Other				
Transfers	1,304,708	8,028,405	1,165,348	1,146,901
Other Total	1,304,708	8,028,405	1,165,348	1,146,901
Expenditure Total	\$ 9,434,783	12,999,544	9,944,246	7,235,977

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 2021-22 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.

The budget also includes a \$0.5 million contribution towards the installation of a stormwater pump station on the east side of US 27 in western Pembroke Pines. The state and the South Broward Drainage District (SBDD) will contribute \$0.2 million and \$0.5 million, respectively, to the project. The pump station would pump seepage from Conservation Area 3B that migrates into the surface waters on the east side of US 27 back into the US 27 Canal through the SFWMD S-9A pump station, located at US 27 and Griffin Road. The project will provide the following benefits:

- Allow the City and SBDD to maintain surface water levels year-round.
- Provide additional storage for flood protection during the Hurricane Season, which is critical in protecting properties from flood damages.
- Allow the City and SBDD the ability to lower water levels in advance of major rain events (with approval of SFWMD and the State), and create additional storage.
- Allow the City and SBDD the ability to lower water levels after a major storm event and offset the impacts of seepage during this critical time period.

Accomplishments

Continued pressure washing of curbs, medians and sidewalks along the City's major roadways.

Continued City wide weekly litter control.

Continued quarterly canal maintenance.

Continued street sweeping monthly of major roadways.

STREETS AND SIDEWALKS

Performance Measures	2018-19		2019-20		2020-21	2021-22
	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	\$5.73	\$8.00	\$5.73	\$5.73	\$5.73	\$13.66
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$19.00	\$41.00	\$19.00	\$19.00	\$19.00	\$29.00
Cost per square yard to mill asphalt to 1 ½” depth	N/A	N/A	\$3.25	N/A	N/A	\$3.25
Cost per square yard to overlay asphalt to 1 ½” thickness	N/A	N/A	\$10.13	N/A	N/A	\$10.13

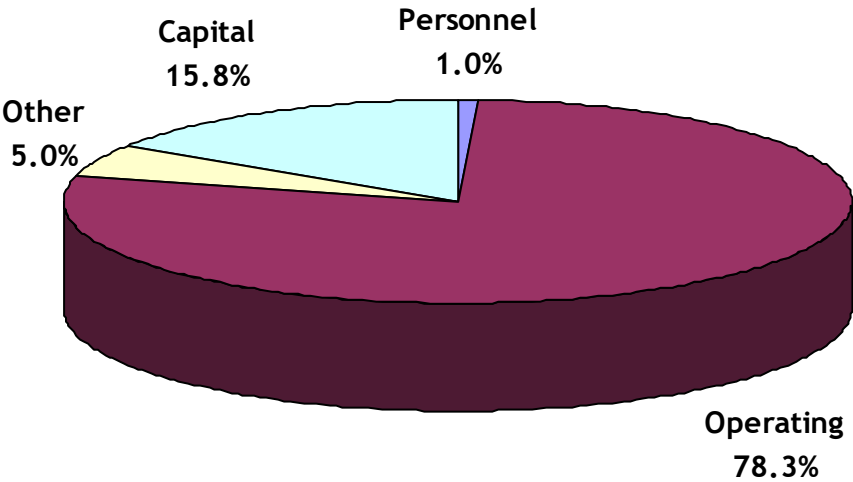
STREETS AND SIDEWALKS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Local Option Gas Tax	2,984,213	2,619,291	2,586,000	2,854,000
Franchise Fees	1,614,987	1,604,944	1,720,000	1,595,000
Intergovernmental Revenue	2,288,397	2,109,440	1,222,875	1,378,800
Investment Income	148,286	104,136	104,000	57,000
Miscellaneous Revenues	233,085	240,081	240,581	247,283
Interfund Transfers	628,434	-	-	-
Appropriated Fund Balance	-	-	4,197,355	-
Beginning Surplus	-	-	2,416,392	2,622,054
Revenue Total	\$ 7,897,402	6,677,890	12,487,203	8,754,137
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Benefits	241,389	82,417	83,238	84,503
Personnel Total	241,389	82,417	83,238	84,503
Operating				
Professional Services	87,171	121,586	470,398	235,000
Other Services	3,267,396	3,236,305	3,438,013	3,483,814
Utility Services	1,268,988	1,219,106	1,304,200	1,308,322
Insurance	160,243	234,683	241,308	282,393
Repair and Maintenance Services	689,672	1,206,600	4,546,957	1,538,969
Operating Supplies	290	300	25,000	2,500
Operating Total	5,473,761	6,018,580	10,025,876	6,850,998
Other				
Transfers	264,834	-	-	435,636
Other Total	264,834	-	-	435,636
Capital				
Infrastructure	24,050	-153,768	1,004,607	410,000
Machinery and Equipment	-	10,785	259,215	973,000
Works of Art/Collections	-	300,000	1,114,267	-

STREETS AND SIDEWALKS

Expenditure Category	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital				
Capital Total	24,050	157,017	2,378,089	1,383,000
Expenditure Total	\$ 6,004,034	6,258,014	12,487,203	8,754,137

Expenditure Category



FHFC GRANTS SHIP-CRF

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, planned unit developments (PUDs), and villas. Maximum award for very low

FHFC GRANTS SHIP-CRF

income is \$50,000, low 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.

FHFC GRANTS SHIP-CRF

Budget Highlights

The unspent balance of SHIP funds from previous years will be carried over to 2021-22 after the budget is adopted.

Based on the 2021-22 budget, the City anticipates assisting 9 individuals with minor home repairs, 3 individuals with emergency repair, 3 individuals with purchase assistance.

Accomplishments

As of August 31, 2021, the City has provided services in the amount of \$382,973 through the SHIP grant including \$364,975 to assist six individuals with home repairs and \$6,000 for homeowner counseling.

In FY2019-20, the City received funding from the Coronavirus Relief Fund (CRF), which was authorized by the Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) to provide payments to help State, Local, and Tribal governments navigate the impact of the COVID-19 outbreak. That federal funding was passed through the Florida Housing Finance Corporation (FHFC) and the City made allocations to two projects: 1. Rental/Utilities Assistance and 2. Foreclosure Prevention (Mortgage payment). As of August 31, 2021, the City has provided services in the amount of \$743,649 through the CRF grant including \$107,593 to assist 12 individuals with mortgage payment, and \$568,887 to assist 68 individuals with rental assistance.

FHFC GRANTS SHIP-CRF

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
First-time home buyer	0	6	3	4	4	3
Home repairs	5	10	9	15	10	12
Rental/Utilities Assistance	N/A	N/A	21	N/A	N/A	N/A
Foreclosure Prevention	N/A	N/A	4	N/A	N/A	N/A
Effectiveness						
% of funds spent to total funds available	31%	20%	33%	30%	32%	30%
% of funds spent to total funds available/CRF	N/A	N/A	28%	N/A	N/A	N/A
Efficiency						
Average cost per household assisted:						
Home repairs	\$35,102	\$50,000	\$53,500	\$90,000	\$75,556	\$54,000
Purchase assistance	\$43,238	\$40,000	\$33,333	\$40,000	\$40,000	\$40,000
rental/Utilities Assistance/CRF	N/A	N/A	\$7,580	N/A	N/A	N/A
Foreclosure Prevention/CRF	N/A	N/A	\$9,193	N/A	N/A	N/A

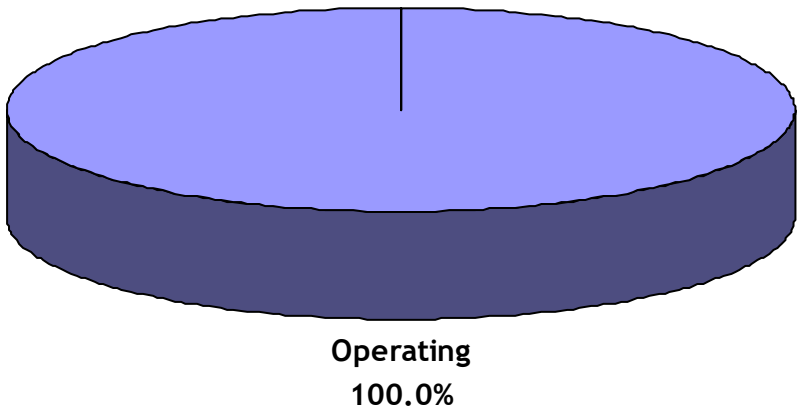
N/A - Coronavirus Relief Fund (CRF) received August to December 2020. Not anticipated to be received in the future.

FHFC GRANTS SHIP-CRF

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		647,900	852,258	2,003,611	1,116,001
Investment Income		-	-	13,000	7,000
Beginning Surplus		-	-	-13,000	-7,000
Revenue Total	\$	647,900	852,258	2,003,611	1,116,001

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		25,619	90,358	244,000	111,600
Other Services		512,706	648,400	1,702,003	884,401
Other Current Charges and Obligations		109,575	113,500	57,608	120,000
Operating Total		647,900	852,258	2,003,611	1,116,001
Expenditure Total	\$	647,900	852,258	2,003,611	1,116,001

Expenditure Category



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 purchase assistance.

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
- ~ Public Service (Senior Transportation)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Relocation Assistance
- ~ 1st Time Home Buyer Assistance
- ~ Public Improvement

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 17, 2019, the City Commission approved amended provisions for 2019-20, 2020-21, and 2021-22 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 for Purchase Assistance, but \$90,000 for Home Repair. 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 City proposes to use CDBG funds for Residential Rehabilitation, Public Service (Senior Transportation), Public Facilities & Improvements, and Program Administration.

Senior transportation program uses allocated funds for fuel as well as repair & maintenance of vehicles, and contractual services-other 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 FY2021-2022.

Accomplishments

As of August 31, 2021, the City has provided services in the amount of \$215,505.99 through the CDBG, including \$965 for home repairs (1 home) and \$89,475.65 in support of the City's Senior Transportation Program.

As of August 31, 2021, the Senior Transportation Program has provided approximately 11,033 trips to eligible clients 62 years old and over.

As of August 31, 2021, the City provided services in the amount of \$3,163 through the HOME grant to assist one individual with home repairs.

As of August 31, 2021, the City provided services in the amount of \$7,947 through the NSP grant.

HUD GRANTS CDBG-HOME

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Home repairs - CDBG	8	10	1	10	10	8
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	33,241	36,000	18,867	36,000	35,000	25,280
Number of unduplicated CDBG clients	774	900	633	900	800	650
Home repairs - NSP	1	0	1	0	1	1
Purchase assistance - NSP	1	0	1	0	0	1
Home repairs - HOME	3	3	1	0	4	1
Purchase Assistance - HOME	0	0	0	3	1	1

Effectiveness

% of funds spent vs. funds available for home repairs	28%	45%	24%	45%	38%	30%
% 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

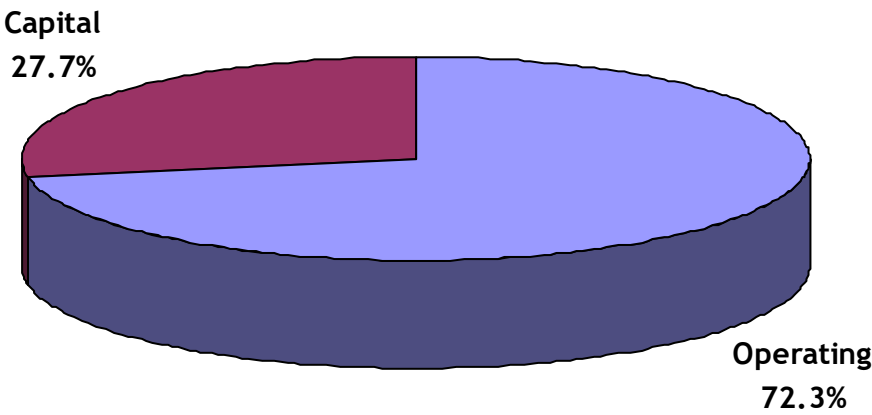
Average cost (fuel and R&M only) per one-way client (age 62+) trip	\$3.42	\$3.00	\$6.83	\$3.00	\$3.77	\$6.00
Vehicular accidents per 100,000 miles	0.00	0.00	0.01	0.00	0.00	0.00
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
Passengers per mile	0.24	2.00	1.43	1.00	0.24	1.00

HUD GRANTS CDBG-HOME

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		1,180,149	637,648	4,118,637	1,283,184
Revenue Total	\$	1,180,149	637,648	4,118,637	1,283,184
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		167,355	178,133	399,245	235,353
Other Services		754,017	136,805	2,385,671	337,710
Repair and Maintenance Services		52,183	81,296	50,000	70,000
Other Current Charges and Obligations		-	-	433,371	234,124
Operating Supplies		61,545	50,809	50,000	50,000
Operating Total		1,035,099	447,043	3,318,287	927,187
Capital					
Buildings		-	-	619,858	355,997
Infrastructure		22,850	190,605	169,222	-
Machinery and Equipment		122,200	-	11,270	-
Capital Total		145,050	190,605	800,350	355,997
Expenditure Total	\$	1,180,149	637,648	4,118,637	1,283,184

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 2022 is anticipated to be \$22,167, 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 2022.

The upcoming 2020 and 2021 UASI grants will focus on procuring additional thermal imaging radios, body armor, mobile radios, and gas masks for the Fire Department, in addition to a remote controlled robot and armored rescue vehicle for the police department, and cybersecurity training and data analytics for the city's technology services 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. The grant was awarded for \$33,426 (funding was increased by the State of Florida for COVID-related expenses) and ends September 2021.

2019 UASI Grant - The award was \$131,631, which is focused on purchasing Thermal Imaging Cameras for the Fire Department and a mobile security tower platform for the Police Department. This grant ends June 2021.

U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant: The 2018 UASI grant successfully purchased additional Portable Radios for the fire department in addition to a mobile security tower platform for the police department.

LAW ENFORCEMENT GRANT

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
VOCA direct expenditures	\$15,397	\$18,473	\$16,004	\$18,473	\$22,167	\$22,167
Information & Referral	234	^200	213	^200	^240	^230
Emotional Support/Safety Services	52	^50	4	^50	^50	^50
Criminal/Civil Justice System Assistance	36	^50	51	^25	^40	^35
Personal Advocacy/Accompaniment	19	^50	19	^25	^20	^15
Homeland Security Urban Area Security Initiative Grant expenditures	\$154,077	^\$230,908	\$73,736	^\$225,466	^\$244,403	\$390,195
Highway Safety Grant expenditures	\$20,000	^\$24,940	\$4,583	^\$20,000	^\$12,000	^\$6,166

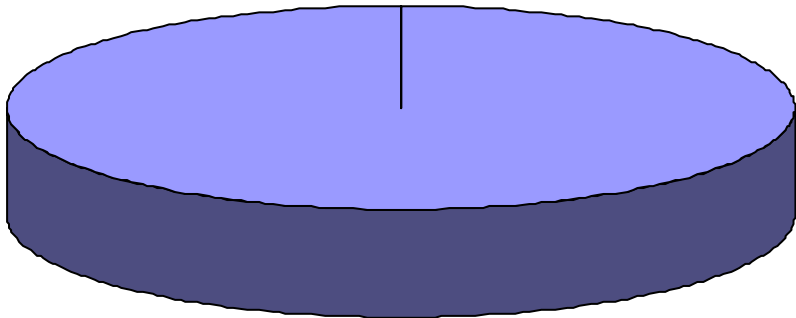
^ Contingent upon receipt of grant funding.

LAW ENFORCEMENT GRANT

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		210,518	94,323	751,347	22,167
Interfund Transfers		-	-	372,790	-
Revenue Total	\$	210,518	94,323	1,124,137	22,167
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Personnel					
Salary		55,347	19,450	26,865	20,592
Benefits		1,094	1,137	1,575	1,575
Personnel Total		56,441	20,587	28,440	22,167
Operating					
Professional Services		2,349	-	-	-
Travel Per Diem		-	-	1,259	-
Operating Supplies		-	-	10,000	-
Operating Total		2,349	-	11,259	-
Capital					
Machinery and Equipment		151,728	73,736	1,084,438	-
Capital Total		151,728	73,736	1,084,438	-
Expenditure Total	\$	210,518	94,323	1,124,137	22,167

LAW ENFORCEMENT GRANT

Expenditure Category



Personnel
100.0%

Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
13576 P/T Victim's Advocate Grant		1	1	1	1
Total	Full-time	-	-	-	-
	Part-time	1	1	1	1

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 2019 JAG grant award was announced in the amount of \$23,436, the project is not anticipated to begin until FY2021-22. This project will end September 30, 2022.

Accomplishments

The 2017 JAG project was completed, the program closed out in September 2020, and reimbursement was received in early-2021.

The 2018 JAG grant was received in the amount of \$21,796, to be spent on License Plate Reader equipment. Project implementation is anticipated during the current fiscal year (2020-21). A grant period extension is anticipated to be awarded by the JAG administrator which will permit projects to be completed through into fiscal year 2021-22.

Justice Assistance Grant (JAG) funds are utilized to purchase equipment or provide services 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 to the next fiscal year.

POLICE COMMUNITY SERVICES GRANT

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$14,220	^\$20,422	\$20,423	^\$21,796	^\$23,436	^\$45,232

^Contingent upon receipt of grant funding.

POLICE COMMUNITY SERVICES GRANT

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		18,891	20,423	-	-
Revenue Total	\$	18,891	20,423	-	-
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Operating Supplies		4,671	-	-	-
Operating Total		4,671	-	-	-
Capital					
Machinery and Equipment		14,220	20,423	-	-
Capital Total		14,220	20,423	-	-
Expenditure Total	\$	18,891	20,423	-	-

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 Carl Shechter SWFP Community Center (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

The FFY2021-YR46 Florida Department of Transportation (FDOT) Application has been submitted for the purchase of two buses equipped with cameras, GPS, and radios for a total amount of \$227,710.

Continuation of services as required by the County's ridership threshold and guarantees the programs 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.

Maintain the 7.1 passenger per hour, however due to Covid-19 and keeping social distancing those numbers have been reduced to half.

Accomplishments

Increase the mobility of seniors and individuals with disabilities throughout the city.

The FFY2020-YR45 Award Letter was received from Florida Department of Transportation for the purchase of two (2) buses equipped with cameras, GPS tracking system and mobile radios.

COMMUNITY BUS PROGRAM

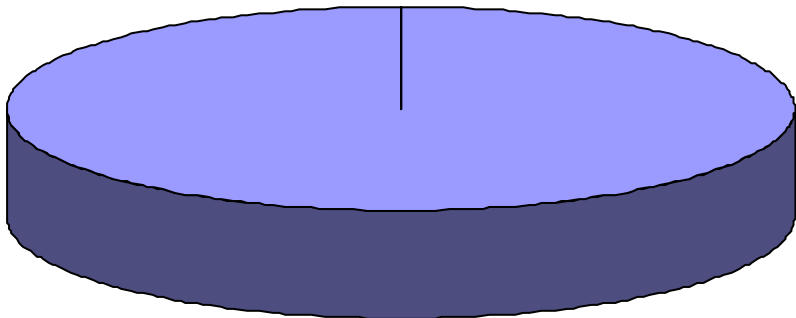
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of information documents distributed	4,500	12,000	4,200	4,000	5,000	4,500
Road calls required (calls for assistance due to mechanical problems)	30	30	14	30	20	10
Number of one-way client trips	194,349	230,000	133,250	200,000	200,000	200,000
Effectiveness						
Number of grievances filed against system	0	0	0	0	0	0
Efficiency						
Passengers per service hour	9.6	14.0	6.6	10.0	10.0	10.0
Passengers per mile	0.86	4.00	0.58	1.00	2.50	2.50
Vehicular accidents per 100,000 miles	2.0	0.0	4.0	0.0	0.0	0.0
Average cost per one-way client (any age) trip	\$3.69	\$2.00	\$2.13	\$0.90	\$2.00	\$2.00

COMMUNITY BUS PROGRAM

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		597,032	933,748	968,164	606,947
Miscellaneous Revenues		5,210	-	-	-
Interfund Transfers		518,918	180,493	272,204	811,718
Revenue Total	\$	1,121,159	1,114,242	1,240,368	1,418,665
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		2,795	3,458	4,500	4,800
Other Services		609,670	614,764	628,293	1,022,799
Communication Services		1,068	689	1,600	2,100
Repair and Maintenance Services		115,077	52,508	259,237	257,930
Office Supplies		1,308	1,008	2,000	2,000
Operating Supplies		73,657	30,475	122,014	128,636
Publications and Memberships		267	-	400	400
Operating Total		803,840	702,901	1,018,044	1,418,665
Capital					
Machinery and Equipment		317,319	183,986	222,324	-
Capital Total		317,319	183,986	222,324	-
Expenditure Total	\$	1,121,159	886,887	1,240,368	1,418,665

COMMUNITY BUS PROGRAM

Expenditure Category



Operating
100.0%

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 \$17,989 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

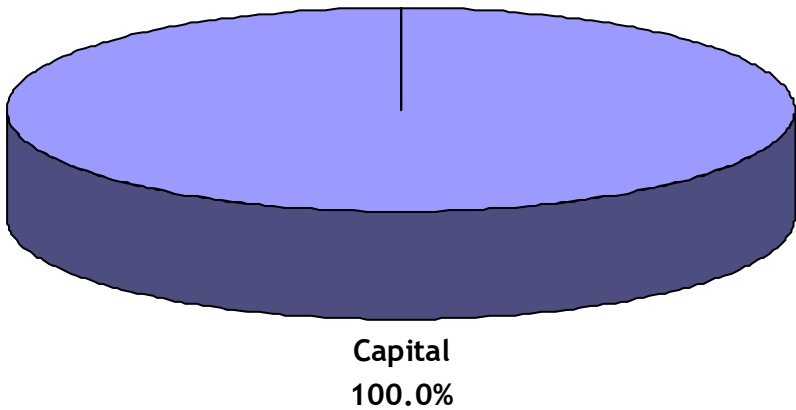
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment and building improvements	\$0	\$16,132	\$0	\$29,154	\$77,852	\$17,189

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Judgments, Fines & Forfeitures		66,809	13,981	-	-
Investment Income		11,253	6,237	8,000	3,000
Appropriated Fund Balance		-	-	430,347	-
Beginning Surplus		-	-	69,852	14,989
Revenue Total	\$	78,062	20,217	508,199	17,989
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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	-
Infrastructure		-	-	59,791	-
Machinery and Equipment		-	-	416,923	17,989
Capital Total		-	-	477,594	17,989
Expenditure Total	\$	-	-	508,199	17,989

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

Expenditure Category



LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

Goals

To provide funding to support the activities that are covered under the Department of Justice guidelines.

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 \$3,359 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

No funds have been expended during the year.

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

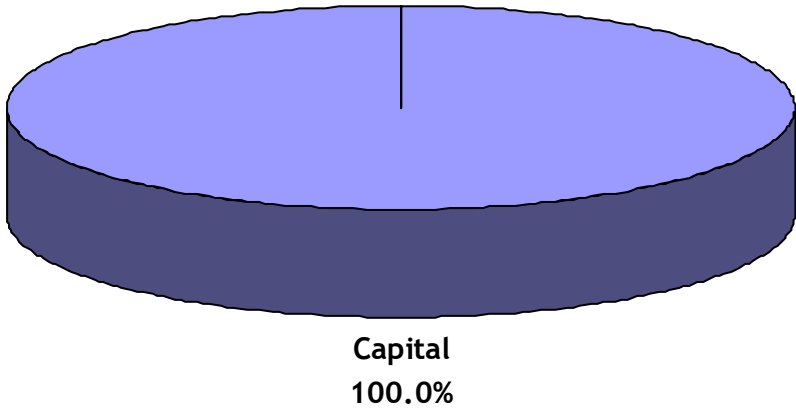
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$0	\$35,497	\$0	\$10,500	\$10,387	\$3,359

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Investment Income		10,897	5,247	7,000	3,000
Appropriated Fund Balance		-	-	422,458	-
Beginning Surplus		-	-	3,387	359
Revenue Total	\$	10,897	5,247	432,845	3,359
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		-	-	31,200	-
Operating Supplies		-	-	138,002	-
Operating Total		-	-	169,202	-
Capital					
Infrastructure		-	-	1,920	-
Machinery and Equipment		-	-	261,723	3,359
Capital Total		-	-	263,643	3,359
Expenditure Total	\$	-	-	432,845	3,359

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

Expenditure Category



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.

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.

Accomplishments

Funds were used to finance the cost of tuition and state exam fees associated with training police recruits at the Police Academy.

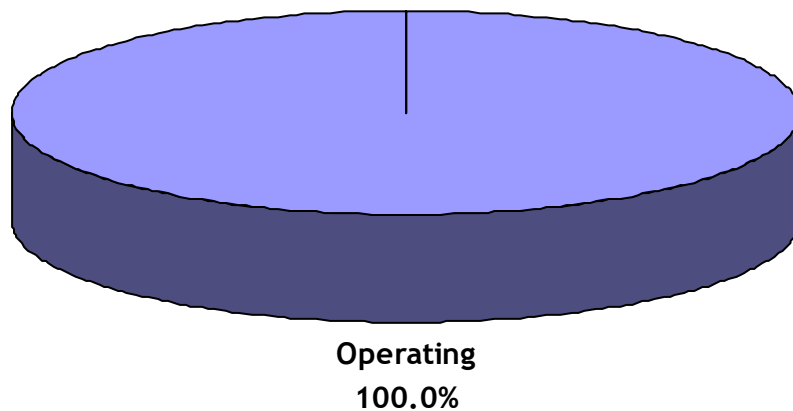
LAW ENFORCEMENT TRUST FUND \$2 POLICE EDUCATION

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of new recruits sent to the Police Academy	13	4	6	4	6	3
Efficiency						
Average training cost per recruit	\$4,600	\$4,450	\$4,600	\$4,600	\$4,600	\$4,900

LAW ENFORCEMENT TRUST FUND \$2 POLICE EDUCATION

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Judgments, Fines & Forfeitures		24,170	19,391	27,419	19,228
Investment Income		2,363	755	1,000	200
Appropriated Fund Balance		-	-	31,391	-
Beginning Surplus		-	-	-	-200
Revenue Total	\$	26,533	20,146	59,810	19,228
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Travel Per Diem		784	-	2,300	-
Training		59,800	27,600	57,510	19,228
Operating Total		60,584	27,600	59,810	19,228
Expenditure Total	\$	60,584	27,600	59,810	19,228

Expenditure Category



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 \$959 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

\$5,000.00 was donated to A Child Is Missing which provides funding to assist in the continuation of child safety and educational programs.

\$4,772.65 was expended to purchase promotional materials for the Gang Resistance and Drug Education (G.R.A.D.E.) program that is taught to all 5th grade students as a preventative program.

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

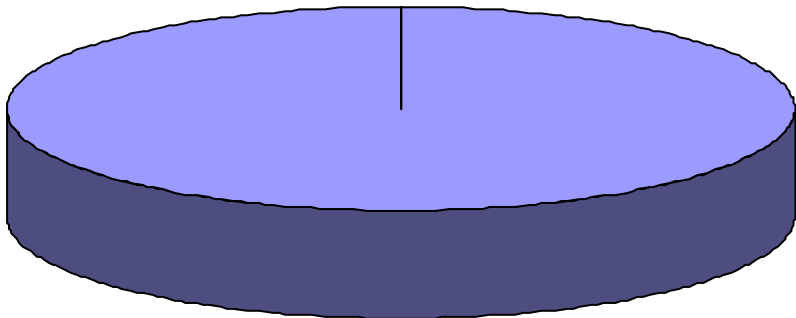
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent for drug and crime prevention	\$12,775	\$26,732	\$5,000	\$17,469	\$5,418	\$28
Funds spent on equipment and building improvements	\$0	\$135,708	\$0	\$106,611	\$36,760	\$959

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Judgments, Fines & Forfeitures		22,193	2,584	-	-
Investment Income		30,733	15,404	20,000	9,000
Appropriated Fund Balance		-	-	1,080,380	-
Beginning Surplus		-	-	22,178	-8,013
Revenue Total	\$	52,926	17,988	1,122,558	987
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		-	-	12,951	-
Other Services		450	150	39,300	-
Travel Per Diem		-	-	6,176	-
Other Current Charges and Obligations		-	-	5,000	-
Operating Supplies		12,775	5,000	86,980	987
Operating Total		13,225	5,150	150,407	987
Grants and Aid					
Aids to Private Organizations		-	-	7,085	-
Grants and Aid Total		-	-	7,085	-
Capital					
Buildings		-	-	105,774	-
Machinery and Equipment		-	-	859,292	-
Capital Total		-	-	965,066	-
Expenditure Total	\$	13,225	5,150	1,122,558	987

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Expenditure Category



Operating
100.0%

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 Carl Shechter SWFP Community Center (SWFP). 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 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 Area Agency on Aging of Broward County to provide core services required by our community.

Accomplishments

Annual audit by AAA (Area Agency on Aging) was completed and passed with flying colors.

Due to the Coronavirus pandemic, SWFP has switched formats in order to provide information, programming, and social service assistance to all members and the community as a whole. Staff has learned to navigate a social media platform (Webex) where “virtual” programming has been made available to seniors and the community, exercise classes, recreational activities, informational forums have been provided via this new method of participation.

OLDER AMERICANS ACT (OAA) GRANT

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of clients receiving day care services	41	80	22	80	80	50
Number of senior clients registered at SW Focal Point Center	2,500	2,000	1,593	3,200	2,700	2,000
Units (1 hour) of service:						
Public education	41	48	46	40	48	48
Personal care	3,064	4,454	3,802	4,454	4,000	4,000
Respite	829	460	1,191	470	1,059	1,059
Homemaker	3,328	3,127	4,695	3,127	3,000	3,000
Number of one-way client (age 60+) trips per year	32,794	24,775	24,170	24,776	24,775	27,776
Screening & Assessment	136	120	324	120	120	120
Adult day care	50,521	49,684	7,989	49,622	42,841	30,867
Counseling--individual	309	72	331	263	300	300
Counseling--group	63	90	50	70	70	70
Recreation	13,129	6,411	3,386	6,203	6,053	6,053
Caregiver Training & Support - Group	184	148	117	148	148	148

Effectiveness

% of service units billed	100.00%	100.00%	40.79%	100.00%	100.00%	100.00%

Efficiency

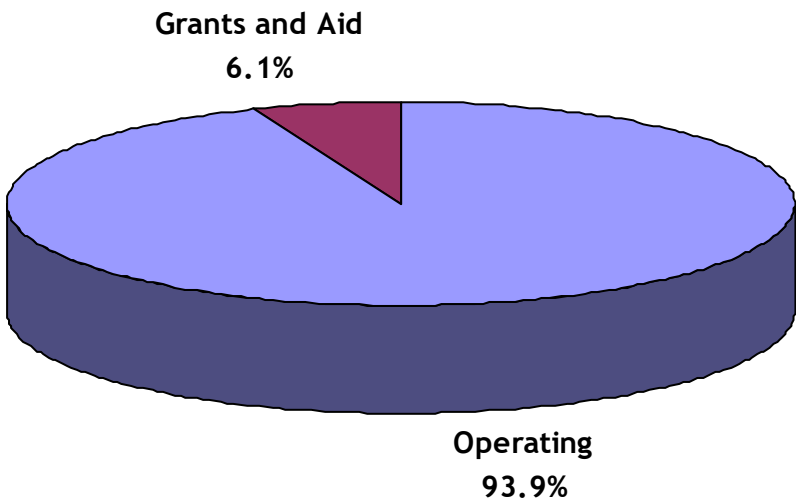
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
Passengers per mile	0.24	2.50	0.25	0.40	0.24	3.00
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Vehicular accidents per 100,000 miles	0.00	0.00	1.00	0.00	0.00	0.00
Road calls per passenger trip	0.00044	0.00000	7.65000	0.00000	0.00010	0.00000
Grant reimbursement per trip	\$7.05	\$9.33	\$9.33	\$9.33	\$9.33	\$9.33

OLDER AMERICANS ACT (OAA) GRANT

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Intergovernmental Revenue		780,321	597,632	827,187	788,499
Miscellaneous Revenues		10,885	2,600	10,000	1,000
Interfund Transfers		422,191	547,912	520,354	770,819
Beginning Surplus		-	-	-19,996	-
Revenue Total	\$	1,213,397	1,148,144	1,337,545	1,560,318
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		1,143	1,393	2,100	2,100
Other Services		1,071,174	1,062,493	1,125,361	1,348,133
Repair and Maintenance Services		4,039	186	61,000	61,000
Operating Supplies		32,437	38,475	53,600	53,600
Publications and Memberships		133	-	200	200
Operating Total		1,108,926	1,102,546	1,242,261	1,465,033
Grants and Aid					
Aids to Government Agencies		104,470	45,597	95,284	95,285
Grants and Aid Total		104,470	45,597	95,284	95,285
Expenditure Total	\$	1,213,397	1,148,144	1,337,545	1,560,318

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, 2021. All capitalized terms are as defined in each bond issue's official documents.

~ 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 \$4,060,100 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 \$5,706,524 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 Refunding 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 \$26,110,000 due in varying installments through October 1, 2033. The outstanding bonds bear an

DEBT SERVICE FUND

interest rate of 5.762%, 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. The bonds may be subject to redemption prior to maturity, at the option of the City, on any business day, in whole or in part at a redemption price equal to the Make-Whole Redemption Price.

~ Taxable Communications Services Tax Revenue Refunding 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 \$31,060,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 0.55% to 4.706%, 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 or after October 1, 2025 are subject to redemption 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 Refunding 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 \$22,805,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest rates from 2.0% to 5.0%, 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, 2024, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ General Obligations 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

DEBT SERVICE FUND

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 \$65,070,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest rates from 3.75% to 4.75%, payable semi-annually on March 1st and September 1st of each year. 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 purpose of paying the Series 2015 Bonds. The bonds maturing on or after September 1, 2025 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 2016:

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 \$5,963,800 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 July 25, 2008, the City issued \$8,040,000 bonds 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 2005 (Susan B. Anthony Center) in order to realize a net interest cost savings. These 2008 Bonds have an outstanding balance of \$6,769,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2008 Bonds 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 2008 Bonds shall be subject to mandatory tender by the Registered Owners for purchase. The principal of, premium, if any, and interest on the Series 2008 Bonds are payable from and secured by a pledge of and an irrevocable lien upon the City's Electric Franchise Revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2016, the Capital Improvement Revenue Refunding Bonds (Phase II of Forman Senior Housing Project), Series 2017, and any Additional Parity Franchise Revenue Bonds. On September 7, 2011, the City reissued the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008, in the principal amount of \$8,040,000 based on a 2.0079% five-year term Direct Purchase fixed rate with TD Bank as the Letter of Credit for these Bonds expired on July 15, 2011 and was extended to September 15, 2011. On September 30, 2016, the City remarketed the Series 2008 Bonds in the principal amount of \$7,636,000 to TD Bank based on a 1.66% seven-year term Direct Purchase fixed rate.

~ Capital Improvement Revenue Refunding Bonds, Series 2017:

DEBT SERVICE FUND

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 \$34,950,000 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 Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008, the Capital Improvement Revenue Refunding Bonds, Series 2010, and any Additional Parity Bonds and Additional Parity Franchise Revenue Bonds. The bonds maturing on or after June 1, 2027 are subject to redemption at the option of the City, on or after June 1, 2027, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ Capital Improvement Revenue Refunding Bonds, Series 2019:

On November 7, 2019, the City issued \$58,985,000 Capital Improvement Revenue Bonds, Series 2019A and \$3,635,000 Taxable Capital Improvement Revenue Bonds, Series 2019B for the purpose of (i) refunding the outstanding Charter School Revenue Bonds, Series 2008, (ii) finance and/or reimburse the cost of certain capital improvement to the City's Enterprise Resource Planning System, (iii) finance all or a portion of the payments required to terminate the interest rate swap agreements related to the refunded bonds, and (iv) pay costs associated with the issuance of the 2019 Bonds. The Series 2019A bears an annual interest rate ranging from 3.0% to 5.0% while Series 2019B bears an annual interest rate ranging from 2.4% to 2.5%. Both are payable semi-annually on January 1 and July 1 in each year, beginning January 1, 2020. The 2019 Bonds are payable solely from and secured by a lien on the pledged funds which consist of all non-ad valorem revenues. The City covenanted, for each fiscal

year in which the 2019 Bonds remain outstanding, to budget and appropriate sufficient non-ad valorem revenues for the payment of principal, interest, and any redemption price of the 2019 Bonds. The City also covenanted that it will not incur any additional debt unless it demonstrates that the non-ad valorem revenues shall cover the maximum annual debt service on the Series 2019 Bonds and such debt by at least 1.50x calculated using the average of the actual non-ad valorem for the prior two fiscal years based on audited financial statements for such fiscal year. The Series 2019A Bonds that mature before July 1, 2030 are not subject to redemption prior to their maturities. The Series 2019A Bonds that mature on or after July 1, 2030, are subject to redemption beginning July 1, 2029, in whole or in part at any time, in any order of maturities at the option of the City, and by lot within a maturity if less than a full maturity is redeemed, at a redemption price equal to the principal amount thereof, plus accrued interest to the redemption date. The Series 2019B Bonds of each maturity are subject to redemption at the option of the City in whole or in part pro-rata at any time at the redemption price that is the greater of (A) 100% of the principal amount of the Series 2019B Bonds to be redeemed and (B) the sum of the present value of the remaining scheduled payments of principal and interest to the maturity date of the Series 2019B Bonds to be redeemed, not including any portion of those payments of interest accrued unpaid as of the date on which the Series 2019B discounted at the Treasury Rate as defined in the bond document plus 20 basis points, plus any accrued and unpaid interest at the redemption date. The Series 2019A and 2019B have an outstanding balance of \$58,985,000 and \$3,635,000, respectively.

Budget Highlights

Future debts will be issued as the Commission deems appropriate.

Accomplishments

All bond issues' obligations were met and covenants complied.

DEBT SERVICE FUND

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of bond issues outstanding	10	10	10	10	10	10
Number of payments	20	20	20	20	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, 2021

		Capital Improvement Revenue Bonds, Series 2019A and Taxable Capital Improvement Revenue Bonds, Series 2019B	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
<u>Type of Bonds</u>		<u>\$62,620,000</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	Series 2019A and					
Sep 30	Series 2019B	Series 2010	Series 2013	Series 2014	Series 2014	
2022	2,693,406	708,345	2,832,555	3,150,650	2,171,931	
2023	4,173,406	708,938	2,830,701	3,148,094	2,182,431	
2024	4,249,406	707,946	2,823,222	3,149,364	2,175,306	
2025	4,257,906	827,893	2,824,932	3,139,715	2,172,681	
2026	4,261,906	827,124	2,820,253	3,139,235	2,171,681	
2027	5,636,026	829,084	2,818,689	3,132,980	2,172,056	
2028	5,684,400	-	2,815,086	3,131,112	2,184,731	
2029	5,679,650	-	2,809,436	3,128,151	2,174,953	
2030	5,686,650	-	2,802,421	3,128,602	2,176,625	
2031	5,694,400	-	2,799,073	3,117,365	2,165,000	
2032	6,302,400	-	2,793,378	3,119,832	2,159,875	
2033	6,310,150	-	2,789,904	3,116,182	2,155,375	
2034	6,315,650	-	2,788,076	3,106,414	2,165,850	
2035	6,298,400	-	-	-	2,154,850	
2036	6,273,800	-	-	-	-	
2037	6,273,250	-	-	-	-	
2038	6,307,600	-	-	-	-	
2039	-	-	-	-	-	
Total debt service	\$ 92,098,406	\$ 4,609,330	\$ 36,547,726	\$ 40,707,696	\$ 30,383,345	
Principal outstanding FY 2021	\$ 62,620,000	\$ 4,060,100	\$ 26,110,000	\$ 31,060,000	\$ 22,805,000	

City of Pembroke Pines, Florida

Schedule of Debt Service on Outstanding Bonds as of September 30, 2021

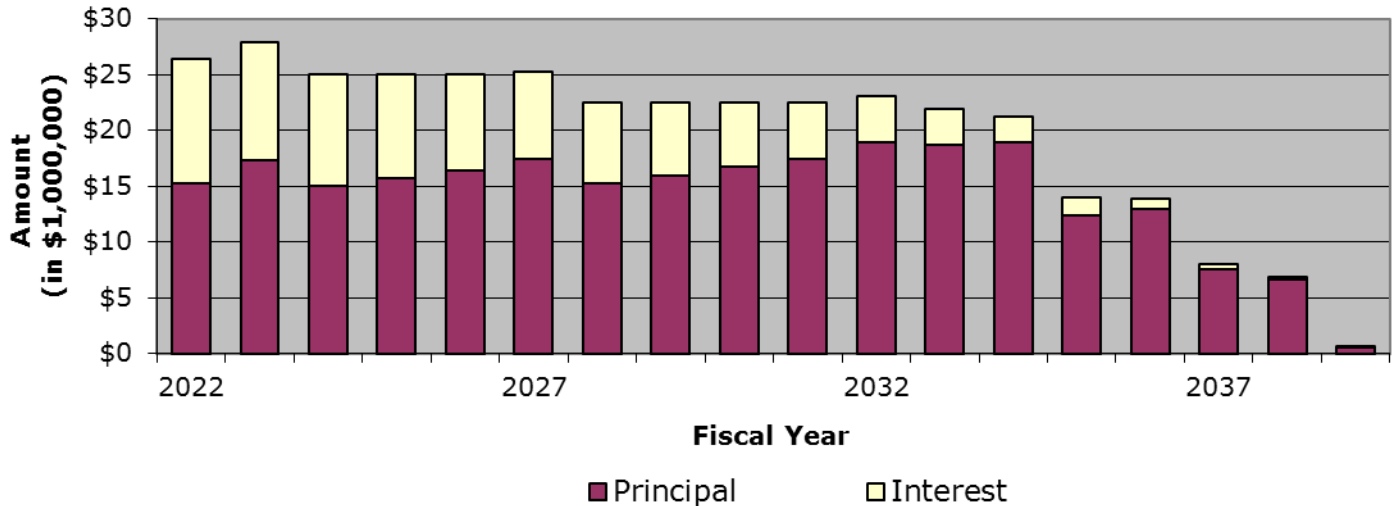
Type of Bonds	Business-type					Combined Activities
	Refunding 2005 GO Bonds and Partial 2007 GO Bonds	Refunding Susan B. Anthony Center 2005 Bonds	Refunding Public Improvement, Series 2006	Various Capital Projects & Advance Refunding Cap Improv., Series 2006 & 2007	Consolidated Utility System Project	
	<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	
2022	5,897,688	351,365	3,023,956	4,542,963	1,055,152	26,428,011
2023	5,895,688	359,265	3,019,999	4,529,213	1,054,600	27,902,335
2024	5,896,438	366,966	-	4,532,838	1,054,029	24,955,515
2025	5,894,438	375,459	-	4,420,963	1,053,438	24,967,425
2026	5,894,438	384,728	-	4,418,463	1,052,827	24,970,655
2027	5,895,238	393,764	-	4,412,338	-	25,290,175
2028	5,894,738	404,552	-	2,325,588	-	22,440,207
2029	5,894,988	415,073	-	2,320,463	-	22,422,714
2030	5,896,388	426,322	-	2,345,162	-	22,462,170
2031	5,896,188	438,280	-	2,340,988	-	22,451,294
2032	5,894,938	450,930	-	2,338,800	-	23,060,153
2033	5,892,688	464,257	-	1,195,931	-	21,924,487
2034	5,893,938	478,243	-	1,185,376	-	21,933,547
2035	5,892,938	491,881	-	1,189,250	-	16,027,319
2036	5,894,188	507,154	-	1,185,500	-	13,860,642
2037	-	523,037	-	1,189,000	-	7,985,287
2038	-	539,512	-	-	-	6,847,112
2039	-	555,572	-	-	-	555,572
Total debt service	\$ 88,424,920	\$ 7,926,360	\$ 6,043,955	\$ 44,472,836	\$ 5,270,046	\$ 356,484,620
Principal outstanding FY 2021	\$ 62,270,000	\$ 6,769,000	\$ 5,963,800	\$ 34,950,000	\$ 4,835,319	\$ 261,443,219

** Based on the 1.66% seven year term (from September 30, 2016) Direct Purchase fixed rate in effect at the financial statement date (June 30, 2020) 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, 2021” regarding the variable rate bond issue, the total annual debt service will be fairly constant for the next 13 years, 2022-2034, at approximately \$21,300,000 to \$27,900,000. 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.

Annual Principal and Interest Payment FY2022 to FY2039



The total outstanding bond principal balance as of September 30, 2021 is **\$261,443,219** representing a decrease of **\$14,686,005** from prior year as a result of principal repayment.

Property Taxable Value for Fiscal Year Ending September 30, 2021 (2020 Tax Year)

Property Assessed Value:

Just Value	\$21,820,008,281
Less: Property and Personal Exemptions	(3,677,807,325)
Homestead Assessment Differential ⁽¹⁾	(3,708,435,900)
Non-homestead Residential Property Differential ⁽²⁾	(114,868,890)
Certain Residential and Nonresidential Real Property Differential ⁽²⁾	(57,522,870)
Agricultural Differential ⁽³⁾	(7,106,890)
Pollution Control Devices Differential ⁽⁴⁾	(428,900)
Value Adjustment Board & Broward County Property Appraiser	(97,363,214)
Adjustments	
Final Taxable Value	\$14,156,474,292

- (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.

Outstanding Debt:

City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation)		\$ 212,347,114
General Obligation Bonds, Series 2015	62,270,000	
Total General Obligation Bonds subject to debt limitation		62,270,000
Total Outstanding Debt	261,443,219	
Legal debt margin		<u>\$ 150,077,114</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:

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 amount of 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 (the "Test Period") adjusted as provided in Resolution No. 3287, is equal to and not less than one hundred twenty percent (120%) of the Maximum

Bond Service Requirement becoming due in any Bond Year thereafter on all existing and proposed Additional Parity Obligations.

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.

Variable Rate Capital Improvement Revenue Refunding Bonds, Series 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 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.

Capital Improvement Revenue Bonds, Series 2019A and Taxable Capital Improvement Revenue Bonds, Series 2019B

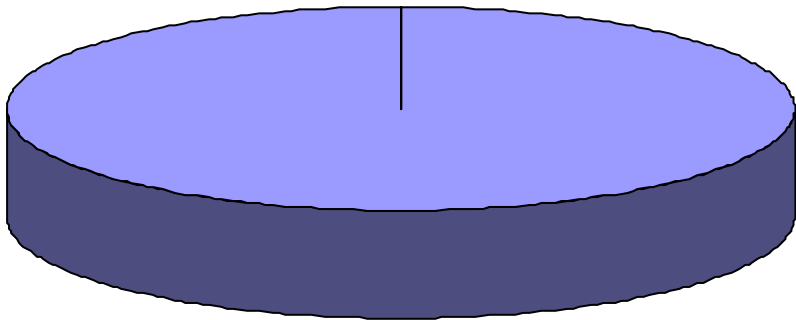
The City agrees and covenants not to incur any Debt unless it demonstrates that Non-Ad Valorem Revenues shall cover Maximum Annual Debt Service on the Bonds and such Debt by at least 1.50x. The calculation requires using the average of actual Non-Ad Valorem Revenues for the prior two Fiscal Years based on the Issuer's annual audited financial statements for such Fiscal Years.

DEBT SERVICE FUND

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Ad Valorem Taxes	5,679,525	5,780,588	5,805,188	5,872,255
Utility Taxes	2,874,017	3,144,518	3,454,070	3,361,759
Communication Services Tax	4,583,688	4,357,078	4,086,000	4,178,000
Franchise Fees	784,888	758,061	762,433	760,864
Investment Income	291,159	126,360	189,200	70,500
Rents & Royalties	10,676,537	11,095,975	11,373,739	11,742,996
Interfund Transfers	-	7,300,000	-	-
Debt Proceeds/Installment Purchase	-	66,359,808	-	-
Beginning Surplus	-	-	-260,765	-608,962
Revenue Total	\$ 24,889,815	98,922,388	25,409,865	25,377,412
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Debt Services				
Principal Payments	12,808,600	13,345,000	13,814,800	14,290,900
Interest Payments	11,762,015	11,391,069	11,590,515	11,081,962
Other Debt Service Costs	4,100	73,078,100	4,550	4,550
Debt Services Total	24,574,715	97,814,169	25,409,865	25,377,412
Other				
Other Uses	-	585,808	-	-
Other Total	-	585,808	-	-
Expenditure Total	\$ 24,574,715	98,399,977	25,409,865	25,377,412

DEBT SERVICE FUND

Expenditure Category



Debt Services
100.0%

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

Per policy, total project cost is appropriated in the year financing is secured. At this point no new municipal construction projects are envisioned for fiscal year 2021-22; therefore, the fund has no expenditure appropriations. However, unspent funds from projects that will be financed by the General Obligation Bonds, Series 2005, 2007, and 2009 as well as Capital Improvement Revenue Refunding Bonds, Series 2019, will become part of the fiscal year 2021-22 appropriation after the budget is adopted and the carryover of funds finalized.

Accomplishments

Completed Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' Central and East Charter School Campuses.

Additional City fiber has been installed at multiple locations throughout the City.

Completed the installation of digital signage located throughout the city in strategic locations to enhance citywide communication.

The original playground at Pembroke Shores Park was replaced with a custom Prime Time Powerscape Playground System including a new ADA compliant engineered wood fiber surface.

MUNICIPAL CONSTRUCTION FUND

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of projects completed	3	1	1	7	7	9

MUNICIPAL CONSTRUCTION FUND

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Investment Income		4,957	20,711	-	-
Miscellaneous Revenues		307,000	250,000	184,000	182,000
Debt Proceeds/Installment Purchase		-	7,308,789	-	-
Appropriated Fund Balance		-	-	62,351	-
Prior Year Bond Proceeds		-	-	8,175,639	-
Beginning Surplus		-	-	-184,000	-182,000
Revenue Total	\$	311,957	7,579,500	8,237,990	-
		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Capital					
Buildings		358,850	-358,850	511,750	-
Infrastructure		132,121	2,697,825	3,016,315	-
Machinery and Equipment		-	76,709	653,292	-
Intangible Assets		1,131,734	2,071,730	4,056,633	-
Capital Total		1,622,705	4,487,414	8,237,990	-
Expenditure Total	\$	1,622,705	4,487,414	8,237,990	-

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 Utilities Department has worked hard in recent years to identify and prioritize the needs at our various locations. We have commissioned

projects to cost effectively address aging infrastructure, equipment reliability, efficiency and worker safety at our facilities. While some projects are in the design phases, others have been successfully designed, contractors procured and are budgeted for construction. Below is a sampling of some of the projects in this budget.

Sewer

- * Lift Station wet-well rehabilitation \$600k
- * Lift Station pump and electrical upgrades \$1M
- * West Influent Pump Station Renovations \$275k
- * Emergency Panel replacements \$300k
- * Sewer 30" Force Main Evaluation \$260k
- * Sanitary Sewer Evaluation Study - Area #1 \$184k

Water

- * Construction of water main replacement Pine Village Phase 2 \$5M
- * Construction - water meter installation, meter box change-outs and appurtenances \$4.6M
- * Ion Exchange system upgrade and improvements \$650k
- * Hydrants replacement \$50k

Accomplishments

We successfully completed most of our budgeted projects from last year. Those that were not completed are well advanced and will be brought forward to this year. Our team has worked hard to not only develop, procure and manage the projects, but they also worked closely with contracted professionals and the various regulatory authorities to insure that the projects were completed within budget and met or exceeded all regulatory requirements. Some of our successfully completed projects include:

- * Engineering design of the Pines Village Phase 2 infrastructure upgrade project which will include

UTILITIES

new water mains and appurtenances

- * WTP Filter upgrade to include installation of Air Scour technology

- * WTP new eastern wellfield raw water line design project, which will allow for critical redundancy to our raw water supply

- * Procurement of 16,700+ water meters and contractor, to replace meters throughout our city that are 20 years or older

- * WWTP East blower replacement

- * WWTP #5 treatment unit rehabilitation

- * Mechanical Integrity Testing of our 2 deep injection wells at the WWTP

- * Design of WWTP effluent pump station electrical replacement and contractor selection

- * New stationary generator - Master Lift Station #4

- * Replacement of end-piece of east side generator

- * New fuel tanks at Holly Lake Booster and WWTP

- * GIS mobile application development

- * Development of Fats, Oils and Grease (F.O.G.) Program

- * SCADA integration at WTP, lift stations

UTILITIES

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of utility customers assisted via Customer Service Call and Walk-In Centers	47,767	40,000	47,880	40,000	40,000	40,000
Number of potable water meters replaced	2,775	2,000	1,976	2,000	2,000	2,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	4,000	0	21,485	21,485	21,485
Miles of water main maintained	525	525	560	541	525	525
Fire hydrants maintained	3,669	5,220	5,371	4,650	4,650	4,650
Lift stations maintained	198	198	212	202	198	212
Miles of sanitary sewer maintained	412	412	360	418	412	412
Miles of force main maintained	36	36	33	39	36	36
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.00	<9.50	9.09	<9.50	<9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	2.11	3.50	2.40	<4.00	<4.00	<4.00
Color (County standard 15.0 or lower)	3.00	2.00	2.00	<15.00	<15.00	<15.00
Fluoride ASF (County standard 0.8 or lower)	0.70	0.80	0.58	<2.00	<0.80	<0.80
Turbidity NTU (County standard 1.0 or lower)	0.11	0.90	0.10	<1.00	<1.00	<1.00
Iron Fe- (County standard 0.3 or lower)	0.02	0.30	0.02	<0.30	<0.30	<0.30
CBOD5 Effluent (County standard 20 or lower)	7.20	6.00	9.29	<20.00	<20.00	<20.00
TSS Effluent (County standard 20 or lower)	13.11	13.00	11.83	<20.00	<20.00	<20.00
Efficiency						
Number of hours required to repair a pressure main break	4	4	N/A	N/A	5	5
Number of hours required to respond to after-hours emergency situations	1	1	N/A	N/A	1	1
Percentage of Work Orders addressed within 72 hours	N/A	N/A	N/A	N/A	N/A	100%
Percentage of Meter Read vs. Estimated Reads	N/A	N/A	N/A	N/A	N/A	95%

UTILITIES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Building Permits	149,105	17,609	68,588	15,000
Charges for Services	1,151,417	466,667	682,208	757,751
Intergovernmental Revenue	-	-	-	4,181,658
Water/Sewer Charges	59,562,098	57,024,937	58,485,000	60,575,000
Investment Income	1,625,658	842,692	995,000	424,000
Miscellaneous Revenues	-221,394	53,007	16,000	25,248
Water/Sewer Connection	3,274,112	989,305	3,673,272	1,917,347
Appropriated Retained Earnings	-	-	25,882,948	-
Capital Funded By Reserve	-	-	3,540,000	3,200,000
Beginning Retained Earnings	-	-	1,183,756	4,022,196
Capital Contributions	2,421,033	3,198,423	-	-
Revenue Total	\$ 67,962,028	62,592,639	94,526,772	75,118,200

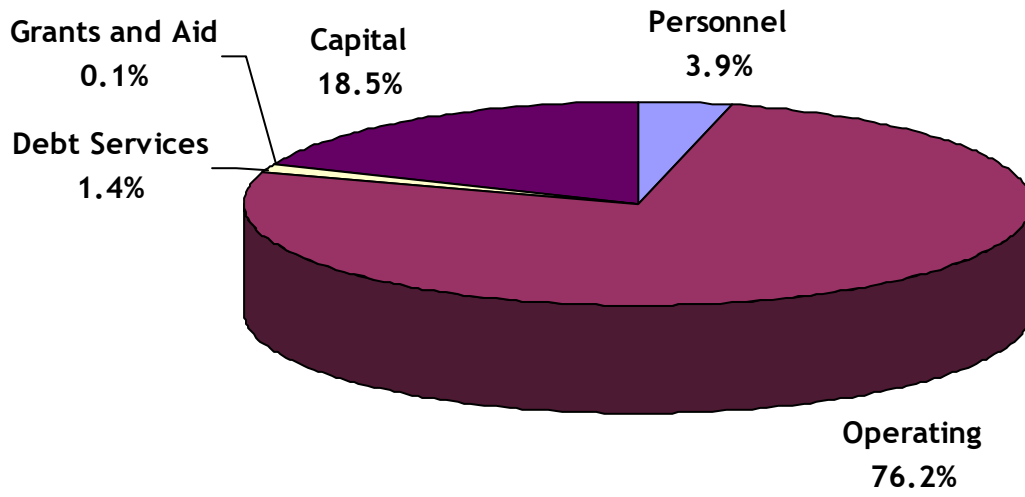
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	668,368	812,181	933,787	1,019,314
Benefits	1,517,297	5,292,457	1,921,562	1,889,996
Personnel Total	2,185,665	6,104,638	2,855,349	2,909,310
Operating				
Contingency	-	-	-	400,000
Professional Services	363,741	521,644	1,938,221	868,700
Accounting and Auditing	56,803	57,603	59,532	59,320
Other Services	11,785,280	12,561,398	14,666,920	15,097,949
Travel Per Diem	4,769	1,033	3,160	5,100
Communication Services	70,928	63,418	78,924	75,607
Freight & Postage Services	151,465	141,283	160,000	237,000
Utility Services	8,966,128	9,452,027	10,426,195	10,916,297
Rentals and Leases	274,692	232,836	300,151	303,292
Insurance	1,268,909	1,739,656	1,740,996	1,899,259

UTILITIES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Repair and Maintenance Services	911,212	1,604,237	1,407,239	1,569,220
Printing and Binding	4,563	2,267	5,500	3,136
Depreciation	7,060,598	7,092,892	3,540,000	3,200,000
Other Current Charges and Obligations	16,714,473	17,748,927	18,410,781	18,689,368
Office Supplies	40,555	34,040	41,000	34,086
Operating Supplies	2,635,052	2,230,432	4,092,253	3,841,419
Publications and Memberships	2,101	1,240	2,000	1,500
Training	4,800	-	5,000	8,800
Operating Total	50,316,068	53,484,933	56,877,872	57,210,053
Debt Services				
Principal Payments	-	-	871,205	901,697
Interest Payments	233,935	204,638	184,483	153,457
Debt Services Total	233,935	204,638	1,055,688	1,055,154
Grants and Aid				
Aids to Government Agencies	34,967	51,378	57,100	60,115
Grants and Aid Total	34,967	51,378	57,100	60,115
Capital				
Buildings	-	-	1,772,480	10,000
Infrastructure	-	-	24,439,735	8,456,417
Machinery and Equipment	-	-	7,468,548	5,417,151
Capital Total	-	-	33,680,763	13,883,568
Expenditure Total	\$ 52,770,635	59,845,587	94,526,772	75,118,200

UTILITIES

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
12009	Assistant Director of Public Services	0.5	1	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
12146	Assist.Ut/Compliance Director	-	1	1	1
12147	Assistant Utilities Director	-	1	1	1
12148	Utilities Director	1	1	1	-
12194	Environmental Services Director	0.5	-	-	-
12196	Envir Svc/Utilities Director	-	0.5	0.5	0.5
12484	Public Services Manager	0.5	-	-	-
12499	Deputy City Manager	0.5	0.5	0.5	0.5
12500	City Engineer	0.5	0.5	0.5	0.5
12516	Assistant City Manager	0.5	0.5	0.5	0.5
12532	Accountant II	0.5	0.5	0.5	0.5
12774	Engineer	0.5	0.5	0.5	0.5
Total		7	8.5	8.5	7.5
Full-time					
Part-time		-	-	-	-

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 2021-22 budget reflects a \$0.381 million or 1.28% increase over the 2020-21 working budget with increases mainly in health insurance and workers compensation. 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

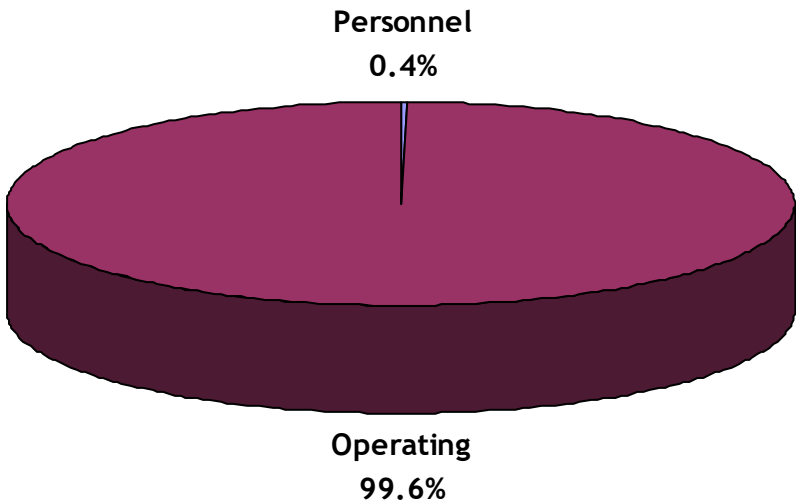
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Safety seminars	12	7	7	8	7	4
Effectiveness						
Total claims	130	140	140	152	140	163
Efficiency						
Average workers' compensation insurance cost per FT Employee	\$1,477.00	\$1,488.00	\$1,477.00	\$1,477.00	\$1,477.00	\$2,251.98

PUBLIC INSURANCE FUND

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Charges for Services	16,370,275	20,836,261	27,592,538	28,103,219
Investment Income	894,341	664,912	503,553	374,344
Miscellaneous Revenues	5,381,055	4,340,891	1,791,469	1,791,115
Interfund Transfers	2,000,000	-	100,000	100,000
Beginning Surplus	-	-	-100,000	-100,000
Revenue Total	\$ 24,645,671	25,842,064	29,887,560	30,268,678
	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Personnel				
Salary	82,637	87,956	78,406	81,120
Benefits	-4,294	69,688	39,481	40,355
Personnel Total	78,343	157,644	117,887	121,475
Operating				
Other Services	80,110	88,860	96,000	100,000
Insurance	22,478,832	25,587,425	29,648,173	30,022,953
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	5,677	5,741	18,000	17,000
Other Current Charges and Obligations	-	-	-	-
Office Supplies	2,709	2,394	4,000	4,000
Operating Supplies	-	-	750	750
Training	-	-	750	500
Operating Total	22,567,328	25,684,420	29,769,673	30,147,203
Expenditure Total	\$ 22,645,671	25,842,064	29,887,560	30,268,678

PUBLIC INSURANCE FUND

Expenditure Category



Position Title		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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 Actuarially Determined Contribution (ADC), 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

1329 February 2, 2000

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 2021-22 is approximately \$3.5 million.

The GEPP budget includes an estimated annual rate of return of 7.0%, which approximates \$15 million in investment income. The actuarial assumption of 6.0% represents the average long-term expected rate of return.

Accomplishments

The City’s ADC for the fiscal year ending 2020-21 is \$0.4 million. This represented a \$1.3 million or 78.18% decrease from 2019-20. The City will be making an additional \$3.1 million contribution to the ADC by the end of the 2020-21 year, totaling \$3.5 million.

For the eleven months period ended August 31, 2021, the GEPP investments were valued at \$238.9 million. The annualized rate of return for this period was 19.88%.

GENERAL EMPLOYEES PENSION

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	408	400	420	400	420	423
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$11.4M	\$11.0M	\$11.8M	\$12.0M	\$12.0M	\$12.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	8.20%	6.75%	5.6%	6.75%	6.00%	6.0%
City contribution as a % of covered payroll ^	412.28%	75.00%	157.56%	75.00%	75.00%	90.00%
Efficiency						
% of administrative costs to total assets	0.01%	0.05%	0.001%	0.05%	0.05%	0.05%

** Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

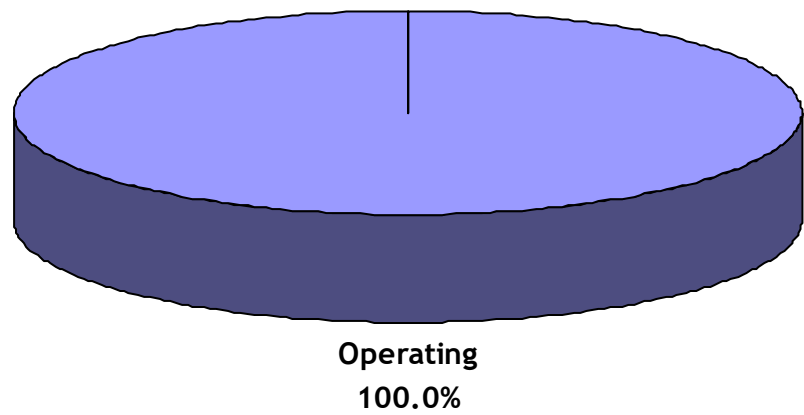
^ Covered payroll includes salaries for all General Employees except those in DROP and those hired after June 30, 2010. As of 9-30-13, covered payroll includes bargaining and non-bargaining members.

GENERAL EMPLOYEES PENSION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Investment Income	10,371,264	17,690,041	10,000,000	15,000,000
Miscellaneous Revenues	10,202,595	3,661,054	3,660,815	3,635,284
Beginning Surplus	-	-	-1,583,815	-5,258,284
Revenue Total	\$ 20,573,859	21,351,095	12,077,000	13,377,000

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Professional Services	63,847	61,199	77,000	77,000
Pension Benefits	11,436,533	11,830,697	12,000,000	13,300,000
Operating Total	11,500,380	11,891,896	12,077,000	13,377,000
Expenditure Total	\$ 11,500,380	11,891,896	12,077,000	13,377,000

Expenditure Category



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 Actuarially Determined Contribution (ADC), 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 percentage of their compensation. Participants are required to contribute 3.0% of their compensation for firefighters and police officers hired on or after October 1, 2018, 7.0% of their compensation if hired on or after May 1, 2010 and 10.4% (6.0% prior to April 1, 1991) of their compensation if hired before May 1, 2010.

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
 1509 February 17, 2005
 1521 August 3, 2005
 1572 February 21, 2007
 1581 May 16, 2007
 1669 August 4, 2010
 1670 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

POLICE AND FIRE PENSION

benefits as they become payable.

Participants were required to contribute 3.0% of their compensation for firefighters and police officers hired on or after October 1, 2018, 7.0% of their compensation if hired on or after May 1, 2010 and 10.4% (6.0% prior to April 1, 1991) of their compensation if hired before May 1, 2010. The State 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. Police officers hired on or after October 1, 2018, shall receive a benefit amount equal to 3.0% for each complete year of service. The maximum retirement benefit shall not exceed 80% of average monthly earnings. The member's average compensation calculation will be determined by using the best five out of last ten years of 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% per year of continuous service 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 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

POLICE AND FIRE PENSION

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.

Budget Highlights

The City's contribution for fiscal year 2021-22 is approximately \$30.0 million; this represents an increase of \$2.0 million from 2020-21 working budget. The increase is mainly attributable to the decrease in the investment income and an increase in number of active participants.

The Fire and Police Pension budget includes \$9.0 million in investment income. The actuarial assumption of 7.65% represents the average long term expected rate of return.

Accomplishments

The City will contribute a total of \$31.0 million for the fiscal year ending 2020-21, which is the ADC for the year.

For the period ended June 30, 2021, the Fire and Police Pension investments were valued at \$863.8 million. The rate of return for the Plan was 19.8% for the nine months ended June 30, 2021.

POLICE AND FIRE PENSION

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	394	380	419	400	419	428
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$34.1M	\$32.0M	\$36.1M	\$33.0M	\$34.0M	\$37.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	4.01%	7.85%	7.58%	7.80%	7.75%	7.65%
City contribution as a % of covered payroll	104.71%	96.00%	102.49%	98.00%	98.00%	109.00%
Efficiency						
% of administrative costs to total fund assets	0.11%	0.20%	0.10%	0.20%	0.20%	0.20%

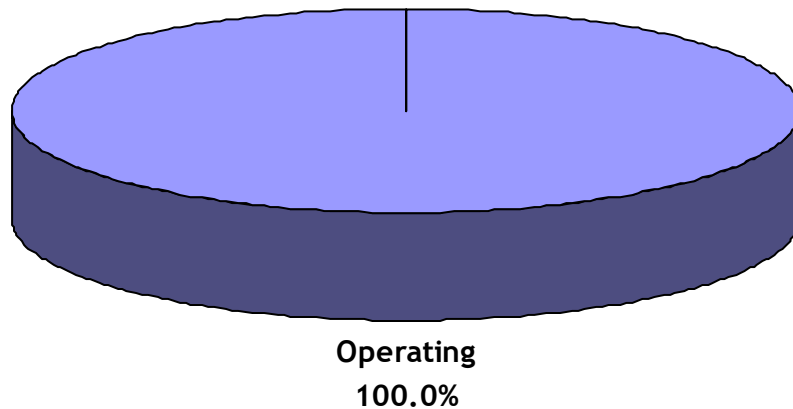
* Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

POLICE AND FIRE PENSION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category				
Investment Income	29,407,574	55,291,004	31,000,000	46,000,000
Miscellaneous Revenues	32,915,997	33,489,466	33,499,118	35,189,227
Beginning Surplus	-	-	-22,099,118	-27,189,227
Revenue Total	\$ 62,323,571	88,780,470	42,400,000	54,000,000

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category				
Operating				
Professional Services	4,287,952	4,188,826	4,400,000	4,500,000
Other Current Charges and Obligations	34,185,981	36,106,324	38,000,000	49,500,000
Operating Total	38,473,933	40,295,150	42,400,000	54,000,000
Expenditure Total	\$ 38,473,933	40,295,150	42,400,000	54,000,000

Expenditure Category



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 their beneficiaries.

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 \$4.5 million to the actuarially determined annual OPEB cost of \$9.2 million to the OPEB Trust Fund, totaling \$11.7 million, for fiscal year 2020-21.

Accomplishments

For the period ended June 30, 2021 the OPEB Trust Fund was valued at \$130.6 million. The annualized net rate of return for OPEB was 18.6% for the nine months ended June 30, 2021.

OTHER POSTEMPLOYMENT BENEFITS

Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants receiving benefits	559	600	551	600	600	600
Retiree health claim benefits paid	\$10.9M	\$11.5M	\$8.9M	\$13.5M	\$13.0M	\$13.0M
Effectiveness						
Return on investments**	4.8%	7.6%	8.0%	7.8%	8.0%	N/A
City's ADC as a % of City payroll	14.05%	18.00%	9.10%	15.00%	9.00%	N/A
Efficiency						
City's actual contribution as a % of the ADC	136.31%	100.00%	126.07%	100.00%	100.00%	100.00%
Administrative costs as a % of total fund assets	0.24%	1.25%	0.22%	1.25%	1.25%	1.25%

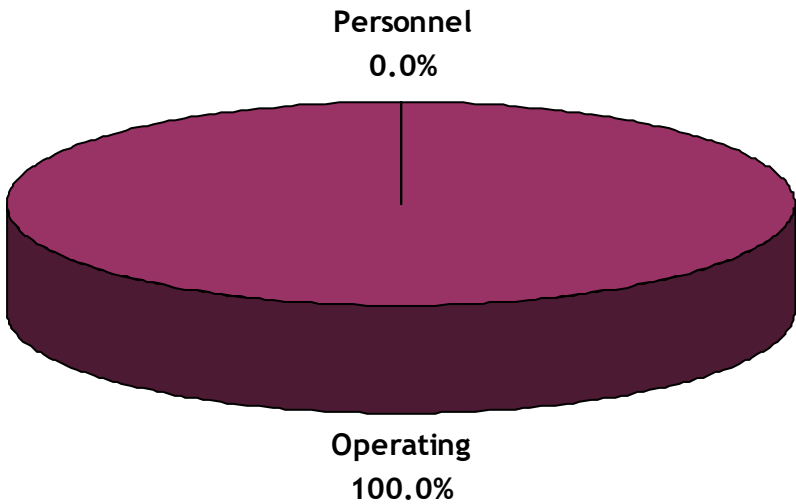
**Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

OTHER POSTEMPLOYMENT BENEFITS

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Investment Income		4,661,627	9,940,937	4,005,600	9,005,600
Miscellaneous Revenues		14,801,218	13,142,095	12,259,000	12,259,007
Beginning Surplus		-	-	1,624,400	-6,174,600
Revenue Total	\$	19,462,845	23,083,032	17,889,000	15,090,007
Expenditure Category					
Personnel					
Benefits		4,603	4,242	6,000	6,000
Personnel Total		4,603	4,242	6,000	6,000
Operating					
Professional Services		413,223	426,277	454,000	462,000
Other Services		47,206	38,318	50,000	50,000
Insurance		11,145,773	10,020,441	17,379,000	14,572,007
Operating Total		11,606,201	10,485,037	17,883,000	15,084,007
Expenditure Total	\$	11,610,804	10,489,279	17,889,000	15,090,007

OTHER POSTEMPLOYMENT BENEFITS

Expenditure Category



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 Wetlandsbank™ (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 FY2021-22.

WETLANDS MITIGATION TRUST FUND

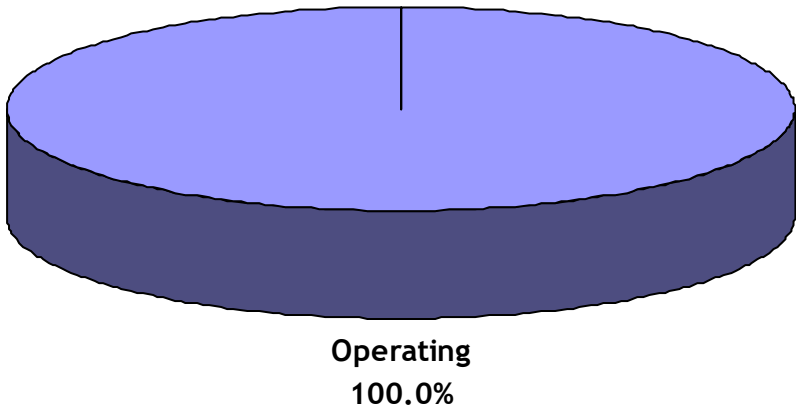
Performance Measures	2018-19		2019-20		2020-21	2021-22
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds set aside for wetlands maintenance	\$487,093	\$500,000	\$489,108	\$480,000	\$490,000	\$490,000
Effectiveness						
Investment yield	2.52%	1.00%	1.48%	2.50%	2.00%	2.00%

WETLANDS MITIGATION TRUST FUND

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Revenue Category					
Investment Income		12,394	5,775	9,000	3,000
Beginning Surplus		-	-	7,500	13,500
Revenue Total	\$	12,394	5,775	16,500	16,500

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Expenditure Category					
Operating					
Professional Services		16,460	1,460	1,500	1,500
Other Services		-	2,300	15,000	15,000
Operating Total		16,460	3,760	16,500	16,500
Expenditure Total	\$	16,460	3,760	16,500	16,500

Expenditure Category



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:

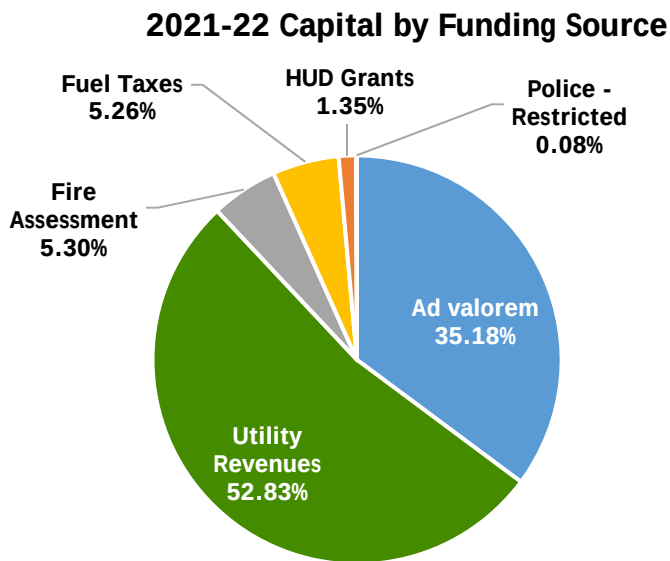
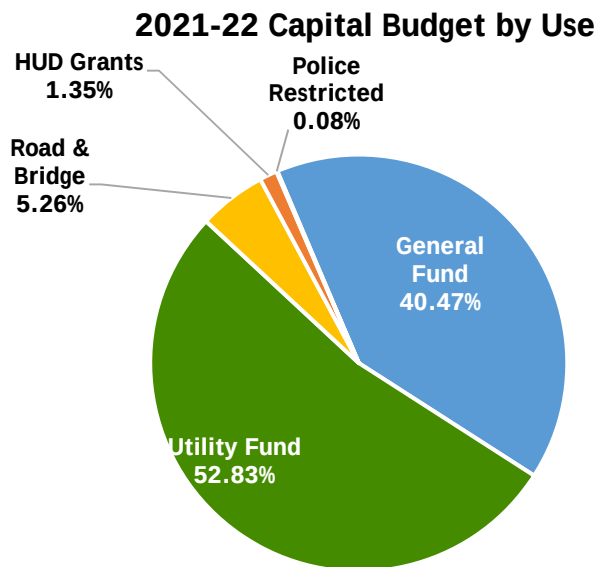
1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of 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:

- 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, and projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs,
- f. projects that significantly improve safety and reduce risk exposure, and
- g. projects supporting private development must include satisfactory return on investment ratios or a fully documented cost/benefit analysis.

Fiscal Year 2021-22 Capital Budget and Operating Impact

The FY 2021-22 capital budget for all funds is \$26.3 million, an increase of \$7.6 million or 40.6% compared to the FY 2020-21 adopted budget. The General Fund and the Utility Fund account for 40.5% and 52.8% 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 \$4.4 million is 16.7% of the total capital outlay planned for all funds, and the Police Department represents 49.7% of the public safety total. Appropriations for replacement of motor vehicles account for \$3.2 million or 71.8% of the public safety capital budget.



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 – Police vehicles
- \$2.0 million – Lift station replacement and rehabilitation
- \$0.3 million – Ambulance

Nonrecurring Items: The 2021-22 all funds budget has two 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 2021-22	Annual	Operating Impact
Water Main improvements at Pines Village	Utility Fund	Net	Explanation
Continuation of Pines Village Water Main Improvements. Water Main pipes in need of replacement due to age and frequent breaks. Requires relocation of meters from back of yards to front.	\$5.0 Million of which \$4.2 million will be funded by ARPA revenue and the remainder by operating revenues	N/A	Reduced water main breakage and improved level of service.
City Furnished Meters (Neptune 360 AMR)	Utility Fund		
Installation of City-furnished water meters 20-years old or older, furnish and install most water meter boxes, cross connection control for all water meters 20-years old or older, sidewalk replacement, service line extensions and antenna booster on an as-needed basis.	\$4.7 Million funded by operating revenues	N/A	Cannot be determined at this time. City believes that automation of meter reading will increase efficiency and productivity of personnel in the Utility Department.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2021-22	2022-23	2023-24	2024-25	2025-26	Total
GENERAL FUND							
Div. 2001 - Finance							
Computer Programs	Revenues	25,000	-	-	-	-	25,000
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	-	980,000	250,000	-	250,000	1,480,000
Computer Programs/Software & Systems Mod.	Revenues	50,000	300,000	50,000	300,000	300,000	1,000,000
Network Servers	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Vehicles	Revenues	40,000	35,000	35,000	-	35,000	145,000
Telephony and Phone Systems	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Computer Equipment (Not Micro)	Revenues	52,500	75,000	-	150,000	-	277,500
Disaster Recovery Software & Hardware	Revenues	-	100,000	100,000	100,000	100,000	400,000
Improvements - Other	Revenues	395,000	200,000	200,000	200,000	200,000	1,195,000
Laptops	Revenues	33,600	30,000	30,000	30,000	30,000	153,600
Other Equipment	Revenues	457,000	307,000	550,000	307,000	550,000	2,171,000
Div. 3001 - Police							
Vehicles	Revenues	1,316,393	1,750,000	1,750,000	2,000,000	2,000,000	8,816,393
Radios	Revenues	71,000	50,000	50,000	50,000	50,000	271,000
Computer System	Revenues	149,695	200,000	200,000	200,000	200,000	949,695
Other Equipment	Revenues	520,000	200,000	200,000	200,000	200,000	1,320,000
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	55,000	55,000	60,000	60,000	60,000	290,000
Ladder Truck	Fire Asmt	1,320,000	-	-	1,400,000	-	2,720,000
Fire Engine	Fire Asmt	-	1,040,000	530,000	-	1,080,000	2,650,000
Fire Apparatus Refurbishment	Fire Asmt	50,000	30,000	30,000	35,000	35,000	180,000
Life Pak (12)	Revenues	-	-	-	-	400,000	400,000
Ambulances	Revenues	315,000	315,000	315,000	315,000	315,000	1,575,000
Ambulance Refurbishment	Revenues	30,000	20,000	20,000	25,000	25,000	120,000
Command Vehicle	Rev/Fire Asmt	80,000	-	80,000	-	-	160,000
Air System	Fire Asmt	-	75,000	-	-	120,000	195,000
Rescue Laptops	Revenues	55,000	-	-	-	-	55,000
Radios	Fire Asmt	78,200	700,000	300,000	500,000	-	1,578,200
SCBA Refurbishment / Replacement	Fire Asmt	-	50,000	720,000	-	-	770,000
Training Facility Refurbishment	Fire Asmt	-	25,000	25,000	25,000	25,000	100,000
Station Refurbishment	Rev/Fire Asmt	75,000	75,000	100,000	100,000	100,000	450,000
Fire Prevention Vehicle	Fire Asmt	43,500	40,000	40,000	40,000	45,000	208,500
Fire Prevention Computer Equipment (not Micro)	Fire Asmt	-	-	10,000	-	-	10,000
Computer Programs-RMS	Rev/Fire Asmt	24,000	-	-	-	-	24,000
Body Armor	Revenues	-	100,000	-	-	-	100,000
Automatic CPR Device	Revenues	24,500	75,000	-	-	-	99,500
Communications upgrade	Rev/Fire Asmt	24,000	-	50,000	-	-	74,000
Computer Equipment (Not Micro)	Rev/Fire Asmt	24,000	-	-	-	30,000	54,000
Special Equipment - FIRE	Fire Asmt	-	-	-	-	220,000	220,000
Other Equipment	Rev/Fire Asmt	16,000	-	-	-	25,000	41,000
Extractors (Bunker Gear)	Rev/Fire Asmt	-	20,000	-	-	20,000	40,000
Rescue Carts and Trailer	Revenues	-	-	65,000	-	-	65,000
Div. 6001 - General Government Buildings							
Vehicles & Heavy Equipment	Revenues	285,000	150,000	150,000	150,000	150,000	885,000
Improvement Other Than Building	Revenues	388,649	-	-	-	-	388,649
Other Equipment	Revenues	70,000	100,000	100,000	100,000	100,000	470,000
Building Improvements	Revenues	1,511,487	-	-	-	-	1,511,487
Parking Lot		100,000	-	-	-	-	100,000
Major Repairs and Maintenance Projects	* Revenues	1,726,500	2,000,000	1,000,000	1,000,000	1,000,000	6,726,500

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2021-22	2022-23	2023-24	2024-25	2025-26	Total
GENERAL FUND (continued)							
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	140,000	225,000	225,000	225,000	225,000	1,040,000
Landscaping	* Revenues	363,000	200,000	200,000	200,000	200,000	1,163,000
Div. 6005 - Procurement							
FuelMaster AIM 2.4 Dash Odometer Kits for Vehic	* Revenues	112,000	16,000	16,000	16,000	16,000	176,000
Div. 6006 - Environmental Services							
Vehicles & Heavy Equipment	Revenues	-	30,000	30,000	30,000	30,000	120,000
Div. 6008 - HC Forman Campus							
Improvement Other Than Building	Revenues	-	250,000	250,000	250,000	250,000	1,000,000
Div. 7001 - Recreation & Div. 7006 - Golf							
Vehicles	Revenues	47,259	60,000	55,000	60,000	60,000	282,259
Heavy Equipment - Parks & Rec & Golf	Revenues	38,000	25,000	25,000	25,000	25,000	138,000
Other Equipment	Revenues	290,800	500,000	500,000	500,000	500,000	2,290,800
Improvements Other Than Building	Revenues	1,932,000	875,000	500,000	500,000	500,000	4,307,000
Buildings	Revenues	150,000	475,000	225,000	225,000	225,000	1,300,000
Fencing	Revenues	25,000	75,000	75,000	75,000	75,000	325,000
Div. 7010- Civic & Cultural Facility							
Building Improvements	Revenues	-	25,000	25,000	25,000	25,000	100,000
Div. 8002 - Housing - Pines Point							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	80,000	80,000	80,000	80,000	80,000	400,000
Div. 8002 - Housing - Project 603 - Pines Place							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Div. 9002 - Planning and Economic Development							
Vehicles	Revenues	25,204	-	-	-	-	25,204
TOTAL GENERAL FUND		\$ 12,834,287	\$ 12,158,000	\$ 9,441,000	\$ 9,723,000	\$ 10,101,000	\$ 54,257,287
ROAD & BRIDGE FUND							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Road Resurfacing	* Revenues	1,123,094	1,500,000	1,500,000	1,500,000	1,500,000	7,123,094
Road, Sidewalk, & Drainage Improvements	* Add'l Local Option Gas Tax	375,875	475,000	475,000	475,000	475,000	2,275,875
Road Improvements	Revenues	360,000	-	-	-	-	360,000
Guardrails	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Other Equipment	Revenues	553,000	28,000	28,000	28,000	28,000	665,000
Vehicles & Heavy Equipment	Revenues	420,000	-	-	-	-	420,000
TOTAL ROAD & BRIDGE FUND		\$ 2,881,969	\$ 2,053,000	\$ 2,053,000	\$ 2,053,000	\$ 2,053,000	\$ 11,093,969

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category
In Present Value as Provided by Department Directors

SOURCE OF FUNDING		2021-22	2022-23	2023-24	2024-25	2025-26	Total
UTILITY FUND							
Div. 6010 - Utilities Administrative Services							
Other Equipment	Revenues	15,271	16,000	17,000	17,000	18,000	83,271
Vehicles & Heavy Equipment	Revenues	30,000	106,000	112,000	115,000	119,000	482,000
Sub Total for Admin Services		45,271	122,000	129,000	132,000	137,000	565,271
Div. 6021 - Sewer Collection & Div. 6022 - Sewer Treatment							
Lift Station Replacements (9 per year)	Revenues	-	900,000	954,000	981,000	1,017,000	3,852,000
Lift Station Rehabilitation	Revenues	1,701,000	905,000	1,363,000	1,978,000	1,454,000	7,401,000
Gravity Sewer Lines - Repair & Re-Line	Revenues	184,160	2,195,000	2,195,000	2,327,000	2,393,000	9,294,160
SCADA Upgrade	Revenues	250,000	308,000	319,000	329,000	341,000	1,547,000
Vehicles & Heavy Equipment	Revenues	-	182,000	192,000	198,000	176,000	748,000
Small Equipment - Pumps, Hoses, etc.	Revenues	-	10,000	11,000	11,000	12,000	44,000
Force Main Replacement	Revenues	260,000	1,575,000	80,000	82,000	85,000	2,082,000
Treatment Units - Rehabilitation	Revenues	160,800	2,744,000	2,334,000	2,144,000	2,208,000	9,590,800
Buildings - Rehabilitate or Replace	Revenues	-	50,000	53,000	55,000	57,000	215,000
Replace Pumps, Generators, Tanks, etc.	Revenues	575,880	1,650,000	1,412,000	492,000	227,000	4,356,880
Improvements Other Than Building	Revenues	193,250	160,000	169,000	1,473,000	179,000	2,174,250
Miscellaneous Items	Revenues	-	25,000	27,000	28,000	29,000	109,000
Sub Total for Sewer		3,325,090	10,704,000	9,109,000	10,098,000	8,178,000	41,414,090
Div. 6031 - Water Plant & Div. 6032 - Water Distribution (except AWS)							
Rehab Raw Water Well	Revenues	-	155,000	165,000	169,000	176,000	665,000
Treatment Units - Rehabilitate (A, B, C, D)	Revenues	650,000	850,000	876,000	650,000	530,000	3,556,000
Water Mains - Replacements	Revenues	5,007,207	3,446,000	5,496,000	5,659,000	6,462,000	26,070,207
Vehicles & Heavy Equipment for Utility	Revenues	140,000	75,000	80,000	82,000	85,000	462,000
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	50,000	229,000	242,000	249,000	257,000	1,027,000
Advanced Metering Infrastructure (AMI) Program	Revenues	4,656,000	-	-	-	-	4,656,000
Improvements Other Than Building	Revenues	10,000	2,092,250	2,098,250	860,000	864,000	5,924,500
Miscellaneous Items	Revenues	-	150,000	159,000	164,000	170,000	643,000
Sub Total for Water		10,513,207	6,997,250	9,116,250	7,833,000	8,544,000	43,003,707
TOTAL UTILITY FUND		\$ 13,883,568	\$ 17,823,250	\$ 18,354,250	\$ 18,063,000	\$ 16,859,000	\$ 84,983,068
TOTAL CIP - ALL FUNDS		\$ 29,599,824	\$ 32,034,250	\$ 29,848,250	\$ 29,839,000	\$ 29,013,000	\$ 150,334,324
Less Operating Items *		(3,855,469)	(4,346,000)	(3,346,000)	(3,346,000)	(3,346,000)	(18,239,469)
Plus Non-CIP Funds		377,345	-	-	-	-	377,345
Plus Non-CIP Capital Items:							
Div. 2001 - Finance		7,000	-	-	-	-	7,000
Div. 201 - City Manager		2,750	-	-	-	-	2,750
Div. 3001 - Police		106,450	-	-	-	-	106,450
Div. 6006 - General Gov't Building		5,000	-	-	-	-	5,000
Div. 6006 - Environmental Services		9,000	-	-	-	-	9,000
Div. 6008 - Howard C. Forman		3,000	-	-	-	-	3,000
Div. 7001 - Recreation		19,790	-	-	-	-	19,790
Div. 8002 - Housing Division - Pines Place		6,000	-	-	-	-	6,000
TOTAL CAPITAL - ALL FUNDS		\$ 26,280,690	\$ 27,688,250	\$ 26,502,250	\$ 26,493,000	\$ 25,667,000	\$ 132,631,190

* 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 a R & M account and not a capital account, since it should be treated as a repair.

DISPOSITION OF PRIOR CIP

		2021-22 CIP Plan	2021-22 Budget	Postponed	Cancelled#	2020-21 Budget
SOURCE OF FUNDING						
Fund 1 General Fund						
Div. 2001 - Finance						
Computer Programs	Revenues	25,000	25,000	-	-	-
Div. 2002 - Technology Services						
Computer Programs/Software & Systems Mod.	Revenues	370,000	50,000	-	320,000	-
Network Servers	Revenues	50,000	50,000	-	-	-
Vehicles	Revenues	-	40,000	-	-	-
Telephony and Phone Systems	Revenues	50,000	100,000	-	-	-
Computer Equipment (Not Micro)	Revenues	200,000	52,500	50,000	97,500	-
Disaster Recovery Software & Hardware	Revenues	170,000	-	-	170,000	-
Improvements - Other	Revenues	1,090,000	395,000	235,000	460,000	-
Laptops	Revenues	30,000	33,600	-	-	-
Other Equipment	Revenues	545,000	457,000	20,000	120,000	-
Div. 3001 - Police						
Vehicles	Revenues	2,146,000	1,316,393	-	829,607	-
Radios	Revenues	50,000	71,000	-	-	-
Motorcycle	Revenues	50,000	-	-	50,000	-
Computer System	Revenues	235,000	149,695	-	85,305	-
Other Equipment	Revenues	8,800	520,000	-	-	-
Div. 4003 - Fire Rescue						
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)						
Vehicles	Rev/Fire Asmt	55,000	55,000	-	-	-
Ladder Truck	Fire Asmt	1,300,000	1,320,000	-	-	-
Fire Engine	Fire Asmt	1,040,000	-	1,040,000	-	-
Fire Apparatus Refurbishment	Fire Asmt	30,000	50,000	-	-	-
Ambulances	Revenues	600,000	315,000	285,000	-	-
Ambulance Refurbishment	Revenues	20,000	30,000	-	-	-
Command Vehicle	Rev/Fire Asmt	-	80,000	-	-	-
Rescue Laptops	Revenues	60,000	55,000	-	5,000	-
Radios - All	Fire Asmt	35,000	78,200	-	-	-
Station Refurbishment	Rev/Fire Asmt	50,000	75,000	-	-	-
Fire Prevention Vehicle	Fire Asmt	-	43,500	-	-	-
Computer Programs-RMS	Rev/Fire Asmt	-	24,000	-	-	-
Automatic CPR Device	Revenues	50,000	24,500	-	25,500	-
Communications Upgrade	Rev/Fire Asmt	-	24,000	-	-	-
Computer Equipment (not micro)	Fire Asmt	-	24,000	-	-	-
Other Equipment	Rev/Fire Asmt	-	16,000	-	-	-
Extractors (Bunker Gear)	Rev/Fire Asmt	70,000	-	20,000	50,000	-
Gym Equipment	Rev/Fire Asmt	50,000	-	-	-	50,000
Div. 6001 - General Government Buildings						
Vehicles & Heavy Equipment	Revenues	75,000	285,000	-	-	-
Buildings	Revenues	940,000	-	940,000	-	-
Improvement other than building	Revenues	-	388,649	-	-	-
Parking Lot	Revenues	-	100,000	-	-	-
Other Equipment	Revenues	275,000	70,000	-	205,000	-
Building Improvements	Revenues	150,000	1,511,487	-	-	-
Major Repair and Maintenance Projects	* Revenues	-	1,726,500	-	-	-
Div. 6004 - Grounds Maintenance						
Vehicles & Heavy Equipment	Revenues	225,000	140,000	-	85,000	-
Landscaping	* Revenues	200,000	363,000	-	-	-
Div. 6005 - Procurement						
FuelMaster AIM 2.4 Dash Odometer Kits for Vehicles	* Revenues	16,000	112,000	-	-	-

DISPOSITION OF PRIOR CIP

		2021-22 CIP Plan	2021-22 Budget	Postponed	Cancelled#	2020-21 Budget
SOURCE OF FUNDING						
Fund 1 General Fund (continued)						
Div. 6006 - Environmental Services						
Vehicles & Heavy Equipment	Revenues	30,000	-	-	30,000	-
Div. 6008 - HC Forman Campus						
Vehicles & Heavy Equipment	Revenues	250,000	-	-	250,000	-
Div. 7001 - Recreation & Cultural Arts & Div. 7006 - Golf						
Vehicles	Revenues	60,000	47,259	-	-	-
Heavy Equipment - Parks & Rec & Golf	Revenues	63,000	38,000	-	25,000	-
Other Equipment	Revenues	512,800	290,800	-	222,000	-
Improvements Other Than Building	Revenues	500,000	1,932,000	-	-	-
Buildings	Revenues	425,000	150,000	-	250,000	-
Fencing	Revenues	100,000	25,000	-	-	-
Div. 7010 - Civic & Cultural Facility						
Building Improvements	Revenues	11,500	-	11,500	-	-
Div. 8002 - Housing - Pines Point						
Repair/Replacement of Air-Conditioning Units & Other Applia *	Revenues	80,000	80,000	-	-	-
Div. 8002 - Housing -Project 603-Pines Place						
Repair/Replacement of Air-Conditioning Units & Other Applia *	Revenues	75,000	75,000	-	-	-
Div. 9002 - Planning and Economic Development						
Vehicles	Revenues	25,000	25,204	-	-	-
TOTAL GENERAL FUND		\$ 12,393,100	\$ 12,834,287	\$ 2,601,500	\$ 3,279,912	\$ 50,000
Fund 100 - Road & Bridge Fund						
Div. 6002 - Maintenance & Div. 6003 - Infrastructure						
Road Resurfacing	* Revenues	1,500,000	1,123,094	376,906	-	-
Road, Sidewalk, & Drainage Improvements	* Add'l LocalOption Gas Tax	475,000	375,875	-	99,125	-
Road Improvements	Revenues	-	360,000	-	-	-
Guardrails	Revenues	50,000	50,000	-	-	-
Other Equipment	Revenues	28,000	553,000	-	-	-
Vehicles & Heavy Equipment	Revenues	-	420,000	-	-	-
TOTAL ROAD & BRIDGE FUND		\$ 2,053,000	\$ 2,881,969	\$ 376,906	\$ 99,125	\$ -
Fund 471 - Utility Fund						
Div. 6010 - Utilities Administrative Services						
Health Park Building 67 (Polk Building) Conversion	Revenues	1,410,000	-	1,410,000	-	-
Vehicles & Heavy Equipment	Revenues	28,082	30,000	-	-	-
Other Equipment	Revenues	-	15,271	-	-	-
Sub Total for Admin Services		\$ 1,438,082	\$ 45,271	\$ 1,410,000	\$ -	\$ -

DISPOSITION OF PRIOR CIP

		2021-22				
	SOURCE OF FUNDING	CIP Plan	2021-22 Budget	Postponed	Cancelled#	2020-21 Budget
Fund 471 - Utility Fund (continued)						
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment						
Lift Station Replacement (9 per year)	Revenues	930,000	-	930,000	-	-
Lift Station Rehabilitation	Revenues	1,547,600	1,701,000	-	-	-
Gravity Sewer Lines - Replace	Revenues	3,172,000	184,160	2,987,840	-	-
SCADA Upgrade (Lift Station Telemetry)	Revenues	27,000	250,000	-	-	-
Vehicles & Heavy Equipment	Revenues	84,082	-	84,082	-	-
Small Equipment - Pumps, Hoses, etc.	Revenues	33,000	-	33,000	-	-
Force Main Replacement	Revenues	1,500,000	260,000	1,240,000	-	-
Treatment Units - Rehabilitation	Revenues	2,244,000	160,800	2,083,200	-	-
Buildings - rehabilitate or replace	Revenues	56,000	-	56,000	-	-
Replace Pumps, Generators, Tanks, etc.	Revenues	462,000	-	462,000	-	-
Improvements other than Building	Revenues	3,721,105	193,250	3,527,855	-	-
Miscellaneous Items	Revenues	102,000	575,880	-	-	-
Subtotal for Sewer		\$ 13,878,787	\$ 3,325,090	\$ 11,403,977	\$ -	\$ -
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)						
Replace Raw Water Well	Revenues	155,000	-	155,000	-	-
Treatment Units- Rehabilitate (A, B, C, D)	Revenues	850,000	650,000	200,000	-	-
Replace Back-up Generators & Fuel Tanks	Revenues	800,000	-	800,000	-	-
Miscellaneous Equipment - Replacements	Revenues	383,000	-	383,000	-	-
Water Mains - Replacements	Revenues	7,703,000	5,007,207	2,695,793	-	-
Advanced Metering Infrastructure (AMI) Program	Revenues	-	4,656,000	-	-	-
Vehicles & Heavy Equipment for Utility	Revenues	223,082	140,000	83,082	-	-
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	311,000	50,000	261,000	-	-
Improvements other than Building	Revenues	1,973,000	10,000	1,963,000	-	-
Miscellaneous Items	Revenues	50,000	-	50,000	-	-
Subtotal for Water		\$ 12,448,082	\$ 10,513,207	\$ 6,590,875	\$ -	\$ -
TOTAL UTILITY FUND		\$ 27,764,951	\$ 13,883,568	\$ 19,404,852	\$ -	\$ -
TOTAL DISPOSITION- ALL FUNDS		\$ 42,211,051	\$ 29,599,824	\$ 22,383,258	\$ 3,379,037	\$ 50,000
Less Operating Items *		(2,346,000)	(3,855,469)	(376,906)	(99,125)	-
Plus Non-CIP Funds		-	377,345	-	-	-
Plus Non-CIP Capital Items:						
Div. 2001 - Finance		4,000	7,000	-	-	-
Div. 201 - City Manager		-	2,750	-	-	-
Div. 3001 - Police		-	106,450	-	-	-
Div. 6006 - General Gov't Building		-	5,000	-	-	-
Div. 6006 - Environmental Services		-	9,000	-	-	-
Div. 6008 - Howard C. Forman		-	3,000	-	-	-
Div. 7001- Recreation		8,990	19,790	-	-	-
Div. 8002 - Housing Division - Pines Place		0	6,000	-	-	-
TOTAL CAPITAL - ALL FUNDS		\$ 39,878,041	\$ 26,280,690	\$ 22,006,352	\$ 3,279,912	\$ 50,000

* 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 a R & M account and not a capital account, since it should be treated as a repair.

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

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 001 General Fund				
Taxes				
Ad Valorem Taxes				
0000-311001-00000 Current Ad Valorem Taxes	68,787,774	73,440,414	77,076,815	80,042,821
0000-311002-00000 Delinquent Ad Valorem Taxes	17,330	25,844	-	-
Ad Valorem Taxes	68,805,103	73,466,259	77,076,815	80,042,821
Insurance Premium Taxes				
0000-312510-04003 Fire Insurance Premium Tax	1,428,643	1,126,914	1,428,643	1,126,914
0000-312520-00000 Casualty Insurance Premium Tax	1,549,950	1,551,975	1,549,950	1,551,975
Insurance Premium Taxes	2,978,593	2,678,889	2,978,593	2,678,889
Utility Taxes				
0000-314100-00000 Public Svc Tax - Electric Svc	10,098,783	10,261,484	10,322,878	10,672,704
0000-314300-00000 Public Svc Tax - Water	1,178,651	926,989	585,052	841,537
0000-314400-00000 Public Svc Tax - Gas	162,446	161,381	164,000	140,000
0000-314800-00000 Public Svc Tax - Propane	65,726	60,572	65,000	60,000
Utility Taxes	11,505,606	11,410,427	11,136,930	11,714,241
Local Business Tax				
0000-316000-00000 Local Business Tax - City	3,588,457	3,586,587	3,619,000	3,436,000
Local Business Tax	3,588,457	3,586,587	3,619,000	3,436,000
Taxes	86,877,760	91,142,161	94,811,338	97,871,951
Permits, Fees & Assessments				
Building Permits				
1001-322040-00000 Garage Sales	4,020	2,215	6,500	4,000
1001-322041-00000 POD Annual Permits	1,000	500	1,000	1,000
1001-322075-00000 Sign Renewal Fee	31,809	32,833	33,509	33,509
6006-322055-00000 Paving or Drainage Permits	431,077	155,336	300,000	285,000
9002-322016-00000 Building Permit Review	168,063	146,652	120,000	125,000
9002-322037-00000 Special Event Permit Review	950	900	2,000	1,000
9002-322050-00000 Landscaping Permit	92,961	31,627	70,000	48,000
Building Permits	729,880	370,063	533,009	497,509
Franchise Fees				
0000-323100-00000 Franchise Fees - Electricity	7,646,764	7,602,926	8,013,567	7,641,136
0000-323400-00000 Franchise Fees - Gas	132,902	128,954	128,000	108,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Franchise Fees				
0000-323600-00000 Privilege Fees - Sewer	3,697,034	3,584,201	3,607,000	3,799,000
0000-323700-00000 Franchise Fee-Sanitation Nonfr	203,151	238,759	201,000	206,000
0000-323720-00000 Franchise Fee-Sanitation Franc	2,999,261	2,980,610	3,195,000	3,075,000
0000-323910-00000 Franchise Fees - Bus Bench Ad	132,000	132,000	132,000	132,000
0000-323930-00000 Franchise Fee-Rsrc Rcvry Host	1,663,077	1,656,423	1,669,800	415,000
0000-323940-00000 Franchise Fees - Towing Svc	205,000	209,530	209,531	-
Franchise Fees	16,679,189	16,533,402	17,155,898	15,376,136
Special Assessments				
3001-325130-00000 Police Equipment Assessment	94,988	37,101	84,000	78,000
4003-325110-00000 Fire Equipment Assessment	115,187	51,013	100,000	100,000
4003-325220-00000 Fire Protection Special Assess	24,149,918	23,848,516	26,079,510	26,108,918
4003-325221-00000 Interim Fire Special Assess	328,221	183,595	300,000	300,000
Special Assessments	24,688,314	24,120,225	26,563,510	26,586,918
Other Licenses, Fees & Permits				
1001-329200-00000 Annual Lobbyist Regist Fee	700	650	800	600
9002-329300-00000 Tree Removal-Relocation Permit	6,170	6,470	3,500	4,000
Other Licenses, Fees & Permits	6,870	7,120	4,300	4,600
Permits, Fees & Assessments	42,104,252	41,030,810	44,256,717	42,465,163

Intergovernmental Revenue

Federal Grants

0800-331954-ARPA1 Coronavirus State and Local	-	-	-	8,550,023
3001-331211-00000 Bulletproof Vest Grant	23,908	7,214	-	-
3001-331223-00000 Hazard Mitigation Grant	-	174,750	226,643	-
3050-331510-03377 Federal Emergency Mgmnt Agency	-	163,192	-	-
3050-331510-04337 Federal Emergency Mgmnt Agency	-	1,215,801	-	-
3050-331618-COVID Broward Cares Act Fund	-	2,799,308	-	-
4003-331223-00000 Hazard Mitigation Grant	-	882,558	721,117	-
4003-331816-00000 Asst to Firefighter Grant AFG	-	-	70,919	-
4003-331940-00000 Natl Bioterrorism HospitalPrep	-	2,845	3,000	3,000
4003-331950-COVID Other public safety	-	57,261	-	-
6001-331223-00000 Hazard Mitigation Grant	-	476,408	1,082,092	-
7010-331711-00000 Promotion for the Humanities	-	-	5,000	-
8001-331500-00000 Elderly Energy Assistance	15,325	15,389	21,955	22,934

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Federal Grants				
8001-331500-CARES Elderly Energy Assistance	-	-	18,987	18,987
Federal Grants	39,234	5,794,726	2,149,713	8,594,944
State Grants				
3050-334960-03377 FEMA - State Share	-	27,199	-	-
3050-334960-04337 FEMA - State Share	-	3,652	-	-
4003-334223-00000 Local Government Fire Grant	527,947	-	-	-
7010-334740-00312 General Program Support Grant	-	45,430	47,400	-
State Grants	527,947	76,280	47,400	-
State Shared				
0000-335121-00000 Sales Tax Proceeds	4,615,212	4,233,780	3,675,000	4,833,000
0000-335180-00000 Local Gov 1/2 Cent Sale Tax	11,097,737	10,085,609	9,822,000	11,282,000
0800-335140-00000 Mobile Home Licenses	2,314	2,110	2,200	2,200
0800-335150-00000 Beverage Licenses	64,735	55,847	58,000	55,000
4003-335200-00000 Firefighter Supplemental Comp	89,090	89,073	92,000	96,000
State Shared	15,869,087	14,466,420	13,649,200	16,268,200
Grants from Local Units				
7001-337656-00304 CSC Maximizing Out-of-Sch Time	102,343	-	-	-
Grants from Local Units	102,343	-	-	-
Occupational Licenses / County				
0000-338000-00000 Local Business Tax - County	169,854	163,778	168,000	185,000
Occupational Licenses / County	169,854	163,778	168,000	185,000
Intergovernmental Revenue				
	16,708,465	20,501,204	16,014,313	25,048,144
Charges for Services				
General Government Charges				
0201-341982-00315 Advertising	19,088	11,161	33,000	33,000
0800-341200-00000 Administrative Fees	13,595,719	14,885,887	15,696,427	16,046,826
0800-341280-00000 Credit Enhancement Fee	4,167	-	-	-
0800-341298-00000 Payment in Lieu of Taxes	1,315,239	1,298,952	1,353,475	1,348,062
0800-341310-00000 Admin Fee - Building Svc	179,331	182,063	184,600	187,400
0800-341312-00000 Admin Fee - 25% Surcharge	8,663	6,642	4,500	8,000
0800-341313-00000 Admin Fee - Sanitation	297,565	294,178	285,000	294,000
0800-341314-00000 Contract AdminFee - Sanitation	120,000	120,000	120,000	320,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
General Government Charges				
0800-341315-00000 Admin Fees - Towing	-	-	-	22,782
1001-341932-00000 Certify Copy Record Search	6,751	7,368	7,000	7,370
1001-341952-00000 Notary Fees	440	226	450	450
1001-341956-00000 Other Government Filing Fees	1,800	13,436	10,000	10,000
1001-341957-00000 Passport Fee	140,788	59,797	155,000	100,000
1001-341968-00000 Sale of Code of Ordinance	-	-	100	300
2001-341948-00000 Lien Research	224,950	213,450	215,000	214,000
2002-341311-00000 Admin Fee - Technical Svc	825,686	667,162	899,279	903,271
3001-341300-09007 Admin Hearing Fee	4,950	6,795	5,400	6,600
3001-341305-09007 Registration Abandon Property	27,150	16,650	25,200	18,000
6006-341934-00000 Engineering Charges to Utility	136,872	136,254	141,041	145,777
6006-341936-00000 Engineering Plan Review Fee	46,120	39,201	28,000	55,000
6008-341280-00670 Credit Enhancement Fee	24,028	50,000	50,000	50,000
6008-341296-00670 Maintenance/Admin Fee	17,927	31,941	31,941	32,564
6008-341919-00060 Housing Application Fee	199	25	300	400
7010-341981-00350 Entrance Fee	5,611	200	-	10,200
8002-341919-00603 Housing Application Fee	21,925	13,990	16,480	16,480
8002-341919-00000 Housing Application Fee	5,950	4,615	4,500	4,500
9002-341905-00000 P & Z Board Surcharge	1,597	1,174	1,400	1,400
9002-341921-00000 Local Business Tax Review Fee	16,096	12,226	20,000	15,000
9002-341940-00000 Land Use Plan Amendments	18,581	8,423	10,600	19,015
9002-341941-00000 Dev of Regional Impact Fees	1,008	6,628	6,800	6,800
9002-341942-00000 Flexibility Allocation Fees	-	4,264	4,270	4,270
9002-341960-00000 Plat Approval Fees	6,195	8,772	10,000	12,895
9002-341969-00000 BOA Review Fees	7,250	17,924	4,500	3,000
9002-341973-00000 Map Reproduction	20	-	60	60
9002-341976-00000 Sign Approval Fees	16,438	7,376	7,400	6,675
9002-341979-00000 Group Home Research	180	81	160	160
9002-341980-00000 Site Review Fees	93,376	66,216	52,000	48,000
9002-341985-00000 Site or Zoning Inspection	13,881	13,321	8,000	7,375
9002-341986-00000 P & Z Variance Review Fees	37,875	15,032	17,050	19,050
9002-341987-00000 Deed Restriction Processing	-	-	160	160
9002-341991-00000 Zoning Letters	7,900	6,526	8,500	7,840
9002-341992-00000 Zoning Fees (Public Hearings)	21,060	34,751	17,000	18,000
9002-341994-00000 Miscellaneous Fees	27,836	21,398	15,000	15,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
General Government Charges				
9002-341995-00000 Alcoholic Bvg License Review	3,187	3,045	4,400	2,950
9002-341996-00000 Special Exception Fees	-	2,106	4,270	2,750
9002-341997-00000 Deferral Fee	1,032	-	1,060	2,115
9002-341999-00000 Appeal of Decision	-	1,580	3,200	3,200
General Government Charges	17,304,428	18,290,838	19,462,523	20,030,697
Public Safety Charges				
0000-342502-00678 Fee - Fire Watch Overtime	-	-	12,000	6,000
0000-342601-00000 Medical Transport (PEMT AHCA)	-	-	180,612	176,000
3001-342100-00000 Police Svc	41,609	37,206	44,100	26,400
3001-342105-09007 CODE Services	-	160,000	120,000	-
3001-342120-00303 School Resource Officers	1,103,633	1,276,392	1,104,594	1,198,194
3001-342120-00313 School Resource Officers	214,266	160,700	-	-
3001-342150-00000 Take Home Vehicle Program	28,840	31,710	30,180	32,460
3001-342204-00000 False Alarm Fee	115,650	74,975	132,900	121,700
3001-342940-00000 Police Detail	404,784	178,187	360,000	180,000
3001-342960-00000 Police Civilian Academy	1,280	-	2,800	1,400
4003-342202-00678 Annual Fire Inspection Fee	671,042	728,981	685,000	710,000
4003-342203-00678 Life Safety PlanReview&Inspect	348,920	360,437	410,000	355,000
4003-342204-00678 False Alarm Fee	38,000	24,600	38,000	24,600
4003-342501-00678 Fee - Expediting Overtime	20,263	14,273	21,000	17,300
4003-342600-00000 Rescue Transport Fees	3,752,096	3,366,552	3,663,000	3,550,000
4003-342602-00000 Other public safety	-	113,534	264,729	349,000
4003-342900-00000 CPR Certification	8,999	1,751	10,000	5,000
4003-342901-00000 Fire Rescue Svc to Brwd County	4,000	4,000	10,000	10,000
4003-342930-00000 Fire Detail	27,050	31,716	27,000	27,000
Public Safety Charges	6,780,434	6,565,015	7,115,915	6,790,054
Transportation Charges				
8001-344910-00000 Transportation Svc	473	613	280	280
Transportation Charges	473	613	280	280
Recreation Charges				
5002-347210-00203 Summer Program Fees	67,609	-	-	-
5002-347210-00205 Summer Program Fees	141,825	-	-	-
5002-347210-00209 Summer Program Fees	244,526	-	234,195	164,950
5002-347210-00208 Summer Program Fees	153,601	-	218,600	163,035

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Recreation Charges				
5002-347215-00208 Summer Activity Fees	21,251	-	21,200	16,975
5002-347215-00203 Summer Activity Fees	9,201	25	-	-
5002-347215-00205 Summer Activity Fees	17,253	-	-	-
5002-347215-00209 Summer Activity Fees	37,062	390	44,550	30,900
5002-347220-00209 School Year Activity Fee	41,380	30,470	48,005	26,425
5002-347220-00208 School Year Activity Fee	29,954	22,682	28,575	21,625
5002-347220-00205 School Year Activity Fee	5,130	5,328	-	-
5002-347220-00203 School Year Activity Fee	5,325	5,826	-	-
7001-347200-00000 Clean Up Fees	18,062	4,559	2,770	11,675
7001-347210-00000 Summer Program Fees	270,640	-	-	253,215
7001-347225-00000 Youth Athletic Program	94,815	30,351	50,000	100,000
7001-347536-00000 Gymnasium Fees	247	935	1,000	-
7001-347540-00000 Membership Fitness Center	9,583	2,519	-	5,000
7001-347548-00000 Racquet Club Fees	4,020	1,930	-	1,300
7001-347552-00000 Racquet Club Memberships	680	1,150	-	500
7001-347556-00000 Recreation Classes by Staff	980	580	-	950
7001-347564-00000 Swimming Fees	6,650	6,327	4,100	11,800
7001-347565-00000 Athletic Fees - Non-resident	54,835	34,060	30,000	55,000
7001-347566-00000 Youth Soccer Fees	189,895	11,130	95,000	189,000
7001-347568-00000 Swimming Lessons by Staff	52,082	16,978	17,000	49,050
7001-347572-00000 Swimming Pool Membership	22,131	4,681	7,434	14,373
7001-347573-00000 Community Swim Team Fees	49,539	46,088	40,000	48,000
7001-347576-00000 Tennis Court Fees	11,590	13,947	13,000	13,950
7001-347580-00000 Tennis Lessons	48,220	35,485	60,000	35,000
7001-347584-00000 Tennis Membership Fees	25,052	16,119	20,350	23,150
7001-347908-00000 Art & Cultural Program Fees	53,295	26,042	19,685	104,814
7001-347909-00000 ArtsPark Program Fees	73,128	27,031	9,450	-
7001-347911-00000 Community Garden Fees	540	-	500	500
7001-347925-00000 Taxable Recreational Fees	-	-	84	-
7003-347400-00000 Special Events	30,152	37,746	41,470	62,390
7006-347302-00000 Golf Restaurant Operating Rev	-	229,305	583,335	212,600
7006-347504-00000 Driving Range Fees	58,687	76,848	60,000	66,316
7006-347508-00000 Golf Bag Storage	3,790	4,648	4,500	4,100
7006-347512-00000 Golf Cart Rental	1,444,005	1,481,413	1,475,000	1,475,000
7006-347516-00000 Golf Club Rentals	7,035	6,151	7,500	8,100

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Recreation Charges				
7006-347520-00000 Golf Green Fees	355,312	273,087	400,000	435,000
7006-347524-00000 Golf Handicaps Fees	1,246	1,329	1,200	1,500
7006-347528-00000 Golf Locker Rental	1,175	1,575	1,500	1,500
7006-347532-00000 Golf Memberships	94,650	82,200	95,000	87,000
7010-347301-00340 Civic Center Operating Revenue	669,329	368,311	138,050	494,900
8001-347556-00000 Recreation Classes by Staff	86,359	39,838	129,463	129,463
Recreation Charges	4,511,840	2,947,082	3,902,516	4,319,056
Education Charges				
5002-347951-00209 EDC Fees - State VPK	191,611	166,758	308,358	202,608
5002-347951-00203 EDC Fees - State VPK	71,690	63,501	-	-
5002-347951-00205 EDC Fees - State VPK	114,804	85,456	-	-
5002-347951-00208 EDC Fees - State VPK	240,929	179,324	223,560	189,945
5002-347955-00203 EDC Fees - State Supplement	96,679	45,490	-	-
5002-347955-00205 EDC Fees - State Supplement	84,976	75,261	-	-
5002-347955-00209 EDC Fees - State Supplement	26,704	38,216	-	-
5002-347961-00209 Early Development Center Fees	1,248,242	627,341	948,646	1,019,770
5002-347961-00208 Early Development Center Fees	1,164,381	590,710	962,016	1,057,020
5002-347961-00205 Early Development Center Fees	601,392	286,485	-	-
5002-347961-00203 Early Development Center Fees	350,921	164,134	-	-
5002-347969-00209 EDC Registration Fees	28,064	6,650	28,928	17,618
5002-347969-00208 EDC Registration Fees	20,262	4,186	29,992	21,640
5002-347969-00203 EDC Registration Fees	10,278	1,565	-	-
5002-347969-00205 EDC Registration Fees	12,134	2,698	-	-
Education Charges	4,263,065	2,337,775	2,501,500	2,508,601
Charges for Services	32,860,240	30,141,322	32,982,734	33,648,688
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
2001-359200-00000 Penalty - Returned Checks	4,731	4,101	5,000	5,000
3001-351010-00000 Parking Citations	17,786	5,775	21,600	7,200
3001-351020-00000 Parking Fines - \$5 Surcharge	785	289	900	300
3001-354000-09007 Violations of Local Ordinance	179,336	46,036	180,000	60,000
3001-354100-00316 Red Zone Infraction	924,214	859,152	889,000	-
3001-354200-00316 Hearing Fees	4,550	5,525	9,000	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fines & Forfeitures				
3001-359000-00000 Court Fines & Forfeiture	598,364	433,671	576,000	432,000
Fines & Forfeitures	1,729,766	1,354,550	1,681,500	504,500
Judgments, Fines & Forfeitures	1,729,766	1,354,550	1,681,500	504,500
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	1,065,304	486,708	738,000	746,751
0000-361101-04003 Interest on Fire Protect Asses	18,114	14,068	9,800	1,000
0000-361103-00000 Interest on Tax Deposits	50,636	43,863	12,000	1,000
0000-361104-00000 Miscellaneous Interest	11,133	(6,577)	5,000	5,000
0000-361300-00000 Net Incr or Decr of Investment	1,741,580	1,445,760	808,000	1,400,000
Investment Income	2,886,767	1,983,822	1,572,800	2,153,751
Rents & Royalties				
0800-362024-00000 Commission - Coke Machines	5,509	7,905	15,912	15,912
5005-362041-00000 Rental - WCY	1,300	750	1,000	1,000
5005-362043-00000 Rental - Exempt Organizations	17,066	6,678	18,000	18,000
6001-362030-00000 Rental - City Facilities	603,955	620,485	381,569	484,080
6001-362031-00000 Rental - Cell Towers Exempt	1,844,921	1,826,607	1,629,000	1,447,000
6001-362037-00000 Rental - Fire Control	835,193	845,206	874,167	855,442
6008-362051-00060 Rental Misc Fees	718	340	500	500
6008-362053-00065 Rent- Duplex	3,500	-	-	-
6008-362060-00000 Rental - Utility Fund	156,923	159,905	163,583	165,874
6008-362070-00060 Rent State Hosp Site - Exempt	56,584	65,142	81,360	83,040
6008-362070-00670 Rent State Hosp Site - Exempt	178,007	383,537	383,537	391,991
6008-362070-00000 Rent State Hosp Site - Exempt	474,255	470,864	471,114	471,114
6008-362071-00000 Rent State Hosp Site - Taxable	672,605	659,333	657,660	657,660
7001-362020-00000 Commission-Recreation Classes	7,805	5,132	5,685	4,840
7001-362030-00000 Rental - City Facilities	138,951	67,042	67,181	82,830
7001-362034-00000 Rental - Gymnasium	-	675	-	-
7001-362035-00000 Field Rentals	130,947	121,222	75,000	121,000
7001-362038-00000 Rental - Storage Lot	398,851	373,554	399,244	416,988
7001-362051-00000 Rental Misc Fees	5,313	8,390	5,700	7,650
7006-362025-00000 Commission - Pro Shop	11,274	5,857	9,500	8,000
8001-362046-00000 Rental - Community Services	28,151	20,065	18,552	18,462

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Rents & Royalties				
8001-362054-00000 Rental - Adult Day Care	125,104	106,558	127,869	125,104
8002-362030-00000 Rental - City Facilities	64,588	60,566	70,505	70,160
8002-362042-00603 Rental - Housing	6,325,104	6,366,474	7,238,272	5,880,856
8002-362042-00000 Rental - Housing	1,851,990	2,000,124	2,169,780	2,203,850
8002-362051-00000 Rental Misc Fees	1,637	2,868	1,100	1,100
8002-362051-00603 Rental Misc Fees	63,170	22,654	50,000	50,000
Rents & Royalties	14,003,420	14,207,933	14,915,790	13,582,453
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364010-00000 Sale of Fixed Assets	-	103,366	-	60,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	103,366	-	60,000
Miscellaneous Revenues				
0000-365000-00000 Sale of Scrap or Surplus	169,031	60,359	62,000	-
Miscellaneous Revenues	169,031	60,359	62,000	-
Private Gifts / Contributions				
0000-366015-00000 Contributions	6,065	600	-	-
3001-366015-00000 Contributions	-	-	1,000	-
4003-366015-00000 Contributions	-	-	38,821	-
5002-366015-00209 Contributions	16,000	-	1,000	-
5002-366015-00208 Contributions	1,500	-	-	-
6008-366015-00060 Contributions	2,500	-	2,500	2,500
7001-366015-00000 Contributions	6,700	5,600	5,000	5,000
7010-366015-00350 Contributions	-	-	47,680	47,500
Private Gifts / Contributions	32,765	6,200	96,001	55,000
Other Miscellaneous Revenues				
0000-369010-00000 Cash - Over & Short	(168)	(292)	100	100
0000-369030-00000 Jury Duty & Subpoena Money	7,961	3,595	7,500	500
0000-369058-00000 Purchasing Discounts Earned	971	476	500	500
0000-369900-00000 Other Miscellaneous Revenue	27,968	50,602	10,000	10,000
5002-369045-00209 Food Sales	37,451	13,870	42,625	-
5002-369045-00203 Food Sales	10,575	2,706	-	-
5002-369045-00205 Food Sales	19,354	7,850	-	-
5002-369045-00208 Food Sales	28,937	11,841	44,000	-
7006-369900-00000 Other Miscellaneous Revenue	2,430	4,860	2,600	2,600
Other Miscellaneous Revenues	135,479	95,507	107,325	13,700

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Miscellaneous Revenues	17,227,462	16,457,187	16,753,916	15,864,904
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	10,881,782	-
Appropriated Fund Balance	-	-	10,881,782	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	6,257,854	4,685,257
Beginning Surplus	-	-	6,257,854	4,685,257
Other Sources	-	-	17,139,636	4,685,257
Fund: General Fund	197,507,945	200,627,233	223,640,154	220,088,607

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 051 Wetlands Trust Fund				
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	12,394	5,775	9,000	3,000
Investment Income	12,394	5,775	9,000	3,000
Miscellaneous Revenues	12,394	5,775	9,000	3,000
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	7,500	13,500
Beginning Surplus	-	-	7,500	13,500
Other Sources	-	-	7,500	13,500
Fund: Wetlands Trust Fund	12,394	5,775	16,500	16,500

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 100 Road & Bridge Fund				
Taxes				
Local Option Gas Tax				
0000-312411-00000 Local Option Gas Tax \$.06	1,743,782	1,537,124	1,524,000	1,672,000
0000-312421-00000 Addl Local Option Gas Tax \$.03	1,060,569	925,252	908,000	1,011,000
0000-312422-00000 Addl Gas Tax \$.01 (5th cent)	179,863	156,914	154,000	171,000
Local Option Gas Tax	2,984,213	2,619,291	2,586,000	2,854,000
Taxes	2,984,213	2,619,291	2,586,000	2,854,000
Permits, Fees & Assessments				
Franchise Fees				
0000-323720-00000 Franchise Fee-Sanitation Franc	1,614,987	1,604,944	1,720,000	1,595,000
Franchise Fees	1,614,987	1,604,944	1,720,000	1,595,000
Permits, Fees & Assessments	1,614,987	1,604,944	1,720,000	1,595,000
Intergovernmental Revenue				
Federal Grants				
6003-331223-00000 Hazard Mitigation Grant	-	-	58,875	-
Federal Grants	-	-	58,875	-
State Grants				
6003-334491-00000 County Incentive Grant Program	823,553	818,864	-	-
State Grants	823,553	818,864	-	-
State Shared				
0000-335120-00000 Municipal Gas Tax 8th Cent	1,361,212	1,225,734	1,073,000	1,300,000
0000-335122-00000 Motor Fuel Tax Rebate	99,464	63,163	87,000	78,000
0000-335124-00000 Special Motor Fuel Tax	4,168	1,678	4,000	800
State Shared	1,464,844	1,290,576	1,164,000	1,378,800
Intergovernmental Revenue	2,288,397	2,109,440	1,222,875	1,378,800
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	105,244	66,890	84,000	36,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Investment Income				
0000-361300-00000 Net Incr or Decr of Investment	43,042	37,245	20,000	21,000
Investment Income	148,286	104,136	104,000	57,000
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364010-00000 Sale of Fixed Assets	-	-	500	-
Disp of Fix Assets / Sale of Equip/ Scrap	-	-	500	-
Other Miscellaneous Revenues				
0000-369900-00000 Other Miscellaneous Revenue	233,085	240,081	240,081	247,283
Other Miscellaneous Revenues	233,085	240,081	240,081	247,283
Miscellaneous Revenues	381,371	344,216	344,581	304,283
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	628,434	-	-	-
Interfund Transfers	628,434	-	-	-
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	4,197,355	-
Appropriated Fund Balance	-	-	4,197,355	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	2,416,392	2,622,054
Beginning Surplus	-	-	2,416,392	2,622,054
Other Sources	628,434	-	6,613,747	2,622,054
Fund: Road & Bridge Fund	7,897,402	6,677,890	12,487,203	8,754,137

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 120 FHFC Grants SHIP/CRF				
Intergovernmental Revenue				
Federal Grants				
0600-331951-00000 Coronavirus Relief Fund	-	216,018	839,983	-
Federal Grants	-	216,018	839,983	-
State Grants				
0600-334920-02021 SHIP	-	-	-	1,116,001
0600-334920-00000 SHIP	408,375	429,878	1,164,400	-
0600-334930-00000 SHIP Recaptured Income	239,525	197,868	-	-
0600-334931-00000 SHIP Program Income	-	8,494	(772)	-
State Grants	647,900	636,240	1,163,628	1,116,001
Intergovernmental Revenue	647,900	852,258	2,003,611	1,116,001
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	-	-	13,000	7,000
Investment Income	-	-	13,000	7,000
Miscellaneous Revenues	-	-	13,000	7,000
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(13,000)	(7,000)
Beginning Surplus	-	-	(13,000)	(7,000)
Other Sources	-	-	(13,000)	(7,000)
Fund: FHFC Grants SHIP/CRF	647,900	852,258	2,003,611	1,116,001

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 121 HUD Grants CDBG/HOME				
Intergovernmental Revenue				
Federal Grants				
0600-331900-COVID Community Dev Block Grant	-	12,700	551,473	-
0600-331900-02021 Community Dev Block Grant	-	-	-	864,564
0600-331900-00000 Community Dev Block Grant	640,107	309,447	2,367,469	-
0600-331903-00000 NeighborhoodStabilization Prog	263,277	86,545	75,056	-
0600-331905-00000 CDBG Recaptured Income	-	47,023	-	-
0600-331908-00000 NSP Recaptured Income	5,300	-	-	-
0600-331930-HOM21 HOME Grant	-	-	-	266,050
0600-331930-00000 HOME Grant	148,127	49,828	985,665	-
8006-331900-02021 Community Dev Block Grant	-	-	-	152,570
8006-331900-00000 Community Dev Block Grant	123,338	132,105	138,974	-
Federal Grants	1,180,149	637,648	4,118,637	1,283,184
Intergovernmental Revenue	1,180,149	637,648	4,118,637	1,283,184
Fund: HUD Grants CDBG/HOME	1,180,149	637,648	4,118,637	1,283,184

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 122 Law Enforcement Grant				
Intergovernmental Revenue				
Federal Grants				
3015-331251-00000 Victims of Crime Act	15,397	16,004	33,426	22,167
3022-331222-00000 Public Safety Partnership	-	-	500,000	-
3026-331254-00000 Highway Planning & Construct	20,000	4,583	6,273	-
3028-331255-COVID Coronavirus Emg Supplemental	-	-	80,017	-
3030-331810-00000 Urban Area Strat Initia (UASI)	154,077	73,736	131,631	-
3031-331224-00000 Preparing for Emerging Threats	21,044	-	-	-
Federal Grants	210,518	94,323	751,347	22,167
Intergovernmental Revenue	210,518	94,323	751,347	22,167
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	-	-	372,790	-
Interfund Transfers	-	-	372,790	-
Other Sources	-	-	372,790	-
Fund: Law Enforcement Grant	210,518	94,323	1,124,137	22,167

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 124 Police Community Service Grant				
Intergovernmental Revenue				
Federal Grants				
3018-331263-00000 Byrne Justice Assist Grant	18,891	20,423	-	-
Federal Grants	18,891	20,423	-	-
Intergovernmental Revenue	18,891	20,423	-	-
Fund: Police Community Service Grant	18,891	20,423	-	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 128 Community Bus Program				
Intergovernmental Revenue				
Federal Grants				
8001-331801-00000 Capital Asst Program 5310	286,962	166,362	179,602	-
Federal Grants	286,962	166,362	179,602	-
State Shared				
8001-335902-00000 State Matching on Fed Program	-	-	22,450	-
State Shared	-	-	22,450	-
Grants from Local Units				
8004-337410-00042 Broward County Transit Grant	47,386	82,080	83,182	65,900
8004-337410-00000 Broward County Transit Grant	262,684	685,306	682,930	541,047
Grants from Local Units	310,070	767,386	766,112	606,947
Intergovernmental Revenue	597,032	933,748	968,164	606,947
Miscellaneous Revenues				
Private Gifts / Contributions				
8004-366015-00000 Contributions	5,210	-	-	-
Private Gifts / Contributions	5,210	-	-	-
Miscellaneous Revenues	5,210	-	-	-
Other Sources				
Interfund Transfers				
8001-381020-00000 Transfer from General Fund	254,084	180,493	272,204	376,082
8004-381100-00042 Transfer from Road&Bridge Fund	35,393	-	-	47,560
8004-381100-00000 Transfer from Road&Bridge Fund	229,441	-	-	388,076
Interfund Transfers	518,918	180,493	272,204	811,718
Other Sources	518,918	180,493	272,204	811,718
Fund: Community Bus Program	1,121,159	1,114,242	1,240,368	1,418,665

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 131 Treasury - Confiscated				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3011-351040-00000 Confiscated by Dept of Treasur	66,809	13,981	-	-
Fines & Forfeitures	66,809	13,981	-	-
Judgments, Fines & Forfeitures	66,809	13,981	-	-
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	11,253	6,237	8,000	3,000
Investment Income	11,253	6,237	8,000	3,000
Miscellaneous Revenues	11,253	6,237	8,000	3,000
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	430,347	-
Appropriated Fund Balance	-	-	430,347	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	69,852	14,989
Beginning Surplus	-	-	69,852	14,989
Other Sources	-	-	500,199	14,989
Fund: Treasury - Confiscated	78,062	20,217	508,199	17,989

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 132 Justice - Confiscated				
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	10,897	5,247	7,000	3,000
Investment Income	10,897	5,247	7,000	3,000
Miscellaneous Revenues	10,897	5,247	7,000	3,000
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	422,458	-
Appropriated Fund Balance	-	-	422,458	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	3,387	359
Beginning Surplus	-	-	3,387	359
Other Sources	-	-	425,845	359
Fund: Justice - Confiscated	10,897	5,247	432,845	3,359

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 133 \$2 Police Education				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3013-351030-00000 Police Education \$2.00	24,170	19,391	27,419	19,228
Fines & Forfeitures	24,170	19,391	27,419	19,228
Judgments, Fines & Forfeitures	24,170	19,391	27,419	19,228
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	2,363	755	1,000	200
Investment Income	2,363	755	1,000	200
Miscellaneous Revenues	2,363	755	1,000	200
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	31,391	-
Appropriated Fund Balance	-	-	31,391	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	-	(200)
Beginning Surplus	-	-	-	(200)
Other Sources	-	-	31,391	(200)
Fund: \$2 Police Education	26,533	20,146	59,810	19,228

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 134 FDLE - Confiscated				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3004-351000-00000 Confiscated by FDLE	22,193	2,584	-	-
Fines & Forfeitures	22,193	2,584	-	-
Judgments, Fines & Forfeitures	22,193	2,584	-	-
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	30,733	15,404	20,000	9,000
Investment Income	30,733	15,404	20,000	9,000
Miscellaneous Revenues	30,733	15,404	20,000	9,000
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	1,080,380	-
Appropriated Fund Balance	-	-	1,080,380	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	22,178	(8,013)
Beginning Surplus	-	-	22,178	(8,013)
Other Sources	-	-	1,102,558	(8,013)
Fund: FDLE - Confiscated	52,926	17,988	1,122,558	987

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 199 Older Americans Act				
Intergovernmental Revenue				
Federal Grants				
8005-331690-CARES OAA Title III - B&D	-	37,800	-	-
8005-331690-00000 OAA Title III - B&D	297,762	276,414	329,464	329,464
8005-331691-CARES OAA Title III - E	-	1,663	19,996	-
8005-331691-00000 OAA Title III - E	101,188	35,715	88,728	88,728
8005-331692-00000 Special Programs for Aging	-	-	18,692	-
Federal Grants	398,950	351,592	456,880	418,192
State Grants				
8005-334692-00000 Local Service Providers (LSP)	233,189	176,029	231,155	231,155
State Grants	233,189	176,029	231,155	231,155
Grants from Local Units				
8005-337630-00045 In-kind Rev From General Fund	-	-	11,857	11,857
8005-337630-00024 In-kind Rev From General Fund	-	-	83,428	83,428
8005-337630-00000 In-kind Rev From General Fund	104,470	45,597	-	-
8005-337660-00000 OAA Cash Match	43,712	24,413	43,867	43,867
Grants from Local Units	148,182	70,010	139,152	139,152
Intergovernmental Revenue	780,321	597,632	827,187	788,499
Miscellaneous Revenues				
Private Gifts / Contributions				
8005-366050-00000 Recipient Donations	10,885	2,600	10,000	1,000
Private Gifts / Contributions	10,885	2,600	10,000	1,000
Miscellaneous Revenues	10,885	2,600	10,000	1,000
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	422,191	547,912	520,354	770,819
Interfund Transfers	422,191	547,912	520,354	770,819
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(19,996)	-
Beginning Surplus	-	-	(19,996)	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Other Sources	422,191	547,912	500,358	770,819
Fund: Older Americans Act	1,213,397	1,148,144	1,337,545	1,560,318

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 201 Debt Service				
Taxes				
Ad Valorem Taxes				
0900-311001-00000 Current Ad Valorem Taxes	5,679,525	5,780,588	5,805,188	5,872,255
Ad Valorem Taxes	5,679,525	5,780,588	5,805,188	5,872,255
Utility Taxes				
0000-314100-00000 Public Svc Tax - Electric Svc	1,475,448	1,484,136	1,495,122	1,493,296
0000-314300-00000 Public Svc Tax - Water	1,398,570	1,660,382	1,958,948	1,868,463
Utility Taxes	2,874,017	3,144,518	3,454,070	3,361,759
Communications Service Tax				
0000-315000-00000 Communications Svc Tax	4,583,688	4,357,078	4,086,000	4,178,000
Communications Service Tax	4,583,688	4,357,078	4,086,000	4,178,000
Taxes 13,137,231 13,282,184 13,345,258 13,412,014				
Permits, Fees & Assessments				
Franchise Fees				
0000-323100-00000 Franchise Fees - Electricity	784,888	758,061	762,433	760,864
Franchise Fees	784,888	758,061	762,433	760,864
Permits, Fees & Assessments 784,888 758,061 762,433 760,864				
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	286,959	122,892	185,000	67,000
0900-361103-00000 Interest on Tax Deposits	4,200	3,468	4,200	3,500
Investment Income	291,159	126,360	189,200	70,500
Rents & Royalties				
0900-362042-00000 Rental - Housing	4,382,773	4,405,079	4,427,855	4,425,367
0900-362044-00000 Rental - Early Development Ctr	372,677	349,153	379,832	385,213
0900-362045-00000 Rental - Charter School	5,360,433	5,740,395	5,957,208	6,316,099
0900-362047-00000 Rental - WestCare (SBA)	308,562	347,284	353,366	361,365
0900-362049-00000 Rental - Howard C Forman	252,090	254,065	255,478	254,952
Rents & Royalties	10,676,537	11,095,975	11,373,739	11,742,996

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Miscellaneous Revenues	10,967,696	11,222,335	11,562,939	11,813,496
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	-	7,300,000	-	-
Interfund Transfers	-	7,300,000	-	-
Debt Proceeds/Installment Purchase				
0000-384000-00000 Debt Proceeds	-	55,314,364	-	-
0000-384200-00000 Bond Premium or Discount	-	11,045,444	-	-
Debt Proceeds/Installment Purchase	-	66,359,808	-	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(260,765)	(608,962)
Beginning Surplus	-	-	(260,765)	(608,962)
Other Sources	-	73,659,808	(260,765)	(608,962)
Fund: Debt Service	24,889,815	98,922,388	25,409,865	25,377,412

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 320 Municipal Construction				
Miscellaneous Revenues				
Investment Income				
0000-361100-0677A Interest from SBA	123,549	52,523	-	-
0000-361100-00672 Interest from SBA	27,461	13,673	-	-
0000-361100-00000 Interest from SBA	(146,054)	(45,485)	-	-
Investment Income	4,957	20,711	-	-
Private Gifts / Contributions				
0000-366035-00000 Municipal Dedication Fees	307,000	250,000	184,000	182,000
Private Gifts / Contributions	307,000	250,000	184,000	182,000
Miscellaneous Revenues	311,957	270,711	184,000	182,000
Other Sources				
Debt Proceeds/Installment Purchase				
0000-384000-00000 Debt Proceeds	-	7,308,789	-	-
Debt Proceeds/Installment Purchase	-	7,308,789	-	-
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	62,351	-
Appropriated Fund Balance	-	-	62,351	-
Prior Year Bond Proceeds				
0000-389935-00000 Prior Year Bond Proceeds	-	-	8,175,639	-
Prior Year Bond Proceeds	-	-	8,175,639	-
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(184,000)	(182,000)
Beginning Surplus	-	-	(184,000)	(182,000)
Other Sources	-	7,308,789	8,053,990	(182,000)
Fund: Municipal Construction	311,957	7,579,500	8,237,990	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 471 Utility Fund				
Permits, Fees & Assessments				
Building Permits				
6010-322085-00000 Utility Construction Fee	149,105	17,609	68,588	15,000
Building Permits	149,105	17,609	68,588	15,000
Permits, Fees & Assessments	149,105	17,609	68,588	15,000
Intergovernmental Revenue				
Federal Grants				
6032-331954-ARPA1 Coronavirus State and Local	-	-	-	4,181,658
Federal Grants	-	-	-	4,181,658
Intergovernmental Revenue	-	-	-	4,181,658
Charges for Services				
General Government Charges				
6010-341990-00000 Utility Plan Review Fee	33,869	6,215	11,468	4,032
6031-341922-00000 Backflow Prevention Cert Fee	42,975	32,415	57,300	38,439
General Government Charges	76,844	38,630	68,768	42,471
Physical Environment Charges				
6010-343600-00000 New Account Charge	48,030	40,260	47,880	30,720
6010-343910-00000 Lien Recording or Release	10,100	10,300	16,000	6,960
6031-343310-00000 Water Utility Installation Fee	91,690	26,255	22,560	27,600
6031-343320-00000 Water UT Record/Penalty Fee	924,754	351,221	527,000	650,000
Physical Environment Charges	1,074,573	428,036	613,440	715,280
Water/Sewer Charges				
6021-343510-00000 Sewer Charges	30,890,068	29,790,290	30,443,000	31,719,000
6031-343300-00000 Water Charges	28,672,030	27,234,646	28,042,000	28,856,000
Water/Sewer Charges	59,562,098	57,024,937	58,485,000	60,575,000
Charges for Services	60,713,515	57,491,603	59,167,208	61,332,751

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Miscellaneous Revenues				
Investment Income				
0000-361100-00845 Interest from SBA	134,699	52,992	29,000	18,000
0000-361100-00000 Interest from SBA	1,490,959	789,699	966,000	406,000
Investment Income	1,625,658	842,692	995,000	424,000
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364010-00000 Sale of Fixed Assets	-	20,775	-	20,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	20,775	-	20,000
Miscellaneous Revenues				
0000-365000-00000 Sale of Scrap or Surplus	(275,828)	(1,146)	9,000	1,000
Miscellaneous Revenues	(275,828)	(1,146)	9,000	1,000
Private Gifts / Contributions				
6021-366015-00000 Contributions	47,900	-	-	-
Private Gifts / Contributions	47,900	-	-	-
Other Miscellaneous Revenues				
0000-369010-00000 Cash - Over & Short	(306)	(57)	100	100
0000-369080-00000 Water - Other Revenues	7,200	4,800	6,400	3,648
0000-369900-00000 Other Miscellaneous Revenue	(361)	28,635	500	500
Other Miscellaneous Revenues	6,534	33,378	7,000	4,248
Miscellaneous Revenues	1,404,264	895,699	1,011,000	449,248
Other Sources				
Water/Sewer Connection				
6021-389802-00000 Sewer Connection - East	1,156,017	120,077	443,654	184,106
6021-389803-00000 Sewer Connection - West	479,122	402,948	1,498,585	827,570
6031-389804-00000 Water Connection - East	1,237,360	128,520	474,873	154,324
6031-389805-00000 Water Connection - West	401,613	337,761	1,256,160	751,347
Water/Sewer Connection	3,274,112	989,305	3,673,272	1,917,347
Appropriated Retained Earnings				
0000-389910-00000 Appropriated Retained Earnings	-	-	25,882,948	-
Appropriated Retained Earnings	-	-	25,882,948	-
Capital Funded By Reserve				
0000-389915-00000 Capital Funded by Reserve	-	-	3,540,000	3,200,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital Funded By Reserve				
Capital Funded By Reserve	-	-	3,540,000	3,200,000
Beginning Retained Earnings				
0000-389946-00000 Beginning Retained Earnings	-	-	1,183,756	4,022,196
Beginning Retained Earnings	-	-	1,183,756	4,022,196
Capital Contributed from Developer				
6021-389801-00000 Contrib Capital from Developer	1,051,607	793,874	-	-
6032-389801-00000 Contrib Capital from Developer	1,369,426	2,404,549	-	-
Capital Contributed from Developer	2,421,033	3,198,423	-	-
Other Sources	5,695,145	4,187,728	34,279,976	9,139,543
Fund: Utility Fund	67,962,028	62,592,639	94,526,772	75,118,200

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 504 Public Insurance Fund				
Charges for Services				
General Government Charges				
0203-341212-00403 Contribution From School	79,643	48,475	106,007	124,384
0203-341212-00404 Contribution From School	156,223	179,030	164,382	170,759
0203-341212-00405 Contribution From School	104,424	143,095	165,000	165,000
0203-341212-00402 Contribution From School	4,540,128	4,560,580	6,589,952	7,149,362
0203-341235-00402 Contribution From General Fund	7,709,893	8,306,054	12,792,394	12,352,534
0203-341235-00403 Contribution From General Fund	145,910	119,155	279,462	322,114
0203-341235-00404 Contribution From General Fund	704,249	3,454,643	3,181,477	3,223,417
0203-341235-00405 Contribution From General Fund	1,414,202	1,953,750	2,154,860	2,262,638
0203-341245-00405 Contribution From Utility Fund	1,268,909	1,739,656	1,740,996	1,899,259
0203-341245-00402 Contribution From Utility Fund	79,984	87,040	163,230	138,120
0203-341245-00403 Contribution From Utility Fund	2,452	1,992	5,513	5,643
0203-341245-00404 Contribution From Utility Fund	4,015	8,108	7,957	7,596
0203-341270-00405 Contribution From Road&Bridge	160,243	234,683	241,308	282,393
General Government Charges	16,370,275	20,836,261	27,592,538	28,103,219
Charges for Services 16,370,275 20,836,261 27,592,538 28,103,219				
Miscellaneous Revenues				
Investment Income				
0203-361100-00402 Interest from SBA	96,727	43,429	52,000	36,000
0203-361300-00402 Net Incr or Decr of Investment	507,838	416,393	337,218	226,776
0203-361300-00403 Net Incr or Decr of Investment	31,088	18,644	10,943	10,034
0203-361300-00404 Net Incr or Decr of Investment	63,809	37,289	23,105	20,174
0203-361300-00405 Net Incr or Decr of Investment	194,878	149,156	80,287	81,360
Investment Income	894,341	664,912	503,553	374,344
Other Miscellaneous Revenues				
0203-369022-00402 Specific Stop Loss Recovery	2,326,975	1,239,492	-	-
0203-369052-00402 Cobra Premiums	83,954	39,688	3,108	15,000
0203-369053-00402 RX Rebates	1,210,396	1,309,040	30,000	100,000
0203-369055-00402 Health Insurance Coverage	1,555,133	1,560,872	1,635,318	1,555,926
0203-369057-00403 Supplemental Life Insurance	115,718	117,327	123,043	120,189
0203-369059-00402 Medical Claims - Refund/Adj	88,879	74,473	-	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Other Miscellaneous Revenues				
Other Miscellaneous Revenues	5,381,055	4,340,891	1,791,469	1,791,115
Miscellaneous Revenues	6,275,396	5,005,803	2,295,022	2,165,459
Other Sources				
Interfund Transfers				
0203-381020-00406 Transfer from General Fund	2,000,000	-	100,000	100,000
Interfund Transfers	2,000,000	-	100,000	100,000
Beginning Surplus				
0203-389940-00406 Beginning Surplus	-	-	(100,000)	(100,000)
Beginning Surplus	-	-	(100,000)	(100,000)
Other Sources	2,000,000	-	-	-
Fund: Public Insurance Fund	24,645,671	25,842,064	29,887,560	30,268,678

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 655 General Pension Trust Fund				
Miscellaneous Revenues				
Investment Income				
0204-361300-00000 Net Incr or Decr of Investment	10,371,264	17,690,041	10,000,000	15,000,000
Investment Income	10,371,264	17,690,041	10,000,000	15,000,000
Pension Fund Contributions				
0204-368010-00000 City Contribution - General	1,882,555	655,357	692,429	712,767
0204-368011-00000 City Contribution - Legacy	8,117,445	2,844,643	2,807,571	2,787,233
0204-368050-00000 Employee Contribution - Gen	202,595	161,054	160,815	135,284
Pension Fund Contributions	10,202,595	3,661,054	3,660,815	3,635,284
Miscellaneous Revenues	20,573,859	21,351,095	13,660,815	18,635,284
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(1,583,815)	(5,258,284)
Beginning Surplus	-	-	(1,583,815)	(5,258,284)
Other Sources	-	-	(1,583,815)	(5,258,284)
Fund: General Pension Trust Fund	20,573,859	21,351,095	12,077,000	13,377,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 656 Fire&Police Pension Trust Fund				
Miscellaneous Revenues				
Investment Income				
0204-361000-00000 Appreciation of Investments	-	47,021,610	-	-
0204-361012-00000 Investment Income	8,703,043	8,269,394	9,000,000	9,000,000
0204-361300-00000 Net Incr or Decr of Investment	20,704,531	-	22,000,000	37,000,000
Investment Income	29,407,574	55,291,004	31,000,000	46,000,000
Pension Fund Contributions				
0204-368000-00000 Casualty Insurance Premium Tax	1,549,950	1,551,975	1,549,950	1,551,975
0204-368005-00000 City Contribution - Fire	11,860,699	12,890,387	13,056,003	12,191,362
0204-368020-00000 City Contribution - Police	15,387,966	15,226,640	14,943,403	17,830,613
0204-368040-00000 Employee Contribution - Fire	1,258,095	1,294,718	1,236,506	1,043,326
0204-368042-00000 Employee Buybacks	-	24,440	-	-
0204-368045-00000 Employee Contribution - ESI	54,904	34,798	60,000	40,000
0204-368060-00000 Employee Contribution - Police	1,375,740	1,328,876	1,224,613	1,405,037
0204-368090-00000 Fire Insurance Premium Tax	1,428,643	1,126,914	1,428,643	1,126,914
Pension Fund Contributions	32,915,997	33,478,747	33,499,118	35,189,227
Other Miscellaneous Revenues				
0204-369900-00000 Other Miscellaneous Revenue	-	10,719	-	-
Other Miscellaneous Revenues	-	10,719	-	-
Miscellaneous Revenues 62,323,571 88,780,470 64,499,118 81,189,227				
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(22,099,118)	(27,189,227)
Beginning Surplus	-	-	(22,099,118)	(27,189,227)
Other Sources - (22,099,118) (27,189,227)				
Fund: Fire&Police Pension Trust Fund 62,323,571 88,780,470 42,400,000 54,000,000				

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fund: 657 Other Post Employment Benefits				
Miscellaneous Revenues				
Investment Income				
0000-361102-00000 Interest on Money Market Acct	8,571	6,295	5,600	5,600
0204-361300-00000 Net Incr or Decr of Investment	4,653,056	9,934,642	4,000,000	9,000,000
Investment Income	4,661,627	9,940,937	4,005,600	9,005,600
Pension Fund Contributions				
0204-368035-00000 City Contrib-General OPEB	4,251,193	3,557,760	3,853,000	3,853,000
0204-368036-00000 City Contrib-Police OPEB	4,674,401	3,601,240	3,344,000	3,344,000
0204-368037-00000 City Contrib-Fire OPEB	4,674,406	4,326,000	4,427,000	4,427,000
0204-368038-00000 City Contrib-Schools OPEB	122,749	174,238	70,000	70,007
Pension Fund Contributions	13,722,749	11,659,238	11,694,000	11,694,007
Other Miscellaneous Revenues				
0000-369054-00000 Part D Subsidy	194,877	222,136	200,000	200,000
0204-369022-00000 Specific Stop Loss Recovery	336,839	638,215	-	-
0204-369053-00000 RX Rebates	-	-	15,000	15,000
0204-369056-00000 Medical Contribution	546,754	622,506	350,000	350,000
Other Miscellaneous Revenues	1,078,469	1,482,857	565,000	565,000
Miscellaneous Revenues	19,462,845	23,083,032	16,264,600	21,264,607
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	1,624,400	(6,174,600)
Beginning Surplus	-	-	1,624,400	(6,174,600)
Other Sources	-	-	1,624,400	(6,174,600)
Fund: Other Post Employment Benefits	19,462,845	23,083,032	17,889,000	15,090,007

City of Pembroke Pines, Florida
Revenue Detail
All Funds

Fund	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
001 General Fund	197,507,945	200,627,233	223,640,154	220,088,607
051 Wetlands Trust Fund	12,394	5,775	16,500	16,500
100 Road & Bridge Fund	7,897,402	6,677,890	12,487,203	8,754,137
120 FHFC Grants SHIP/CRF	647,900	852,258	2,003,611	1,116,001
121 HUD Grants CDBG/HOME	1,180,149	637,648	4,118,637	1,283,184
122 Law Enforcement Grant	210,518	94,323	1,124,137	22,167
124 Police Community Service Grant	18,891	20,423	-	-
128 Community Bus Program	1,121,159	1,114,242	1,240,368	1,418,665
131 Treasury - Confiscated	78,062	20,217	508,199	17,989
132 Justice - Confiscated	10,897	5,247	432,845	3,359
133 \$2 Police Education	26,533	20,146	59,810	19,228
134 FDLE - Confiscated	52,926	17,988	1,122,558	987
199 Older Americans Act	1,213,397	1,148,144	1,337,545	1,560,318
201 Debt Service	24,889,815	98,922,388	25,409,865	25,377,412
320 Municipal Construction	311,957	7,579,500	8,237,990	-
471 Utility Fund	67,962,028	62,592,639	94,526,772	75,118,200
504 Public Insurance Fund	24,645,671	25,842,064	29,887,560	30,268,678
655 General Pension Trust Fund	20,573,859	21,351,095	12,077,000	13,377,000
656 Fire&Police Pension Trust Fund	62,323,571	88,780,470	42,400,000	54,000,000
657 Other Post Employment Benefits	19,462,845	23,083,032	17,889,000	15,090,007
Total All Funds	430,147,919	539,392,722	478,519,754	447,532,439

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 511 Legislative

Department: 0100 City Commission

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
511001	Mayor	46,030	46,206	45,854	47,688
511002	Vice Mayor	23,476	23,566	23,387	24,322
511003	Commissioner	70,429	69,710	70,161	72,966
512884	Executive Assist	65,664	69,823	71,347	73,849
513682	PT Executive Assistant	39,014	40,129	40,560	40,560
515103	Expense Allowance	68,250	67,793	68,250	68,250
515107	Automobile Allowance	38,400	38,123	38,400	38,400
521000	Social Security - Matching	25,710	26,036	27,393	28,009
522000	Retirement Contributions	65,599	25,156	21,880	22,178
522010	Defined Contribution - General	2,817	3,702	5,614	5,838
523000	Health Insurance	68,557	62,166	76,812	92,080
523100	Life Insurance	616	477	1,127	1,278
524000	Workers Compensation	203	935	892	886
526300	General Retiree Health Contrib	101,248	87,876	95,658	96,666
Personnel		616,013	561,698	587,335	612,970
Operating					
534990	Other Svc	211,036	220,983	250,000	250,000
540100	Travel Conferences	17,491	1,154	24,000	24,000
544200	Rental - Machinery & Equipment	2,206	2,206	2,207	2,207
546800	Maintenance Contracts	1,317	896	1,300	1,300
549104	License Fees	-	-	375	375
551100	Office Supplies	1,658	2,095	2,400	2,400
552000	Operating Supplies	1,260	1,276	4,000	4,000
552650	Non-capital Equipment	-	155	175	175
554100	Memberships Dues Subscription	14,010	2,059	13,992	13,992
Operating		248,979	230,823	298,449	298,449
Project Total		864,993	792,522	885,784	911,419
City Commission Total		864,993	792,522	885,784	911,419

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
511005	City Manager	302,008	307,839	322,056	334,281
512516	Assistant City Manager	90,434	90,867	90,002	95,004
512884	Executive Assist	50,318	61,672	62,917	64,811
515007	Topped Out Incentive	450	450	375	375
515103	Expense Allowance	4,800	4,800	4,801	4,801
515107	Automobile Allowance	10,800	10,800	10,800	10,800
515116	Cell Phone Pay	2,850	2,850	2,851	2,851
521000	Social Security - Matching	21,954	23,350	34,599	36,125
522000	Retirement Contributions	167,978	55,341	60,289	61,982
522010	Defined Contribution - General	6,038	7,401	7,551	7,778
523000	Health Insurance	28,566	31,086	48,008	46,040
523100	Life Insurance	1,242	1,029	2,539	2,885
524000	Workers Compensation	375	1,736	1,683	1,686
526300	General Retiree Health Contrib	42,220	36,615	39,858	40,278
	Personnel	730,033	635,836	688,329	709,697
Operating					
540100	Travel Conferences	781	35	3,000	3,000
544200	Rental - Machinery & Equipment	1,760	1,760	1,764	1,764
546800	Maintenance Contracts	712	1,002	750	750
551100	Office Supplies	2,199	1,453	1,700	1,750
552650	Non-capital Equipment	158	155	500	500
554100	Memberships Dues Subscription	1,848	1,879	2,500	2,500
	Operating	7,458	6,284	10,214	10,264
	Project Total	737,491	642,120	698,543	719,961

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager | Project: Media Relations

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	2,394	250	5,750	3,550
534989	Other Svc - FCS	268,886	260,710	292,723	240,744

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager | Project: Media Relations

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
547140	Printing - Flyer/Newspaper	118,862	101,683	110,816	110,816
552000	Operating Supplies	258	289	500	500
552650	Non-capital Equipment	393	872	1,000	500
552652	Non-capital Software & License	1,140	1,739	3,550	3,550
Operating		391,933	365,542	414,339	359,660
Capital					
664400	Other Equipment	-	-	-	2,750
Capital		-	-	-	2,750
Project Total		391,933	365,542	414,339	362,410
City Manager Total		1,129,424	1,007,663	1,112,882	1,082,371

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 0202 Human Resources

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512014	Risk Mgmt/Benefits Supervisor	65,152	67,762	69,335	71,415
512440	Human Resources Director	170,837	171,654	170,020	180,024
512790	Human Resources Manager	98,899	99,372	98,426	67,935
512992	Vacation leave - retire/term	8,917	26,583	9,039	-
512996	Sick leave - retire/term	5,318	2,741	-	-
515007	Topped Out Incentive	1,800	1,800	1,500	750
515107	Automobile Allowance	7,200	7,200	7,200	7,200
515116	Cell Phone Pay	2,100	2,100	2,100	1,500
521000	Social Security - Matching	24,149	25,945	26,759	24,619
522000	Retirement Contributions	98,141	35,423	36,372	31,350
522010	Defined Contribution - General	-	-	-	8,153
523000	Health Insurance	34,279	37,303	57,609	55,248
523100	Life Insurance	1,010	779	1,806	1,865
524000	Workers Compensation	286	1,315	1,197	1,090
526300	General Retiree Health Contrib	50,724	43,938	47,829	48,333
Personnel		568,812	523,915	529,192	499,482
Operating					
531400	Professional Svc - Medical	24,984	14,974	30,000	30,000
531500	Professional Svc - Other	4,176	8,304	8,000	8,000
534989	Other Svc - FCS	85,762	88,393	155,530	281,329
540100	Travel Conferences	-	34	2,500	-
544200	Rental - Machinery & Equipment	-	-	3,000	3,000
546800	Maintenance Contracts	8,536	3,633	5,000	5,000
547100	Printing	110	55	14,500	14,500
549000	Legal/Employment Ads	5,599	4,200	15,000	15,000
551100	Office Supplies	2,374	2,064	4,000	4,000
552000	Operating Supplies	2,938	1,465	2,500	2,500
552650	Non-capital Equipment	560	-	500	500
552652	Non-capital Software & License	350	350	-	-
552653	Non-capital Computer Equipment	-	1,086	2,000	2,000
555200	College Classes - Education	-	-	1,000	500
555229	Training	-	641	8,000	8,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 0202 Human Resources

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	135,389	125,197	251,530	374,329
	Project Total	704,200	649,113	780,722	873,811
	Human Resources Total	704,200	649,113	780,722	873,811

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 514 Legal Counsel
Department: 0300 City Attorney

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531200	Professional Svc - RetainerFee	259,654	270,040	280,842	292,077
531300	Prof Svc - Outside Legal	151,267	157,318	163,611	170,156
531350	Professional Svc - On Site	512,462	532,960	554,278	576,453
531500	Professional Svc - Other	55,893	58,129	60,454	62,874
551100	Office Supplies	26,354	27,691	28,995	30,155
552950	Out of Pocket Expenses	5,581	5,804	6,036	6,281
Operating		1,011,211	1,051,942	1,094,216	1,137,996
Project Total		1,011,211	1,051,942	1,094,216	1,137,996
City Attorney Total		1,011,211	1,051,942	1,094,216	1,137,996

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 0800 General Government

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512992	Vacation leave - retire/term	-	-	10,000	10,000
512996	Sick leave - retire/term	-	-	10,000	10,000
521000	Social Security - Matching	-	-	1,530	1,530
522001	Retirement Contrib - Legacy	5,558,436	1,950,420	1,888,280	1,873,721
525000	Unemployment Compensation	1,355	6,979	15,000	15,000
	Personnel	5,559,791	1,957,399	1,924,810	1,910,251
Operating					
530010	Contingency	-	6,000	5,954,662	3,318,987
530015	Contingency - Grant Match	-	-	-	368,000
530030	Estimated Budget Savings	-	-	-2,765,952	-3,000,000
531300	Prof Svc - Outside Legal	438,032	457,735	700,000	500,000
531500	Professional Svc - Other	310,778	280,436	365,966	326,346
534989	Other Svc - FCS	1,454	2,409	1,000	-
534990	Other Svc	31,195	30,016	31,200	28,200
536100	Excess Benefit	56,069	57,531	59,172	60,860
542000	Postage	114,950	88,767	114,400	100,128
544200	Rental - Machinery & Equipment	1,390	1,390	1,460	1,460
545000	Insurance	1,317,393	1,804,313	2,021,151	2,112,998
548250	Employee Award Program	-	-	51,000	51,000
549150	Auto Tags & Titles	12,008	14,519	20,966	20,966
549201	Taxes and/or Assessments	780	1,997	-	-
549356	Special Projects	35,460	21,393	25,000	25,000
551100	Office Supplies	3,606	1,620	3,000	3,000
552650	Non-capital Equipment	450	-	500	-
554100	Memberships Dues Subscription	75,842	58,671	81,650	72,967
	Operating	2,399,406	2,826,798	6,665,175	3,989,912
Grants and Aid					
581001	Grant - Area Agency On Aging	99,878	112,942	106,913	106,913
582005	Grant - Women In Distress	15,000	15,000	15,000	15,000
582013	Grant - KAPOW	6,000	9,000	12,000	12,000
582016	Grant - Heres Help	5,000	5,000	5,000	5,000
582023	Grant - AmericanCancer Society	10,000	10,000	10,000	10,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 0800 General Government

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Grants and Aid					
582024	Grant - Early Learning Coaliti	35,000	35,000	35,000	35,000
582025	Grant - American Diabetes Assn	-	-	5,000	5,000
	Grants and Aid	170,878	186,942	188,913	188,913
Other					
591100	Transfer to Road & Bridge	628,434	-	-	-
591122	Transfer to Law Enforcement	-	-	372,790	-
591128	Transfer to Community Bus Prog	254,084	180,493	272,204	376,082
591199	Transfer to OAA	422,191	547,912	520,354	770,819
591200	Transfer To Debt Service	-	7,300,000	-	-
	Other	1,304,708	8,028,405	1,165,348	1,146,901
	Project Total	9,434,783	12,999,544	9,944,246	7,235,977
	General Government Total	9,434,783	12,999,544	9,944,246	7,235,977

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 1001 City Clerk

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512047	City Clerk	109,947	114,353	116,471	133,024
512287	Document Management Specialist	49,530	50,868	50,732	50,732
512620	Cashier II	40,625	42,048	42,898	43,809
512684	Clerical Spec II	114,215	118,165	119,971	122,213
512775	Deputy City Clerk	59,946	62,239	63,625	65,847
512782	Dep City Clerk/Occ Lic Admin	61,679	63,836	65,124	67,089
512992	Vacation leave - retire/term	11,908	12,538	13,000	10,000
512996	Sick leave - retire/term	22,397	10,025	22,397	300
513509	Shared - Secretary	5,046	6,214	11,700	11,700
513525	Senior Board Secretary	10,152	9,130	19,890	19,890
513679	PT Passport Clerk	17,416	5,664	19,868	19,868
514000	Overtime	16	106	300	300
515007	Topped Out Incentive	-	-	750	1,500
515107	Automobile Allowance	3,600	3,600	3,600	3,600
515116	Cell Phone Pay	900	900	900	900
521000	Social Security - Matching	36,948	36,039	42,176	42,141
522000	Retirement Contributions	83,539	31,112	42,010	44,674
522010	Defined Contribution - General	18,393	18,997	19,226	19,509
523000	Health Insurance	79,984	99,474	153,624	147,328
523100	Life Insurance	1,315	1,025	2,455	2,822
524000	Workers Compensation	420	1,938	1,811	1,826
526300	General Retiree Health Contrib	135,164	117,168	127,544	128,888
	Personnel	863,138	805,440	940,072	937,960
Operating					
531500	Professional Svc - Other	10,238	50,570	50,000	240,000
534050	Other Svc - Microfilming	14,103	14,176	294,580	150,000
534989	Other Svc - FCS	133,985	142,422	155,694	165,490
534995	Other Svc - IT	88,671	81,817	117,920	126,660
540100	Travel Conferences	1,344	-	3,000	4,000
544200	Rental - Machinery & Equipment	8,818	4,815	9,424	10,000
545440	Insurance - Errors & Omissions	290	-	600	600
546250	R&M Equipment	1,399	29	2,000	2,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 1001 City Clerk

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
546800	Maintenance Contracts	2,359	6,630	37,410	37,410
547100	Printing	4,448	5,484	4,500	4,500
547400	Codification of Ordinances	6,539	4,857	10,000	22,500
549000	Legal/Employment Ads	5,262	16,653	19,600	19,600
549100	Recording Fees	2,822	6,406	5,151	4,000
549400	Bank Svc Charge	-	4,616	-	10,100
551100	Office Supplies	10,151	8,408	17,000	17,850
551300	Microfilm Supplies	-	-	700	200
552650	Non-capital Equipment	1,158	4,609	3,000	4,000
552652	Non-capital Software & License	6,234	13,442	14,000	18,250
552653	Non-capital Computer Equipment	-	2,510	1,925	2,500
554100	Memberships Dues Subscription	755	1,050	800	1,050
555229	Training	300	330	2,000	2,000
Operating		298,875	368,825	749,304	842,710
Capital					
664023	Camera	-	1,941	-	-
664039	Micro Computer/Comprr Eqpt	1,511	-	5,000	-
Capital		1,511	1,941	5,000	-
Project Total		1,163,524	1,176,206	1,694,376	1,780,670
City Clerk Total		1,163,524	1,176,206	1,694,376	1,780,670

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2001 Finance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512030	Budget Director	101,646	105,731	107,676	111,440
512031	Payroll Manager	82,455	85,778	87,357	90,409
512032	Accounts Payable Manager	68,712	71,482	72,795	74,693
512086	Finance Director	147,398	152,558	153,088	160,597
512087	Deputy Finance Director	-	-	125,008	129,918
512431	Payroll Coordinator	125,045	129,144	129,203	129,418
512517	Assistant Finance Director	119,535	126,650	114,319	117,749
512525	Administrative Assistant I	61,864	62,160	61,568	61,568
512623	Senior Systems Administrator	24,960	101,674	103,022	103,584
512641	Chief Accountant	92,824	78,634	-	-
512651	Programmer Analyst II	168,170	99,163	98,209	-
512686	Systems Supervisor	78,500	-	-	-
512992	Vacation leave - retire/term	1,098	26,287	-	-
512996	Sick leave - retire/term	1,220	4,781	-	-
514000	Overtime	1,531	624	5,000	6,000
515007	Topped Out Incentive	1,800	1,800	3,000	3,750
515107	Automobile Allowance	7,200	5,908	4,801	4,801
515116	Cell Phone Pay	2,100	2,100	2,101	2,101
521000	Social Security - Matching	78,359	76,378	81,289	75,949
522000	Retirement Contributions	280,774	79,639	76,104	72,491
522010	Defined Contribution - General	46,017	56,249	66,837	59,342
523000	Health Insurance	148,542	136,776	211,233	184,160
523100	Life Insurance	3,655	2,342	5,610	5,721
524000	Workers Compensation	1,039	3,952	3,720	3,345
526300	General Retiree Health Contrib	219,452	161,011	175,283	161,070
	Personnel	1,863,897	1,570,822	1,687,223	1,558,106
Operating					
531500	Professional Svc - Other	15,569	-	-	-
532100	Accounting & Auditing Fees	44,656	46,067	46,600	48,238
534989	Other Svc - FCS	894,081	1,178,772	1,456,963	1,710,034
534995	Other Svc - IT	99,641	101,156	107,593	-
540100	Travel Conferences	1,773	60	8,000	8,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2001 Finance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
541100	Telephone	2,907	3,177	4,440	4,440
544200	Rental - Machinery & Equipment	4,353	4,353	7,500	7,500
546150	R&M Land Bldg & Improvement	2,876	1,917	24,000	24,000
546250	R&M Equipment	36	132	300	300
546800	Maintenance Contracts	1,956	1,859	3,500	3,500
549400	Bank Svc Charge	-	1,826	-	6,000
551100	Office Supplies	12,199	11,156	13,000	13,000
552650	Non-capital Equipment	944	-	1,000	1,500
552652	Non-capital Software & License	6,885	42,883	50,750	55,168
552653	Non-capital Computer Equipment	2,145	1,984	2,000	2,000
554100	Memberships Dues Subscription	2,506	3,150	5,660	5,326
555200	College Classes - Education	-	-	1,000	1,000
555229	Training	1,446	1,467	3,000	2,250
Operating		1,093,974	1,399,960	1,735,306	1,892,256
Capital					
664039	Micro Computer/Comprr Eqpt	4,799	-	-	-
664051	Software	-	-	-	25,000
664055	Laptop or Tablet	4,065	3,413	2,207	4,000
664100	Office Equipment	-	-	-	3,000
Capital		8,864	3,413	2,207	32,000
Project Total		2,966,735	2,974,195	3,424,736	3,482,362
Finance Total		2,966,735	2,974,195	3,424,736	3,482,362

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512280	Help Desk Technician II	113,126	62,232	63,613	65,510
512303	Network Specialist II	205,080	211,207	214,633	217,112
512525	Administrative Assistant I	58,767	60,820	61,325	61,568
512622	ERP Manager	29,458	119,849	122,275	125,259
512623	Senior Systems Administrator	-	-	47,196	103,584
512643	Help Desk Technician I	39,640	40,734	41,573	42,409
512644	Help Analyst/Technician	74,010	75,430	74,880	74,880
512691	Systems Analyst II	-	102,039	104,100	107,227
512693	Systems Programmer/Analyst II	92,407	95,966	97,830	100,758
512697	Proj Mgr/Syst Prog Analyst II	109,328	109,851	108,805	108,805
512722	Manager of Systems Development	126,612	127,218	126,007	126,007
512723	Systems Administrator	79,902	149,470	152,483	175,206
512903	Technology Services Director	136,621	143,716	148,788	161,138
512904	Asst Technology Svc Director	72,879	34,332	84,957	123,567
512992	Vacation leave - retire/term	88,223	-	11,200	11,200
512996	Sick leave - retire/term	42,303	-	5,600	5,600
514000	Overtime	57,513	51,418	75,000	75,000
515007	Topped Out Incentive	750	1,500	2,250	4,500
515100	Holiday Pay	-	-	3,600	3,600
515107	Automobile Allowance	3,185	4,339	9,601	4,801
515115	Beeper Pay	15,618	16,143	16,790	16,870
515116	Cell Phone Pay	5,085	5,560	5,700	8,100
521000	Social Security - Matching	95,122	102,527	120,454	131,539
522000	Retirement Contributions	182,296	66,382	88,203	99,619
522010	Defined Contribution - General	78,769	93,177	106,659	122,623
523000	Health Insurance	148,542	186,513	288,045	294,656
523100	Life Insurance	3,529	3,226	7,493	9,307
524000	Workers Compensation	1,003	5,443	4,970	5,442
526300	General Retiree Health Contrib	219,604	219,690	239,145	257,776
Personnel		2,079,372	2,088,780	2,433,175	2,643,663
Operating					
534989	Other Svc - FCS	1,262,089	1,257,836	1,780,863	1,865,728

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534989	Other Svc - FCS	-	-	-	345,315
534990	Other Svc	14,616	6,990	200,000	210,000
534995	Other Svc - IT	191,699	203,967	399,571	174,800
534995	Other Svc - IT	-	-	-	51,500
540100	Travel Conferences	9	-	10,000	10,000
541100	Telephone	3,745	4,696	4,382	6,480
541370	Communications	40,290	36,734	73,800	81,740
541371	Streaming Video Svc Fees	-	-	4,400	4,400
544200	Rental - Machinery & Equipment	1,690	986	2,378	3,400
546250	R&M Equipment	12	4,979	24,000	24,000
546300	R&M Vehicles	735	1,093	2,500	3,750
546800	Maintenance Contracts	3,491	1,395	136,836	2,136
546801	IT Maintenance Contracts	212,033	397,707	739,700	884,556
551100	Office Supplies	165	624	8,750	5,000
551100	Office Supplies	-	-	-	4,000
552000	Operating Supplies	1,658	6,705	17,600	10,000
552000	Operating Supplies	-	-	-	11,500
552300	Expendable Tools	-	-	-	3,000
552470	Computer Supplies	204	-	3,450	3,450
552540	Fuel	1,965	1,156	3,990	3,990
552650	Non-capital Equipment	8,112	191,998	345,460	49,125
552652	Non-capital Software & License	294,171	483,605	694,500	709,525
552653	Non-capital Computer Equipment	94,871	178,549	280,550	241,550
554100	Memberships Dues Subscription	-	-	-	500
554100	Memberships Dues Subscription	3,021	3,806	20,400	6,000
554521	Books	843	-	1,950	1,950
555229	Training	26,176	46,181	68,800	75,930
555229	Training	-	-	-	6,050
Operating		2,161,592	2,829,009	4,823,880	4,799,375
Capital					
663993	Improvements - Other	2,910,579	706,993	353,162	-
663993	Improvements - Other	-	-	-	110,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664023	Camera	-	-	-	72,000
664039	Micro Computer/Comprr Eqpt	21,676	34,224	95,000	52,500
664051	Software	43,306	-	288,009	50,000
664055	Laptop or Tablet	10,144	19,277	33,600	33,600
664060	Physical Control System	-	-	-	85,000
664214	Truck	-	-	-	40,000
664221	Van	-	34,721	33,151	-
664400	Other Equipment	-	515,546	507,621	235,000
Capital		2,985,706	1,310,761	1,310,543	678,100
Project Total		7,226,670	6,228,550	8,567,598	8,121,138

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: IT Modernization (VOIP/VDI)

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534995	Other Svc - IT	7,670	-	54,464	75,000
546801	IT Maintenance Contracts	621	-	-	-
Operating		8,291	-	54,464	75,000
Capital					
664039	Micro Computer/Comprr Eqpt	34,323	-	65,000	-
Capital		34,323	-	65,000	-
Project Total		42,614	-	119,464	75,000

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: Other Projects

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552652	Non-capital Software & License	-	-	-	111,313
Operating		-	-	-	111,313
Capital					
663993	Improvements - Other	28,934	-	206,370	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: Other Projects

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664039	Micro Computer/Comptr Eqpt	221,823	169,411	-	-
664051	Software	-	-	261,060	-
	Capital	250,757	169,411	467,430	-
	Project Total	250,757	169,411	467,430	111,313

Fund:001 General Fund | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664060	Physical Control System	-	-	-	200,000
664400	Other Equipment	-	-	-	300,000
	Capital	-	-	-	500,000
	Project Total	-	-	-	500,000
Technology Services Total		7,520,042	6,397,961	9,154,492	8,807,451

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512029	Special Operations Manager	61,377	63,851	65,031	67,303
512042	Projects & Research Manager	55,815	58,059	59,267	61,339
512043	Assistant Records Unit Manager	33,893	44,446	45,205	46,797
512044	Records Unit Manager	45,317	53,942	56,946	58,658
512045	Police Chief	181,820	191,021	184,871	210,948
512046	Deputy Police Chief	88,418	-	-	-
512081	Police Social Media Manager	47,126	48,962	7,987	-
512088	Media Relations Manager	-	-	46,668	55,091
512115	Police Captain	892,540	1,146,185	1,245,550	1,539,118
512131	Professional Std Supervisor	65,020	65,331	64,709	64,709
512174	Division Major	203,477	316,720	435,637	523,601
512425	Police Officer	10,339,254	10,439,475	9,440,304	10,482,989
512436	Police Officer - Tier 3	1,006,734	1,885,586	3,467,007	4,344,727
512451	Emergency Management Director	81,276	118,980	115,004	128,191
512452	Logistics/Fleet Manager	61,568	62,160	64,148	65,951
512454	Logistics Coordinator III	83,956	87,307	89,107	92,235
512467	Property Evidence Technician	76,813	79,490	81,099	79,155
512468	Property Manager	32,021	53,794	54,909	56,556
512492	Finance Coordinator	71,244	73,560	73,528	73,528
512493	Administrative Svc Manager	45,614	47,451	48,199	50,126
512497	Community Affairs Coordinator	45,063	46,811	47,580	49,245
512511	Administrative Assitant III	59,629	61,614	62,957	64,845
512525	Administrative Assistant I	46,331	48,182	49,197	50,924
512603	Support Services Coordinator	64,127	64,433	21,151	-
512631	Crime Scene Technician	39,234	44,201	117,167	140,753
512632	Crime Scene Unit Manager	60,251	62,659	70,248	72,679
512633	Crime Scene Investigator	163,096	188,679	171,452	176,873
512634	Crime Scene Shift Supervisor	57,256	59,243	10,066	-
512635	Forensic Manager	85,396	89,230	91,931	94,165
512636	Field Training Officer	1,709,658	1,802,404	1,804,200	2,064,754
512637	Field Training Sergeant	404,618	441,173	416,916	475,760
512638	Forensic Examiner I	56,614	59,161	60,307	62,418

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512643	Help Desk Technician I	4,640	46,562	33,581	45,800
512652	Programmer/Analyst I	77,414	80,115	81,733	84,176
512655	Sergeant	2,837,231	2,951,985	2,965,484	3,442,130
512684	Clerical Spec II	206,732	144,841	117,139	119,633
512685	Clerical Aide	39,229	41,072	41,862	43,320
512698	Police Programmer Analyst III	73,388	74,921	30,497	-
512723	Systems Administrator	6,438	67,503	69,163	71,591
512733	Crime Analyst Manager	64,266	66,843	70,419	72,530
512736	Crime Analyst	103,177	107,042	109,209	112,472
512800	Assistant Police Chief	122,936	180,483	173,951	194,952
512805	Computer Services Manager	-	-	51,471	86,230
512881	Police Communications Coord	-	44,663	54,740	56,653
512882	Economic Crimes Investigator	18,270	51,031	52,068	53,627
512883	Support Center Manager	36,748	62,467	66,103	68,227
512885	Victim Advocate	52,411	53,886	55,517	57,464
512886	Assistant Victim Advocate	44,789	44,146	44,579	90,966
512901	Staff Inspector	-	-	26,179	49,229
512937	Fingerprint Examiner II	64,958	65,207	64,709	64,709
512938	Police Support Specialist IV	22,153	3,781	46,792	47,762
512939	Forensic Video Examiner	57,416	59,710	60,790	62,918
512978	Police Support Specialist III	39,148	24,134	44,751	46,315
512979	Police Support Specialist II	160,106	159,829	201,848	207,375
512980	Police Support Specialist I	388,475	461,980	521,541	668,356
512985	Police Service Aide I	589,391	587,133	765,253	833,082
512988	Police Payroll Specialist I	92,655	96,139	98,018	48,856
512989	Police Payroll Specialist II	-	-	-	56,348
512992	Vacation leave - retire/term	322,924	161,265	198,940	357,524
512996	Sick leave - retire/term	404,472	192,581	269,649	465,541
512997	Sick leave - annual	494,254	585,314	767,641	918,345
513151	P/T PSS Logistics	-	-	23,358	18,096
513407	PT Victims Advocate	37,846	38,355	37,846	37,846
513412	PT Police Support Specialist	74,762	78,171	79,039	79,039

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
513416	PT Police Support Specialist I	11,230	-	-	-
514000	Overtime	1,597,486	1,357,932	1,750,000	1,750,000
514400	Off-duty Detail	32,640	21,510	44,000	44,000
515000	Incentive Pay	208,943	245,353	216,507	216,625
515003	New Hire Incentive Pay	104,000	49,618	80,000	120,000
515004	New Hire Relocation Pay	8,291	5,724	15,000	15,000
515007	Topped Out Incentive	4,950	4,950	5,250	5,250
515008	Referral Reward	9,000	1,000	9,000	5,000
515050	Stand-by Pay	85,208	56,413	80,000	80,000
515100	Holiday Pay	425,133	412,314	425,000	475,000
515101	Uniform Cleaning Allowance	312,558	325,425	320,520	323,820
515104	Assignment Pay	100,413	92,184	81,454	248,013
515107	Automobile Allowance	18,000	27,692	28,800	28,800
515108	Shift Differential	13,991	15,765	15,600	14,560
515109	Shift Diff - Certified Officer	61,989	69,642	63,960	191,840
515110	Dive Team Equipment Allowance	2,700	2,225	2,100	2,400
515115	Beeper Pay	16,857	23,719	21,000	25,000
515116	Cell Phone Pay	21,175	21,875	21,900	23,820
515200	Longevity Pay	222,792	205,552	193,719	207,072
521000	Social Security - Matching	1,919,468	2,022,276	2,221,566	2,555,894
522000	Retirement Contributions	172,614	55,562	52,479	49,450
522010	Defined Contribution - General	312,667	342,739	389,321	428,377
522100	Retirement Contributions P&F	15,312,194	15,189,777	14,943,403	17,830,613
522110	State Contrib P&F Retirement	1,549,950	1,551,975	1,549,950	1,551,975
523000	Health Insurance	3,574,525	3,792,437	6,119,346	6,045,054
523100	Life Insurance	68,412	54,093	131,022	163,257
524000	Workers Compensation	312,286	1,463,184	1,399,227	1,543,984
526300	General Retiree Health Contrib	1,437,281	1,179,003	1,307,326	1,385,546
526305	Police Retiree Health Contrib	4,654,534	3,592,560	3,344,000	3,344,000
	Personnel	55,272,066	56,517,763	60,623,668	68,488,900
Operating					
531400	Professional Svc - Medical	10,640	6,270	19,300	19,300

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531450	Professional Svc - Vet	9,926	9,000	20,000	20,000
531500	Professional Svc - Other	32,826	20,155	83,250	79,000
534950	Other Svc - Maintenance	50,004	49,386	70,000	120,000
534989	Other Svc - FCS	400,036	484,655	784,808	887,304
534990	Other Svc	685,651	535,760	906,658	1,270,842
534995	Other Svc - IT	240,963	257,203	419,811	466,902
536100	Excess Benefit	67,038	72,751	69,000	74,093
540100	Travel Conferences	115,794	38,952	129,045	289,140
541100	Telephone	82,762	94,332	106,300	106,450
541370	Communications	147,220	158,351	180,543	171,258
541600	Radio Programming	-	-	31,115	-
543200	Water & Sewer	9,939	7,212	10,500	9,000
543430	Electricity	110,303	94,730	125,000	115,000
544200	Rental - Machinery & Equipment	49,182	50,997	83,328	70,878
546150	R&M Land Bldg & Improvement	62,867	67,976	124,344	326,105
546250	R&M Equipment	62,415	38,971	115,700	136,900
546300	R&M Vehicles	560,051	668,688	682,350	868,750
546800	Maintenance Contracts	23,256	23,455	94,469	75,800
547100	Printing	19,359	6,492	51,600	41,600
548250	Employee Award Program	1,288	-	2,000	2,200
549000	Legal/Employment Ads	45	45	7,320	12,000
549105	License Renewals	10,511	9,800	10,461	10,900
549354	Drug Investigation	-	10,000	10,000	10,000
549355	Special Investigation	472	197	12,500	15,000
549357	False Alarm Program	26,087	17,717	30,180	27,940
549680	Special Event - Miscellaneous	43,550	26,714	66,832	82,750
551100	Office Supplies	38,399	34,258	42,000	42,000
551400	Photo Supplies	-	-	800	500
552000	Operating Supplies	87,020	64,013	156,455	180,595
552002	Operating Supplies - ID unit	13,461	13,059	17,500	18,000
552003	Operating Supplies - TrainUnit	97,123	183,660	143,819	149,119
552200	Janitorial Supplies	296	126	1,700	500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552540	Fuel	774,542	694,120	856,563	797,219
552600	Clothing/Uniforms	213,410	167,661	390,833	400,705
552645	Non-capital SET Equipment	73,010	12,757	12,050	13,200
552650	Non-capital Equipment	327,965	224,381	431,639	333,185
552652	Non-capital Software & License	155,280	25,658	15,570	7,545
552653	Non-capital Computer Equipment	61,072	63,259	136,095	150,661
552681	Operating Supplies for K-9	3,310	-	9,600	9,600
552682	Operating Supplies - Dive Team	-	-	-	300
552683	SET Operating Supplies	93,846	69,177	99,050	110,050
554100	Memberships Dues Subscription	13,274	14,168	23,635	34,128
555200	College Classes - Education	39,938	43,879	90,000	90,000
555229	Training	131,397	82,751	240,836	337,049
Operating		4,945,528	4,442,736	6,914,559	7,983,468
Capital					
662000	Buildings	4,616	-	-	-
662017	Building Improvement	-	16,965	95,000	-
663166	Shooting Range	-	-	781,218	-
664023	Camera	20,440	1,997	-	75,000
664028	Car	28,933	34,491	40,290	-
664039	Micro Computer/Comprr Eqpt	-	2,971	-	-
664048	Boat	5,838	-	-	-
664051	Software	71,835	-	62,045	-
664053	Micro Computer	14,366	-	-	-
664055	Laptop or Tablet	204,741	31,118	397,434	164,695
664072	Storage Tank	134,764	-	-	-
664073	Generator	-	-	2,298	-
664110	K-9 dogs	-	-	10,000	-
664140	Motorcycle	75,743	64,968	47,474	-
664154	Overhead projector	-	1,349	-	-
664176	SET Equipment	194,166	4,887	98,950	5,000
664181	Radio - Portable	59,272	-	169,300	71,000
664182	Radar Gun	29,958	9,297	4,597	4,650

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664187	Safe	-	-	-	10,000
664213	Trailer	77,697	4,564	31,000	-
664214	Truck	997,951	1,260,979	2,057,410	1,011,900
664221	Van	4,695	-	32,246	56,184
664400	Other Equipment	845,794	175,657	694,952	104,250
	Capital	2,770,808	1,609,242	4,524,214	1,502,679
	Project Total	62,988,402	62,569,740	72,062,441	77,975,047

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: SRO program

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512991	Personal Leave Payout	-	5,800	18,698	17,925
513414	PT School Resource Officer	1,014,538	963,910	1,050,126	1,092,000
513415	PT SRO Supervisor	75,003	98,898	109,014	113,360
515000	Incentive Pay	27,086	22,838	35,880	35,880
515015	Payment in Lieu of Benefits	28,800	24,589	42,000	46,000
515101	Uniform Cleaning Allowance	9,798	8,778	8,280	8,280
521000	Social Security - Matching	85,270	83,227	95,303	100,528
523000	Health Insurance	319,936	360,592	441,669	423,568
523100	Life Insurance	3,707	3,413	6,212	7,048
524000	Workers Compensation	18,867	103,377	74,059	74,176
	Personnel	1,583,006	1,675,422	1,881,241	1,918,765
Operating					
531760	Prof Svc - Off-duty Detail PBA	19,374	-	-	-
	Operating	19,374	-	-	-
	Project Total	1,602,380	1,675,422	1,881,241	1,918,765

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: Broward College SRO

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512991	Personal Leave Payout	-	773	-	-
513414	PT School Resource Officer	51,559	35,813	-	-
515000	Incentive Pay	327	-	-	-
515015	Payment in Lieu of Benefits	2,000	2,000	-	-
515101	Uniform Cleaning Allowance	468	270	-	-
521000	Social Security - Matching	4,100	2,973	-	-
523000	Health Insurance	22,853	24,868	-	-
523100	Life Insurance	281	253	-	-
524000	Workers Compensation	1,440	7,652	-	-
	Personnel	83,028	74,601	-	-
Operating					
531760	Prof Svc - Off-duty Detail PBA	2,774	-	-	-
	Operating	2,774	-	-	-
	Project Total	85,802	74,601	-	-

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: Red Light Camera Program

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512425	Police Officer	80,026	38,290	-	-
512479	RLC Program Coordinator	45,992	47,628	48,779	-
512985	Police Service Aide I	39,524	60,859	80,397	-
512997	Sick leave - annual	3,676	-	-	-
515000	Incentive Pay	1,560	780	-	-
515100	Holiday Pay	3,829	4,751	2,500	-
515101	Uniform Cleaning Allowance	1,920	1,200	480	-
515104	Assignment Pay	2,629	1,277	-	-
521000	Social Security - Matching	13,088	11,226	10,113	-
522010	Defined Contribution - General	7,696	9,764	11,628	-
522100	Retirement Contributions P&F	75,772	36,863	-	-
523000	Health Insurance	34,279	37,303	57,609	-
523100	Life Insurance	498	337	692	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: Red Light Camera Program

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
524000	Workers Compensation	1,880	7,024	5,309	-
526300	General Retiree Health Contrib	33,816	36,615	47,829	-
526305	Police Retiree Health Contrib	19,866	7,440	-	-
	Personnel	366,051	301,356	265,336	-
Operating					
531300	Prof Svc - Outside Legal	55,889	46,381	129,700	-
534980	Other Svc - Redflex	362,100	293,963	362,100	-
	Operating	417,989	340,344	491,800	-
	Project Total	784,040	641,700	757,136	-

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: FEMA-4337-DR - Hurricane Irma

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
662053	West Police Substation	-	169,151	129,132	-
664073	Generator	-	63,850	119,696	-
	Capital	-	233,001	248,828	-
	Project Total	-	233,001	248,828	-

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: Code Compliance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512085	Code Compliance Administrator	72,412	75,221	74,381	76,981
512684	Clerical Spec II	86,900	47,880	47,424	47,424
512685	Clerical Aide	-	48,090	49,198	50,732
512985	Police Service Aide I	104,640	111,453	113,702	161,045
512986	Police Service Aide II	263,440	292,877	325,849	350,629
512987	Police Service Aide III	82,864	85,553	87,180	94,738
512992	Vacation leave - retire/term	4,522	-	-	-
512996	Sick leave - retire/term	1,090	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: Code Compliance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	1,451	1,275	3,000	3,000
515003	New Hire Incentive Pay	4,000	4,000	4,000	2,000
515007	Topped Out Incentive	-	1,500	1,500	2,250
515010	Certification Pay	120	120	120	120
515100	Holiday Pay	3,319	2,687	12,000	7,500
515101	Uniform Cleaning Allowance	2,780	3,620	3,600	3,600
515116	Cell Phone Pay	4,890	5,800	5,940	5,940
521000	Social Security - Matching	46,423	49,451	55,409	61,542
522000	Retirement Contributions	21,993	7,683	7,434	7,741
522010	Defined Contribution - General	46,856	52,460	56,110	63,429
523000	Health Insurance	124,737	149,211	249,639	257,824
523100	Life Insurance	1,969	1,602	3,737	4,579
524000	Workers Compensation	8,314	40,027	36,615	40,278
526300	General Retiree Health Contrib	252,019	219,690	255,088	257,776
	Personnel	1,134,739	1,200,199	1,391,926	1,499,128
Operating					
531300	Prof Svc - Outside Legal	4,798	2,050	7,500	7,500
534989	Other Svc - FCS	62,316	51,044	46,868	44,200
534995	Other Svc - IT	488	780	780	780
541100	Telephone	89	102	400	400
541370	Communications	1,744	1,734	10,140	10,140
544200	Rental - Machinery & Equipment	957	957	957	957
546250	R&M Equipment	-	223	3,000	3,000
546300	R&M Vehicles	7,177	10,573	15,000	16,154
546800	Maintenance Contracts	175	137	180	1,440
547100	Printing	413	-	3,000	3,000
549100	Recording Fees	1,812	989	7,500	7,500
551100	Office Supplies	2,478	2,399	3,600	3,600
552000	Operating Supplies	132	1,337	2,300	2,300
552540	Fuel	10,535	14,062	11,631	16,503
552600	Clothing/Uniforms	6,044	4,997	19,331	24,322
552650	Non-capital Equipment	320	-	5,348	504

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: Code Compliance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552653	Non-capital Computer Equipment	878	-	-	-
554100	Memberships Dues Subscription	291	950	800	800
555229	Training	7,160	950	11,050	11,050
	Operating	107,805	93,284	149,385	154,150
Capital					
664214	Truck	-	59,588	-	30,792
	Capital	-	59,588	-	30,792
	Project Total	1,242,544	1,353,071	1,541,311	1,684,070

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664214	Truck	-	-	-	245,067
664400	Other Equipment	-	-	-	385,000
	Capital	-	-	-	630,067
	Project Total	-	-	-	630,067
	Police Total	66,703,169	66,547,536	76,490,957	82,207,949

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: FEMA-3419-EM - Hurricane Doria

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	82,558	339	-	-
515104	Assignment Pay	3	-	-	-
521000	Social Security - Matching	5,879	24	-	-
	Personnel	88,440	364	-	-
Operating					
534982	Function Sourcing - Grounds	16,900	-	-	-
534983	Function Sourcing - ROW	42,550	-	-	-
534984	Function Sourcing -Parks Mntnc	16,316	-	-	-
534989	Other Svc - FCS	9,518	-	-	-
534990	Other Svc	4,200	-	-	-
545710	Ins Claims Pending-Hurricane	-	3,038	-	-
546150	R&M Land Bldg & Improvement	26,147	-	-	-
552000	Operating Supplies	5,438	-	-	-
552701	Food Purchases	20,750	-	-	-
	Operating	141,819	3,038	-	-
	Project Total	230,259	3,401	-	-

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: FEMA-4337-DR - Hurricane Irma

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534989	Other Svc - FCS	74,907	-	-	-
534990	Other Svc	170,992	-	-	-
545710	Ins Claims Pending-Hurricane	-71,049	-	-	-
	Operating	174,850	-	-	-
	Project Total	174,850	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	-	447,928	-	-
521000	Social Security - Matching	-	33,635	-	-
	Personnel	-	481,563	-	-
Operating					
531800	Medical Expense	-	23,540	-	-
534990	Other Svc	-	135,889	-	-
544200	Rental - Machinery & Equipment	-	30,955	-	-
546150	R&M Land Bldg & Improvement	-	20,165	-	-
546250	R&M Equipment	-	1,864	-	-
552000	Operating Supplies	-	429,379	-	-
552540	Fuel	-	2,835	-	-
552650	Non-capital Equipment	-	19,164	-	-
552701	Food Purchases	-	3,729	-	-
	Operating	-	667,521	-	-
	Project Total	-	1,149,084	-	-
Emergency&Disaster Relief Svc Total		405,109	1,152,485	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512099	Battalion Chief - PM	688,547	705,668	703,428	698,802
512130	Fire Chief	188,121	189,021	187,221	187,221
512172	Assistant Division Chief	368,565	389,354	394,378	361,679
512282	Micro Computer Specialist I	70,541	72,302	73,544	74,674
512528	Administrative Assistant II	65,020	65,331	64,709	64,709
512575	Lieutenant	2,324,225	2,395,892	2,643,872	2,561,139
512607	Captain PM	3,210,061	3,318,876	3,331,244	3,257,793
512651	Programmer Analyst II	95,806	-	-	-
512684	Clerical Spec II	41,673	39,004	39,793	40,987
512788	Division Chief	564,394	581,459	592,722	592,730
512802	Office Manager	-	46,391	48,220	49,912
512835	Driver Engineer	393,407	406,376	404,803	404,850
512836	Driver Engineer PM	2,551,544	2,614,916	2,606,624	2,621,155
512915	Firefighter EMT	1,107,559	1,249,947	1,350,337	1,348,881
512918	Firefighter PM	4,539,695	4,624,916	4,601,840	4,421,910
512934	Administrative Battalion Chief	111,014	104,395	108,301	115,647
512992	Vacation leave - retire/term	230,430	282,635	530,244	717,591
512996	Sick leave - retire/term	335,725	181,094	761,750	127,778
512997	Sick leave - annual	411,425	449,078	703,068	661,387
513681	PT Clerk Spec II	-	-	12,480	12,480
514000	Overtime	16,400	17,452	30,000	30,000
514016	Overtime - Non-City Details	16,783	16,620	30,000	30,000
514017	Overtime - Staffing	452,576	318,018	605,000	250,000
514400	Off-duty Detail	9,300	7,965	12,000	12,000
515000	Incentive Pay	214,605	221,225	220,427	220,190
515007	Topped Out Incentive	1,500	750	750	750
515040	Inspector Certification	194,160	200,600	201,760	175,760
515100	Holiday Pay	581,176	692,659	650,000	650,000
515101	Uniform Cleaning Allowance	13,440	13,440	13,440	13,440
515104	Assignment Pay	10,170	6,598	12,000	8,000
515111	Assignment Pay - Rescue	45,474	46,337	50,000	50,000
515112	Assignment Pay - FIRE/EMS	67,167	66,411	75,000	75,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
515116	Cell Phone Pay	7,200	7,275	7,200	7,200
515200	Longevity Pay	121,357	107,714	86,968	60,969
521000	Social Security - Matching	1,399,176	1,442,550	1,608,508	1,522,101
522000	Retirement Contributions	76,897	21,537	22,787	26,316
522001	Retirement Contrib - Legacy	74,002	28,127	63,293	59,800
522010	Defined Contribution - General	24,573	21,464	21,812	22,224
522100	Retirement Contributions P&F	11,565,953	12,443,434	12,489,218	11,376,416
522110	State Contrib P&F Retirement	1,402,576	1,091,281	1,366,623	1,051,584
523000	Health Insurance	2,273,833	2,486,844	3,936,615	3,738,448
523100	Life Insurance	45,961	39,607	93,244	98,157
524000	Workers Compensation	302,407	1,558,441	1,441,465	1,337,552
526300	General Retiree Health Contrib	101,348	73,230	79,715	80,555
526310	Fire Retiree Health Contrib	4,493,712	4,138,809	4,239,053	4,241,681
	Personnel	40,809,496	42,785,042	46,515,456	43,459,468
Operating					
531300	Prof Svc - Outside Legal	1,710	1,440	2,500	2,500
531400	Professional Svc - Medical	81,584	69,980	109,310	109,310
531500	Professional Svc - Other	4,875	4,163	5,125	5,750
531508	Professional Svc - Other Fire	34,885	7,040	9,910	9,910
531509	Professional Svc - OtherRescue	44,755	42,204	51,720	63,198
534300	Other Svc - Laundry & Cleaning	27,973	28,069	32,136	33,096
534950	Other Svc - Maintenance	16,180	16,478	22,550	24,598
534988	Other Svc - Rescue	159,634	163,680	123,067	130,441
534989	Other Svc - FCS	429,989	414,737	595,704	634,927
534990	Other Svc	-	-	2,000	1,000
534995	Other Svc - IT	54,554	27,286	104,000	104,000
536100	Excess Benefit	7,041	7,345	25,000	25,000
540100	Travel Conferences	6,292	3,176	10,000	7,000
541100	Telephone	149,018	184,890	50,800	190,800
541370	Communications	7,862	7,953	12,000	12,000
542000	Postage	1,000	1,133	1,440	1,440
543200	Water & Sewer	29,849	31,055	33,600	33,600

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
543300 Gas		12,065	14,419	20,400	20,400
543430 Electricity		125,657	135,614	144,900	144,900
544200 Rental - Machinery & Equipment		13,362	17,331	5,720	5,720
544365 Rentals - Fire		792,376	801,690	830,264	811,350
546100 R&M Office Equipment		274	-	1,400	1,400
546150 R&M Land Bldg & Improvement		134,204	144,502	229,100	149,100
546250 R&M Equipment		72,380	69,313	97,600	101,600
546300 R&M Vehicles		521,403	560,707	631,800	631,800
546800 Maintenance Contracts		30,727	85,608	111,850	111,850
547100 Printing		4,860	4,156	6,000	6,000
548250 Employee Award Program		600	657	1,500	1,500
548500 Promotional Activities		4,012	2,532	4,200	4,200
549104 License Fees		200	3,695	2,000	2,000
549105 License Renewals		26,322	19,364	28,355	28,355
549180 Administrative Fees - Fire		546,230	549,962	590,089	675,420
549201 Taxes and/or Assessments		28,273	28,376	29,187	29,187
549220 Promotional Exams		22,098	13,710	30,060	31,750
549400 Bank Svc Charge		-	352	-	1,920
551100 Office Supplies		14,724	13,884	19,560	19,560
551200 Maps		116	54	2,000	2,000
551400 Photo Supplies		891	331	1,000	2,000
552000 Operating Supplies		5,520	3,867	7,500	7,500
552005 Operating Supplies - Fire		22,469	28,829	25,200	25,200
552006 Operating Supplies - Rescue		166,517	169,687	177,600	182,880
552160 Pharmaceutical Supplies		34,868	32,589	43,700	42,840
552200 Janitorial Supplies		19,609	23,284	27,600	27,600
552250 Linen/Bedding		4,789	4,811	5,094	5,094
552431 Operating Chemicals - Fire		12,975	10,000	15,000	17,900
552432 Operating Chemicals - Rescue		6,573	6,400	7,300	7,300
552540 Fuel		153,896	134,028	200,000	200,000
552600 Clothing/Uniforms		29,423	46,225	36,600	40,400
552630 Protective Clothing		110,863	108,421	164,040	131,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552650	Non-capital Equipment	225	-	16,060	-
552652	Non-capital Software & License	224	1,066	4,000	4,000
552653	Non-capital Computer Equipment	10,318	11,773	10,500	10,500
552654	Non-capital Nozzles	-	-	5,000	5,000
552656	Non-capital Ladders	311	-	2,500	2,500
552657	Non-capital Hose	16,978	16,880	22,000	25,000
552659	Non-capital Equipment - Fire	37,984	50,570	40,000	40,000
552660	Non-capital Equipment - Rescue	19,334	47,450	43,100	47,000
552701	Food Purchases	5,115	2,089	7,000	7,000
554100	Memberships Dues Subscription	300	520	635	635
554521	Books	335	77	2,630	2,630
554522	Books - Rescue	9,319	10	10,000	10,000
555200	College Classes - Education	69,616	69,973	150,821	100,000
555228	Training - Rescue	10,300	11,076	15,000	15,000
Operating		4,155,834	4,256,509	5,016,727	5,128,061
Grants and Aid					
581010	Medicaid MCO Supplemental IGT	-	99,458	99,459	165,159
Grants and Aid		-	99,458	99,459	165,159
Other					
591640	Transfer to Pub Ins Trust	2,000,000	-	100,000	100,000
Other		2,000,000	-	100,000	100,000
Capital					
662009	Fire Station 79 - Alhambra	7,533	-	50,000	-
662016	Fire Station 69 - 9500 Pines	-	3,000	68,200	-
662026	Fire Station 99-Pembroke Isles	-	-	-	75,000
662038	Fire Training Facility	916,706	1,529,230	79,968	-
663000	Improvement Other Than Bldg	22,225	-	69,700	-
664009	Ambulance Refurbishment	-	-	17,560	30,000
664016	Ambulances	283,102	291,685	606,440	-
664028	Car	46,298	49,634	50,000	55,000
664038	Communications Systems	194,068	-	24,000	24,000
664039	Micro Computer/Compnr Eqpt	-	7,040	24,000	24,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664051	Software	-	-	-	24,000
664054	Software - Rescue	3,346	-	-	-
664057	Laptop or Tablet - Rescue	33,678	-	-	55,000
664067	Ladder Truck	1,213,698	-	-	454,953
664180	Radio	-	-	7,500	37,500
664181	Radio - Portable	2,892	-	440	40,700
664214	Truck	-	-	80,000	80,000
664351	Special Equipment - Fire	13,726	-	197,960	-
664352	Special Equipment - Rescue	209,931	137,813	24,500	24,500
664400	Other Equipment	3,199	14,596	16,000	16,000
664440	Fire Apparatus Refurbish	-	-	50,000	50,000
664450	Fire Engine	475,079	491,352	-	-
Capital		3,425,480	2,524,349	1,366,268	990,653
Project Total		50,390,810	49,665,358	53,097,910	49,843,341

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: Fire Prevention

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512172	Assistant Division Chief	89,080	103,346	107,509	106,161
512607	Captain PM	181,288	186,868	189,474	183,710
512699	Clerical Coordinator	41,088	787	-	-
512788	Division Chief	142,271	152,730	155,106	119,935
512912	Fire Inspector PM	368,804	413,673	405,546	414,526
512992	Vacation leave - retire/term	-	7,290	55,554	-
512996	Sick leave - retire/term	-	5,364	36,256	-
512997	Sick leave - annual	23,069	33,364	28,524	38,051
514000	Overtime	6,128	4,880	8,000	8,000
514012	Overtime - Hurricane	-	-	8,500	8,500
514018	Overtime - Expediting Expense	14,114	7,214	15,000	15,000
514401	Overtime - Fire Watch Detail	-	-	12,000	12,000
515000	Incentive Pay	7,280	8,780	8,840	7,800

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: Fire Prevention

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
515040	Inspector Certification	17,360	18,480	17,680	17,680
515050	Stand-by Pay	15,753	16,718	16,500	23,000
515100	Holiday Pay	-	-	50,000	71,000
515101	Uniform Cleaning Allowance	2,380	3,360	3,360	3,360
515104	Assignment Pay	-	93	-	-
515116	Cell Phone Pay	4,250	4,740	5,340	4,740
515200	Longevity Pay	9,843	7,751	6,981	-
521000	Social Security - Matching	67,425	71,804	86,103	79,088
522000	Retirement Contributions	6,287	-	-	-
522010	Defined Contribution - General	3,698	71	-	-
522100	Retirement Contributions P&F	294,746	446,953	566,785	814,946
522110	State Contrib P&F Retirement	26,067	35,633	62,020	75,330
523000	Health Insurance	102,837	111,908	172,827	165,744
523100	Life Insurance	2,264	1,930	4,584	4,815
524000	Workers Compensation	14,399	76,890	71,812	66,494
526300	General Retiree Health Contrib	16,908	-	-	-
526310	Fire Retiree Health Contrib	180,688	187,191	187,947	185,319
	Personnel	1,638,027	1,907,817	2,282,248	2,425,199
Operating					
534950	Other Svc - Maintenance	-	-	3,000	3,000
534989	Other Svc - FCS	165,364	232,994	269,737	259,976
540100	Travel Conferences	3,916	2,140	5,325	5,325
541100	Telephone	-	-	1,400	1,400
541370	Communications	2,597	2,597	3,000	3,000
543430	Electricity	1,440	516	4,500	4,500
544200	Rental - Machinery & Equipment	1,553	1,553	1,560	1,560
544365	Rentals - Fire	42,817	43,516	43,903	44,092
546150	R&M Land Bldg & Improvement	-	4,940	500	500
546250	R&M Equipment	-	550	2,800	2,800
546300	R&M Vehicles	15,958	13,373	25,000	25,000
546800	Maintenance Contracts	308	255	350	350
547100	Printing	544	698	800	800

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: Fire Prevention

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
548500	Promotional Activities	6,883	6,047	8,500	8,500
549104	License Fees	15	30	200	200
549105	License Renewals	11,706	12,291	16,300	16,300
549180	Administrative Fees - Fire	43,674	84,189	100,817	79,135
551100	Office Supplies	1,649	1,265	2,300	2,300
552000	Operating Supplies	-	15	2,000	2,000
552200	Janitorial Supplies	-	-	450	450
552540	Fuel	4,522	2,678	15,500	15,500
552650	Non-capital Equipment	2,840	792	4,500	4,500
552652	Non-capital Software & License	-	-	500	500
552653	Non-capital Computer Equipment	1,435	6,029	6,500	7,000
554100	Memberships Dues Subscription	535	535	1,300	1,300
554521	Books	1,877	1,346	3,600	3,600
Operating		309,635	418,350	524,342	493,588
Capital					
664003	Vehicle	17,421	52,839	18,500	43,500
Capital		17,421	52,839	18,500	43,500
Project Total		1,965,083	2,379,005	2,825,090	2,962,287

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: Assistance to Firefighter Grant

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664351	Special Equipment - Fire	-	-	6,510	-
664400	Other Equipment	-	-	71,501	-
Capital		-	-	78,011	-
Project Total		-	-	78,011	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: Public Safety Dispatch

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534950	Other Svc - Maintenance	34,324	35,002	49,800	49,800
541100	Telephone	-	-	9,600	9,600
543200	Water & Sewer	836	787	1,200	1,200
543430	Electricity	8,263	6,771	9,600	9,600
546150	R&M Land Bldg & Improvement	33,880	10,639	10,000	14,000
546250	R&M Equipment	4,153	3,242	10,000	10,000
552200	Janitorial Supplies	-	-	2,500	2,500
552540	Fuel	-	-	1,000	1,000
552650	Non-capital Equipment	-	-	2,000	2,000
552653	Non-capital Computer Equipment	-	-	500	500
Operating		81,456	56,441	96,200	100,200
Project Total		81,456	56,441	96,200	100,200

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: FEMA-4337-DR - Hurricane Irma

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
662009	Fire Station 79 - Alhambra	-	182,276	146,758	-
662012	Fire Station 33 - 72nd Avenue	-	182,246	162,780	-
662016	Fire Station 69 - 9500 Pines	-	-	219,138	-
662018	FS 89 - Century Village	-	3,050	111,462	-
662026	Fire Station 99-Pembroke Isles	-	135,266	164,097	-
662031	Fire Station 101 - Stirling Rd	-	124,311	170,679	-
664073	Generator	-	549,596	239,621	-
Capital		-	1,176,743	1,214,535	-
Project Total		-	1,176,743	1,214,535	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664016	Ambulances	-	-	-	315,000
664067	Ladder Truck	-	-	-	865,047
Capital		-	-	-	1,180,047
Project Total		-	-	-	1,180,047

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552000	Operating Supplies	-	57,265	-	75,000
Operating		-	57,265	-	75,000
Project Total		-	57,265	-	75,000
Fire/Rescue Total		52,437,350	53,334,813	57,311,746	54,160,875

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Other					
591171	Transfer to Middle School	636,463	-	282,220	-
	Other	636,463	-	282,220	-
	Project Total	636,463	-	282,220	-

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - Village Center

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512143	EDC Teacher	23,970	19,049	-	-
512781	Site Supervisor	39,693	31,633	-	-
512992	Vacation leave - retire/term	-	16,788	-	-
512996	Sick leave - retire/term	-	8,041	-	-
512997	Sick leave - annual	912	-	-	-
513551	PT Teacher Aide	140,055	106,483	-	-
514000	Overtime	-	343	-	-
521000	Social Security - Matching	15,274	13,683	-	-
522500	ICMA - City Portion	3,171	2,595	-	-
523000	Health Insurance	22,853	24,868	-	-
523100	Life Insurance	193	148	-	-
524000	Workers Compensation	428	2,049	-	-
526300	General Retiree Health Contrib	781	2,230	-	-
	Personnel	247,331	227,909	-	-
Operating					
534950	Other Svc - Maintenance	41,876	27,234	-	-
534982	Function Sourcing - Grounds	440	500	-	-
534989	Other Svc - FCS	222,692	204,940	-	-
534990	Other Svc	9,359	9,080	-	-
541100	Telephone	1,768	992	-	-
541370	Communications	1,078	834	-	-
543200	Water & Sewer	3,851	3,109	-	-
543430	Electricity	12,874	11,627	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - Village Center

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
544200	Rental - Machinery & Equipment	1,309	1,416	-	-
544800	Rentals - Transportation	480	-	-	-
546150	R&M Land Bldg & Improvement	23,914	2,435	-	-
546210	Energy Savings Project	13,741	14,000	-	-
546250	R&M Equipment	216	-	-	-
546800	Maintenance Contracts	277	218	-	-
549104	License Fees	209	215	-	-
549674	Special Event - Summer Program	2,463	-	-	-
551100	Office Supplies	2,161	532	-	-
552000	Operating Supplies	7,557	3,786	-	-
552030	School Yr Activities Supplies	2,290	1,172	-	-
552050	Playground/Athletic Supplies	425	242	-	-
552650	Non-capital Equipment	667	-	-	-
552652	Non-capital Software & License	75	-	-	-
552653	Non-capital Computer Equipment	100	-	-	-
552701	Food Purchases	11,975	3,609	-	-
554100	Memberships Dues Subscription	325	325	-	-
555200	College Classes - Education	-	620	-	-
Operating		362,121	286,885	-	-
Project Total		609,452	514,794	-	-

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: WCY EDC

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512143	EDC Teacher	32,451	18,296	-	-
512780	Teacher Aide	23,260	18,516	-	-
512781	Site Supervisor	46,855	37,340	-	-
512992	Vacation leave - retire/term	1,784	16,534	-	-
512996	Sick leave - retire/term	2,694	13,130	-	-
512997	Sick leave - annual	529	-	-	-
513551	PT Teacher Aide	192,603	156,493	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: WCY EDC

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	47	3	-	-
515015	Payment in Lieu of Benefits	-	-	-	-
521000	Social Security - Matching	22,584	19,721	-	-
522500	ICMA - City Portion	5,130	3,797	-	-
523000	Health Insurance	34,279	37,303	-	-
523100	Life Insurance	351	217	-	-
524000	Workers Compensation	632	2,680	-	-
526300	General Retiree Health Contrib	2,015	4,520	-	-
	Personnel	365,214	328,550	-	-
Operating					
534950	Other Svc - Maintenance	44,592	29,365	-	-
534982	Function Sourcing - Grounds	440	500	-	-
534989	Other Svc - FCS	414,577	367,057	-	-
534990	Other Svc	1,028	739	-	-
541100	Telephone	433	349	-	-
544200	Rental - Machinery & Equipment	-	-	-	-
544800	Rentals - Transportation	4,665	1,200	-	-
546150	R&M Land Bldg & Improvement	4,777	4,222	-	-
546250	R&M Equipment	-	-	-	-
546800	Maintenance Contracts	564	-	-	-
549104	License Fees	359	242	-	-
549674	Special Event - Summer Program	15,284	-	-	-
551100	Office Supplies	3,047	1,098	-	-
552000	Operating Supplies	37,044	17,419	-	-
552030	School Yr Activities Supplies	6,506	4,568	-	-
552050	Playground/Athletic Supplies	150	229	-	-
552650	Non-capital Equipment	3,623	3,021	-	-
552652	Non-capital Software & License	75	-	-	-
552653	Non-capital Computer Equipment	-	737	-	-
552701	Food Purchases	26,090	11,826	-	-
555200	College Classes - Education	70	450	-	-
555229	Training	499	290	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: WCY EDC

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	563,824	443,313	-	-
	Project Total	929,037	771,863	-	-

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - West

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512120	Sch Accounting Clerk II	29,110	21,858	-	-
512143	EDC Teacher	199,207	146,986	150,468	152,548
512780	Teacher Aide	18,732	14,833	20,020	17,940
512781	Site Supervisor	44,059	45,316	44,970	44,970
512972	EDC Clerical Spec I	6,622	-	-	-
512992	Vacation leave - retire/term	577	-	635	500
512996	Sick leave - retire/term	642	-	1,171	500
512997	Sick leave - annual	668	802	500	500
513551	PT Teacher Aide	316,897	235,853	292,810	364,962
514000	Overtime	18	-	200	200
515015	Payment in Lieu of Benefits	8,862	6,185	4,802	4,802
515100	Holiday Pay	-	-	100	100
521000	Social Security - Matching	46,043	34,748	40,883	44,924
522500	ICMA - City Portion	14,807	11,656	10,774	10,774
523000	Health Insurance	114,263	99,474	115,218	110,496
523100	Life Insurance	1,084	649	1,156	1,266
524000	Workers Compensation	1,385	5,697	4,141	4,391
526300	General Retiree Health Contrib	5,602	13,560	6,696	7,000
	Personnel	808,577	637,618	694,544	765,873
Operating					
531500	Professional Svc - Other	1,873	-	500	500
534950	Other Svc - Maintenance	59,708	44,030	59,724	59,724
534982	Function Sourcing - Grounds	879	900	900	900
534989	Other Svc - FCS	164,387	175,994	285,527	326,468
534990	Other Svc	6,368	6,372	7,032	9,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - West

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
541100	Telephone	1,985	1,553	1,600	1,600
543200	Water & Sewer	6,701	3,855	7,000	7,000
543430	Electricity	11,893	10,083	12,000	12,000
544200	Rental - Machinery & Equipment	1,712	1,652	1,712	1,712
544360	Rentals	179,995	172,334	187,234	192,367
544800	Rentals - Transportation	1,440	-	5,000	2,000
546150	R&M Land Bldg & Improvement	12,952	13,940	27,500	10,000
546210	Energy Savings Project	30,251	30,931	31,642	32,369
546250	R&M Equipment	666	-	500	500
546800	Maintenance Contracts	1,528	848	1,800	1,800
549104	License Fees	209	215	625	625
549674	Special Event - Summer Program	18,964	695	22,000	15,000
551100	Office Supplies	3,880	1,343	4,000	1,500
552000	Operating Supplies	13,689	4,220	14,000	14,000
552030	School Yr Activities Supplies	10,161	6,850	12,000	10,000
552050	Playground/Athletic Supplies	-	-	500	300
552650	Non-capital Equipment	1,049	1,683	3,000	500
552652	Non-capital Software & License	75	-	500	500
552653	Non-capital Computer Equipment	-	-	500	250
552701	Food Purchases	31,969	15,209	40,000	3,500
555200	College Classes - Education	300	100	300	300
Operating		562,635	492,806	727,096	704,415
Project Total		1,371,212	1,130,424	1,421,640	1,470,288

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - Central

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512120	Sch Accounting Clerk II	26,033	19,244	25,371	23,307
512143	EDC Teacher	113,876	73,937	75,879	82,119
512780	Teacher Aide	108,351	91,813	47,487	43,317
512781	Site Supervisor	47,920	48,103	47,736	47,736

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - Central

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512972	EDC Clerical Spec I	24,200	18,173	24,108	26,188
512992	Vacation leave - retire/term	649	-	4,590	-
512996	Sick leave - retire/term	417	-	4,150	-
512997	Sick leave - annual	5,539	4,935	5,500	5,000
513507	PT Summer Program	5,880	-	11,157	11,157
513551	PT Teacher Aide	333,613	254,869	230,070	254,150
514000	Overtime	-	-	33	-
515005	Supplements	500	-	-	-
515015	Payment in Lieu of Benefits	2,400	1,939	2,401	2,401
521000	Social Security - Matching	48,538	37,113	36,617	37,904
522500	ICMA - City Portion	15,277	12,763	11,032	11,137
523000	Health Insurance	148,542	136,776	134,421	128,912
523100	Life Insurance	1,038	696	1,183	1,306
524000	Workers Compensation	1,345	5,746	3,617	3,607
526300	General Retiree Health Contrib	5,602	14,690	7,304	7,000
Personnel		889,721	720,796	672,656	685,241
Operating					
534950	Other Svc - Maintenance	53,622	39,585	53,652	53,652
534982	Function Sourcing - Grounds	879	900	900	900
534989	Other Svc - FCS	224,563	222,474	316,740	351,819
534990	Other Svc	4,869	5,815	6,761	6,761
541100	Telephone	2,581	2,777	2,920	2,920
543200	Water & Sewer	6,519	3,314	6,300	6,300
543430	Electricity	30,278	28,240	28,800	28,800
544200	Rental - Machinery & Equipment	1,809	1,765	1,809	1,809
544360	Rentals	192,682	176,819	192,598	192,846
544800	Rentals - Transportation	7,980	480	9,000	7,500
546150	R&M Land Bldg & Improvement	47,417	4,889	11,000	11,000
546210	Energy Savings Project	30,866	31,609	32,392	33,192
546250	R&M Equipment	-	-	250	250
546800	Maintenance Contracts	1,522	554	1,200	1,200
549104	License Fees	2,400	265	2,700	225

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: Charter EDC - Central

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
549674	Special Event - Summer Program	24,684	60	32,000	25,000
551100	Office Supplies	1,573	222	1,700	1,000
552000	Operating Supplies	15,800	7,999	17,000	15,000
552030	School Yr Activities Supplies	18,864	10,509	22,000	20,000
552050	Playground/Athletic Supplies	-	972	1,000	1,000
552200	Janitorial Supplies	-	-	100	100
552650	Non-capital Equipment	4,227	881	6,000	5,000
552652	Non-capital Software & License	75	-	200	200
552653	Non-capital Computer Equipment	-	-	1,500	1,500
552701	Food Purchases	41,772	16,326	44,000	8,000
555229	Training	-	-	1,000	-
Operating		714,980	556,455	793,522	775,974
Project Total		1,604,701	1,277,251	1,466,178	1,461,215
Early Development Centers Total		5,150,864	3,694,332	3,170,038	2,931,503

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5005 WCY Administration

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
532100	Accounting & Auditing Fees	971	1,012	1,100	1,048
534950	Other Svc - Maintenance	29,099	46,593	16,825	16,825
543200	Water & Sewer	7,376	-7,071	7,000	7,000
543430	Electricity	31,276	-31,276	31,500	31,500
546150	R&M Land Bldg & Improvement	577	-	25,423	1,000
Operating		69,300	9,258	81,848	57,373
Project Total		69,300	9,258	81,848	57,373
WCY Administration Total		69,300	9,258	81,848	57,373

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512033	Facilities Project Manager	48,125	55,598	53,405	-
512411	Operations & Finance Manager	-	10,626	-	-
512462	Plumber III	58,980	59,262	58,698	58,698
512469	Property Manager	57,497	59,522	60,601	-
512484	Public Services Manager	50,244	20,194	-	-
512489	Facilities Manager	55,769	-	89,518	61,916
512523	Accountant	21,986	-	-	-
512532	Accountant II	6,285	31,056	31,676	32,779
512533	Electrician II	58,977	59,290	58,698	58,698
512609	Carpenter Foreman	65,020	65,331	64,709	64,709
514000	Overtime	13,180	9,824	14,000	10,000
515007	Topped Out Incentive	1,650	1,800	2,250	2,250
515107	Automobile Allowance	1,800	1,108	1,800	-
515115	Beeper Pay	12,078	5,418	13,000	5,500
515116	Cell Phone Pay	4,050	3,600	4,050	2,700
521000	Social Security - Matching	33,951	28,311	34,617	22,745
522000	Retirement Contributions	97,852	34,422	21,793	21,834
522010	Defined Contribution - General	24,627	26,433	37,345	20,324
523000	Health Insurance	68,558	87,040	124,820	82,872
523100	Life Insurance	1,225	1,168	2,232	1,618
524000	Workers Compensation	3,476	23,545	18,154	13,366
526300	General Retiree Health Contrib	103,848	102,522	103,630	72,500
	Personnel	789,177	686,071	794,996	532,509
Operating					
531100	Professional Svc - Engineering	21,180	74,216	73,401	100,000
531500	Professional Svc - Other	33,418	5,350	37,929	75,000
534300	Other Svc - Laundry & Cleaning	2,797	3,779	4,850	4,850
534950	Other Svc - Maintenance	36,954	36,954	43,730	54,402
534982	Function Sourcing - Grounds	4,536,363	4,562,443	4,917,280	5,107,206
534989	Other Svc - FCS	1,403,672	1,827,150	2,353,954	2,437,305
534990	Other Svc	119,911	129,382	222,436	257,444
540100	Travel Conferences	181	211	1,000	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
541100	Telephone	92,685	86,537	92,000	90,000
541225	Cable fees	3,055	1,907	3,500	3,216
542000	Postage	100	37	1,000	1,000
543200	Water & Sewer	8,915	6,743	10,000	12,000
543430	Electricity	41,569	24,234	32,000	42,000
544200	Rental - Machinery & Equipment	18,643	11,238	20,503	7,600
546150	R&M Land Bldg & Improvement	640,102	401,861	2,512,698	400,000
546190	R&M Fuel Sites	53,486	56,555	58,000	57,800
546210	Energy Savings Project	-	-	14,212	14,484
546220	R&M Generators	44,361	8,056	17,500	45,000
546250	R&M Equipment	13,974	11,557	10,000	10,000
546300	R&M Vehicles	28,163	38,801	50,000	50,000
546800	Maintenance Contracts	4,917	23,888	25,000	25,350
547100	Printing	465	601	300	1,500
549104	License Fees	2,921	325	2,500	2,500
551100	Office Supplies	6,200	3,855	5,000	5,000
552000	Operating Supplies	35,625	26,234	40,000	45,000
552150	Safety Equipment & Supplies	1,780	2,619	6,000	3,000
552200	Janitorial Supplies	3,666	5,439	5,000	7,000
552300	Expendable Tools	8,896	7,010	7,500	7,500
552540	Fuel	21,363	27,370	30,000	30,000
552600	Clothing/Uniforms	19	61	500	500
552650	Non-capital Equipment	81,113	44,204	21,336	25,000
552652	Non-capital Software & License	384	479	7,480	10,000
552653	Non-capital Computer Equipment	4,243	764	2,000	5,000
554100	Memberships Dues Subscription	-	490	-	-
555229	Training	2,995	306	-	-
Operating		7,274,115	7,430,653	10,628,609	8,937,657
Capital					
662000	Buildings	17,500	26,026	1,121,093	-
663000	Improvement Other Than Bldg	-	-	1,181,950	-
663061	Fencing	378,188	282,349	212,885	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663115	Landscaping	-	24	-	-
663121	Lighting	22,452	-	-	-
663161	Parking Lot	140,951	85,209	182,287	100,000
664023	Camera	-	-	-	70,000
664060	Physical Control System	-	-	95,591	-
664072	Storage Tank	38,883	-	-	-
664073	Generator	-	2,098	-	-
664214	Truck	27,506	-	-	60,000
664221	Van	-	149,542	-	-
664400	Other Equipment	17,447	16,920	246,525	225,000
Capital		642,927	562,168	3,040,331	455,000
Project Total		8,706,219	8,678,891	14,463,936	9,925,166

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings | Project: City Hall/Chambers

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
513410	PT Police Officer	62,045	50,142	33,509	-
514000	Overtime	4,104	11,973	5,000	-
521000	Social Security - Matching	5,066	4,724	2,947	-
524000	Workers Compensation	861	4,750	2,141	-
Personnel		72,077	71,590	43,597	-
Operating					
531340	Prof Svc - Mgmt Fee SMG	46,006	47,019	38,846	48,429
531500	Professional Svc - Other	13,982	-	27,335	-
534987	Other Svc - SMG	368,122	386,201	340,812	350,792
534990	Other Svc	-	1,560	18,424	91,986
541100	Telephone	28,698	32,998	35,400	36,446
541225	Cable fees	-	-	8,000	7,200
543200	Water & Sewer	31,335	18,815	24,720	25,200
543430	Electricity	142,919	123,375	139,379	148,320
546150	R&M Land Bldg & Improvement	19,650	49,223	58,958	145,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings | Project: City Hall/Chambers

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
549105	License Renewals	385	-	435	435
551100	Office Supplies	-	50	-	1,300
552650	Non-capital Equipment	19,658	1,905	5,000	5,000
552652	Non-capital Software & License	-	765	-	765
552653	Non-capital Computer Equipment	-	634	-	1,000
555229	Training	-	125	5,821	5,821
	Operating	670,755	662,670	703,130	867,694
Capital					
662000	Buildings	-	31,454	-	-
664055	Laptop or Tablet	-	2,225	-	-
664400	Other Equipment	2,856	25,015	12,992	5,000
	Capital	2,856	58,694	12,992	5,000
	Project Total	745,688	792,954	759,719	872,694

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings | Project: FEMA-4337-DR - Hurricane Irma

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664073	Generator	-	635,211	1,566,797	-
	Capital	-	635,211	1,566,797	-
	Project Total	-	635,211	1,566,797	-

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
546152	R&M - Land Bldg - Major Projec	-	-	-	389,300
546152	R&M - Land Bldg - Major Projec	-	-	-	250,000
546152	R&M - Land Bldg - Major Projec	-	-	-	85,000
546152	R&M - Land Bldg - Major Projec	-	-	-	200,000
546152	R&M - Land Bldg - Major Projec	-	-	-	802,200

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6001 General Gvt Buildings | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	-	-	-	1,726,500
Capital					
663000	Improvement Other Than Bldg	-	-	-	388,649
664060	Physical Control System	-	-	-	1,511,487
	Capital	-	-	-	1,900,136
	Project Total	-	-	-	3,626,636
General Gvt Buildings Total		9,451,907	10,107,057	16,790,452	14,424,496

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 539 Other Physical Environment

Department: 6004 Grounds Maintenance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512009	Asst Director of Public Svc	63,424	84,716	113,499	119,055
512051	Public Services Director	-	29,308	71,909	75,312
512499	Deputy City Manager	97,969	98,438	97,500	102,503
515007	Topped Out Incentive	450	450	375	375
515107	Automobile Allowance	3,600	4,315	3,600	6,601
515116	Cell Phone Pay	450	750	450	1,350
521000	Social Security - Matching	10,428	14,396	21,390	22,845
522000	Retirement Contributions	14,021	18,925	25,816	26,965
522010	Defined Contribution - General	-	2,605	6,398	6,623
523000	Health Insurance	17,139	18,651	38,408	36,832
523100	Life Insurance	622	523	1,513	1,735
524000	Workers Compensation	1,010	882	1,004	1,014
526300	General Retiree Health Contrib	25,312	21,969	31,888	32,224
Personnel		234,425	295,927	413,750	433,434
Operating					
531100	Professional Svc - Engineering	950	-	-	15,000
531500	Professional Svc - Other	-	2,900	-	15,000
534300	Other Svc - Laundry & Cleaning	799	526	800	800
534950	Other Svc - Maintenance	11,017	11,017	11,017	11,017
534982	Function Sourcing - Grounds	1,106,378	1,062,313	1,131,841	1,175,557
534989	Other Svc - FCS	329,828	296,207	403,024	414,447
534990	Other Svc	180,574	92,320	167,121	158,900
540100	Travel Conferences	22	-	-	-
541100	Telephone	65,921	86,691	90,000	90,000
543200	Water & Sewer	11,575	8,670	8,000	15,000
543430	Electricity	112,922	112,659	132,000	118,000
544200	Rental - Machinery & Equipment	2,535	2,262	2,300	2,300
546150	R&M Land Bldg & Improvement	112,008	179,917	75,000	75,000
546161	R&M Landscaping	117,115	201,128	225,572	363,000
546170	R&M Irrigation	77,816	77,957	92,000	100,000
546250	R&M Equipment	24,430	13,722	20,000	25,000
546300	R&M Vehicles	13,768	16,404	20,000	20,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 539 Other Physical Environment

Department: 6004 Grounds Maintenance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
546800	Maintenance Contracts	690	625	2,000	789
549104	License Fees	100	-	-	1,000
549600	Trash Disposal Charges	7,999	7,060	10,000	25,000
551100	Office Supplies	1,690	77	2,500	1,000
552000	Operating Supplies	4,972	2,802	5,000	5,000
552150	Safety Equipment & Supplies	241	1,369	2,000	5,000
552200	Janitorial Supplies	701	-	1,000	1,000
552300	Expendable Tools	1,809	963	5,000	5,000
552420	Horticultural Chemicals	1,708	23,636	29,226	50,000
552430	Operating Chemicals	32,133	28,944	22,740	30,000
552540	Fuel	8,711	6,294	10,000	7,000
552650	Non-capital Equipment	8,277	7,312	13,046	10,000
Operating		2,236,689	2,243,775	2,481,187	2,739,810
Capital					
663061	Fencing	-	18,160	65,828	-
663115	Landscaping	210,000	4,876	34,869	-
664214	Truck	206,782	534,684	23,399	140,000
664221	Van	59,284	144,514	-	-
664400	Other Equipment	25,883	1,035	1,954	-
Capital		501,949	703,269	126,050	140,000
Project Total		2,973,062	3,242,971	3,020,987	3,313,244
Grounds Maintenance Total		2,973,062	3,242,971	3,020,987	3,313,244

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6005 Procurement

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512175	Division Director of Purchasin	111,632	50,361	-	-
512483	Procurement Director	-	67,582	122,837	132,052
515107	Automobile Allowance	3,600	3,600	3,600	3,600
515116	Cell Phone Pay	900	900	900	900
521000	Social Security - Matching	8,664	9,138	9,743	10,447
522000	Retirement Contributions	27,379	10,932	11,898	12,603
523000	Health Insurance	11,426	12,434	19,203	18,416
523100	Life Insurance	333	264	657	771
524000	Workers Compensation	95	446	435	451
526300	General Retiree Health Contrib	16,908	14,646	15,943	16,111
Personnel		180,937	170,303	185,216	195,351
Operating					
531500	Professional Svc - Other	-	-	350,000	-
534982	Function Sourcing - Grounds	54,829	52,905	-	-
534989	Other Svc - FCS	425,957	387,875	620,853	640,264
540100	Travel Conferences	9	27	500	500
541100	Telephone	866	1,108	1,800	1,800
546300	R&M Vehicles	1,124	1,735	12,000	12,000
549000	Legal/Employment Ads	1,815	1,149	3,000	3,000
551100	Office Supplies	1,895	395	3,000	3,000
552000	Operating Supplies	425	32	-	-
552540	Fuel	-	-	1,500	1,500
552600	Clothing/Uniforms	63	-	250	250
552650	Non-capital Equipment	277	917	117,000	117,000
552652	Non-capital Software & License	9,600	9,650	136,350	105,000
552653	Non-capital Computer Equipment	813	-	-	-
554100	Memberships Dues Subscription	738	610	808	843
555229	Training	-	1,220	3,000	3,000
Operating		498,409	457,624	1,250,061	888,157
Project Total		679,346	627,926	1,435,277	1,083,508
Procurement Total		679,346	627,926	1,435,277	1,083,508

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6006 Environmental Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512035	Utilities Project Manager	27,671	21,406	-	-
512194	Environmental Svc Director	80,392	35,388	-	-
512196	Envir Svc/Utilities Director	-	48,627	85,353	90,356
512500	City Engineer	80,392	80,777	80,008	85,010
512667	Chief Engineering Inspector	87,174	87,654	86,757	86,757
512770	Engineering Inspector	67,333	69,054	70,270	71,051
512774	Engineer	-	-	55,633	62,660
514000	Overtime	5,949	5,360	6,000	6,000
515007	Topped Out Incentive	2,250	1,125	1,500	1,500
515107	Automobile Allowance	9,300	9,162	9,600	9,600
515116	Cell Phone Pay	1,125	1,088	900	900
521000	Social Security - Matching	27,084	24,871	29,765	30,661
522000	Retirement Contributions	47,399	14,697	15,032	20,831
522010	Defined Contribution - General	36,426	36,447	40,654	41,934
523000	Health Insurance	34,279	49,737	67,212	64,456
523100	Life Insurance	952	989	2,022	2,273
524000	Workers Compensation	3,942	11,853	10,619	10,447
526300	General Retiree Health Contrib	50,724	58,584	55,802	56,390
	Personnel	562,392	556,817	617,127	640,826
Operating					
531100	Professional Svc - Engineering	78,972	37,740	178,167	175,000
534300	Other Svc - Laundry & Cleaning	289	224	270	270
534989	Other Svc - FCS	694,712	774,978	1,078,059	922,996
540100	Travel Conferences	-	15	50	750
541100	Telephone	1,620	2,084	1,860	3,015
544200	Rental - Machinery & Equipment	2,262	2,262	2,268	2,268
546250	R&M Equipment	-	-	500	500
546300	R&M Vehicles	3,207	1,886	3,500	5,430
546800	Maintenance Contracts	2,087	1,811	5,860	6,360
551100	Office Supplies	3,723	5,227	4,500	5,500
552000	Operating Supplies	1,187	946	920	1,100
552150	Safety Equipment & Supplies	-	-	1,500	420

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6006 Environmental Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552540	Fuel	4,719	2,933	5,200	6,000
552600	Clothing/Uniforms	267	-	230	400
552650	Non-capital Equipment	87	806	1,500	1,500
552652	Non-capital Software & License	1,764	-	500	500
552653	Non-capital Computer Equipment	76	5,508	1,000	1,000
554100	Memberships Dues Subscription	101	-	1,150	350
Operating		795,072	836,419	1,287,034	1,133,359
Capital					
664003	Vehicle	55,012	55,644	-	-
664055	Laptop or Tablet	1,685	-	-	-
664400	Other Equipment	21,516	-	-	9,000
Capital		78,213	55,644	-	9,000
Project Total		1,435,677	1,448,880	1,904,161	1,783,185
Environmental Services Total		1,435,677	1,448,880	1,904,161	1,783,185

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6008 HCF Human Services Campus

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531100	Professional Svc - Engineering	45,700	-	30,000	10,000
531300	Prof Svc - Outside Legal	44,294	55,402	50,000	50,000
531500	Professional Svc - Other	-	3,325	10,000	5,000
534982	Function Sourcing - Grounds	89,162	86,508	96,239	99,367
534990	Other Svc	176,020	180,675	194,229	77,000
541100	Telephone	7,644	4,274	7,800	7,800
543200	Water & Sewer	1,400	2,799	1,500	3,000
543300	Gas	788	617	2,500	2,500
543430	Electricity	136,140	155,260	140,000	160,000
544200	Rental - Machinery & Equipment	-	259	500	1,000
544360	Rentals	252,090	254,065	255,478	254,952
545000	Insurance	13,496	23,708	10,261	10,920
545065	Insurance - Leasehold Improv	9,931	13,796	32,500	30,000
546150	R&M Land Bldg & Improvement	57,140	87,127	100,000	79,000
546164	R&M Resurfacing	-	-	-	675,000
546250	R&M Equipment	-	-	1,000	1,000
546300	R&M Vehicles	-	-	2,000	2,000
546800	Maintenance Contracts	-	-	23,000	25,000
549105	License Renewals	100	100	100	200
552000	Operating Supplies	45	494	500	500
552650	Non-capital Equipment	-	30	500	500
Operating		833,949	868,438	958,107	1,494,739
Capital					
662017	Building Improvement	4,200	-	-	-
663000	Improvement Other Than Bldg	-	-	500,000	-
663161	Parking Lot	11,000	-	-	-
664015	Air conditioner	-	276,231	-	-
Capital		15,200	276,231	500,000	-
Project Total		849,149	1,144,669	1,458,107	1,494,739

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6008 HCF Human Services Campus | Project: Homes for Veterans

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531300	Prof Svc - Outside Legal	-	8,000	6,770	6,800
543200	Water & Sewer	1,834	412	5,000	5,250
543430	Electricity	-	-1,352	500	520
544330	Credit Application	-	-	200	400
546150	R&M Land Bldg & Improvement	24,125	5,725	115,706	125,110
546250	R&M Equipment	-	-	300	300
546800	Maintenance Contracts	-	-	500	500
552000	Operating Supplies	-	73	-	-
552650	Non-capital Equipment	-	-	1,900	500
Operating		25,958	12,858	130,876	139,380
Capital					
664000	Machinery & Equipment	-	-	4,360	3,000
Capital		-	-	4,360	3,000
Project Total		25,958	12,858	135,236	142,380

Fund:001 General Fund | Function: 519 Other General Governmental Svc

Department: 6008 HCF Human Services Campus | Project: WestCare (SBA)

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
544360	Rentals	170,434	347,284	353,366	361,365
545065	Insurance - Leasehold Improv	5,494	21,977	21,977	26,819
Operating		175,929	369,261	375,343	388,184
Project Total		175,929	369,261	375,343	388,184
HCF Human Services Campus Total		1,051,036	1,526,788	1,968,686	2,025,303

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512181	Division Director of Recreation	81,571	84,272	85,968	88,555
512215	Senior Lifeguard	106,739	116,758	161,596	106,330
512409	PS Park Supervisor	131,120	133,223	133,253	133,288
512508	Rec&Cultural Arts Acct Clerk I	46,877	48,514	49,495	50,732
512509	Rec&Cultural Art Acct Clerk II	46,144	47,766	48,727	50,186
512519	Rec & Cultural Arts Director	131,917	137,182	139,778	146,524
512521	Assistant Recreation Director	109,087	110,334	113,905	117,330
512525	Administrative Assistant I	49,491	49,728	49,255	50,733
512531	Div Director of Park Operation	74,328	76,356	78,481	80,833
512546	Aquatic Coordinator	85,093	85,747	85,093	85,093
512547	Aquatic Coordinator Assistant	61,805	50,912	-	62,796
512559	Recreation Supervisor III	-	14,227	55,162	57,273
512562	Recreation Supervisor I	60,006	61,856	63,575	64,845
512563	Special Events Coordinator	66,138	67,853	69,193	70,584
512564	Spec Events Coordinator Asst	44,252	39,258	-	49,588
512572	Div Director Cultural Arts	82,367	-	-	-
512573	Recreation Specialist	32,859	31,158	46,925	-
512587	Asst Director of Cultural Arts	-	96,620	98,571	101,529
512594	Soccer Coordinator	55,540	57,542	58,915	60,690
512595	Youth League Supervisor	50,827	39,024	-	-
512992	Vacation leave - retire/term	-	3,392	9,478	-
512996	Sick leave - retire/term	-	5,767	9,620	-
513405	PT Art Teacher	40,401	37,774	19,516	39,030
513450	PT Cashier	9,137	-	1,980	9,984
513488	PT Senior Lifeguard	16,089	20,790	28,747	45,994
513492	PT Lifeguard	123,048	112,896	76,440	118,560
513495	PT Recreation Aide	156,084	100,796	69,290	224,640
513507	PT Summer Program	198,229	2,725	-	225,240
513531	PT Assistant Program Coordinat	17,739	15,302	15,620	20,358
513532	PT Special Events Staff	15,893	3,955	3,108	17,028
513537	PT Music Teacher	48,458	40,895	14,313	57,246
513539	PT Drama Teacher	4,566	5,286	2,602	10,408

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
513549	PT Storage Lot Attendant	-	-	2,964	14,976
513562	PT Curator	29,454	22,938	22,464	22,464
513563	PT Recreation Leader	53,292	34,991	13,832	72,384
513591	PT Water Safety Instructor	118,061	71,048	74,532	117,078
513602	PT Recreation Specialist	15,945	12,495	3,744	14,976
513680	PT Clerk Spec I	23,933	21,783	17,160	29,952
514000	Overtime	25,704	8,886	30,000	20,000
515007	Topped Out Incentive	4,500	3,000	4,500	6,750
515010	Certification Pay	240	240	240	240
515100	Holiday Pay	1,631	611	3,000	3,000
515107	Automobile Allowance	15,600	15,600	15,601	15,601
515108	Shift Differential	546	188	1,000	1,000
515116	Cell Phone Pay	9,200	9,300	9,300	9,300
521000	Social Security - Matching	167,668	141,031	136,311	187,651
522000	Retirement Contributions	273,843	93,533	96,439	98,052
522010	Defined Contribution - General	84,355	89,657	89,810	95,924
523000	Health Insurance	228,526	248,684	364,857	349,904
523100	Life Insurance	4,012	3,105	7,158	8,045
524000	Workers Compensation	26,715	122,740	92,151	111,260
526300	General Retiree Health Contrib	354,768	292,920	318,860	306,109
Personnel		3,383,798	2,890,658	2,892,529	3,630,063
Operating					
531500	Professional Svc - Other	14,047	21,524	416,375	40,000
534982	Function Sourcing - Grounds	26,693	21,533	27,000	27,000
534984	Function Sourcing -Parks Mntnc	6,519,345	6,690,207	6,740,441	6,845,127
534989	Other Svc - FCS	447,615	604,075	552,252	627,138
534990	Other Svc	413,280	283,711	240,452	481,267
540100	Travel Conferences	2,274	49	100	3,000
541100	Telephone	29,235	25,191	30,500	31,000
541370	Communications	4,151	4,265	5,000	5,000
542000	Postage	8	30	200	200
543200	Water & Sewer	271,128	191,907	146,000	115,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
543320	Gas - Pool	12,692	17,762	15,631	23,489
543430	Electricity	593,764	458,039	600,000	620,000
544200	Rental - Machinery & Equipment	23,131	22,150	22,344	25,155
544700	Rentals - School Facilities	713,001	987,660	581,668	504,611
546150	R&M Land Bldg & Improvement	609,833	1,055,898	1,875,514	802,300
546170	R&M Irrigation	2,524	7,285	9,000	5,000
546250	R&M Equipment	10,016	11,919	18,801	20,000
546300	R&M Vehicles	17,174	23,998	20,000	21,000
546600	R&M Pool	58,219	54,410	59,445	62,200
546800	Maintenance Contracts	5,825	10,673	9,906	12,077
547100	Printing	2,519	1,155	2,500	6,500
548100	Advertising	2,000	-	1,000	2,000
548555	Youth Soccer	80,315	38,771	40,000	80,500
549105	License Renewals	14,771	12,711	16,855	16,872
549645	Pines Athletic Club Program	-134	-90	-	-
549649	Special Events	-	-	150,000	100,000
549655	Special Event - Arts Park	6,327	2,284	4,250	10,250
551100	Office Supplies	3,400	2,929	6,900	6,800
552000	Operating Supplies	15,836	14,288	25,000	25,000
552050	Playground/Athletic Supplies	33,661	40,859	31,630	42,545
552070	Art & Cultural Supplies	29,730	10,486	8,700	45,825
552071	ArtsPark Supplies	21,150	3,676	4,075	23,875
552150	Safety Equipment & Supplies	980	-	4,484	4,284
552200	Janitorial Supplies	1,244	465	2,000	2,000
552300	Expendable Tools	698	356	1,000	1,000
552350	Electrical/Mechanical Supplies	313	87	300	300
552421	Community Garden Supplies	1,330	136	1,400	1,000
552460	Sand Seed Soil	5,882	1,503	7,000	4,000
552480	Pool Chemicals & Supplies	54,885	33,953	55,949	49,500
552540	Fuel	23,417	19,425	24,000	24,000
552600	Clothing/Uniforms	6,577	4,215	7,000	6,750
552650	Non-capital Equipment	39,234	33,725	30,737	49,151

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552652	Non-capital Software & License	18,869	7,612	19,350	20,400
552653	Non-capital Computer Equipment	308	223	1,000	1,000
554100	Memberships Dues Subscription	500	533	1,525	1,645
555229	Training	1,568	2,296	2,705	3,020
	Operating	10,139,338	10,723,884	11,819,989	10,798,781
Capital					
662151	Building Improv - AV	-	-	50,000	-
663000	Improvement Other Than Bldg	146,022	1,126,535	2,111,079	25,000
663015	Pines Recreation Ctr - Improv	-	-	395,700	150,000
663061	Fencing	15,928	10,475	-	25,000
663082	September 11th Memorial	87,095	140,725	12,131	-
663115	Landscaping	-	91,293	-	-
664055	Laptop or Tablet	5,895	1,483	-	-
664214	Truck	-	88,810	-	47,259
664400	Other Equipment	1,042,362	44,116	187,886	304,590
	Capital	1,297,303	1,503,437	2,756,796	551,849
	Project Total	14,820,438	15,117,979	17,469,314	14,980,693

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: Special Population

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
513507	PT Summer Program	50,348	-	-	-
521000	Social Security - Matching	3,852	-	-	-
	Personnel	54,199	-	-	-
Operating					
534990	Other Svc	20,000	-	-	-
548505	Special Population Program	16,475	-	-	-
	Operating	36,475	-	-	-
	Project Total	90,675	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663000	Improvement Other Than Bldg	-	-	-	500,000
663000	Improvement Other Than Bldg	-	-	-	300,000
663000	Improvement Other Than Bldg	-	-	-	1,107,000
Capital		-	-	-	1,907,000
Project Total		-	-	-	1,907,000
Recreation & Cultural Arts Total		14,911,113	15,117,979	17,469,314	16,887,693

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 574 Special Events

Department: 7003 Special Events

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
549649	Special Events	19,995	33,935	26,000	41,000
549656	Special Event - Snowfest	37,401	41,053	3,257	45,150
549657	Event - Holiday in Pines	-	-	743	2,500
549659	Special Event - Kid Konnection	5,927	-	-	9,400
549660	Special Event - Easter EggHunt	11,882	870	5,400	13,500
549661	Event - Touch-A-Truck	-	-	4,000	5,000
549662	Special Event - 4th Of July	41,680	180	43,800	45,000
549663	Event - Splash in Pines	-	-	5,000	5,000
549665	Event - MLK	-	-	1,000	5,500
549666	Special Event - Halloween	13,130	15,021	10,000	17,750
549670	Special Event - Pines Day	40,557	2,908	1,100	40,800
549683	Special Event - Memorial Day	1,561	160	1,000	1,500
549684	Special Event - Veterans Day	1,185	792	700	1,500
549685	Special Event - September 11	2,203	769	2,050	2,000
549686	Special Event - Relay for Life	1,499	927	-	2,000
549687	Special Event - Mayor Kids Day	6,564	180	-	6,650
549688	Special Event - Art Festival	29,193	22,919	34,970	47,556
549689	Special Event - Jazz Concert	8,950	7,372	3,900	14,630
549690	Special Event - Kindness	1,867	3,406	-	3,050
549691	Special Event - Play Ball	3,283	-	3,500	3,500
Operating		226,877	130,492	146,420	312,986
Project Total		226,877	130,492	146,420	312,986
Special Events Total		226,877	130,492	146,420	312,986

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 575 Special Recreation Facility

Department: 7006 Golf Course

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531340	Prof Svc - Mgmnt Fee SMG	-	4,167	10,000	10,300
531500	Professional Svc - Other	639,332	654,036	670,293	674,107
532100	Accounting & Auditing Fees	1,835	1,922	1,926	1,991
534340	Other Svc - SMG Operating Exp	-	345,350	601,342	193,389
534900	Other Svc - Cart Rental	124,391	130,991	121,980	118,825
534950	Other Svc - Maintenance	701,708	722,449	744,156	746,875
534990	Other Svc	4,079	2,952	4,696	4,505
541100	Telephone	4,468	4,777	7,000	5,200
541225	Cable fees	1,372	1,210	1,400	1,500
543200	Water & Sewer	13,310	9,401	14,000	15,000
543340	Gas - restaurant	8,092	5,450	8,200	4,300
543430	Electricity	83,792	69,903	85,000	80,000
544200	Rental - Machinery & Equipment	267	223	1,000	300
546150	R&M Land Bldg & Improvement	75,945	50,264	157,448	90,942
546170	R&M Irrigation	-	4,327	500	4,300
546250	R&M Equipment	13,699	6,056	15,000	9,000
546800	Maintenance Contracts	500	653	500	500
547100	Printing	2,740	71	2,000	1,000
548100	Advertising	17,687	336	9,809	5,000
549105	License Renewals	510	-	1,000	1,000
549201	Taxes and/or Assessments	20,241	24,243	952	-
549400	Bank Svc Charge	38,051	40,813	38,000	43,000
551100	Office Supplies	562	718	600	800
552000	Operating Supplies	14,886	15,875	19,000	20,000
552300	Expendable Tools	505	1,684	2,200	2,200
552350	Electrical/Mechanical Supplies	2,601	891	2,500	2,100
552420	Horticultural Chemicals	170,169	153,089	170,820	167,280
552460	Sand Seed Soil	26,180	18,815	22,550	26,550
552650	Non-capital Equipment	16,703	9,913	14,650	15,850
552652	Non-capital Software & License	-	1,500	-	1,500
552800	Horticultural Supplies	7,933	6,744	11,000	10,000
554100	Memberships Dues Subscription	150	150	375	375

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 575 Special Recreation Facility

Department: 7006 Golf Course

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	1,991,707	2,288,971	2,739,897	2,257,689
Capital					
664139	Mowers	39,897	9,559	20,657	44,000
664400	Other Equipment	6,949	27,276	3,343	-
	Capital	46,846	36,836	24,000	44,000
	Project Total	2,038,553	2,325,806	2,763,897	2,301,689
	Golf Course Total	2,038,553	2,325,806	2,763,897	2,301,689

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7010 Civic & Cultural Facility | Project: State General Program

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534990	Other Svc	-	37,503	38,399	-
547100	Printing	-	4,427	4,001	-
548100	Advertising	-	3,500	5,000	-
Operating		-	45,430	47,400	-
Project Total		-	45,430	47,400	-

Fund:001 General Fund | Function: 573 Cultural Services

Department: 7010 Civic & Cultural Facility | Project: Civic Center

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531340	Prof Svc - Mgmt Fee SMG	64,060	65,469	65,469	67,433
534340	Other Svc - SMG Operating Exp	980,735	956,336	584,746	868,353
534990	Other Svc	-	2,173	25,654	29,354
541100	Telephone	28,463	31,515	30,000	34,800
541370	Communications	29,400	29,512	29,400	31,200
543200	Water & Sewer	48,316	27,996	30,000	35,000
543340	Gas - restaurant	2,910	1,888	3,000	3,028
543430	Electricity	174,678	150,792	175,000	180,000
544200	Rental - Machinery & Equipment	633	633	636	636
546150	R&M Land Bldg & Improvement	-	-	10,500	11,000
546800	Maintenance Contracts	111	59	150	150
549105	License Renewals	789	-	355	355
Operating		1,330,096	1,266,372	954,910	1,261,309
Capital					
663000	Improvement Other Than Bldg	-	-	9,000	-
Capital		-	-	9,000	-
Project Total		1,330,096	1,266,372	963,910	1,261,309

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 573 Cultural Services

Department: 7010 Civic & Cultural Facility | Project: Art Gallery

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531340	Prof Svc - Mgmt Fee SMG	6,406	6,547	6,547	6,743
534340	Other Svc - SMG Operating Exp	19,690	19,763	16,559	23,098
534989	Other Svc - FCS	214,090	135,799	102,608	212,116
534990	Other Svc	132,653	69,110	48,628	67,835
540100	Travel Conferences	300	-	-	-
541100	Telephone	19,212	21,272	21,600	22,248
543200	Water & Sewer	1,721	1,655	1,842	1,854
543430	Electricity	10,586	9,897	18,000	15,000
544200	Rental - Machinery & Equipment	1,227	930	2,227	2,227
545150	Insurance - Fine Arts Policy	1,739	1,739	1,792	1,791
546150	R&M Land Bldg & Improvement	1,773	724	4,050	6,100
546800	Maintenance Contracts	569	535	277	600
547100	Printing	14,144	1,185	12,200	11,600
548100	Advertising	12,169	2,131	6,400	13,600
549105	License Renewals	110	-	110	110
549649	Special Events	5,131	2,645	8,600	17,000
551100	Office Supplies	844	333	1,500	1,500
552000	Operating Supplies	3,921	409	1,500	3,000
552600	Clothing/Uniforms	696	-	500	750
552650	Non-capital Equipment	1,833	164	1,800	2,000
552652	Non-capital Software & License	119	129	1,070	1,100
554100	Memberships Dues Subscription	325	200	500	200
Operating		449,260	275,170	258,310	410,472
Project Total		449,260	275,170	258,310	410,472
Civic & Cultural Facility Total		1,779,355	1,586,972	1,269,620	1,671,781

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512084	Community Service Director	74,348	76,588	76,544	79,040
512543	Activities Coordinator	51,320	53,137	53,134	53,165
514000	Overtime	1,498	2,716	5,000	5,000
515007	Topped Out Incentive	-	-	375	1,125
521000	Social Security - Matching	8,543	9,326	10,154	10,474
522000	Retirement Contributions	25,857	12,356	12,830	13,103
522010	Defined Contribution - General	4,619	4,782	4,783	4,785
523000	Health Insurance	17,139	18,651	28,805	27,624
523100	Life Insurance	378	295	693	773
524000	Workers Compensation	689	498	460	452
526300	General Retiree Health Contrib	25,312	21,969	23,915	24,167
	Personnel	209,703	200,318	216,693	219,708
Operating					
531100	Professional Svc - Engineering	2,575	-	5,000	5,000
531500	Professional Svc - Other	1,172	926	1,600	1,600
534300	Other Svc - Laundry & Cleaning	79	179	200	200
534950	Other Svc - Maintenance	105,010	104,998	118,350	118,350
534982	Function Sourcing - Grounds	26,018	1,325	1,900	1,900
534989	Other Svc - FCS	322,546	416,650	572,781	571,268
534990	Other Svc	59,417	8,544	7,500	7,550
534995	Other Svc - IT	4,350	4,350	4,350	4,350
540100	Travel Conferences	250	77	100	-
541100	Telephone	13,394	12,091	13,800	13,800
541225	Cable fees	1,392	1,546	1,600	1,600
543200	Water & Sewer	21,361	11,351	25,000	25,000
543300	Gas	400	339	500	500
543430	Electricity	83,307	70,124	100,000	90,000
544200	Rental - Machinery & Equipment	5,178	5,081	6,000	6,000
546150	R&M Land Bldg & Improvement	144,691	600,000	100,000	68,000
546210	Energy Savings Project	31,908	35,541	40,000	40,000
546250	R&M Equipment	3,085	820	5,000	5,000
546300	R&M Vehicles	2,256	5,832	10,500	10,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
546800	Maintenance Contracts	8,460	7,213	9,000	9,000
547100	Printing	13,996	6,483	20,000	20,000
549105	License Renewals	-	202	50	500
551100	Office Supplies	2,785	1,359	5,000	5,000
552000	Operating Supplies	10,824	6,668	10,810	11,000
552200	Janitorial Supplies	2,161	369	2,500	2,500
552350	Electrical/Mechanical Supplies	2,913	4,764	5,000	5,000
552540	Fuel	45,596	42,823	60,000	60,000
552650	Non-capital Equipment	4,807	4,422	14,000	14,000
552653	Non-capital Computer Equipment	188	-16	1,000	1,000
554100	Memberships Dues Subscription	165	565	265	175
Operating		920,286	1,354,624	1,141,806	1,098,793
Grants and Aid					
582012	Grant- Elderly Energy asst	14,552	13,089	19,948	20,765
Grants and Aid		14,552	13,089	19,948	20,765
Capital					
663000	Improvement Other Than Bldg	22,676	-	-	-
664055	Laptop or Tablet	4,813	4,831	-	-
664204	TV-Closed Circuit/Sec Camera	-	104,438	-	-
664400	Other Equipment	4,993	6,586	-	-
Capital		32,483	115,855	-	-
Project Total		1,177,022	1,683,886	1,378,447	1,339,266

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services | Project: CARES Act

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Grants and Aid					
582012	Grant- Elderly Energy asst	-	-	18,987	-
Grants and Aid		-	-	18,987	-
Project Total		-	-	18,987	-
Community Services Total		1,177,022	1,683,886	1,397,434	1,339,266

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512084	Community Service Director	37,174	38,294	38,272	39,520
514000	Overtime	-	-	5,000	5,000
515007	Topped Out Incentive	-	-	188	188
521000	Social Security - Matching	2,302	2,614	3,237	3,366
522000	Retirement Contributions	9,057	4,855	5,121	5,217
523000	Health Insurance	2,857	3,109	4,801	4,604
523100	Life Insurance	112	88	205	231
524000	Workers Compensation	203	148	136	135
526300	General Retiree Health Contrib	4,202	3,662	3,986	4,028
	Personnel	55,908	52,770	60,946	62,289
Operating					
531300	Prof Svc - Outside Legal	-	360	1,000	1,000
534300	Other Svc - Laundry & Cleaning	158	355	315	325
534950	Other Svc - Maintenance	46,220	54,009	71,000	73,000
534982	Function Sourcing - Grounds	62,224	883	950	950
534989	Other Svc - FCS	143,624	205,601	227,123	241,470
534990	Other Svc	1,112	694	3,400	3,500
534995	Other Svc - IT	300	300	300	300
540100	Travel Conferences	-	-	200	-
541100	Telephone	4,138	4,649	6,700	6,700
541225	Cable fees	36,465	38,463	44,360	45,690
543200	Water & Sewer	94,185	90,553	99,910	102,907
543430	Electricity	34,715	44,100	49,331	50,810
544200	Rental - Machinery & Equipment	1,428	1,768	3,200	3,200
544330	Credit Application	4,189	1,774	6,400	6,600
544360	Rentals	708,069	712,480	719,346	720,709
545000	Insurance	24,707	52,868	41,853	31,102
546150	R&M Land Bldg & Improvement	678,332	177,662	135,795	348,141
546210	Energy Savings Project	31,787	35,406	37,152	38,266
546250	R&M Equipment	5,380	3,249	5,300	5,450
546300	R&M Vehicles	-	2,272	1,800	1,900
546800	Maintenance Contracts	27,479	9,504	99,780	51,950

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
548100	Advertising	-	-	7,300	7,300
549175	Administrative Fees	136,252	241,425	177,809	167,185
549201	Taxes and/or Assessments	5,172	4,655	9,500	9,500
551100	Office Supplies	1,007	984	3,700	3,800
552000	Operating Supplies	1,038	733	5,400	5,500
552200	Janitorial Supplies	234	40	5,700	5,800
552540	Fuel	-	-	1,374	1,374
552650	Non-capital Equipment	55,168	32,303	67,980	69,980
552652	Non-capital Software & License	-	-	600	600
552653	Non-capital Computer Equipment	-	-	2,300	2,300
Operating		2,103,379	1,717,089	1,836,878	2,007,309
Project Total		2,159,286	1,769,859	1,897,824	2,069,598

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division | Project: Rental - Pines Place

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512084	Community Service Director	37,174	38,294	38,272	39,520
514000	Overtime	-	-	5,000	-
515007	Topped Out Incentive	-	-	188	188
521000	Social Security - Matching	2,302	2,614	3,237	2,983
522000	Retirement Contributions	9,057	4,855	5,121	5,217
523000	Health Insurance	2,857	3,109	4,801	4,604
523100	Life Insurance	112	88	205	231
524000	Workers Compensation	203	148	136	135
526300	General Retiree Health Contrib	4,202	3,662	3,986	4,028
Personnel		55,907	52,770	60,946	56,906
Operating					
531300	Prof Svc - Outside Legal	1,874	3,685	19,570	20,157
531500	Professional Svc - Other	1,551	5,088	5,000	5,000
534300	Other Svc - Laundry & Cleaning	606	1,237	1,900	1,900
534950	Other Svc - Maintenance	96,101	104,691	129,240	135,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division | Project: Rental - Pines Place

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534982	Function Sourcing - Grounds	129,061	1,325	2,060	2,122
534989	Other Svc - FCS	263,833	472,568	530,705	551,549
534990	Other Svc	128,782	132,222	140,898	144,400
534995	Other Svc - IT	900	900	1,878	1,578
541100	Telephone	19,599	21,320	20,085	20,500
541225	Cable fees	117,839	124,022	139,346	146,315
543200	Water & Sewer	455,933	443,649	455,000	480,000
543430	Electricity	117,100	118,771	217,330	223,850
544200	Rental - Machinery & Equipment	2,794	1,690	22,000	22,660
544330	Credit Application	15,068	3,504	3,022	6,000
544360	Rentals	3,674,704	3,692,598	3,708,509	3,704,658
545000	Insurance	58,606	72,861	85,886	107,618
546150	R&M Land Bldg & Improvement	343,366	286,814	896,739	534,410
546210	Energy Savings Project	37,280	41,524	43,000	44,000
546250	R&M Equipment	24,646	19,452	54,075	45,700
546300	R&M Vehicles	-	-	2,000	2,060
546800	Maintenance Contracts	18,199	18,897	26,986	28,000
548100	Advertising	-	-	5,000	-
549104	License Fees	2,715	990	2,648	2,800
549175	Administrative Fees	323,188	332,726	403,593	459,693
549400	Bank Svc Charge	-	975	-	5,000
551100	Office Supplies	2,699	3,006	4,944	5,093
552000	Operating Supplies	4,512	4,833	5,150	5,305
552200	Janitorial Supplies	15,549	5,136	21,630	16,630
552300	Expendable Tools	-	86	226	1,000
552540	Fuel	-	-	1,450	1,450
552650	Non-capital Equipment	8,870	21,930	57,320	54,050
554100	Memberships Dues Subscription	192	-	-	-
	Operating	5,865,564	5,936,498	7,007,190	6,778,498
Capital					
664000	Machinery & Equipment	2,216	2,465	10,000	6,000
664051	Software	-	7,145	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division | Project: Rental - Pines Place

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
	Capital	2,216	9,610	10,000	6,000
	Project Total	5,923,687	5,998,878	7,078,136	6,841,404
	Housing Division Total	8,082,974	7,768,738	8,975,960	8,911,002

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 515 Comprehensive Planning

Department: 9002 Planning&Economic Development

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512184	Zoning Administrator	81,573	82,353	81,183	81,183
512524	Administrative Coordinator I	56,131	56,427	55,890	55,890
512695	Plan/Econ Development Director	126,848	131,242	134,397	138,053
512696	Planning Administrator	81,892	85,158	87,077	89,690
512992	Vacation leave - retire/term	-	41,207	-	-
512996	Sick leave - retire/term	-	21,219	-	-
513426	PT Planning Administrator	17,088	17,164	45,220	45,220
514000	Overtime	161	60	1,263	1,011
515007	Topped Out Incentive	1,800	1,800	1,500	1,500
515107	Automobile Allowance	6,831	8,400	8,402	8,402
515116	Cell Phone Pay	1,380	1,380	1,380	1,380
521000	Social Security - Matching	27,230	32,659	31,769	32,317
522000	Retirement Contributions	77,873	30,783	35,217	35,464
522010	Defined Contribution - General	5,052	5,078	5,031	5,031
523000	Health Insurance	45,705	49,737	76,812	73,664
523100	Life Insurance	1,039	812	1,917	2,131
524000	Workers Compensation	346	1,547	1,432	1,400
526300	General Retiree Health Contrib	67,532	58,584	63,772	64,444
Personnel		598,481	625,610	632,262	636,780
Operating					
531500	Professional Svc - Other	15,000	-	32,000	32,000
534989	Other Svc - FCS	296,634	352,250	450,681	478,767
534990	Other Svc	4,750	4,500	7,431	7,431
534995	Other Svc - IT	-	-	5,000	5,000
540100	Travel Conferences	826	203	3,000	3,500
541100	Telephone	645	322	2,500	2,500
541370	Communications	866	1,333	2,100	2,100
542000	Postage	90	228	2,400	2,000
544200	Rental - Machinery & Equipment	3,294	3,569	6,280	6,280
545440	Insurance - Errors & Omissions	-	172	185	185
546250	R&M Equipment	-	-	750	750
546300	R&M Vehicles	619	1,079	5,500	3,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 515 Comprehensive Planning

Department: 9002 Planning&Economic Development

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
546800	Maintenance Contracts	1,306	2,090	4,900	4,900
547100	Printing	900	442	2,000	2,000
548510	Economic Development Activitie	80,770	88,250	139,014	120,000
548511	Landscape Activities	1,784	750	5,000	5,000
549000	Legal/Employment Ads	4,354	5,041	5,500	5,500
551100	Office Supplies	3,165	2,424	5,000	5,000
552000	Operating Supplies	1,216	-597	3,500	3,500
552540	Fuel	1,321	693	2,500	2,500
552650	Non-capital Equipment	-	-	500	500
552652	Non-capital Software & License	1,298	1,296	4,000	4,000
552653	Non-capital Computer Equipment	872	-	2,000	2,000
554100	Memberships Dues Subscription	2,355	912	3,500	3,800
Operating		422,064	464,956	695,241	702,713
Capital					
664214	Truck	-	-	24,400	25,204
Capital		-	-	24,400	25,204
Project Total		1,020,545	1,090,566	1,351,903	1,364,697
Planning&Economic Development Total		1,020,545	1,090,566	1,351,903	1,364,697
General Fund		194,388,173	198,445,632	223,640,154	220,088,607

City of Pembroke Pines, Florida - Expenditure Detail

Fund:051 Wetlands Trust Fund | Function: 537 Conservation & Resource Mgmnt
Department: 6007 Mitigation Trust

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	15,000	-	-	-
531750	Prof Svc - Custodial fees	1,460	1,460	1,500	1,500
534950	Other Svc - Maintenance	-	2,300	15,000	15,000
Operating		16,460	3,760	16,500	16,500
Project Total		16,460	3,760	16,500	16,500
Mitigation Trust Total		16,460	3,760	16,500	16,500
Wetlands Trust Fund		16,460	3,760	16,500	16,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 100 Road & Bridge Fund | Function: 541 Road & Street Facilities

Department: 6002 Maintenance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
522001	Retirement Contrib - Legacy	241,389	82,417	83,238	84,503
	Personnel	241,389	82,417	83,238	84,503
Operating					
534983	Function Sourcing - ROW	1,336,056	1,248,231	1,345,705	1,345,705
534989	Other Svc - FCS	-	-	-	230,600
534990	Other Svc	1,342,707	1,370,484	1,436,808	1,502,009
534998	Contract - Pressure Washing	583,453	612,409	650,000	400,000
543200	Water & Sewer	4,443	9,166	4,200	8,322
543400	Street Lighting	1,264,545	1,209,940	1,300,000	1,300,000
545000	Insurance	160,243	234,683	241,308	282,393
546150	R&M Land Bldg & Improvement	39,734	25,518	131,214	40,000
552000	Operating Supplies	290	300	25,000	2,500
	Operating	4,731,471	4,710,731	5,134,235	5,111,529
Capital					
664068	Sewer Cleaning Vacuum Machine	-	-	-	420,000
	Capital	-	-	-	420,000
	Project Total	4,972,860	4,793,148	5,217,473	5,616,032
	Maintenance Total	4,972,860	4,793,148	5,217,473	5,616,032

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 100 Road & Bridge Fund | Function: 541 Road & Street Facilities

Department: 6003 Infrastructure

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531100	Professional Svc - Engineering	87,171	113,936	470,398	235,000
531500	Professional Svc - Other	-	7,650	-	-
534990	Other Svc	5,181	5,181	5,500	5,500
546164	R&M Resurfacing	649,938	1,181,082	3,960,458	1,123,094
546165	R&M Drainage	-	-	455,285	375,875
Operating		742,290	1,307,849	4,891,641	1,739,469
Capital					
663053	Pembroke Rd Dykes-Silver Shore	-	-217,871	712,929	-
663070	Guard Rails	24,050	10,275	240,675	50,000
663186	Repaving/Road improvement	-	53,828	51,003	360,000
664400	Other Equipment	-	10,785	259,215	553,000
667173	IF - Road improvement	-	300,000	21,627	-
667999	IF - Transportation Projects	-	-	1,014,050	-
Capital		24,050	157,017	2,299,499	963,000
Project Total		766,340	1,464,866	7,191,140	2,702,469

Fund: 100 Road & Bridge Fund | Function: 541 Road & Street Facilities

Department: 6003 Infrastructure | Project: FEMA-4337-DR - Hurricane Irma

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
667041	Infrastructure - Drainage	-	-	78,590	-
Capital		-	-	78,590	-
Project Total		-	-	78,590	-
Infrastructure Total		766,340	1,464,866	7,269,730	2,702,469

City of Pembroke Pines, Florida - Expenditure Detail

Fund:100 Road & Bridge Fund | Function: 544 Transit System

Department: 8004 Transit System

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Other					
591128	Transfer to Community Bus Prog	264,834	-	-	435,636
Other		264,834	-	-	435,636
Project Total		264,834	-	-	435,636
Transit System Total		264,834	-	-	435,636
Road & Bridge Fund		6,004,034	6,258,014	12,487,203	8,754,137

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531120	Professional Svc - Foreclosure	-	36,772	153,229	-
531510	Professional Svc - Direct Cost	-	20,072	75,928	-
534942	Rental/Utilities Assistance	-	159,174	610,826	-
	Operating	-	216,018	839,983	-
	Project Total	-	216,018	839,983	-

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2015 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534991	Home Repair/Weatherization	-53	-	-	-
	Operating	-53	-	-	-
	Project Total	-53	-	-	-

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2016 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-1,298	-	-	-
534991	Home Repair/Weatherization	421,278	182,165	-	-
549208	Home Owner Counseling	13,500	-	-	-
549216	Home Buyer Assistance	50,000	-	-	-
549217	Home Foreclosure Counseling	9,600	-	-	-
	Operating	493,080	182,165	-	-
	Project Total	493,080	182,165	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2017 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-	-	307	-
534991	Home Repair/Weatherization	89,956	248,571	340,636	-
534997	Disaster Mitigation/Recovery	-	-	31,163	-
549208	Home Owner Counseling	-	10,500	-	-
549216	Home Buyer Assistance	36,475	63,525	-	-
Operating		126,431	322,596	372,106	-
Project Total		126,431	322,596	372,106	-

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2018 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	26,917	-	4	-
534942	Rental/Utilities Assistance	-	7,722	-	-
534991	Home Repair/Weatherization	1,524	50,708	296,069	-
534997	Disaster Mitigation/Recovery	-	-	25,000	-
549208	Home Owner Counseling	-	3,000	15,000	-
549216	Home Buyer Assistance	-	36,475	-	-
Operating		28,441	97,905	336,073	-
Project Total		28,441	97,905	336,073	-

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2019 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531120	Professional Svc - Foreclosure	-	-	10,000	-
531501	Professional Svc - CRA Admin	-	33,514	32	-
534991	Home Repair/Weatherization	-	60	229,955	-
534994	Contract Svc -Emergency Repair	-	-	75,000	-
549208	Home Owner Counseling	-	-	12,608	-
549216	Home Buyer Assistance	-	-	30,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2019 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	-	33,574	357,595	-
	Project Total	-	33,574	357,595	-

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2020 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-	-	4,500	-
534991	Home Repair/Weatherization	-	-	93,354	-
	Operating	-	-	97,854	-
	Project Total	-	-	97,854	-

Fund: 120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2021 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-	-	-	111,600
534991	Home Repair/Weatherization	-	-	-	809,400
534994	Contract Svc -Emergency Repair	-	-	-	75,001
549216	Home Buyer Assistance	-	-	-	120,000
	Operating	-	-	-	1,116,001
	Project Total	-	-	-	1,116,001
Community Development Total		647,900	852,258	2,003,611	1,116,001
FHFC Grants SHIP/CRF		647,900	852,258	2,003,611	1,116,001

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2015 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534991	Home Repair/Weatherization	74,857	-	-	-
	Operating	74,857	-	-	-
	Project Total	74,857	-	-	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2016 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	3,302	-	12,871	-
534991	Home Repair/Weatherization	272,966	436	300,150	-
	Operating	276,269	436	313,021	-
Capital					
664073	Generator	-	-	6,000	-
	Capital	-	-	6,000	-
	Project Total	276,269	436	319,021	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2017 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	-	-	1	-
534991	Home Repair/Weatherization	20	-	221,811	-
	Operating	20	-	221,812	-
Capital					
663994	Improvements - Rec Facilities	-	-	82,677	-
664073	Generator	122,200	-	5,270	-
	Capital	122,200	-	87,947	-
	Project Total	122,220	-	309,759	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2018 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	143,880	-	-	-
534991	Home Repair/Weatherization	31	-	234,433	-
	Operating	143,911	-	234,433	-
Capital					
663161	Parking Lot	22,850	190,605	86,545	-
	Capital	22,850	190,605	86,545	-
	Project Total	166,761	190,605	320,978	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2019 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	-	4,250	17,768	-
531501	Professional Svc - CRA Admin	-	161,159	17	-
534991	Home Repair/Weatherization	-	20	312,405	-
	Operating	-	165,429	330,190	-
Capital					
662022	Building Impr - SW Senior Ctr	-	-	300,000	-
	Capital	-	-	300,000	-
	Project Total	-	165,429	630,190	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2020 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	-	-	46,325	-
531501	Professional Svc - CRA Admin	-	-	138,974	-
534943	Micro Enterprise	-	-	10,000	-
534991	Home Repair/Weatherization	-	-	272,364	-
	Operating	-	-	467,663	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2020 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
662022	Building Impr - SW Senior Ctr	-	-	319,858	-
663161	Parking Lot	-	-	-	-
663994	Improvements - Rec Facilities	-	-	-	-
Capital		-	-	319,858	-
Project Total		-	-	787,521	-

Fund: 121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2021 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	-	-	-	50,858
531501	Professional Svc - CRA Admin	-	-	-	152,569
534991	Home Repair/Weatherization	-	-	-	305,140
Operating		-	-	-	508,567
Capital					
662022	Building Impr - SW Senior Ctr	-	-	-	355,997
Capital		-	-	-	355,997
Project Total		-	-	-	864,564

Fund: 121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-	12,700	62,300	-
534943	Micro Enterprise	-	-	489,173	-
Operating		-	12,700	551,473	-
Project Total		-	12,700	551,473	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2015 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	2,545	-	-	-
534991	Home Repair/Weatherization	39,704	-	-	-
	Operating	42,250	-	-	-
	Project Total	42,250	-	-	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2016 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	12,327	-	7,177	-
534991	Home Repair/Weatherization	93,550	49,828	30,041	-
	Operating	105,877	49,828	37,218	-
	Project Total	105,877	49,828	37,218	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2017 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	21,806	-
534991	Home Repair/Weatherization	-	-	159,917	-
	Operating	-	-	181,723	-
	Project Total	-	-	181,723	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2018 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	32,911	-
534991	Home Repair/Weatherization	-	-	241,347	-
	Operating	-	-	274,258	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2018 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Project Total		-	-	274,258	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2019 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	28,676	-
549216	Home Buyer Assistance	-	-	210,297	-
Operating		-	-	238,973	-
Project Total		-	-	238,973	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOME GRANT FY2020

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	30,419	-
549216	Home Buyer Assistance	-	-	223,074	-
Operating		-	-	253,493	-
Project Total		-	-	253,493	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2021 HOME Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	-	31,926
549216	Home Buyer Assistance	-	-	-	234,124
Operating		-	-	-	266,050
Project Total		-	-	-	266,050

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2008 NSP Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	-	24	-	-
534940	Acquisition-Rehab or NewConstr	263,277	34,445	-	-
	Operating	263,277	34,469	-	-
	Project Total	263,277	34,469	-	-

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 2010 NSP Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531501	Professional Svc - CRA Admin	5,300	-	-	-
534940	Acquisition-Rehab or NewConstr	-	52,076	27,356	-
534991	Home Repair/Weatherization	-	-	47,700	-
	Operating	5,300	52,076	75,056	-
	Project Total	5,300	52,076	75,056	-
Community Development Total		1,056,811	505,543	3,979,663	1,130,614

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 544 Transit System

Department: 8006 Transportation | Project: Senior Center Transportation

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534990	Other Svc	9,610	-	38,974	-
546300	R&M Vehicles	52,183	81,296	50,000	-
552540	Fuel	61,545	50,809	50,000	-
Operating		123,338	132,105	138,974	-
Project Total		123,338	132,105	138,974	-

Fund:121 HUD Grants CDBG/HOME | Function: 544 Transit System

Department: 8006 Transportation | Project: 2021 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534990	Other Svc	-	-	-	32,570
546300	R&M Vehicles	-	-	-	70,000
552540	Fuel	-	-	-	50,000
Operating		-	-	-	152,570
Project Total		-	-	-	152,570
Transportation Total		123,338	132,105	138,974	152,570
HUD Grants CDBG/HOME		1,180,149	637,648	4,118,637	1,283,184

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement
Department: 3015 Victims of Crime Act Grant

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
513576	PT Victim's Advocate Grant	14,303	14,867	20,592	20,592
521000	Social Security - Matching	1,094	1,137	1,575	1,575
	Personnel	15,397	16,004	22,167	22,167
Operating					
540100	Travel Conferences	-	-	1,259	-
552000	Operating Supplies	-	-	8,159	-
552650	Non-capital Equipment	-	-	1,379	-
552653	Non-capital Computer Equipment	-	-	462	-
	Operating	-	-	11,259	-
	Project Total	15,397	16,004	33,426	22,167
	Victims of Crime Act Grant Total	15,397	16,004	33,426	22,167

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement
Department: 3022 School Violence Prevention | Project: 2020 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664060	Physical Control System	-	-	872,790	-
Capital		-	-	872,790	-
Project Total		-	-	872,790	-
School Violence Prevention Total		-	-	872,790	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement
Department: 3026 Federal-Aid Highway

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	20,000	4,583	6,273	-
	Personnel	20,000	4,583	6,273	-
	Project Total	20,000	4,583	6,273	-
	Federal-Aid Highway Total	20,000	4,583	6,273	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement
Department: 3028 Coronavirus Emg Supplemental | Project: EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664400	Other Equipment	-	-	80,017	-
Capital		-	-	80,017	-
Project Total		-	-	80,017	-
Coronavirus Emg Supplemental Total		-	-	80,017	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 2017 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	2,349	-	-	-
	Operating	2,349	-	-	-
Capital					
664400	Other Equipment	112,731	-	-	-
	Capital	112,731	-	-	-
	Project Total	115,080	-	-	-

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 2018 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664181	Radio - Portable	38,997	-	-	-
664400	Other Equipment	-	73,736	-	-
	Capital	38,997	73,736	-	-
	Project Total	38,997	73,736	-	-

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 2019 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664023	Camera	-	-	52,741	-
664400	Other Equipment	-	-	78,890	-
	Capital	-	-	131,631	-
	Project Total	-	-	131,631	-
Homeland Security Total		154,077	73,736	131,631	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement
Department: 3031 Homeland Security CCTA

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	21,044	-	-	-
	Personnel	21,044	-	-	-
	Project Total	21,044	-	-	-
	Homeland Security CCTA Total	21,044	-	-	-
	Law Enforcement Grant	210,518	94,323	1,124,137	22,167

City of Pembroke Pines, Florida - Expenditure Detail

Fund:124 Police Community Service Grant | Function: 521 Law Enforcement

Department: 3018 Byrne | Project: 2016 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552000	Operating Supplies	4,671	-	-	-
	Operating	4,671	-	-	-
Capital					
664400	Other Equipment	14,220	-	-	-
	Capital	14,220	-	-	-
	Project Total	18,891	-	-	-

Fund:124 Police Community Service Grant | Function: 521 Law Enforcement

Department: 3018 Byrne | Project: 2017 Grant Year

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664400	Other Equipment	-	20,423	-	-
	Capital	-	20,423	-	-
	Project Total	-	20,423	-	-
	Byrne Total	18,891	20,423	-	-
	Police Community Service Grant	18,891	20,423	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8001 Community Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531400	Professional Svc - Medical	607	995	1,000	1,000
531500	Professional Svc - Other	32	114	200	200
534300	Other Svc - Laundry & Cleaning	209	243	500	500
534990	Other Svc	150,587	143,794	142,554	254,882
541100	Telephone	-	-	-	500
546250	R&M Equipment	841	665	2,000	2,000
546300	R&M Vehicles	37,927	4,516	80,000	82,000
546800	Maintenance Contracts	-	8,892	8,500	10,000
552540	Fuel	-	39	10,000	20,000
552650	Non-capital Equipment	25,089	-	1,000	1,000
552652	Non-capital Software & License	2,075	2,075	3,800	3,800
554100	Memberships Dues Subscription	133	-	200	200
Operating		217,500	161,331	249,754	376,082
Project Total		217,500	161,331	249,754	376,082

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8001 Community Services | Project: Section 5310

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552650	Non-capital Equipment	1,527	1,538	2,178	-
Operating		1,527	1,538	2,178	-
Capital					
664003	Vehicle	317,319	183,986	222,324	-
Capital		317,319	183,986	222,324	-
Project Total		318,846	185,524	224,502	-
Community Services Total		536,346	346,855	474,256	376,082

City of Pembroke Pines, Florida - Expenditure Detail

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8004 Transit System

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531400	Professional Svc - Medical	1,496	1,479	2,000	2,000
531500	Professional Svc - Other	140	500	500	500
534300	Other Svc - Laundry & Cleaning	1,782	1,670	2,000	2,000
534950	Other Svc - Maintenance	-	-	2,000	2,000
534990	Other Svc	411,567	432,535	439,494	690,994
541100	Telephone	1,068	689	1,500	1,500
546300	R&M Vehicles	50,210	18,545	150,000	144,693
551100	Office Supplies	1,149	1,008	1,500	1,500
552000	Operating Supplies	731	520	3,000	3,000
552540	Fuel	26,621	13,433	77,536	77,536
552650	Non-capital Equipment	539	308	1,000	1,000
552652	Non-capital Software & License	1,900	1,900	2,200	2,200
554100	Memberships Dues Subscription	133	-	200	200
Operating		497,335	472,586	682,930	929,123
Project Total		497,335	472,586	682,930	929,123

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8004 Transit System | Project: CBS Blue Route

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531400	Professional Svc - Medical	500	310	700	1,000
531500	Professional Svc - Other	20	60	100	100
534300	Other Svc - Laundry & Cleaning	210	185	600	1,000
534990	Other Svc	45,316	36,337	41,145	71,423
541100	Telephone	-	-	100	100
546250	R&M Equipment	145	-	500	1,000
546300	R&M Vehicles	25,954	19,890	18,237	18,237
551100	Office Supplies	159	-	500	500
552000	Operating Supplies	-	-	300	500
552540	Fuel	15,175	10,663	20,000	18,600
552650	Non-capital Equipment	-	-	1,000	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8004 Transit System | Project: CBS Blue Route

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
	Operating	87,478	67,446	83,182	113,460
	Project Total	87,478	67,446	83,182	113,460
	Transit System Total	584,814	540,032	766,112	1,042,583
	Community Bus Program	1,121,159	886,887	1,240,368	1,418,665

City of Pembroke Pines, Florida - Expenditure Detail

Fund:131 Treasury - Confiscated | Function: 521 Law Enforcement

Department: 3011 Treasury Confiscated

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531300	Prof Svc - Outside Legal	-	-	2,000	-
546150	R&M Land Bldg & Improvement	-	-	25,927	-
552650	Non-capital Equipment	-	-	2,278	-
552653	Non-capital Computer Equipment	-	-	400	-
Operating		-	-	30,605	-
Capital					
662000	Buildings	-	-	653	-
662052	Animal Facility	-	-	227	-
663061	Fencing	-	-	20,693	-
663166	Shooting Range	-	-	39,098	-
664003	Vehicle	-	-	362	-
664023	Camera	-	-	1,044	-
664175	Signs	-	-	952	-
664180	Radio	-	-	11	-
664400	Other Equipment	-	-	414,554	17,989
Capital		-	-	477,594	17,989
Project Total		-	-	508,199	17,989
Treasury Confiscated Total		-	-	508,199	17,989
Treasury - Confiscated		-	-	508,199	17,989

City of Pembroke Pines, Florida - Expenditure Detail

Fund:132 Justice - Confiscated | Function: 521 Law Enforcement

Department: 3012 Justice Confiscated

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531300	Prof Svc - Outside Legal	-	-	5,000	-
531400	Professional Svc - Medical	-	-	19,200	-
531500	Professional Svc - Other	-	-	7,000	-
552000	Operating Supplies	-	-	2,000	-
552600	Clothing/Uniforms	-	-	59,701	-
552650	Non-capital Equipment	-	-	76,301	-
Operating		-	-	169,202	-
Capital					
663166	Shooting Range	-	-	1,920	-
664051	Software	-	-	54,197	-
664181	Radio - Portable	-	-	43,724	-
664400	Other Equipment	-	-	163,802	3,359
Capital		-	-	263,643	3,359
Project Total		-	-	432,845	3,359
Justice Confiscated Total		-	-	432,845	3,359
Justice - Confiscated		-	-	432,845	3,359

City of Pembroke Pines, Florida - Expenditure Detail

Fund:133 \$2 Police Education | Function: 521 Law Enforcement

Department: 3013 \$2 Police Education

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
540100	Travel Conferences	784	-	2,300	-
555229	Training	59,800	27,600	57,510	19,228
Operating		60,584	27,600	59,810	19,228
Project Total		60,584	27,600	59,810	19,228
\$2 Police Education Total		60,584	27,600	59,810	19,228
\$2 Police Education		60,584	27,600	59,810	19,228

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 134 FDLE - Confiscated | Function: 521 Law Enforcement

Department: 3004 FDLE

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531300	Prof Svc - Outside Legal	-	-	12,951	-
534990	Other Svc	450	150	39,300	-
540100	Travel Conferences	-	-	6,176	-
549000	Legal/Employment Ads	-	-	5,000	-
552000	Operating Supplies	-	-	596	-
552600	Clothing/Uniforms	-	-	10,101	-
552620	Drug & Crime Prevention	12,775	5,000	68,206	28
552650	Non-capital Equipment	-	-	8,077	959
Operating		13,225	5,150	150,407	987
Grants and Aid					
582014	Police Explorers	-	-	7,085	-
Grants and Aid		-	-	7,085	-
Capital					
662000	Buildings	-	-	105,774	-
664028	Car	-	-	147	-
664051	Software	-	-	15,000	-
664176	SET Equipment	-	-	20,138	-
664181	Radio - Portable	-	-	33,000	-
664214	Truck	-	-	1,600	-
664400	Other Equipment	-	-	789,407	-
Capital		-	-	965,066	-
Project Total		13,225	5,150	1,122,558	987
FDLE Total		13,225	5,150	1,122,558	987
FDLE - Confiscated		13,225	5,150	1,122,558	987

City of Pembroke Pines, Florida - Expenditure Detail

Fund: 199 Older Americans Act | Function: 569 Other Human Services

Department: 8005 SW Multipurpose Center | Project: Multipurpose Center

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531400	Professional Svc - Medical	995	992	1,300	1,300
531500	Professional Svc - Other	148	401	800	800
534300	Other Svc - Laundry & Cleaning	895	762	1,600	1,600
534989	Other Svc - FCS	358,538	383,349	369,087	388,988
534990	Other Svc	711,742	678,382	754,674	957,545
546250	R&M Equipment	839	-	1,000	1,000
546300	R&M Vehicles	3,200	186	60,000	60,000
552540	Fuel	30,097	36,135	51,000	51,000
552652	Non-capital Software & License	2,340	2,340	2,600	2,600
554100	Memberships Dues Subscription	133	-	200	200
Operating		1,108,926	1,102,546	1,242,261	1,465,033

Grants and Aid

581121	In-kind Salaries	91,205	40,841	83,427	83,428
Grants and Aid		91,205	40,841	83,427	83,428
Project Total		1,200,131	1,143,388	1,325,688	1,548,461

Fund: 199 Older Americans Act | Function: 569 Other Human Services

Department: 8005 SW Multipurpose Center | Project: III E Funds

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Grants and Aid					
581121	In-kind Salaries	13,265	4,756	11,857	11,857
Grants and Aid		13,265	4,756	11,857	11,857
Project Total		13,265	4,756	11,857	11,857
SW Multipurpose Center Total		1,213,397	1,148,144	1,337,545	1,560,318
Older Americans Act		1,213,397	1,148,144	1,337,545	1,560,318

City of Pembroke Pines, Florida - Expenditure Detail

Fund:201 Debt Service | Function: 517 Debt Service Payments

Department: 0900 General Debt Service

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Debt Services					
571553	Bond Principal \$64.095 M	100,000	-	-	-
571554	Bond Principal \$8.04 M	-	221,000	231,000	241,000
571555	Bond Principal \$8.5457 M	483,500	505,100	526,400	551,000
571557	Bond Principal \$35.3 M	1,330,000	1,375,000	1,425,000	1,480,000
571558	Bond Principal \$41.54 M	1,760,000	1,800,000	1,845,000	1,895,000
571559	Bond Principal \$29.04 M	1,060,000	1,120,000	1,170,000	1,215,000
571561	Bond Principal \$17.386 M	2,845,100	2,888,900	2,922,400	2,963,900
571562	Bond Principal \$45.96 M	2,690,000	2,770,000	2,895,000	3,005,000
572553	Bond Interest \$64.095 M	2,036,942	279,976	-	-
572554	Bond Interest \$8.040 M	59,934	118,034	114,283	110,366
572555	Bond Interest \$8.5457 M	221,734	201,184	179,742	157,345
572556	Bond Interest \$35.3 M	1,511,173	1,465,187	1,412,532	1,352,556
572557	Bond Interest \$41.54 M	1,400,801	1,360,213	1,311,675	1,255,650
572558	Bond Interest \$29.04 M	1,116,606	1,062,106	1,010,707	956,932
572561	Bond Interest \$17.386 M	176,849	138,431	99,495	60,057
572562	Bond Interest \$45.96 M	1,880,038	1,784,288	1,670,988	1,537,963
572563	Bond Interest \$62,620,000	-	1,750,713	2,693,405	2,693,405
573300	Payment to Ref Bond Escrow	-	62,195,000	-	-
573600	SWAP Termination Cost	-	10,879,000	-	-
573850	Fiscal Agent Fees	3,650	3,650	4,100	4,100
Debt Services		18,676,327	91,917,782	19,511,727	19,479,274
Other					
599540	Bond Issue Cost	-	585,808	-	-
Other		-	585,808	-	-
Project Total		18,676,327	92,503,589	19,511,727	19,479,274

Fund:201 Debt Service | Function: 517 Debt Service Payments

Department: 0900 General Debt Service | Project: GO Bonds 2015

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Debt Services					
571560	Bond Principal \$76.045 M	2,540,000	2,665,000	2,800,000	2,940,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:201 Debt Service | Function: 517 Debt Service Payments

Department: 0900 General Debt Service | Project: GO Bonds 2015

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Debt Services					
572559	Bond Interest \$76.045 M	3,357,938	3,230,938	3,097,688	2,957,688
573850	Fiscal Agent Fees	450	450	450	450
Debt Services		5,898,388	5,896,388	5,898,138	5,898,138
Project Total		5,898,388	5,896,388	5,898,138	5,898,138
General Debt Service Total		24,574,715	98,399,977	25,409,865	25,377,412
Debt Service		24,574,715	98,399,977	25,409,865	25,377,412

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: CIRR 2019

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
668010 ERP		1,131,734	2,071,730	4,056,633	-
	Capital	1,131,734	2,071,730	4,056,633	-
	Project Total	1,131,734	2,071,730	4,056,633	-

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: Cap Improv - 2006

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663993 Improvements - Other		-	-	977,100	-
	Capital	-	-	977,100	-
	Project Total	-	-	977,100	-

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: GO Bonds 2009C

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663993 Improvements - Other		-	2,230,319	469,681	-
	Capital	-	2,230,319	469,681	-
	Project Total	-	2,230,319	469,681	-
Technology Services Total		1,131,734	4,302,049	5,503,414	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 541 Road & Street Facilities
Department: 6003 Infrastructure | Project: GO Bonds 2007B

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663995	Improvements - Landscaping	-	10,262	14,236	-
Capital		-	10,262	14,236	-
Project Total		-	10,262	14,236	-

Fund:320 Municipal Construction | Function: 541 Road & Street Facilities
Department: 6003 Infrastructure | Project: GO Bonds 2009C

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663995	Improvements - Landscaping	-	-	532,531	-
663995	Improvements - Landscaping	16,000	2,000	2,722	-
Capital		16,000	2,000	535,253	-
Project Total		16,000	2,000	535,253	-
Infrastructure Total		16,000	12,262	549,489	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663056	Linear Park	-	434,938	62,351	-
	Capital	-	434,938	62,351	-
	Project Total	-	434,938	62,351	-

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: Cap Improv - 2006

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
662300	City Hall/Gallery/Chambers	-	-	152,900	-
	Capital	-	-	152,900	-
	Project Total	-	-	152,900	-

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: GO Bonds 2005

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663998	Improvements - Comm Rec Proj	-	20,306	957,694	-
664400	Other Equipment	-	76,709	653,292	-
	Capital	-	97,015	1,610,986	-
	Project Total	-	97,015	1,610,986	-

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: GO Bonds 2009C

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
662999	Building - New Comm Facilities	358,850	-358,850	358,850	-
	Capital	358,850	-358,850	358,850	-
	Project Total	358,850	-358,850	358,850	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: GO Bonds 2015

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663161	Parking Lot	116,121	-	-	-
Capital		116,121	-	-	-
Project Total		116,121	-	-	-
Recreation & Cultural Arts Total		474,971	173,103	2,185,087	-
Municipal Construction		1,622,705	4,487,414	8,237,990	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 519 Other General Governmental Svc

Department: 0900 General Debt Service | Project: Alternative Water Supply

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Debt Services					
571505	Loan Principal \$12.3 M	-	-	871,205	901,697
572505	Loan Interest \$12.3 M	233,935	204,638	184,483	153,457
Debt Services		233,935	204,638	1,055,688	1,055,154
Project Total		233,935	204,638	1,055,688	1,055,154
General Debt Service Total		233,935	204,638	1,055,688	1,055,154

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: FEMA-3419-EM - Hurricane Doria

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
514000	Overtime	2,339	-	-	-
521000	Social Security - Matching	90	-	-	-
	Personnel	2,429	-	-	-
Operating					
534981	Function Sourcing - Utilities	14,875	-	-	-
534989	Other Svc - FCS	1,450	-	-	-
552000	Operating Supplies	902	-	-	-
	Operating	17,227	-	-	-
	Project Total	19,656	-	-	-

Fund:471 Utility Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534981	Function Sourcing - Utilities	-	142,371	-	-
534990	Other Svc	-	13,550	-	-
552000	Operating Supplies	-	24,167	-	-
	Operating	-	180,087	-	-
	Project Total	-	180,087	-	-
Emergency&Disaster Relief Svc Total		19,656	180,087	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6010 Utilities Admin Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512009	Asst Director of Public Svc	63,424	84,716	113,499	119,055
512027	Utility Operations Manager	17,669	-	-	-
512035	Utilities Project Manager	27,671	21,406	-	-
512051	Public Services Director	-	29,308	71,909	75,312
512109	Administrative Supervisor	76,536	77,970	77,189	82,015
512146	Assist. UT/Compliance Director	-	57,557	96,717	109,231
512147	Assist. Utilities Director	-	68,456	115,032	118,735
512148	Utilities Director	39,821	-	-	-
512194	Environmental Svc Director	80,392	35,388	-	-
512196	Envir Svc/Utilities Director	-	48,627	85,353	90,356
512411	Operations & Finance Manager	-	10,626	-	-
512484	Public Services Manager	50,244	20,194	-	-
512499	Deputy City Manager	97,969	98,438	97,500	102,503
512500	City Engineer	80,392	80,777	80,008	85,010
512516	Assistant City Manager	90,434	90,867	90,002	95,004
512523	Accountant	21,986	-	-	-
512532	Accountant II	6,285	31,056	31,676	32,779
512774	Engineer	-	-	31,100	62,660
512992	Vacation leave - retire/term	31,860	-	-	-
512993	Accrued vacation	-34,963	7,464	-	-
512994	Accrued sick leave	-18,497	10,204	-	-
514000	Overtime	23	259	-	-
515007	Topped Out Incentive	2,100	2,025	2,250	2,250
515107	Automobile Allowance	26,608	29,908	34,201	36,603
515116	Cell Phone Pay	6,075	6,938	7,351	7,801
521000	Social Security - Matching	49,656	53,487	69,947	76,142
522000	Retirement Contributions	-	-	48,282	50,199
522010	Defined Contribution - General	25,066	43,118	76,090	65,644
522210	Pension Expense - Collective	-458,447	541,827	-	-
522230	OPEB Expense - Collective	1,433,355	865,184	-	-
523000	Health Insurance	79,984	87,040	163,230	138,120
523100	Life Insurance	2,452	1,992	5,513	5,643

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6010 Utilities Admin Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
524000	Workers Compensation	4,015	8,108	7,957	7,596
526300	General Retiree Health Contrib	-	-	786,000	786,000
	Personnel	1,802,110	2,412,937	2,090,806	2,148,658
Operating					
530015	Contingency - Grant Match	-	-	-	552,000
531100	Professional Svc - Engineering	26,120	-	-	-
531300	Prof Svc - Outside Legal	3,493	941	7,500	5,000
531500	Professional Svc - Other	43,684	27,488	840,083	125,000
532100	Accounting & Auditing Fees	56,803	57,603	59,532	59,320
534950	Other Svc - Maintenance	25,937	25,937	31,292	41,964
534981	Function Sourcing - Utilities	1,244,450	1,308,940	1,659,541	1,570,674
534989	Other Svc - FCS	901,999	999,695	1,213,162	1,158,598
534990	Other Svc	5,545	3,704	6,600	73,196
540100	Travel Conferences	4,646	977	3,000	4,400
541100	Telephone	33,125	26,780	39,264	37,569
541225	Cable fees	3,055	1,907	3,000	2,000
542000	Postage	151,465	141,283	160,000	237,000
544200	Rental - Machinery & Equipment	8,877	6,132	8,900	12,200
545000	Insurance	1,268,909	1,739,656	1,740,996	1,899,259
546150	R&M Land Bldg & Improvement	3,266	1,861	5,000	5,000
546250	R&M Equipment	77	112	1,000	5,000
546300	R&M Vehicles	2,395	3,202	5,000	3,000
546800	Maintenance Contracts	9,591	33,451	34,466	37,238
547100	Printing	4,563	2,267	5,500	3,136
549100	Recording Fees	893	830	1,200	1,858
549104	License Fees	300	-	1,000	1,000
549400	Bank Svc Charge	-	117,117	-	-
551100	Office Supplies	40,299	33,386	40,000	33,386
552000	Operating Supplies	4,691	7,849	9,500	7,849
552150	Safety Equipment & Supplies	463	593	1,913	2,500
552200	Janitorial Supplies	-	267	300	50
552300	Expendable Tools	28	154	250	250

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6010 Utilities Admin Services

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552540	Fuel	31,760	20,544	32,000	30,000
552600	Clothing/Uniforms	159	19	450	300
552650	Non-capital Equipment	46,432	5,846	5,000	5,846
552652	Non-capital Software & License	-	1,764	5,600	6,600
552653	Non-capital Computer Equipment	1,388	467	8,550	8,000
554100	Memberships Dues Subscription	2,101	1,240	2,000	1,500
555200	College Classes - Education	-	-	-	2,800
555229	Training	-	-	5,000	6,000
	Operating	3,926,515	4,572,013	5,936,599	5,939,493
Capital					
664039	Micro Computer/Comprr Eqpt	-	-	1,357	-
664051	Software	-	-	183,927	-
664214	Truck	-	-	-	30,000
664400	Other Equipment	-	-	43,070	15,271
	Capital	-	-	228,354	45,271
	Project Total	5,728,624	6,984,950	8,255,759	8,133,422

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6010 Utilities Admin Services | Project: Security Svc

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534990	Other Svc	83,910	81,617	90,947	138,277
	Operating	83,910	81,617	90,947	138,277
	Project Total	83,910	81,617	90,947	138,277
Utilities Admin Services Total		5,812,534	7,066,567	8,346,706	8,271,699

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6011 Non-Departmental Expense

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
522001	Retirement Contrib - Legacy	-	-	762,543	758,652
522210	Pension Expense - Collective	381,127	3,691,701	-	-
525000	Unemployment Compensation	-	-	2,000	2,000
	Personnel	381,127	3,691,701	764,543	760,652
Operating					
530030	Estimated Budget Savings	-	-	-	-152,000
531300	Prof Svc - Outside Legal	315	-	25,000	25,000
531301	Professional Services Legal	8,628	5,180	25,000	25,000
531303	Prof Svc - Other City Ctr	20,411	-	21,400	21,400
544110	Interfund Rental	156,923	159,905	163,583	165,874
549175	Administrative Fees	11,447,145	12,553,652	13,219,870	13,367,511
549201	Taxes and/or Assessments	1,315,239	1,298,952	1,353,475	1,348,062
549207	Engineering Chrg From Gen Fund	136,872	136,254	141,041	145,777
549211	Privilege Fees	3,697,034	3,584,201	3,653,000	3,799,000
549990	Interest Customer Deposit	95,590	43,885	-	-
559000	Depreciation Expense	7,060,598	7,092,892	-	-
559100	Reserve for Capital Replacemen	-	-	3,540,000	3,200,000
	Operating	23,938,755	24,874,921	22,142,369	21,945,624
Grants and Aid					
581008	Brwd Water Conservation Prog	34,967	51,378	57,100	60,115
	Grants and Aid	34,967	51,378	57,100	60,115
	Project Total	24,354,849	28,618,000	22,964,012	22,766,391
Non-Departmental Expense Total		24,354,849	28,618,000	22,964,012	22,766,391

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531100	Professional Svc - Engineering	12,000	83,513	201,980	50,000
531500	Professional Svc - Other	-	-	12,250	21,485
534981	Function Sourcing - Utilities	1,566,941	1,632,244	1,933,979	1,826,581
534989	Other Svc - FCS	654,099	698,720	925,737	991,705
540100	Travel Conferences	97	42	100	100
541100	Telephone	32,906	33,843	34,080	34,080
544200	Rental - Machinery & Equipment	5,032	26,958	29,408	26,958
546150	R&M Land Bldg & Improvement	129,622	69,583	90,000	75,000
546152	R&M - Land Bldg - Major Projec	-	-	-	35,000
546220	R&M Generators	3,651	1,618	6,000	2,500
546250	R&M Equipment	272,772	282,778	509,242	399,965
546300	R&M Vehicles	17,205	46,774	65,816	50,000
549104	License Fees	75	-	100	100
551100	Office Supplies	104	154	500	200
552000	Operating Supplies	3,439	7,577	8,896	7,757
552150	Safety Equipment & Supplies	7,223	7,452	9,408	7,452
552200	Janitorial Supplies	4,797	4,768	4,000	4,768
552300	Expendable Tools	9,590	8,926	16,000	8,926
552540	Fuel	10,940	10,018	11,000	11,000
552650	Non-capital Equipment	11,124	5,816	10,000	5,816
552652	Non-capital Software & License	-	-	-	10,000
555229	Training	4,800	-	-	-
Operating		2,746,414	2,920,785	3,868,496	3,569,393
Capital					
662000	Buildings	-	-	864,740	-
663065	Force Main	-	-	250,000	260,000
663192	Sewer Lines	-	-	5,630,123	184,160
664051	Software	-	-	25,152	-
664073	Generator	-	-	250,000	-
664400	Other Equipment	-	-	269,053	-
Capital		-	-	7,289,068	444,160
Project Total		2,746,414	2,920,785	11,157,564	4,013,553

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection | Project: Lift Station Upgrade

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663122	Lift Station	-	-	739,203	1,951,000
Capital		-	-	739,203	1,951,000
Project Total		-	-	739,203	1,951,000

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection | Project: Infiltration & inflow correcti

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
534950	Other Svc - Maintenance	199,591	358,687	172,573	648,552
Operating		199,591	358,687	172,573	648,552
Project Total		199,591	358,687	172,573	648,552
Sewer Collection Total		2,946,005	3,279,472	12,069,340	6,613,105

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531100	Professional Svc - Engineering	18,280	136,246	383,520	387,500
531300	Prof Svc - Outside Legal	112,828	59,153	46,192	60,000
531500	Professional Svc - Other	47,086	17,673	55,124	25,000
534450	Other Svc - Sludge Removal	104,359	73,086	100,000	150,000
534451	Other Svc - Grit/Screenings Re	109,200	137,700	170,803	180,978
534950	Other Svc - Maintenance	22,296	22,563	22,296	22,296
534981	Function Sourcing - Utilities	1,784,594	1,883,602	2,153,358	2,029,534
534982	Function Sourcing - Grounds	1,516	900	900	900
534989	Other Svc - FCS	67,555	58,928	113,750	117,611
534990	Other Svc	273,346	320,800	304,134	265,274
540100	Travel Conferences	25	14	60	600
541100	Telephone	375	39	475	100
541225	Cable fees	32	-	158	158
543200	Water & Sewer	227,408	91,626	157,643	100,000
543430	Electricity	853,109	800,176	859,782	928,565
543600	Wastewater Treatment Charges	7,419,238	8,107,648	8,937,770	9,417,232
544200	Rental - Machinery & Equipment	790	2,940	2,000	2,000
546150	R&M Land Bldg & Improvement	97,080	140,373	87,000	72,000
546152	R&M - Land Bldg - Major Projec	-	-	-	142,000
546220	R&M Generators	47,121	14,776	15,000	15,000
546250	R&M Equipment	62,069	85,068	83,746	18,540
546300	R&M Vehicles	14,061	5,621	12,500	5,700
549104	License Fees	7,423	4,060	8,500	14,060
549105	License Renewals	-	-	20,000	-
549600	Trash Disposal Charges	-	-	200	-
551100	Office Supplies	125	501	500	500
552000	Operating Supplies	2,878	5,976	6,000	7,000
552150	Safety Equipment & Supplies	1,878	2,938	3,000	2,600
552200	Janitorial Supplies	89	657	1,300	700
552300	Expendable Tools	1,549	2,675	1,700	1,200
552430	Operating Chemicals	316,204	220,727	505,900	347,641
552540	Fuel	3,615	2,557	16,375	10,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
552650	Non-capital Equipment	8,894	10,214	12,000	10,000
	Operating	11,605,022	12,209,238	14,081,686	14,335,189
Capital					
662000	Buildings	-	-	50,000	-
663000	Improvement Other Than Bldg	-	-	839,651	193,250
664070	Forklift	-	-	44,600	-
664072	Storage Tank	-	-	92,642	-
664073	Generator	-	-	588,350	-
664400	Other Equipment	-	-	2,223,329	575,880
	Capital	-	-	3,838,572	769,130
	Project Total	11,605,022	12,209,238	17,920,258	15,104,319

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant | Project: Plant Rehabilitation

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663183	Sewer Treatment Rehabilitation	-	-	2,560,729	160,800
	Capital	-	-	2,560,729	160,800
	Project Total	-	-	2,560,729	160,800
Sewer Treatment Plant Total		11,605,022	12,209,238	20,480,987	15,265,119

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6031 Water Plants

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531100	Professional Svc - Engineering	63,375	109,497	171,689	112,500
531500	Professional Svc - Other	17,787	63,596	118,483	10,815
534450	Other Svc - Sludge Removal	197,206	175,872	399,075	722,288
534950	Other Svc - Maintenance	20,968	27,491	24,468	30,668
534981	Function Sourcing - Utilities	2,749,497	2,944,006	3,335,863	3,145,779
534982	Function Sourcing - Grounds	2,392	1,001	2,000	500
534989	Other Svc - FCS	67,559	58,924	113,750	117,611
534990	Other Svc	147,892	89,859	64,820	139,859
541370	Communications	278	289	747	500
543300	Gas	-	413	1,000	500
543430	Electricity	466,373	452,165	470,000	470,000
544200	Rental - Machinery & Equipment	99,661	36,900	96,260	96,260
546150	R&M Land Bldg & Improvement	142,695	782,650	281,504	72,000
546220	R&M Generators	1,430	7,480	8,000	8,000
546250	R&M Equipment	44,895	46,213	43,500	182,225
546300	R&M Vehicles	114	-	1,000	1,000
549104	License Fees	12,995	9,775	10,000	12,000
549105	License Renewals	907	200	2,395	-
551100	Office Supplies	28	-	-	-
552000	Operating Supplies	1,127	1,147	1,000	2,000
552150	Safety Equipment & Supplies	38	-	1,000	1,000
552300	Expendable Tools	6	368	250	250
552430	Operating Chemicals	1,426,755	1,403,641	1,662,198	1,984,248
552540	Fuel	2,421	17,815	4,000	9,000
552650	Non-capital Equipment	2,287	989	2,000	2,000
Operating		5,468,684	6,230,291	6,815,002	7,121,003
Capital					
662000	Buildings	-	-	-	10,000
663000	Improvement Other Than Bldg	-	-	5,504,510	-
663250	Water Well	-	-	3,240,439	-
663993	Improvements - Other	-	-	2,599,300	650,000
664072	Storage Tank	-	-	22,618	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6031 Water Plants

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
664073	Generator	-	-	2,213	-
664400	Other Equipment	-	-	19,853	-
Capital		-	-	11,388,933	660,000
Project Total		5,468,684	6,230,291	18,203,935	7,781,003
Water Plants Total		5,468,684	6,230,291	18,203,935	7,781,003

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6032 Water Distribution

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	-10,266	18,356	30,000	-
534981	Function Sourcing - Utilities	1,489,611	1,501,207	1,827,872	1,725,104
534989	Other Svc - FCS	48,494	-5	-	-
541370	Communications	1,158	560	1,200	1,200
544200	Rental - Machinery & Equipment	3,410	-	-	-
546150	R&M Land Bldg & Improvement	53,333	82,676	145,465	319,052
546250	R&M Equipment	9,835	-	8,000	120,000
546300	R&M Vehicles	-	-	5,000	1,000
552000	Operating Supplies	8	-	-	-
552150	Safety Equipment & Supplies	-	-	500	500
552300	Expendable Tools	599	240	500	500
552540	Fuel	863	542	1,500	1,000
552650	Non-capital Equipment	555	-	5,000	1,000
552651	Non-capital Meters	732,351	453,717	1,745,163	1,343,166
Operating		2,329,950	2,057,293	3,770,200	3,512,522
Capital					
662000	Buildings	-	-	857,740	-
663062	Fire Hydrants	-	-	-	50,000
663233	Water Main	-	-	3,075,780	825,549
664214	Truck	-	-	52,384	140,000
664400	Other Equipment	-	-	3,650,000	4,656,000
Capital		-	-	7,635,904	5,671,549
Project Total		2,329,950	2,057,293	11,406,104	9,184,071

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6032 Water Distribution | Project: American Rescue Plan Act 2021

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital					
663233	Water Main	-	-	-	4,181,658
Capital		-	-	-	4,181,658
Project Total		-	-	-	4,181,658

City of Pembroke Pines, Florida - Expenditure Detail

Water Distribution Total	2,329,950	2,057,293	11,406,104	13,365,729
Utility Fund	52,770,635	59,845,587	94,526,772	75,118,200

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Administration

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
512017	Risk/Benefits Manager	73,288	76,227	77,806	80,520
512993	Accrued vacation	6,616	7,045	-	-
512994	Accrued sick leave	2,133	4,084	-	-
515116	Cell Phone Pay	600	600	600	600
521000	Social Security - Matching	5,411	5,626	5,999	6,206
522000	Retirement Contributions	-	-	7,322	7,481
522001	Retirement Contrib - Legacy	-	-	10,217	10,557
522210	Pension Expense - Collective	-49,499	56,518	-	-
522230	OPEB Expense - Collective	39,794	7,543	-	-
526300	General Retiree Health Contrib	-	1	15,943	16,111
	Personnel	78,343	157,644	117,887	121,475
Operating					
534989	Other Svc - FCS	80,110	88,860	72,000	76,000
534990	Other Svc	-	-	24,000	24,000
545050	Insurance - Administrative Fee	112,953	113,595	170,000	160,000
546800	Maintenance Contracts	-	-	2,000	2,000
547100	Printing	5,677	5,741	18,000	17,000
549857	Allocation of Adm Expenses	-279,792	-368,234	-409,387	-405,725
551100	Office Supplies	2,709	2,394	4,000	4,000
552650	Non-capital Equipment	-	-	750	750
555200	College Classes - Education	-	-	750	500
	Operating	-78,343	-157,644	-117,887	-121,475
	Project Total	-	-	-	-

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Health Insurance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545053	Health - Administrative fees	402,958	447,686	660,000	660,000
545085	Dental - Cobra Fees	-	-	2,000	2,000
545420	Health - Premium	1,227,744	1,474,081	1,593,900	1,753,290

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Health Insurance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545808	Health Claims	16,365,485	15,446,870	19,051,355	18,864,751
549857	Allocation of Adm Expenses	203,720	268,423	295,965	293,677
	Operating	18,199,907	17,637,061	21,603,220	21,573,718
	Project Total	18,199,907	17,637,061	21,603,220	21,573,718

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Life Insurance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545095	Insurance - Life	370,412	299,863	517,795	574,903
549857	Allocation of Adm Expenses	4,400	5,731	7,173	7,461
	Operating	374,812	305,593	524,968	582,364
	Project Total	374,812	305,593	524,968	582,364

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Workers Compensation

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545070	Insurance - Excess Work Comp	258,905	250,770	500,000	550,000
545080	State Assess Self Ins WorkComp	26,945	17,281	50,000	50,000
545742	Workers Compensation 1985-86	147,664	-321,997	-	-
545751	Workers Compensation 1993-94	10,428	64,242	-	-
545752	Workers Compensation 1994-95	-73,317	17,141	-	-
545753	Workers Compensation 1995-96	34	12	-	-
545754	Workers Compensation 1996-97	0	0	-	-
545755	Workers Compensation 1997-98	-	5,426	-	-
545756	Workers Compensation 1998-99	-10,938	109,557	-	-
545757	Workers Compensation 1999-00	-249,486	-12,603	-	-
545758	Workers Compensation 2000-01	-84,918	-13,298	-	-
545759	Workers Compensation 2001-02	0	0	-	-
545760	Workers Compensation 2002-03	407,964	0	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Workers Compensation

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545761	Workers Compensation 2003-04	100,682	232,078	-	-
545762	Workers Compensation 2004-05	101,175	0	-	-
545763	Workers Compensation 2005-06	-25,969	-116,461	-	-
545764	Workers Compensation 2006-07	-186	118,218	-	-
545765	Workers Compensation 2007-08	0	805	-	-
545766	Workers Compensation 2008-09	-2,352	102,948	-	-
545767	Workers Compensation 2009-10	5,093	2,875	-	-
545768	Workers Compensation 2010-11	-2,354	3,171	-	-
545769	Workers Compensation 2011-12	-3,339	24,688	-	-
545771	Workers Compensation 2012-13	9,775	27,349	-	-
545772	Workers Compensation 2013-14	966	342,503	-	-
545773	Workers Compensation 2014-15	199,623	19,367	-	-
545774	Workers Compensation 2015-16	-93,491	99,137	-	-
545778	Workers Compensation 2016-17	-135,852	61,551	-	-
545779	Workers Compensation 2017-18	-87,237	-96,605	-	-
545780	Workers Compensation 2018-19	400,144	2,016,870	-	-
545781	Workers Compensation 2019-20	-	687,270	26,743	-
545782	Workers Compensation 20-21	-	-	2,754,171	-
545783	Workers Compensation 2021-22	-	-	-	2,778,009
549857	Allocation of Adm Expenses	28,339	36,774	46,007	43,937
Operating		928,296	3,679,070	3,376,921	3,421,946
Project Total		928,296	3,679,070	3,376,921	3,421,946

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Property & Casualty Insurance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545050	Insurance - Administrative Fee	-	150	-	-
545060	Insurance - Excess Property	1,624,340	1,679,566	2,000,000	2,200,000
545200	Insurance - Gallagher Package	558,254	583,797	830,000	930,000
545225	Insurance - Bus	272,614	231,816	330,000	330,000
545600	Insurance - Fidelity Bonds	-	-	16,500	20,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: Property & Casualty Insurance

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
545701	Insurance Claims Paid 2021-22	-	-	-	1,100,000
545702	Insurance claims paid 2020-21	-	-	1,095,709	-
545703	Insurance Claims Paid 2019-20	-	1,901,654	-	-
545704	Insurance Claims Paid 2018-19	710,564	-475,695	-	-
545706	Insurance Claims Paid 2017-18	1,754	49,725	-	-
545707	Insurance Claims Paid 2016-17	192,875	117,248	-	-
545708	Insurance Claims Paid 2015-16	-207,642	3,490	-	-
545709	Insurance Claims Paid 2014-15	53,369	-2,699	-	-
545711	Insurance Claims Paid 2013-14	-33,576	2,044	-	-
545712	Insurance Claims Paid 2012-13	-13,930	-11,978	-	-
545713	Insurance Claims Paid 2011-12	34,490	125,716	-	-
545714	Insurance Claims Paid 2010-11	-29,133	-9,454	-	-
545715	Insurance Claims Paid 2009-10	2,059	125	-	-
545716	Insurance Claims Paid 2008-09	-3,492	-2,676	-	-
545717	Insurance Claims Paid 2007-08	-	212	-	-
545718	Insurance Claims Paid 2006-07	99,984	53,828	-	-
545719	Insurance Claims Paid 2005-06	-3,817	-9,976	-	-
545722	Insurance Claims Paid 1993-94	-1,429	-9,352	-	-
545723	Insurance Claims Paid 1994-95	-34,911	-34,603	-	-
545724	Insurance Claims Paid 1995-96	48	17	-	-
545726	Insurance claims paid 1997-98	-	-5,426	-	-
545727	Insurance Claims Paid 1998-99	-4,681	1,164	-	-
545728	Insurance Claims Paid 1999-00	-124,520	-1,507	-	-
545729	Insurance Claims Paid 2000-01	-2,787	-4,754	-	-
545732	Insurance Claims Paid 2002-03	-7,051	-	-	-
545733	Insurance Claims Paid 2003-04	2,612	648	-	-
545734	Insurance Claims Paid 2004-05	-294	-	-	-
545736	Insurance Claims Paid 1985-86	13,625	-20,046	-	-
545770	Claims Not Part of Gallagher	-	-	50,000	50,000
549857	Allocation of Adm Expenses	43,333	57,306	60,242	60,650
Operating		3,142,656	4,220,340	4,382,451	4,690,650
Project Total		3,142,656	4,220,340	4,382,451	4,690,650

City of Pembroke Pines, Florida - Expenditure Detail

Self Insurance Total	22,645,671	25,842,064	29,887,560	30,268,678
Public Insurance Fund	22,645,671	25,842,064	29,887,560	30,268,678

City of Pembroke Pines, Florida - Expenditure Detail

Fund:655 General Pension Trust Fund | Function: 519 Other General Governmental Svc
Department: 0204 Post Employment Benefits

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	11,240	1,250	7,000	7,000
531700	Prof Svc - Investment Mgr	52,607	59,949	70,000	70,000
536000	Retirement Benefits	11,436,533	11,830,697	12,000,000	13,300,000
Operating		11,500,380	11,891,896	12,077,000	13,377,000
Project Total		11,500,380	11,891,896	12,077,000	13,377,000
Post Employment Benefits Total		11,500,380	11,891,896	12,077,000	13,377,000
General Pension Trust Fund		11,500,380	11,891,896	12,077,000	13,377,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:656 Fire&Police Pension Trust Fund | Function: 519 Other General Governmental Svc
Department: 0204 Post Employment Benefits

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating					
531500	Professional Svc - Other	749,211	723,056	800,000	800,000
531700	Prof Svc - Investment Mgr	3,538,741	3,465,770	3,600,000	3,700,000
549910	Retirement Benefits	28,663,780	30,341,287	31,500,000	43,000,000
549911	Drop Plan Benefits	5,456,644	5,739,353	6,000,000	6,000,000
549952	Contribution Refund	65,557	25,684	500,000	500,000
Operating		38,473,933	40,295,150	42,400,000	54,000,000
Project Total		38,473,933	40,295,150	42,400,000	54,000,000
Post Employment Benefits Total		38,473,933	40,295,150	42,400,000	54,000,000
Fire&Police Pension Trust Fund		38,473,933	40,295,150	42,400,000	54,000,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:657 Other Post Employment Benefits | Function: 519 Other General Governmental Svc
 Department: 0204 Post Employment Benefits

Object	Object Description	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel					
521000	Social Security - Matching	4,603	4,242	6,000	6,000
	Personnel	4,603	4,242	6,000	6,000
Operating					
531300	Prof Svc - Outside Legal	3,218	428	4,000	2,000
531700	Prof Svc - Investment Mgr	410,005	425,850	450,000	460,000
534990	Other Svc	47,206	38,318	50,000	50,000
545053	Health - Administrative fees	230,773	235,078	365,000	400,000
545095	Insurance - Life	106,148	84,090	130,000	130,000
545420	Health - Premium	627,547	759,028	850,000	1,000,000
545425	Health Insurance Subsidy	18,500	19,400	20,000	21,000
545650	Fiduciary Bond Insurance	15,980	16,580	20,000	21,000
545808	Health Claims	10,146,825	8,906,265	15,994,000	13,000,007
	Operating	11,606,201	10,485,037	17,883,000	15,084,007
	Project Total	11,610,804	10,489,279	17,889,000	15,090,007
Post Employment Benefits Total		11,610,804	10,489,279	17,889,000	15,090,007
Other Post Employment Benefits		11,610,804	10,489,279	17,889,000	15,090,007

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

Fund	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
001 General Fund	194,388,173	198,445,632	223,640,154	220,088,607
051 Wetlands Trust Fund	16,460	3,760	16,500	16,500
100 Road & Bridge Fund	6,004,034	6,258,014	12,487,203	8,754,137
120 FHFC Grants SHIP/CRF	647,900	852,258	2,003,611	1,116,001
121 HUD Grants CDBG/HOME	1,180,149	637,648	4,118,637	1,283,184
122 Law Enforcement Grant	210,518	94,323	1,124,137	22,167
124 Police Community Service Grant	18,891	20,423	-	-
128 Community Bus Program	1,121,159	886,887	1,240,368	1,418,665
131 Treasury - Confiscated	-	-	508,199	17,989
132 Justice - Confiscated	-	-	432,845	3,359
133 \$2 Police Education	60,584	27,600	59,810	19,228
134 FDLE - Confiscated	13,225	5,150	1,122,558	987
199 Older Americans Act	1,213,397	1,148,144	1,337,545	1,560,318
201 Debt Service	24,574,715	98,399,977	25,409,865	25,377,412
320 Municipal Construction	1,622,705	4,487,414	8,237,990	-
471 Utility Fund	52,770,635	59,845,587	94,526,772	75,118,200
504 Public Insurance Fund	22,645,671	25,842,064	29,887,560	30,268,678
655 General Pension Trust Fund	11,500,380	11,891,896	12,077,000	13,377,000
656 Fire&Police Pension Trust Fund	38,473,933	40,295,150	42,400,000	54,000,000
657 Other Post Employment Benefits	11,610,804	10,489,279	17,889,000	15,090,007
Total All Funds	368,073,333	459,631,204	478,519,754	447,532,439

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 2020-21 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 approximately 53,000 square-foot The Carl Shechter SWFP Community Center (SWFP) 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 SWFP. 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 169,000 (BEBR) residents, this year's City's budget is approximately \$448 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.

PROPOSED ORDINANCE NO. 2021-17**ORDINANCE NO. 1972**

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2021-2022 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE 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 0.4159 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2021-17**ORDINANCE NO. 1972**

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 5.6690;

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 13th day of September, 2021, and a second Public Hearing shall be held on the 22nd day of September, 2021.

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 0.4159.

PROPOSED ORDINANCE NO. 2021-17**ORDINANCE NO. 1972**

Section 6. The City's operating millage shall be set at 5.6690, which is greater than the rolled-back rate of 5.4333 mills by 4.34%.

Section 7. The City's aggregate millage is 6.0849, which consists of an operating millage of 5.6690 and a debt service millage of 0.4159.

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.**

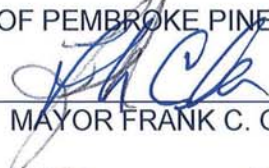
PROPOSED ORDINANCE NO. 2021-17

ORDINANCE NO. 1972

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 13TH DAY OF SEPTEMBER 2021. TIME PASSED 6:15 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 22ND DAY OF SEPTEMBER, 2021. TIME ADOPTED 6:04PM.

CITY OF PEMBROKE PINES, FLORIDA

By: 
MAYOR FRANK C. ORTIS

ATTEST:

 9/22/21
MARLENE GRAHAM, CITY CLERK

ORTIS AYE

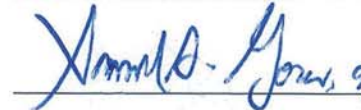
CASTILLO AYE

GOOD AYE

SCHWARTZ AYE

SIPLE AYE

APPROVED AS TO FORM:

 9/22/2021

OFFICE OF THE CITY ATTORNEY



PROPOSED ORDINANCE NO. 2021-18

ORDINANCE NO. 1973

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2021-2022; 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 2021-2022 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. 2021-18**ORDINANCE NO. 1973**

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, 2021 and terminating on September 30, 2022.

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 2021-2022, 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 2021-2022.

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 2021-2022 are incorporated in the budget; while the remaining four years, 2022-2023 to 2025-2026, 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. 2021-18**ORDINANCE NO. 1973**

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. 2021-18

ORDINANCE NO. 1973

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 13TH DAY OF SEPTEMBER, 2021. TIME PASSED 6:16 PM.

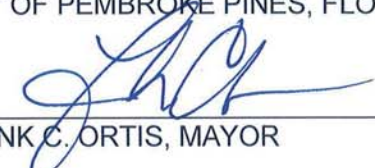
PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 22ND DAY OF SEPTEMBER, 2021. TIME ADOPTED 6:06 PM.

ATTEST:


MARLENE D. GRAHAM, CITY CLERK

CITY OF PEMBROKE PINES, FLORIDA

By:


FRANK C. ORTIS, MAYOR

ORTIS AYE

CASTILLO AYE

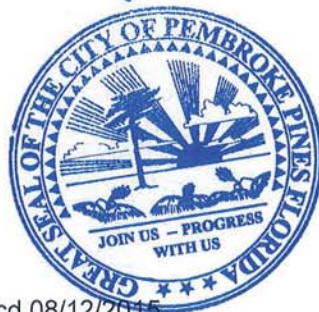
GOOD AYE

SCHWARTZ AYE

SIPLE AYE

APPROVED AS TO FORM:


OFFICE OF THE CITY ATTORNEY



JFK/ecd 08/12/2015

Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2021-18
Ordinance NO. 1973

		2021-22				
Fund #	Fund Description	Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources
1	General Fund	\$ 215,403,350			\$ 4,685,257	\$ 220,088,607
51	Wetlands Trust Fund	3,000			13,500	16,500
100	Road & Bridge Fund	6,132,083			2,622,054	8,754,137
120	FHFC grants SHIP/CRF	1,123,001			(7,000)	1,116,001.00
121	HUD Grants CDBG/HOME	1,283,184			-	1,283,184
122	Law Enforcement Grant	22,167			-	22,167
128	Community Bus Program @	1,418,665			-	1,418,665
131	Treasury - Confiscated	3,000			14,989	17,989
132	Justice - Confiscated	3,000			359	3,359
133	\$2 Police Education	19,428			(200)	19,228
134	FDLE - Confiscated	9,000			(8,013)	987
199	Older Americans Act @	1,560,318			-	1,560,318
201	Debt Service	25,986,374			(608,962)	25,377,412
320	Municipal Construction	182,000			(182,000)	-
471	Utility Fund	67,896,004	-	3,200,000	4,022,196	75,118,200
504	Public Insurance Fund	30,368,678			(100,000)	30,268,678
655	General Pension Trust Fund	18,635,284			(5,258,284)	13,377,000
656	Fire & Police Pension Trust Fund	81,189,227			(27,189,227)	54,000,000
657	Other Post Employment Benefits	21,264,607			(6,174,600)	15,090,007
Total All Funds		\$ 472,502,370	\$ -	\$ 3,200,000	\$ (28,169,931)	\$ 447,532,439

@ Balanced through transfers from a different fund.

* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2021-18
Ordinance No. 1973

5-Year Capital Improvement Program
Summary by Fund
In Present Value as Provided by Department Directors

Fund Type	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Total
GENERAL FUND	\$ 12,834,287	\$ 12,158,000	\$ 9,441,000	\$ 9,723,000	\$ 10,101,000	\$ 54,257,287
ROAD & BRIDGE FUND	2,881,969	2,053,000	2,053,000	2,053,000	2,053,000	11,093,969
UTILITY FUND	13,883,568	17,823,250	18,354,250	18,063,000	16,859,000	84,983,068
TOTAL - ALL FUNDS	\$ 29,599,824	\$ 32,034,250	\$ 29,848,250	\$ 29,839,000	\$ 29,013,000	\$ 150,334,324

Note: Details of the 5-Year Capital Program can be found in the budget book.



CERTIFICATION OF TAXABLE VALUE

Reset Form

Print Form

DR-420

R. 5/12

Rule 12D-16.002

Florida Administrative Code

Effective 11/12

Year : 2021		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	\$ 14,421,852,720	(1)
2.	Current year taxable value of personal property for operating purposes	\$ 440,662,868	(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>	\$ 14,862,515,588	(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.)	\$ 79,845,100	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$ 14,782,670,488	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$ 14,156,474,292	(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		6/28/2021 1:30 PM
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>	\$ 80,318,173	(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>	\$ 80,318,173	(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>	\$ 14,782,670,488	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>	5.4333 per \$1000	(16)
17.	Current year proposed operating millage rate	5.6690 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>	\$ 84,255,601	(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>		\$ 80,318,173	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.4333 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>		\$ 80,752,506	(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>		\$ 84,255,601	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6690 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>		4.34 %	(27)
First public budget hearing		Date : 9/13/2021	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			7/8/2021 5:39 PM
	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>

Abbreviations & Acronyms

ACLS	Advanced Cardiac Life Support	IP	Internet Protocol
ADA	Americans with Disabilities Act	ISO	Insurance Service Organization
ADC	Actuarially Determined Contribution	ISP	Internet Service Provider
AED	Automatic External Defibrillator	IT	Information Technology
AFG	Assistance to Firefighters Grant	JAG	Justice Assistance Grant
ALS	Advanced Life Support	KAPOW	Kids & the Power of Work
AMI	Advanced Metering Infrastructure	KPI	Key Performance Indicator
AMR	Automated Meter Reading	LASO	Local Area Security Officer
ARPA	American Rescue Plan Act	LBTR	Local Business Tax Receipt
AV	Academic Village	LDR	Loss Disallowance Rule
AWS	Alternative Water Supply	LEACH	Law Enforcement Against Child Harm
BCPA	Broward County Property Appraiser	LEED	Leadership in Energy & Environmental Design
BCT	Broward County Transit	LHAP	Local Housing Assistance Plan
BEA	United States of Bureau Economic Analysis	LLC	Limited Liability Company
BEBR	Bureau of Economic & Business Research	LPR	License Plate Recognition
BLS	Basic Life Support	LSP	Local Service Program or Provider
BLS	United States Bureau of Labor Statistics	LTGO	Limited tax general obligation
BWC	Body Worn Camera	LUCA	Local Update of Census Addresses
CADD	Computer-Aided Drafting Design	MCI	Mass Casualty Incident
CARES	Coronavirus Aid, Relief and Economic Security	MCRT	Mill Creek Residential Trust
CASI	Council on Accreditation and School Improvement	MFI	Median Family Income
CBO	Congressional Budget Office	MG	Million Gallons
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	MGD	Million Gallons per Day
CDBG	Community Development Block Grant	MMRS	Metropolitan Medical Response System
CDBG-CV	Community Development Block Grant - Coronavirus	MPO	Metropolitan Planning Organization
CERT	Community Emergency Response Team	MVSU	Mobile Video Systems Unit
CFPD	Consumer Financial Protection Bureau	MXD	Mixed Use Development
CIP	Capital Improvement Program	N/A	Not (yet) available
COVID-19	Coronavirus Disease of 2019	NIBRS	National Incident-Based Reporting System
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
CRF	Coronavirus Relief Fund	NTU	Nephelometric Turbidity Unit
DCF	Department of Children & Families	OAA	Older American Act
DEO	Department of Economic Opportunity	OPEB	Other Post Employment Benefits
DRI	Development of Regional Impact	P & F	Police & Fire
DROP	Deferred Retirement Option Plan	P/M or PM	Paramedic
EAB	Environmental Advisory Board	P/T	Part Time
ECM	Enterprise Content Management	PCPI	Per capita personal income
EDC	Early Development Center	PPCS	Pembroke Pines Charter Schools
EDR	Economic and Demographic Research	PVS	Portable Video Surveillance
EDSP	Economic Development Strategic Plan	R & M	Repair & Maintenance
EMT	Emergency Medical Technician	RDA	Recommended Daily Allowance
EOC	Emergency Operations Center	RFP	Request for Proposal
ERP	Enterprise Resource Planning	ROSC	Return of Spontaneous Circulation
F	Fahrenheit	SACS	Southern Association of Colleges and Schools
F.S.	Florida Statute(s)	SBA	State Board of Administration
F/T	Full Time	SBBC	School Board of Broward County
FDLE	Florida Department of Law Enforcement	SBDD	South Broward Drainage District
FDOT	Florida Department of Transportation	SCADA	Supervisory Control and Data Acquisition
FEMA	Federal Emergency Management Association	SCBA	Self-Contained Breathing Apparatus
FHFC	Florida Housing Finance Corporation	SHIP	State Housing Initiative Partnership
FLOC	Florida League of Cities	SIP	Session Initiation Protocol
FMIVT	Florida Municipal Investment Trust	SIS	Student Information System
FSA	Florida Standards Assessments	SIFMA	Securities Industry and Financial Markets Association
FSU	Florida State University	Spec	Specialist
FTE	Full Time Equivalents	SRO	School Resource Officer
FW	Florida Wetlandsbank TM	SWAT	Special Weapons and Tactics
FY	Fiscal Year (ends Sept. 30)	SWFP	Carl Shechter SWFP Community Center
GAAP	Generally Accepted Accounting Principles	SWOT	Strengths-Weaknesses-Opportunities-Threats
GASB	Government Accounting Standards Board	TIL	Transitional Independent Living
GDP	Gross Domestic Product	TOD	Transit Oriented Development
GEC	Geriatric Education Center	TRIM	Truth in Millage
GEPP	General Employees Pension Plan	TSS	Total Suspended Solids
GFLABC	Greater Fort Lauderdale Alliance and Broward County	UASI	Urban Area Security Initiative
GFOA	Government Finance Officer's Association	USCB	United States Census Bureau
GIS	Geographic Information System	USTA	United States Tennis Association
GO or G.O.	General Obligation	UTGO	Unlimited tax general obligation
GOB	General Obligation Bond	VDI	Virtual Desktop Infrastructure
Gvt	Government(al)	V.I.N.	Vice Intelligence Narcotics
HIPAA	Health Insurance Portability Accountability	VOCA	Victims of Crime Act
HOA	Home Owners Association	VOIP	Voice over Internet Protocol
HOME	HOME Investment Partnerships Program	VPK	Voluntary Pre-Kindergarten
HSGP	Homeland Security Grant Program	WAP	Wireless Access Point
HUD	Housing and Urban Development	WCY	Walter C. Young
ICMA	International City/County Management Association	WTP	Water treatment plant
ICS	Incident Command System	WWTP	Waste Water Treatment Plant
ILA	Interlocal Agreement	YMCA	Young Men's Christian Association

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 inter-fund 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.

Actuarially Determined Contribution - The amount actuarially calculated each year that is required to be contributed by an employer to a defined benefit pension plan's pool of assets in order to ensure there will be enough funds to pay promised pension benefits.

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 non-spendable 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 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.

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 fund 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.

Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) - five day measure of dissolved oxygen (DO) depletion in effluent or a water body, which is due to the oxidation of carbon containing compounds. The test is used to determine organic pollution in waste water.

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.

Coronavirus Disease of 2019 (COVID-19) - Coronavirus disease of 2019 (COVID-19) is caused by a new coronavirus first identified in Wuhan, China, in December 2019. Because it is a new virus, scientists are learning more each day. Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness.

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."

Deferred Retirement Option Program (DROP) - an alternative method for payment of retirement benefits for a specified and limited period for eligible members of the General Employees and the Firefighters and Police Officers Pension Plans. Under the program, members stop earning service credit toward a future benefit and their retirement benefit is calculated at the time DROP participation begins. DROP participants remain active employees during their DROP period.

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.

Direct Debt - Debt that has to be repaid by the reporting government itself rather than by an overlapping or underlying government.

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.

Euclidean Standard - A system of zoning defined as the separation or division of a municipality into districts, the regulation of buildings and structures in such districts in accordance with their construction and the nature and extent of their use, and the dedication of such districts to particular uses designed to serve the general welfare.

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.

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.