City of Pembroke Pines, Florida

Adopted Budget 2022-23

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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

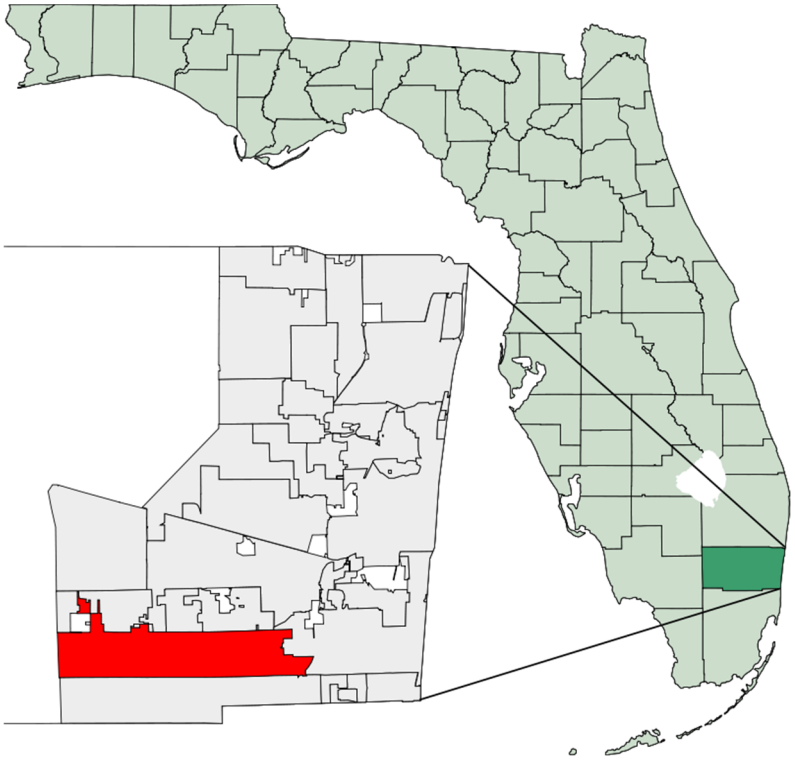
Detailed Information

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 34.8 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.

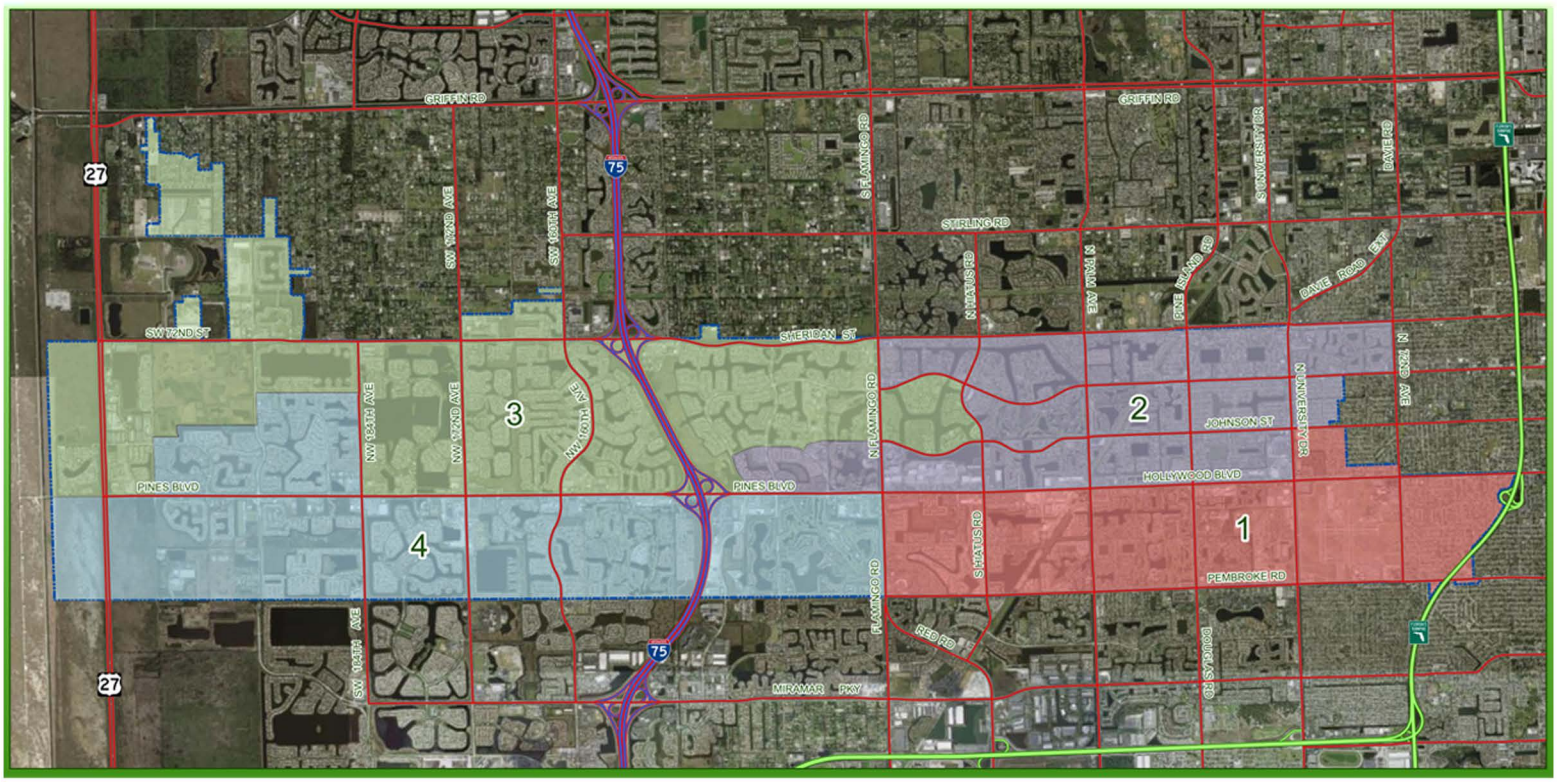


Source: wikipedia.org

THE CITY OF

PEMBROKE PINES

City Commission Districts Map



Mayor
Frank C. Ortis

Vice Mayor
Jay D. Schwartz
District 2

Commissioner
Thomas Good Jr.
District 1

Commissioner
Iris A. Siple
District 3

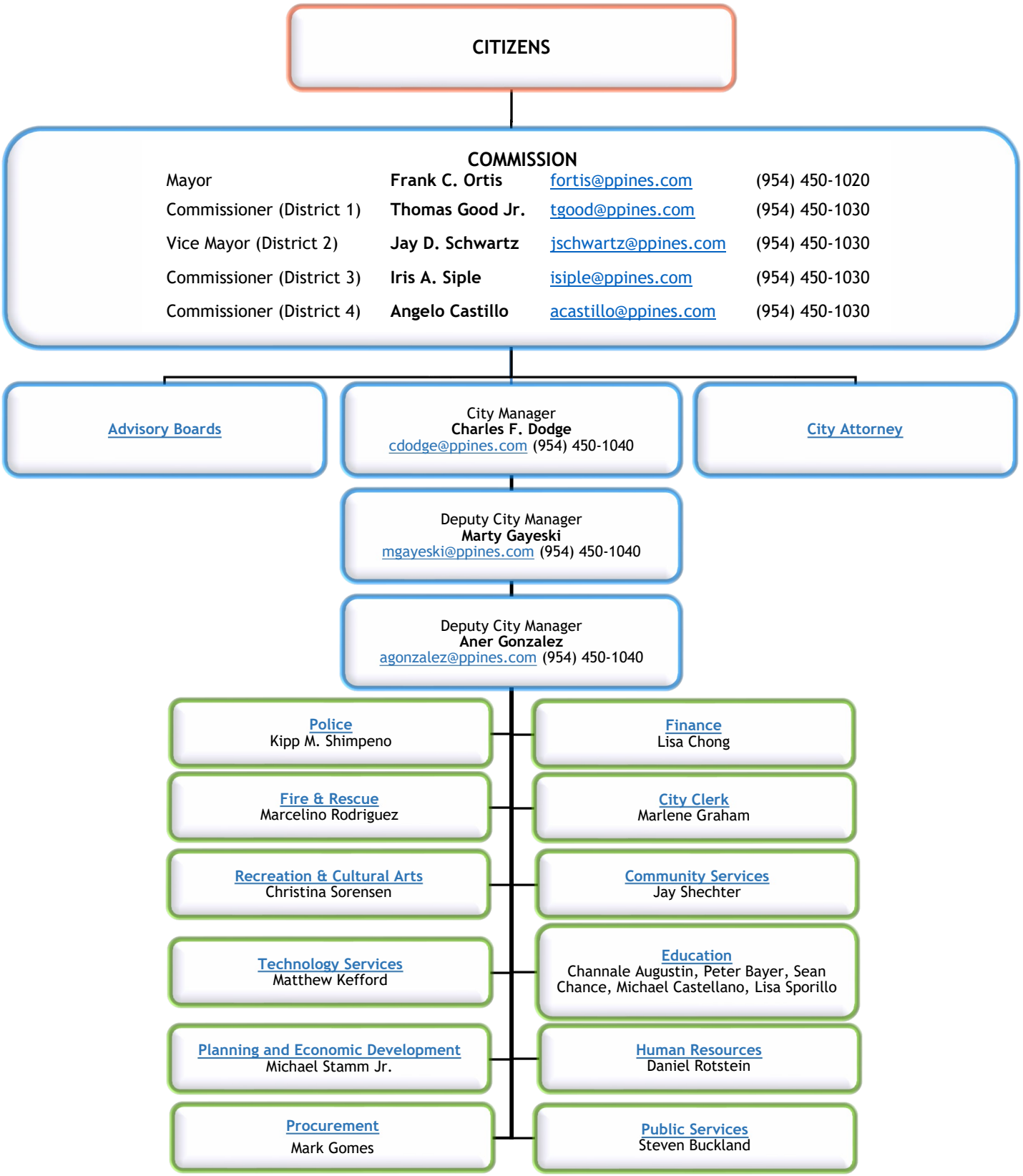
Commissioner
Angelo Castillo
District 4

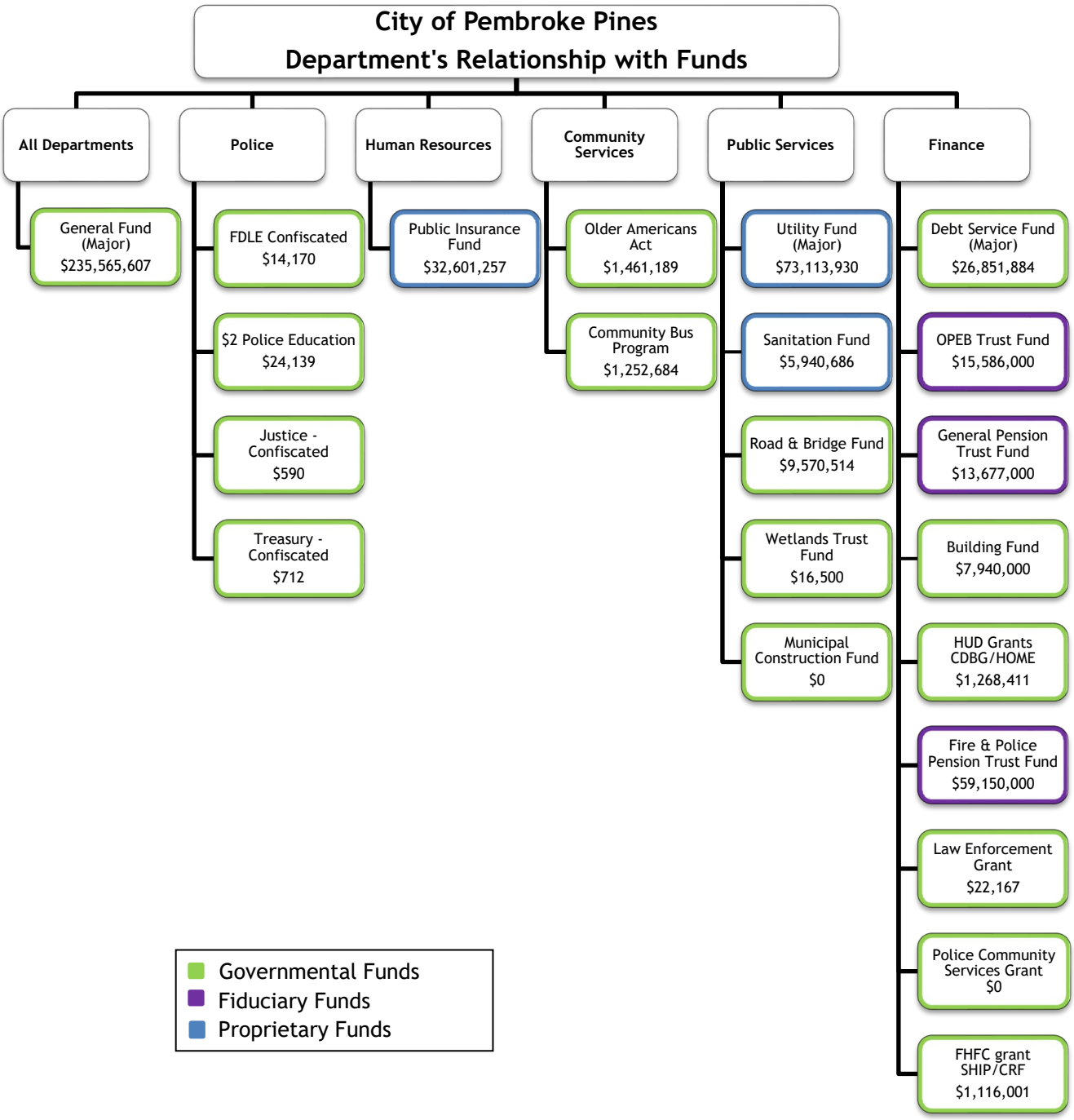
District 1
District 2
District 3
District 4

Map drawn by: Florida Atlantic University
Map adopted: March 16, 2022
Ordinance: 1986

CITY OF PEMBROKE PINES

Organizational Chart




City of Pembroke Pines
Department's Relationship with Funds
All Departments
Police
Human Resources
Community Services
Public Services
Finance
General Fund (Major) $235,565,607
FDLE Confiscated $14,170
$2 Police Education $24,139
Justice - Confiscated $590
Treasury - Confiscated $712
Public Insurance Fund $32,601,257
Older Americans Act $1,461,189
Community Bus Program $1,252,684
Utility Fund (Major) $73,113,930
Sanitation Fund $5,940,686
Road & Bridge Fund $9,570,514
Wetlands Trust Fund $16,500
Municipal Construction Fund $0
Debt Service Fund (Major) $26,851,884
OPEB Trust Fund $15,586,000
General Pension Trust Fund $13,677,000
Building Fund $7,940,000
HUD Grants CDBG/HOME $1,268,411
Fire & Police Pension Trust Fund $59,150,000
Law Enforcement Grant $22,167
Police Community Services Grant $0
FHFC grant SHIP/CRF $1,116,001
Governmental Funds
Fiduciary Funds
Proprietary Funds

PEMBROKE PINES
CITY COMMISSION

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

Jay D. Schwartz
VICE MAYOR
DISTRICT 2
954-450-1030
jschwartz@ppines.com

Thomas Good, Jr.
COMMISSIONER
DISTRICT 1
954-450-1030
tgood@ppines.com

Angelo Castillo
COMMISSIONER
DISTRICT 4
954-450-1030
acastillo@ppines.com

Iris A. Siple
COMMISSIONER
DISTRICT 3
954-450-1030
isiple@ppines.com

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

October 1, 2022

Honorable Mayor and Commissioners:

The 2022-23 Adopted Budget was prepared in an economic climate characterized by high inflation, low unemployment, expanded job growth, and rising interest rates. At the end of 2021, the Consumer Price Index for the Miami-Fort Lauderdale area increased by 7.1% over the prior period. However, in August 2022, the 12-month change was 10.7%, with gasoline, shelter, and food primarily responsible. Some economic pundits predict US inflation will hover around 3-5.0% over the mid-term. The Bureau of Labor Statistics reported that the City of Pembroke Pines' unemployment rate decreased from a pandemic high of 15.3% or 13,786 in May 2020 to an estimated 2.5% or 2,445 in August 2022. The rate has been below 4.0% since September 2021. The Federal Reserve believes that given the dynamic nature of the economy, it is impossible to know what level of low unemployment will cause excessive inflation. Local government half-cent sales tax revenue has rebounded, 2020-21 is 8.9% above 2018-19 (pre-pandemic level), and 2021-22 is 13.8% above 2020-21.

Notwithstanding, the Office of Economic and Demographic Research expects sales tax revenue to contract in light of the termination of stimulus checks to households and risings inflation. Although the average local option fuel tax receipts have been increasing, receipts for 2020-21 did not exceed 2018-19. The growth in gas tax receipts could have been tempered by technological advances in fuel efficiency and telecommuting. Preparation of this budget takes into account supply chain disruptions and assumes moderation in inflation and sales tax growth.

The 2022-23 Adopted Budget and Five-Year Capital Improvement Plan continues to exemplify the City's focus on providing premium services to our residents, businesses, and visitors in a fiscally sustainable manner. The all funds 2022-23 Adopted Budget is $485.2 million, of which $318.3 million, or 65.6%, pertains to the operating funds, namely the General Fund, the Road and Bridge Fund, and the Utility Fund. The other $166.9 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 Adopted Budget also includes two other funds, the Building Fund and the Sanitation Fund, that were not part of the 2021-22 Adopted Budget.

The General Fund, the City's main operating fund, 2022-23 Adopted Budget is $235.6 million, an increase of $15.5 million, or 7.0% over the 2021-22 Adopted Budget. The significant sources of revenue increases are $6.7 million in property tax, $3.3 million in fire protection assessment, and $2.8 million in sales tax. The increase in property tax is solely attributable to the $1.4 billion or 9.5% growth in taxable value. This growth is driven primarily by the 3.0% increase in taxable value of homesteaded properties, the reset of value at resale, and the rising value of non-homesteaded properties. New construction during 2021 was valued at $66.2 million; a $13.6 million decrease from the prior year due to a reduction in the number and scope of projects. It accounts for 4.7% of the growth in taxable value.

The 2022-23 adopted operating millage rate is 5.6690, the same as the current rate, while the debt service millage rate is 0.3835, which is 0.0324 mills below the current rate. Given the decrease in the aggregate millage rate, Pembroke Pines ad valorem tax on homesteaded properties will be below 3.0%. Pembroke Pines property tax on the median residential property with a taxable value of $172,040 is estimated at $989.00 for 2022 compared to $914.00 in 2021.

The adopted fire assessment rates are all above the current year as the result of a $3.8 million increase in the net fire expenditure budget stemming mainly from a $2.4 million growth in the appropriation for personnel costs and a $0.9 million reduction in the allocation of American Rescue Plan Act funding to this department. The residential rate will be $352.16, an increase of $39.84 per unit. The commercial rate increases from $0.5207 to $0.5804, industrial from $0.0992 to $0.1058, and institutional from $0.4709 to $0.5428 per square foot.

The General Fund 2022-23 Adopted Budget includes $5.7 million of the final $12.5 million tranche of the $25.0 million allocation from the American Rescue Plan Act's (ARPA) Coronavirus Local Fiscal Recovery Fund. This infusion of federal funds enables the City to keep the operating millage rate flat and avoid budget cuts that could undermine service delivery and hinder broader recovery.

The $15.5 million growth in appropriations for expenditures reflects the City's ongoing labor commitments, necessary repairs and maintenance, and replacement of certain essential capital items. The budget for public safety represents 67.7% of the increase, with a $10.5 million or 7.69% year-over-year appropriation growth. The Police Department will enhance services by hiring three additional full-time City positions: a Crime Scene Technician and two Police Service Aide II for code compliance. Additionally, the City will replace several vehicles, including 25 patrol cars, 2 fire engines, and an ambulance, to improve efficiency and reduce maintenance costs. The budget for public safety also provides funding for other equipment such as radios, ballistic shields, and computer equipment. General government and culture-recreation budgets increased by $2.7 million and $1.5 million, respectively. Appropriations include but are not limited to roof replacements at Academic Village, Village Community Center, and Washington Building at the Howard C. Foreman Campus Health Park and replacement of playground equipment at various parks. In addition, contractual positions for the general government function, specifically the Technology Services Department, will increase by seven to augment and expand technical services.

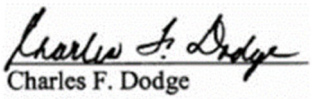
The $9.6 million Road and Bridge Fund Adopted Budget for 2022-23 is 9.3% above the 2021-22 Adopted Budget. The increase is attributable to road resurfacing projects, which comprise Pembroke Lakes Sections 2 and 6, Pembroke Road from Douglas Road to Palm Avenue, and Pasadena Estates I and II in Chapel Trail. In addition, a westbound right turn lane will be added at SW 145th Avenue and Pembroke Road. The budget also has appropriations for pressure washing of sidewalks and medians along the City's major roads, litter control for right away areas/swales, drainage rehabilitation, street lighting and an 8-foot noise wall on Palm Avenue from Pembroke Road to Pines Boulevard.

The Utility Fund 2022-23 Adopted Budget of $73.1 million is $2.0 million below the 2021-22 Adopted Budget due mainly to a $4.2 million decrease in the capital appropriation, partially offset by a $2.2 million increase for personnel and operations. The $9.7 million budget for capital supports the City's goal of maintaining the utility infrastructure at a level that protects capital investment, minimizes future maintenance and replacement cost, as well as maximizes the use of new technologies. It contains 54.2% of the necessary items and projects delineated in the 5-year Capital Improvement Plan. Appropriations for water and wastewater services amount to $5.8 million and $3.8 million, respectively. The two significant projects are the continuation of Pines Village water main replacement and septic tank conversion, as well as the renovation of the Headworks Building influent channel that transmits raw sewage to the influent surge tanks. The Pines Village project is partially funded with $4.0 million from the second and final tranche of the ARPA allocation. Water and sewer rates will increase by 4.01% based on the April change in the water and sewerage maintenance CPI index. The monthly increase is $1.69 on 3,000 gallons of consumption.

ARPA funding has been indispensable in balancing both the 2021-22 and 2022-23 Adopted Budgets. Existing metrics point to economic disruption over the next few years as the economy acclimates to the unwinding of the effects of the federal economic stimulus. City Administration will continue to work on maintaining financial sustainability through proper planning, judicious use of resources, and expansion of the revenue base. From 2022 to 2024, we expect the City to add approximately 1,137 residential units and 1.2 million square feet of non-residential to its tax base. In the upcoming months, we will forge ahead in preparing and adopting the Economic Development Strategic Plan, and the Recreation and Transportation Master Plans. The City will also prepare to issue general obligation bonds to finance the construction of new police headquarters and other future projects.

I want to extend my appreciation to our residents, City employees, and the City Commission for their continued support and services to our City. The City of Pembroke Pines demonstrated resiliency over the past two years in combating the health, economic, and social impact of the COVID-19 pandemic. As the City moves forward with new global challenges, we will continue to maintain the quality of life we promised our community by making responsible choices, as demonstrated in this budget document.

Sincerely,



Charles F. Dodge
City Manager

cfd

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Pembroke Pines
Florida

For the Fiscal Year Beginning

October 01, 2021

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 01, 2021. 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 managing increasing operating and capital replacement costs while keeping taxes and fees affordable for residents. Federal funding through the American Rescue Plan Act (ARPA) has provided relief in this regard. All funds adopted budget for 2022-23 is $485.2 million, which is $37.6 million above the 2021-22 adopted budget. The City's operating funds (the General Fund, the Road and Bridge Fund, and the Utility Fund) increased by $14.3 million, while the non-operating funds increased by $23.4 million. The "All Other Funds" group has a $13.6 million growth attributable to the Building and Sanitation funds which were not part of the 2021-22 adopted Budget. The table below provides a recap of the year-over-year changes by fund. The 2022-23 budget highlights, including changes from the prior year, are discussed in this subsection. The 2022-23 adopted budget changed compared to the 2022-23 proposed budget to include an 8-foot noise wall on Palm Avenue from Pembroke Road to Pines Boulevard. This change to the Road and Bridge Fund increased the 2022-23 budget by $0.1 million.

Expenditure Budget - All Funds
Adopted 2022-23 Compared to Adopted 2021-22
(in $'000)

Fund	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
General Fund	$ 220,089	$ 235,566	$ 15,477	7.0%
Road & Bridge Fund	8,754	9,571	817	9.3%
Utility Fund	75,118	73,114	(2,004)	-2.7%
Debt Service Fund	25,377	26,852	1,475	5.8%
Public Insurance Fund	30,269	32,601	2,332	7.7%
General Pension Trust Fund	13,377	13,677	300	2.2%
Fire & Police Pension Trust Fund	54,000	59,150	5,150	9.5%
Other Post Employment Benefits Fund	15,090	15,586	496	3.3%
All Other Funds	5,458	19,056	13,598	249.1%
Total Expenditures	**$ 447,532**	**$ 485,173**	**$ 37,641**	**8.4%**

General Fund

The 2022-23 adopted General Fund revenue budget (including other sources) of $235.6 million is $15.5 million or 7.0% greater than the 2021-22 adopted budget, as shown in the table below. The significant increases include: (a) $6.7 million in property tax to compensate for increased costs funded by this revenue source; (b) $3.3 million in fire assessment to fund the net increase in assessable fire cost; (c) $3.0 million in public service tax and franchise electricity; (d) $2.8 million in sales tax; (e) $1.3 million in apartment rental; (f) $0.8 million in administrative fees; and (g) $0.4 million in Civic Center operating revenue signaling increased bookings for in-person activities and events. The following reductions partially offset these increases: (a) $2.8 million in appropriation of ARPA funding and (b) $1.7 million in use of fund balance.

General Fund Revenues by Category
(in $'000)

Description	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
Taxes	$ 97,872	$ 106,323	$ 8,451	8.6%
Permits, Fees & Licenses	42,465	46,911	4,446	10.5%
Intergovernmental Revenue	25,048	24,950	(98)	-0.4%
Charges for Services	33,649	36,702	3,054	9.1%
Fines & Forfeitures	505	521	17	3.3%
Miscellaneous Revenues	15,865	17,194	1,329	8.4%
Other Sources	4,685	2,963	(1,722)	-36.8%
Total Revenues	**$ 220,089**	**$ 235,566**	**$ 15,477**	**7.0%**

The $235.6 million 2022-23 adopted General Fund expenditure budget (including transfers) is $15.5 million or 7.0% above the adopted 2021-22 budget, as shown in the table below. The year-over-year increase is attributable to growth in appropriations for all functions with public safety, general government, and culture-recreation reflecting the largest budget increases.

Public safety represents 62.3% of the adopted 2022-23 expenditure budget (including transfers) and shows a $10.5 million or 7.7% increase over the 2021-22 adopted budget. The increase consists of $5.9 million for personnel, $3.3 million for operating, and $1.2 million for capital. Increases for personnel include: (a) $2.8 million for salaries, (b) $1.3 million for health insurance, and (b) $1.2 million for City contribution to the Police and Fire Pension Trust Fund. The main increases in operating comprise: (a) $1.1 million for contractual services of which $0.3 million pertains to contract employees; (b) $1.5 million for operating supplies; and (c) $0.4 million for repair and maintenance services. The increase in capital expenditures is related primarily to the $1.1 million increase in appropriations for machinery and equipment.

The $2.7 million increase in the general government category, which comprises the City's administrative departments, is mainly attributable to the $3.5 increase in appropriation for operating items. This was partially offset by a $1.0 million reduction in the capital budget. Increases in operating expenses primarily include: (a) $1.8 million for contractual services of which $1.7 million is associated with contract employees; (b) $1.4 million for repairs and maintenance services; (c) $0.3 million for property and liability insurance; and (d) $0.7 for operating supplies. These increases were partially reduced by decreases of $0.7 million in contingency and $0.2 million in professional services.

The culture-recreation function has a year-over-year increase of $1.5 million or 7.0%, which is driven by increases of (a) $1.8 million for operating and (b) $0.5 million for personnel expenses (mainly wages for employees). Increases for operating expenses primarily include: $0.9 million for contractual services with contract employees accounting for $0.3 million; and $0.9 million for repair and maintenance services. The $0.2 million reduction in appropriations for rentals and leases partially offset the foregoing increases.

General Fund Expenditures by Function
(in $'000)

Category	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
General Government	$ 45,993	$ 48,660	$ 2,667	5.8%
Public Safety	136,369	146,853	10,484	7.7%
Physical Environment	3,313	3,315	2	0.1%
Economic Environment	8,911	9,303	392	4.4%
Human Services	4,328	4,776	448	10.4%
Culture-Recreation	21,175	22,659	1,484	7.0%
Total Expenditures	**$ 220,089**	**$ 235,566**	**$ 15,477**	**7.0%**

Road and Bridge Fund

The Road and Bridge Fund 2022-23 adopted budget is $9.6 million, an increase of $0.8 million, or 9.3%, over the 2021-22 adopted budget. Revenue increases consist primarily of $0.4 million in local option gas taxes and $0.2 million in state shared revenue. The $0.8 million net increase in budgeted expenditures results from a $1.6 million increase in the operating (non-personnel) budget, partially offset by a $0.7 million decrease in appropriations for capital and a $0.1 million decrease in appropriations for transfers to the Community Bus Program Fund. The increase in the operating budget was mainly due to a $1.4 million increase in appropriations for road resurfacing. The budget for capital items includes: (a) addition of a westbound right turn lane at SW 145th Avenue and Pembroke Road, (b) speed feedback signs and pedestrian crossing flashing signs, (c) installation of guard rails, and (d) an 8-foot noise wall on Palm Avenue from Pembroke Road to Pines Boulevard. The latter was the only change made to the budget after the 2022-23 proposed budget was published.

Utility Fund

The 2022-23 adopted Utility Fund budget for revenue and other sources stands at $73.1 million, which is $2.0 million, or 2.7% below the 2021-22 adopted budget. As shown in the table below, significant revenue changes are expected in the other sources and charges for services categories. The $4.6 million net decrease in other sources primarily includes: (a) fund balance decrease of $3.4 million, (b) water and sewer connection fees decrease of $1.4 million; and (c) reserve for capital replacement increase of $0.2 million. The $2.1 million net increase in charges for services consists of: (a) water and sewer charges increase of $2.6 million and (b) water recording and penalty fee reduction of $0.5 million. The increase in water and sewer charges stems from the 4.01% rate increase effective October 1, 2022. Annual rate changes are based on the April CPI adjustment, or a 3.0% minimum as stipulated in the City's Code of Ordinances.

Utility Fund Revenues by Category
(in $'000)

Description	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
Permits, Fees & Licenses	$ 15	$ 15	$ -	0.0%
Intergovernmental Rev.	4,182	4,000	(182)	-4.4%
Charges for Services	61,333	63,463	2,130	3.5%
Miscellaneous Revenues	449	1,114	665	148.1%
Other Sources	9,139	4,522	(4,617)	-50.5%
Total Revenues	**$ 75,118**	**$ 73,114**	**$ (2,004)**	**-2.7%**

The $2.0 million decrease in the budget for expenditures is attributable primarily to the $4.2 million reduction in appropriations for capital, which was partially offset by a $2.2 million increase in the personnel and operating budgets. Increase in appropriations for operating items includes mainly: (a) $0.7 million for administrative fees, (b) $0.7 million for professional services, and (c) $0.6 million for engineering charges. These increases were partially offset by a $0.5 million reduction in appropriation for non-capital meters. The $9.7 million 2022-23 adopted 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 mainly consist of: (a) $5.6 million for Phase II of the water main replacement in Pines Village; (b) $2.0 million for replacement of lift stations; (c) $1.1 million for renovation of the Headworks Building influent channel; and (d) $0.5 million for continuation of the sewer lining project. The following table compares the 2022-23 adopted budget to the prior year adopted budget.

Utility Fund Expenditures by Category
(in $'000)

Category	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
Personnel	$ 2,909	$ 3,223	$ 314	10.8%
Operating	58,265	60,178	1,913	3.3%
Capital	13,884	9,651	(4,233)	-30.5%
Grants & Aid	60	62	2	3.3%
Total Expenditures	**$ 75,118**	**$ 73,114**	**$ (2,004)**	**-2.7%**

Other Funds

Pension and Other Post-Employment Benefit Trust Funds
The funds for retiree pension, health, and life insurance benefits, which include the General Pension Trust Fund, the Fire and Police Pension Trust Fund, and the Other Post-Employment Benefits Fund, have an aggregate 2022-23 adopted budget of $88.4 million. Compared to the 2021-22 adopted budget of $82.5 million, this is an increase of $5.9 million or 7.2%. The increase is mainly due to increases of $5.3 million in pension benefits, $0.4 million in investment management services, and $0.3 million in retiree health premiums. These increases were partially offset by a $0.2 million reduction in appropriations for contribution refunds.

All Other Funds

The "All Other Funds" group consists primarily of special revenue funds, which include grants and confiscated funds. The only exceptions are the Sanitation Fund and the Wetlands Trust Fund, which are classified as enterprise and permanent funds, respectively. The 2022-23 adopted budget for this group stands at $19.1 million and is $13.6 million or 249.1% above the 2021-22 adopted budget. The increase is mainly attributable to the Building and Sanitation Funds. These new funds were not part of the 2021-22 adopted budget but are included in the 2022-23 adopted budget. The table below shows the year-over-year changes by fund for this group.

Expenditure Budget - All Other Funds
Adopted 2022-23 Compared to Adopted 2021-22
(in $'000)

Fund	2021-22 Adopted	2022-23 Adopted	Change from 2021-22 $	Change from 2021-22 %
Wetlands Trust Fund	$ 17	$ 17	$ -	0.0%
Building Fund	-	7,940	7,940	100.0%
FHFC grants SHIP/CRF	1,116	1,116	-	0.0%
HUD Grants CDBG/HOME	1,283	1,268	(15)	-1.2%
Law Enforcement Grant	22	22	-	0.0%
Community Bus Program	1,419	1,253	(166)	-11.7%
Treasury - Confiscated	18	1	(17)	-94.4%
Justice - Confiscated	3	1	(2)	-66.7%
$2 Police Education	19	24	5	26.3%
FDLE - Confiscated	1	13	12	1200.0%
Older Americans Act	1,560	1,461	(99)	-6.3%
Sanitation	-	5,940	5,940	100.0%
Total Expenditures	**$ 5,458**	**$ 19,056**	**$ 13,598**	**249.1%**

Economic Analysis

September 2022 marked the two-and-a-half-year point of the COVID-19 outbreak in the United States. Consumers are again spending money as the nation's overall economy is nearly back to its pre-pandemic strength. So much so that the sharp increase in demand has brought another challenge, heightened inflation.

According to a survey conducted by Pew Research Center, inflation greatly outranked COVID-19, and the other ten (10) issues included in the survey as the top problem facing America today. The survey results showed that 70% of Americans view inflation as a huge problem for the country.

Inflation is the rate at which the prices of products and services increase over a given period. Inflation erodes purchasing power. Thus, when inflation rises, one can expect to pay more for consumer goods, such as used cars and car rentals, furniture, airline fares, hotels, and everyday essentials like groceries and gas. According to NBC News, the cause of the increase in inflation is a result of supply chain issues caused by the pandemic, surging demand, increased production cost, and an influx of extra dollars into the economy.

Florida has been one of the states hit the hardest by inflation. In a report by Merchant Maverick on the 10 U.S. states where inflation is hitting consumers the hardest, Florida ranked second. The effects of inflation are highly evident in South Florida, particularly in the cost of gas, food, and housing. In the Miami-Fort Lauderdale-West Palm Beach area, gasoline prices have increased 24.1% and food prices have increased 10.0% from August 2021 to August 2022. In the Miami-Fort Lauderdale-Pompano Beach metro area, the median monthly rent price is 28.5% higher than the national average and among the highest of any U.S. metro area.

Florida is one of the top travel destinations globally, relying on tourism to drive its economy more than any other state. Tourism was one of the sectors hit hardest by the pandemic. In the second quarter of 2020, the number of tourists coming to Florida declined 70.0% from the prior year. That downward trend continued in FY 2020-21, leading to an additional 7.2% loss in tourism from the prior year's decrease. By FY 2021-22, a massive increase in domestic visitors offset some of the international losses, leading to a growth in tourism of 39.4% over the prior fiscal year. With rising gas prices, airfares, and hotel prices, there has been a concern about whether inflation will negatively impact the growth of Florida's tourism in the coming months.

Gross Domestic Product

Real gross domestic product (GDP) decreased in 40 states and the District of Columbia in the second quarter of 2022, as real GDP for the nation decreased at an annual rate of 0.6 percent, according to statistics released by the U. S. Department of Commerce's Bureau of Economic Analysis (BEA) on September 30, 2022. Private goods producing industries decreased 10.4 percent, private services-producing industries increased 2.0 percent, and government decreased 0.2 percent. During this period, Florida's real GDP increased by 1.6%.

Construction, nondurable goods manufacturing, and wholesale trade decreased .84, .72, and .45 percent, respectively, for the nation and were the leading contributors to the decrease in real GDP. These three industries contributed to the decrease in all 50 states and the District of Columbia.

The second-quarter decrease in the nation's real GDP occurred amid continued inflation, low unemployment, ongoing supply-chain challenges, and rising interest rates. Although real GDP decreased at an annual rate of 0.6% in the second quarter of 2022, it was 3.5% above the level of real GDP for the fourth quarter of 2019, the most recent quarter prior to the onset of the COVID-19 pandemic.

In 2021, Florida's real GDP increased by 8.4% compared to the previous year, while the national change was 5.9%. The 2011–2021 compound annual growth rate for Florida's real GDP was 2.9%; the compound annual growth rate for the nation was 2.1%.

In 2021, the largest industry in Florida was finance, insurance, real estate, rental, and leasing. This industry accounted for 24.6% of Florida's GDP and had 7.0% real growth. The second largest industry was professional and business services, which accounted for 13.7% of Florida's GDP and had a 16.8% real growth.

The largest contributor to real GDP growth in Florida was professional and business services. This industry accounted for 2.17% of the total growth in real GDP. The second largest contributor to real GDP growth was finance, insurance, real estate, rental, and leasing. This industry accounted for 1.77% of the total growth in real GDP.

In 2020, Broward County accounted for approximately 10.1% of Florida's Real GDP, ranking as the 2nd in the State's most significant contributor. In 2020, Broward real GDP fell 4.6%; the 2019–2020 state change was -2.8%. The 2010–2020 compound annual growth rate for Broward real GDP was 1.4%; the compound annual growth rate for the state was 2.0%.

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 permit issuances, construction expenditures, population growth, and property values.

According to FloridaRealtors.org, the national Home Price index reported a 15.8% annual gain in July 2022, down from 18.1% in June 2022, showing signs of a slight cooling of the housing market. All 20 of the nation's largest metro areas reported lower housing price increases in the year ending July 2022 versus the year ending June 2022. However, Florida cities saw less of a price deceleration than the other cities in the country. In July 2022, for the fifth consecutive month, Tampa and Miami reported the two highest year-over-year gains amongst the 20 largest metro areas in the country. Tampa led the way with a 31.8% year-over-year price increase, followed by Miami in second with a 31.7% increase. Although there was a slight decline in home prices between June 2022 and July 2022, U.S. housing prices remain substantially above their levels a year ago.

The latest U.S. Census Bureau (USCB) shows that homeownership in Florida experienced a slight growth from 65.4% in 2019 to 66.2% in 2020. Broward County's rate increased from 62.1% in 2019 to 62.8% in 2020, while the City of Pembroke Pines dropped from 71.0% in 2019 to 70.6% in 2020.

The homeownership rate in the United States amounted to 64.4% in 2020. 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 September 30, 2022, by the U.S. Department of Commerce Bureau of Economic Analysis, in 2021, Florida had a per capita personal income (PCPI) of $62,270. This PCPI ranked 19th in the United States and was 97.1% of the national average, $64,143. The 2021 PCPI reflected an increase of 8.7% from 2020. The 2020-2021 national change was 7.3%.

In 2011, the PCPI of Florida was $40,517 and ranked 27th in the United States. The 2011-2021 compound annual growth rate of PCPI was 4.4%. The compound annual growth rate for the nation was 4.1%. According to the USCB's report released in 2021, the per capita income in past 12 months (in 2020 dollars) increased to $32,848 in Florida, $34,063 in the Broward County, and $32,311 in Pembroke Pines. The combined median household income in Pembroke Pines was calculated to be $68,683 as opposed to Broward County's $60,922 and Florida's $57,703. Income plays a vital role in determining the health of a given real estate market as it can shed light upon resident's ability to sustain themselves and 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 June 2022 by the

Consumer Financial Protection Bureau (CFPD), Florida's mortgage delinquency rate, homeowner being 30 to 89 days delinquent on a payment, remained stable at 0.9% comparing December 2020 to December 2021. On the other hand, Broward County's mortgage delinquency rate increased from 0.9% in December 2020 to 1.0% in December 2021.

The City of Pembroke Pines' population has progressively grown by 10.6% over ten years, an average of about 1% year-over-year, from 154,508 in 2012 to 170,857 in 2021. Broward County currently has an estimated population of more than 1.9 million as of April 2021. 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 September 2022, the USCB and the U.S. Department of Housing and Urban Development (HUD) jointly announced that 1,517,000 building permits were issued nationwide for privately-owned housing units in August 2022, which was 14.4% lower than the August 2021 amount of 1,772,000. Single-family home building permits in August 2022 were issued at an annual rate of 899,000, which was 15.3% lower than the August 2021 rate of 1,061,000.

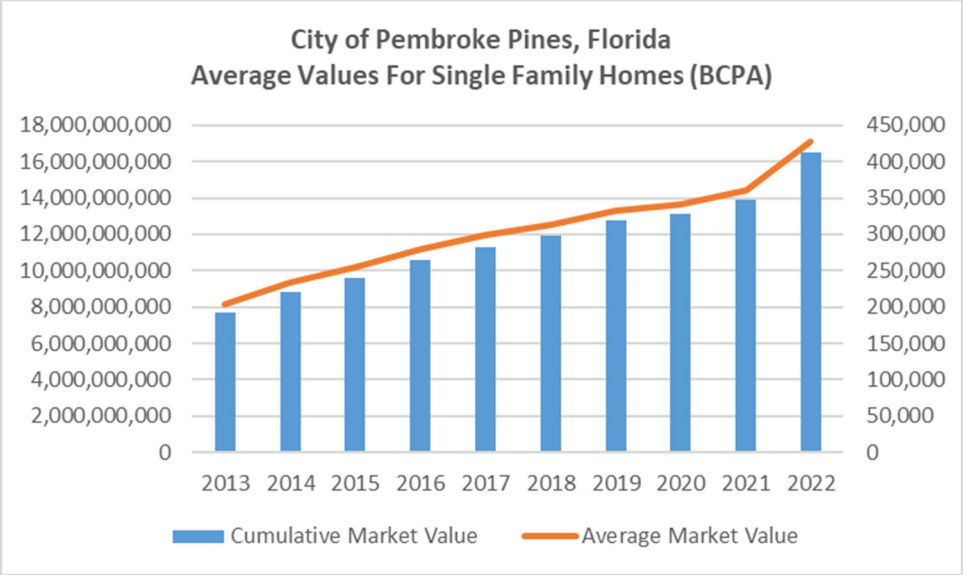
The City of Pembroke Pines experienced increasing levels of permit activity over the past ten years. The table below shows the ten-year history of building permits, the valuation of construction, and the gross assessed value of properties in Pembroke Pines from 2012 to 2021. In 2021, the total number of permits issued by the City had increased by 45.4% from 7,975 in 2020 to 11,597 in 2021. The value of construction over the past year increased by 66.6% or $105.3 million while the gross assessed value of overall properties increased by 3.0%, or $644.8 million.

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

		Miscellaneous		Residential		Commercial			
Year	Total Permits Issued	Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation	Total Value of Construction	Gross Assessed Value (3)
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
2021	11,597	11,585	242,164,450	-	-	12	21,224,386	263,388,836	21,820,008,281

(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 $428,155 as of July 2022, which increased by 18.9% from $360,156 in July 2021. The City's cumulative property value for single-family homes as of July 2022 amounted to $16.5 billion, which is 18.9% increase from the prior year.



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 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 19, 2022, Florida's seasonally adjusted unemployment rate was 2.7% in August 2022, unchanged from the July 2022 rate, and down 1.6% from a year ago. There were 293,000 jobless Floridians out of a labor force of 10,706,000. The U.S. unemployment rate was 3.7% in August 2022.

Florida's seasonally adjusted total nonagricultural employment was 9,447,400 in August 2022, increasing 20,700 jobs (+0.2%) over the month. The state gained 443,600 jobs over the year, an increase of 4.9%. Nationally, the number of jobs rose 4.0% over the year.

Florida's COVID -19 pandemic recovery efforts have yielded positive results. The total nonagricultural and private sector employment surpassed the February 2020 (pre-pandemic) level in October 2021 and the labor force surpassed the February 2020 level in June 2021. In August 2022, nonagricultural employment in the Ft. Lauderdale-Pompano Beach-Deerfield Beach metro division was 887,000, an increase of 39,200 jobs (4.6%) over the year.

Broward County's job report indicated a 2.8% unemployment rate in August 2022. This rate was 2.0% lower than the region's year ago rate of 4.8%. The labor force was 1,077,924, up 41,150 (+4.0%) over the year. There were 30,396 unemployed residents in the region.

In August 2022, the Fort Lauderdale-Pompano Beach-Deerfield Beach Construction industry had the highest and the fastest annual job growth compared to all the metro areas in the state. Also, the Professional and Business Services (+12,300, +7.8%), Construction (+2,500, +5.1%), and Education and Health Services (+5,300, +4.8%) industries grew faster in the metro division than statewide between the period of August 2021 to August 2022.

All industries in the Fort Lauderdale-Pompano Beach-Deerfield Beach metro division gained jobs over the year. The top two industries were Professional and Business Services (+12,300, +7.8%) and Leisure and Hospitality (+8,200, +9.4%). Also, all industries in the Fort Lauderdale-Pompano Beach-Deerfield Beach metro division gained jobs over the month. Non-Agricultural employment had a month to month increase of 13,400 jobs or +1.5% growth.

The preliminary unemployment rate for the City of Pembroke Pines in August 2022 was 2.5%. City of Pembroke Pines' top ten employers consisted mostly of medical facilities and national supermarket brands (Target, Walmart, and Publix) 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 BLS, the CPI for the Miami-Fort Lauderdale-West Palm Beach metropolitan area increased by 10.7% from August 2021 to August 2022.

Summary

At the time of the preparation of this budget, the nation's economy was facing heightened inflation. This has caused significant increases in the prices of many products, which has made it more costly for the City to deliver some of its services. This increase was partially offset by a $1.4 billion or 9.5% growth in taxable value, which increased tax revenue despite a flat operating millage rate. In addition, higher prices have a positive effect on sales tax revenue. City administration has developed this budget with the goal of maintaining the financial stability of the City while minimizing the impact to services delivered.

According to EDR, population growth is the state's primary generator of economic growth, fueling both income and employment growth. Despite the pandemic, Florida experienced population growth of 360,758 between the period of April 1, 2020 and April 1, 2021. This was the greatest annual increase in population for the state since 2005-2006, immediately prior to the collapse of the housing boom and the beginning of the Great Recession. Most of Florida's population growth between the period of April 1, 2020 and April 1, 2021 was attributable to net migration.

As a result of both net migration and natural increase, Florida's population is expected to grow an average of 1.67% per year between April 1, 2021 and April 1, 2030. It is forecasted that 53.4% of those gains will occur in the older population (age 60 and older); 18.4% of the gains will occur in the younger working age group (25-39); and 15.4% of the gains will occur in the younger population (age 0-17).

In Florida, all metrics point to an existing home market that was overheated and is now cooling off. In each of the calendar years from 2014 to 2021 existing home sales volume has exceeded the 2005 peak year, but in 2022 home sales volume are slowing, with six of the first seven months posting a lower home sales volume than the prior year. However, home sales prices had a different outcome. From 2014 to October 2021, Florida's median home price has generally stayed below the national median price, but from November 2021 through July 2022, Florida' median home price has matched or exceeded the nation median.

EDR expects Florida's change in GPD to grow past its pre-pandemic rates. During Fiscal Year 2021-22, Florida's GDP showed growth of 5.2%. However, starting in Fiscal Year 2023- 24, Florida's annual growth in GDP is expected to round off to an average of 2.0%.

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 2022, the City has received approximately $37.8 million in pandemic relief ($12.3 million from CARES and $25.5 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 2022-23 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 2020, the City Commission has approved a total of 165 projects. Of these projects, 120 have been completed, 6 projects are in the planning/design phase, 3 are in the construction phase, 14 projects have been re-allocated, and 22 projects have been eliminated. Since September 2019, 1 project has been completed. The original $100,000,000 borrowed plus interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts totals $121,992,539. Of this amount, 98.79% or $120,519,571 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 and retention of existing businesses as well as promote economic diversification.

The plan reflects stakeholder interviews and a SWOT (Strengths-Weaknesses-Opportunities-Threats) survey process. Based on these findings six common themes emerged. Each was crafted into a specific goal (the desired outcome) and milestones (objectives) were established to gauge the achievement of those goals. In addition, strategies were developed to stipulate how activities and programs will be conducted to achieve the goals and objectives. The selected strategies address most of the City's major liabilities and/or its opportunities for future growth. In essence the strategic plan provides the institutional framework necessary to improve the economy of Pembroke Pines. The EDSP is reviewed annually to determine the status of the objectives and strategies and updated as appropriate. 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 2022-23 fiscal year. The new EDSP will build off of the previously adopted plan, with a longer planning horizon. It will also seek to integrate with other master planning documents that are currently being developed including the Transportation Master Plan, Parks and Recreation Master Plan and Green Plan Update. Staff anticipates that the new EDSP will be adopted in spring 2023.

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, Homeowner 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 landowners could discuss issues

that arise during the development process. One of the key findings during these meetings was concerns related to the zoning code and how difficult it was for businesses to understand and interpret.

In 2019, the City's Planning and Economic Development Department began a comprehensive rewrite of the Code. The City will reorganize and simplify the City's land development regulations, providing an easier avenue for both businesses and residents to redevelop their properties. 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 Land Development Code (LDCs) was ultimately approved by Commission on April 21, 2021. Planning and Economic Development staff revisited the LDCs and made amendments to the documents in June 2022.

City Facilitated Development

Raintree

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

City Center

The City has a history of strategic real estate transactions and has partnered with the development community to build projects that add to the City's tax base as well as protect and enhance the quality of life for its residents. Development of the City Center is a major component of the EDSP and is pivotal to promoting the business identity of the City. Completion of the 165-acre mixed-use City Center (located at the southwest corner of Pines Boulevard and Palm Avenue) is progressing. The 27.2 acres that were sold to Mill Creek Residential Trust (MCRT) is fully developed with 700 multi-family units that are being leased. In addition, the 365 luxury rental units that were built by the Related Group on a +/-11-acre City Center parcel are currently being leased as well. The remaining +/-46 developable acres of the City Center property are under contract with Terra World, LLC. The proposed development will feature up to 387 residential units and 265,000 square feet of commercial/retail and office use. Terra is developing the project in four phases. Phase 1 (17 acres), featuring 150,000 square feet of commercial use, was completed in late 2018 and was subsequently sold to TA Realty, LLC for $80 million. Phase 1 is anchored by a Publix Grocery store and a Cooper's Hawk Winery and provides a mix of retail shops and restaurant space. Phase 2A of the project was completed in early 2020 and features 387 rental apartment units. Phase 2B is under construction and will feature approximately 120,000 square feet of commercial use. The main buildings of phase 2B were completed in summer 2020 with individual tenants beginning their buildouts. The main tenants of this phase include Chuy's Tex-Mex restaurant, McAlister's Deli, and Hobby Lobby. Construction of this phase was impacted by the COVID-19 pandemic. Phase 3 of the project is the redevelopment of a portion of the former City Hall parcel (+\-9.5 acres). In 2022 the City demolished the former City Hall building and closed with Terra World on the +/-6.5 acre northern city hall parcel. Terra is proposing to construct up to 120,000 square feet of medical office space including a stand-alone emergency room. In the 2nd quarter of 2023, the City anticipates closing on the last piece of the former City Hall property. Terra is proposing to develop up to 150 housing units, of which, 80% will be age restricted for senior citizens on the 3 acre parcel.

The City sold 3.15 acres of the former City Hall parcel to Providence One, who is constructing a 135 bed assisted living and memory care facility. The City and Providence One closed on the transaction in February 2022, this project was delayed by the pandemic, but the developer anticipates completion of the facility in late 2023.

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 the departments that were located at the old city hall as well as the emergency operations center (EOC). The impressive 24,000-square-foot great hall offers room for approximately 3,200 guests seated for concerts, 1,300 guests for large classroom/lecture type events, 1,140 guests for banquet style events, and space for over 160 exhibits for convention type shows. The design for the area surrounding the civic center site consists of a 1-acre central plaza that will connect the civic center to nearby restaurants/retail, a boardwalk around the adjacent lake and parking area, as well as an 11,000-square-foot stand-alone art gallery.

Broward Correctional Institute Property

Annexation of Broward Correctional Institution Property, which was purchased by the City and resold to Core5 Industrial Development, was finalized in September 2015. Core5 Industrial is developing a 750,000-square-foot industrial park on this 66-acre parcel. The first 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. Subsequently, the northern building was resold to an industrial real estate firm for over $58 million dollars in December 2021. VPX Pharmaceuticals remains as 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 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. The second phase of the project was approved by City Commission on February 17, 2021 and includes the development of 165 residential townhome units with direct connectivity to the commercial space. Both the commercial and residential portions of the mixed-use development are currently under construction. 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 environmentally 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 2022. TPA is currently looking to further development this property with future plans to add a residential component as well as additional office and hotel use. New office construction is helping to diversify the City's economy and was a primary goal of the EDSP.

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 fully leased. 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. The City Commission at its June 16, 2021 meeting approved a southern expansion of the Memorial West Hospital Campus, allowing for the redevelopment of a former Petco/Toys R' us commercial site into a 120,000 square foot state of the art Memorial Hospital West Cancer Institute in the future. Construction continues on this facility, with completion estimated in summer 2023. It is anticipated that the new facility will bring new high paying jobs and provide crucial medical services to the area. Additional medical office space is being delivered along the 145th corridor and is being proposed adjacent to the Pembroke Lakes Regional Mall.

Citywide Improvements

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

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 go 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 Bio solids 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 2022

- 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 2022

- 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 2022

- Budget staff reviews and revises narratives as appropriate

APRIL — JULY 2022

- Finance submits draft of budget book to City Manager for review
- City Commission Budget Visioning Workshop (on 4/27/22)
- City Commission public workshop on the Proposed Budget (on 6/15/22)
- 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 2022

- Finance re-examines revenue and expenditure estimates and makes any necessary changes

SEPTEMBER 2022

07 First Public Budget Hearing
12 Fire Assessment Hearing
21 Second and Final Budget Hearing — adopt millage rate and Budget
Upload Adopted Budget into the accounting system

OCTOBER 2022

01 Adopted Budget for Fiscal Year 2023 goes into effect
Publish Adopted Budget Book on the City's website

NOVEMBER 2022

02 Commission approves Budget Amendment for fiscal year ending 9/30/2022

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. A numerical listing of 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 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 Debt Service Fund and the Municipal Construction Fund may not meet this criterion every year, they have been classified as a major funds 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.

Twelve 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
2. Building Fund
3. FHFC Grants SHIP/CRF
4. HUD Grants CDBG/HOME
5. Law Enforcement Grant
6. Police Community Services Grant
7. Community Bus Program
8. Law Enforcement Trust Fund - Treasury Confiscated
9. Law Enforcement Trust Fund - Justice Confiscated
10. Law Enforcement Trust Fund – $2 Police Education
11. Law Enforcement Trust Fund - Florida Department of Law Enforcement (FDLE) Grant
12. Older Americans Act (OAA)

All the special revenue funds have appropriated fiscal year 2022-23 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. There are two Enterprise Funds in the fiscal year 2022-23 Budget: the Utility Fund and the Sanitation 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 2022-23 Budget.

Fiduciary Fund Types

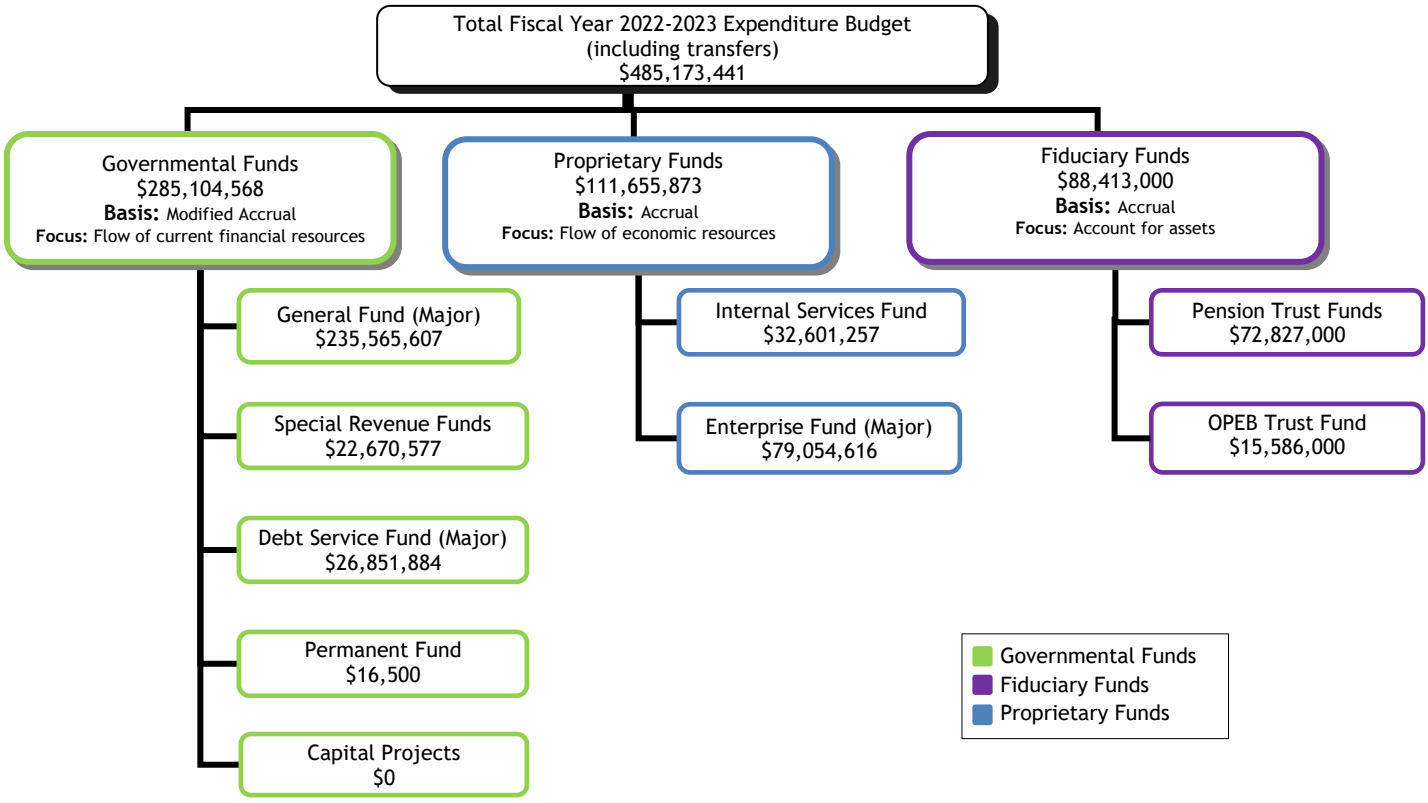
Fiduciary funds are used to account for assets held in a trustee or agency capacity for others. The measurement focus is to account for assets. The City has two fiduciary fund types:

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.

Fund Structure

(showing basis of budgeting along with total appropriations)



Funds Excluded from the City's Budget

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

Basis of Budgeting versus Basis of Accounting

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

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

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

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

BUDGET DEVELOPMENT GUIDELINES

Strategies

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

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

A cautious approach to personnel growth has been adopted since personnel-related costs account for 60.0% of the General Fund expenditure budget. This budget reflects expenditure containment and reflects any concessions made by the three unions of the City to their collective bargaining agreements.

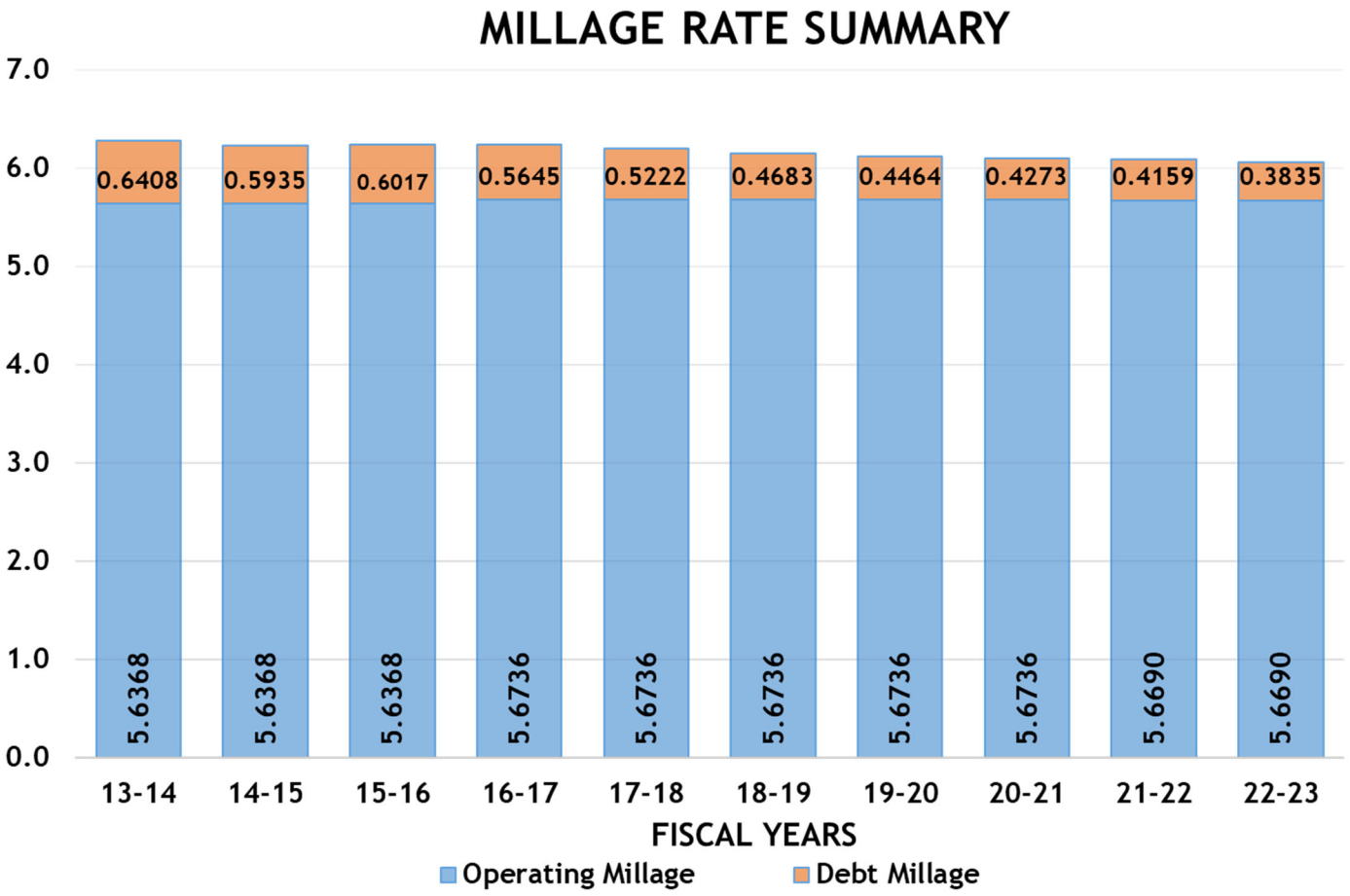
The City's staff complement comprises of employees hired directly by the City (authorized positions) and those hired through a private company. Below is a summary of the changes in the full-time and part-time position count. The City-wide authorized position count shows a net decrease of 2 full-time positions and 18 part-time positions. Overall, the changes are the result of aligning resources to meet existing needs and capitalizing on cost savings. All position changes are presented by division in tabular form later in this section.

Summary - All Funds Net Changes in Positions		
Deletions	**F/T**	**P/T**
Human Resources Manager - converted to FCS for cost savings	(1)	
Administrative Assistant I - converted to FCS for cost savings	(1)	
PT Clerk Spec II - position no longer needed		(1)
Division Chief - administration restructuring	(1)	
Carpenter Foreman - converted to FCS for cost savings	(1)	
Chief Engineering Inspector - converted to FCS for cost savings	(1)	
PT Art Teacher - converted to FCS for cost savings		(1)
Site Supervisor - converted to FCS for cost savings	(1)	
EDC Teacher - converted to FCS for cost savings	(1)	
Teacher Aide - converted to FCS for cost savings	(1)	
PT Teacher Aide - no longer needed due to low student enrollment		(14)
Logistics Coordinator III - converted to FCS for cost savings	(1)	
P/T PSS Logistics - converted to FCS for cost savings		(1)
PT SRO Supervisor - administration restructuring		(1)
Deletions Subtotal	**(9)**	**(18)**
Additions	**F/T**	**P/T**
Controller- converted from FCS	1	
Assistant Procurement Director- converted from FCS	1	
Crime Scene Technician - increased calls for service	1	
Police Service Aide II - increased calls for service	2	
Forensic Examiner I - administration restructuring	1	
Deputy Fire Chief/Div. Chief - administration restructuring	1	
Additions Subtotal	**7**	**-**
All Funds Net Change in Positions	**(2)**	**(18)**

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 6.0525, which is comprised of an operating millage of 5.6690 and a debt service millage of 0.3835.



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 62.3% of the General Fund expenditure budget.

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 Appropriated Revenues, Beginning Surplus/Beginning Retained Earnings, Appropriated Fund Balance/Appropriated Retained Earnings, Prior Year Bond Proceeds, and Capital Funded By Reserve, equal Appropriated Expenditures, the budget is considered balanced. The budget for those accounts indicates the expected change in Fund Balance.

Operating Budget Policies

1. The City will maintain, at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.

2. As of July 1, 2010, General employees contribute 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 (Effective 10/1/2022)

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 or estimated historical cost if purchased or constructed. Donated capital assets will be recorded at acquisition value.

4. The City will depreciate capital assets over their estimated useful lives unless they are: inexhaustible, infrastructure assets reported using modified approach, or 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. (Revised 11/7/2006)

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 and the Sanitation Funds, which are 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 (Revised 11/1/2006)

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 (see calculation in Debt Service section).

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 (Revised 6/18/2014)

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. (Revised 11/7/2006)

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 (Revised 5/15/2019)

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:

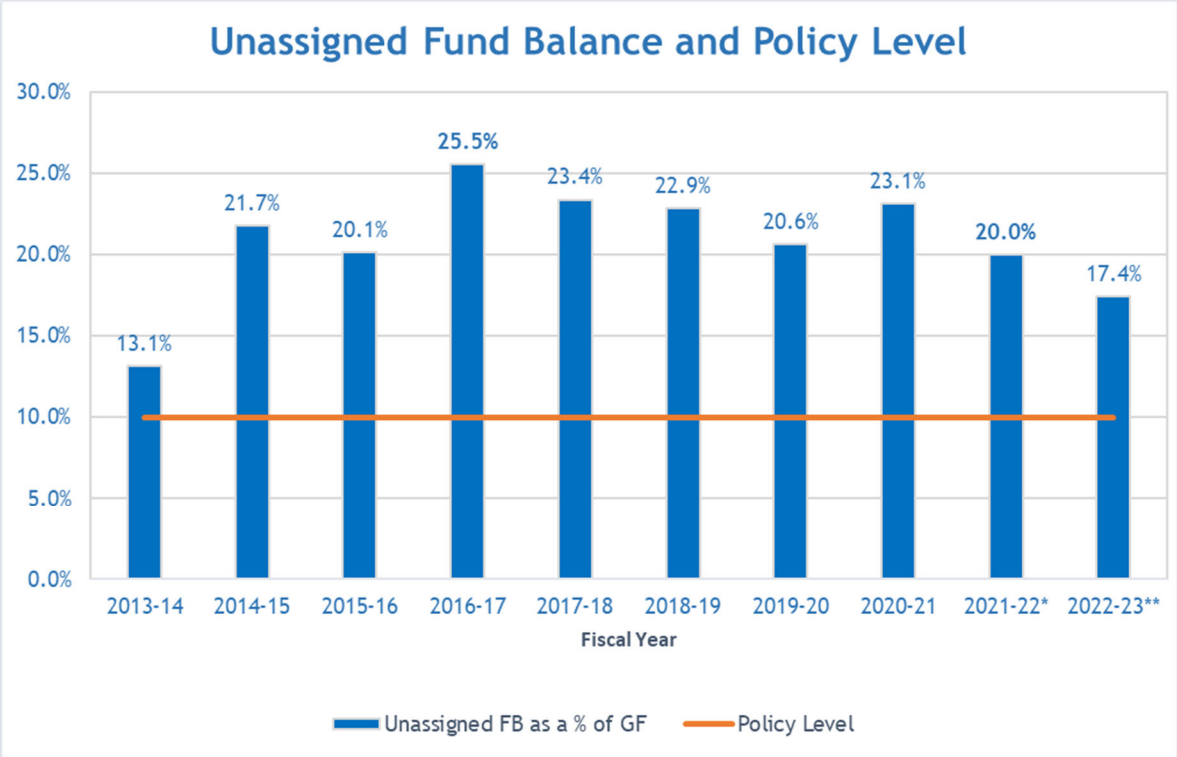
    a. Emergency purchases.
    b. Professional services involving peculiar skill, ability, experience or expertise.
    c. City standard, single-source, and sole-source commodities or services.
    d. Disaster preparedness.
    e. Utilization of other governmental agencies' contracts.
    f. Cooperative 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 (Revised 9/7/2011)

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
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	49,137,764	212,438,083	23.1%	10%
2021-22*	44,019,965	220,088,607	20.0%	10%
2022-23**	41,056,640	235,565,607	17.4%	10%

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

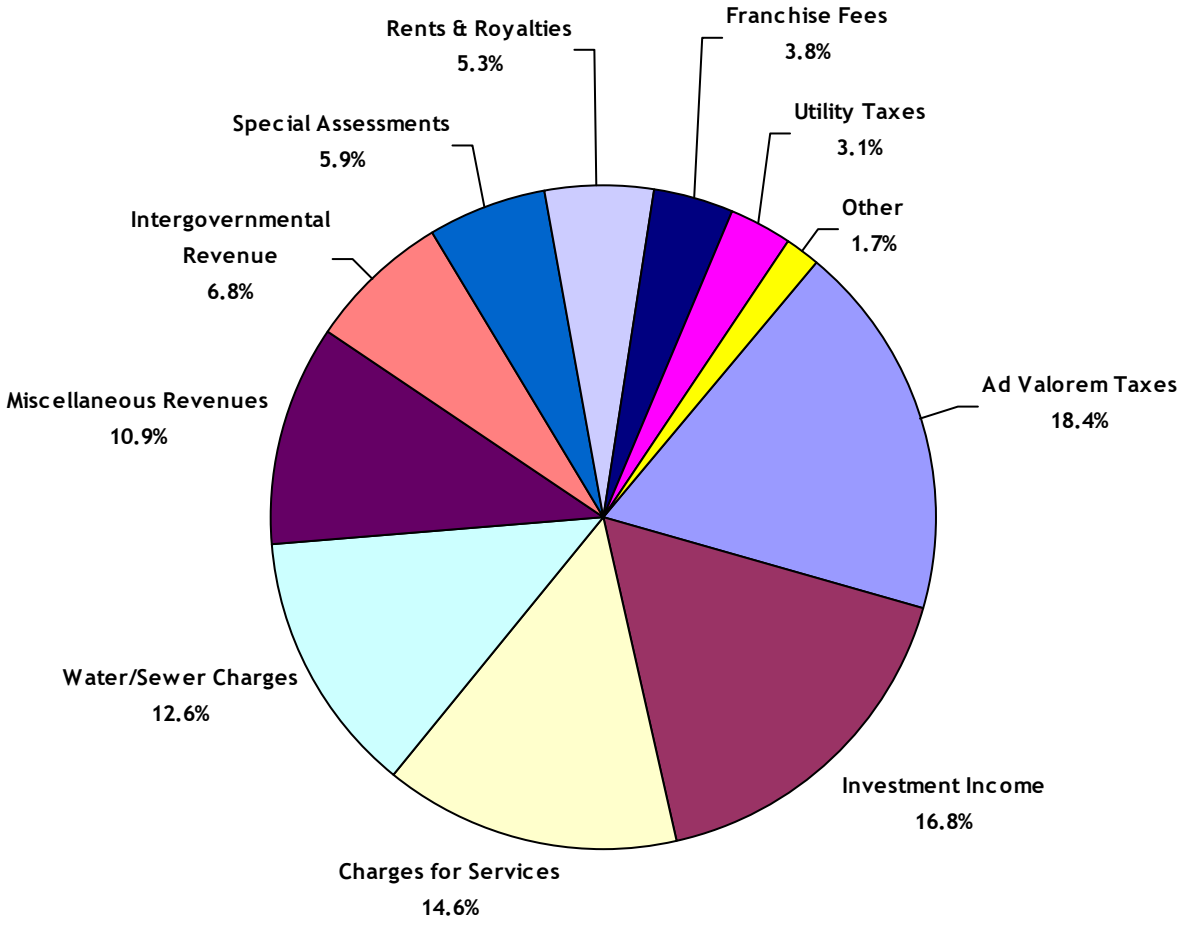
** Estimate - Fund Balance Unassigned is based on prior year less 2022-23 Beginning Surplus budget.

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2022-23 budget and (2) the fiscal year 2022-23 to 2026-27 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%.

2022-23 All Funds Revenue - By Category

Total Revenues $485,173,441



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: 1.05%
Based on the 12-month trend in Consumer Price Index (CPI)
(All Items - U.S. City Average, Bureau of Labor Statistics)
April 2022 compared to April 2021.

Projected Population Change: +1.13%, as of April 2021
(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:**

$$\left[\text{Unmatched months in prior year}\right] \times 1 + \left[\text{Rate of Change}\right] = \text{Balance of Current Year Projection}$$

Step #3 **– Calculation of Current Year Projection:**

Current YTD Receipts + Balance of Current Year Projection = Current Year Projection

Step #4 **– Calculation of New Budget Year Projection:**

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

Major Revenue Sources

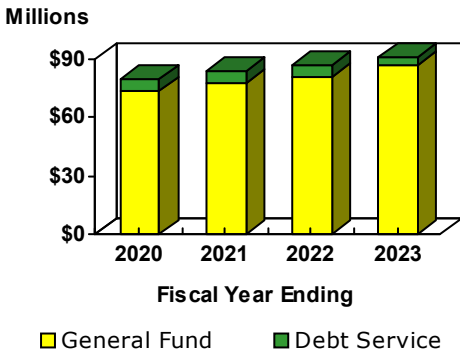
Ad Valorem Taxes

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 2022-23 Budget is based on an operating millage of 5.6690.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.0525 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The total increase of $6.7 million or 7.8% in Ad Valorem taxes for 2022-23 reflects mainly the increase in the taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2023 Budget	5.6690	$ 86,711,324	0.3835	$ 5,865,901	$ 92,577,225	7.8%
2022 Budget	5.6690	80,042,821	0.4159	5,872,255	85,915,076	3.2%
2021 Actual	5.6736	77,410,365	0.4273	5,830,413	83,240,777	5.0%
2020 Actual	5.6736	73,466,259	0.4464	5,780,588	79,246,847	-

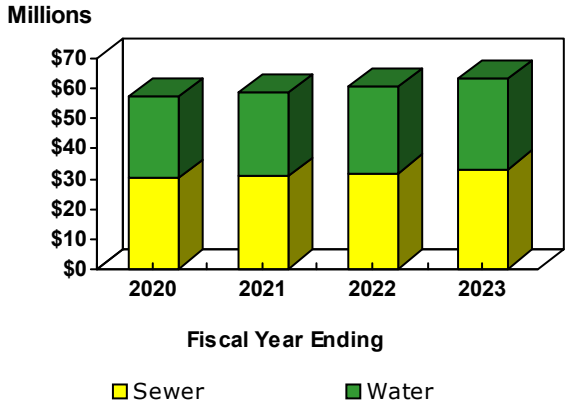
Water & Sewer Charges

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.



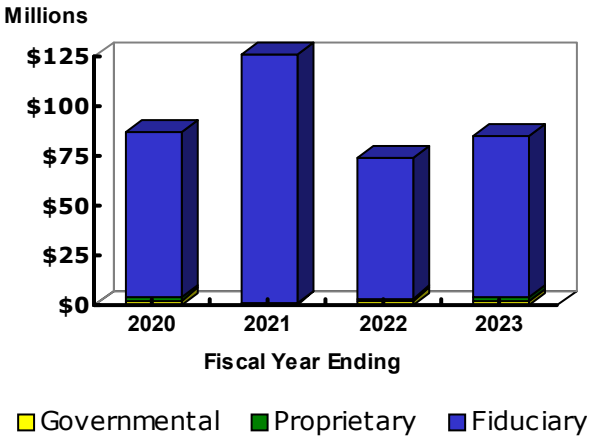
Forecast Methodology and Analysis

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.

For 2020-21, rates increased by 3.0%, the minimum change per Ordinance 1852 while in 2021-22 the rate increase was 3.07%. The 2022-23 projection is based on rate increases of 4.01%.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2023 Budget	$ 30,147,000	$ 33,050,000	$ 63,197,000	4.3%
2022 Budget	28,856,000	31,719,000	60,575,000	3.8%
2021 Actual	27,574,886	30,761,399	58,336,285	2.3%
2020 Actual	27,234,646	29,790,290	57,024,937	-

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

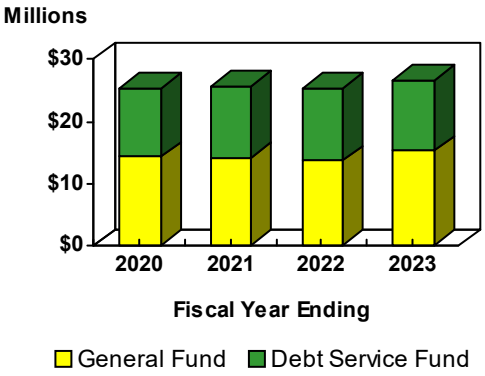
The main factors in projecting these revenues are (1) the most current ending balance, and (2) the estimated rate of return.

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 2022-23 reflect the positive economic impact of reopening the economy.

Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Total	% Change
2023 Budget	$ 1,994,700	$ 1,592,981	$ 81,005,600	$ 84,593,281	15.7%
2022 Budget	2,306,451	798,344	70,005,600	73,110,395	(63.5%)
2021 Actual	189,955	220,500	199,706,342	200,116,797	130.8%
2020 Actual	2,268,445	1,507,604	82,921,982	86,698,031	-

Rentals



Description

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

Forecast Methodology and Analysis

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

Revenue projection for 2022-23 is 4.5% or $1.1 million higher than 2021-22 forecast. Increase in revenue is related to reopening of City facilities.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2023 Budget	$ 15,118,135	$ 11,325,468	$ 26,443,603	4.5%
2022 Budget	13,553,701	11,742,996	25,296,697	(0.7%)
2021 Actual	14,116,304	11,371,175	25,487,479	0.8%
2020 Actual	14,189,039	11,095,975	25,285,014	-

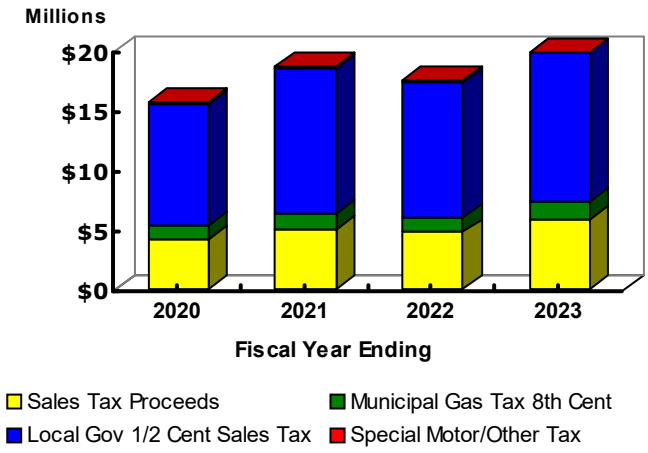
State Shared Revenues

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 170,857 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 16.5% increase in projected revenue for 2022-23 is attributed to lifting of COVID-19 restrictions.

Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/ Other Tax	Total	% Change
2023 Budget	$ 5,869,876	$ 1,540,000	$ 13,000,000	$ 167,000	$ 20,576,876	16.5%
2022 Budget	4,833,000	1,300,000	11,282,000	254,771	17,669,771	(6.0%)
2021 Actual	5,124,264	1,319,732	12,088,112	269,315	18,801,423	19.3%
2020 Actual	4,233,780	1,225,734	10,085,609	211,871	15,756,995	-

Franchise Fees

Description

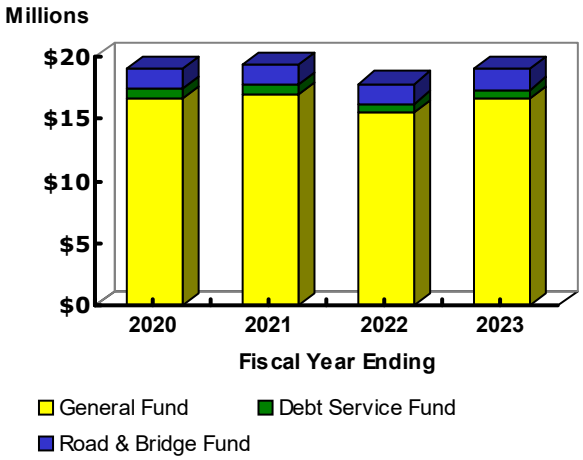
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, towing, resource recovery, and recycling. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services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

Revenue projections for 2022-23 reflect an increase of $1.2 million, 6.6% higher than 2021-22 forecast mainly due to base rate increase on franchise fees (electricity) effective January 1, 2022.



Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2023 Budget	$ 16,511,352	$ 1,624,000	$ 761,648	$ 18,897,000	6.6%
2022 Budget	15,376,136	1,595,000	760,864	17,732,000	(7.8%)
2021 Actual	16,874,167	1,590,902	761,568	19,226,637	1.7%
2020 Actual	16,533,402	1,604,944	758,061	18,896,407	-

Public Services Taxes

Description

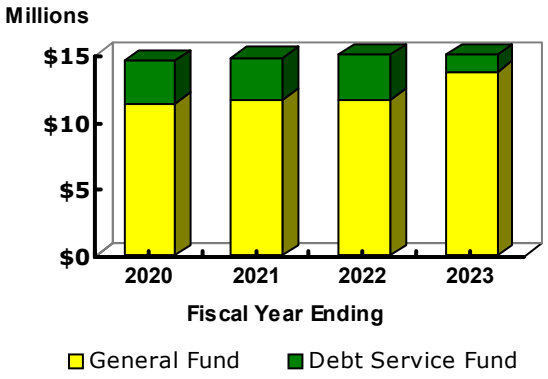
A tax levied on the purchase of electricity, natural gas, propane, and water.

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 2022-23 are mainly due to the base rate increase on public service taxes (electricity) effective January 1, 2022 combined with variations in consumption.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2023 Budget	$ 13,732,104	$ 1,656,375	$ 15,388,479	2.1%
2022 Budget	11,714,241	3,361,759	15,076,000	2.1%
2021 Actual	11,625,682	3,146,706	14,772,388	1.5%
2020 Actual	11,410,427	3,144,518	14,554,944	-

Fire Protection Special Assessment

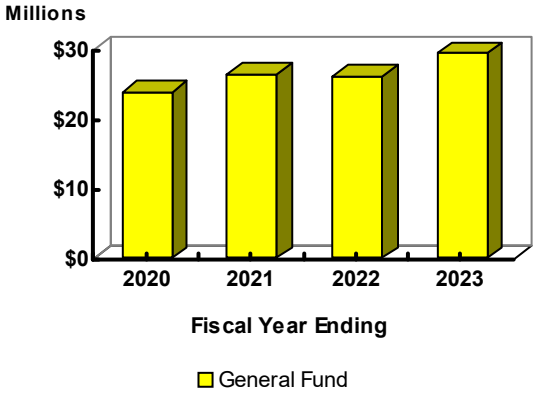
Description

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.

Adopted rates are higher than current due to a $3.8 million increase in the net fire expenditure budget stemming mainly from a $2.4 million growth in the appropriation for personnel costs and a $0.9 million reduction in the allocation of American Rescue Plan Act funding to this department. The residential rate will be $352.16, an increase of $39.84 per unit. The commercial rate increases from $0.5207 to $0.5804, industrial from $0.0992 to $0.1058, and institutional from $0.4709 to $0.5428 per square foot.

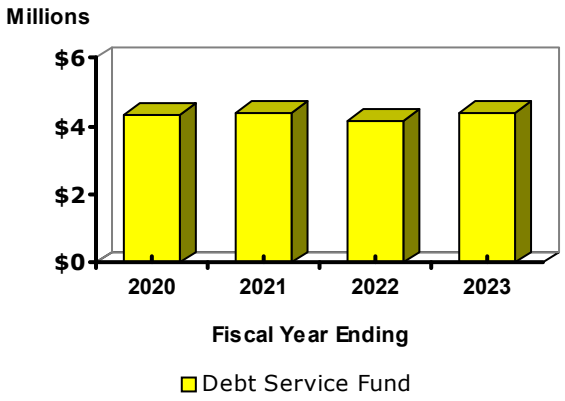


Fiscal Year Ending	General Fund	% Change
2023 Budget	$ 29,434,130	12.7%
2022 Budget	26,108,918	(1.2%)
2021 Actual	26,437,958	10.9%
2020 Actual	23,848,516	-

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.

2022-23 projected revenue is 5.1% or $0.2 million higher than 2021-22 forecast.

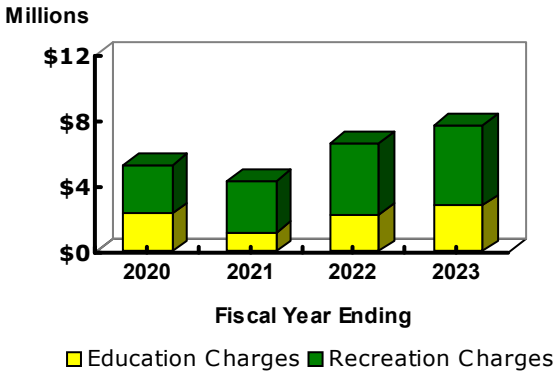
Fiscal Year Ending	Debt Service Fund	% Change
2023 Budget	$ 4,389,759	5.1%
2022 Budget	4,178,000	(4.8%)
2021 Actual	4,388,336	0.7%
2020 Actual	4,357,078	-

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.



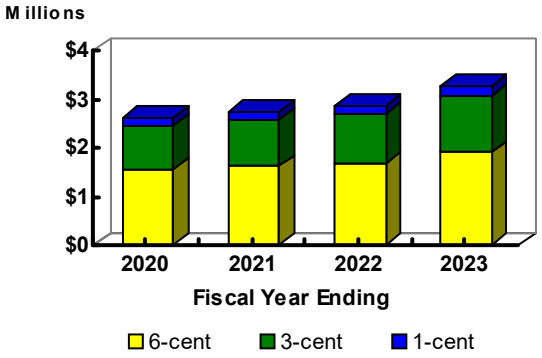
Forecast Methodology and Analysis

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

The 16.6% increase in fiscal year 2022-23 is attributable mainly to recreational and cultural activities resuming and reopening after COVID-19 related closures.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2023 Budget	$ 2,788,210	$ 4,874,689	$ 7,662,899	16.6%
2022 Budget	2,253,059	4,319,056	6,572,115	51.6%
2021 Actual	1,155,032	3,179,101	4,334,133	(18.0%)
2020 Actual	2,337,775	2,947,082	5,284,857	-

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.

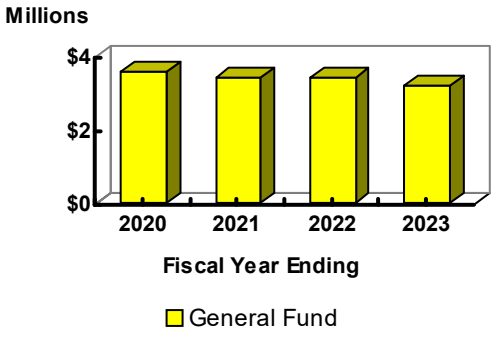
Forecast Methodology and Analysis

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 13.9% increase in projected revenue for 2022-23 is attributed to the positive economic impact on fuel consumption after COVID-19 restrictions are lifted.

Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2023 Budget	$ 1,901,000	$1,154,000	$ 195,000	$ 3,250,000	13.9%
2022 Budget	1,672,000	1,011,000	171,000	2,854,000	4.1%
2021 Actual	1,610,246	967,717	164,116	2,742,078	4.7%
2020 Actual	1,537,124	925,252	156,914	2,619,291	-

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.

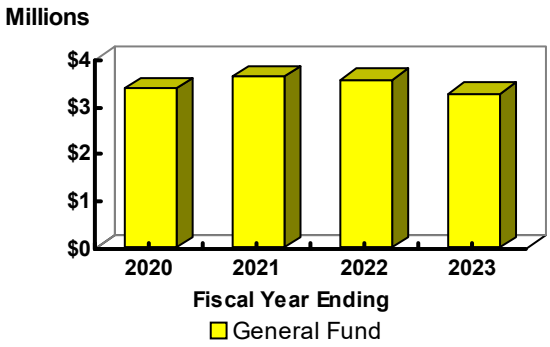
The 6.9% decrease in projected revenue for 2022-23 is related to impact of COVID-19 on new and existing businesses.

Fiscal Year Ending	General Fund	% Change
2023 Budget	$ 3,198,000	(6.9%)
2022 Budget	3,436,000	0.1%
2021 Actual	3,433,475	(4.3%)
2020 Actual	3,586,587	-

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.



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 2022-23 of 8.1% is related to decrease in call volume and collections.

Fiscal Year Ending	General Fund	% Change
2023 Budget	$ 3,260,884	(8.1%)
2022 Budget	3,550,000	(2.0%)
2021 Actual	3,622,509	7.6%
2020 Actual	3,366,552	-

Fines & Forfeitures

Description

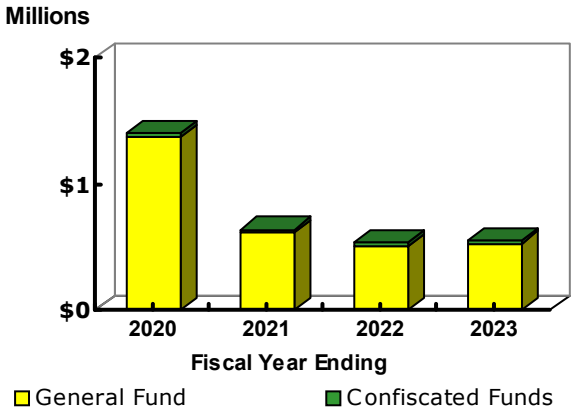
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

Forecast Methodology and Analysis

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

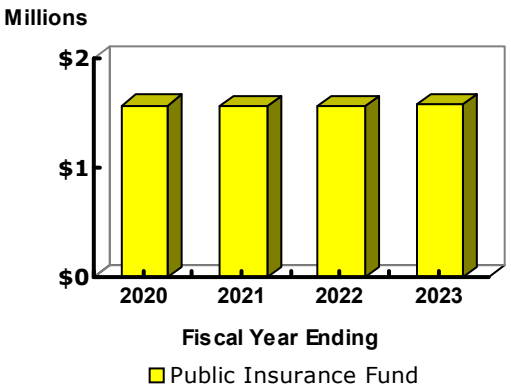
In accordance with Florida Statutes, Treasury Confiscations cannot be budgeted until received. This contributes to the wide swings in the year over year changes reflected in the table below.

The projected increase of 4.1% is related to higher traffic due to reopening of economy



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2023 Budget	$ 521,050	$ 24,139	$ 545,189	4.1%
2022 Budget	504,500	19,228	523,728	(17.2%)
2021 Actual	602,884	29,608	632,492	(54.5%)
2020 Actual	1,354,550	35,956	1,390,506	-

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.

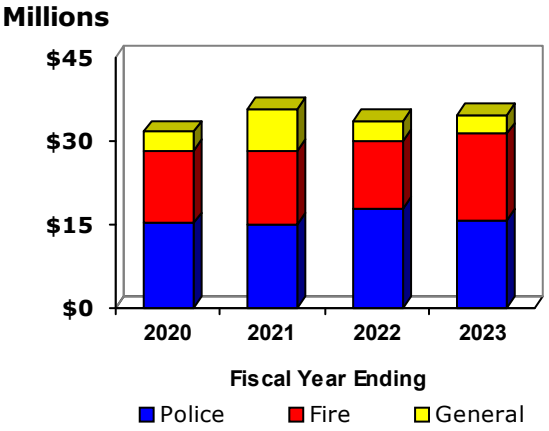
Forecast Methodology

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
2023 Budget	$ 1,573,793	1.1%
2022 Budget	1,555,926	0.5%
2021 Actual	1,547,624	(0.8%)
2020 Actual	1,560,872	-

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 3.5% increase in 2022-23 is mainly attributable to an increase in the City contribution to the Police & Fire Pension Plan related to increase in active participants.

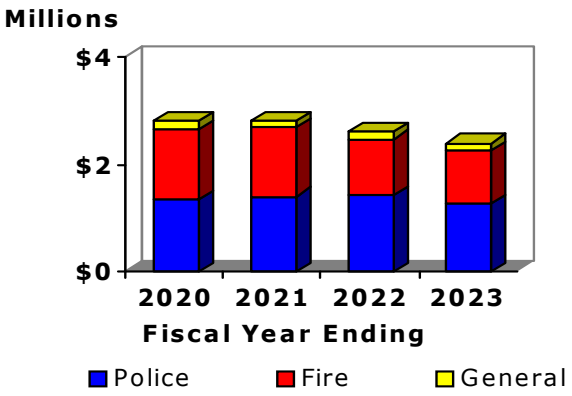
Fiscal Year Ending	Fire	Police	General	Total	% Change
2023 Budget	$ 15,511,672	$ 15,692,116	$ 3,500,343	$ 34,704,131	3.5%
2022 Budget	12,191,362	17,830,613	3,500,000	33,521,975	(6.4%)
2021 Actual	13,194,612	15,101,790	7,500,000	35,796,402	13.2%
2020 Actual	12,890,387	15,226,640	3,500,000	31,617,027	-

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.



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 2022-23 decrease of 8.1% is attributable to the reduction in employee contribution from participants of the General Employees' Pension Fund and the Police & Fire Pension Trust Fund. Contribution rates remains the same.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2023 Budget	$ 976,843	$ 1,263,448	$ 133,593	$ 2,373,884	(8.1%)
2022 Budget	1,043,326	1,405,037	135,284	2,583,647	(7.6%)
2021 Actual	1,273,595	1,386,648	135,762	2,796,005	0.4%
2020 Actual	1,294,718	1,328,876	161,054	2,784,647	-

Major Revenues
% Total 2022-23 Revenue Budget

Description	2022-23 Budget	% of Total
Ad Valorem Taxes	92,577,225	19.1%
Interest & Other Earnings	84,593,281	17.4%
Water & Sewer Charges	63,197,000	13.0%
City Pension Contribution	34,704,131	7.2%
Fire Protection Special Assessment	29,434,130	6.1%
Rentals	26,443,603	5.5%
State Shared Revenues	20,576,876	4.2%
Franchise Fees	18,897,000	3.9%
Public Services Taxes	15,388,479	3.2%
Education & Recreational/Cultural Charges	7,662,899	1.6%
Communication Services Tax	4,389,759	0.9%
Rescue Transport Fees	3,260,884	0.7%
Local Option Gas Tax	3,250,000	0.7%
Local Business Tax	3,198,000	0.7%
Employee Pension Contribution	2,373,884	0.5%
Employee Health Contributions	1,573,793	0.3%
Fines & Forfeitures	545,189	0.1%
Total Major Revenues	**$ 412,066,133**	**84.9%**
Total Revenues	**$ 485,173,441**	

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 Office 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:

- Anniversary merit increase of 5% based on approved pay plans for Firefighters and Police Officers, additional merit increase of 4% on 10/1/22 for Firefighters, anniversary merit increase of 4% for general full-time employees, additional merit increase of 1% for full-time general employees on 10/1/22, and base wage adjustment of 7% for certain part-time employees on 4/1/23.
- 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 $5,000 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

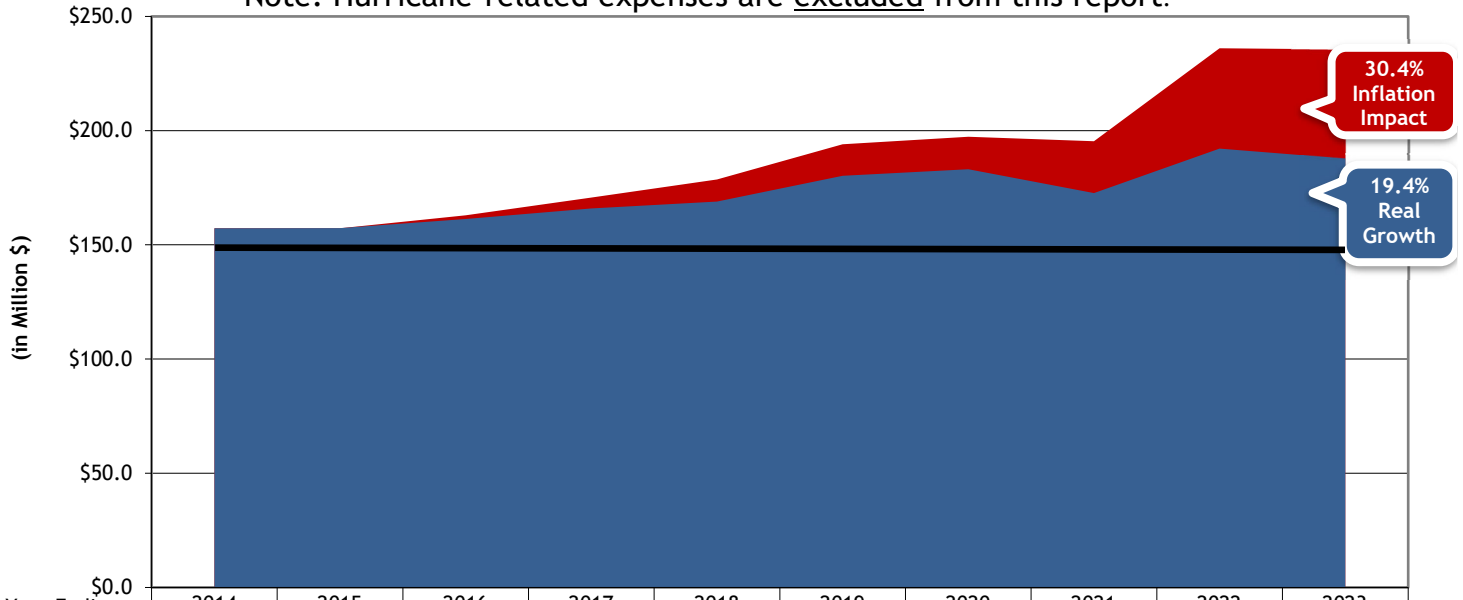
Growth in Constant 2014 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the 10-year period, 2013-14 to 2022-23, the General Fund budget shows total growth of $78.3 million or 49.8%. Using 2014 constant dollars to account for the impact of inflation, the real growth was $30.5 million or 19.4%, with the remaining $47.9 million or 30.4% growth due to inflation. The 19.4% real growth over the ten year period correlates to an average annual growth rate of approximately 1.9%.

The actual $78.3 million increase is attributable to rising operating expenditures of $47.5 million (+134.0%), $6.3 million (+174.3%) in capital expenditures, $25.0 million (+21.5%) in personnel expenses, and a decrease of $0.4 million (-20.7%) in other expenditures.

The $47.5 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.

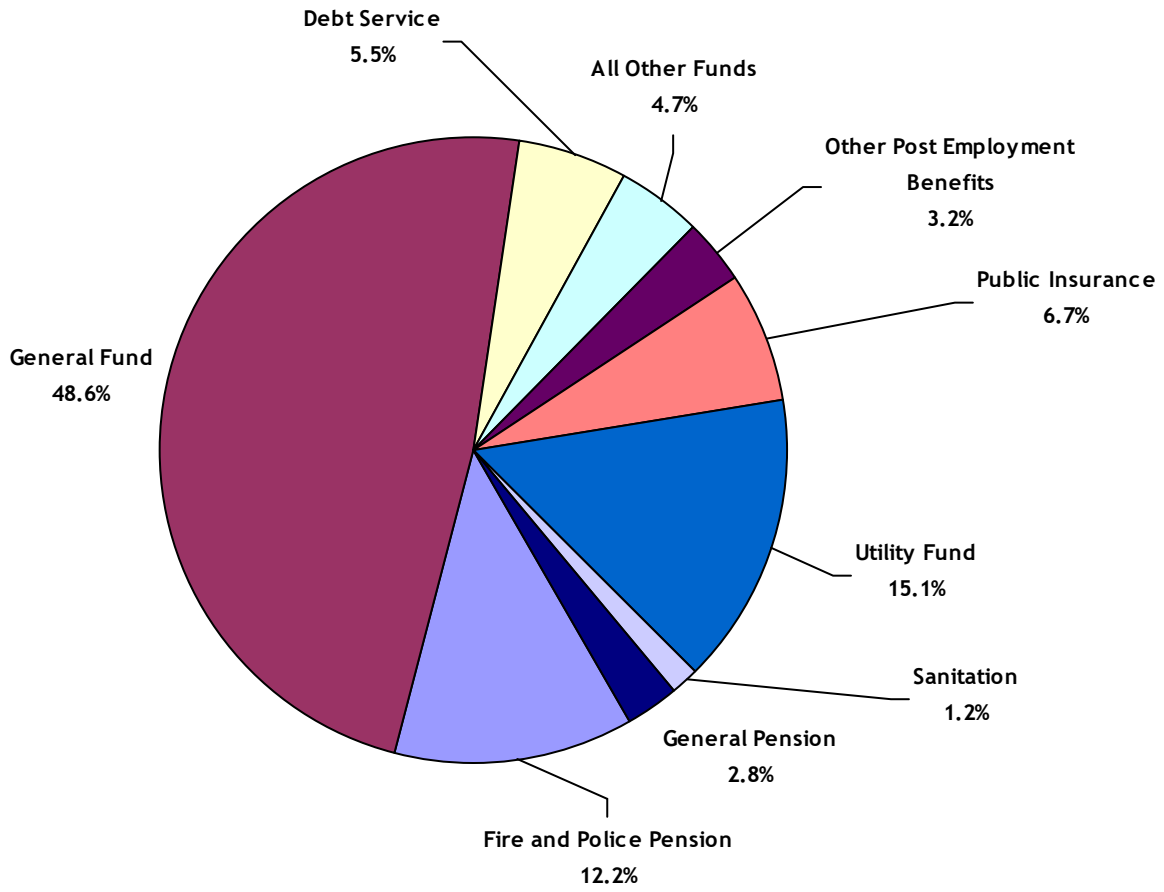
The $6.3 million increase in capital expenditures is due to the replacement of vehicles in the Public Safety departments, improvements other than building in the Recreation Department, various technology projects throughout the City including the paging and alerting system, as well as an Enterprise Resource Planning Solution.

General Fund Expense (including transfers)
Actual vs Constant 2014 Dollars
(Actual 2014-2021; Working Budget 2022; Adopted Budget 2023)
Note: Hurricane-related expenses are excluded from this report.



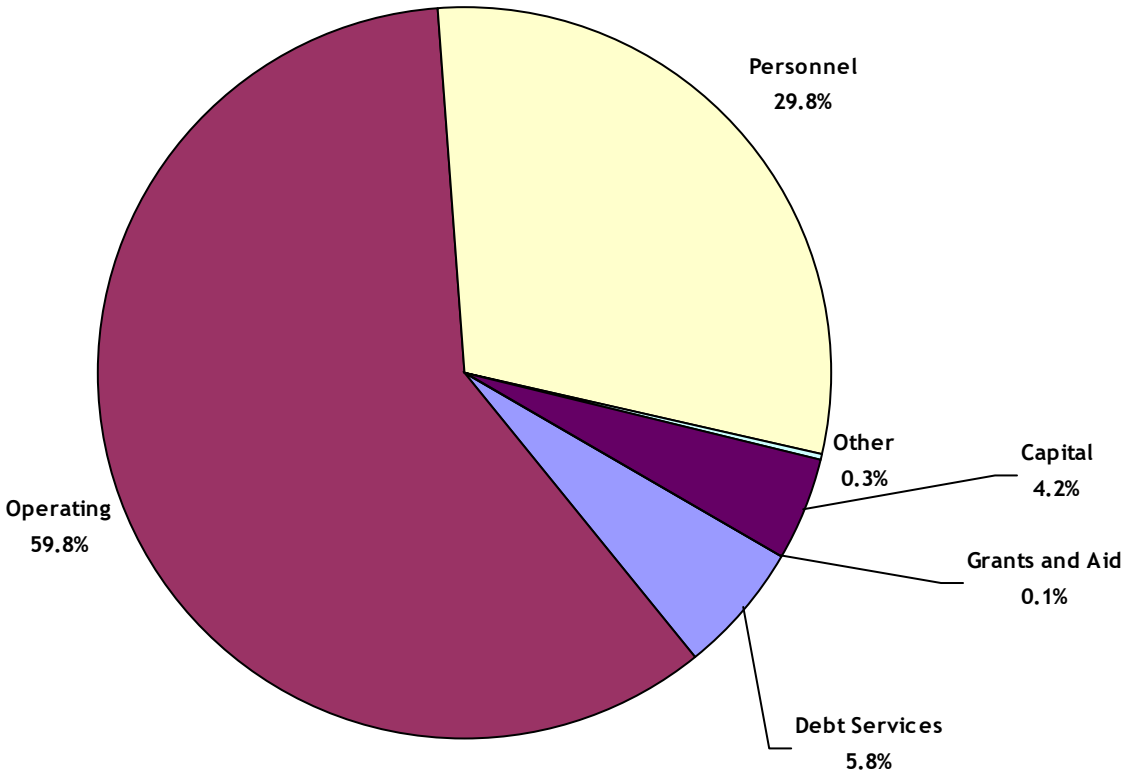
Fiscal Year Ending	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Actual $	157.2	157.3	162.9	170.7	178.6	194.0	197.3	195.3	236.0	235.6
Constant $	157.2	157.3	161.3	165.9	168.9	180.2	183.1	172.6	192.1	187.7

Expenditures By Fund



Total Expenditures $485,173,441

Expenditures By Category



PERSONNEL REPORTS

Position Changes 2022-23 Budget as Compared to 2021-22 Adopted Budget

	Full Time	Part Time
001 General Fund		
0201 City Manager		
512499 Deputy City Manager	0.5	-
512516 Assistant City Manager	-0.5	-
0201 City Manager	-	-
0202 Human Resources		
512022 HR/Risk Mgt Director/Assist CM	1	-
512440 Human Resources Director	-1	-
512790 Human Resources Manager	-1	-
0202 Human Resources	-1	-
2001 Finance		
512021 Finance Director/Assist CM	1	-
512086 Finance Director	-1	-
512525 Administrative Assistant I	-1	-
2001 Finance	-1	-
3001 Police		
512425 Police Officer	-12	-
512436 Police Officer - Tier 3	11	-
512450 Assistant Logistics Manager	1	-
512454 Logistics Coordinator III	-2	-
512625 Field Training Officer -Tier 3	1	-
512631 Crime Scene Technician	1	-
512638 Forensic Examiner I	1	-
512881 Police Communications Coord	-1	-
512885 Victim Advocate	1	-
512886 Assistant Victim Advocate	-2	-
512887 Victim Advocate Supervisor	1	-
512888 Police Comm & Asset Coord.	1	-
512901 Staff Inspector	-1	-
512978 Backgrounds/Selections Invest.	1	-
513151 P/T PSS Logistics	-	-1
3001 Police 00303 SRO program		

Position Changes 2022-23 Budget as Compared to 2021-22 Adopted Budget

	Full Time	Part Time
001 General Fund		
3001 Police 00303 SRO program		
513415 PT SRO Supervisor	-	-1
3001 Police 09007 Code Compliance		
512985 Police Service Aide I	-3	-
512986 Police Service Aide II	5	-
3001 Police	3	-2
4003 Fire/Rescue		
512129 Deputy Fire Chief/Div. Chief	1	-
512788 Division Chief	-1	-
513681 PT Clerk Spec II	-	-1
4003 Fire/Rescue	-	-1
5002 Early Development Centers 00208 Charter EDC - West		
512143 EDC Teacher	-1	-
512780 Teacher Aide	-1	-
512781 Site Supervisor	-1	-
513551 PT Teacher Aide	-	-10
5002 Early Development Centers 00209 Charter EDC - Central		
513551 PT Teacher Aide	-	-4
5002 Early Development Centers	-3	-14
6001 General Gvt Buildings		
512609 Carpenter Foreman	-1	-
512741 Controller	0.5	-
6001 General Gvt Buildings	-0.5	-
6005 Procurement		
512482 Assistant Procurement Director	1	-
6005 Procurement	1	-
6006 Environmental Services		
512196 Envir Svc/Utilities Director	-0.5	-
512537 Assistant City Engineer	0.5	-
512667 Chief Engineering Inspector	-1	-

Position Changes 2022-23 Budget as Compared to 2021-22 Adopted Budget

	Full Time	Part Time
001 General Fund		
6006 Environmental Services		
512774 Engineer	-0.5	-
6006 Environmental Services	-1.5	-
7001 Recreation & Cultural Arts		
512020 Rec & Cult Arts Dir/Assist CM	1	-
512519 Rec & Cultural Arts Director	-1	-
513405 PT Art Teacher	-	-1
513562 PT Curator	-	-1
513582 P/T Exhibition Coordinator	-	1
7001 Recreation & Cultural Arts	-	-1
9002 Planning&Economic Development		
512019 Econ Dev Director/Assist CM	1	-
512695 Plan/Econ Development Director	-1	-
512696 Planning Administrator	-1	-
512705 Assist. Plan/Econ Dev Director	1	-
9002 Planning&Economic Development	-	-
001 General Fund Total	**-3**	**-18**
471 Utility Fund		
6010 Utilities Admin Services		
512148 Utilities Director	1	-
512196 Envir Svc/Utilities Director	-0.5	-
512499 Deputy City Manager	0.5	-
512516 Assistant City Manager	-0.5	-
512537 Assistant City Engineer	0.5	-
512741 Controller	0.5	-
512774 Engineer	-0.5	-
6010 Utilities Admin Services	1	-
471 Utility Fund Total	**1**	**-**
Total Change for All Funds	**-2**	**-18**

Position History By Department

	2019-20 Actual		2020-21 Actual		2021-22 Adopted Budget		2022-23 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
0100 City Commission	1	6	1	6	1	6	1	6
0201 City Manager	2.5	-	2.5	-	2.5	-	2.5	-
0202 Human Resources	3	-	3	-	3	-	2	-
1001 City Clerk	8	3	8	3	8	3	8	3
2001 Finance	11	-	10	-	10	-	9	-
2002 Technology Services	15	-	16	-	16	-	16	-
3001 Police	334	5	346	5	356	5	357	4
3001 Police 00303 SRO program	-	23	-	23	-	23	-	22
3001 Police 00313 Broward College SRO	-	1	-	-	-	-	-	-
	3	-	-	-	-	-	-	-
3001 Police 09007 Code Compliance	16	-	16	-	17	-	19	-
4003 Fire/Rescue	208	1	211	1	211	1	211	-
4003 Fire/Rescue 00678 Fire Prevention	9	-	9	-	9	-	9	-
5002 Early Development Centers 00203 Charter EDC - Villag	2	12	-	-	-	-	-	-
5002 Early Development Centers 00205 WCY EDC	3	17	-	-	-	-	-	-
5002 Early Development Centers 00208 Charter EDC - West	11	29	8	22	8	22	5	12
5002 Early Development Centers 00209 Charter EDC - Centr	12	28	8	16	8	16	8	12
6001 General Gvt Buildings	6.5	-	6.5	-	4.5	-	4	-
6001 General Gvt Buildings 00345 City Hall/Chambers	-	2	-	2	-	-	-	-
6004 Grounds Maintenance	2	-	2	-	2	-	2	-
6005 Procurement	1	-	1	-	1	-	2	-
6006 Environmental Services	3.5	-	3.5	-	3.5	-	2	-
7001 Recreation & Cultural Arts	19	57	19	57	19	57	19	56
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 00603 Rental - Pines Place	0.25	-	0.25	-	0.25	-	0.25	-
9002 Planning&Economic Development	4	1	4	1	4	1	4	1
001 General Fund	**676.5**	**185**	**676.5**	**136**	**685.5**	**134**	**682.5**	**116**
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
122 Law Enforcement Grant	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

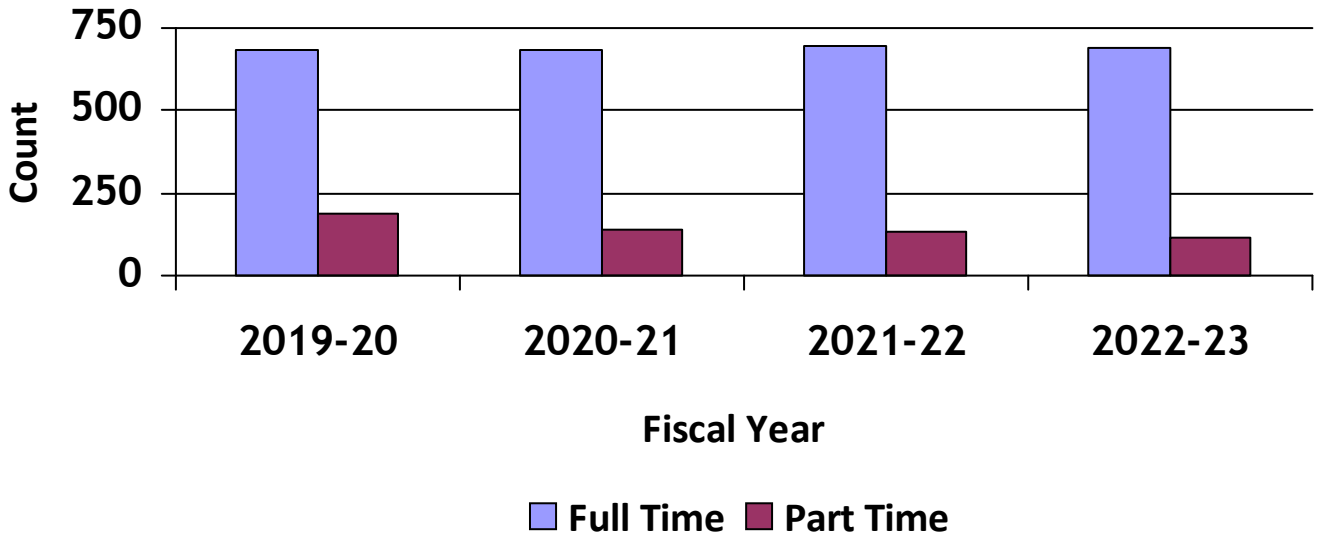
Position History By Department

	2019-20 Actual		2020-21 Actual		2021-22 Adopted Budget		2022-23 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
6010 Utilities Admin Services	8.5	-	8.5	-	7.5	-	8.5	-
471 Utility Fund	**8.5**	**0**	**8.5**	**0**	**7.5**	**0**	**8.5**	**0**
0203 Self Insurance 00401 Administration	1	-	1	-	1	-	1	-
504 Public Insurance Fund	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**
Total All Funds	**686**	**186**	**686**	**137**	**694**	**135**	**692**	**117**

	2019-20	2020-21	2021-22	2022-23
Total Full Time Equivalents (FTE): *	**779**	**754.5**	**761.5**	**750.5**

*** A part-time position is treated as 50% of a full-time position**

Position Count History



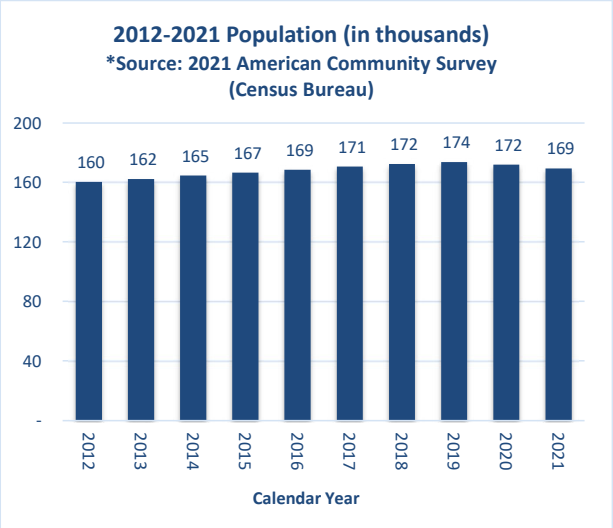
COMMUNITY PROFILE

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	34.8
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. 2021)

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

Average minimum temperature (F)	67.79
Average maximum temperature (F)	83.78
Average annual temperature (degrees)	75.96
Average annual precipitation (inches)	60.13

Future Land Use Designation (2021) (%)

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 (August 2022) - All City Districts	115,892
Votes Cast March 2022 City Districts 1 & 4 Elections	5,329
% Voting March 2022 City Districts 1 & 4 Elections	4.60%
Votes Cast March 2020 Mayoral Election - City Wide	23,716
% Voting March 2020 Mayoral Election - City Wide	20.46%

Racial and Ethnic Composition

*Source: 2021 American Community Survey (Census Bureau)

Hispanic or Latino (of any race)	45.66%	77,341
Not Hispanic or Latino:		
White	22.09%	37,416
Black or African American	22.27%	37,725
Asian	5.29%	8,965
Other	4.69%	7,941
	100.00%	169,388

Median Age

*Source: 2021 American Community Survey (Census Bureau)

2019	44.8

Age Composition

*Source: 2021 American Community Survey (Census Bureau)

Under 5 years	3.0%	5,044
5-9 years	3.9%	6,562
10-14 years	6.2%	10,448
15-19 years	6.0%	10,176
20-24 years	6.1%	10,328
25-34 years	11.1%	18,726
35-44 years	14.0%	23,797
45-54 years	15.6%	26,435
55-59 years	7.5%	12,772
60-64 years	7.4%	12,572
65 + years	19.2%	32,528
	100.0%	169,388

Gender Composition

*Source: 2021 American Community Survey (Census Bureau)

Male	48.7%	82,424
Female	51.3%	86,964
	100.0%	169,388

Housing Tenure [Occupied Housing Units]

*Source: 2021 American Community Survey (Census Bureau)

Owner-occupied	69.1%	44,517
Renter-occupied	30.9%	19,861
	100.0%	64,378

Average Household (persons) 2.71

*Source: 2021 American Community Survey (Census Bureau)

DEMOGRAPHICS (continued)

Educational Attainment - Population 25 years and over (%)

*Source: 2021 American Community Survey (Census Bureau)

Less than High School Diploma	9,568	7.54%
High School Diploma	40,934	32.27%
Some college, no degree	16,294	12.85%
Associates Degree	13,510	10.65%
Bachelor's Degree	27,145	21.40%
Graduate or Professional Degree	19,379	15.28%
Total Population 25 years & over	126,830	100.0%

Household Income

*Source: 2021 American Community Survey (Census Bureau)

Less than $24,999	18.4%
$25,000-$49,999	16.7%
$50,000-$74,999	13.2%
$75,000-$99,999	14.5%
$100,000 +	37.2%
Total Households	100.0%
Median Household Income	$69,717

ECONOMICS

Principal Property Owners (2021 Collection Year)

Source: Broward County Property Appraiser's Tax Roll	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
Pembroke Lakes Mall LTD	$ 150,280	1.05%
JRA HHF Venture LLC	146,479	1.02%
NXRT Pembroke LLC	144,747	1.01%
City Center On 7 Lessor LLC	95,785	0.67%
IVT Westfork Plaza Pembroke	89,629	0.62%

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

FY2021	4.5%	FY2016	4.3%
FY2020	6.9%	FY2015	4.9%
FY2019	3.0%	FY2014	4.9%
FY2018	3.2%	FY2013	5.8%
FY2017	4.0%	FY2012	7.4%

Per Capita Income - using inflation-adjusted dollars

*Source: 2021 American Community Survey (Census Bureau)

2021	$ 37,580	2018	$ 28,751
2020	$ 32,311	2017	$ 31,358
2019	$ 31,131	2016	$ 31,536

Occupation Composition

*Source: 2021 American Community Survey (Census Bureau)

Management, business, science and arts occupations	39,393
Service occupations	13,290
Sales and office occupations	21,402
Natural resources, construction, & maintenance occupations	7,460
Production, Transportation, and Material Moving occupations	7,463
	89,008

Building Permits

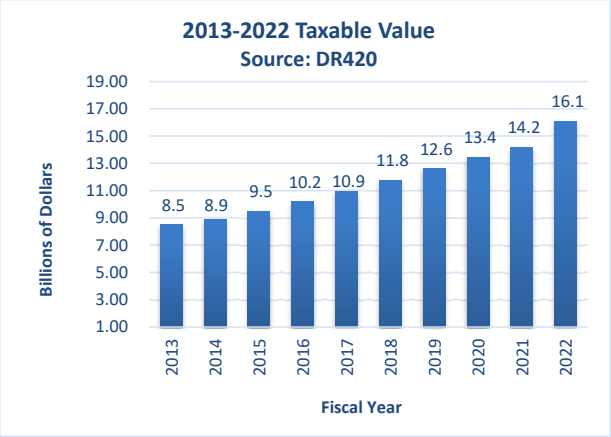
Source: Calvin Giordano & Associates, Inc.

		Total Value of Construction
FY2021	11,597	$ 263,388,836
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

Industrial Composition - Civilian employed, 16 years and over

*Source: 2021 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	164
Construction	7,027
Manufacturing	4,106
Wholesale Trade	4,037
Retail Trade	10,260
Transportation, warehousing and utilities	6,164
Information	1,728
Finance, insurance, real estate/rental and leasing	5,557
Professional, scientific, management, administrative and waste management svcs.	13,268
Educational, health and social services	18,420
Arts, entertainment, recreation, accommodation and food services	6,528
Other services (except public admin.)	5,268
Public Administration	6,481
	89,008



ECONOMICS (continued)

2021 Principal Employers Corporate Human Resource Departments

(Total Full-time and Part-time positions)

Memorial Hospital West	2,070
Broward County Public Schools	1,780
Elizabeth Arden	1,477
City of Pembroke Pines	1,289
Walmart	869
AutoNation	400
Publix Supermarkets	300
Star Multi Care Services	300
Florida Dept of Health	300

SERVICE STATISTICS

Water (September 30, 2021) Source: Water Department

Water Accounts	44,455
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, 2021) Source: Sewer Department

Average Daily Treatment (MGD)	7.3
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2021) Sources: IT and Finance Depts.

Residential Solid Waste Customers	38,794
Solid Waste Collected (tons)	123,999

Police Protection (December 31, 2021) Source: Police Dept.

Employees (full-time)	373
Sworn	292
Non-Sworn	110
Grant Positions	0.5
Crime Index (fiscal year)	2,455
Crime Rate (per 1,000 population)	14
Traffic Accidents	4,542
Traffic/Parking Citations	12,365
Total Calls for Police Service	83,705

Fire Protection (December 31, 2021) Source: Fire Dept.

Stations	6
Employees (full-time)	223
Structure Fires	28
Advance Life Support Rescue Responses	11,395
Basic Life Support Rescue Responses	3,206
Other Rescue Calls	3,234
Other Emergencies	5,442
Fire Inspections (various kinds)	9,700
Fire Investigations	10

Educational System (July 2021) Source: Charter Schools Admin.

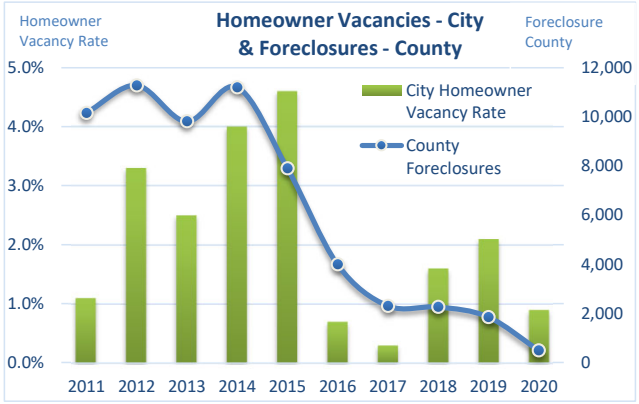
	City Charter	Other
Elementary:	4	16
Middle School:	3	6
High School:	1	5
Community College (0) /Universities (4)		4
Vocational/Technical Colleges		4

Center for Arts (2021) Source: Recreation Dept.

Number of Event Days - River of Grass	310
Theaters	1

Municipal Parks (September 30, 2021) 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
Gazeboes	10
Paddleball Courts	22
Basketball Courts (Outdoor & Indoor)	26
Football/Soccer	20



(*Source: 2019 American Community Survey & County Appraiser Office)

Adopted Fire Assessment Rates for Fiscal Year 2022-23

Residential Property Use Categories	Rate Per Dwelling Unit
Residential Property Use Categories	$352.16
Non-Residential Property Use Categories	Rate Per Square Foot
Commercial	$0.5804
Industrial/Warehouse	$0.1058
Institutional	$0.5428

Property Taxable and Assessed Valuation (2022 Tax Year)

Source: Broward County Property Appraiser [DR489]

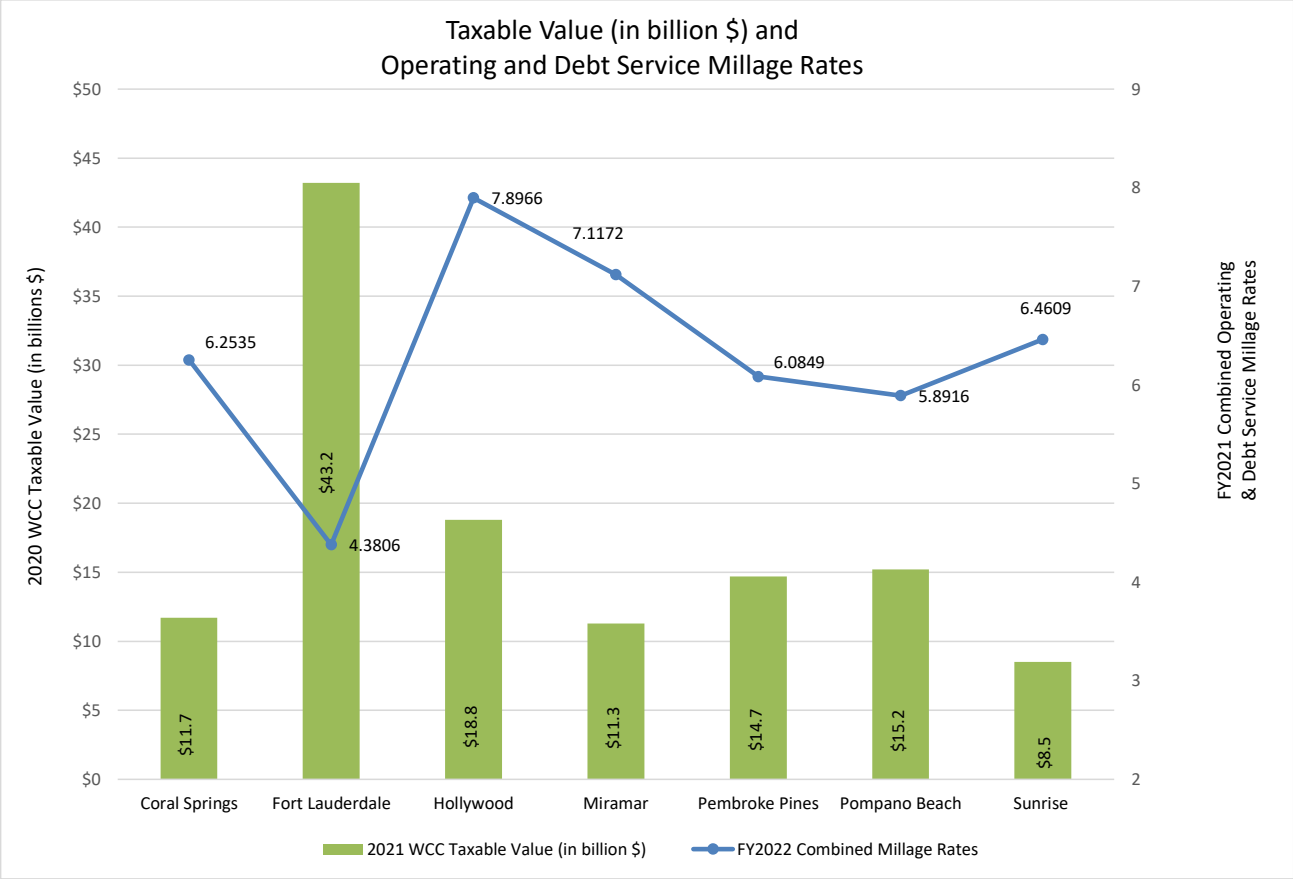
Total Just Value	$ 26,463,767,430
Less Assessed Value Adjustments	(6,505,956,630)
Total Assessed Value	19,957,810,800
Less Exemptions	(3,857,073,971)
Operating Taxable Value	$ 16,100,736,829

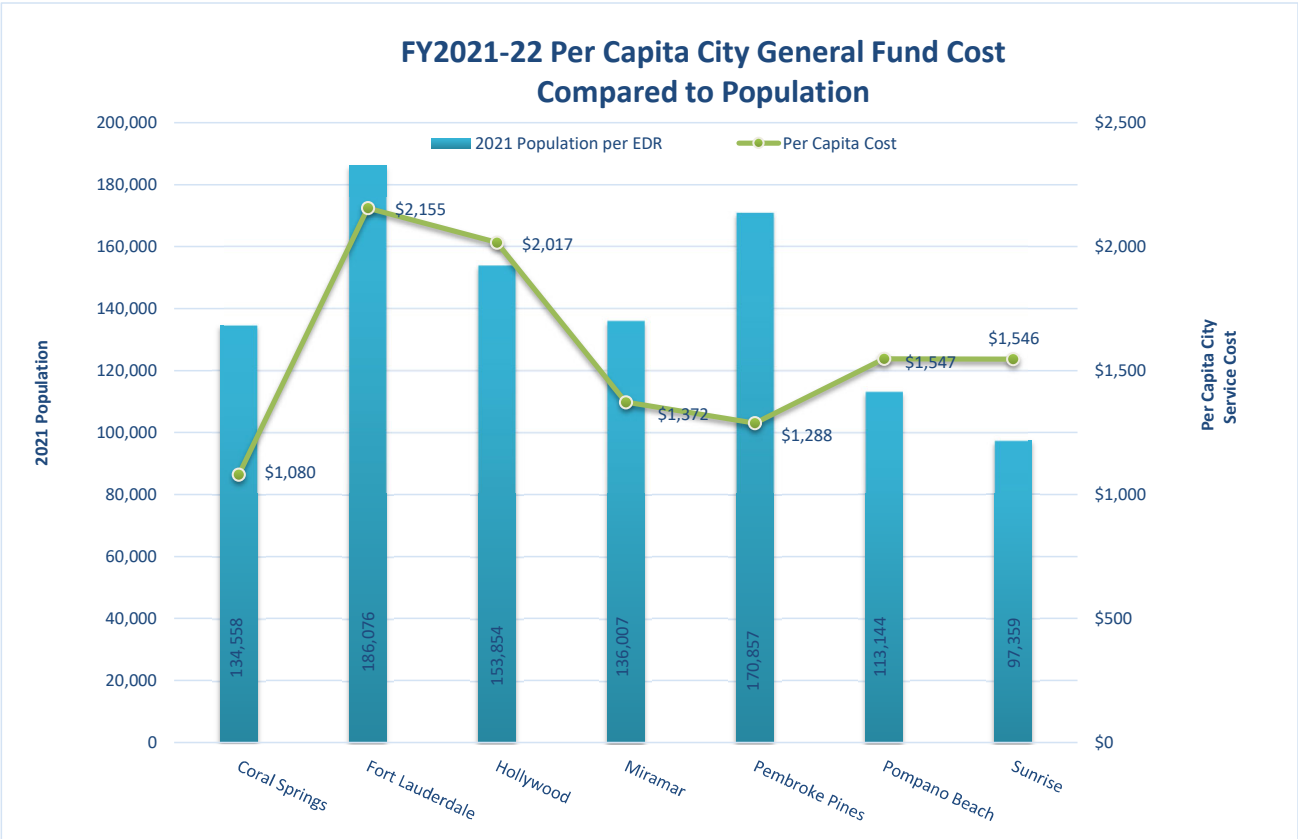
Adopted Tax Rates for Fiscal Year 2022-23

Local Retail Sales Tax Rate	7.00%
Property Tax Operating Millage	5.6690
Property Tax Debt Service Millage	0.3835

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 FY2022, and dividing by population.

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

Overview

Performance Measures Summary

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 Work with the Mayor and Commissioners toward accomplishing their goals for the continuing development of the City of Pembroke Pines Charter School plan.	City run Charter School FSA Scores ranking among Broward schools: ▪ 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
KPI: *Monitor average number of days to complete routine public requests.*	
City Clerk Comply with all applicable Florida Statutes for public record requests.	▪ Public Records requests processed per year, per 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	2021 Benchmark	2021 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	↓	(1) 2,397	(1) 1,601	(1) 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	↑	(2) 67.20	(1) 95.92	(2) 99.8%	12.0%	12.0%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	(3) 32.93	38.82	(3) 68.2%	4.0%	2.7%
Provide high quality potable water	Potable water quality ranking among select Broward cities	=	52.2%	60.6%	89.9%	12.0%	10.8%
(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	↑	$ 67,826	$ 76,439	79.0%	4.0%	3.2%
Maintain tax base	% change in taxable value in relation to other Broward County cities	↑	11.9%	9.5%	18.0%	8.0%	1.4%
To maintain a low tax burden	Per Capita City Services [2] Costs compared to prior years (in constant dollars)	↓	(4) $ 1,064	(4) $ 1,138	(4) 28.5%	4.0%	1.1%
Foster business growth	Local Business Tax Revenue per capita	↑	$ 22.69	$ 20.10	33.0%	8.0%	2.6%
(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.	↑	(5) 58.0	(5) 73.0	(5) 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	↑	82.3%	81.2%	44.0%	4.0%	1.8%
(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	↑	92.8%	92.0%	43.0%	8.0%	3.4%
(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%	7.8%	94.8%	4.0%	3.8%
Control the quality of the wastewater	Wastewater quality ranking among select Broward County cities	↑	52.9%	14.4%	8.8%	8.0%	0.7%
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	↑	5.48	6.04	63.2%	4.0%	2.5%
[1] Transitioned to a new reporting system. 2021 data for other cities is unavailable, used 2020 data. [2] 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. [3] Transitioned to a new reporting system. 2021 data unavailable, used 2020 data. [4] Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond. [5] City Charter Schools did not participate in 2021 Testing, used 2019 data.			Overall Operating Performance Score			100.0%	62.5%

Key Performance Indicators [KPIs]

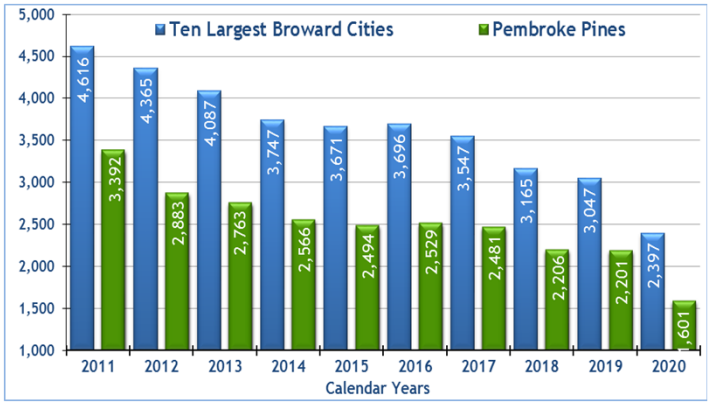
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

Crime Rate per 100,000 Population

Benchmark: 2,397 (average crime rate per 100,000 population for ten most populous Broward cities during calendar year 2020).

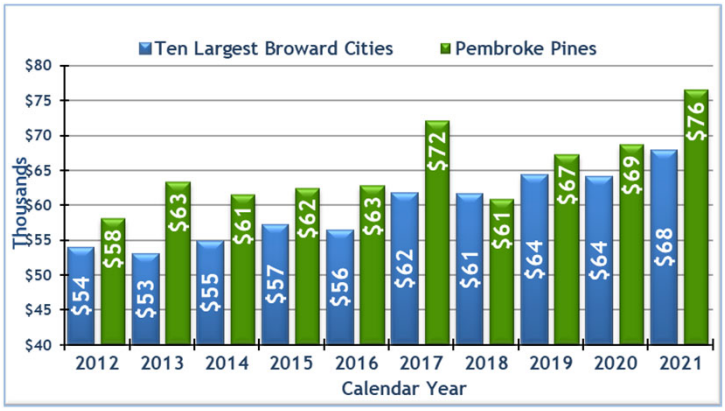
Analysis: The City's 2020 crime rate of 1,601 per 100,000 residents reduced by 27.3 percentage points, while the rate reduced for the ten most populous cities by 21.3 percentage points. The City remained at the 3rd lowest crime rate among the ten most populous Broward County cities, behind Miramar (1,331)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



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

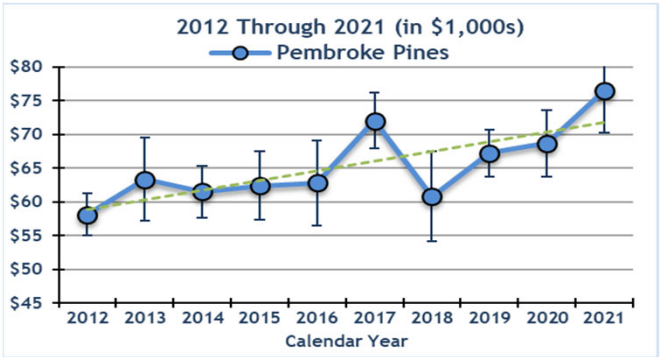
Benchmark: $67,826 (median household income for 10 most populous Broward cities in 2021.)

Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 12.7% greater than the average of the ten most populous cities in Broward County. According to the 2021 survey, the City's median household income increased by 11.29% while the County grew by 7.9% and the top ten cities increased by 6.0%.



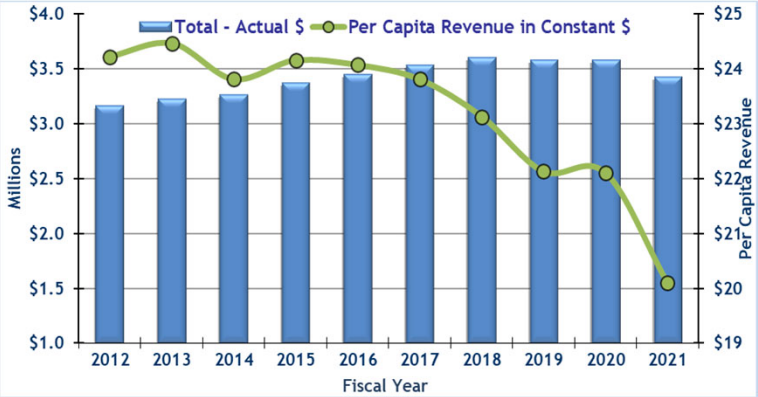
Over the last ten years, the County has experienced an increase in annual compound growth rate of 2.82%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 2.77%; compared to the 2.35% growth rate of the ten most populous cities. The 2021 Margin of Error was +/- $4,190.

City Median Household Income and Trend



Key Performance Indicators (KPIs) continued

Change in Local Business Tax Revenue



Benchmark: 82.33% (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 2021 Constant Dollars)

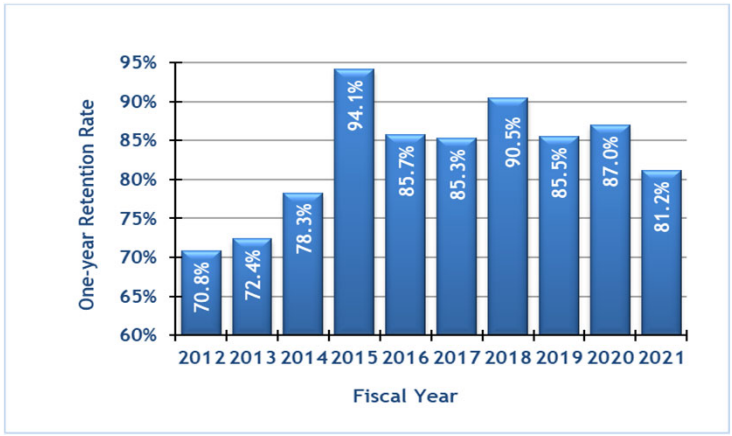
Benchmark: 5.48 acres of parkland per 1,000 population for the ten most populous Broward cities for fiscal year 2020-21.

Analysis: In 2012, Pembroke Pines' acres of parkland per 1,000 population was 10.9% above the ten most populous Broward cities. In 2021, it was 10.3% above as it accounted for 5.6% and 1.4% of the growth in parkland acres and population, respectively. This calculation is based on 2021 acreage data adjusted for population yearly.

Benchmark: $22.69 (Average per capita revenue since 1982-83 in constant 2021 dollars)

Analysis: Local business tax rates have not changed since their introduction. Since 2011-12 population growth averaged 10.1% and revenue (in constant 2021 dollars) decreased by 8.7%, increase in CPI Index was 18.8%.

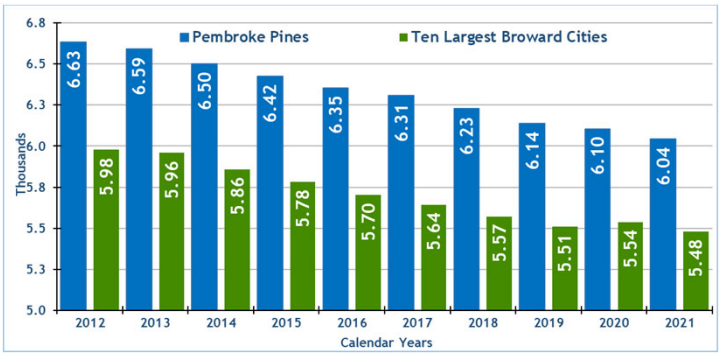
Percentage of Full-Time Employees Retained after One Year



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been $1,064 in current (FY 2021) dollars.

Analysis: Per capita services cost grew by $244 over the past ten years. After adjusting for inflation, the increase was $76.

Acres of Parkland per 1,000 Population



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.		2019-20		2020-21		2021-22	2022-23
KPI: Crime rate per 100,000 population ranked against the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Outputs**							
Calls for service per 1,000 resident population	↓	463	600	495	600	550	550
Measurement Type: **Effectiveness**							
Clearance rate for Part I offenses [1]	↑	20%	25%	19%	25%	25%	25%
Number of occurrences for the following types of offenses during							
Murder	↓	4	0	2	0	0	0
Forcible rape	↓	9	15	16	15	15	15
Robbery	↓	57	75	48	75	75	75
Aggravated assault	↓	139	175	221	175	175	200
Burglary	↓	184	400	115	300	300	250
Larceny	↓	2,074	3,000	1,824	3,000	2,500	2,500
Motor vehicle theft	↓	237	250	229	250	250	250
Crime index (summation of occurrences)	↓	2,704	4,000	2,455	4,000	3,500	3,290
Crime rate (per 100,000)	↓	1,601	2,500	1,437	2,500	2,500	2,000

[1] Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and

City Goal: (2) Promote and pursue a positive economic environment.		2019-20		2020-21		2021-22	2022-23
KPI: *% change in taxable value in relation to other Broward County cities*		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
% of cases closed prior to Code Board and/or Special Master hearing	↑	78%	80%	80%	80%	80%	80%

Fire

City Goal: (1) Promote health, safety, and welfare of the community.		2019-20		2020-21		2021-22	2022-23
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Efficiency**							
Average unit response time from en route to arrival (in minutes)	↓	4.51	<4.00	4.44	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	79.57%	>90.00%	81.49%	>90.00%	>90.00%	>90.00%
Measurement Type: **Effectiveness**							
Number of public education participation and social media interactions	↑	162,252	182,075	301,268	182,075	182,075	200,000

Community Services

City Goal: (1) Promote health, safety, and welfare of the community.		2019-20		2020-21		2021-22	2022-23
KPI : Social service client hours per each unduplicated client		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Outputs**							
Number of unduplicated clients	↑	1,593	2,200	876	2,700	2,000	1,800
Units of service (services covered by OAA Title IIIB and IIIE Grants)	↑	38,862	64,517	19,264	57,639	58,269	20,000

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2019-20		2020-21		2021-22	2022-23
KPI: City's underlying bond rating compared to peer cities in Broward		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	36	36	37	37	38	39
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	↑	23	23	24	24	25	26

Department Performance Measures Report (continued)

City Manager

City Goal: (2) Promote and pursue a positive economic environment.		2019-20		2020-21		2021-22	2022-23
KPI: Median household income ranked against the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Efficiency**							
Adopted millage rate compared to rolled-back operating millage rate	↓	5.21%	3.00%	4.96%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	↓	$1,175	$1,000	$1,157	$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.		2019-20		2020-21		2021-22	2022-23
KPI: City run Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Charter School FSA Scores for:							
Elementary School	↑	N/A	79%	N/A	80%	68%	N/A
Middle School	↑	N/A	83%	N/A	81%	76%	N/A
High School	↑	N/A	84%	N/A	82%	73%	N/A
FSU Elementary	↑	N/A	79%	N/A	80%	75%	N/A

N/A - Not available due to COVID-19 or did not opt in for FSA Testing

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2019-20		2020-21		2021-22	2022-23
KPI: City's underlying bond rating compared to peer cities in Broward		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	23.0%	28.0%	25.0%	28.0%	28.0%	28.0%
Total direct debt as a % of property market value	=	2.0%	2.3%	1.8%	3.0%	3.0%	3.0%
Debt service as a % of General Fund expenditures	↓	12%	15%	12%	15%	15%	15%
% of principal retired in 10 years	↑	58%	45%	62%	45%	45%	45%
Direct debt per capita	↓	$1,768	$2,025	$1,644	$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

City Clerk

City Goal: (2) Promote and pursue a positive economic environment.		2019-20		2020-21		2021-22	2022-23
KPI: Local business tax revenue per capita		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Local business tax revenue per capita (in constant dollars)	↑	$21.23	$21.00	$20.10	$21.00	$21.00	$21.00

Department Performance Measures Report (continued)

Public Services

City Goal: (1) Promote health, safety, and welfare of the community.		2019-20		2020-21		2021-22	2022-23
KPI: Potable water quality ranking among select Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Finished Water Quality:							
pH (County standard 6.5 - 9.1 or higher)	↑	9.09	<9.50	9.14	<9.50	<9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	↓	2.40	<4.00	3.10	<4.00	<4.00	<4.00
Color (County standard 15.0 or lower)	↓	2.00	<15.00	4.00	<15.00	<15.00	<15.00
Fluoride ASF (County Standard 0.8 or lower)	↓	0.58	<2.00	0.68	<0.80	<0.80	<0.80
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.10	<1.00	0.13	<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

City Goal: (6) Preserve and promote the ecological and environmental quality within the City.		2019-20		2020-21		2021-22	2022-23
KPI: Wastewater quality ranking among select Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	9.29	<20.00	8.30	<20.00	<20.00	<20.00
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	11.83	<20.00	10.16	<20.00	<20.00	<20.00

		2019-20		2020-21		2021-22	2022-23
KPI: Comparison of licensed wetlands per total acres with other Broward County cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Licensed wetland acres in Pembroke Pines	↑	698	698	698	698	698	698

Recreation and Cultural Arts

		2019-20		2020-21		2021-22	2022-23
KPI: Acres of parkland per 1,000 population compared to the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Acres of parkland per 1,000 population	↑	6.10	7.00	6.04	7.00	7.00	7.00

Fund Summary - All Funds

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance $	1,339,385,613	1,419,147,131	1,622,140,482	1,597,872,855		
Revenues/Sources						
Ad Valorem Taxes	79,246,847	83,240,777	85,915,076	92,577,225	19.1%	7.8%
Insurance Premium Taxes	2,678,889	2,681,597	2,678,889	2,681,597	0.6%	0.1%
Local Option Gas Tax	2,619,291	2,742,078	2,854,000	3,250,000	0.7%	13.9%
Utility Taxes	14,554,944	14,772,388	15,076,000	15,388,479	3.2%	2.1%
Communication Services Tax	4,357,078	4,388,336	4,178,000	4,389,759	0.9%	5.1%
Local Business Tax	3,586,587	3,433,475	3,436,000	3,198,000	0.7%	(6.9%)
Building Permits	387,672	601,604	512,509	8,119,570	1.7%	1484.3%
Franchise Fees	18,896,407	19,226,637	17,732,000	18,897,000	3.9%	6.6%
Special Assessments	24,120,225	26,741,813	26,586,918	29,886,130	6.2%	12.4%
Charges for Services	51,451,370	51,123,199	66,785,692	73,099,949	15.1%	9.5%
Intergovernmental Revenue	25,746,675	28,016,183	43,554,206	34,313,017	7.1%	(21.2%)
Water/Sewer Charges	57,024,937	58,336,285	60,575,000	63,197,000	13.0%	4.3%
Judgments, Fines & Forfeitures	1,390,506	632,492	523,728	545,189	0.1%	4.1%
Investment Income	86,698,031	200,116,797	73,110,395	84,593,281	17.4%	15.7%
Rents & Royalties	25,303,908	25,506,235	25,325,449	26,823,115	5.5%	5.9%
Miscellaneous Revenues	55,444,626	65,242,475	55,775,864	54,962,920	11.3%	(1.5%)
Water/Sewer Connection	989,305	325,828	1,917,347	498,985	0.1%	(74.0%)
Interfund Transfers	8,028,405	835,767	1,712,616	1,415,927	0.3%	(17.3%)
Debt Proceeds/Installment Purchase	73,668,597	-	-	-	-	-
Appropriated Retained Earnings	-	-	27,355,027	-	-	(100.0%)
Capital Funded By Reserve	-	-	3,200,000	3,390,000	0.7%	5.9%
Appropriated Fund Balance	-	-	17,384,363	-	-	(100.0%)
Prior Year Bond Proceeds	-	-	4,282,106	-	-	(100.0%)
Beginning Surplus	-	-	(31,799,065)	(36,686,556)	(7.6%)	15.4%
Beginning Retained Earnings	-	-	3,845,196	632,854	0.1%	(83.5%)
Capital Contributions	3,198,423	1,348,136	-	-	-	-
Total Revenues/Sources	539,392,722	589,312,102	512,517,316	485,173,441	100.0%	(5.3%)
Expenditures/Uses						
General Government	134,670,801	134,679,650	167,289,016	169,674,270	35.0%	1.4%
Public Safety	121,362,417	128,981,619	142,683,379	154,854,571	31.9%	8.5%
Physical Environment	3,246,731	2,687,001	3,310,898	3,331,595	0.7%	0.6%
Transportation	7,289,268	7,427,972	13,047,570	10,823,198	2.2%	(17.0%)
Economic Environment	9,126,539	9,665,755	18,950,822	11,687,333	2.4%	(38.3%)
Human Services	6,535,620	3,846,483	5,783,538	6,237,653	1.3%	7.9%
Culture and Recreation	19,334,351	16,454,572	29,044,478	22,658,321	4.7%	(22.0%)
Debt Service	98,604,615	25,583,779	26,432,566	27,906,485	5.8%	5.6%
Garbage/Solid Waste Control Services	-	-	4,556,976	5,940,686	1.2%	30.4%
Water Utility Services	8,287,584	8,170,832	39,289,436	16,368,861	3.4%	(58.3%)
Sewer-Wastewater Services	15,488,711	17,615,267	30,472,114	22,788,902	4.7%	(25.2%)
Utility Administration	35,684,567	31,205,821	31,656,523	32,901,566	6.8%	3.9%
Total Expenditures/Uses	459,631,204	386,318,751	512,517,316	485,173,441	100.0%	(5.3%)
Excess (Deficit)	79,761,518	202,993,351	-	-	-	-
Other Sources	-	-	(24,267,627)	32,663,702	100.0%	(234.6%)
Ending Fund Balance $	1,419,147,131	1,622,140,482	1,597,872,855	1,630,536,557		
Percent Change	6.0%	14.3%	-1.5%	2.0%		

Notes:

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

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2019-20 and 2020-21

General Fund		2019-20	2020-21	Change
Cash & Investments	$	80,671,188	49,929,576	-30,741,612
Receivables		8,935,872	7,832,542	-1,103,330
Other Assets		10,942,555	69,822,414	58,879,858
Asset Total		**100,549,615**	**127,584,531**	**27,034,916**
Accounts Payable	$	9,652,373	12,385,655	2,733,282
Deposits		2,405,570	4,631,409	2,225,839
Deferred Revenue		2,403,605	11,330,666	8,927,061
Other Liabilities		360,737	3,182,300	2,821,563
Liability Total		**14,822,285**	**31,530,030**	**16,707,744**
Real Estate Investment and Other	$	267,313	357,808	90,495
Unassigned Fund Balance		43,050,992	49,137,764	6,086,772
Disaster Assistance		2,125,000	2,125,000	0
Subsequent year's budget		40,284,025	36,921,130	-3,362,895
Other Equities		0	7,512,800	7,512,800
Fund Balance Total	**$**	**85,727,330**	**96,054,502**	**10,327,172**

Utility Fund		2019-20	2020-21	Change
Cash & Investments	$	86,807,793	16,163,695	-70,644,098
Receivables		8,170,118	9,451,101	1,280,983
Restricted Investments		8,062,056	8,178,779	116,724
Land, Buildings, Equipment & Improvements		286,875,787	288,893,481	2,017,694
Accumulated Depreciation		-134,752,215	-141,864,081	-7,111,866
Construction in Progress		11,927,583	19,364,768	7,437,185
Other Assets		1,748,709	79,989,553	78,240,844
Asset Total		**268,839,831**	**280,177,296**	**11,337,466**
Accounts Payable	$	500,833	6,178,194	5,677,361
Deposits		4,548,210	4,649,179	100,969
Deferred Revenue		0	4,181,658	4,181,658
Other Liabilities		16,563,485	14,734,013	-1,829,471
Liability Total		**21,612,528**	**29,743,044**	**8,130,516**
Retained Earnings - Unreserved	$	246,378,919	230,584,093	-15,794,827
Other Equities		848,383	19,850,160	19,001,776
Retained Earnings Total	**$**	**247,227,303**	**250,434,252**	**3,206,949**

Pension Funds		2019-20	2020-21	Change
Cash & Investments	$	937,159,305	1,098,205,722	161,046,417
Receivables		2,613,469	6,403,478	3,790,009
Land, Buildings, Equipment & Improvements		313,004	875,951	562,947
Other Assets		3,252,140	3,580,289	328,149

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2019-20 and 2020-21

Pension Funds		2019-20	2020-21	Change
Asset Total		**943,337,918**	**1,109,065,440**	**165,727,522**
Accounts Payable	$	939,194	1,527,422	588,228
Other Liabilities		0	0	0
Liability Total		**939,194**	**1,527,422**	**588,228**
Net Assets - Reserved	$	942,398,724	1,107,538,018	165,139,293
Net Assets Held In Trust Total	**$**	**942,398,724**	**1,107,538,018**	**165,139,293**

Fiduciary Fund		2019-20	2020-21	Change
Cash & Investments	$	105,820,035	128,220,773	22,400,737
Receivables		0	5,000,000	5,000,000
Restricted Investments		3,204,578	2,012,161	-1,192,418
Other Assets		0	-118,167	-118,167
Asset Total		**109,024,614**	**135,114,766**	**26,090,152**
Accounts Payable	$	260,229	235,466	-24,763
Other Liabilities		659,756	863,680	203,924
Liability Total		**919,985**	**1,099,146**	**179,161**
Fund Balance - Restricted	$	108,104,629	134,015,620	25,910,991
Fund Balance Total	**$**	**108,104,629**	**134,015,620**	**25,910,991**

All Other Funds		2019-20	2020-21	Change
Cash & Investments	$	55,664,282	42,287,652	-13,376,630
Receivables		417,087	474,771	57,685
Other Assets		472,930	9,911,282	9,438,352
Asset Total		**56,554,300**	**52,673,706**	**-3,880,594**
Accounts Payable	$	142,033	1,457,303	1,315,270
Due to Other Funds		6,334,731	4,411,846	-1,922,884
Deposits		209,462	219,810	10,349
Deferred Revenue		1,656,869	1,065,352	-591,517
Other Liabilities		12,522,062	11,421,304	-1,100,757
Liability Total		**20,865,156**	**18,575,616**	**-2,289,540**
Retained Earnings - Reserved	$	6,542,229	6,541,814	-415
Real Estate Investment and Other		446,115	446,115	0
Other Equities		28,700,800	27,110,161	-1,590,639
Fund Balance Total	**$**	**35,689,144**	**34,098,090**	**-1,591,054**

Fund Balance - All Funds	**$**	**1,419,147,131**	**1,622,140,482**	**202,993,351**

Expenditure Category Matrix For 2022-23 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	658,566	304,024	-	-	-	-	962,590
City Manager	746,720	418,243	-	-	-	-	1,164,963
Human Resources	440,438	410,065	-	-	-	-	850,503
City Attorney	-	1,206,275	-	-	-	-	1,206,275
General Government	1,910,251	3,660,646	-	-	188,913	977,376	6,737,186
City Clerk	946,550	596,688	-	-	-	-	1,543,238
Finance	1,656,519	2,168,281	25,000	-	-	-	3,849,800
Technology Services	2,960,230	7,955,868	1,615,000	-	-	-	12,531,098
Police	72,004,710	11,127,405	2,914,511	-	-	-	86,046,626
Fire/Rescue	51,703,692	6,127,316	2,710,000	-	165,159	100,000	60,806,167
Early Development Centers	1,232,259	2,040,350	-	-	-	78,583	3,351,192
WCY Administration	-	99,149	-	-	-	-	99,149
General Gvt Buildings	524,042	11,843,976	932,000	-	-	-	13,300,018
Grounds Maintenance	476,098	2,811,247	27,750	-	-	-	3,315,095
Procurement	375,633	762,980	-	-	-	-	1,138,613
Environmental Services	373,615	1,592,572	-	-	-	-	1,966,187
HCF Human Services Campus	-	1,881,767	-	-	-	-	1,881,767
Recreation & Cultural Arts	4,165,674	11,893,085	1,599,157	-	-	-	17,657,916
Special Events	-	349,197	-	-	-	-	349,197
Golf Course	-	2,540,103	48,000	-	-	-	2,588,103
Civic & Cultural Facility	-	2,063,105	-	-	-	-	2,063,105
Community Services	235,759	1,067,429	-	-	22,935	-	1,326,123
Housing Division	119,812	9,183,109	-	-	-	-	9,302,921
Planning&Economic Development	708,168	819,607	-	-	-	-	1,527,775
General Fund Total	141,238,736	82,922,487	9,871,418	-	377,007	1,155,959	235,565,607
% of General Fund	60.0%	35.2%	4.2%	-	0.2%	0.5%	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	5,280,679	-	-	-	-	5,365,182
Infrastructure	-	3,166,554	700,227	-	-	-	3,866,781
Transit System	-	-	-	-	-	338,551	338,551
Road & Bridge Fund Total	84,503	8,447,233	700,227	-	-	338,551	9,570,514
% of Road & Bridge Fund	0.9%	88.3%	7.3%	-	-	3.5%	100.0%
Building Fund							
Building	-	7,940,000	-	-	-	-	7,940,000
Building Fund Total	-	7,940,000	-	-	-	-	7,940,000
% of Building Fund	-	100.0%	-	-	-	-	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%

Expenditure Category Matrix For 2022-23 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
HUD Grants CDBG/HOME							
Community Development	-	818,057	300,000	-	-	-	1,118,057
Transportation	-	150,354	-	-	-	-	150,354
HUD Grants CDBG/HOME Total	-	968,411	300,000	-	-	-	1,268,411
% of HUD Grants CDBG/HOME	-	76.3%	23.7%	-	-	-	100.0%
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	-	307,186	-	-	-	-	307,186
Transit System	-	945,498	-	-	-	-	945,498
Community Bus Program Total	-	1,252,684	-	-	-	-	1,252,684
% of Community Bus Program	-	100.0%	-	-	-	-	100.0%
Treasury - Confiscated							
Treasury Confiscated	-	712	-	-	-	-	712
Treasury - Confiscated Total	-	712	-	-	-	-	712
% of Treasury - Confiscated	-	100.0%	-	-	-	-	100.0%
Justice - Confiscated							
Justice Confiscated	-	590	-	-	-	-	590
Justice - Confiscated Total	-	590	-	-	-	-	590
% of Justice - Confiscated	-	100.0%	-	-	-	-	100.0%
$2 Police Education							
$2 Police Education	-	24,139	-	-	-	-	24,139
$2 Police Education Total	-	24,139	-	-	-	-	24,139
% of $2 Police Education	-	100.0%	-	-	-	-	100.0%
FDLE - Confiscated							
FDLE	-	14,170	-	-	-	-	14,170
FDLE - Confiscated Total	-	14,170	-	-	-	-	14,170
% of FDLE - Confiscated	-	100.0%	-	-	-	-	100.0%
Older Americans Act							
SW Multipurpose Center	-	1,365,904	-	-	95,285	-	1,461,189
Older Americans Act Total	-	1,365,904	-	-	95,285	-	1,461,189
% of Older Americans Act	-	93.5%	-	-	6.5%	-	100.0%
Debt Service							
General Debt Service	-	-	-	26,851,884	-	-	26,851,884
Debt Service Total	-	-	-	26,851,884	-	-	26,851,884
% of Debt Service	-	-	-	100.0%	-	-	100.0%

Expenditure Category Matrix For 2022-23 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Utility Fund							
General Debt Service	-	-	-	1,054,601	-	-	1,054,601
Utilities Admin Services	2,462,444	5,858,253	-	-	-	-	8,320,697
Non-Departmental Expense	760,652	23,758,298	-	-	61,919	-	24,580,869
Sewer Collection	-	3,810,214	2,572,928	-	-	-	6,383,142
Sewer Treatment Plant	-	15,135,776	1,269,984	-	-	-	16,405,760
Water Plants	-	7,530,277	145,000	-	-	-	7,675,277
Water Distribution	-	3,030,242	5,663,342	-	-	-	8,693,584
Utility Fund Total	3,223,096	59,123,060	9,651,254	1,054,601	61,919	-	73,113,930
% of Utility Fund	4.4%	80.9%	13.2%	1.4%	0.1%	-	100.0%
Sanitation Fund							
Sanitation Services	-	5,940,686	-	-	-	-	5,940,686
Sanitation Fund Total	-	5,940,686	-	-	-	-	5,940,686
% of Sanitation Fund	-	100.0%	-	-	-	-	100.0%
Public Insurance Fund							
Self Insurance	129,787	32,471,470	-	-	-	-	32,601,257
Public Insurance Fund Total	129,787	32,471,470	-	-	-	-	32,601,257
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100.0%
General Pension Trust Fund							
Post Employment Benefits	-	13,677,000	-	-	-	-	13,677,000
General Pension Trust Fund Total	-	13,677,000	-	-	-	-	13,677,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Fire&Police Pension Trust Fund							
Post Employment Benefits	-	59,150,000	-	-	-	-	59,150,000
Fire&Police Pension Trust Fund Total	-	59,150,000	-	-	-	-	59,150,000
% of Fire&Police Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Other Post Employment Benefits							
Post Employment Benefits	7,000	15,579,000	-	-	-	-	15,586,000
Other Post Employment Benefits Total	7,000	15,579,000	-	-	-	-	15,586,000
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100.0%
TOTAL	144,705,289	290,010,047	20,522,899	27,906,485	534,211	1,494,510	485,173,441
% OF BUDGET	29.8%	59.8%	4.2%	5.8%	0.1%	0.3%	100.0%

City of Pembroke Pines, Florida

Transfers Matrix 2022-23 Budget

Fund	Transfer From	Transfer To
Older Americans Act	-	670,190
Community Bus Program	-	645,737
Public Insurance Fund	-	100,000
Charter Middle Schools	-	78,583
Road & Bridge Fund	338,551	-
General Fund	1,155,959	-
	$1,494,510	$1,494,510

Fund Summary - 001 General Fund

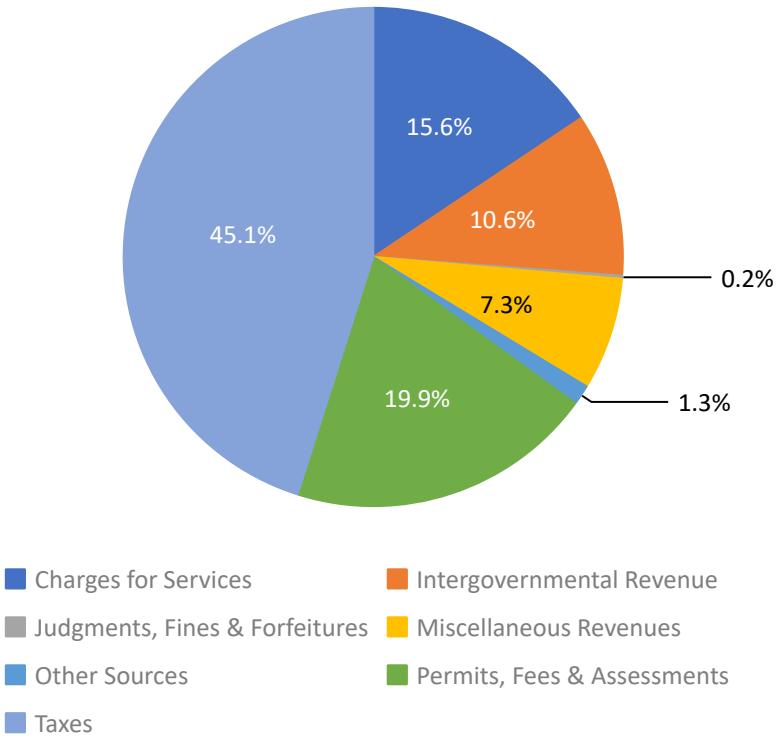
The General Fund is used to account for all the financial resources of the City that are not required to be accounted for in another fund. It is the chief operating fund of the City.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	83,545,729	85,727,330	96,054,502	78,029,626		
Revenues/Sources							
Ad Valorem Taxes		73,466,259	77,410,365	80,042,821	86,711,324	36.8%	8.3%
Insurance Premium Taxes		2,678,889	2,681,597	2,678,889	2,681,597	1.1%	0.1%
Utility Taxes		11,410,427	11,625,682	11,714,241	13,732,104	5.8%	17.2%
Local Business Tax		3,586,587	3,433,475	3,436,000	3,198,000	1.4%	(6.9%)
Building Permits		370,063	537,062	497,509	509,570	0.2%	2.4%
Franchise Fees		16,533,402	16,874,167	15,376,136	16,511,352	7.0%	7.4%
Special Assessments		24,120,225	26,741,813	26,586,918	29,886,130	12.7%	12.4%
Charges for Services		30,148,442	30,455,492	33,397,746	36,706,743	15.6%	9.9%
Intergovernmental Revenue		20,501,204	22,986,338	25,635,849	24,950,192	10.6%	(2.7%)
Judgments, Fines & Forfeitures		1,354,550	602,884	504,500	521,050	0.2%	3.3%
Investment Income		1,983,822	155,892	2,153,751	1,810,300	0.8%	(15.9%)
Rents & Royalties		14,207,933	14,135,060	13,582,453	15,152,647	6.4%	11.6%
Miscellaneous Revenues		265,432	379,455	2,415,700	231,273	0.1%	(90.4%)
Appropriated Fund Balance		-	-	12,907,077	-	-	(100.0%)
Beginning Surplus		-	-	5,117,799	2,963,325	1.3%	(42.1%)
Total Revenues/Sources		200,627,233	208,019,281	236,047,389	235,565,607	100.0%	(0.2%)
Expenditures/Uses							
General Government		41,850,363	39,638,684	52,218,969	48,660,013	20.7%	(6.8%)
Public Safety		121,034,834	128,198,682	140,039,087	146,852,793	62.3%	4.9%
Physical Environment		3,242,971	2,670,542	3,294,398	3,315,095	1.4%	0.6%
Economic Environment		7,768,738	8,100,541	9,122,451	9,302,921	3.9%	2.0%
Human Services		5,387,477	2,915,105	4,223,220	4,776,464	2.0%	13.1%
Culture and Recreation		19,161,249	16,168,556	27,149,264	22,658,321	9.6%	(16.5%)
Total Expenditures/Uses		198,445,632	197,692,109	236,047,389	235,565,607	100.0%	(0.2%)
Excess (Deficit)		2,181,602	10,327,172	-	-	-	-
Other Sources		-	-	(18,024,876)	(2,963,325)	100.0%	(83.6%)
Ending Fund Balance	$	85,727,330	96,054,502	78,029,626	75,066,301		
Percent Change		2.6%	12.0%	-18.8%	-3.8%		

Notes:

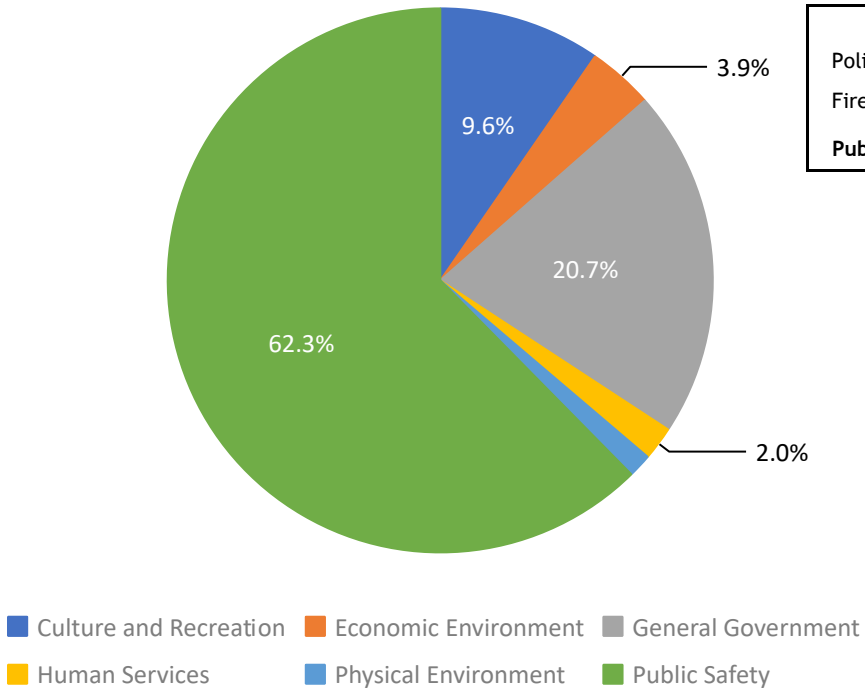
In 2020-21, fund balance increased by $10.3 million or 12.0%, due primarily to expenditure budget savings of $26.0 million vs revenue budget shortfall of $15.7 million. In 2021-22, fund balance is expected to decline by a total of $18.0 million or 18.8%. The decline is mainly the result of a $12.9 million carryover from prior year and $5.1 million in reserves used to balance the budget.

General Fund Revenues



Taxes	
Ad Valorem Taxes	86,711,324
Utility Taxes	13,732,104
Local Business Tax	3,198,000
Insurance Premium Taxes	2,681,597
Taxes	**$ 106,323,025**

General Fund Expenditures



Public Safety	
Police	86,046,626
Fire/Rescue	60,806,167
Public Safety	**$ 146,852,793**

Fund Summary - 201 Debt Service

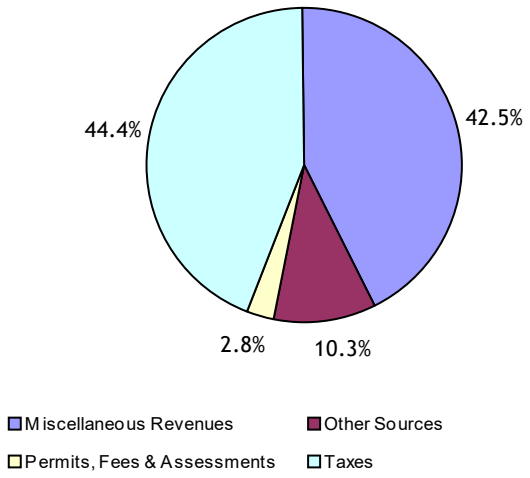
The Debt Service Fund accounts for the revenues and expenditures resulting from the City's outstanding debt obligations.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	13,428,254	13,950,665	14,057,168	14,666,130		
Revenues/Sources							
Ad Valorem Taxes		5,780,588	5,830,413	5,872,255	5,865,901	21.8%	(0.1%)
Utility Taxes		3,144,518	3,146,706	3,361,759	1,656,375	6.2%	(50.7%)
Communication Services Tax		4,357,078	4,388,336	4,178,000	4,389,759	16.3%	5.1%
Franchise Fees		758,061	761,568	760,864	761,648	2.8%	0.1%
Investment Income		126,360	17,766	70,500	86,200	0.3%	22.3%
Rents & Royalties		11,095,975	11,371,175	11,742,996	11,325,468	42.2%	(3.6%)
Interfund Transfers		7,300,000	-	-	-	-	-
Debt Proceeds/Installment Purchase		66,359,808	-	-	-	-	-
Beginning Surplus		-	-	(608,962)	2,766,533	10.3%	(554.3%)
Total Revenues/Sources		98,922,388	25,515,965	25,377,412	26,851,884	100.0%	5.8%
Expenditures/Uses							
Debt Service		98,399,977	25,409,461	25,377,412	26,851,884	100.0%	5.8%
Total Expenditures/Uses		98,399,977	25,409,461	25,377,412	26,851,884	100.0%	5.8%
Excess (Deficit)		522,411	106,503	-	-	-	-
Other Sources		-	-	608,962	(2,766,533)	100.0%	(554.3%)
Ending Fund Balance	$	13,950,665	14,057,168	14,666,130	11,899,597		
Percent Change		3.9%	0.8%	4.3%	-18.9%		

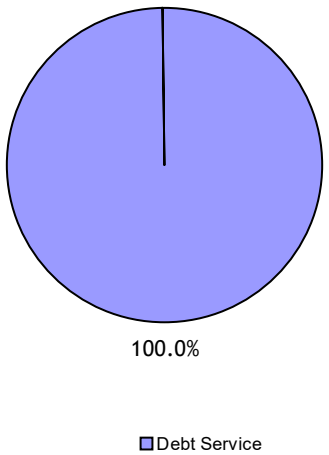
Notes:

In 2022-23, fund balance is expected to decline by $2.8 million or 18.9% as the sinking fund will be used to pay the debt service on the 2016 Public Improvement Revenue Refunding (PIRR) Bonds.

Revenues



Expenditures



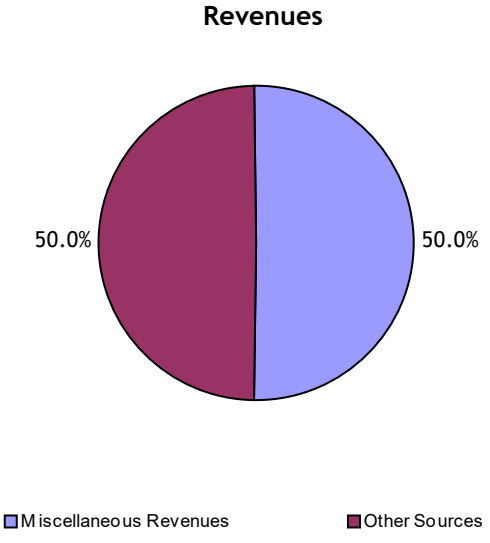
Fund Summary - 320 Municipal Construction

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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	337,403	3,429,490	1,477,174	(2,622,932)		
Revenues/Sources							
Investment Income		20,711	(286)	-	-	-	-
Miscellaneous Revenues		250,000	2,000,000	182,000	337,577	-	85.5%
Debt Proceeds/Installment Purchase		7,308,789	-	-	-	-	-
Prior Year Bond Proceeds		-	-	4,282,106	-	-	(100.0%)
Beginning Surplus		-	-	(182,000)	(337,577)	-	85.5%
Total Revenues/Sources		7,579,500	1,999,714	4,282,106	-	-	(100.0%)
Expenditures/Uses							
General Government		4,302,049	3,169,054	2,334,362	-	-	(100.0%)
Transportation		12,262	496,959	52,530	-	-	(100.0%)
Culture and Recreation		173,103	286,016	1,895,214	-	-	(100.0%)
Total Expenditures/Uses		4,487,414	3,952,029	4,282,106	-	-	(100.0%)
Excess (Deficit)		3,092,087	(1,952,315)	-	-	-	-
Other Sources		-	-	(4,100,106)	337,577	100.0%	(108.2%)
Ending Fund Balance	$	3,429,490	1,477,174	(2,622,932)	(2,285,355)		
Percent Change		916.4%	-56.9%	-277.6%	-12.9%		

Notes:

The Municipal Construction Fund is established on a project-length basis that spans multiple fiscal years and is used to account for revenues and expenditures during the construction or acquisition of major capital facilities and projects. The fund is financed mainly by market borrowings and negotiated contributions from developers and is not used to accumulate resources for future capital improvements. Reductions in ending fund balance from year to year are the result of debt proceeds that were received and recorded as revenues in prior years having been spent in one or more subsequent years. For instance, in 2020-21 the $2.0 million or 56.9% reduction in fund balance is due to expending bond proceeds from prior years. Similarly, in 2021-22 approximately $4.3 million of bond proceed from previous borrowings will be used to fund certain capital projects. On the other hand, in 2019-20, fund balance increased by $3.1 or 916.4% due to debt proceeds of $7.3 million. In 2022-23, fund balance is expected to increase by $0.3 million or 12.9% due to anticipated receipt of municipal dedication fees.



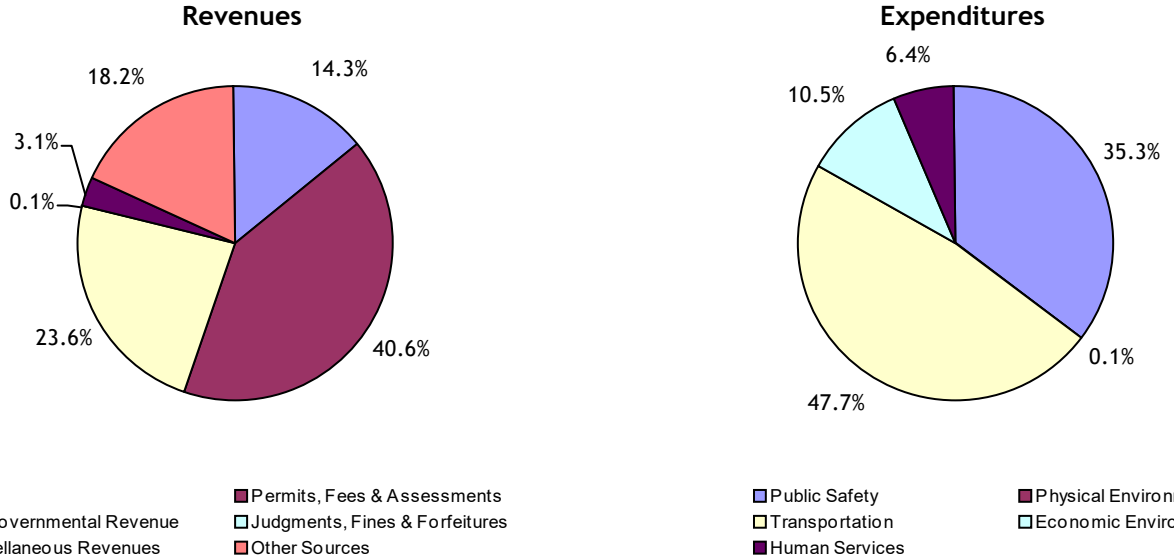
Fund Summary - Other Governmental Funds

"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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	9,086,666	9,766,760	9,921,518	2,848,023		
Revenues/Sources							
Local Option Gas Tax		2,619,291	2,742,078	2,854,000	3,250,000	14.3%	13.9%
Building Permits		-	-	-	7,595,000	33.5%	-
Franchise Fees		1,604,944	1,590,902	1,595,000	1,624,000	7.2%	1.8%
Intergovernmental Revenue		5,245,471	5,029,846	13,559,699	5,362,825	23.6%	(60.5%)
Judgments, Fines & Forfeitures		35,956	29,608	19,228	24,139	0.1%	25.5%
Investment Income		137,552	16,583	82,200	98,200	0.4%	19.5%
Rents & Royalties		-	-	-	345,000	1.5%	-
Miscellaneous Revenues		242,681	248,395	248,283	249,783	1.1%	0.6%
Interfund Transfers		728,405	735,767	1,612,616	1,315,927	5.8%	(18.4%)
Appropriated Fund Balance		-	-	4,477,286	-	-	(100.0%)
Beginning Surplus		-	-	2,596,209	2,822,203	12.4%	8.7%
Total Revenues/Sources		10,614,300	10,393,179	27,044,521	22,687,077	100.0%	(16.1%)
Expenditures/Uses							
Public Safety		147,496	794,358	2,644,292	8,001,778	35.3%	202.6%
Physical Environment		3,760	16,460	16,500	16,500	0.1%	-
Transportation		7,277,006	6,931,013	12,995,040	10,823,198	47.7%	(16.7%)
Economic Environment		1,357,801	1,565,214	9,828,371	2,384,412	10.5%	(75.7%)
Human Services		1,148,144	931,378	1,560,318	1,461,189	6.4%	(6.4%)
Total Expenditures/Uses		9,934,206	10,238,422	27,044,521	22,687,077	100.0%	(16.1%)
Excess (Deficit)		680,094	154,758	-	-	-	-
Other Sources		-	-	(7,073,495)	(2,822,203)	100.0%	(60.1%)
Ending Fund Balance	$	9,766,760	9,921,518	2,848,023	25,820		
Percent Change		7.5%	1.6%	-71.3%	-99.1%		

Notes:

In 2021-22 fund balance is expected to decrease by $7.1 million or 71.3%, $4.5 million in net carryover from prior year and $2.6 million used to balance the budget. In 2022-23 fund balance is expected to decrease by $2.8 million or 99.1%. Decrease is related to reserves used to balance the budget.



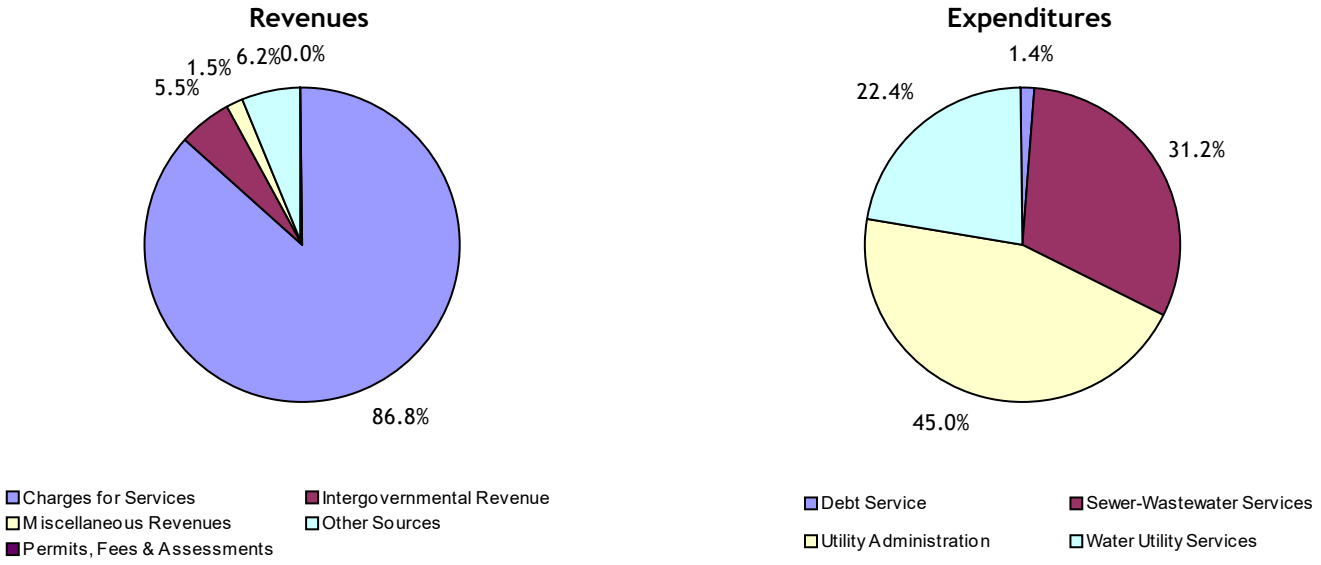
Fund Summary - 471 Utility Fund

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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	244,480,251	247,227,303	250,434,252	216,034,029		
Revenues/Sources							
Building Permits		17,609	64,542	15,000	15,000	-	-
Charges for Services		466,667	108,280	757,751	265,991	0.4%	(64.9%)
Intergovernmental Revenue		-	-	4,358,658	4,000,000	5.5%	(8.2%)
Water/Sewer Charges		57,024,937	58,336,285	60,575,000	63,197,000	86.4%	4.3%
Investment Income		842,692	158,648	424,000	1,091,000	1.5%	157.3%
Miscellaneous Revenues		53,007	20,048	25,248	23,100	-	(8.5%)
Water/Sewer Connection		989,305	325,828	1,917,347	498,985	0.7%	(74.0%)
Appropriated Retained Earnings		-	-	27,355,027	-	-	(100.0%)
Capital Funded By Reserve		-	-	3,200,000	3,390,000	4.6%	5.9%
Beginning Retained Earnings		-	-	3,845,196	632,854	0.9%	(83.5%)
Capital Contributions		3,198,423	1,348,136	-	-	-	-
Total Revenues/Sources		62,592,639	60,361,767	102,473,227	73,113,930	100.0%	(28.7%)
Expenditures/Uses							
Public Safety		180,087	(11,421)	-	-	-	-
Debt Service		204,638	174,318	1,055,154	1,054,601	1.4%	(0.1%)
Water Utility Services		8,287,584	8,170,832	39,289,436	16,368,861	22.4%	(58.3%)
Sewer-Wastewater Services		15,488,711	17,615,267	30,472,114	22,788,902	31.2%	(25.2%)
Utility Administration		35,684,567	31,205,821	31,656,523	32,901,566	45.0%	3.9%
Total Expenditures/Uses		59,845,587	57,154,817	102,473,227	73,113,930	100.0%	(28.7%)
Excess (Deficit)		2,747,052	3,206,949	-	-	-	-
Other Sources		-	-	(34,400,223)	(4,022,854)	100.0%	(88.3%)
Ending Fund Balance	$	247,227,303	250,434,252	216,034,029	212,011,175		
Percent Change		1.1%	1.3%	-13.7%	-1.9%		

Notes:

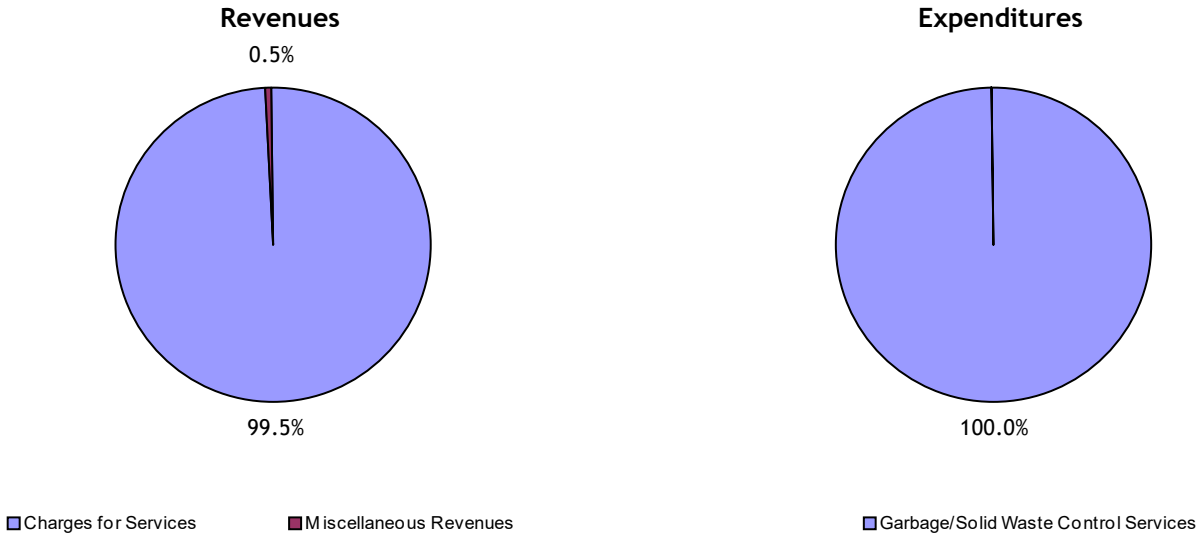
In 2021-22 fund balance is expected to decrease by $34.4 million or 13.7%. Decrease is related to $27.3 million carryover from prior year, $3.8 million in reserves used to balance the budget, and $3.2 million reserve for capital expense.



Fund Summary - 472 Sanitation Fund

The Sanitation Fund accounts for all billing and collection for bulk waste services and solid waste disposal fees from residential customers accounts.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	-	-	-	-		
Revenues/Sources							
Charges for Services		-	-	4,526,976	5,910,686	99.5%	30.6%
Miscellaneous Revenues		-	-	30,000	30,000	0.5%	-
Total Revenues/Sources		-	-	4,556,976	5,940,686	100.0%	30.4%
Expenditures/Uses							
Garbage/Solid Waste Control Services		-	-	4,556,976	5,940,686	100.0%	30.4%
Total Expenditures/Uses		-	-	4,556,976	5,940,686	100.0%	30.4%
Excess (Deficit)		-	-	-	-	-	-
Ending Fund Balance	$	-	-	-	-		
Percent Change		0.0%	0.0%	0.0%	0.0%		



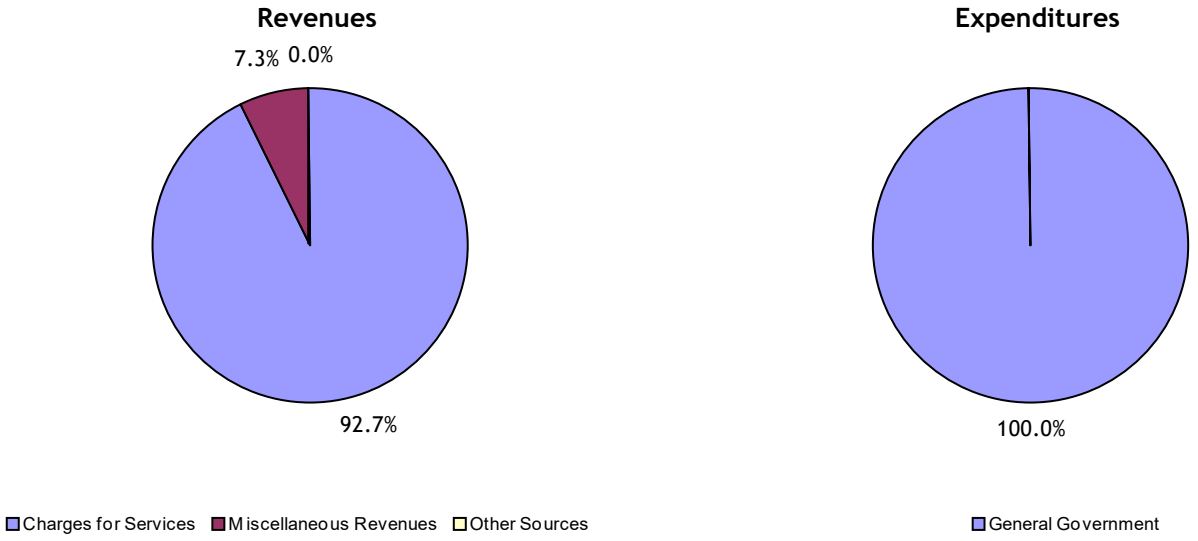
Fund Summary - 504 Public Insurance Fund

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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	8,542,229	8,542,229	8,642,229	8,742,229		
Revenues/Sources							
Charges for Services		20,836,261	20,559,427	28,103,219	30,216,529	92.7%	7.5%
Investment Income		664,912	61,851	374,344	501,981	1.5%	34.1%
Miscellaneous Revenues		4,340,891	3,421,957	1,791,115	1,882,747	5.8%	5.1%
Interfund Transfers		-	100,000	100,000	100,000	0.3%	-
Beginning Surplus		-	-	(100,000)	(100,000)	(0.3%)	-
Total Revenues/Sources		25,842,064	24,143,235	30,268,678	32,601,257	100.0%	7.7%
Expenditures/Uses							
General Government		25,842,064	24,043,235	30,268,678	32,601,257	100.0%	7.7%
Total Expenditures/Uses		25,842,064	24,043,235	30,268,678	32,601,257	100.0%	7.7%
Excess (Deficit)		-	100,000	-	-	-	-
Other Sources		-	-	100,000	100,000	100.0%	-
Ending Fund Balance	$	8,542,229	8,642,229	8,742,229	8,842,229		
Percent Change		0.0%	1.2%	1.2%	1.1%		

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.).



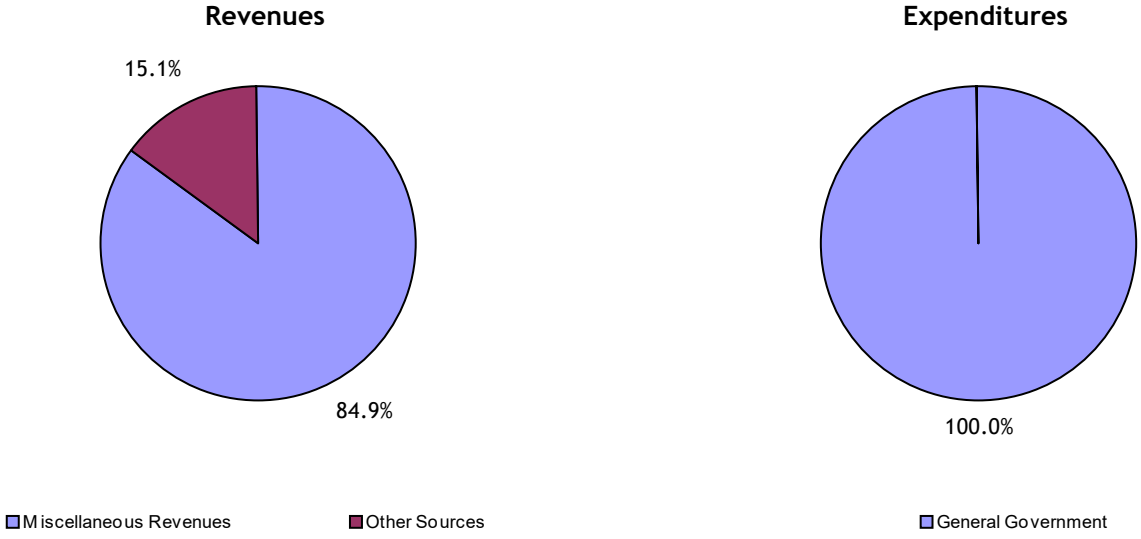
Fund Summary - 655 General Pension Trust Fund

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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	197,950,983	207,410,182	236,035,225	241,293,509		
Revenues/Sources							
Investment Income		17,690,041	33,525,833	15,000,000	13,000,000	95.1%	(13.3%)
Miscellaneous Revenues		3,661,054	7,635,762	3,635,284	3,633,936	26.6%	-
Beginning Surplus		-	-	(5,258,284)	(2,956,936)	(21.6%)	(43.8%)
Total Revenues/Sources		21,351,095	41,161,595	13,377,000	13,677,000	100.0%	2.2%
Expenditures/Uses							
General Government		11,891,896	12,536,553	13,377,000	13,677,000	100.0%	2.2%
Total Expenditures/Uses		11,891,896	12,536,553	13,377,000	13,677,000	100.0%	2.2%
Excess (Deficit)		9,459,199	28,625,043	-	-	-	-
Other Sources		-	-	5,258,284	2,956,936	100.0%	(43.8%)
Ending Fund Balance	$	207,410,182	236,035,225	241,293,509	244,250,445		
Percent Change		4.8%	13.8%	2.2%	1.2%		

Notes:

In 2020-21 fund balance increased by $28.6 million or 13.8% due mainly to a $23.5 million net increase of investment and a $4.0 million additional contribution to the fund by the City.



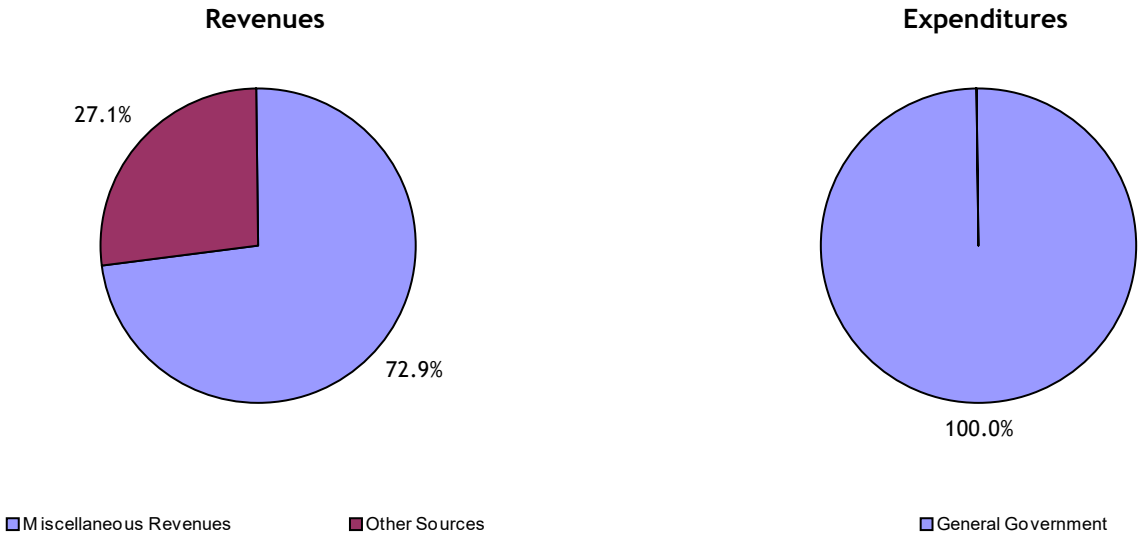
Fund Summary - 656 Fire&Police Pension Trust Fund

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.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	686,503,222	734,988,542	871,502,793	898,692,020		
Revenues/Sources							
Investment Income		55,291,004	146,007,796	46,000,000	58,000,000	98.1%	26.1%
Miscellaneous Revenues		33,489,466	33,717,443	35,189,227	36,205,676	61.2%	2.9%
Beginning Surplus		-	-	(27,189,227)	(35,055,676)	(59.3%)	28.9%
Total Revenues/Sources		88,780,470	179,725,239	54,000,000	59,150,000	100.0%	9.5%
Expenditures/Uses							
General Government		40,295,150	43,210,989	54,000,000	59,150,000	100.0%	9.5%
Total Expenditures/Uses		40,295,150	43,210,989	54,000,000	59,150,000	100.0%	9.5%
Excess (Deficit)		48,485,320	136,514,250	-	-	-	-
Other Sources		-	-	27,189,227	35,055,676	100.0%	28.9%
Ending Fund Balance	$	734,988,542	871,502,793	898,692,020	933,747,696		
Percent Change		7.1%	18.6%	3.1%	3.9%		

Notes:

In 2020-21 fund balance increased by $136.5 million or 18.6% due mainly to appreciation of investments.



Fund Summary - 657 Other Post Employment Benefits

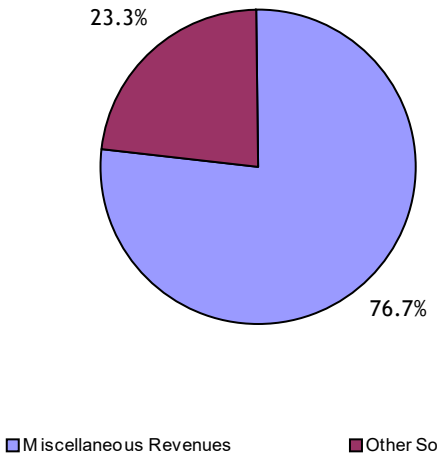
This fund accounts for the accumulation of resources for the payment of health and life insurance benefits to retirees. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption.

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget	% of Total	% Change from 2021-22
Beginning Fund Balance	$	95,510,876	108,104,629	134,015,620	140,190,220		
Revenues/Sources							
Investment Income		9,940,937	20,172,712	9,005,600	10,005,600	64.2%	11.1%
Miscellaneous Revenues		13,142,095	17,819,415	12,259,007	12,368,828	79.4%	0.9%
Beginning Surplus		-	-	(6,174,600)	(6,788,428)	(43.6%)	9.9%
Total Revenues/Sources		23,083,032	37,992,127	15,090,007	15,586,000	100.0%	3.3%
Expenditures/Uses							
General Government		10,489,279	12,081,136	15,090,007	15,586,000	100.0%	3.3%
Total Expenditures/Uses		10,489,279	12,081,136	15,090,007	15,586,000	100.0%	3.3%
Excess (Deficit)		12,593,753	25,910,991	-	-	-	-
Other Sources		-	-	6,174,600	6,788,428	100.0%	9.9%
Ending Fund Balance	$	108,104,629	134,015,620	140,190,220	146,978,648		
Percent Change		13.2%	24.0%	4.6%	4.8%		

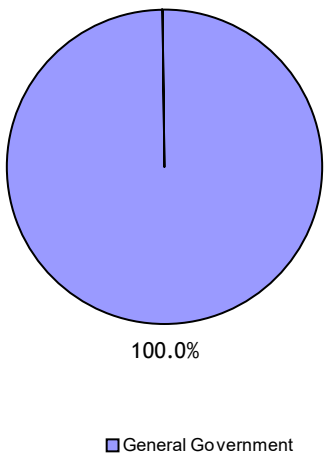
Notes:

In 2019-20 fund balance increased by $12.6 million, which was attributable mainly to increase in investment income. In 2020-21 fund balance increased by $25.9 million or 24.0%. Increase related mainly to $16.2 million net increase of investment, $5.0 million additional contribution to the fund by the City, and $5.5 million budget savings on health claims.

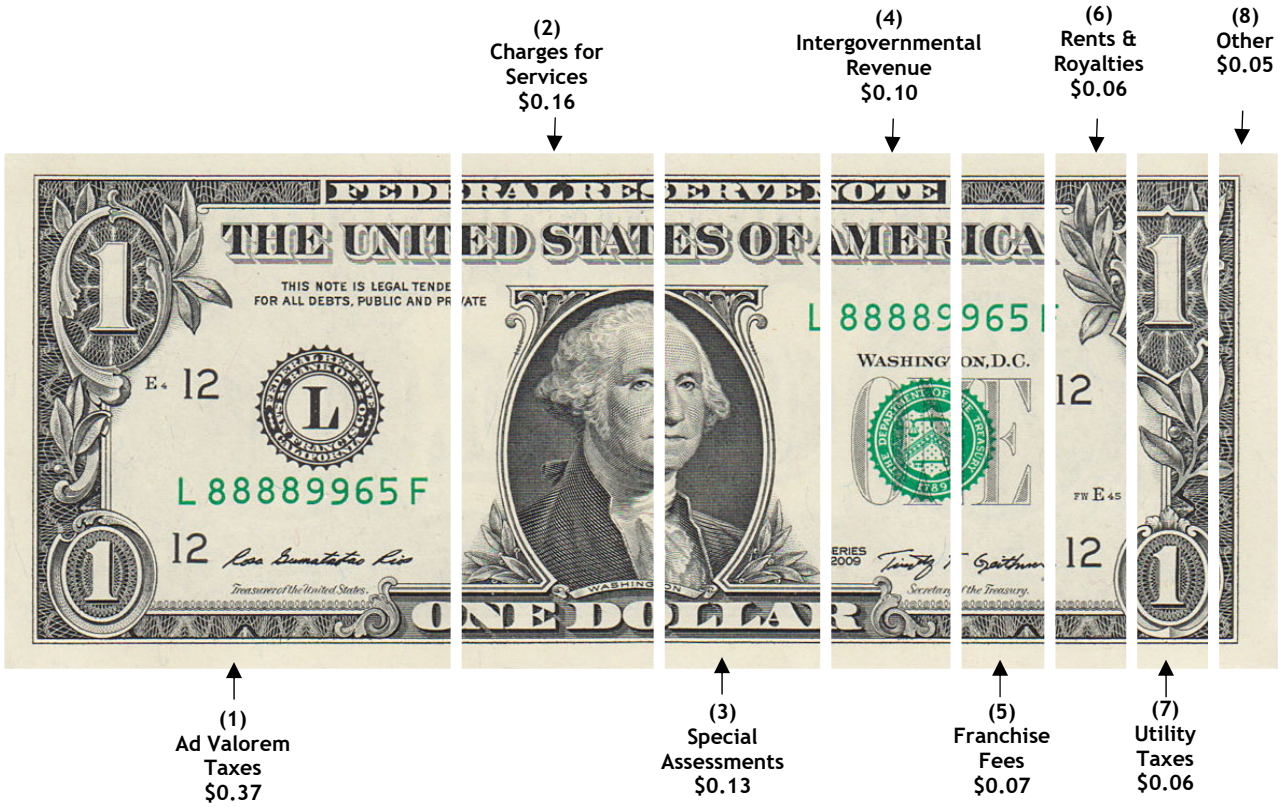
Revenues



Expenditures



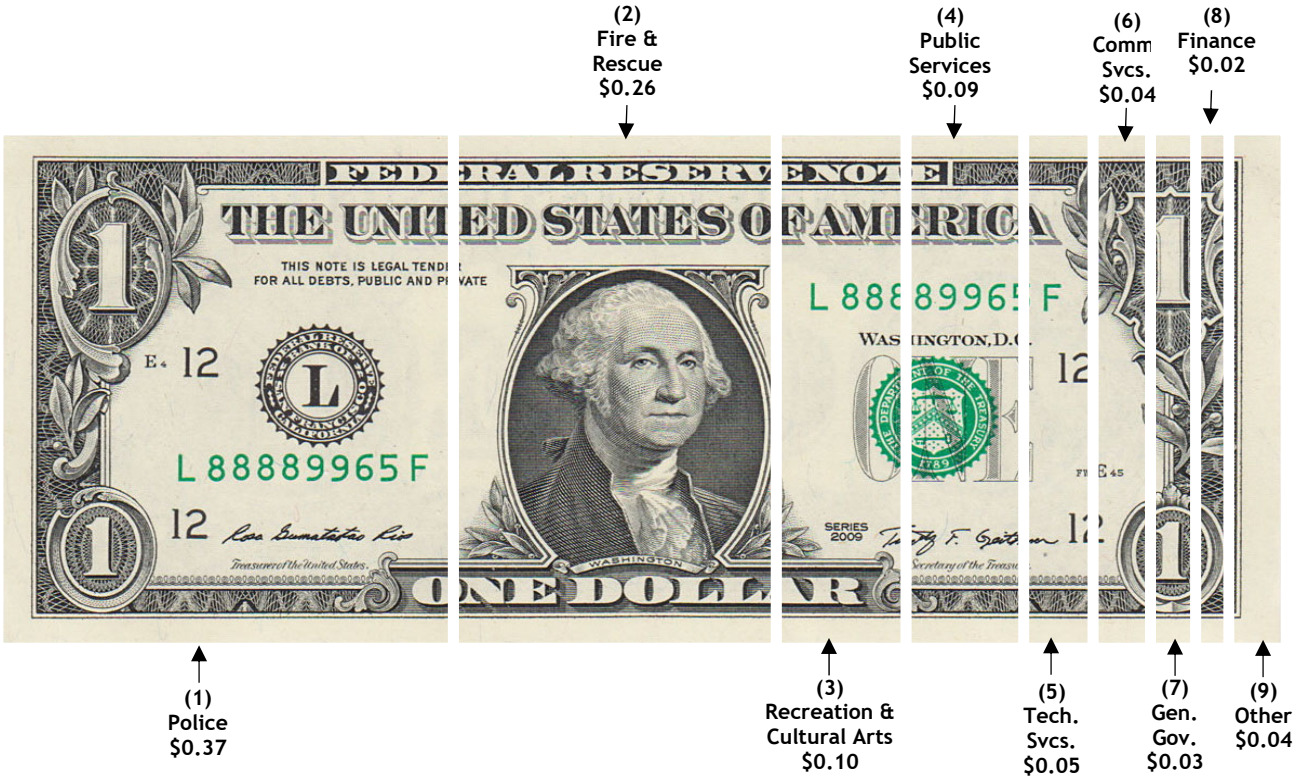
SOURCE OF REVENUE DOLLARS: GENERAL FUND
Budget 2022-23



GENERAL FUND REVENUES (including other sources)

Revenue Category	2019-20 Actual	2020-21 Actual	2021-22 Working Budget	2022-23 Budget
(1) Ad Valorem Taxes	$ 73,466,259	$ 77,410,365	$ 80,042,821	$ 86,711,324
(2) Charges for Services	30,148,442	$ 30,455,492	33,397,746	36,706,743
(3) Special Assessments	24,120,225	$ 26,741,813	26,586,918	29,886,130
(4) Intergovernmental Revenue	20,501,204	$ 22,986,338	25,785,849	24,950,192
(5) Franchise Fees	16,533,402	$ 16,874,167	15,376,136	16,511,352
(6) Rents & Royalties	14,207,933	$ 14,135,060	13,582,453	15,152,647
(7) Utility Taxes	11,410,427	$ 11,625,682	11,714,241	13,732,104
(8) Local Business Tax	3,586,587	$ 3,433,475	3,436,000	3,198,000
(8) Insurance Premium Taxes	2,678,889	$ 2,681,597	2,678,889	2,681,597
(8) Investment Income	1,983,822	$ 155,892	2,153,751	1,810,300
(8) Judgments, Fines & Forfeitures	1,354,550	$ 602,884	504,500	521,050
(8) Building Permits	370,063	$ 537,062	497,509	509,570
(8) Miscellaneous Revenues	265,432	$ 379,455	2,415,700	231,273
(8) Appropriated Fund Balance	-	-	12,907,077	-
(8) Beginning Surplus	-	-	5,117,799	2,963,325
	$200,627,233	$208,019,281	$236,197,389	$235,565,607

USE OF REVENUE DOLLARS: GENERAL FUND
Budget 2022-23



GENERAL FUND EXPENDITURES (including transfers out)

Expenditure Category	2019-20 Actual	2020-21 Actual	2021-22 Working Budget	2022-23 Budget
(1) Police	$ 66,547,536	$ 71,414,501	$ 84,481,888	$ 86,046,626
(2) Fire & Rescue	53,334,813	54,434,529	55,557,199	60,806,167
(3) Recreation & Cultural Arts	19,161,249	16,168,556	27,299,264	22,658,321
(4) Public Services	16,953,623	18,481,676	27,737,682	21,601,680
(5) Technology Services	6,397,961	6,831,237	10,855,725	12,531,098
(6) Community Services	9,452,624	9,115,316	10,497,940	10,629,044
(7) General Government	12,999,544	7,671,402	6,203,318	6,737,186
(8) Finance	2,974,195	3,240,187	3,482,362	3,849,800
(9) Education (EDCs)	3,703,590	1,900,329	2,847,731	3,450,341
(9) Legislative/Executive/Legal	2,852,126	3,003,215	3,131,786	3,333,828
(9) City Clerk	1,176,206	1,238,264	1,814,690	1,543,238
(9) Planning	1,090,566	1,100,127	1,413,993	1,527,775
(9) Human Resources	649,113	743,118	873,811	850,503
Disaster Relief	1,152,485	2,349,652	-	-
	$198,445,632	$197,692,109	$236,197,389	$235,565,607

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

FY 2022-23 budget increased by $51,171 or 5.6% over the FY 2021-22 working budget. The increase is mostly attributable to personnel costs.

Accomplishments

Conducted seven Public Hearings, two Emergency Commission meetings, and six Workshops. Public Hearings included various topics such as budget hearings, fire assessment hearing, and CDBG action plan 2021-R-21. Workshops were held on budget presentations, CGA Building Department Contract Renewal, and Facial Recognition Technology. The two Emergency meetings were to discuss the reopening of Charter Schools and flooding issues.

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

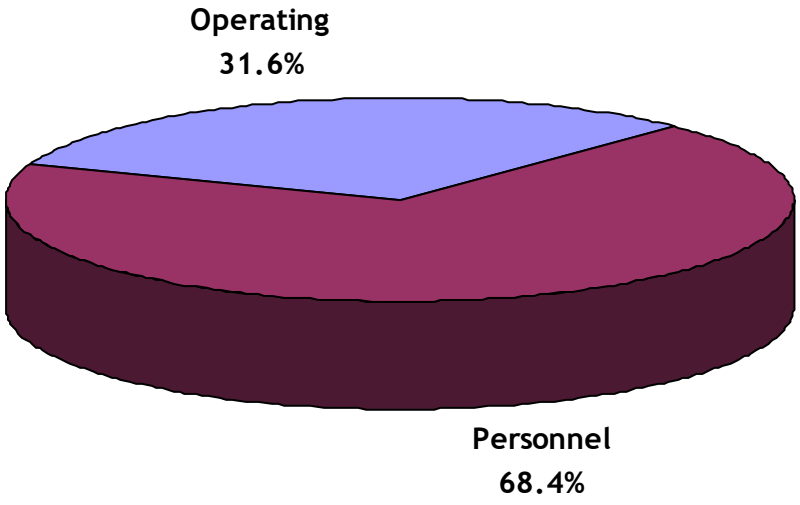
CITY COMMISSION

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of ordinances adopted during the year	24	30	26	30	30	30
Number of resolutions adopted during the year	47	50	58	50	50	55

CITY COMMISSION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	355,351	360,460	366,035	377,334
Benefits	206,348	276,703	246,935	281,232
Personnel Total	**561,698**	**637,163**	**612,970**	**658,566**
Operating				
Other Services	220,983	182,703	250,000	255,000
Travel Per Diem	1,154	2,104	22,500	24,000
Rentals and Leases	2,206	2,206	3,707	2,207
Repair and Maintenance Services	896	983	1,300	1,300
Other Current Charges and Obligations	-	-	375	375
Office Supplies	2,095	1,552	2,400	2,400
Operating Supplies	1,431	577	4,175	4,250
Publications and Memberships	2,059	13,922	13,992	14,492
Operating Total	**230,823**	**204,047**	**298,449**	**304,024**
Expenditure Total $	**792,522**	**841,210**	**911,419**	**962,590**

Expenditure Category



CITY COMMISSION

Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
511001 Mayor		1	1	1	1
511002 Vice Mayor		1	1	1	1
511003 Commissioner		3	3	3	3
512884 Executive Assist		1	1	1	1
513682 PT 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.

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. The City Manager 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 2022-23 budget.

The City Manager budget shows an increase of $82,592 or 7.6% above the FY 2021-22 working budget.

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 9.51%.

CITY MANAGER

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of resolutions reviewed	49	40	38	45	45	40
Number of ordinances reviewed	28	45	61	30	30	55
Effectiveness						
% of General Fund actual revenues to budgeted revenues	97.7%	100.0%	99.3%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	91.7%	100.0%	93.3%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	2.0%	2.3%	1.8%	3.0%	3.0%	3.0%
Debt service as a % of General Fund expenditures	12%	15%	12%	15%	15%	15%
Direct debt per capita	$1,768	$2,025	$1,644	$2,025	$2,025	$2,025
% of principal retired in 10 years	58%	45%	62%	45%	45%	45%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	23.0%	28.0%	25.0%	28.0%	28.0%	28.0%
City run Charter School FSA Scores for:						
Elementary School	N/A	79%	N/A	80%	68%	N/A
Middle School	N/A	83%	N/A	81%	76%	N/A
High School	N/A	84%	N/A	82%	73%	N/A
FSU Elementary	N/A	79%	N/A	80%	75%	N/A
Efficiency						
Adopted millage rate compared to rolled-back operating millage rate	5.21%	3.00%	4.96%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	$1,175	$1,000	$1,157	$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.

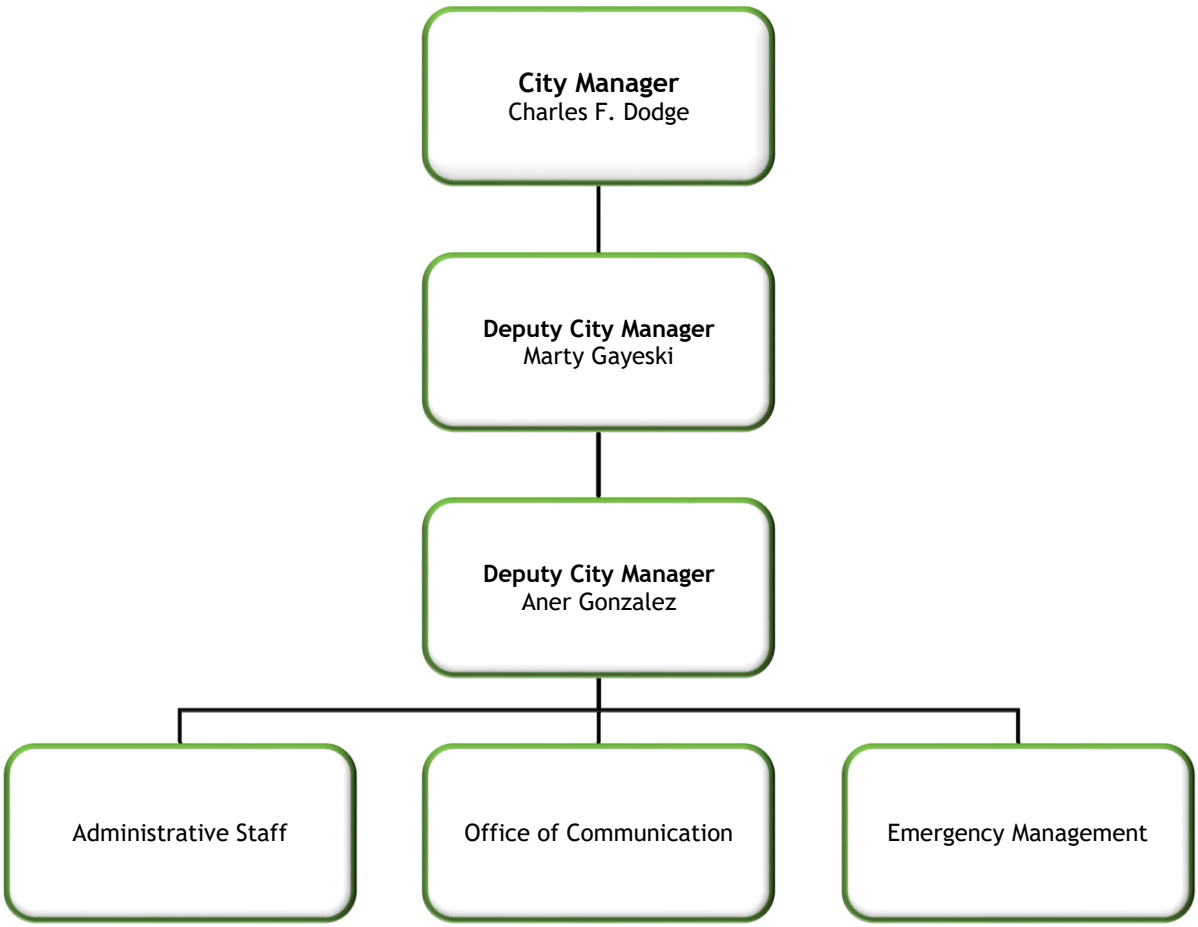
N/A - 2019-20- Statewide assessment tests for the 2019-20 school year were canceled due to Covid-19 restrictions.

N/A - 2020-21 - City of Pembroke Pines Charter Schools did not opt in for the Statewide assessment tests in 2020-21 school year.

N/A - 2022-23 - On March 15, 2022, Florida Governor Ron DeSantis signed into bill SB1048 eliminating student assessments including but not limited to the Florida Standards Assessments (FSA) replacing them a progress monitoring system starting 2022-23 academic year.

CITY MANAGER

Organizational Chart



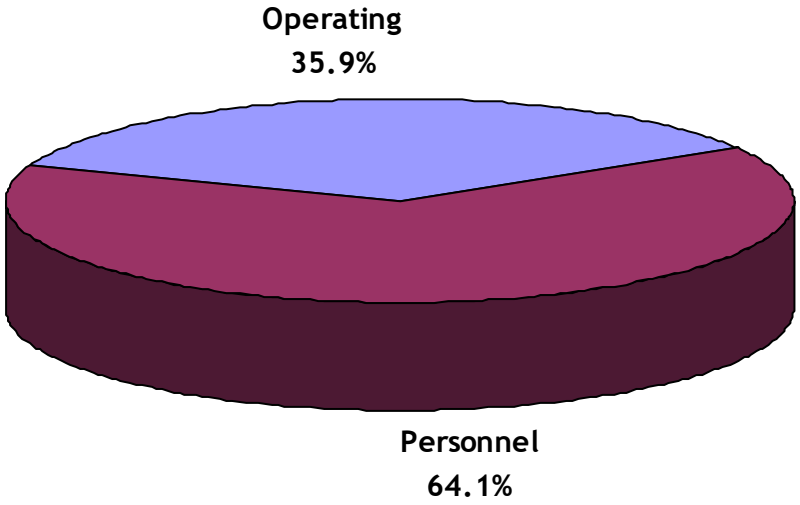
CITY MANAGER

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	11,161	7,253	33,000	33,000
Revenue Total **$**	**11,161**	**7,253**	**33,000**	**33,000**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	479,278	505,821	516,066	544,615
Benefits	156,558	262,230	197,154	202,105
Personnel Total	**635,836**	**768,051**	**713,220**	**746,720**
Operating				
Professional Services	250	3,414	3,550	3,800
Other Services	260,710	169,098	237,221	259,768
Travel Per Diem	35	-	1,800	3,000
Rentals and Leases	1,760	1,760	2,964	1,764
Repair and Maintenance Services	1,002	686	750	750
Printing and Binding	101,683	115,199	112,397	139,411
Office Supplies	1,453	1,566	1,750	1,750
Operating Supplies	3,054	1,303	3,469	5,500
Publications and Memberships	1,879	1,700	2,500	2,500
Operating Total	**371,827**	**294,727**	**366,401**	**418,243**
Capital				
Machinery and Equipment	-	-	2,750	-
Capital Total	**-**	**-**	**2,750**	**-**
Expenditure Total **$**	**1,007,663**	**1,062,778**	**1,082,371**	**1,164,963**

CITY MANAGER

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
511005 City Manager		1	1	1	1
512499 Deputy City Manager		-	-	-	0.5
512516 Assistant City Manager		0.5	0.5	0.5	-
512884 Executive Assist		1	1	1	1
Total	Full-time	2.5	2.5	2.5	2.5
	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

The FY 2022-23 budget includes funding for the following initiatives:

Coordination and adoption of the update to the City’s Green Plan.

Coordination and adoption of the update to the City’s Economic Development Strategic Plan.

Coordination and adoption of the Citywide Transportation Master plan.

Continuing technical support for the City’s Enterprise Resource Management (ERP) system, specifically the EnerGov component.

Implementation of the City Center Mobility Hub project.

Coordination of the City of Pembroke Pines Advisory Board training session and workshop.

Accomplishments

Maintained the City's Tree City USA Certification.

Coordinated updates to the City Commission Election District Map, per the Charter with the City’s consultant Florida Atlantic University.

Coordinated the School Traffic Mitigation Plan.

Processed year one update to the City’s Land Development Code.

Participated in eleven Broward County HOME consortium meetings.

Processed 57 residential variance before the Board of Adjustment.

Served on the North Perry Airport Community Advisory committee.

Conducted 30 courtesy landscape inspections on commercial property within the City.

Staff was reappointed to the Greater Fort Lauderdale Alliance Board of Directors.

Provided technical assistance with the Citywide Parks Master Plan, Economic Development

PLANNING AND ECONOMIC DEVELOPMENT

Strategic Plan, and Transportation Master Plan.

Assisted in the creation of planning, housing, and landscape related articles posted in the City Connect Newsletter as well as via social media platforms.

Coordinated with Broward Metropolitan Planning Organization (MPO) on the design of the City Center Mobility HUB project.

Coordinated with Broward County and the Century Village community on the Flamingo Road Greenway project.

Assisted with the implementation of the City's Enterprise Resource Management (ERP) system.

Created the Safe Neighborhood Improvement District chapter of the City's Code of Ordinances.

Participated in informational booth at Pines Art Festival and Pines Day.

Provided rent and mortgage assistance to impacted (COVID-19) residents through state and federal grant programs.

Adopted the Property Rights Element of the Comprehensive Plan.

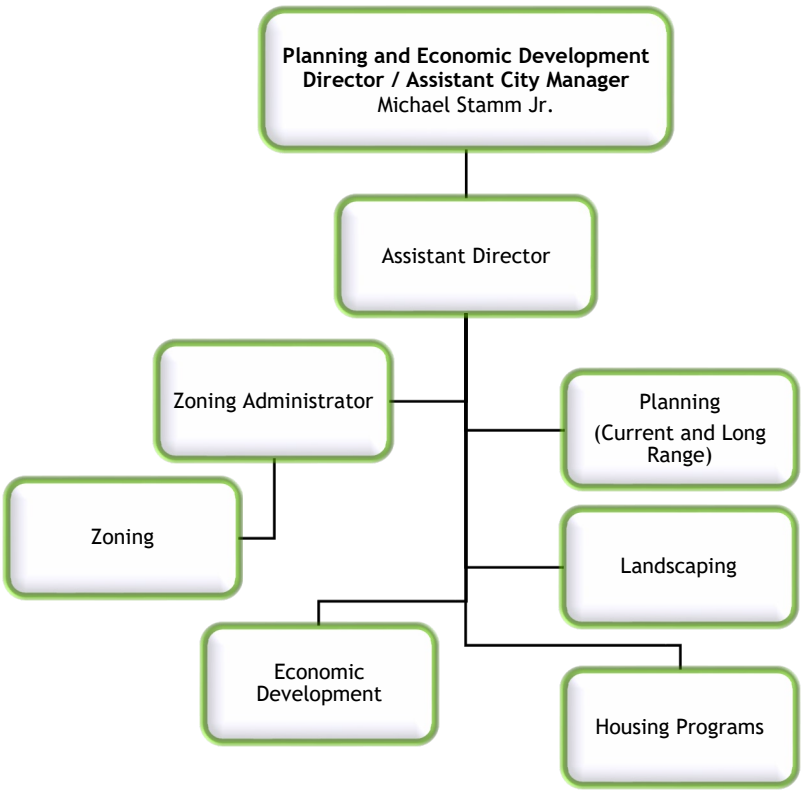
PLANNING AND ECONOMIC DEVELOPMENT

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	11	10	13	10	11	12
Number of Board of Adjustment meetings facilitated	6	8	9	8	6	9
Number of Economic Development Board Meetings facilitated	5	11	5	11	7	8
Number of Environmental Advisory Board Meetings facilitated	5	10	4	10	5	9
Affordable Housing Advisory Committee Meetings Facilitated	N/A	N/A	1	0	4	4
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%

N/A - New Performance Measure added to FY2022-23 Budget Book

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Organizational Chart



PLANNING AND ECONOMIC DEVELOPMENT

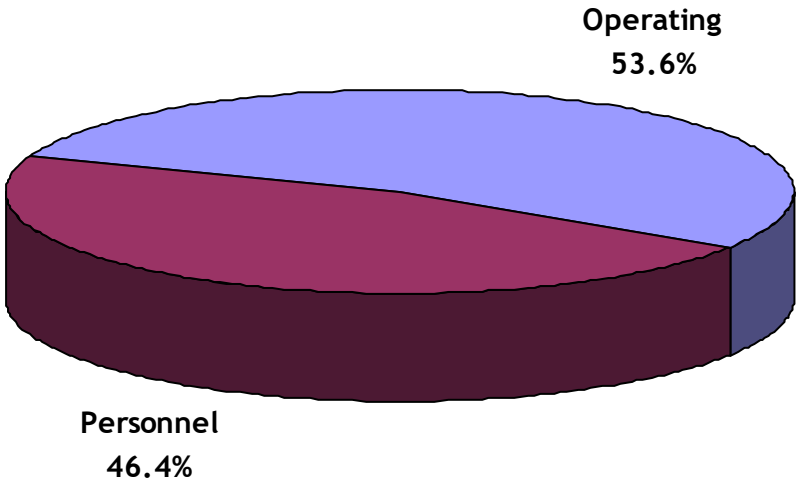
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Building Permits	179,178	204,043	174,000	189,500
Charges for Services	237,313	258,474	199,715	193,350
Revenue Total $	**416,491**	**462,516**	**373,715**	**382,850**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	446,410	391,518	421,431	475,521
Benefits	179,201	266,473	215,349	232,647
Personnel Total	**625,610**	**657,992**	**636,780**	**708,168**
Operating				
Professional Services	-	-	56,750	32,000
Other Services	356,750	336,295	491,198	557,207
Travel Per Diem	203	-	3,500	4,200
Communication Services	1,655	1,256	4,600	4,850
Freight & Postage Services	228	-	2,000	2,000
Rentals and Leases	3,569	3,294	6,280	6,600
Insurance	172	-	185	200
Repair and Maintenance Services	3,169	3,565	9,150	8,050
Printing and Binding	442	603	2,000	2,000
Promotional Activities	89,000	19,424	149,546	157,000
Other Current Charges and Obligations	5,041	7,104	8,500	5,800
Office Supplies	2,424	3,280	5,000	5,000
Operating Supplies	1,392	19,149	9,500	30,300
Publications and Memberships	912	2,517	3,800	4,400
Operating Total	**464,956**	**396,488**	**752,009**	**819,607**
Capital				
Machinery and Equipment	-	45,648	25,204	-
Capital Total	**-**	**45,648**	**25,204**	**-**

PLANNING AND ECONOMIC DEVELOPMENT

Expenditure Category		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Total	**$**	**1,090,566**	**1,100,127**	**1,413,993**	**1,527,775**

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512019 Econ Dev Director/Assist CM		-	-	-	1
512184 Zoning Administrator		1	1	1	1
512524 Administrative Coordinator I		1	1	1	1
512695 Plan/Econ Development Director		1	1	1	-
512696 Planning Administrator		1	1	1	-
512705 Assist. Plan/Econ Dev Director		-	-	-	1
513426 PT Planning Administrator		1	1	1	1
Total	Full-time	4	4	4	4
	Part-time	1	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

FY 2022-23 Operating Budget increased $3.0 million or 38.45% compared to Working Budget. The increase is mainly due to expenses related to upgrades and expanding of technical services. These include mainly repair and maintenance of $1.6 million (attributable primarily to change in funding for enterprise maintenance and licensing), other services of $0.6 million (attributable primarily to seven new contractual positions), and operating supplies of $0.5 million (attributable mainly to equipment and additional software licensing).

The FY 2022-23 budget includes funding for the following initiatives:

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 Pembroke Pines Charter Schools (PPCS): 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. The next phases of Tyler Technologies ERP implementation project will be focused on Human Resources and Payroll, and Work Orders. 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, paging and alerting systems for city-owned buildings. The project will include the continued expansion of the security camera system deployed at the City Center site into the additional city-owned buildings to create a single solution for video security, physical access control and alerting. This process will include the re-cabling of key buildings to modernize data cabling to support newer technologies.

Continued City-wide migration to Virtual Desktop Infrastructure (VDI) 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 Session Initiation Protocol (SIP) 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 bandwidth in the City including network equipment (switches and routers) and Internet Service Provider (ISP).

Accomplishments

Phase II deployment and implementation of Focus' SIS solution. Phase II milestone will include portions of the following Focus' SIS modules: student scheduling and student enrollment.

Phases II and III deployment and implementation of Tyler Technologies' ERP project in Utilities and Building and Zoning.

Selection of a cloud hosting SaaS solution for the City's 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.

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/fiber cut/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.

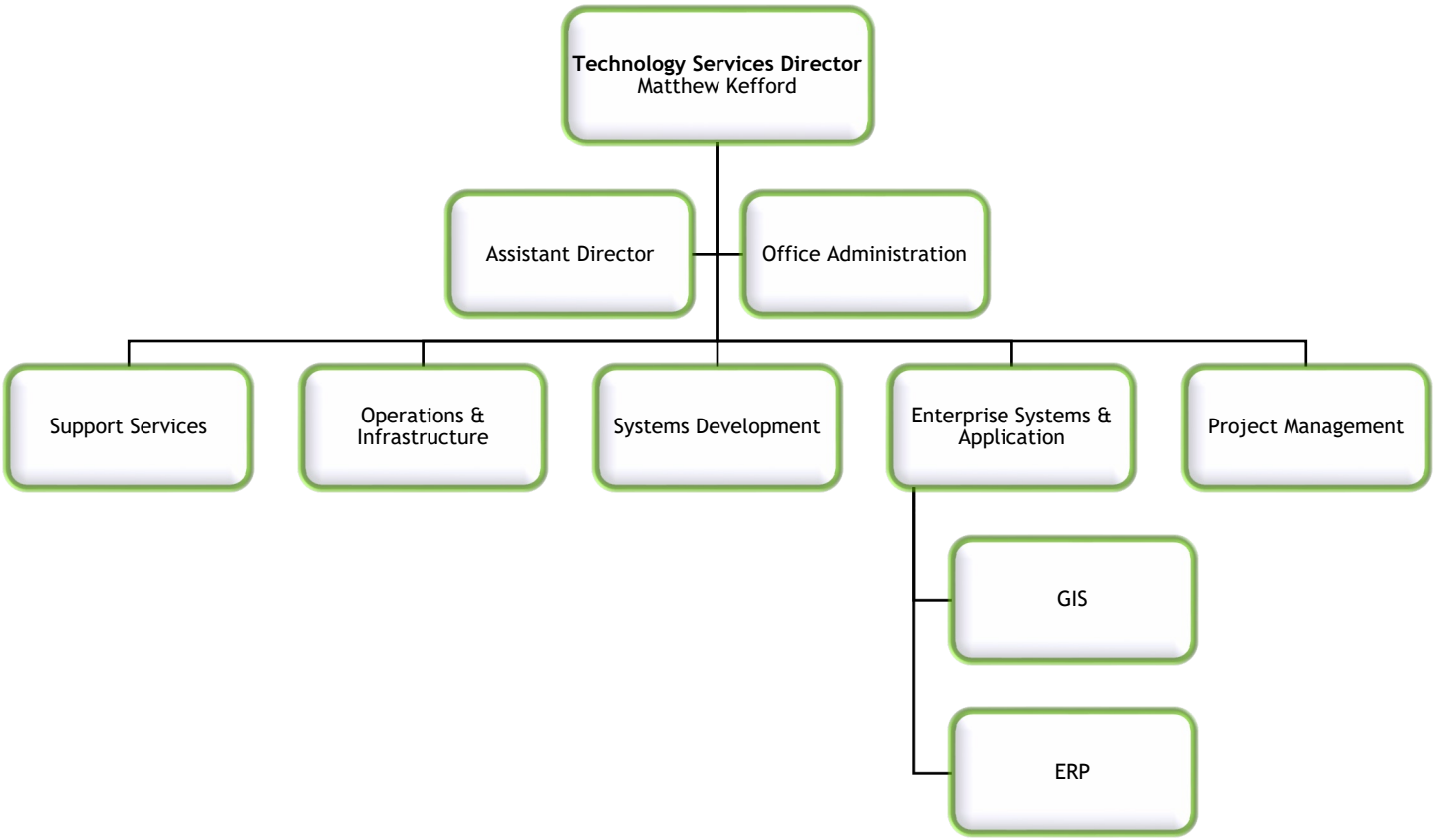
TECHNOLOGY SERVICES

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,850	1,850	2,000	2,000	2,000	2,000
Number of Software Applications, Modules & Interfaces Supported	400	400	400	400	400	400
Number of Desktop/Laptops/Tablets Supported	6,200	6,000	6,500	6,500	6,500	6,825
Number of Servers Supported	70	70	70	70	70	70
Number of Printers Supported	500	500	500	500	500	500
Number of Help Desk Calls Processed	17,594	16,291	17,500	18,400	19,300	19,950
Number of Telephones Supported	1,500	1,500	1,650	1,600	1,650	1,800
Number of Cameras Supported	N/A	N/A	N/A	N/A	1,260	1,500
Effectiveness						
Visitors to City Website(s)	1,829,344	1,458,511	2,602,465	1,524,345	1,920,811	2,900,000
Average Percent of Information Technology Work Order Completed	5.00 hrs	5.50 hrs	4.50 hrs	4.00 hrs	4.50 hrs	4.00 hrs
-Less than One Hour	60.00%	62.00%	65.00%	60.20%	60.00%	60.00%
-Less than Four Hours	65.00%	65.00%	65.00%	65.00%	65.00%	70.00%
-By Help Desk	50.00%	40.00%	70.00%	45.00%	50.00%	60.00%
Percent of Calls Completed by Due Date	92.00%	95.00%	95.00%	93.00%	93.00%	95.00%
Average Time to Complete Work Orders	1.5 days	1.5 days	1.5 days	1.5 days	1.5 days	1.5 days
Number of Viruses/ Spam Prevented	6,630,160	6,500,000	7,500,000	7,624,939	7,300,000	8,030,000
Percent of Network Availability	99.75%	99.70%	99.99%	99.99%	99.99%	99.99%
Percent of Upgrades and Implementations Completed on Time	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Percent of Projects Completed within Budget	95.00%	95.00%	95.00%	95.00%	97.00%	97.00%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	6,000	6,000	6,000	6,000	6,000	6,000
Average Cost per Employee Training	$750	$600	$2,000	$1,750	$1,100	$2,500
Average Time to Repair Computer	7.0 hrs	8.0 hrs	6.0 hrs	6.0 hrs	6.0 hrs	6.0 hrs

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

TECHNOLOGY SERVICES

Organizational Chart



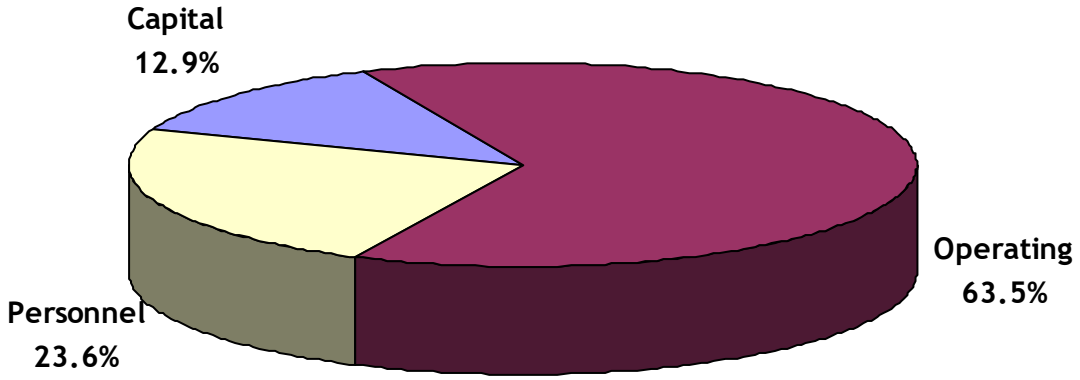
TECHNOLOGY SERVICES

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Charges for Services		667,162	904,714	903,271	1,056,322
Revenue Total	**$**	**667,162**	**904,714**	**903,271**	**1,056,322**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	1,411,823	1,647,808	1,722,701	1,936,298
Benefits	676,957	1,020,070	920,962	1,023,932
Personnel Total	**2,088,780**	**2,667,878**	**2,643,663**	**2,960,230**
Operating				
Other Services	1,468,793	1,787,217	2,826,379	3,449,908
Travel Per Diem	-	-	10,000	10,000
Communication Services	41,430	36,802	111,220	94,272
Rentals and Leases	986	1,690	3,400	3,400
Repair and Maintenance Services	405,174	512,663	914,442	2,497,199
Office Supplies	624	2,334	9,000	9,000
Operating Supplies	862,014	744,534	1,276,097	1,796,379
Publications and Memberships	3,806	21	8,450	8,100
Training	46,181	16,975	81,980	87,610
Operating Total	**2,829,009**	**3,102,236**	**5,240,968**	**7,955,868**
Capital				
Infrastructure	706,993	353,180	440,089	75,000
Machinery and Equipment	773,179	707,943	1,831,005	1,540,000
Capital Total	**1,480,172**	**1,061,124**	**2,271,094**	**1,615,000**
Expenditure Total **$**	**6,397,961**	**6,831,237**	**10,155,725**	**12,531,098**

TECHNOLOGY SERVICES

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512280 Help Desk Technician II		1	1	1	1
512303 Network Specialist II		2	2	2	2
512525 Administrative Assistant I		1	1	1	1
512622 ERP Manager		1	1	1	1
512623 Senior Systems Administrator		-	1	1	1
512643 Help Desk Technician I		1	1	1	1
512644 Help Analyst/Technician		1	1	1	1
512691 Systems Analyst II		1	1	1	1
512693 Systems Programmer/Analyst II		1	1	1	1
512697 Proj Mgr/Syst Prog Analyst II		1	1	1	1
512722 Manager of Systems Development		1	1	1	1
512723 Systems Administrator		2	2	2	2
512903 Technology Services Director		1	1	1	1
512904 Asst Technology Svc Director		1	1	1	1
Total	Full-time	15	16	16	16
	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 administrating 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

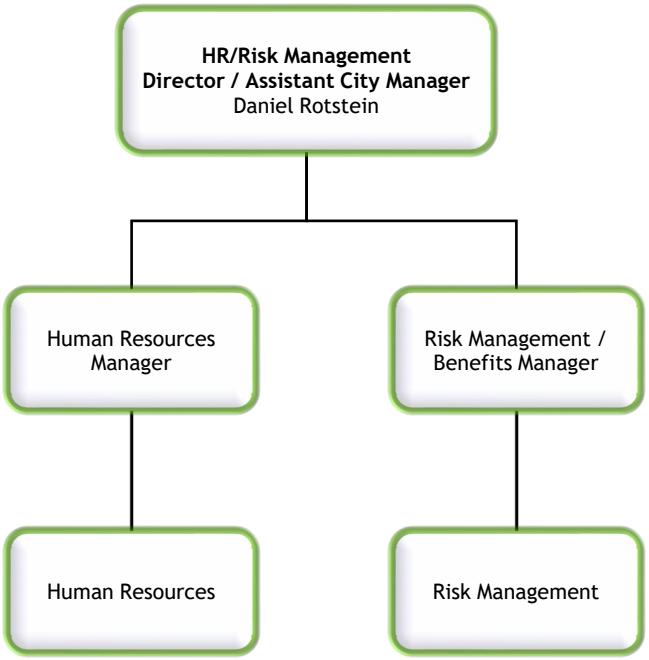
The FY 2022-23 budget decreased by $23,308 or 2.67% from the FY 2021-22 working budget. Decrease in expenses relate to benefit costs, FCS and Legal/Employment Advertisement.

HUMAN RESOURCES

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of positions processed for recruitment or promotion	60	101	82	60	48	100
Number of internal seminars offered	18	18	6	18	10	10
Number of employment applications received and processed (FT/PT City)	1,000	1,300	414	1,000	800	600
Number of applicants hired (FT/PT City and Schools)	260	293	217	260	93	150
Effectiveness						
% of FT employees retained after one year from hire	87.0%	95.0%	81.2%	90.0%	95.0%	80.0%
Efficiency						
Ratio of employees (City and School) to HR staff	245:67	245:67	191:74	245:67	174:71	180:00

HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart

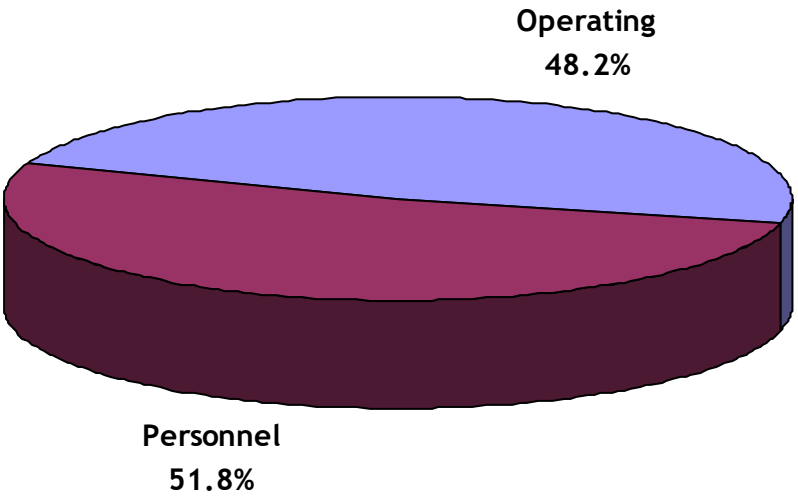


HUMAN RESOURCES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	379,212	306,701	266,865	311,516
Benefits	144,703	216,129	171,335	128,922
Personnel Total	**523,915**	**522,830**	**438,200**	**440,438**
Operating				
Professional Services	23,277	25,695	41,300	45,000
Other Services	88,393	169,479	332,611	306,565
Travel Per Diem	34	-	-	2,000
Rentals and Leases	-	-	-	3,000
Repair and Maintenance Services	3,633	5,477	5,000	5,000
Printing and Binding	55	-	14,500	14,500
Other Current Charges and Obligations	4,200	1,307	32,000	17,000
Office Supplies	2,064	2,691	4,000	4,500
Operating Supplies	2,901	2,139	3,000	4,500
Training	641	13,500	3,200	8,000
Operating Total	**125,197**	**220,288**	**435,611**	**410,065**
Expenditure Total $	**649,113**	**743,118**	**873,811**	**850,503**

HUMAN RESOURCES

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512014 Risk Mgmnt/Benefits Supervisor		1	1	1	1
512022 HR/Risk Mgt Director/Assist CM		-	-	-	1
512440 Human Resources Director		1	1	1	-
512790 Human Resources Manager		1	1	1	-
Total	Full-time	3	3	3	2
	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 FY 2022-23 increased by $68,279 or 6.0% over the working budget for FY 2021-22 due to expected increases in operating costs.

Accomplishments

Provided continued advice and guidance to the City throughout the emergency resulting from the COVID-19 pandemic with respect to implementation of compliance with emergency orders and safety precautions both for the public and City employees. Counseled the City through the holding of virtual meetings and the process to transition back to holding in-person 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 the City with the negotiation and implementation of an on-site COVID-19 testing facility for the City's work force, their families, and the general public.

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.

Assisted the City with the implementation and utilization of the American Rescue Plan Act (ARPA) and the Elementary and Secondary School Emergency Relief (ESSER) grant funds for the City's Charter Schools.

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

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. Provided training to staff regarding the utilization and prohibited uses of such security tools.

Continued coordination with the City's outside counsel and City staff and Commission regarding the multi-district 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 treat as well as prevent future addictions from occurring and to overcome the addition epidemic that resulted. Facilitation of filing the documents necessary in the additional related civil actions, 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 all of the City's contracts.

Coordinated with the City's Procurement Department to update the City's solicitation and procurement documents and procedures and a comprehensive update to the City's procurement code.

Provide on-going legal counsel to the City's procurement selection and evaluation committees. Assisted the City's procurement staff with bid protests, contracting, and other procurement matters as needed.

Provided legal counsel to the City's background screening review committee and appear before the City's Special Magistrate on background

CITY ATTORNEY

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 (HIPAA), education records (FERPA), or other matters such as victim's rights (Marsy's Law).

Furnished 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 departments with the development of policies, procedures, and retention requirements related to the City's implementation of its electronic records management system.

Continued to provide legal counsel to the City staff and Commissioners on the legal implications associated with the use of social media and the utilization of social media by public officials and the City generally.

Provided legal guidance to the City staff and Police Departments regarding public demonstrations conducted within the City and the implications of the First Amendment. Drafted policies for various city departments in regards to designated public fora.

Counseled the City regarding legal concerns related to improvements at the City's Waste Water Treatment Plant, its Charter Schools, and other facilities.

Assisted 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 pertaining to each, including Florida's Sunshine law and public records laws.

Coordinated with the City's Planning Department 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.

Represent, advise and provided related legal services to the City associated with various real estate transactions, including but not limited to, Pembroke Road Extension Project to US 27, the sale of approximately 3.15 acres of unimproved land, sale of 15 feet of a surplus road reservation, and the sale of old City Hall and other associated acreage. Prepared the necessary contracts, title documents, ordinances and resolutions required for the Commission's approval of such transactions.

Coordinated with outside counsel on several litigation matters, including participation in jury trials and appeals, 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 municipal election.

Provided ethics training and coordinated with the City administration and the City's elected officials to ensure compliance with the Broward County Code of Ethics for Elected Officials and compliance with governance training requirements as the governing board of the City's Charter Schools.

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

Assist City staff and prepare necessary legal documents for the reciprocal use of City facilities

and the facilities of others in the event of an emergency requiring evacuation of the public schools in the City, as well as providing the necessary reunification centers and staffing associated with the reunification of the students with their families once the emergency event has concluded.

Prepared, reviewed, and approved leases and use agreements for the City's residential facilities, art studios (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 eviction matters.

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.

Draft, review, and revise liability and risk waivers and releases for the City's Recreation and Cultural Arts Department for various activities as well as for the City's Charter School events and programs.

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 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.

Assisted with the negotiation of a new sub-sublease at the Howard C. Forman Human Services Campus for an affordable housing project for adults suffering with mental health issues, and continue to coordinate approvals of the project with 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 the City's professional staff on options related to its solid waste contract and future procurement of solid waste hauling and disposal.

Assisted with on-going 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.

Assisted the City with the negotiation of a new franchise for solid waste collection services.

Facilitated the City's transitioning solid waste disposal from Reuters to the Broward County disposal system through the negotiation and approval of an Interlocal Agreement (ILA) with Broward County.

Ensured protection of the City's property

CITY ATTORNEY

interests by filing of applications for and obtaining service marks for the City's Charter Schools and other marks maintained by the City, as well as the filing of annual reports for foundations and other organizations maintained and operated for the benefit of the City's programs and residents.

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

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. Attend 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.

Continued providing on-site/off-site 24/7 police legal advisor services 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 Section 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.

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

Provided training to the City's Police Department Youth Affairs Division and all School Resource Officers assigned to all public schools in the City. On-going and continuous legal advice provided with respect to legal matters related to mental health crises, online threat matters, and other youth related offenses.

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

CITY ATTORNEY

Centers on various legal matters arising in the educational forum including, but not limited to, educational issues, legislative matters contractual relationships, collective bargaining, and on operations 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 charter 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.

Provided continued and 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 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.

Advise the City on all matters regarding compliance under the Americans with Disabilities Act.

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

Coordinated 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.

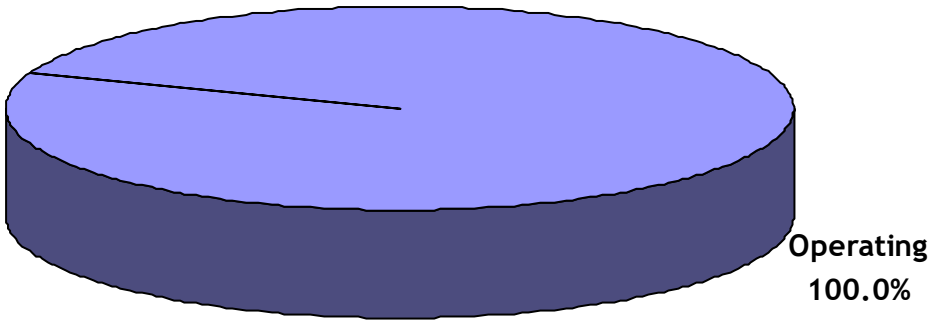
CITY ATTORNEY

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	19	42	22	40	35	35
Number of resolutions prepared for consideration by City Commission	45	45	56	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	57	45	61	50	60	65
Number of real estate transactions	5	6	6	5	5	5
Number of bond issues	0	2	0	2	2	2
Number of Commission meetings attended	32	40	33	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	1,160	875	1,632	1,200	1,200	1,500

CITY ATTORNEY

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Professional Services		1,018,447	1,059,185	1,101,560	1,167,653
Office Supplies		27,691	34,006	30,155	31,965
Operating Supplies		5,804	6,036	6,281	6,657
Operating Total		**1,051,942**	**1,099,226**	**1,137,996**	**1,206,275**
Expenditure Total	**$**	**1,051,942**	**1,099,226**	**1,137,996**	**1,206,275**

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.

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 Enterprise Resource Planning (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.

Budget Highlights

FY 2022-23 budget highlights include expanding the Back-scanning Project to include additional departments and increase accessibility to digitized City records.

In the run up to March 8, 2022 City elections, election candidates started filing their campaign finance reports electronically using the EasyVote software.

Accomplishments

The vacancies in Micrographics/Document Management Division are now staffed. The direct result of this should be an uptick in the prepping of microfilm for digitization with the vendor and improved quality control of digitized records to meet our goal of continued improvement of best practices to achieve the best quality of the City's official electronic records.

CITY CLERK

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
"Action Only" Commission minutes prepared for next Commission meeting.	23	25	30	26	26	30
Subpoenas for records processed	69	125	160	100	30	160
Commission agenda books prepared	250	320	297	250	200	200
Local business tax receipts monitored for compliance	8,527	8,993	8,518	8,920	8,600	8,518
Local Business Tax Receipts issued	7,337	8,290	7,385	7,810	7,900	7,385
Local Business Tax Office customers served	2,899	2,580	2,210	2,719	2,900	2,899
Public records requests processed	5,289	6,771	5,765	6,053	5,000	5,765
Passport applications processed	1,518	3,496	630	3,491	1,520	1,518
Passport Office customers served	2,040	4,480	100	4,500	N/A COVID	1,518
Documents imaged and microfilmed	77,359	150,000	100,000	90,000	100,000	150,000
Staff training hours	22	30	16	80	50	20
Garage sale permits issued	443	1,000	154	1,000	500	200
Cashiering transactions (in millions)	$26.0M	$30.0M	$24.0M	$28.6M	$29.0M	$33.0M
Cashiering transactions (number)	19,739	38,900	15,367	38,900	19,800	20,000
Agenda packets prepared	705	700	500	700	705	700
Board and committee meetings attended	78	84	50	84	84	78
Abandoned properties registered	121	N/A	100	110	N/A	N/A
City Clerk customers served	186	1,000	100	300	N/A COVID	200
Bid openings	46	55	55	65	65	55
Records dispositioned for destruction as per statutes (in tons)	14.93	27.00	11.80	32.00	32.00	20.00
Records dispositioned for destruction as per statutes (in cubic feet)	579	1,500	1,181	1,263	600	1,518
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	100%	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	90%	100%	100%	100%	100%	100%
Local business tax revenue per capita (in constant dollars)	$21.23	$21.00	$20.10	$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	30	27	30	30	30
Full-time employees on this task	2	2	1	1	2	1

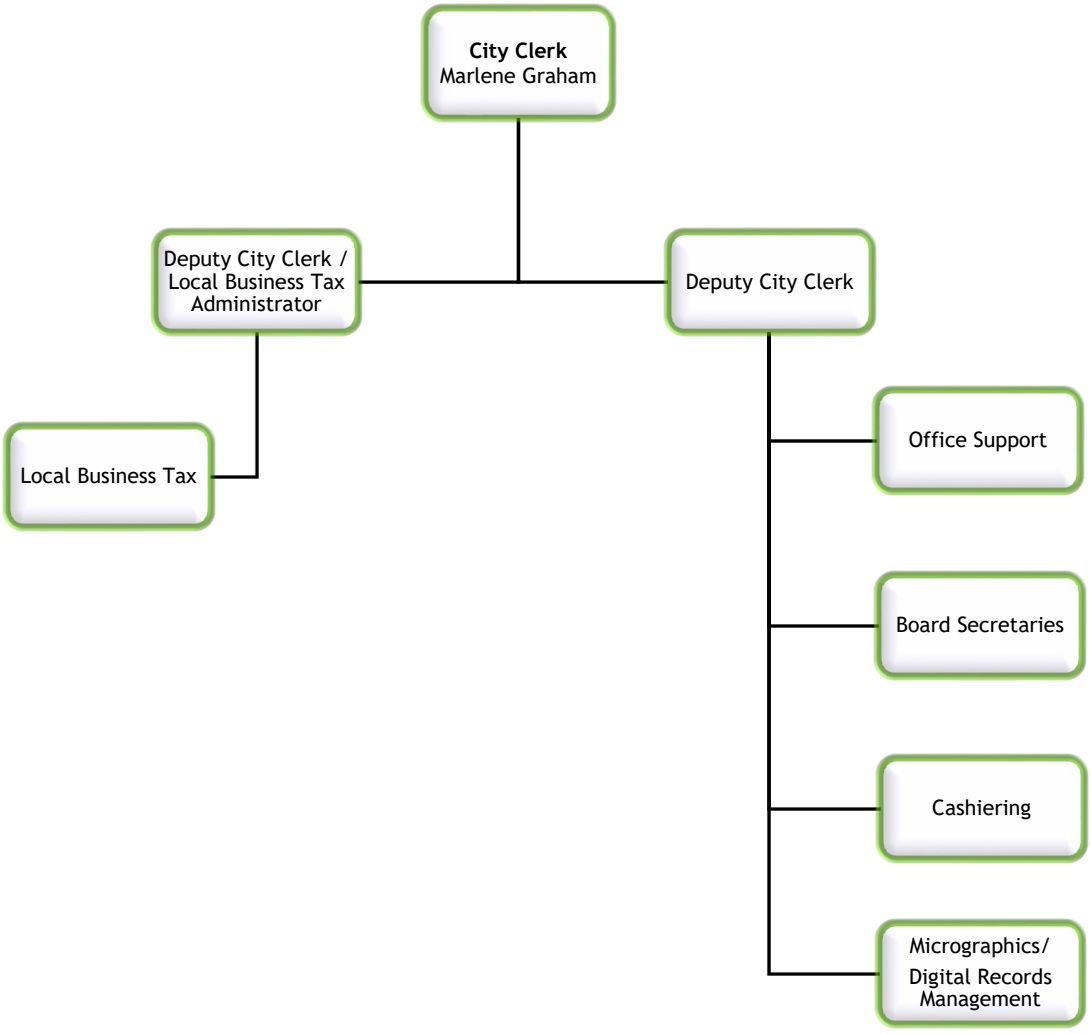
CITY CLERK

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Efficiency						
Average number of pages of Commission minutes transcribed per year per F/T employee	341.00	397.00	371.00	320.00	320.00	371.00
Full-time employees on this task	2	1	2	1	2	2
Public Records requests processed per year per F/T employee	1,300	N/A	983	N/A	N/A	N/A
Full-time employees on this task	8	8	8	8	7	8
Passports processed per day per F/T employee	27.0	9.0	7.0	20.0	N/A COVID	26.0
Full-time employees on this task	7.0	6.5	6.0	6.5	7.0	7.5
Cashiering transactions per year per F/T employee	26,000	30,000	21,000	29,000	29,000	30,000
Full-time employees/contractors on this task	1.5	1.5	1.0	1.5	1.0	1.5

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

CITY CLERK

Organizational Chart



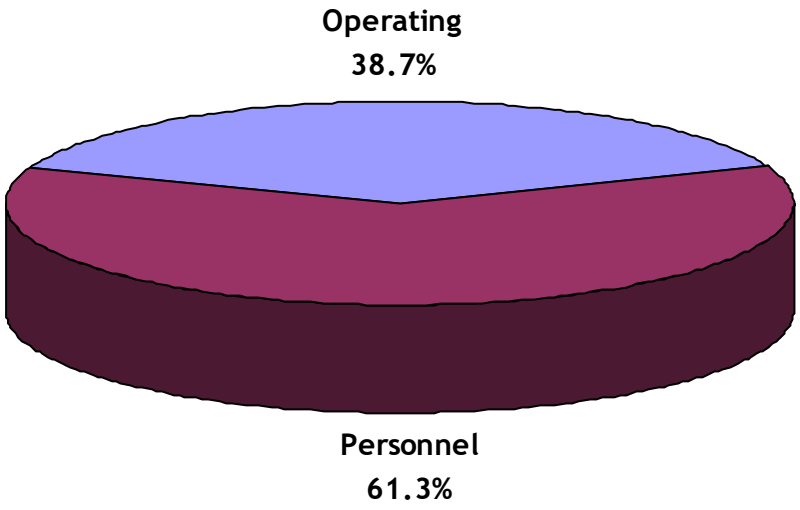
CITY CLERK

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Building Permits	35,548	32,871	38,509	38,000
Charges for Services	81,477	47,303	118,720	172,500
Revenue Total **$**	**117,024**	**80,174**	**157,229**	**210,500**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	499,686	485,482	550,772	563,075
Benefits	305,754	455,746	387,188	383,475
Personnel Total	**805,440**	**941,228**	**937,960**	**946,550**
Operating				
Professional Services	50,570	-	240,000	-
Other Services	238,416	213,831	473,906	436,488
Travel Per Diem	-	-	2,680	4,000
Rentals and Leases	4,815	9,304	10,000	10,000
Insurance	-	644	600	300
Repair and Maintenance Services	6,659	2,911	39,410	39,500
Printing and Binding	10,341	6,035	27,000	19,500
Other Current Charges and Obligations	27,675	31,312	33,700	25,000
Office Supplies	8,408	9,891	18,050	18,050
Operating Supplies	20,561	14,987	27,014	38,850
Publications and Memberships	1,050	1,230	1,050	1,000
Training	330	30	3,320	4,000
Operating Total	**368,825**	**290,176**	**876,730**	**596,688**
Capital				
Machinery and Equipment	1,941	6,860	-	-
Capital Total	**1,941**	**6,860**	**-**	**-**
Expenditure Total **$**	**1,176,206**	**1,238,264**	**1,814,690**	**1,543,238**

CITY CLERK

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512047 City Clerk		1	1	1	1
512287 Document Management Specialist		1	1	1	1
512620 Cashier II		1	1	1	1
512684 Clerical Spec II		3	3	3	3
512775 Deputy City Clerk		1	1	1	1
512782 Dep City Clerk/Occ Lic Admin		1	1	1	1
513509 Shared - Secretary		1	1	1	1
513525 Senior Board Secretary		1	1	1	1
513679 PT Passport Clerk		1	1	1	1
Total	Full-time	8	8	8	8
	Part-time	3	3	3	3

FINANCE

Mission

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

Goals

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

Objectives

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

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 FY 2022-23 expenditure budget shows an increase of $367,438 or 10.55% over the FY 2021-22 working budget. This increase is mainly due to an increase in salaries and contractual services.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 25th consecutive year since October 1, 1997, for the FY 2021-22 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 Annual Comprehensive Financial Report for the fiscal year ending September 30, 2021. If awarded, this will be the 37th consecutive year the award will be received.

Successfully completed the 2021 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.

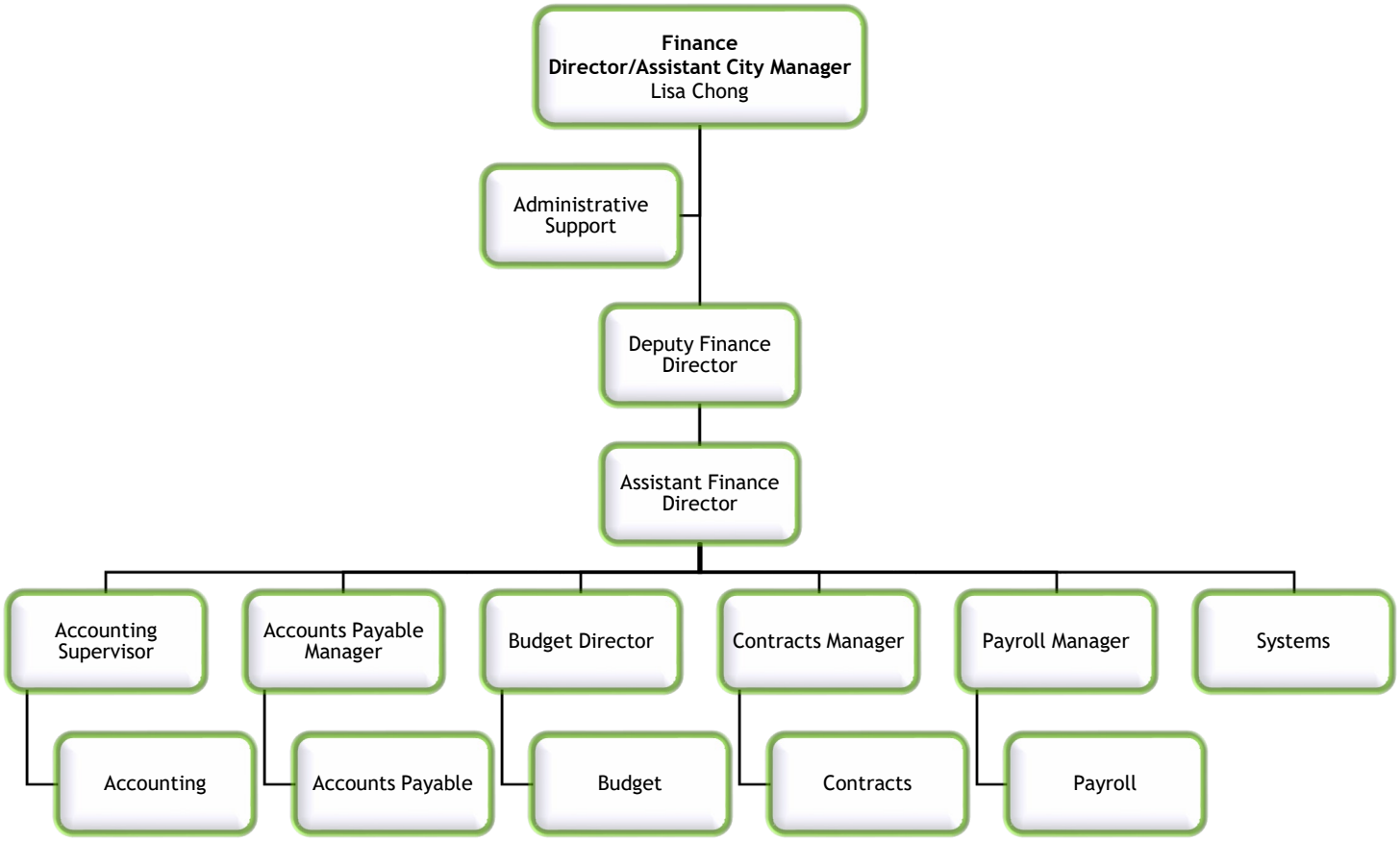
Assisted the Commission Auditors in conducting and completing their Audits of the Investment Committee's internal controls and the Fixed Asset Control Cycle for the City of Pembroke Pines Charter School System. This included the review of the policies, procedures and the internal controls over these areas.

FINANCE

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	46,658	50,000	48,666	45,000	47,000	50,000
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
Effectiveness						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	60	64	60	64	60	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	10	4	10	10
Average number of 10-hour working days to close year end	40	20	50	20	40	60
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	10	8	10	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	36	36	37	37	38	39
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	23	23	24	24	25	26
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



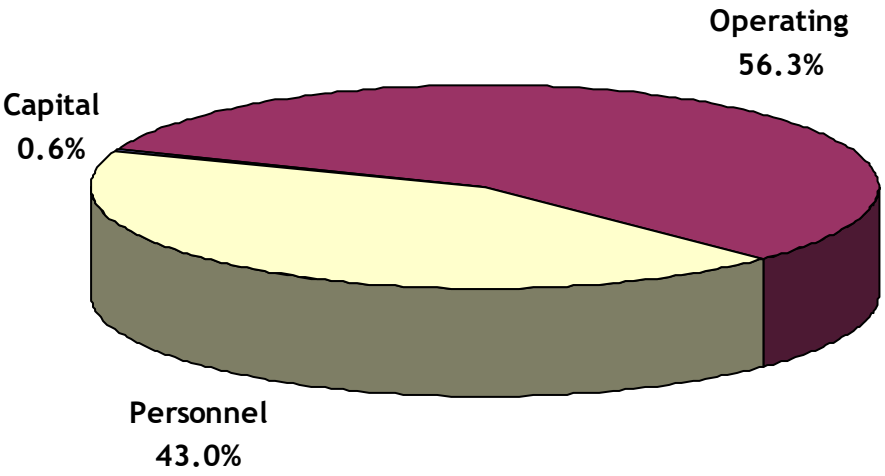
FINANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	213,450	247,300	214,000	227,500
Judgments, Fines & Forfeitures	4,101	3,451	5,000	3,500
Revenue Total $	**217,551**	**250,751**	**219,000**	**231,000**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	1,054,475	1,055,460	939,025	1,092,142
Benefits	516,347	737,642	552,280	564,377
Personnel Total	**1,570,822**	**1,793,102**	**1,491,305**	**1,656,519**
Operating				
Accounting and Auditing	46,067	45,847	48,238	52,434
Other Services	1,279,928	1,321,901	1,782,662	1,986,012
Travel Per Diem	60	-	8,000	8,000
Communication Services	3,177	3,463	4,440	3,560
Rentals and Leases	4,353	4,234	7,500	5,800
Repair and Maintenance Services	3,908	1,372	21,973	27,800
Other Current Charges and Obligations	1,826	6,217	6,000	3,000
Office Supplies	11,156	11,208	16,000	17,000
Operating Supplies	44,867	45,540	59,668	56,586
Publications and Memberships	3,150	4,140	5,326	5,629
Training	1,467	1,320	2,250	2,460
Operating Total	**1,399,960**	**1,445,242**	**1,962,057**	**2,168,281**
Capital				
Machinery and Equipment	3,413	1,842	29,000	25,000
Capital Total	**3,413**	**1,842**	**29,000**	**25,000**
Expenditure Total $	**2,974,195**	**3,240,187**	**3,482,362**	**3,849,800**

FINANCE

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512021 Finance Director/Assist CM		-	-	-	1
512030 Budget Director		1	1	1	1
512031 Payroll Manager		1	1	1	1
512032 Accounts Payable Manager		1	1	1	1
512086 Finance Director		1	1	1	-
512087 Deputy Finance Director		-	1	1	1
512431 Payroll Coordinator		2	2	2	2
512517 Assistant Finance Director		1	1	1	1
512525 Administrative Assistant I		1	1	1	-
512623 Senior Systems Administrator		1	1	1	1
512641 Chief Accountant		1	-	-	-
512651 Programmer Analyst II		1	-	-	-
Total	Full-time	11	10	10	9
	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 FY 2022-23 budget is $560,834 or 20.10% higher than the working budget for FY 2021-22. Working budget for FY 2021-22 was significantly lower due to COVID-19.

Revenue in FY 2022-23 increased by $577,035 or 20.80% compared to FY 2021-22, due mainly to an 8% increase in fees and expected increase in enrollment.

EARLY DEVELOPMENT CENTERS

Accomplishments

Central and West Campus successfully completed its 17th year of the Voluntary Pre-Kindergarten program (VPK). All staff have completed professional development courses, including First Aid/CPR.

This past year has been very challenging.

Central Campus currently has 155 students enrolled. For the 2022/2023 school year, Central Campus anticipates enrollment of approximately 175 children.

West Campus currently has 152 students enrolled and project 158 students for the 2022/2023 school year. West Campus anticipates exceeding current enrollment in early 2023.

EARLY DEVELOPMENT CENTERS

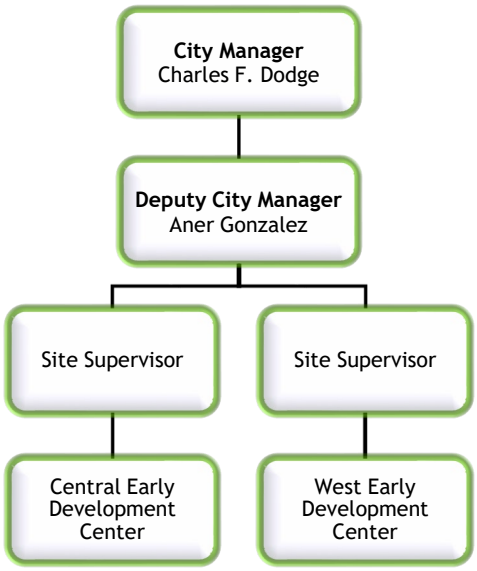
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of students	581*	655	177	628	326**	316
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

* 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



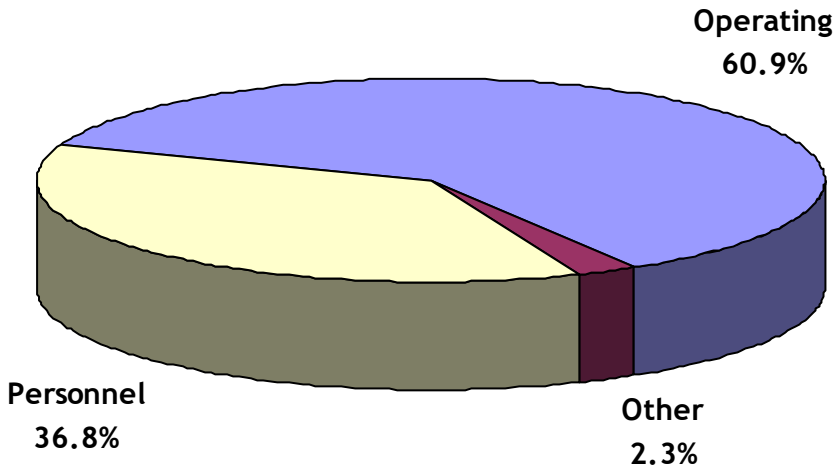
EARLY DEVELOPMENT CENTERS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	2,402,496	1,355,777	2,676,969	3,279,419
Intergovernmental Revenue	-	-	97,188	-
Miscellaneous Revenues	36,266	-	-	71,773
Revenue Total	**$ 2,438,762**	**1,355,777**	**2,774,157**	**3,351,192**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	1,427,493	538,517	752,395	876,122
Benefits	487,380	281,119	343,294	356,137
Personnel Total	**1,914,873**	**819,636**	**1,095,689**	**1,232,259**
Operating				
Professional Services	-	-	898	-
Other Services	1,135,484	536,614	984,304	1,313,885
Communication Services	6,505	3,865	4,368	4,520
Utility Services	60,228	44,671	53,900	53,400
Rentals and Leases	355,665	383,554	398,234	396,201
Repair and Maintenance Services	103,646	92,019	128,495	93,928
Other Current Charges and Obligations	1,693	5,034	40,850	22,450
Office Supplies	3,195	1,629	2,233	2,000
Operating Supplies	111,258	12,301	79,850	153,966
Publications and Memberships	325	-	-	-
Training	1,460	-	1,537	-
Operating Total	**1,779,459**	**1,079,687**	**1,694,669**	**2,040,350**
Other				
Transfers	-	-	-	78,583
Other Total	**-**	**-**	**-**	**78,583**
Expenditure Total	**$ 3,694,332**	**1,899,323**	**2,790,358**	**3,351,192**

EARLY DEVELOPMENT CENTERS

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512120 Sch Accounting Clerk II		2	1	1	1
512143 EDC Teacher		14	9	9	8
512780 Teacher Aide		7	3	3	2
512781 Site Supervisor		4	2	2	1
512972 EDC Clerical Spec I		1	1	1	1
513551 PT Teacher Aide		86	38	38	24
Total	Full-time	28	16	16	13
	Part-time	86	38	38	24

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 FY 2022-23 budget increased by $41,776 or 72.81% compared to the FY 2021-22 working budget. The increase is mainly attributable to higher Janitorial Service cost within Other Services Maintenance.

WALTER C. YOUNG RESOURCE CENTER

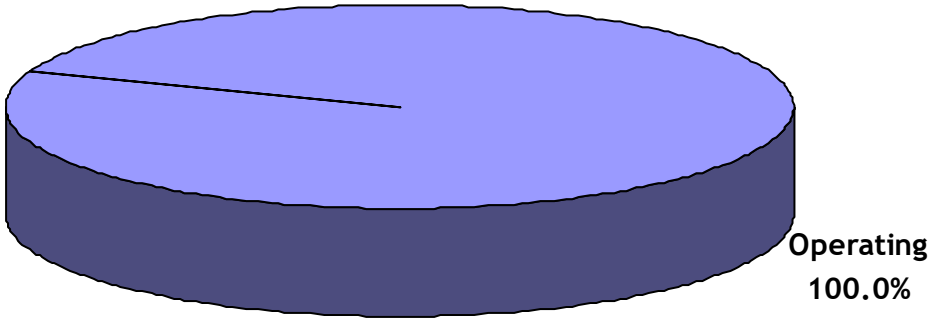
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of civic, charitable, and religious organizations that use the center	180	180	180	180	180	180
Effectiveness						
% of organizations not accommodated	0%	N/A	0%	0%	0%	0%
Actual as a % of budgeted revenue - resource center	100%	N/A	100%	100%	100%	100%

WALTER C. YOUNG RESOURCE CENTER

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Rents & Royalties		7,428	-	19,000	-
Revenue Total	**$**	**7,428**	**-**	**19,000**	**-**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Accounting and Auditing		1,012	1,006	1,048	1,149
Other Services		46,593	-	16,825	57,000
Utility Services		-38,347	-	38,500	41,000
Repair and Maintenance Services		-	-	1,000	-
Operating Total		**9,258**	**1,006**	**57,373**	**99,149**
Expenditure Total	**$**	**9,258**	**1,006**	**57,373**	**99,149**

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

Community Services will work on having the therapeutic pool resurfaced for continued use and enjoyment by its residents and members during the upcoming fiscal year.

As the pandemic subsides, members return to the

center to participate in a multitude of programming, and new members alike are joining. All members under the age of 60 pay an annual membership fee of $20 which along with generous donations from members and the community, assist in providing various classes and events at minimum to no cost at all.

Quarterly Flea Markets continue to bring in revenues.

Accomplishments

As a result of the pandemic, the center closed as of March 2020, and reopened its doors in July 2021. Although closed to the public, all employees remained working in the building during this period, engineering ways to continue communication, programming, and interaction with our members who were isolated in their homes.

Staff made daily telephone reassurance calls to our members and provided relevant and accurate information regarding testing and vaccination sites. Staff also served as a community resource, providing information to all those who called to inquire.

Virtual programming was created in an effort to maintain interaction with members and the public alike and included both physical and intellectual activities. The center collaborated with agencies such as clinics and insurance companies to provide activities such as virtual bingo games and exercise classes, as well as drive-through ice cream socials and car washes.

In order to prevent food insecurity among seniors, the staff at Community Services helped support and maintain the City's pandemic food distribution program by sorting, packaging, and assisting in the delivery of 1000 bags of food on a weekly basis. The bags were filled with various items including proteins, carbohydrates, vegetables, and desserts, all of which were supplied by Feeding South Florida. The bags were then delivered once a week throughout various senior residential communities.

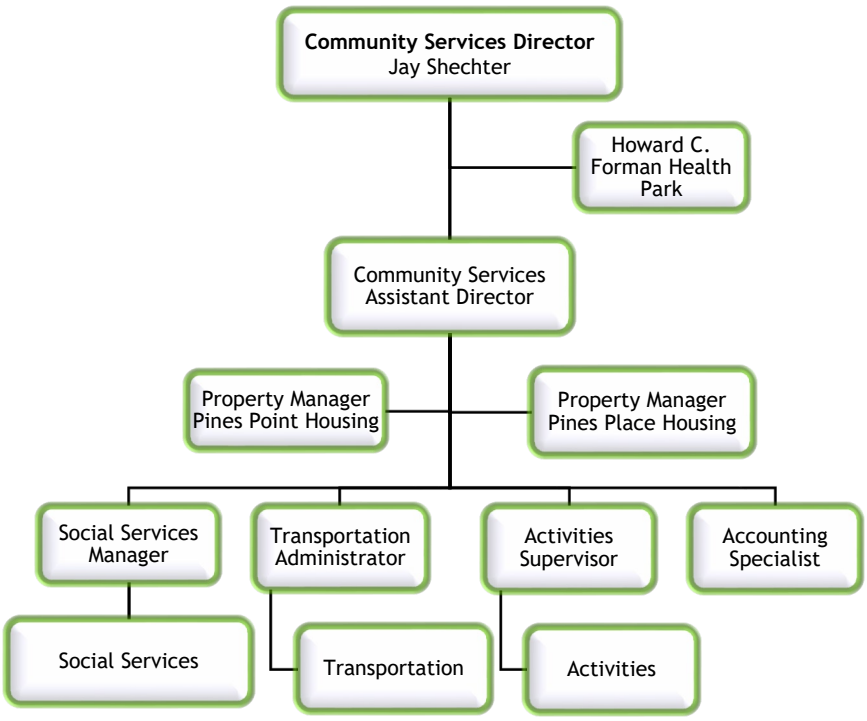
The Carl Shechter Southwest Focal Point Community Center is now fitted with impact resistant windows and doors throughout thanks to funding from a CDBG grant worth $234,000.00 and is now a category 5 hurricane rated building.

COMMUNITY SERVICES

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of unduplicated clients	1,593	2,200	876	2,700	2,000	1,800
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	38,862	64,517	19,264	57,639	58,269	20,000
Effectiveness						
% of people who requested and received recreational services	100%	100%	100%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	381	263	341	300	370	351

COMMUNITY SERVICES

Organizational Chart



COMMUNITY SERVICES

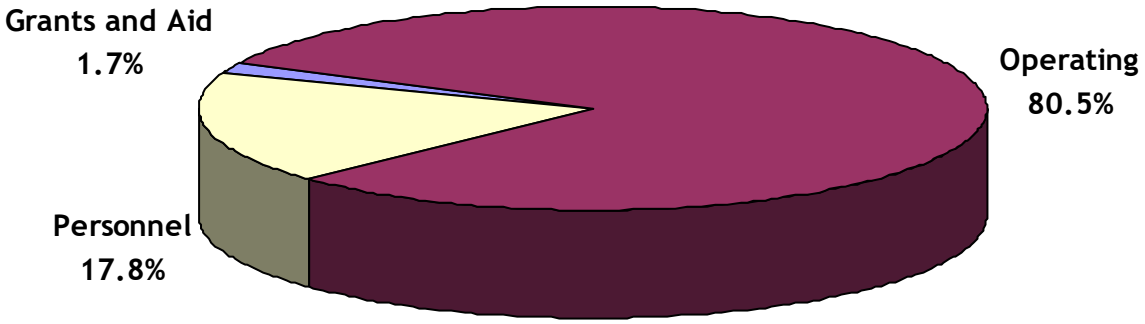
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	40,451	24,075	129,743	55,804
Intergovernmental Revenue	15,389	30,640	75,921	22,935
Rents & Royalties	126,623	82,057	143,566	152,389
Revenue Total **$**	**182,463**	**136,771**	**349,230**	**231,128**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	132,441	132,621	138,330	148,591
Benefits	67,877	100,809	81,378	87,168
Personnel Total	**200,318**	**233,430**	**219,708**	**235,759**
Operating				
Professional Services	926	803	6,600	7,050
Other Services	536,045	506,379	703,618	638,809
Travel Per Diem	77	126	150	-
Communication Services	13,637	14,131	15,400	15,700
Utility Services	81,814	67,748	116,500	113,700
Rentals and Leases	5,081	5,584	6,000	6,000
Repair and Maintenance Services	649,406	84,667	136,723	165,000
Printing and Binding	6,483	544	8,000	20,000
Other Current Charges and Obligations	202	25	500	500
Office Supplies	1,359	2,132	5,000	5,000
Operating Supplies	59,029	71,038	93,350	95,500
Publications and Memberships	565	368	175	170
Operating Total	**1,354,624**	**753,545**	**1,092,016**	**1,067,429**
Grants and Aid				
Aids to Private Organizations	13,089	27,802	54,765	22,935
Grants and Aid Total	**13,089**	**27,802**	**54,765**	**22,935**
Capital				

COMMUNITY SERVICES

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Capital					
Machinery and Equipment		115,855	-	9,000	-
Capital Total		**115,855**	**-**	**9,000**	**-**
Expenditure Total	**$**	**1,683,886**	**1,014,776**	**1,375,489**	**1,326,123**

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512084 Community Service Director		0.5	0.5	0.5	0.5
512543 Activities Coordinator		1	1	1	1
Total	Full-time	1.5	1.5	1.5	1.5
	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.

HOUSING DIVISION

Pines Place was built in stages between 2005 and 2008 and consists of three buildings (towers). The first building is located at 8103 S. Palm Drive and contains 208 apartments. The second building is located at 8210 Florida Drive and contains 186 apartments. The third building is located at 8203 S. Palm Drive and contains 220 apartments.

Budget Highlights

Continuing the project of upgrading kitchen cabinets as well as updating counter tops with quartz as needed.

Accomplishments

Upgrading kitchen counter tops 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.

Pines Place - Painted the exterior of Tower 3, 8203 S. Palm Drive. Updating all common areas with laminate flooring.

HOUSING DIVISION

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 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)	192	192	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

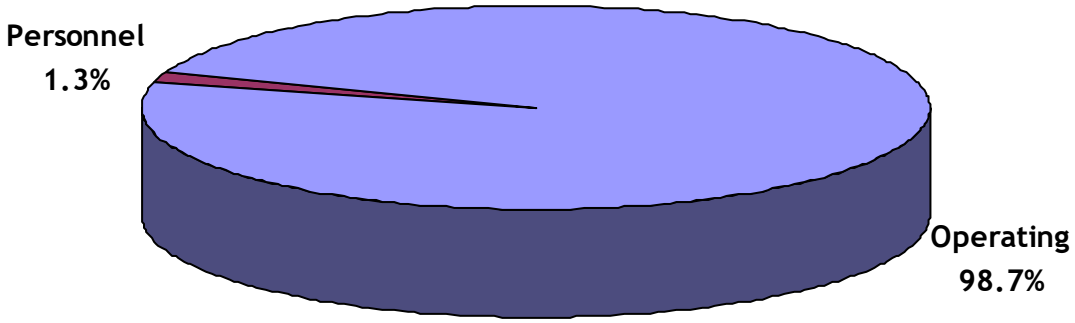
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	18,605	7,648	20,980	20,500
Rents & Royalties	8,452,686	8,215,963	8,205,966	9,531,514
Revenue Total **$**	**8,471,291**	**8,223,611**	**8,226,946**	**9,552,014**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	76,588	78,163	84,416	84,766
Benefits	28,952	47,219	34,779	35,046
Personnel Total	**105,540**	**125,382**	**119,195**	**119,812**
Operating				
Professional Services	9,133	8,209	26,157	31,250
Other Services	974,784	1,019,018	1,163,295	1,249,523
Travel Per Diem	-	8	-	-
Communication Services	188,453	210,197	234,205	229,890
Utility Services	697,073	687,956	857,567	899,000
Rentals and Leases	4,413,815	4,452,023	4,463,827	4,483,226
Insurance	125,729	82,949	138,720	153,510
Repair and Maintenance Services	594,779	832,911	1,289,125	1,270,034
Promotional Activities	-	-	7,300	12,300
Other Current Charges and Obligations	580,771	594,340	644,178	663,202
Office Supplies	3,989	4,362	8,893	10,300
Operating Supplies	65,060	75,280	163,989	180,674
Publications and Memberships	-	-	-	200
Operating Total	**7,653,588**	**7,967,253**	**8,997,256**	**9,183,109**
Capital				
Machinery and Equipment	9,610	7,906	6,000	-
Capital Total	**9,610**	**7,906**	**6,000**	**-**

HOUSING DIVISION

Expenditure Category		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Total	**$**	**7,768,738**	**8,100,541**	**9,122,451**	**9,302,921**

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512084 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 three bureaus: Operations, Administration, and Specialized Services. Each provides the residents of Pembroke Pines with the finest police services available.

OPERATIONS BUREAU:

The Operations Bureau consists of the Patrol Division, Office of Communications, and the Special Operations Division 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 the Office of Communications. The main objectives of the Patrol Division, supported by other mentioned units, are to deter crime, enhance public safety, apprehend criminals, and make officers available for service, as well as to establish a positive rapport with the citizens. The concept of Community Policing is incorporated into the Patrol Divisions everyday operations. Some examples of these efforts are the regular assignment of officers to patrol areas and events sponsored by our various units/personnel.

ADMINISTRATION BUREAU:

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. Their objectives are to 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. This bureau also conducts internal investigations and prepare reports pertaining to allegations of misconduct on the part of members of the Department; maintains comprehensive records of the investigations; develops appropriate training to aid in the reduction of the number of complaints; and continues to seek the most qualified applicants for all employment vacancies. Additionally, this bureau prepares and manages the departmental budget.

POLICE

SPECIALIZED SERVICES BUREAU:

The Specialized Services Bureau is comprised of the Investigations Division and the Youth Affairs Division. The main objectives of the Specialized Services Bureau are working towards providing professional investigations of criminal acts within our city and following up on all threats against our city schools. 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” 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. The Youth Affairs Division is responsible for matters within our city schools. The Division consists of the School Resource Officer Program and the Threat Assessment Team. Officers are assigned to city schools towards providing a secure environment and provide mentoring to the students. All mass casualty threats against a school within our city are investigated by the Threat Assessment Team.

Major Functions and Activities

OPERATIONS:

~ Patrol Division - 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.

~ 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.

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 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.

YOUTH AFFAIRS:

~ SCHOOL RESOURCE OFFICER PROGRAM - At least one Police Officer is assigned to schools in the City. These Officers provide campus security and mentoring to the thousands of elementary, middle, and high school students in the City.

~ THREAT ASSESSMENT TEAM - A team of law enforcement officers responsible for the investigation of mass casualty threats against a school or members of the student body.

ADMINISTRATION:

ADMINISTRATIVE SERVICES DIVISION:

~ 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 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.

~ 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.

~ POLICE FINANCE UNIT - 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.

~ 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 PROGRAM - 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 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.

~ 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 supervisors, code officers and clerical staff strive to educate the public and residents about codes and ordinances, develop and establish standards and ordinances, not only to maintain, but improve the working and living conditions of our residents and business owners. Through proactive meetings with residents, businesses and homeowners' associations as well as responding to complaints, the code compliance officers investigate and work with property owners, tenants, and the Code Board to resolve issues and come up with a proper resolution.

Budget Highlights

FY 2022-23 Adopted Budget increased $1.6 million or 1.85% compared to Working Budget. Personnel and operating increased by $0.3 million and $2.5 million, respectively. The increase in operating consists mainly of $1.3 million for operating supplies (primarily fuel, cameras, radios, and other equipment), $0.8 million for other services (primarily contract labor and IT services), $0.2 million for various repair and maintenance services, and $0.1 million for training. Increases were partially offset by capital expenditure decrease of $1.2 million.

POLICE

The FY 2022-23 budget includes funding for the following public safety initiatives:

Due to the impact of COVID-19, traffic increased significantly in parts of the City in relation to school zones. The Traffic Sergeants are participating in a School Traffic Safety Committee formed by the City, which included members of the City Commission, Traffic Engineering, Planning and Economic Development, and the Police Department. The committee's goal is to address short, medium, and long-term solutions to address traffic issues at multiple locations throughout the city. A company has been selected to complete and will be presenting a Transportation Master Plan for recommended improvements to vehicle, bicycle, and pedestrian movement throughout the City, also encompassing short, medium, and long-term goals.

The Police Department's Dive Team has started a long-term mapping project of all the waterways in the City of Pembroke Pines. Members are identifying the point of ingress/egress as well as the topography of the lakes for the quickest possible deployment in emergency situations. This initiative will reduce the time it takes to deploy our resources, and potentially help save lives.

Crisis Response Team (CRT) Negotiation Van - A designated CRT vehicle reserved specifically for CRT would benefit the agency as well as the CRT. CRT currently utilizes the Mobile Command Vehicle which is over 20 years old and shared by several units. The current Command Vehicle is utilized during negotiations and, at times, for sensitive conversations which require privacy.

3D Scan Drone - Drone for mapping and measuring crash scenes. This equipment will allow us to gather more accurate information and at a quicker rate. This will reduce the amount of time on scene reducing the time for lane closure.

Night Vision Goggles - This program element provides night vision/reconnaissance, surveillance and target acquisition technologies that are optimal for K9 units, who constantly operate under conditions of degraded visibility due to darkness, adverse weather, heavy foliage, and man-made structures. These developments and improvements to high performance night vision goggles, enable near to long range target acquisition, identification, and engagement to include significant fratricide reduction, liability and promotes officer safety. The Night Vision Goggles are a helmet mounted wide field of view night vision system that improves on the AN/AVS-9 by providing a fully overlapped binocular field of view of approximately 100 degrees by 40 degrees.

Accomplishments

The Traffic Unit participated in numerous grant funded, High Visibility Enforcement operations for pedestrian and bicycle safety in the city. The purpose of these operations is to increase awareness and compliance with traffic laws and regulations by educating the public on safe driving, walking, and biking behaviors. This is accomplished through educational materials and free bicycle light distributions. With the assistance of our Police Grant Writer, the City obtained additional funds from what was initially provided to continue the educational, warning, and enforcement operations, at additional locations in the City.

First round of deployment for the Patrol Division, of 12 Gauge Shotguns, a Less Lethal Program. This useful less-lethal tool increases the number of options police officers have to defuse and potentially deescalate certain situations and may potentially prevent the use of lethal force.

The Police Department implemented GPS technology to modernize the locating capabilities of our personnel in the field. This will increase officer safety if an officer cannot be reached over their police radio or cell phone while on-duty. It will also assist with deployment strategies on active scenes/perimeters, as well as with neighborhood patrols.

The Police Department researched and implemented Autism Calming Kits. Each Patrol Officer, Special Victims Unit (SVU) Detective and Victim Advocate received the kits. The calming

POLICE

kits afford members of our agency the opportunity to further develop outreach and adequately interact with someone who may be experiencing an autistic episode.

The Police Department saw the completion of a FEMA wind retrofit grant with the West District Police Station receiving a new roof, a new generator, and all new hurricane impact rated doors and windows. The facility is now Category 5 rated.

The Police Department researched and had Training Officers certified in Fair and Impartial Policing. This training was provided to all sworn police officers.

The Police Department obtained a dual purposed HEPA filtered modern workstation for use by the Crime Scene Investigators and Technicians. The new system provides personnel with enhanced safety against harmful carcinogens during the processing of evidence.

The Police Department added a Youth Affairs Sergeant. The additional supervisor provides needed support to School Resource Officers, the Threat Assessment Team, and our community partners.

Adding 64 fixed License Plate Readers (LPR) to assist with criminal investigations, identification of crime trends, finding missing persons, locating stolen property, and other policing efforts.

The Police Department modernized the employment application, creating a web accessible fillable PDF form that brings our agency's application into contemporary times.

The Backgrounds & Selections Unit processed 32 employees through the hiring process bringing them on-board. Those 32 included, 18 Police Officers, 1 Crimes Scene Technician, 4 Police Support Specialists, 3 Police Service Aides, 3 FCS Clerical Specialists, 1 FCS Software Support Specialist, 1 FCS Desktop Support Specialist, and 1 Part Time Police Support Specialist –Logistics.

Applied for and received Urban Areas Security Initiative (UASI) $119,483 award, Tactical Armored Vehicle Grant.

Applied for and received UASI $90,211 award, Remote Controlled Robot Project.

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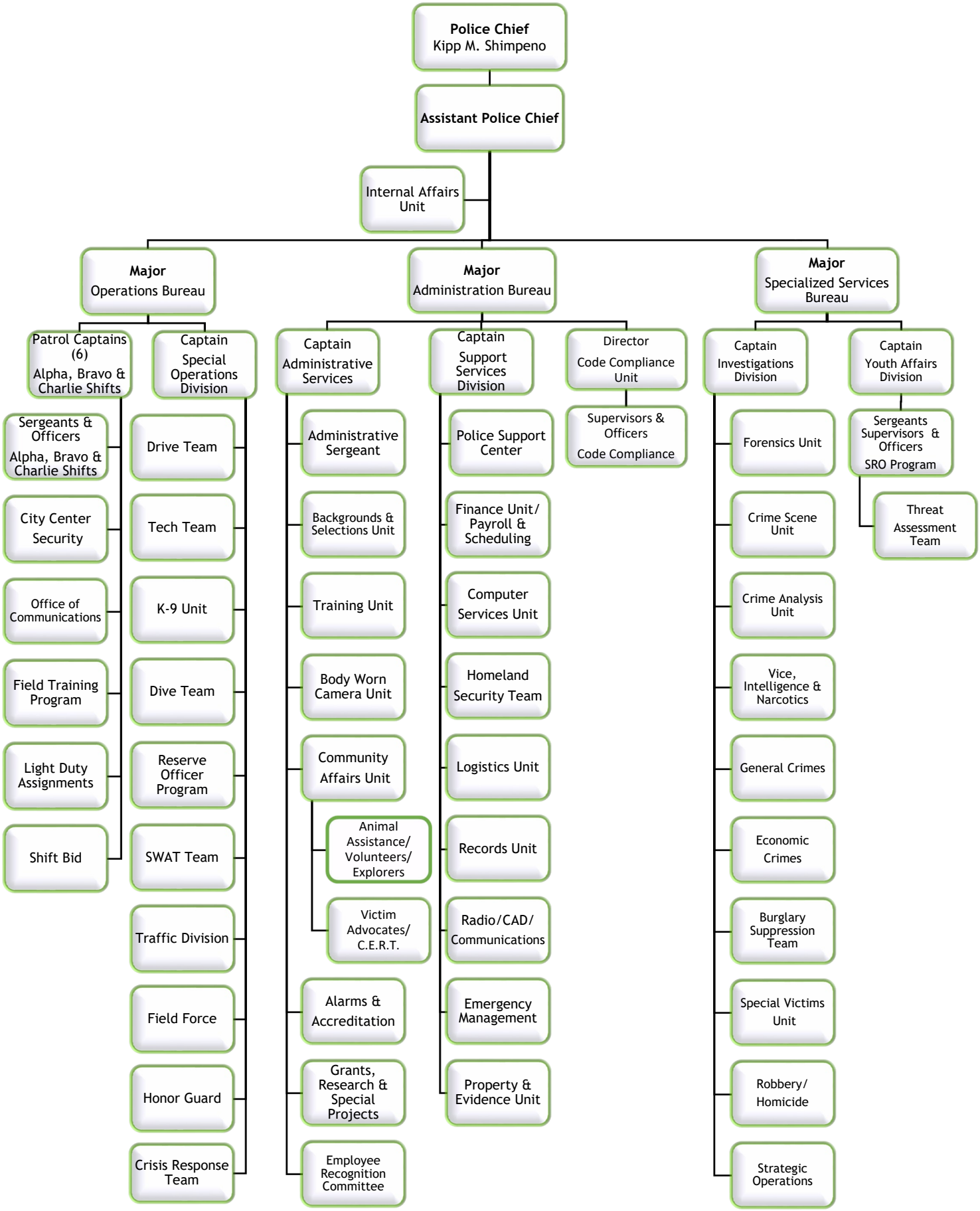
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Total calls for police service	77,748	90,000	83,705	90,000	90,000	90,000
Calls for service per 1,000 resident population	463	600	495	600	550	550
Number of arrests	954	3,500	737	3,000	2,500	2,500
Traffic accidents	3,566	6,000	4,542	6,000	6,000	6,000
Traffic/parking citations	10,189	35,000	12,365	30,000	25,000	25,000
Number of grids patrolled 24 hours per day	24	24	24	24	24	24
Number of code citations issued	29	50	34	50	50	50
Number of code violations issued	5,109	4,500	4,963	4,500	4,500	5,000
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	84%	98%	97%	98%	98%	98%
Clearance rate for Part I offenses ^	20%	25%	19%	25%	25%	25%
Felony arrests per calls for service	1%	3%	0.4%	3%	3%	3%
Traffic accidents per citation issued	35%	30%	37%	30%	30%	30%
% of cases closed prior to Code Board and/or Special Master hearing	78%	80%	80%	80%	80%	80%
Number of occurrences for the following types of offenses during calendar year:						
Murder	4	0	2	0	0	0
Forcible rape	9	15	16	15	15	15
Robbery	57	75	48	75	75	75
Aggravated assault	139	175	221	175	175	200
Burglary	184	400	115	300	300	250
Larceny	2,074	3,000	1,824	3,000	2,500	2,500
Motor vehicle theft	237	250	229	250	250	250
Crime index (summation of occurrences)	2,704	4,000	2,455	4,000	3,500	3,290
Crime rate (per 100,000)	1,601	2,500	1,437	2,500	2,500	2,000
Efficiency						
Expenditures per resident population	$396	$433	$423	$445	$507	$505

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

POLICE

Organizational Chart



POLICE

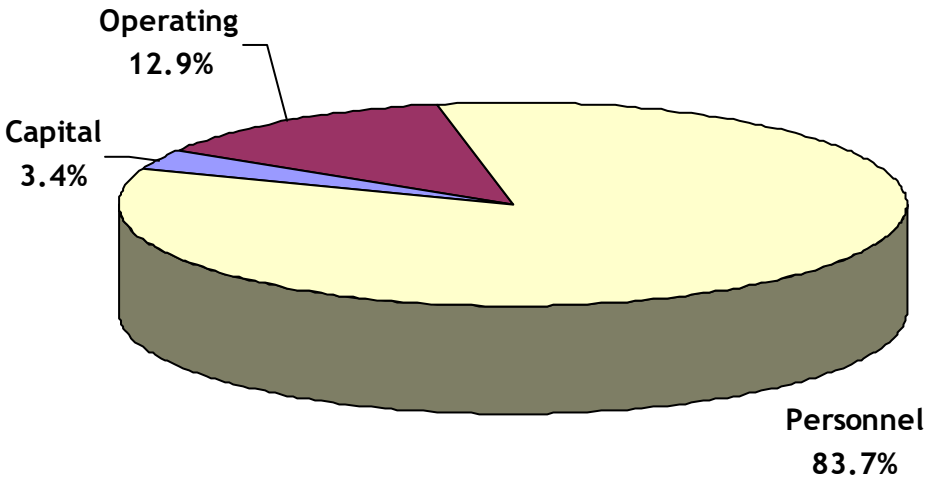
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Special Assessments	37,101	49,652	78,000	52,000
Charges for Services	1,942,615	1,801,731	1,584,754	1,562,533
Intergovernmental Revenue	181,964	134,573	42,898	-
Judgments, Fines & Forfeitures	1,350,449	599,433	499,500	517,550
Revenue Total $	**3,512,129**	**2,585,388**	**2,205,152**	**2,132,083**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	29,272,685	30,852,303	35,549,715	36,779,446
Benefits	30,496,657	33,028,447	36,192,719	35,225,264
Personnel Total	**59,769,342**	**63,880,750**	**71,742,434**	**72,004,710**
Operating				
Professional Services	83,856	125,900	148,400	164,500
Other Services	1,672,790	1,719,402	3,048,712	3,863,366
Pension Benefits	72,751	76,045	74,093	83,650
Travel Per Diem	38,952	66,701	289,140	346,419
Communication Services	254,520	297,942	287,548	313,666
Utility Services	101,942	115,287	124,000	128,500
Rentals and Leases	51,953	43,521	88,531	82,259
Repair and Maintenance Services	810,023	1,019,756	1,467,599	1,702,540
Printing and Binding	6,492	5,698	44,600	36,920
Promotional Activities	-	3,402	2,200	3,500
Other Current Charges and Obligations	65,462	52,070	160,448	152,270
Office Supplies	36,657	42,889	46,100	49,000
Operating Supplies	1,538,267	1,643,943	2,348,500	3,597,216
Publications and Memberships	15,118	16,344	34,928	43,833
Training	127,581	182,347	437,949	559,766
Operating Total	**4,876,363**	**5,411,249**	**8,602,748**	**11,127,405**

POLICE

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Capital					
Buildings		186,116	95,020	72,955	-
Infrastructure		-	514,295	157,379	90,000
Machinery and Equipment		1,715,715	1,513,187	3,906,372	2,824,511
Capital Total		**1,901,831**	**2,122,502**	**4,136,706**	**2,914,511**
Expenditure Total	**$**	**66,547,536**	**71,414,501**	**84,481,888**	**86,046,626**

Expenditure Category



Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512029 Special Operations Manager	1	1	1	1
512042 Projects & Research Manager	1	1	1	1
512043 Assistant Records Unit Manager	1	1	1	1
512044 Records Unit Manager	1	1	1	1
512045 Police Chief	1	1	1	1
512081 Police Social Media Manager	1	-	-	-
512085 Code Compliance Administrator	1	1	1	1

POLICE

Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512088 Media Relations Manager	-	1	1	1
512115 Police Captain	9	10	11	11
512131 Professional Std Supervisor	1	1	1	1
512174 Division Major	2	3	3	3
512425 Police Officer	133	123	123	111
512436 Police Officer - Tier 3	52	65	72	83
512450 Assistant Logistics Manager	-	-	-	1
512451 Emergency Management Director	1	1	1	1
512452 Logistics/Fleet Manager	1	1	1	1
512454 Logistics Coordinator III	2	2	2	-
512467 Property Evidence Technician	2	2	2	2
512468 Property Manager	1	1	1	1
512479 RLC Program Coordinator	1	-	-	-
512492 Finance Coordinator	1	1	1	1
512493 Administrative Svc Manager	1	1	1	1
512497 Community Affairs Coordinator	1	1	1	1
512511 Administrative Assistant III	1	1	1	1
512525 Administrative Assistant I	1	1	1	1
512603 Support Services Coordinator	1	-	-	-
512625 Field Training Officer -Tier 3	-	-	-	1
512631 Crime Scene Technician	1	3	3	4
512632 Crime Scene Unit Manager	1	1	1	1
512633 Crime Scene Investigator	4	3	3	3
512634 Crime Scene Shift Supervisor	1	-	-	-
512635 Forensic Manager	1	1	1	1
512636 Field Training Officer	22	23	23	23
512637 Field Training Sergeant	4	4	4	4
512638 Forensic Examiner I	1	1	1	2
512643 Help Desk Technician I	1	1	1	1
512652 Programmer/Analyst I	1	1	1	1
512655 Sergeant	29	30	31	31
512684 Clerical Spec II	4	4	4	4
512685 Clerical Aide	2	2	2	2
512698 Police Programmer Analyst III	1	-	-	-
512723 Systems Administrator	1	1	1	1

POLICE

Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512733 Crime Analyst Manager	1	1	1	1
512736 Crime Analyst	2	2	2	2
512800 Assistant Police Chief	1	1	1	1
512805 Computer Services Manager	-	1	1	1
512881 Police Communications Coord	1	1	1	-
512882 Economic Crimes Investigator	1	1	1	1
512883 Support Center Manager	1	1	1	1
512885 Victim Advocate	1	1	1	2
512886 Assistant Victim Advocate	1	1	2	-
512887 Victim Advocate Supervisor	-	-	-	1
512888 Police Comm & Asset Coord.	-	-	-	1
512901 Staff Inspector	1	1	1	-
512937 Fingerprint Examiner II	1	1	1	1
512938 Police Support Specialist IV	1	1	1	1
512939 Forensic Video Examiner	1	1	1	1
512978 Backgrounds/Selections Invest.	1	1	1	2
512979 Police Support Specialist II	4	4	4	4
512980 Police Support Specialist I	11	14	14	14
512985 Police Service Aide I	20	21	22	19
512986 Police Service Aide II	8	8	8	13
512987 Police Service Aide III	2	2	2	2
512988 Police Payroll Specialist I	2	1	1	1
512989 Police Payroll Specialist II	-	1	1	1
513151 P/T PSS Logistics	-	1	1	-
513407 PT Victims Advocate	1	1	1	1
513412 PT Police Support Specialist	3	3	3	3
513414 PT School Resource Officer	22	21	21	21
513415 PT SRO Supervisor	2	2	2	1
513416 PT Police Support Specialist I	1	-	-	-
Total Full-time	353	362	373	376
Part-time	29	28	28	26

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.

We conduct 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 proper tools and knowledge 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 new 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 are 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) every two years. Constant research and development of medical technologies, equipment, procedures and treatments are required to keep up with this rapidly changing field. Some of this research is accomplished by association with various medical committees of which we are currently members:

- Broward County Healthcare Coalition
- EMS Subcommittee of Broward County Fire Chief's
- Chief's Association
- Special Medical Issues Subcommittee
- Inter-facility Transport Subcommittee
- Trauma Mortality/Morbidity Group
- Memorial Health Care

Due to these efforts and relationships, the Fire Department is proud to provide cutting-edge

FIRE CONTROL - AMBULANCE RESCUE

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. Conducting research and development for new equipment and apparatus design is a critical component of this Division. The Logistics Division is responsible for all Preventative Maintenance Programs covering equipment, vehicles, Fire Stations, our Fire Training Facility, and the South Broward County Dispatch Center. This Division assures that emergency response equipment is always ready when needed. We operate our own Emergency Vehicle and Equipment Repair Facility. All departmental purchasing, budgeting, and long term planning is handled by our Logistics Division.

~ 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

The City's own Fire Training Facility 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 Training Building with two large classrooms and apparatus bay set up very much like our Fire Stations. When the Training Division wants to turn up the heat our flashover simulator is used to teach fire behavior and how to control 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

The FY2022-23 Adopted Budget increased by $5.2 million or 9.45% compared to the FY2021-22 Working Budget. The increase stems mainly from increases in salaries and benefits of $1.7 million and $4.1 million, respectively. The increase in benefits is associated primarily with the change in methodology of allocating City contribution to the Fire and Police Pension Trust Fund between the Fire and Police Departments. These increases were partially offset by a decrease of $0.6 million in Capital Expenditures.

The FY 2022-23 budget includes purchase of two Fire Engines, one Rescue, one Administration vehicle, and two Fire Prevention vehicles. The replacement schedule that we use is as follows: Fire Engines 15 years, Rescues 10 years, Administration and Fire Prevention also 10 years. All of the vehicles that we would like to replace in FY 2022-23 have met or exceeded this time frame.

FIRE CONTROL - AMBULANCE RESCUE

Other purchasing goals for FY 2022-23 include: replacing 15 mobile radios and 35 portable radios that will no longer be supported by Motorola. These radios must be P25 compatible which is required to function with the Broward County Dispatch Center allowing us to communicate with all Local, State, and Federal Government agencies.

The Rescue Division is working on several projects for FY 2022-23 including:
Adding a state-of-the art medical simulation mannequin to enhance our training experience. Replacing 4 “Automatic CPR devices” that have reached the end of their life expectancy. Replacing all body armor and helmets which have also reached the end of their service life.

Due to retirements we are estimating the need to hire approximately ten Firefighters in 2023. These new recruits will first go through our ten week recruit training class prior to being placed on full duty status.

Accomplishments

Through a FEMA Hurricane Hardening Grant we completed the replacement of all windows, doors, and bay doors at five Fire Stations. This was a major project, especially in the middle of a pandemic. All Fire Stations are now category 5 hurricane rated, adding another protective layer to critical services.

One (1) E-One HP100 Platform truck was placed in service with the new color scheme of red and silver. The HP100 is a one-hundred foot aerial ladder with a platform at the tip adding to its function and increasing safety.

Due to multiple retirements we hired a recruit class of twelve (12) new firefighters at the first of the year and a second class of fifteen (15) 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 Administrative Staff.

Two (2) of our fire engines have now been equipped with battery operated hydraulic extrication tools (Jaws-of-Life), which will increase our ability to rapidly remove entrapped victims of vehicle accidents.

Each year we replace twenty percent of our inventory of protective structural firefighting equipment which accounted for the following purchases: 40 sets of Glove Bunker Gear, 20 pair of Bunker Boots, 25 Fire Helmets, 50 cancer barrier Hoods, 10 voice amplifiers for the Scott Self-Contained Breathing Apparatus (SCBA) air mask, 18 Scott SCBA masks, 100 pair of structural firefighting gloves.

A new Records Management Software was purchased to improve scheduling, training, inventory, and maintenance records generated by the Fire Department which will save time and money.

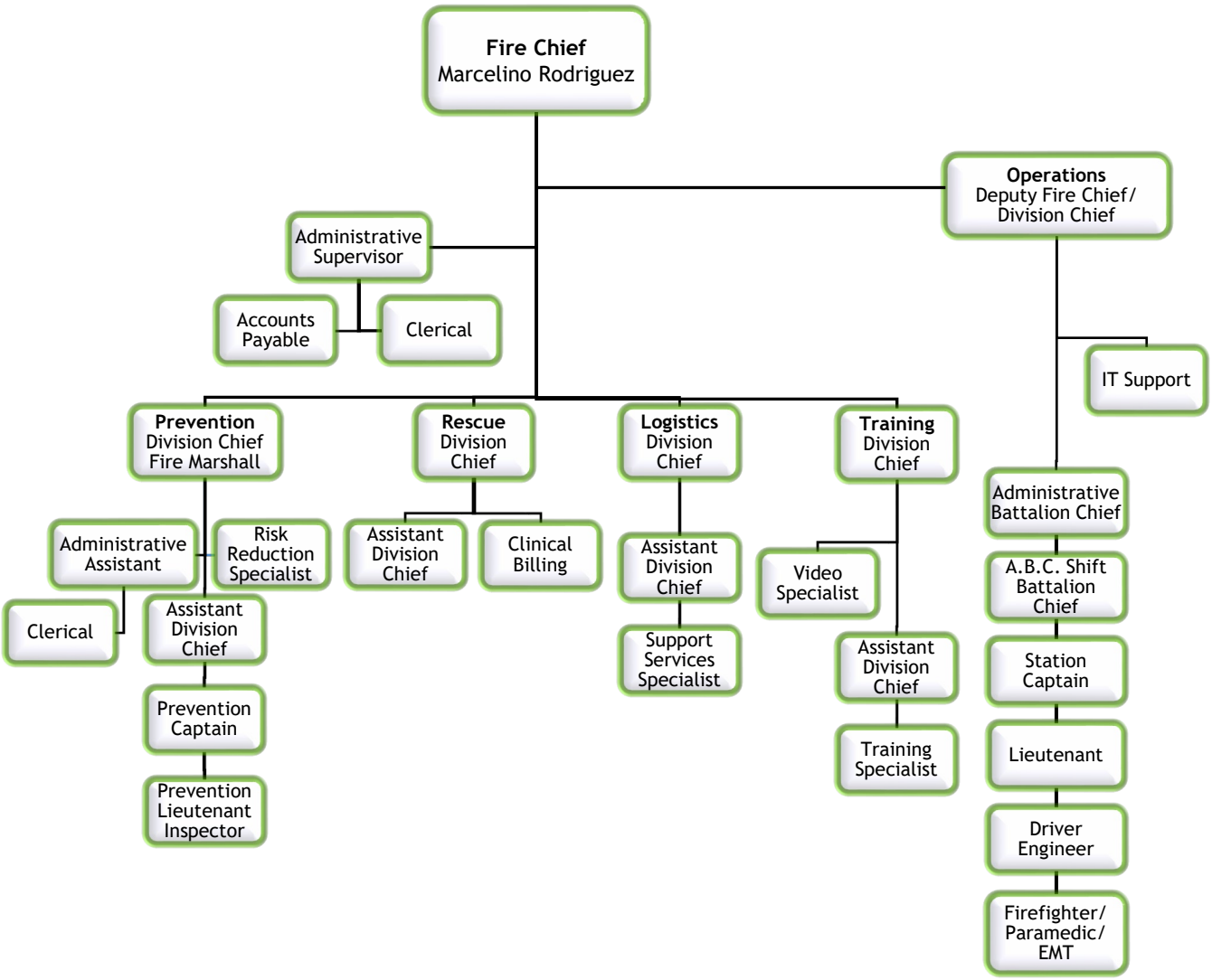
Renovations to Fire Station 69’s kitchen and dining room were completed to improve the efficiency of preparing meals between running emergency calls.

FIRE CONTROL - AMBULANCE RESCUE

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Fire/rescue responses	20,489	22,500	22,931	22,500	22,500	22,500
Calls for service per 1,000 residents	117	135	131	135	135	135
Emergency medical responses	15,849	18,500	17,835	18,500	18,500	18,500
Motor vehicle accident responses	1,257	1,800	1,491	1,800	1,800	1,800
Medical transports	9,440	10,500	10,742	10,500	10,500	10,500
Structure fires	21	30	28	30	30	30
Fires investigate	8	15	10	15	15	15
Total inspectable occupancies/buildings	9,124	8,000	10,288	8,000	9,200	9,500
Annual inspections completed	8,667	11,000	13,265	10,000	10,000	11,000
Pre-fire plans completed annually	1,943	2,500	2,181	2,500	2,500	2,500
Number of plans/documents reviewed	1,175	2,300	1,604	2,000	1,750	1,500
Number of public CPR education participants	298	1,200	425	1,200	1,200	1,200
Effectiveness						
Number of public education participation and social media interactions	162,252	182,075	301,268	182,075	182,075	200,000
Return of Spontaneous Circulation (ROSC)- reviving a stopped heart	27	40	30	40	40	40
% of property saved vs. risk from structure fires	98.87%	99.90%	98.76%	99.90%	99.90%	99.90%
# of unsolicited public appreciation letters	17	50	24	50	50	50
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.51	<4.00	4.44	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	79.57%	>90.00%	81.49%	>90.00%	>90.00%	>90.00%

FIRE CONTROL – AMBULANCE RESCUE

Organizational Chart



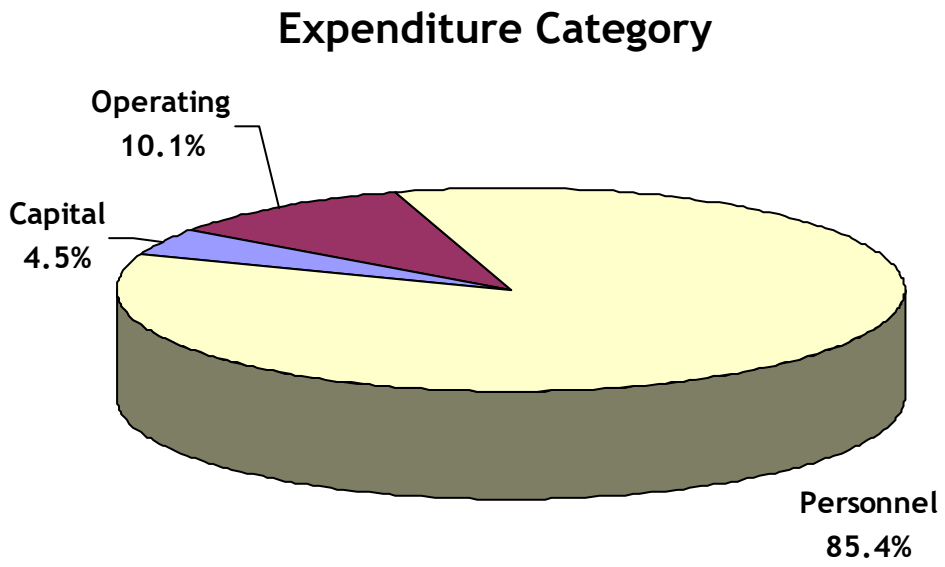
FIRE CONTROL - AMBULANCE RESCUE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Special Assessments	24,083,124	26,692,161	26,508,918	29,834,130
Charges for Services	4,645,845	4,803,110	5,223,900	5,236,360
Intergovernmental Revenue	1,031,737	845,733	293,017	90,500
Miscellaneous Revenues	-	38,821	-	-
Revenue Total $	**29,760,705**	**32,379,825**	**32,025,835**	**35,160,990**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	20,415,154	21,391,280	20,985,617	22,691,600
Benefits	24,277,704	26,807,785	24,945,616	29,012,092
Personnel Total	**44,692,859**	**48,199,065**	**45,931,233**	**51,703,692**
Operating				
Professional Services	124,826	187,915	190,668	231,228
Other Services	918,246	1,028,926	1,259,272	1,285,922
Pension Benefits	7,345	10,293	25,000	25,000
Travel Per Diem	5,315	4,765	20,700	17,500
Communication Services	195,440	43,328	67,825	162,325
Freight & Postage Services	1,133	1,872	2,440	2,440
Utility Services	189,162	187,576	214,200	214,200
Rentals and Leases	864,091	879,542	937,722	928,724
Repair and Maintenance Services	893,130	941,923	1,220,712	1,156,900
Printing and Binding	4,854	2,236	6,800	6,800
Promotional Activities	9,236	6,305	23,200	15,700
Other Current Charges and Obligations	711,968	774,904	864,267	864,678
Office Supplies	15,534	18,476	25,860	26,060
Operating Supplies	764,747	717,840	1,063,872	1,056,544
Publications and Memberships	2,488	15,084	18,165	18,295
Training	81,049	161,219	115,000	115,000

FIRE CONTROL - AMBULANCE RESCUE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Operating Total	**4,788,564**	**4,982,205**	**6,055,703**	**6,127,316**
Grants and Aid				
Aids to Government Agencies	99,458	99,459	165,159	165,159
Grants and Aid Total	**99,458**	**99,459**	**165,159**	**165,159**
Other				
Transfers	-	100,000	100,000	100,000
Other Total	**-**	**100,000**	**100,000**	**100,000**
Capital				
Buildings	2,159,378	708,699	299,479	100,000
Infrastructure	-	69,700	-	10,000
Machinery and Equipment	1,594,554	275,401	3,005,625	2,600,000
Capital Total	**3,753,931**	**1,053,800**	**3,305,104**	**2,710,000**
Expenditure Total	**$ 53,334,813**	**54,434,529**	**55,557,199**	**60,806,167**



FIRE CONTROL - AMBULANCE RESCUE

Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512099 Battalion Chief - PM	6	6	6	6
512129 Deputy Fire Chief/Div. Chief	-	-	-	1
512130 Fire Chief	1	1	1	1
512172 Assistant Division Chief	4	4	4	4
512282 Micro Computer Specialist I	1	1	1	1
512528 Administrative Assistant II	1	1	1	1
512575 Lieutenant	27	30	30	30
512607 Captain PM	35	35	35	35
512684 Clerical Spec II	1	1	1	1
512788 Division Chief	5	5	5	4
512802 Office Manager	1	1	1	1
512835 Driver Engineer	5	5	5	5
512836 Driver Engineer PM	31	31	31	31
512912 Fire Inspector PM	5	5	5	5
512915 Firefighter EMT	23	23	23	23
512918 Firefighter PM	70	70	70	70
512934 Administrative Battalion Chief	1	1	1	1
513681 PT Clerk Spec II	1	1	1	-
Total Full-time	217	220	220	220
Part-time	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.

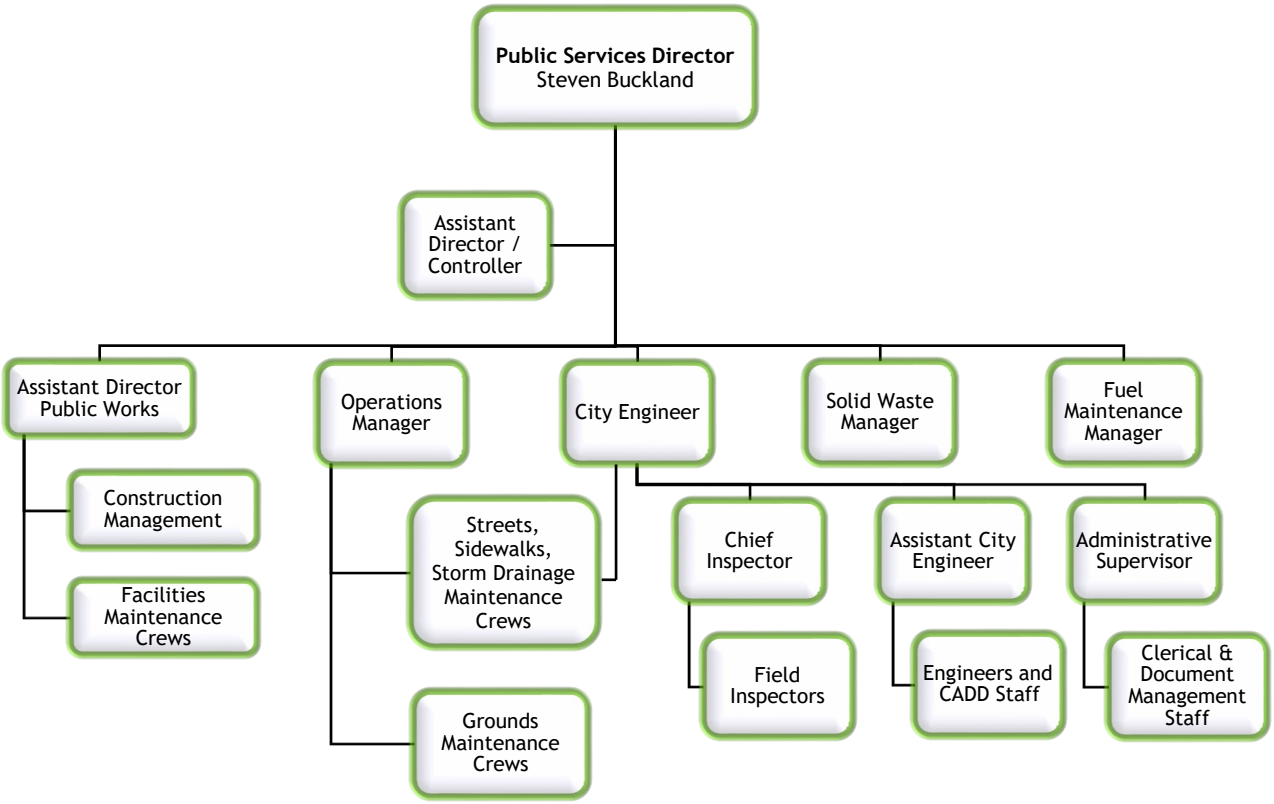
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will 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 sub-division 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 ensures 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

The FY 2022-23 budget includes funding of the following initiatives:

Continue citywide stormwater system cleaning and inspection for compliance with the National Pollution Elimination System (NPDES) permit.

Increase public outreach and additional data gathering in order to increase the ranking for the Community Rating System (CRS) for reduced flood insurance premiums.

Continue resurfacing of City roadways.

Coordinate with Broward Metropolitan Planning Organization (MPO) on ranking and funding of City Transportation projects.

Add additional projects for ranking in the Broward County transportation surtax program.

FY 2022-23 revenue increased by $0.6 million due to the inclusion of 50.0% of contractual personnel cost. These persons, like City employees, also

ENVIRONMENTAL SERVICES (ENGINEERING)

provide services to the Utility Department.

Accomplishments

Pembroke Road widening and extension from Dykes Road to US 27 is being designed.

The following roads were resurfaced: Washington Street - SW 114th to Flamingo Road, Westview, Taft Street East of University to NW 76th Avenue, and Pembroke Lakes Sec One.

Speed humps markings were refurbished in Durango Estates/The Trails.

A speed hump was installed on NW 122 Ave.

The Community Rating System (CRS) Recertification Package was submitted to FEMA and the City maintained a Rating of 7.0.

The National Pollution Discharge Elimination System (NPDES) Year 4 audit was completed.

ENVIRONMENTAL SERVICES (ENGINEERING)

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Permits issued	146	200	175	150	150	175
Inspections conducted	1,976	2,700	1,674	2,700	2,000	2,000
Utility location tickets processed	8,558	8,800	7,128	8,000	8,800	7,500
Building department plan review	1,092	1,200	1,000	1,200	1,200	1,200
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	100%	100%	80%	100%	100%	100%
Efficiency						
Inspections conducted per Engineer Inspector	565	1,000	558	1,000	750	600

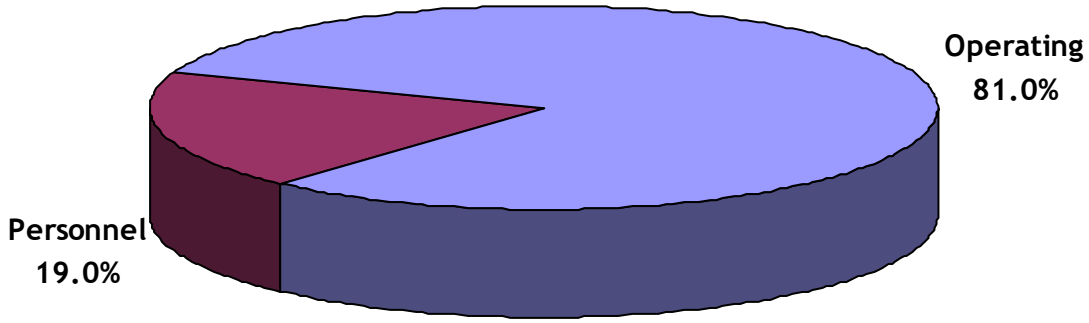
ENVIRONMENTAL SERVICES (ENGINEERING)

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Building Permits		155,336	300,148	285,000	282,070
Charges for Services		175,455	249,901	200,777	845,561
Revenue Total	**$**	**330,792**	**550,049**	**485,777**	**1,127,631**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	359,639	375,680	294,020	242,259
Benefits	197,178	237,685	209,184	131,356
Personnel Total	**556,817**	**613,366**	**503,204**	**373,615**
Operating				
Professional Services	37,740	53,891	171,000	175,000
Other Services	775,201	844,770	1,272,861	1,373,719
Travel Per Diem	15	-	750	800
Communication Services	2,084	1,869	3,015	2,000
Rentals and Leases	2,262	2,262	2,268	2,300
Repair and Maintenance Services	3,697	4,472	16,290	20,253
Office Supplies	5,227	2,940	5,200	5,000
Operating Supplies	10,193	17,455	21,220	12,500
Publications and Memberships	-	588	350	1,000
Operating Total	**836,419**	**928,245**	**1,492,954**	**1,592,572**
Capital				
Machinery and Equipment	55,644	-	9,000	-
Capital Total	**55,644**	**-**	**9,000**	**-**
Expenditure Total	**$ 1,448,880**	**1,541,611**	**2,005,158**	**1,966,187**

ENVIRONMENTAL SERVICES (ENGINEERING)

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512196 Envir Svc/Utilities Director		0.5	0.5	0.5	-
512500 City Engineer		0.5	0.5	0.5	0.5
512537 Assistant City Engineer		-	-	-	0.5
512667 Chief Engineering Inspector		1	1	1	-
512770 Engineering Inspector		1	1	1	1
512774 Engineer		0.5	0.5	0.5	-
Total	Full-time	3.5	3.5	3.5	2
	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 FY 2022-23 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:

Final phase of the AC operating system upgrades at the Charter Schools.

Fire Alarm replacement at West Campus.

Continued roof replacements at the Charter Schools.

Roof and AC replacement at Village Community Center.

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

Accomplishments

Completed the construction of the Machinery and Equipment Storage Building at the Health Park.

Completed the construction of the storage facilities at West and Central Campuses.

Completed the parking lot renovations at East, Central and West Campuses.

Completed the access control installation at the Charter Schools.

Completed the remodel of Bldg. 46 in the Health Park to house a garage for Transportation.

Completed the replacement of all freezers and coolers at Chartwells.

GENERAL GOVERNMENT BUILDINGS

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Total work orders executed	7,400	10,000	8,000	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

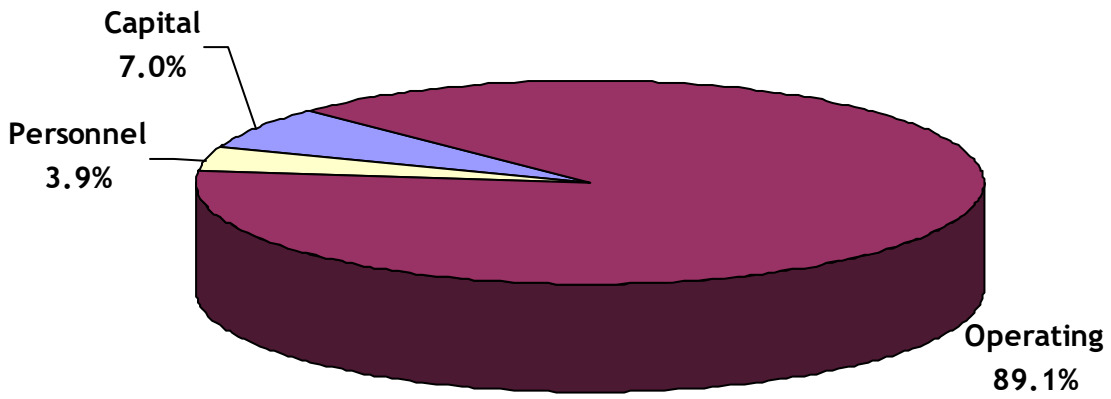
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Intergovernmental Revenue	476,408	949,763	224,074	-
Rents & Royalties	3,292,298	3,550,082	2,786,522	3,022,407
Revenue Total $	**3,768,706**	**4,499,845**	**3,010,596**	**3,022,407**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	444,745	358,935	266,033	297,333
Benefits	312,916	358,531	231,127	226,709
Personnel Total	**757,661**	**717,466**	**497,160**	**524,042**
Operating				
Professional Services	126,584	125,825	228,353	126,788
Other Services	6,947,469	7,211,329	8,186,561	8,462,507
Travel Per Diem	211	25	1,000	1,000
Communication Services	121,442	135,166	160,032	158,611
Freight & Postage Services	37	40	1,000	1,000
Utility Services	173,167	205,614	243,520	241,936
Rentals and Leases	11,238	19,728	14,600	11,400
Repair and Maintenance Services	589,940	2,038,004	3,137,068	2,639,423
Printing and Binding	601	165	1,500	1,500
Other Current Charges and Obligations	325	2,941	2,935	2,945
Office Supplies	3,905	6,034	6,300	8,880
Operating Supplies	117,483	182,852	174,765	181,833
Publications and Memberships	490	-	-	-
Training	431	5,776	6,146	6,153
Operating Total	**8,093,323**	**9,933,498**	**12,163,780**	**11,843,976**
Capital				
Buildings	57,480	6,466	1,357,943	-
Infrastructure	367,582	152,832	2,392,837	375,000

GENERAL GOVERNMENT BUILDINGS

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Capital					
Machinery and Equipment		831,011	1,427,678	2,726,832	557,000
Capital Total		**1,256,073**	**1,586,976**	**6,477,612**	**932,000**
Expenditure Total	**$**	**10,107,057**	**12,237,940**	**19,138,552**	**13,300,018**

Expenditure Category



Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512033 Facilities Project Manager	1	1	-	-
512462 Plumber III	1	1	1	1
512469 Property Manager	1	1	-	-
512489 Facilities Manager	1	1	1	1
512532 Accountant II	0.5	0.5	0.5	0.5
512533 Electrician II	1	1	1	1
512609 Carpenter Foreman	1	1	1	-
512741 Controller	-	-	-	0.5
513410 PT Police Officer	2	2	-	-

GENERAL GOVERNMENT BUILDINGS

Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Total	Full-time	6.5	6.5	4.5	4
	Part-time	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 FY 2022-23 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

The 2021-22 budget mainly focused on general upkeep of the City's landscaping as most areas had in recent years been upgraded.

Completed the median landscape improvements on 103rd by the Senior Center.

GROUNDS MAINTENANCE

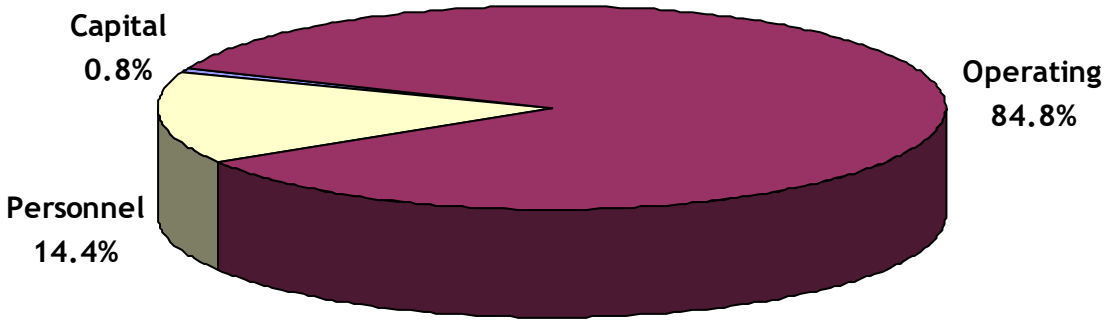
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Acres of maintained landscaping around public buildings	445	445	445	445	445	445
Miles of maintained rights-of-way	490	490	490	490	490	490
Miles of landscaping and irrigation	170	170	170	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

GROUNDS MAINTENANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	217,977	237,120	305,196	337,624
Benefits	77,951	162,634	128,238	138,474
Personnel Total	**295,927**	**399,754**	**433,434**	**476,098**
Operating				
Professional Services	2,900	-	30,000	15,000
Other Services	1,462,382	1,497,164	1,762,683	1,835,347
Travel Per Diem	-	9	-	-
Communication Services	86,691	158,855	22,871	3,900
Utility Services	121,329	136,801	133,000	150,000
Rentals and Leases	2,262	2,262	2,300	2,300
Repair and Maintenance Services	489,755	357,151	550,903	671,200
Other Current Charges and Obligations	7,060	4,839	26,000	16,500
Office Supplies	77	122	1,000	1,000
Operating Supplies	71,321	39,612	110,500	116,000
Operating Total	**2,243,775**	**2,196,816**	**2,639,257**	**2,811,247**
Capital				
Infrastructure	23,036	72,018	28,619	-
Machinery and Equipment	680,233	1,954	193,088	27,750
Capital Total	**703,269**	**73,972**	**221,707**	**27,750**
Expenditure Total **$**	**3,242,971**	**2,670,542**	**3,294,398**	**3,315,095**

GROUNDS MAINTENANCE

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512009 Asst Director of Public Svc		1	1	1	1
512051 Public Services Director		0.5	0.5	0.5	0.5
512499 Deputy City Manager		0.5	0.5	0.5	0.5
Total	Full-time	2	2	2	2
	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 FY 2022-23 Adopted Budget decreased by 21% compared to FY 2021-22 Working Budget. This change is mainly attributable to carryover of $350,000 for a Disparity Study.

The FY 2022-23 budget includes the next phase of purchasing additional FuelMaster AIM 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 $189,033 of additional revenue for FY 2021-22.

Successfully transitioned from the existing BidSync e-Procurement platform to the new Bonfire e-Procurement platform, which has enhanced the City’s Evaluation Committee Review process.

PROCUREMENT

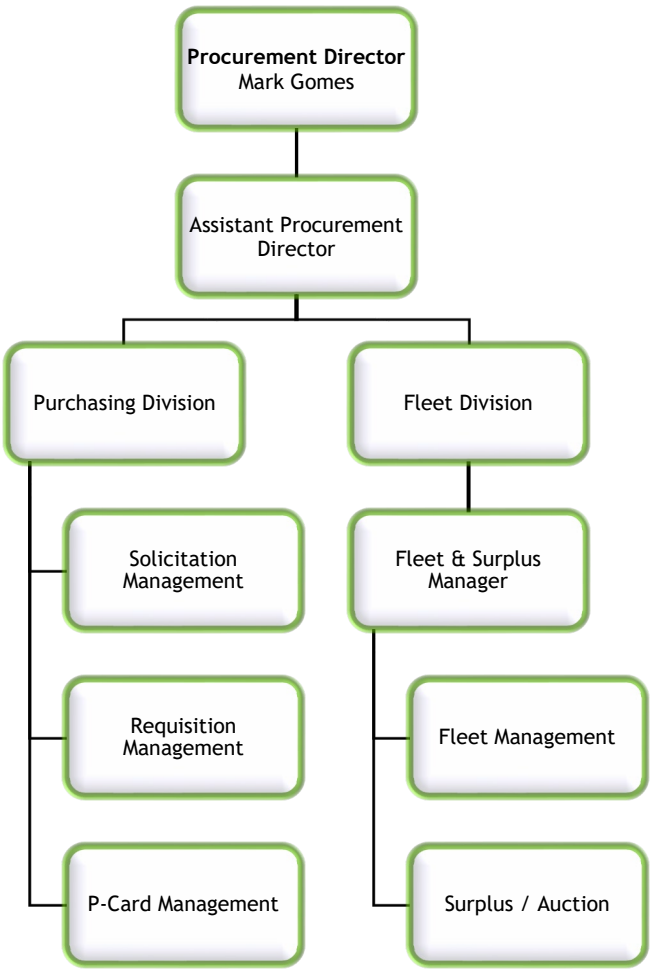
Initiated the upgrade from the existing Fuel Master System to the web-based FMLive version, which required the purchase and installation of sixteen (16) Fuel Master Head Units, which will allow for wireless connectivity to the stations through a web based app for increased reliability of the data.

PROCUREMENT

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of City vehicles ordered	40	30	53	30	55	30
Number of formal bids advertised	48	40	72	40	40	40
Effectiveness						
Number of initial bids that required rebidding	3	0	3	0	0	0
Number of formal protests filed related to the bidding process	0	0	2	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	5	4	7	4	4	4

PROCUREMENT

Organizational Chart

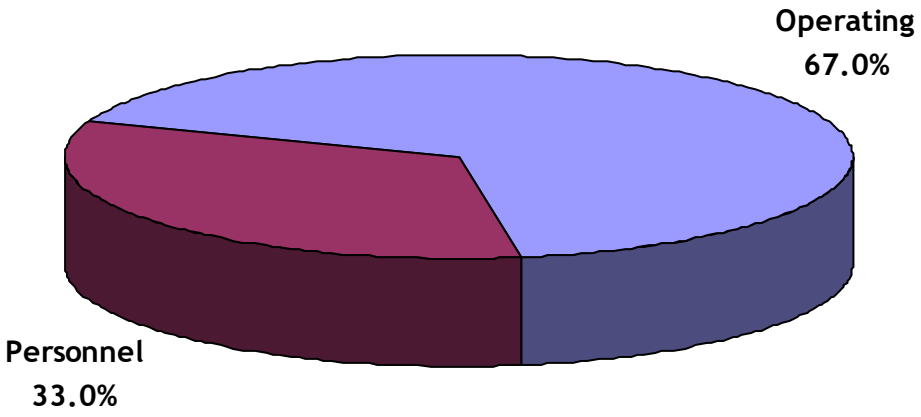


PROCUREMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	122,443	131,538	177,320	252,437
Benefits	47,860	74,683	67,733	123,196
Personnel Total	**170,303**	**206,222**	**245,053**	**375,633**
Operating				
Professional Services	-	23	350,000	-
Other Services	440,780	508,768	590,562	573,540
Travel Per Diem	27	-	500	1,000
Communication Services	1,108	1,299	1,800	1,800
Repair and Maintenance Services	1,735	384	12,000	12,000
Other Current Charges and Obligations	1,149	1,174	3,000	3,000
Office Supplies	395	1,367	3,000	3,000
Operating Supplies	10,599	42,299	223,727	161,250
Publications and Memberships	610	680	843	2,390
Training	1,220	-	3,000	5,000
Operating Total	**457,624**	**555,994**	**1,188,432**	**762,980**
Expenditure Total **$**	**627,926**	**762,215**	**1,433,485**	**1,138,613**

PROCUREMENT

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512482 Assistant Procurement Director		-	-	-	1
512483 Procurement Director		1	1	1	1
Total	Full-time	1	1	1	2
	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	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of executed leases	0	2	0	1	0	0
Total square footage leased	177,028*	80,000	177,028*	177,028*	177,028*	177,028*
Total square footage available	23,447	120,475	23,447	23,447	23,447	23,447
Effectiveness						
% of square footage leased	88.30%	39.91%	88.30%	88.30%	88.30%	88.30%
Efficiency						
Personnel hours required to review individual lease agreements	0	3	0	3	3	3

* Includes WestCare lease and rental payment is contingent upon certificate of occupancy. Department of Juvenile Justice commenced rental payment in March 2020.

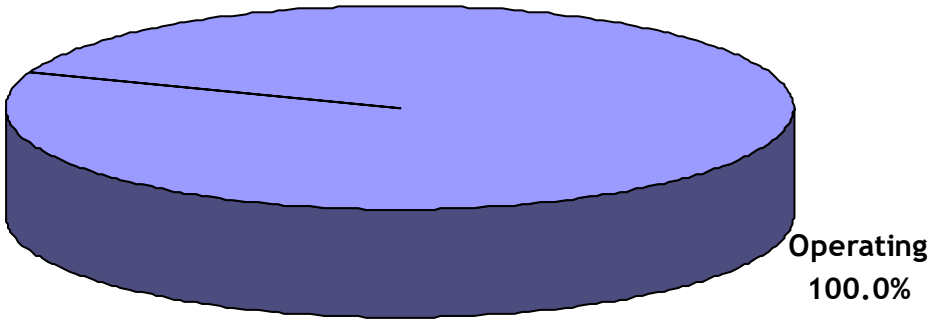
HOWARD C. FORMAN HUMAN SERVICES CAMPUS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	81,966	82,564	82,964	83,356
Rents & Royalties	1,739,121	1,711,099	1,770,179	1,797,411
Miscellaneous Revenues	-	-	2,500	1,000
Revenue Total $	**1,821,087**	**1,793,664**	**1,855,643**	**1,881,767**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	66,727	21,608	71,800	76,900
Other Services	267,183	274,323	308,787	312,886
Communication Services	4,274	8,028	7,800	8,000
Utility Services	157,737	120,539	171,270	171,565
Rentals and Leases	601,608	611,317	617,717	625,750
Insurance	59,481	44,437	67,739	79,965
Repair and Maintenance Services	92,851	183,034	616,276	599,651
Other Current Charges and Obligations	100	100	200	500
Operating Supplies	596	2,008	1,500	6,550
Operating Total	**1,250,557**	**1,265,393**	**1,863,089**	**1,881,767**
Capital				
Machinery and Equipment	276,231	3,976	3,000	-
Capital Total	**276,231**	**3,976**	**3,000**	**-**
Expenditure Total $	**1,526,788**	**1,269,369**	**1,866,089**	**1,881,767**

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

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

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

The FY 2022-23 budget includes the following activities, projects, and initiatives:

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, cheerleading as well as track and field.

Continuation of 35 special events, to include the City's 63rd 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 2023. Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 Art Complex and the Frank C. Ortis Art Gallery.

Host the 14th Annual Mayor's Kids Day event in June 2023.

Host the 12th Annual National "Kids to Parks Day" in May of each year.

Continue co-sponsoring the Storybook festival with the Broward County Library.

Replace and install new playgrounds throughout the City.

Resurfacing of Charter Central pool.

Continuation of pressure cleaning at all parks.

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

Renovation of Academic Village pool locker rooms.

Accomplishments

Continued adding/replacing monument signs throughout the City.

Rented all Studio 18 Art Complex spaces to full capacity.

Continued replacing/repairing playgrounds throughout the City.

Continuation of trimming trees throughout City parks.

Received grant for $77,150 for Cultural Arts Division for Cultural Affairs programming grant for 2021-22.

Held the 17th Annual Art Competition at Studio 18 Art Complex.

Moved from Fletcher Art Center to Pines Art Center and began offering in-person art, drama and music classes.

Continuation of pressure cleaning at all parks.

Completed Pembroke Shores' baseball hitting stations with fencing and equipment.

RECREATION AND CULTURAL ARTS

Continuation of traffic box wrapping throughout the City.

Introduction of “Upfront in the Pines”, a pop-up monthly exhibition series that focuses on culture, education and history displayed in the lobby of City Center.

Launched and implemented new recreation software program called CivicRec.

Hosted the 1st Annual Martin Luther King Day event.

Hosted the Mayor’s Annual Golf Tournament benefitting Pembroke Pines Charter Schools.

Completed the replacement of all playground sand with engineered wood chips in all City playgrounds.

Replaced approximately 250,000 square feet of sports turf on athletic fields throughout the City.

New playground installed at Tanglewood Park.

Installation of a temporary art project in celebration of “Black History Month”.

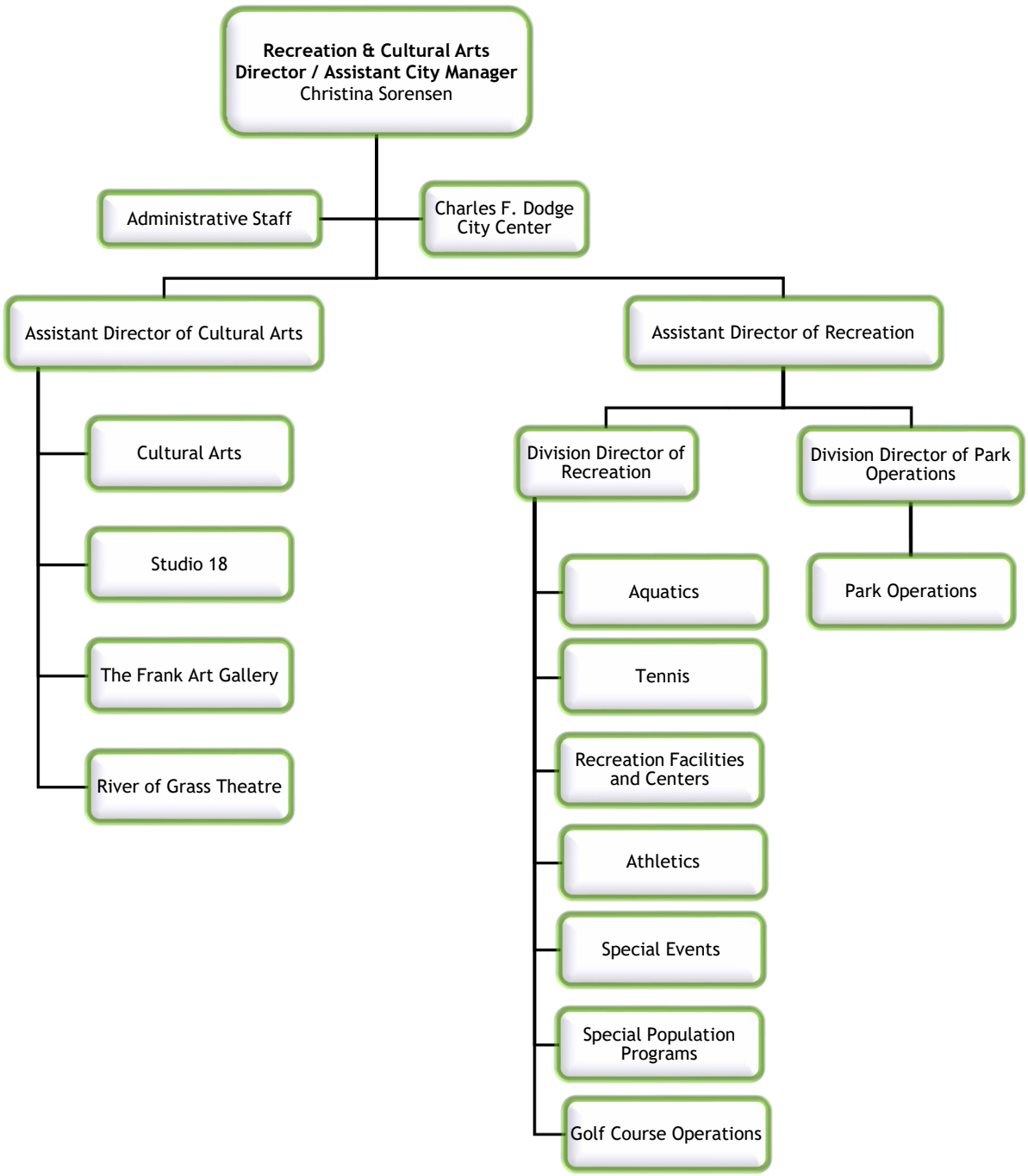
RECREATION AND CULTURAL ARTS

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of sports leagues	17	50	42	50	50	50
Number of participants for athletics	3,553	9,000	4,416	9,000	9,000	9,000
Number of swim team members	280	300	250	300	300	320
Number of children in youth programs	0	130	0	45	45	45
Number of special events	26	42	16	35	35	36
Number of participants (for special events / activities)	16,000	74,750	5,700	50,000	50,000	60,000
Number of tennis memberships	144	200	196	260	250	240
Number of golf rounds	41,206	48,000	41,795	44,066	48,000	46,000
Number of specialized recreation classes	98	250	112	225	225	225
Number of participants for specialized recreation classes	11,883	45,000	4,631	40,000	40,000	40,000
Effectiveness						
% of residents rating facilities as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	N/A	100.0%	98.0%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	N/A	100.0%	100.0%	100.0%	100.0%	100.0%
Acres of parkland per 1,000 population	6.10	7.00	6.04	7.00	7.00	7.00
Efficiency						
Art and culture supplies cost/participant	$1.89	$3.40	$8.47	$2.94	$1.29	$1.34
Ratio of volunteer hours to total staff hours worked	N/A	55%	N/A	54%	54%	54%

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

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart



RECREATION AND CULTURAL ARTS

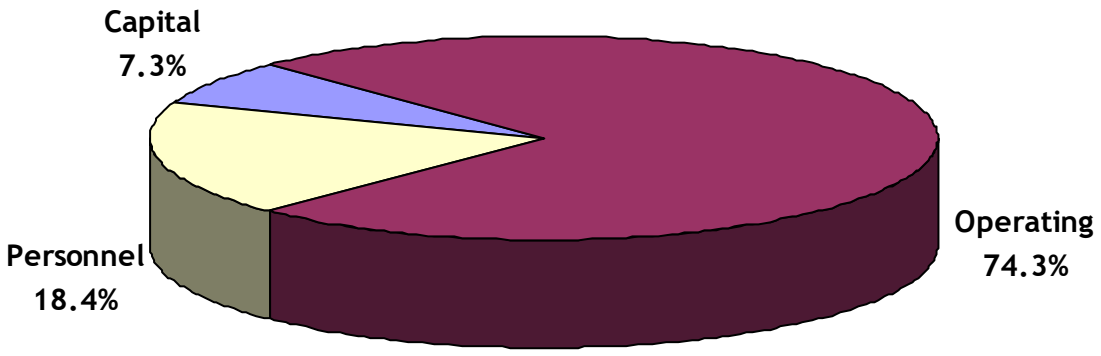
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	2,842,723	2,954,281	3,775,883	4,341,360
Intergovernmental Revenue	45,430	74,338	172,528	-
Rents & Royalties	581,872	573,309	641,308	633,014
Miscellaneous Revenues	10,460	4,330	2,342,100	84,500
Revenue Total $	**3,480,484**	**3,606,258**	**6,931,819**	**5,058,874**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	1,898,988	1,814,637	2,538,123	2,870,787
Benefits	991,670	1,251,697	1,162,150	1,294,887
Personnel Total	**2,890,658**	**3,066,333**	**3,700,273**	**4,165,674**
Operating				
Professional Services	751,742	684,827	1,134,716	810,404
Accounting and Auditing	1,922	1,912	1,991	2,183
Other Services	10,021,953	9,326,363	10,264,841	11,117,856
Travel Per Diem	49	11	3,000	3,800
Communication Services	117,743	140,904	180,318	167,801
Freight & Postage Services	30	-	200	200
Utility Services	944,689	877,539	1,089,433	1,104,630
Rentals and Leases	1,011,595	597,905	532,929	297,226
Insurance	1,739	1,739	1,791	1,893
Repair and Maintenance Services	1,226,802	740,013	1,772,127	1,991,942
Printing and Binding	6,838	13,925	14,836	18,600
Promotional Activities	44,739	33,573	139,536	101,100
Other Current Charges and Obligations	213,097	173,156	505,103	620,466
Office Supplies	3,981	3,827	9,100	9,250
Operating Supplies	380,221	359,636	558,428	592,379
Publications and Memberships	883	840	2,220	2,740

RECREATION AND CULTURAL ARTS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Training	2,296	1,301	5,520	3,020
Operating Total	**14,730,318**	**12,957,470**	**16,216,089**	**16,845,490**
Capital				
Buildings	-	-	-	60,000
Infrastructure	1,369,028	9,520	6,625,487	451,657
Machinery and Equipment	171,245	135,232	607,415	1,135,500
Capital Total	**1,540,273**	**144,752**	**7,232,902**	**1,647,157**
Expenditure Total $	**19,161,249**	**16,168,556**	**27,149,264**	**22,658,321**

Expenditure Category



Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512020 Rec & Cult Arts Dir/Assist CM	-	-	-	1
512181 Division Director of Recreatio	1	1	1	1
512215 Senior Lifeguard	3	2	2	2
512409 PS Park Supervisor	2	2	2	2

RECREATION AND CULTURAL ARTS

Position Title	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512508 Rec&Cultural Arts Acct Clerk I	1	1	1	1
512509 Rec&Cultural Art Acct Clerk II	1	1	1	1
512519 Rec & Cultural Arts Director	1	1	1	-
512521 Assistant Recreation Director	1	1	1	1
512525 Administrative Assistant I	1	1	1	1
512531 Div Director of Park Operation	1	1	1	1
512546 Aquatic Coordinator	1	1	1	1
512547 Aquatic Coordinator Assistant	-	1	1	1
512559 Recreation Supervisor III	1	1	1	1
512562 Recreation Supervisor I	1	1	1	1
512563 Special Events Coordinator	1	1	1	1
512564 Spec Events Coordinator Asst	-	1	1	1
512573 Recreation Specialist	1	-	-	-
512587 Asst Director of Cultural Arts	1	1	1	1
512594 Soccer Coordinator	1	1	1	1
513405 PT Art Teacher	3	3	3	2
513450 PT Cashier	1	1	1	1
513488 PT Senior Lifeguard	2	2	2	2
513492 PT Lifeguard	10	10	10	10
513495 PT Recreation Aide	18	18	18	18
513531 PT Assistant Program Coordinat	1	1	1	1
513537 PT Music Teacher	2	2	2	2
513539 PT Drama Teacher	1	1	1	1
513549 PT Storage Lot Attendant	1	1	1	1
513562 PT Curator	1	1	1	-
513563 PT Recreation Leader	5	5	5	5
513582 P/T Exhibition Coordinator	-	-	-	1
513591 PT Water Safety Instructor	9	9	9	9
513602 PT Recreation Specialist	1	1	1	1
513680 PT Clerk Spec I	2	2	2	2
Total Full-time	19	19	19	19
Part-time	57	57	57	56

NON-DEPARTMENTAL

Goals

The Non-Departmental section is a group of accounts that are not directly related to a single operating department's primary service activities or that are separate from departmental operations for control purposes. Therefore, goals, objectives, performance measures, budget highlights and accomplishments do not apply to this general-fund cost center.

Major Functions and Activities

All other departments of the General Fund benefit from this Department. Legal fees, employee leave, settlements, and liability insurance are examples of costs paid from Non-Departmental line items that benefit all General Fund Departments. Transfers to other funds and other expenses including City grants are all paid from this department.

There are no City employees assigned to this division. City personnel services budgeted here are payments for accrued sick and vacation leave made to employees in the other divisions.

Budget Highlights

The FY 2022-23 revenues decreased by $1.3 million due mainly to the $2.6 million reduction in the budget for American Rescue Plan Act for Coronavirus Relief (ARPA) funds to allocate funds for other governmental services such as public safety and recreation programs and $0.3 million of sanitation administration fees that was transferred to the Sanitation Fund. These decreases were partially offset by increases of $0.9 million in administration fees for building services (associated with 11.5% of estimated gross building revenue per the terms of the January 2022 contract) and $0.8 million in administration fees; an internal charge to the non-administrative self-sustaining operations.

NON-DEPARTMENTAL

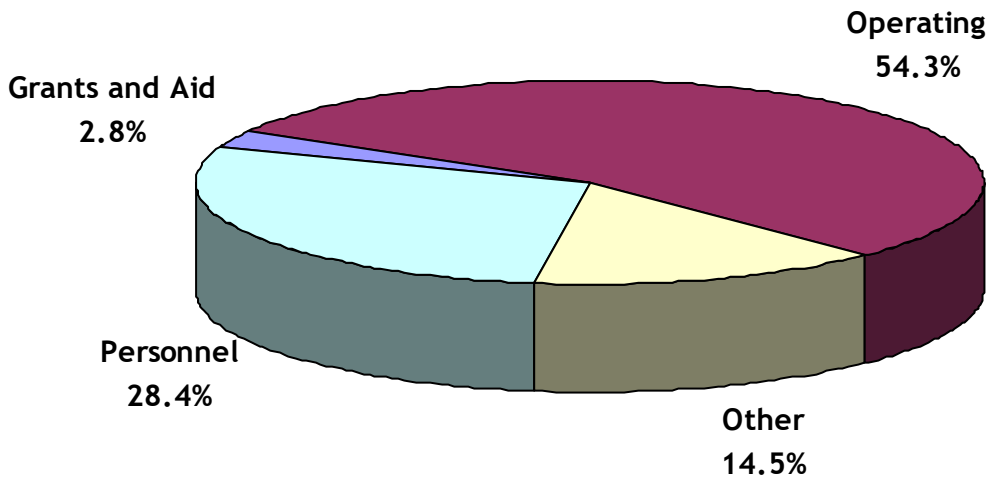
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	16,787,723	17,711,362	18,227,070	19,599,178
Intergovernmental Revenue	57,957	66,690	8,430,223	5,788,881
Rents & Royalties	7,905	2,550	15,912	15,912
Revenue Total $	**16,853,585**	**17,780,602**	**26,673,205**	**25,403,971**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	-	-	20,000	20,000
Benefits	1,957,399	4,227,811	1,890,251	1,890,251
Personnel Total	**1,957,399**	**4,227,811**	**1,910,251**	**1,910,251**
Operating				
Contingency	6,000	24,976	209,114	-
Professional Services	738,171	890,187	978,246	928,120
Other Services	32,425	22,457	28,200	28,801
Pension Benefits	57,531	59,172	60,860	62,598
Freight & Postage Services	88,767	83,654	69,863	75,340
Rentals and Leases	1,390	1,410	1,460	1,540
Insurance	1,804,313	1,312,451	2,112,998	2,375,630
Promotional Activities	-	900	4,500	51,000
Other Current Charges and Obligations	37,909	23,031	85,966	50,966
Office Supplies	1,620	1,252	3,000	3,000
Operating Supplies	-	4,967	-	-
Publications and Memberships	58,671	94,455	72,967	83,651
Operating Total	**2,826,798**	**2,518,911**	**3,627,174**	**3,660,646**
Grants and Aid				
Aids to Government Agencies	112,942	106,913	106,913	106,913
Aids to Private Organizations	74,000	82,000	82,000	82,000
Grants and Aid Total	**186,942**	**188,913**	**188,913**	**188,913**

NON-DEPARTMENTAL

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Other					
Transfers		8,028,405	735,767	1,176,980	977,376
Other Total		**8,028,405**	**735,767**	**1,176,980**	**977,376**
Expenditure Total	**$**	**12,999,544**	**7,671,402**	**6,903,318**	**6,737,186**

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 FY 2022-23 budget includes funding for road resurfacing projects listed below, traffic calming solutions, pressure washing of curbs and sidewalks, and litter control for rights-of-way and swales.

Chapel Trail - Pasadena Estates I and II

Pembroke Lakes Sec 2

Pembroke Lakes Sec 6

Pembroke Rd - Douglas to Palm

SW 145TH and Pembroke Rd WB right turn lane addition

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.

Continued resurfacing projects throughout the City.

STREETS AND SIDEWALKS

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 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	$5.73	$6.00	$5.73	$13.66	$6.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	$19.00	$19.00	$30.00	$19.00	$29.00	$30.00
Cost per square yard to mill asphalt to 1 ½" depth	$3.25	N/A	$3.25	N/A	$3.25	$3.25
Cost per square yard to overlay asphalt to 1 ½" thickness	$10.13	N/A	$11.01	N/A	$10.13	$11.01

N/A - New Performance Measure added to FY2021-22 Budget Book.

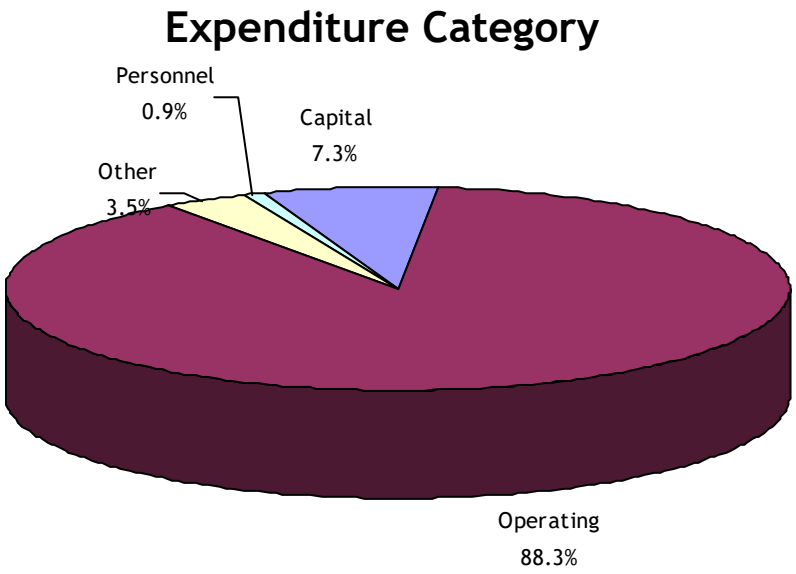
STREETS AND SIDEWALKS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Local Option Gas Tax	2,619,291	2,742,078	2,854,000	3,250,000
Franchise Fees	1,604,944	1,590,902	1,595,000	1,624,000
Intergovernmental Revenue	2,109,440	1,419,918	1,437,675	1,560,800
Investment Income	104,136	12,089	57,000	70,000
Miscellaneous Revenues	240,081	247,282	247,283	247,283
Appropriated Fund Balance	-	-	2,383,083	-
Beginning Surplus	-	-	2,622,054	2,818,431
Revenue Total **$**	**6,677,890**	**6,012,270**	**11,196,095**	**9,570,514**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Benefits	82,417	83,239	84,503	84,503
Personnel Total	**82,417**	**83,239**	**84,503**	**84,503**
Operating				
Professional Services	121,586	322,512	409,088	335,000
Other Services	3,236,305	2,870,899	3,228,714	3,554,485
Utility Services	1,219,106	1,254,539	1,308,322	1,408,000
Insurance	234,683	156,696	282,393	241,190
Repair and Maintenance Services	1,206,600	1,142,062	3,835,849	2,891,058
Operating Supplies	300	1,219	2,500	17,500
Operating Total	**6,018,580**	**5,747,927**	**9,066,866**	**8,447,233**
Other				
Transfers	-	-	435,636	338,551
Other Total	**-**	**-**	**435,636**	**338,551**
Capital				
Infrastructure	-153,768	60,120	529,500	515,227
Machinery and Equipment	10,785	-	1,001,000	75,000
Works of Art/Collections	300,000	19,040	78,590	110,000
Capital Total	**157,017**	**79,160**	**1,609,090**	**700,227**

STREETS AND SIDEWALKS

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Expenditure Total	**$**	**6,258,014**	**5,910,325**	**11,196,095**	**9,570,514**



BUILDING FUND

Mission

To ensure the safety and stability of all structures within the City by enforcing all applicable codes and City ordinances including, but not limited to, the Florida Building Code, National Electric Code (NEC), accessibility, and life safety Codes.

Goals

Ensure applicable code and City ordinances are followed for new and existing structures within the City by providing necessary information on building/structural, electrical, plumbing, alarm, mechanical and other construction data as required to residents and businesses.

Objectives

Enforcing the Florida Building Code and City Code, ensuring safe and stable development and maintenance of commercial and residential properties.

Major Functions and Activities

Ensures the safety and stability of all structures within the City by enforcing all building and City codes including, but not limited to, the Florida Building Code, accessibility and life safety codes.

Responsible for plan review to verify compliance of planned construction in accordance with applicable federal, state, and county regulations. Plans are categorized by the following types depending on the type of construction: Building/Structural, Electrical, Plumbing, Mechanical, Fire, Zoning, and Engineering.

Issues permits to residents, businesses, and contractors.

Perform inspections throughout the construction process for issued permits ensuring compliance in accordance with regulations.

Perform final inspection for issued permits.

Issues certificate of occupancy.

Continually strives to maintain a customer friendly atmosphere, along with prompt, efficient delivery of services for all our customers.

Inspects all existing buildings sustaining damage from fire and natural disaster/Act of God to ascertain minimum life safety compliance with Florida Building Code (FBC) and Florida Fire Prevention Code (FFPC).

Inspects all commercial structures for compliance with life safety standards prior to issuance of business tax receipts.

Budget Highlights

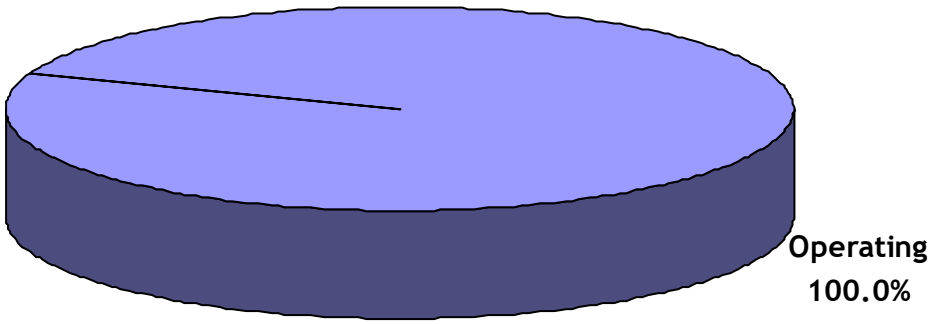
The FY 2022-23 budget of $7.9 million includes $6.7 million representing 88.5% of the building permit revenue due to service provider as per contract.

BUILDING FUND

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Building Permits	-	-	-	7,595,000
Rents & Royalties	-	-	-	345,000
Revenue Total $	**-**	**-**	**-**	**7,940,000**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Other Services	-	-	-	6,721,575
Other Current Charges and Obligations	-	-	-	1,218,425
Operating Total	**-**	**-**	**-**	**7,940,000**
Expenditure Total $	**-**	**-**	**-**	**7,940,000**

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 FY 2022-23 after the budget is adopted. Based on the FY 2022-23 budget, the City anticipates assisting 9 individuals with minor home repairs, 3 individuals with emergency repair, and 3 individuals with purchase assistance.

Accomplishments

As of September 30, 2022, the City has provided services in the amount of $920,926, through the SHIP grant including $880,926 to assist 13 individuals with home repairs and $40,000 to assist 2 individuals with Home Buyer Assistance.

FHFC GRANTS SHIP-CRF

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
First-time home buyer	3	4	0	4	3	2
Home repairs	9	15	7	10	12	7
Rental/Utilities Assistance	21	N/A	62	N/A	N/A	N/A
Foreclosure Prevention	4	N/A	11	N/A	N/A	N/A
Effectiveness						
% of funds spent to total funds available	33%	30%	35%	32%	30%	35%
% of funds spent to total funds available/CRF	28%	N/A	N/A	N/A	N/A	N/A
Efficiency						
Average cost per household assisted:						
Home repairs	$53,500	$90,000	$44,000	$75,556	$54,000	$54,000
Purchase assistance	$33,333	$40,000	$0	$40,000	$40,000	$40,000
Rental/Utilities Assistance/CRF	$7,580	N/A	$9,176	N/A	N/A	N/A
Foreclosure Prevention/CRF	$9,193	N/A	$9,781	N/A	N/A	N/A

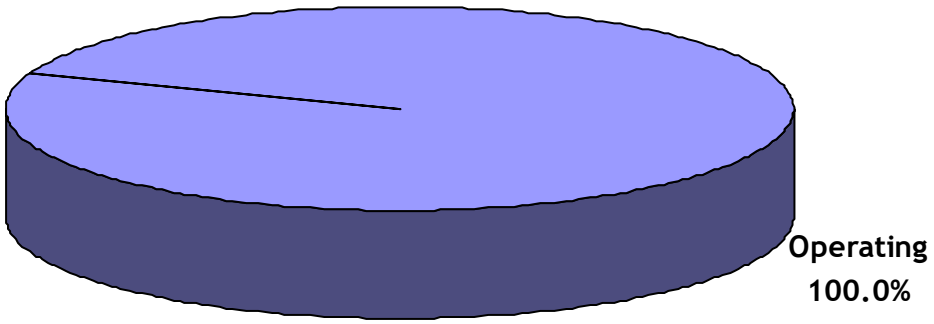
N/A - Coronavirus Relief Fund (CRF) received August to December 2020. Not anticipated to be received in the future.

FHFC GRANTS SHIP-CRF

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Intergovernmental Revenue		852,258	1,141,378	3,837,080	1,116,001
Investment Income		-	-	7,000	6,000
Beginning Surplus		-	-	-7,000	-6,000
Revenue Total	**$**	**852,258**	**1,141,378**	**3,837,080**	**1,116,001**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	90,358	200,011	282,651	111,600
Other Services	648,400	935,368	3,192,821	884,401
Other Current Charges and Obligations	113,500	6,000	361,608	120,000
Operating Total	**852,258**	**1,141,378**	**3,837,080**	**1,116,001**
Expenditure Total $	**852,258**	**1,141,378**	**3,837,080**	**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-

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 and 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 FY 2022-23.

Accomplishments

As of September 30, 2022, the City has provided services in the amount of $890,339 through the CDBG, including $334,925 for Building Improvement-SW Senior Center and Pines Point Residences, $71,427 for Foreclosure/Mortgage Program, $88,404 for Rental Assistance and $110,801 in support of the City's Senior Transportation Program.

As of September 30, 2022, the Senior Transportation Program has provided approximately 20,399 trips to eligible clients 62 years old and over.

As of September 30, 2022, the City provided services in the amount of $0 through the HOME grant to assist one individual with home repairs.

As of September 30, 2022, the City provided services in the amount of $153,298 through the NSP grant.

HUD GRANTS CDBG-HOME

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Home repairs - CDBG	1	10	0	10	8	7
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	18,867	36,000	12,440	35,000	25,280	35,000
Number of unduplicated CDBG clients	633	900	362	800	650	900
Home repairs - NSP	1	0	0	1	1	1
Purchase assistance - NSP	1	0	0	0	1	1
Home repairs - HOME	1	0	0	4	1	1
Purchase Assistance - HOME	0	3	0	1	1	1
Effectiveness						
% of funds spent vs. funds available for home repairs	24%	45%	16%	38%	30%	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	$6.83	$3.00	$9.36	$3.77	$6.00	$5.88
Vehicular accidents per 100,000 miles	0.01	0.00	0.00	0.00	0.00	0.00
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.00000	0.00000	0.00044	0.00000	0.00000	0.00001
Passengers per mile	1.43	1.00	0.24	0.24	1.00	0.24

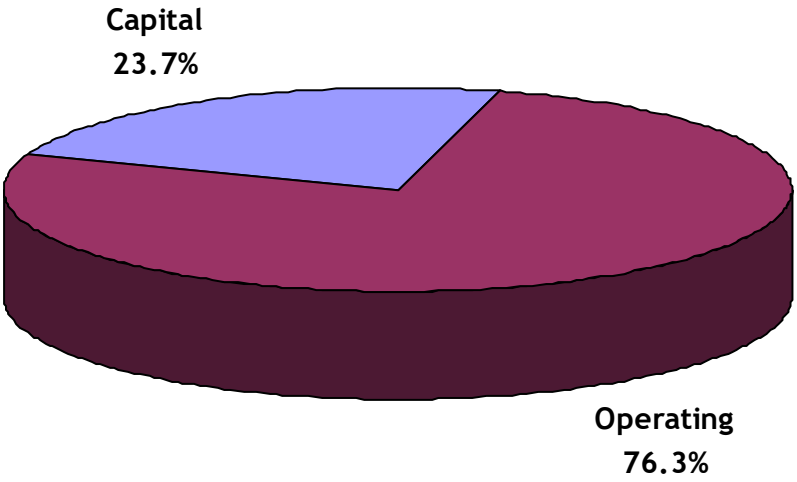
HUD GRANTS CDBG-HOME

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Intergovernmental Revenue		637,648	562,810	6,143,861	1,268,411
Revenue Total	**$**	**637,648**	**562,810**	**6,143,861**	**1,268,411**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Professional Services		178,133	214,043	897,224	228,605
Other Services		136,805	37,685	2,242,045	385,682
Repair and Maintenance Services		81,296	59,573	162,610	70,000
Other Current Charges and Obligations		-	-	807,495	234,124
Operating Supplies		50,809	56,889	50,000	50,000
Operating Total		**447,043**	**368,190**	**4,159,374**	**968,411**
Capital					
Buildings		-	170,895	1,827,719	300,000
Infrastructure		190,605	23,725	145,498	-
Machinery and Equipment		-	-	11,270	-
Capital Total		**190,605**	**194,620**	**1,984,487**	**300,000**
Expenditure Total	**$**	**637,648**	**562,810**	**6,143,861**	**1,268,411**

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 2023 is anticipated to be $24,653, which will fund the costs of the Part-Time Assistant Victim Advocate grant position and training. The Assistant Victim Advocate will continue to provide increased services to victims of crime. This grant will end September 2023.

The upcoming 2021 and 2022 UASI grants will focus on procuring additional thermal imaging radios, body armor and gas masks for the Fire Department, data analytics for the City's Technology Services Department, and AEDs and a Mobile Command Post for the Police Department.

Accomplishments

Victims of Crime (VOCA) Grant: The program has maintained its change in how measurements by Types of Services for victims are categorized. These defined areas for victim services are now Information and Referral, Emotional Support and Safety Services, and Criminal/Civil Justice System Assistance & Personal Advocacy/Accompaniment. The grant was awarded for $33,426 (funding was increased by the State of Florida for COVID-19 related expenses) and ends September 2022.

2020 UASI Grant – The award was $330,695, which is focused on a robot and specialized equipment for the Police Department, radios for the Fire department, and cybersecurity training for City IT. Requests to procure the equipment has proceeded and underway. The grant is slated to end September 2022.

LAW ENFORCEMENT GRANT

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
VOCA direct expenditures	$16,004	$18,473	$26,663	$22,167	$22,167	$24,653
Information & Referral	213	^200	162	^240	^230	^170
Emotional Support/Safety Services	4	^50	20	^50	^50	^25
Criminal/Civil Justice System Assistance	51	^25	7	^40	^35	^10
Personal Advocacy/Accompaniment	19	^25	5	^20	^15	^10
Homeland Security Urban Area Security Initiative Grant expenditures	$73,736	^$225,466	$131,631	^$244,403	$390,195	^$661,390
Highway Safety Grant expenditures	$4,583	^$20,000	$6,244	^$12,000	^$6,166	^$11,265

^ Contingent upon receipt of grant funding.

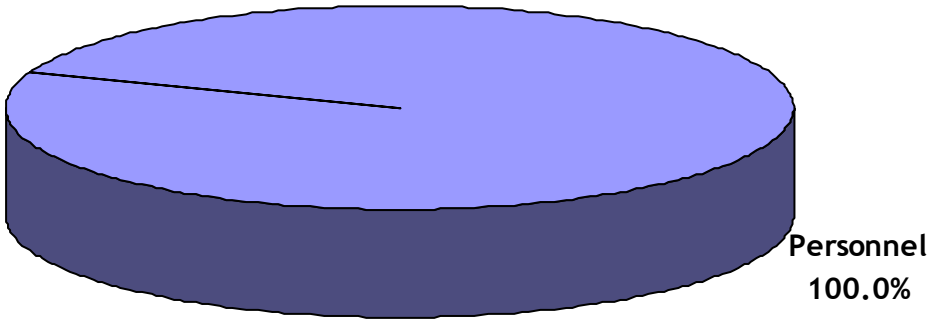
LAW ENFORCEMENT GRANT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Intergovernmental Revenue	94,323	706,526	485,387	22,167
Interfund Transfers	-	14,638	1,343	-
Appropriated Fund Balance	-	-	43,983	-
Revenue Total	**$ 94,323**	**721,164**	**530,713**	**22,167**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	19,450	26,836	33,106	20,592
Benefits	1,137	1,575	1,670	1,575
Personnel Total	**20,587**	**28,411**	**34,776**	**22,167**
Operating				
Professional Services	-	-	40,000	-
Other Services	-	-	70,000	-
Travel Per Diem	-	1,259	-	-
Operating Supplies	-	3,237	10,000	-
Training	-	-	11,259	-
Operating Total	**-**	**4,496**	**131,259**	**-**
Capital				
Machinery and Equipment	73,736	688,257	364,678	-
Capital Total	**73,736**	**688,257**	**364,678**	**-**
Expenditure Total	**$ 94,323**	**721,164**	**530,713**	**22,167**

LAW ENFORCEMENT GRANT

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
513576 PT 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 2021 Justice Assistance Grant (JAG) award was announced in the amount of $23,438, the project is not anticipated to begin until FY 2022-23. This project will end September 30, 2023.

Accomplishments

The 2018 JAG grant was received in the amount of $21,796, to be spent on License Plate Reader equipment. Project implementation has begun, and the project has been expended through to September 2022 and anticipated to be completed by the deadline.

The 2019 JAG grant is pending approval in the amount of $23,436, to be spent on glass break devices and emergency flashlights for first responders. A grant period extension is anticipated to be awarded by the JAG administrator which will permit projects to be completed through into FY 2022-23.

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	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Funds spent on equipment	$20,423	^$21,796	$0	^$23,436	^$45,232	^$46,874

^Contingent upon receipt of grant funding.

POLICE COMMUNITY SERVICES GRANT

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Intergovernmental Revenue		20,423	-	21,796	-
Revenue Total	**$**	**20,423**	**-**	**21,796**	**-**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Capital					
Machinery and Equipment		20,423	-	21,796	-
Capital Total		**20,423**	**-**	**21,796**	**-**
Expenditure Total	**$**	**20,423**	**-**	**21,796**	**-**

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 FFY2022-YR47 application to Florida Department of Transportation (FDOT) has been submitted. This application represents a request of funds to purchase two (2) buses with cameras and equipment (e.g. GPS tracking system and mobile radios) for a total amount of $228,472.

Accomplishments

The City was awarded on February, 2022 the amount of $346,940 for operating expenses. On September 2021 an application was submitted to the Federal Transit Administration (FTA).

COMMUNITY BUS PROGRAM

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of information documents distributed	4,200	4,000	4,000	5,000	4,500	4,500
Road calls required (calls for assistance due to mechanical problems)	14	30	5	20	10	4
Number of one-way client trips	133,250	200,000	100,387	200,000	200,000	200,000
Effectiveness						
Number of grievances filed against system	0	0	0	0	0	0
Efficiency						
Passengers per service hour	6.6	10.0	5.2	10.0	10.0	10.0
Passengers per mile	0.58	1.00	0.44	2.50	2.50	2.50
Vehicular accidents per 100,000 miles	4.0	0.0	2.0	0.0	0.0	0.0
Average cost per one-way client (any age) trip	$2.13	$0.90	$6.04	$2.00	$2.00	$3.03

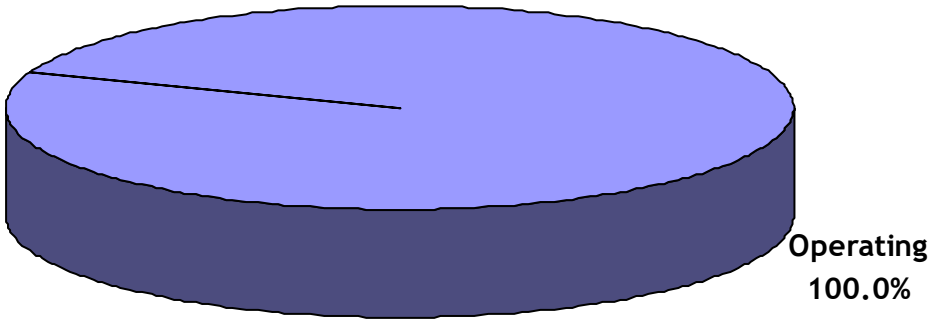
COMMUNITY BUS PROGRAM

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Intergovernmental Revenue		933,748	803,765	811,886	606,947
Interfund Transfers		180,493	186,313	834,489	645,737
Revenue Total	**$**	**1,114,242**	**990,078**	**1,646,375**	**1,252,684**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Professional Services		3,458	3,294	4,800	5,200
Other Services		614,764	589,277	1,022,799	838,584
Communication Services		689	348	2,100	1,700
Repair and Maintenance Services		52,508	58,114	257,930	272,000
Office Supplies		1,008	203	2,000	3,000
Operating Supplies		30,475	13,551	130,874	131,800
Publications and Memberships		-	-	400	400
Operating Total		**702,901**	**664,787**	**1,420,903**	**1,252,684**
Capital					
Machinery and Equipment		183,986	216,926	225,472	-
Capital Total		**183,986**	**216,926**	**225,472**	**-**
Expenditure Total	**$**	**886,887**	**881,713**	**1,646,375**	**1,252,684**

COMMUNITY BUS PROGRAM

Expenditure Category



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 $712 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	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Funds spent on equipment and building improvements	$0	$29,154	$0	$77,852	$17,189	$712

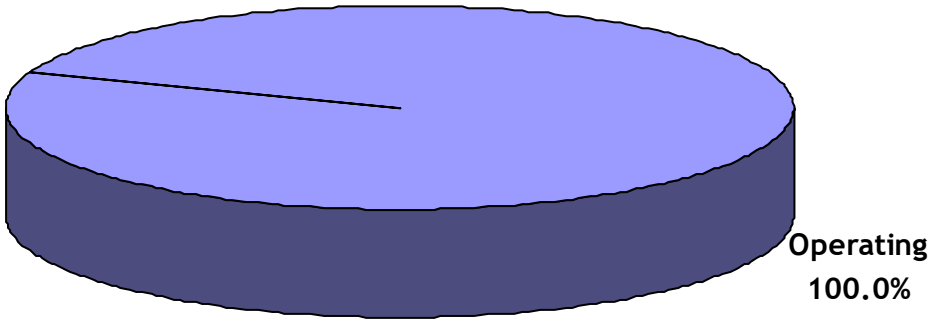
LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Judgments, Fines & Forfeitures	13,981	-	-	-
Investment Income	6,237	835	3,000	4,000
Appropriated Fund Balance	-	-	508,199	-
Beginning Surplus	-	-	14,989	-3,288
Revenue Total	**$ 20,217**	**835**	**526,188**	**712**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	-	-	2,678	712
Operating Total	**-**	**-**	**30,605**	**712**
Capital				
Buildings	-	-	880	-
Infrastructure	-	-	59,791	-
Machinery and Equipment	-	-	434,912	-
Capital Total	**-**	**-**	**495,583**	**-**
Expenditure Total	**$ -**	**-**	**526,188**	**712**

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 $590 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	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Funds spent on equipment	$0	$10,500	$0	$10,387	$3,359	$590

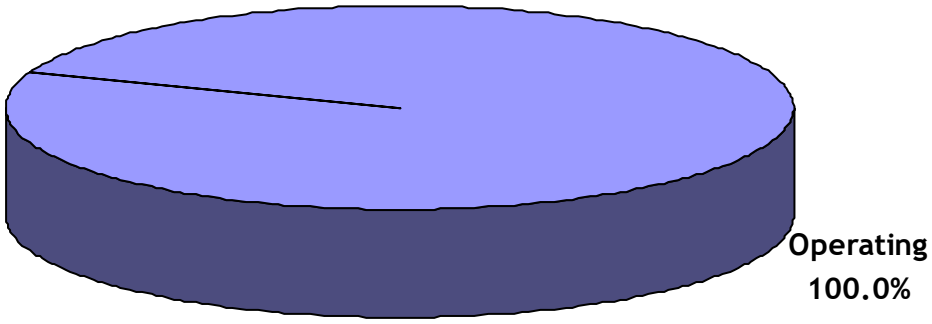
LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Investment Income		5,247	692	3,000	3,000
Appropriated Fund Balance		-	-	432,845	-
Beginning Surplus		-	-	359	-2,410
Revenue Total	**$**	**5,247**	**692**	**436,204**	**590**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	-	-	31,200	-
Operating Supplies	-	-	138,002	590
Operating Total	**-**	**-**	**169,202**	**590**
Capital				
Infrastructure	-	-	1,920	-
Machinery and Equipment	-	-	265,082	-
Capital Total	**-**	**-**	**267,002**	**-**
Expenditure Total	**$ -**	**-**	**436,204**	**590**

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

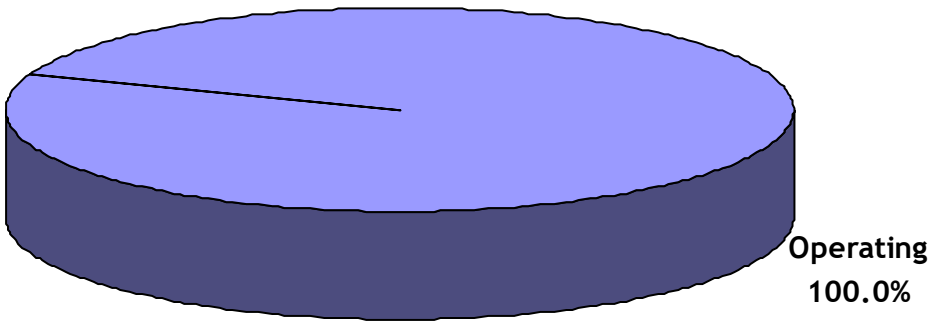
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of new recruits sent to the Police Academy	6	4	12	6	3	4
Efficiency						
Average training cost per recruit	$4,600	$4,600	$4,900	$4,600	$4,900	$4,900

LAW ENFORCEMENT TRUST FUND $2 POLICE EDUCATION

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Judgments, Fines & Forfeitures		19,391	22,425	19,228	24,139
Investment Income		755	89	200	200
Appropriated Fund Balance		-	-	2,300	-
Beginning Surplus		-	-	-200	-200
Revenue Total	**$**	**20,146**	**22,514**	**21,528**	**24,139**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Travel Per Diem		-	-	2,300	-
Training		27,600	57,510	19,228	24,139
Operating Total		**27,600**	**57,510**	**21,528**	**24,139**
Expenditure Total	**$**	**27,600**	**57,510**	**21,528**	**24,139**

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 $12,045 for professional services legal fees that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

$5,000 was donated to A Child Is Missing which provides funding to assist in the continuation of child safety and educational programs.

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Funds spent for drug and crime prevention	$5,000	$17,469	$13,094	$5,418	$28	$2,125
Funds spent on equipment and building improvements	$0	$106,611	$0	$36,760	$959	$0

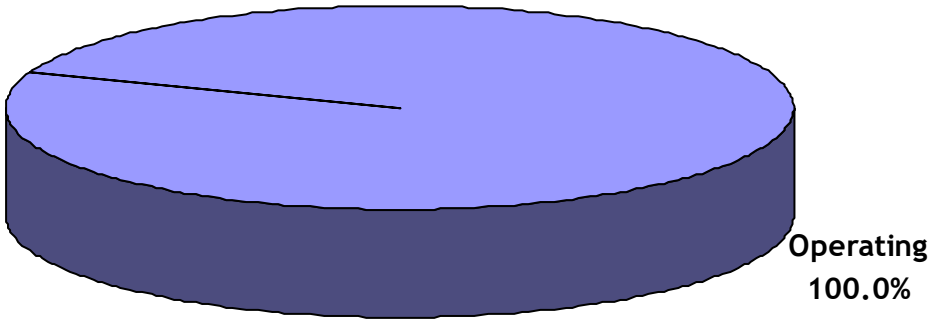
LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Judgments, Fines & Forfeitures		2,584	7,183	-	-
Investment Income		15,404	2,120	9,000	10,000
Appropriated Fund Balance		-	-	1,106,876	-
Beginning Surplus		-	-	-8,013	4,170
Revenue Total	**$**	**17,988**	**9,303**	**1,107,863**	**14,170**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	-	2,590	10,362	12,045
Other Services	150	-	39,300	-
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	5,000	13,094	74,874	2,125
Operating Total	**5,150**	**15,683**	**135,712**	**14,170**
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	**5,150**	**15,683**	**1,107,863**	**14,170**

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Expenditure Category



OLDER AMERICANS ACT (OAA) GRANT

Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population at The 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.

~ RESPITE - 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

The City of Pembroke Pines continue receiving funds from Florida Department of Elder Affairs passed through the Areawide Council on Aging of Broward County to provide core services required by the contract and needed by our community.

Funding was also made available to assist senior households with their electric bill through the Emergency Home Energy Assistance Program (EHEAP). Seniors were able to receive assistance multiple times throughout each season up to the designated cap per individual.

IIIB, IIIE, LSP and EHEAP grants provide funding for multiple services as stated in our narrative.

Accomplishments

In an effort to mitigate isolation experienced as a result of the pandemic, we completed over 8,100 telephone reassurance calls to seniors within southwest Broward County, providing information, support, and friendship to this vulnerable population.

Additionally, funds in the amount of $14,000 were received via the CARES Act enabling Broward County seniors to pay their electric bills.

Ten volunteers participated in a pilot program in which they field tested the iN2L tablet during the course of a year. The tablet provided the opportunity for the volunteer group to interact and enhance social connections, engage in entertainment and educational opportunities through technology, and generally experience a sense of accomplishment and satisfaction they may not have experienced before. Particularly for those who were not tech-savvy at the start of the program, participants concluded the experiment grateful for the experience and more secure in their technological knowledge and performance.

OLDER AMERICANS ACT (OAA) GRANT

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of clients receiving day care services	22	80	14	80	50	50
Number of senior clients registered at SW Focal Point Center	1,593	3,200	553	2,700	2,000	1,000
Units (1 hour) of service*:						
Public education	46	40	40	48	48	48
Personal care	3,802	4,454	3,244	4,000	4,000	3,500
Respite	1,191	470	1,048	1,059	1,059	1,559
Homemaker	4,695	3,127	3,194	3,000	3,000	3,000
Number of one-way client (age 60+) trips per year	24,170	24,776	10,523	24,775	27,776	21,994
Screening & Assessment	324	120	47	120	120	115
Adult day care	11,528	49,622	^1,491	42,841	30,867	^5,502
Counseling--individual	331	263	341	300	300	352
Counseling--group	50	70	55	70	70	70
Recreation	3,386	6,203	3,691	6,053	6,053	4,263
Caregiver Training & Support - Group	117	148	104	148	148	148
Telephone reassurance**	4,107	N/A	4,000	N/A	N/A	N/A
Effectiveness						
% of grant funding utilized (IIIB, IIIE, and LSP)	71.12%	100.00%	49.74%	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	0.25	0.40	0.24	0.24	3.00	0.24
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Vehicular accidents per 100,000 miles	1.00	0.00	0.00	0.00	0.00	0.00
Road calls per passenger trip	7.65000	0.00000	0.00044	0.00010	0.00000	0.00001
Grant reimbursement per trip	$9.33	$9.33	$9.33	$9.33	$9.33	$10.51

*All service types funded by IIIB except Number of one-way client (age 60+) trips per year, which is funded only by LSP. IIIE funds Adult day care and Caregiver Training & Support – Group. Goals for 2022-23 are based on contract.

IIIB and IIIE program year is January to December whereas LSP is July to June.

**Performance Measure added in 2019-20 to reflect assistance during the COVID-19 pandemic. Funding provided by IIIB in 2019-20 and CARES (COVID-19) IIIB in 2020-21.

^Based on days of service. Agency converted units from hours to days in October 2021.

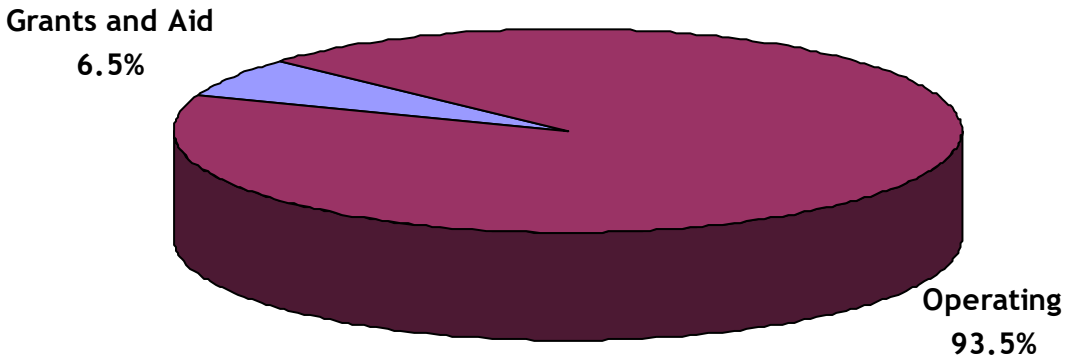
OLDER AMERICANS ACT (OAA) GRANT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Intergovernmental Revenue	597,632	395,449	822,014	788,499
Miscellaneous Revenues	2,600	1,113	1,000	2,500
Interfund Transfers	547,912	534,816	770,819	670,190
Beginning Surplus	-	-	-33,515	-
Revenue Total $	**1,148,144**	**931,378**	**1,560,318**	**1,461,189**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	1,393	1,313	2,100	2,300
Other Services	1,062,493	823,527	1,348,133	1,268,804
Repair and Maintenance Services	186	865	61,000	41,000
Operating Supplies	38,475	60,999	53,600	53,600
Publications and Memberships	-	-	200	200
Operating Total	**1,102,546**	**886,704**	**1,465,033**	**1,365,904**
Grants and Aid				
Aids to Government Agencies	45,597	44,674	95,285	95,285
Grants and Aid Total	**45,597**	**44,674**	**95,285**	**95,285**
Expenditure Total $	**1,148,144**	**931,378**	**1,560,318**	**1,461,189**

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, 2022. 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 $3,509,100 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 $4,835,319 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 $24,630,000 due in varying installments through October 1, 2033. The outstanding bonds bear an

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 $29,165,000 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 $21,590,000 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

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 $62,270,000 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 $2,999,900 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 $6,528,000. 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 $31,945,000 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	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of bond issues outstanding	10	10	10	10	10	9
Number of payments	20	20	20	20	20	19
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, 2022

	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
Type of Bonds	$62,620,000	$8,545,700	$35,300,000	$41,540,000	$29,040,000
Revenue	Charter School	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Public Improv. Refunding
General Obligation					
Fiscal Y/E Sep 30	Series 2019A and Series 2019B	Series 2010	Series 2013	Series 2014	Series 2014
2023	4,173,406	708,938	2,830,701	3,148,094	2,182,431
2024	4,249,406	707,946	2,823,222	3,149,364	2,175,306
2025	4,257,906	827,893	2,824,932	3,139,715	2,172,681
2026	4,261,906	827,124	2,820,253	3,139,235	2,171,681
2027	5,636,026	829,084	2,818,689	3,132,980	2,172,056
2028	5,684,400	-	2,815,086	3,131,112	2,184,731
2029	5,679,650	-	2,809,436	3,128,151	2,174,953
2030	5,686,650	-	2,802,421	3,128,602	2,176,625
2031	5,694,400	-	2,799,073	3,117,365	2,165,000
2032	6,302,400	-	2,793,378	3,119,832	2,159,875
2033	6,310,150	-	2,789,904	3,116,182	2,155,375
2034	6,315,650	-	2,788,076	3,106,414	2,165,850
2035	6,298,400	-	-	-	2,154,850
2036	6,273,800	-	-	-	-
2037	6,273,250	-	-	-	-
2038	6,307,600	-	-	-	-
2039	-	-	-	-	-
Total debt service	**$ 89,405,000**	**$ 3,900,985**	**$ 33,715,171**	**$ 37,557,046**	**$ 28,211,414**
Principal outstanding FY 2022	$ 62,620,000	$ 3,509,100	$ 24,630,000	$ 29,165,000	$ 21,590,000

City of Pembroke Pines, Florida

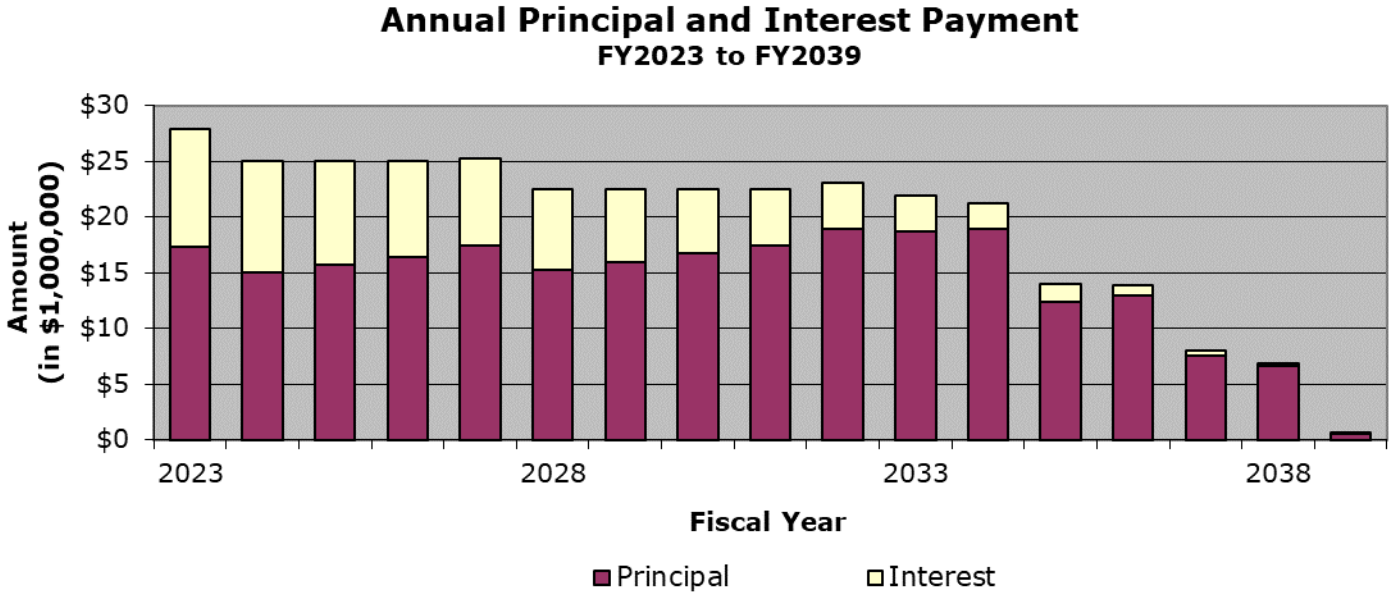
Schedule of Debt Service on Outstanding Bonds as of September 30, 2022

					Business-type Activities	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	
Type of Bonds	$76,045,000	$7,636,000	$17,386,400	$45,960,000	$12,300,000	
Revenue		Variable Rate Cap Improv. Refunding	Public Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System	
General Obligation	General Obligation	**				
Fiscal Y/E Sep 30	Series 2015	Series 2016	Series 2016	Series 2017	Series 2010	Total Debt Service/ Principal
2023	5,895,688	359,265	3,019,999	4,529,213	1,054,600	27,902,335
2024	5,896,438	366,966	-	4,532,838	1,054,029	24,955,515
2025	5,894,438	375,459	-	4,420,963	1,053,438	24,967,425
2026	5,894,438	384,728	-	4,418,463	1,052,827	24,970,655
2027	5,895,238	393,764	-	4,412,338	-	25,290,175
2028	5,894,738	404,552	-	2,325,588	-	22,440,207
2029	5,894,988	415,073	-	2,320,463	-	22,422,714
2030	5,896,388	426,322	-	2,345,162	-	22,462,170
2031	5,896,188	438,280	-	2,340,988	-	22,451,294
2032	5,894,938	450,930	-	2,338,800	-	23,060,153
2033	5,892,688	464,257	-	1,195,931	-	21,924,487
2034	5,893,938	478,243	-	1,185,376	-	21,933,547
2035	5,892,938	491,881	-	1,189,250	-	16,027,319
2036	5,894,188	507,154	-	1,185,500	-	13,860,642
2037	-	523,037	-	1,189,000	-	7,985,287
2038	-	539,512	-	-	-	6,847,112
2039	-	555,572	-	-	-	555,572
Total debt service	**$ 82,527,232**	**$ 7,574,995**	**$ 3,019,999**	**$ 39,929,873**	**$ 4,214,894**	**$ 330,056,609**
Principal outstanding FY 2022	$ 59,330,000	$ 6,528,000	$ 2,999,900	$ 31,945,000	$ 3,933,622	$ 246,250,622

****** 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, 2022" regarding the variable rate bond issue, the total annual debt service will be fairly constant for the next 12 years, 2023-2034, 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.



The total outstanding bond principal balance as of September 30, 2022, is **$246,250,622** representing a decrease of **$15,192,597** from the prior year as a result of principal repayment.

Property Taxable Value for Fiscal Year Ending September 30, 2022 (2021 Tax Year)

Property Assessed Value:	
Just Value	$ 22,941,229,131
Less: Property and Personal Exemptions	(3,836,829,270)
Homestead Assessment Differential [1]	(4,093,313,260)
Non-homestead Residential Property Differential [2]	(118,927,780)
Certain Residential and Nonresidential Real Property Differential [2]	(63,388,490)
Agricultural Differential [3]	(7,683,390)
Pollution Control Devices Differential [4]	(428,900)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(38,017,553)
Final Taxable Value	$ 14,782,640,488

(1) Per F.S. 193.155, the reassessed value shall not exceed the lower of a) 3% of the assessed value of the property for the prior year; or b) the percentage change in the CPI.
(2) Per F.S. 193.1554 & 193.1555, the reassessed value may not exceed 10%of the assessed value of the property for the prior year.
(3) Per F.S. 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year.
(4) Per F.S. 193.621, the reassessed value may not be greater than its market value as salvage.

Legal Debt Limit

There are no direct limitations imposed by the Florida Constitution or the Florida Statutes on the amount of debt that the City can issue.

The City of Pembroke Pines' limit is governed by the City's Ordinances No. 1560 (Debt Management Policy) and No. 1561 (Derivative Debt Management Policy) adopted on November 1, 2006.

City's debt management policy regarding direct unlimited tax general obligation debt (UTGO) limitation (1.5% x $14,782,640,488 - the City's taxable assessed valuation)	$ 221,739,607
Total General Obligation Bonds subject to debt limitation (GOB, Series 2015)	59,330,000
Legal debt margin	$ 162,409,607

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:

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.

Coverage of Estimated Combined Maximum Annual Debt Service:	
Net Revenues of the Consolidated Utility System - FY 2021-22 Unaudited	$ 14,837,197
Maximum Annual Debt Service **(1)**	1,055,153
Maximum Debt Service Coverage	14.06

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.

Coverage of Estimated Combined Maximum Annual Debt Service:	
Communications Services Tax and Water Public Service Tax - FY 2021-22 Unaudited	$ 7,340,234
Combined Maximum Annual Debt Service **(1)**	5,983,205
Maximum Debt Service Coverage	1.23

(1) The greatest amount of aggregate Bond Service Requirements for the then-current or any future Fiscal Year.

Public Improvement Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued for the 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 the 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 Bonds, Series 2014 and Public Improvement Revenue Refunding Bonds, Series 2016 are parity bonds.

Coverage of Estimated Combined Maximum Annual Debt Service:	
Electric Public Service Tax - FY 2021-22 Unaudited	$ 12,371,348
Combined Maximum Annual Debt Service **(1)**	5,195,888
Coverage	2.38

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.

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 Refunding Bonds, Series 2010, Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2016, and Capital Improvement Revenue Refunding Bonds, Series 2017 are parity bonds.

Coverage of Estimated Combined Maximum Annual Debt Service:	
Electric Franchise Fees - FY 2021-22 Unaudited	$ 10,066,525
Combined Maximum Annual Debt Service **(1)**	5,630,313
Maximum Debt Service Coverage	1.79

(1) The greatest amount of aggregate Bond Service Requirements for the then-current or any future Fiscal Year.

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.

LEGALLY AVAILABLE NON-AD VALOREM REVENUES	Fiscal Year Ended September 30 2020 (1)	2021 (1)	2022 (2)
Taxes:			
Public Service Tax-Electric	11,745,620	11,849,134	12,371,348
Public Service Tax-Water	2,587,372	2,676,025	2,755,753
Communication services tax	4,357,078	4,388,335	4,584,481
Local business tax - City	3,586,587	3,433,475	3,177,791
Intergovernmental Revenues:			
Local government 1/2 cent sales tax	10,085,609	12,088,112	13,980,016
Revenue sharing trust funds	4,233,780	5,124,264	6,646,683
Permits, Fees, and Licenses:			
Franchise fees-Electric	8,360,987	8,621,770	10,066,525
Franchise fees-Other	5,346,275	5,360,965	4,361,142
Building Permits	370,063	537,062	496,738
Charter School revenues **(3)**	5,740,395	5,954,458	6,311,717
Charges for services:			
General Government	18,290,838	19,523,738	20,719,801
Public Safety	6,565,015	6,588,041	7,128,027
Culture/Recreation	5,284,857	4,334,133	7,194,365
Miscellaneous Revenues:			
Interest Income	2,110,182	173,658	(2,628,092)
Rental revenues **(4)**	5,755,247	5,919,097	6,532,592
Total Sources of Legally Available Non-Ad Valorem Revenues	**$ 94,419,905**	**$ 96,572,267**	**$ 103,698,887**

Anti-Dilution Test

	2020	2021	2022	Average
Total Non-Ad Valorem Revenues	**$ 94,419,905**	**$ 96,572,267**	**$ 103,698,887**	**$ 95,496,086**
Maximum Annual Debt Service				**20,952,046**
Coverage				**4.56**
Required per Section 5.01				**1.50**

(1) Based on audited financial information

(2) Based on unaudited financial information

(3) Charter School revenues only includes lease payments to the City for the debt service payments based on City's fiscal year.

(4) Rental revenues excludes housing rental.

Bond Ratings

All the outstanding bonds, except the Capital Improvement Revenue Refunding Bonds, Series 2010, and the Consolidated Utility System Revenue Bonds, Series 2010 (which are Bank Direct Purchase Revenue Bonds), are insured and had, in the past, the highest bond ratings until the downgrade of the bond insurers by the Rating Agencies. On March 18, 2022, Moody's Investor Service upgraded the insurance financial strength (IFS) rating of the bond insurers from A2 to A1. Such ratings reflect only the respective views of the Rating Agencies. Generally, Rating Agencies base their ratings on information, materials, investigations, studies, and assumptions made by them. There is no assurance that such ratings will be maintained for any given period or that they may not be lowered, suspended, or withdrawn entirely by the Rating Agencies if, in their judgment, circumstances warrant the change.

On July 21, 2020, S&P Global Ratings lowered its long-term rating and underlying rating to BBB from A- for the communication services tax revenue bonds. On July 2, 2020, Moody's Investors Service has upgraded the public improvement revenue bonds to Aa3 from A1 and the same time affirmed the Aa2 rating on the City's outstanding general obligation unlimited tax, the A1 rating on the outstanding capital improvement revenue bonds, and the Baa1 rating on the outstanding communication services tax bonds. The S&P Global Ratings assigned an AA rating to the City's capital improvement revenue bonds, Series 2019.

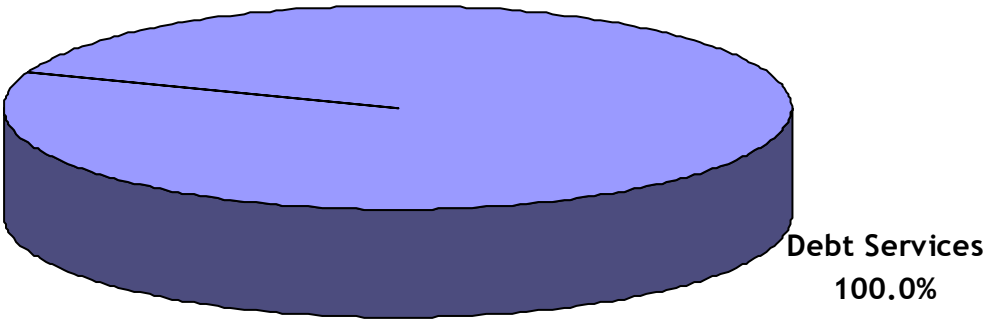
DEBT SERVICE FUND

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Ad Valorem Taxes	5,780,588	5,830,413	5,872,255	5,865,901
Utility Taxes	3,144,518	3,146,706	3,361,759	1,656,375
Communication Services Tax	4,357,078	4,388,336	4,178,000	4,389,759
Franchise Fees	758,061	761,568	760,864	761,648
Investment Income	126,360	17,766	70,500	86,200
Rents & Royalties	11,095,975	11,371,175	11,742,996	11,325,468
Interfund Transfers	7,300,000	-	-	-
Debt Proceeds/Installment Purchase	66,359,808	-	-	-
Beginning Surplus	-	-	-608,962	2,766,533
Revenue Total **$**	**98,922,388**	**25,515,965**	**25,377,412**	**26,851,884**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Debt Services				
Principal Payments	13,345,000	13,814,800	14,290,900	16,312,900
Interest Payments	11,391,069	11,590,511	11,081,962	10,534,834
Other Debt Service Costs	73,078,100	4,150	4,550	4,150
Debt Services Total	**97,814,169**	**25,409,461**	**25,377,412**	**26,851,884**
Other				
Other Uses	585,808	-	-	-
Other Total	**585,808**	**-**	**-**	**-**
Expenditure Total **$**	**98,399,977**	**25,409,461**	**25,377,412**	**26,851,884**

DEBT SERVICE FUND

Expenditure Category



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. Unspent financing is carried forward to the next year in 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 FY 2022-23; therefore, the fund has no expenditure appropriations. However, unspent funds from General Obligation Bonds, Series 2015 and Capital Improvement Revenue Refunding Bonds, Series 2019 will become part of the FY 2022-23 appropriation after the budget is adopted and the carryover of funds finalized.

Accomplishments

Completed the installation of a new Uninterruptible Power System (UPS) to support the City’s Emergency Operations Center (EOC) at City Hall.

MBR Construction was awarded a Design Build Construction Agreement for the design and construction of a Community Center at William B. Armstrong Park and the renovation of Spring Valley Park to include a new passive park area and playground. The project is expected to be complete in December of 2023.

Completed the renovation of West Pines Soccer Park fields 5 & 6.

Completed the installation of a new playground at Tanglewood Park.

MUNICIPAL CONSTRUCTION FUND

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of projects completed	1	7	1	7	9	7

MUNICIPAL CONSTRUCTION FUND

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Investment Income		20,711	-286	-	-
Miscellaneous Revenues		250,000	2,000,000	182,000	337,577
Debt Proceeds/Installment Purchase		7,308,789	-	-	-
Prior Year Bond Proceeds		-	-	4,282,106	-
Beginning Surplus		-	-	-182,000	-337,577
Revenue Total	**$**	**7,579,500**	**1,999,714**	**4,282,106**	**-**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Capital				
Buildings	-358,850	-	511,750	-
Infrastructure	2,697,825	1,063,289	1,953,030	-
Machinery and Equipment	76,709	143,303	506,130	-
Intangible Assets	2,071,730	2,745,437	1,311,196	-
Capital Total	**4,487,414**	**3,952,029**	**4,282,106**	**-**
Expenditure Total	**$ 4,487,414**	**3,952,029**	**4,282,106**	**-**

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:

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 our program of sewer lift-station upgrades and replacements for better performance and aesthetics.

Fully implement our 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 Jacobs-OMI (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 City’s water and wastewater operations include provision of NELAC certified laboratory services to monitor the 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 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 operation, maintenance, and improvement of more than 556 miles of water distribution lines, service lines, approximately 44,000 meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 5,526 fire hydrants.

~ WASTEWATER COLLECTION - is responsible for the operation, maintenance, and improvement of more than 120 miles of force mains and 419 miles of gravity sewer mains, as well as 9,110 manholes and 198 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.

•Rehabilitation of water supply wells - $145,000

•Fire hydrant replacements - $25,000

•Pines Village water mains replacement and septic tanks conversion project - $5.603 million

•Sewer pumping/lift station rehabilitation or replacement - $1.964 million

•Sewer system piping rehabilitation - $548,750

•Sewer treatment plant rehabilitation - $1.270 million

Accomplishments

The Utilities Department successfully completed many of its budgeted projects from last year. Those that were not completed have been advanced and will be brought forward to this year. Our team has worked hard to not only develop, procure and manage the projects, but to work closely with contracted professionals and the various regulatory authorities to ensure that the projects were completed within budget and met or exceeded all regulatory requirements. Some of our successfully completed projects include:

•Designed and awarded construction contract for the Pines Village Phase 2 infrastructure upgrade project, which will include new water mains and appurtenances.

•Completed the Water Treatment Plant (WTP) filter upgrades to include installation of Air Scour technology.

•Designed and awarded construction contract of a new raw water main from the City’s eastern well field to the WTP which will provide critical redundancy to our raw water supply.

UTILITIES

•Completed improvements to the lime sludge storage ponds at the WTP to increase their capacity and make transfers and removal of sludge safer.

•Procured over 16,700 water meters and awarded a contract to replace meters that are 20+ years old throughout our City.

•Replaced two air blowers and rehabilitated the associated ductwork at the Wastewater Treatment Plant (WWTP).

•Completed rehabilitation of one of the treatment units, and both surge tanks, at the WWTP.

•Completed replacement of the WWTP effluent pump station electrical system.

•Completed replacement of the emergency generator at Master Sewer Lift Station #4.

•Completed refurbishment of the WWTP east emergency generator

•Rehabilitated 9,755 feet of gravity sewer piping, 247 sewer laterals, and 230 sewer manholes.

•Continued improvement of the Utilities Geographical Information System (GIS).

•Designed upgrades and improvements to the Supervisory Control and Data Acquisition (SCADA) system for the sewer lift stations.

UTILITIES

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Number of utility customers assisted via Customer Service Call and Walk-In Centers	47,880	40,000	47,772	40,000	40,000	40,000
Number of potable water meters replaced	1,976	2,000	2,068	2,000	2,000	16,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	21,485	9,755	21,485	21,485	20,000
Miles of water main maintained	560	541	546	525	525	546
Fire hydrants maintained	5,371	4,650	5,521	4,650	4,650	5,521
Lift stations maintained	212	202	198	198	212	199
Miles of sanitary sewer maintained	360	418	419	412	412	419
Miles of force main maintained	33	39	36	36	36	36
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.09	<9.50	9.14	<9.50	<9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	2.40	<4.00	3.10	<4.00	<4.00	<4.00
Color (County standard 15.0 or lower)	2.00	<15.00	4.00	<15.00	<15.00	<15.00
Fluoride ASF (County standard 0.8 or lower)	0.58	<2.00	0.68	<0.80	<0.80	<0.80
Turbidity NTU (County standard 1.0 or lower)	0.10	<1.00	0.13	<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)	9.29	<20.00	8.30	<20.00	<20.00	<20.00
TSS Effluent (County standard 20 or lower)	11.83	<20.00	10.16	<20.00	<20.00	<20.00
Efficiency						
Number of hours required to repair a pressure main break	N/A	N/A	5	5	5	5
Number of hours required to respond to after-hours emergency situations	N/A	N/A	1	1	1	1
Percentage of Work Orders addressed within 72 hours*	N/A	N/A	N/A	N/A	100%	100%
Percentage of Meter Read vs. Estimated Reads*	N/A	N/A	N/A	N/A	95%	95%

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

UTILITIES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Building Permits	17,609	64,542	15,000	15,000
Charges for Services	466,667	108,280	757,751	265,991
Intergovernmental Revenue	-	-	4,358,658	4,000,000
Water/Sewer Charges	57,024,937	58,336,285	60,575,000	63,197,000
Investment Income	842,692	158,648	424,000	1,091,000
Miscellaneous Revenues	53,007	20,048	25,248	23,100
Water/Sewer Connection	989,305	325,828	1,917,347	498,985
Appropriated Retained Earnings	-	-	27,355,027	-
Capital Funded By Reserve	-	-	3,200,000	3,390,000
Beginning Retained Earnings	-	-	3,845,196	632,854
Capital Contributions	3,198,423	1,348,136	-	-
Revenue Total **$**	**62,592,639**	**60,361,767**	**02,473,227**	**73,113,930**

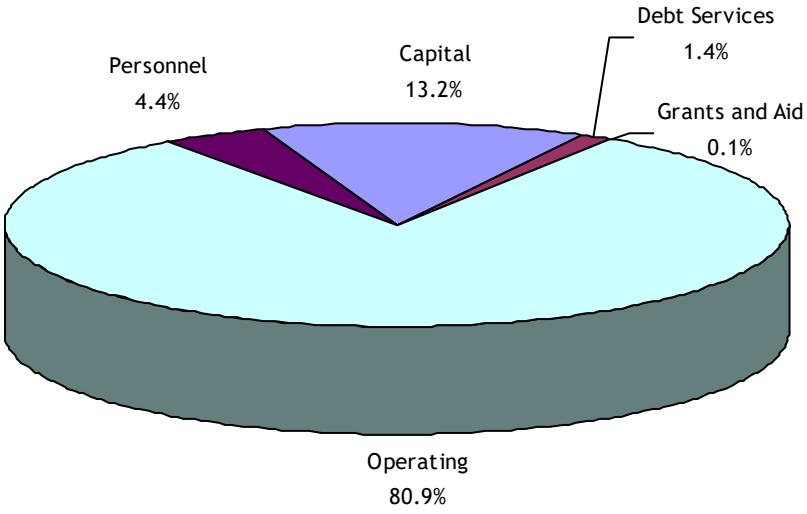
	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	812,181	974,105	1,106,991	1,258,930
Benefits	5,292,457	-396,738	1,893,423	1,964,166
Personnel Total	**6,104,638**	**577,367**	**3,000,414**	**3,223,096**
Operating				
Contingency	-	-	230,860	-
Professional Services	521,644	1,066,906	2,004,450	1,537,540
Accounting and Auditing	57,603	57,324	59,677	65,038
Other Services	12,561,398	12,857,036	15,270,717	14,629,088
Travel Per Diem	1,033	536	5,200	2,300
Communication Services	63,418	78,756	76,607	91,500
Freight & Postage Services	141,283	148,781	237,000	274,000
Utility Services	9,452,027	10,840,270	10,803,197	11,085,629
Rentals and Leases	232,836	229,647	288,228	264,904
Insurance	1,739,656	1,130,532	1,899,259	2,014,090

UTILITIES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Repair and Maintenance Services	1,604,237	1,358,068	1,727,276	1,628,021
Printing and Binding	2,267	3,785	3,136	3,500
Depreciation	7,092,892	7,136,865	3,200,000	3,390,000
Other Current Charges and Obligations	17,748,927	18,888,548	18,695,113	20,169,194
Office Supplies	34,040	36,041	34,086	31,500
Operating Supplies	2,230,432	2,568,587	4,881,865	3,920,756
Publications and Memberships	1,240	1,010	2,450	8,000
Training	-	441	4,350	8,000
Operating Total	**53,484,933**	**56,403,132**	**59,423,471**	**59,123,060**
Debt Services				
Principal Payments	-	-	901,697	933,256
Interest Payments	204,638	174,318	153,457	121,345
Debt Services Total	**204,638**	**174,318**	**1,055,154**	**1,054,601**
Grants and Aid				
Aids to Government Agencies	51,378	-	60,115	61,919
Grants and Aid Total	**51,378**	**-**	**60,115**	**61,919**
Capital				
Buildings	-	-	1,818,689	-
Infrastructure	-	-	26,670,596	9,331,254
Machinery and Equipment	-	-	10,444,788	320,000
Capital Total	**-**	**-**	**38,934,073**	**9,651,254**
Expenditure Total	**$ 59,845,587**	**57,154,817**	**102,473,227**	**73,113,930**

UTILITIES

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512009 Asst Director of Public Svc		1	1	1	1
512051 Public Services Director		0.5	0.5	0.5	0.5
512109 Administrative Supervisor		1	1	1	1
512146 Assist. UT/Compliance Director		1	1	1	1
512147 Assist. Utilities Director		1	1	1	1
512148 Utilities Director		1	1	-	1
512196 Envir Svc/Utilities Director		0.5	0.5	0.5	-
512499 Deputy City Manager		0.5	0.5	0.5	1
512500 City Engineer		0.5	0.5	0.5	0.5
512516 Assistant City Manager		0.5	0.5	0.5	-
512532 Accountant II		0.5	0.5	0.5	0.5
512537 Assistant City Engineer		-	-	-	0.5
512741 Controller		-	-	-	0.5
512774 Engineer		0.5	0.5	0.5	-
Total	Full-time	8.5	8.5	7.5	8.5
	Part-time	-	-	-	-

SANITATION

Mission

To provide high quality, courteous, dependable, and efficient waste disposal to City residents and businesses by providing the highest level of service at competitive rates and ensuring protection and preservation of our environment.

Goals

Ensure environmentally safe and efficient collection and disposal of waste, with an emphasis on performance and accountability, ensuring the highest level of service at the lowest possible cost.

Objectives

Collection and disposal services of garbage, bulk trash, and hazardous waste for residential and commercial accounts throughout the City.

Disposal of solid waste materials generated throughout the City, ensuring the proper disposal by following and developing ordinances and contractual obligations that foster the protection and preservation of our environment.

Educating the public on proper waste handling and disposal options. Administer various Solid Waste Collection Services Agreements between the City and private hauling companies.

Resolving associated complaints in a timely manner.

Major Functions and Activities

Provide curbside trash pickup twice a week for city residents and businesses through a private contractor.

Provide curbside bulk item pickup twice a month for city residents through a private contractor. Bulk items are household items such as couches, chairs, mattresses, tables, appliances, carpeting, tree limbs, lumber, etc.

Provide quarterly household hazardous waste drop off events for City residents through partnership with a private company. Acceptable items include paint thinner/striper, paint (oil or latex), auto fluids, pesticides, fertilizer, pool chemicals, fluorescent tubes, flares, mercury thermometers, spot removers, oven and drain cleaners, furniture and metal polish, items including mercury, batteries (rechargeable, auto, and marine), and propane tanks. Acceptable electronic waste include computers, monitors, keyboards, computer mice, terminals, printers, fax machines and modems, cell phones, televisions, desk top copiers and scanners, as well as rechargeable batteries.

Provide rights-of-way maintenance and pickup of public trash receptacles throughout the City.

Budget Highlights

The FY 2022-23 budget is $1.4 million or 30.36% higher than the working budget. Increase is related mainly to additional 3 months of expenses since the working budget includes 9 months of operating expenses while the FY 2022-23 budget includes 12 months.

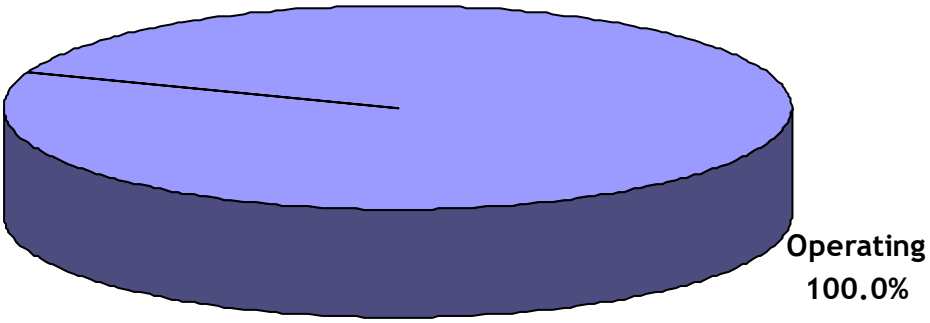
SANITATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	-	-	4,526,976	5,910,686
Miscellaneous Revenues	-	-	30,000	30,000
Revenue Total $	**-**	**-**	**4,556,976**	**5,940,686**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	-	-	49,272	-
Other Services	-	-	285,950	275,511
Travel Per Diem	-	-	50	50
Communication Services	-	-	1,800	1,800
Utility Services	-	-	4,121,260	5,619,825
Repair and Maintenance Services	-	-	7,400	7,400
Printing and Binding	-	-	20,920	21,750
Office Supplies	-	-	1,000	1,000
Operating Supplies	-	-	13,350	13,350
Operating Total	**-**	**-**	**4,501,002**	**5,940,686**
Capital				
Machinery and Equipment	-	-	55,974	-
Capital Total	**-**	**-**	**55,974**	**-**
Expenditure Total $	**-**	**-**	**4,556,976**	**5,940,686**

SANITATION

Expenditure Category



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 FY 2022-23 budget reflects a $2.3 million or 7.71% increase over the FY 2021-22 working budget due to rising cost of healthcare and liability insurance premiums.

PUBLIC INSURANCE FUND

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Safety seminars	7	8	7	7	4	10
Effectiveness						
Total claims	140	152	198	140	163	100
Efficiency						
Average workers' compensation insurance cost per FT Employee	$1,477.00	$1,477.00	$822.00	$1,477.00	$2,251.98	$1,000.00

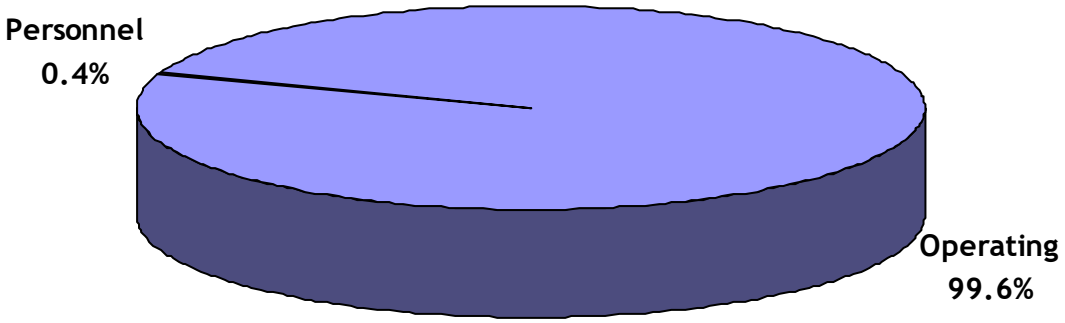
PUBLIC INSURANCE FUND

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Charges for Services	20,836,261	20,559,427	28,103,219	30,216,529
Investment Income	664,912	61,851	374,344	501,981
Miscellaneous Revenues	4,340,891	3,421,957	1,791,115	1,882,747
Interfund Transfers	-	100,000	100,000	100,000
Beginning Surplus	-	-	-100,000	-100,000
Revenue Total	**$ 25,842,064**	**24,143,235**	**30,268,678**	**32,601,257**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Salary	87,956	91,822	81,120	87,820
Benefits	69,688	-10,938	40,355	41,967
Personnel Total	**157,644**	**80,884**	**121,475**	**129,787**
Operating				
Other Services	88,860	88,441	100,000	114,279
Insurance	25,587,425	23,863,800	30,022,953	32,333,191
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	5,741	8,200	17,000	17,000
Other Current Charges and Obligations	-	-	-	-
Office Supplies	2,394	1,909	4,000	4,000
Operating Supplies	-	-	750	500
Training	-	-	500	500
Operating Total	**25,684,420**	**23,962,351**	**30,147,203**	**32,471,470**
Expenditure Total	**$ 25,842,064**	**24,043,235**	**30,268,678**	**32,601,257**

PUBLIC INSURANCE FUND

Expenditure Category



Position Title		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
512017 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 12% of the employee's base salary for bargaining employees, and 15% 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 FY 2022-23 is approximately $3.5 million.

The GEPP budget includes an estimated annual rate of return of 7.0%, which approximates $13 million in investment income. The actuarial assumption of 5.75% represents the average long-term expected rate of return.

Accomplishments

The City's ADC for the fiscal year ending 2021-22 is $1.7 million. This represented a $0.6 million or 25.5% decrease from 2020-21. The City made an additional $1.8 million contribution to the ADC for the 2021-22 fiscal year, totaling $3.5 million.

For the year ended September 30, 2022, the GEPP investments were valued at approximately $190.4 million.

GENERAL EMPLOYEES PENSION

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Retired participants	420	400	423	420	423	431
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$11.8M	$12.0M	$12.5M	$12.0M	$12.0M	$13.6M
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**	5.6%	6.75%	9.13%	6.00%	6.00%	5.75%
City contribution as a % of covered payroll ^	157.56%	75.00%	400.52%	75.00%	90.00%	100.00%
Efficiency						
% of administrative costs to total assets	0.001%	0.05%	0.0%	0.05%	0.05%	0.05%

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

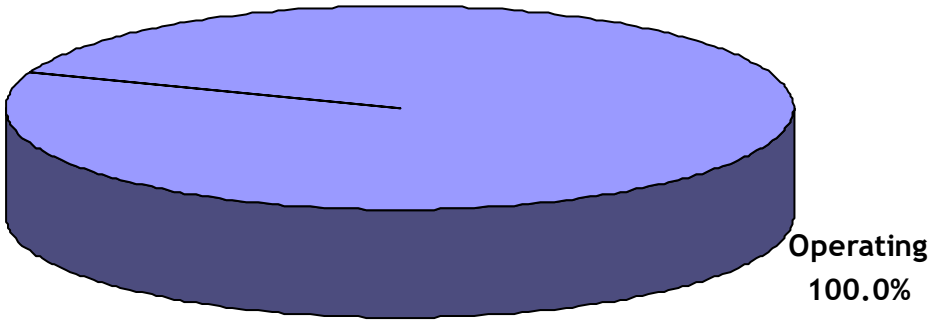
^ Covered payroll includes salaries for all General Employees except those in DROP and those hired after June 30, 2010. As of 9-30-13, covered payroll includes bargaining and non-bargaining members.

GENERAL EMPLOYEES PENSION

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Investment Income		17,690,041	33,525,833	15,000,000	13,000,000
Miscellaneous Revenues		3,661,054	7,635,762	3,635,284	3,633,936
Beginning Surplus		-	-	-5,258,284	-2,956,936
Revenue Total	**$**	**21,351,095**	**41,161,595**	**13,377,000**	**13,677,000**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Professional Services		61,199	65,955	77,000	77,000
Pension Benefits		11,830,697	12,470,598	13,300,000	13,600,000
Operating Total		**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**
Expenditure Total	**$**	**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**

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 Statues 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 FY 2022-23 is approximately $31.2 million; this represents an increase of $1.2 million from FY 2021-22 working budget. The increase is mainly attributable to the decrease in the investment income and a slight increase in number of active participants.

The Fire and Police Pension budget includes $49.0 million in investment income. The actuarial assumption of 7.50% represents the average long term expected rate of return.

Accomplishments

The City contributed approximately $30.0 million for the fiscal year ended 2021-22, which is the ADC for the year.

For the year ended September 30, 2022, the Fire and Police Pension investments were valued at $760.5 million.

POLICE AND FIRE PENSION

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Retired participants	419	400	463	419	428	463
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$36.1M	$33.0M	$38.5M	$34.0M	$37.0M	$54.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	7.58%	7.80%	19.63%	7.75%	7.65%	7.00%
City contribution as a % of covered payroll	102.49%	98.00%	97.04%	98.00%	109.00%	100.00%
Efficiency						
% of administrative costs to total fund assets	0.10%	0.20%	0.09%	0.20%	0.20%	0.20%

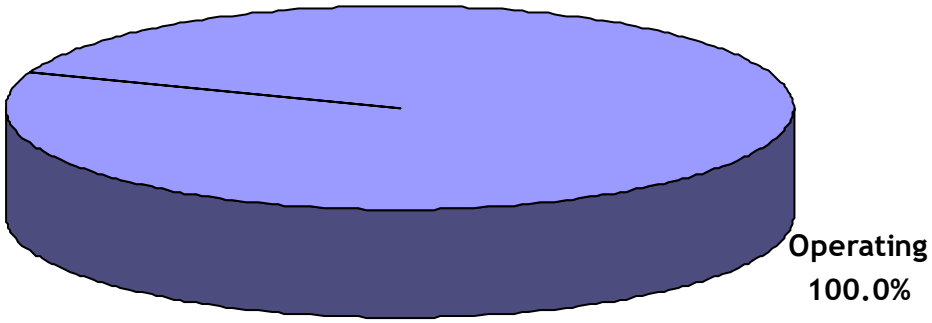
* Goals for return on investment are based on the actuarial assumption reflected in the valuation reports.

POLICE AND FIRE PENSION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category				
Investment Income	55,291,004	146,007,796	46,000,000	58,000,000
Miscellaneous Revenues	33,489,466	33,717,443	35,189,227	36,205,676
Beginning Surplus	-	-	-27,189,227	-35,055,676
Revenue Total $	**88,780,470**	**79,725,239**	**54,000,000**	**59,150,000**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Operating				
Professional Services	4,188,826	4,706,924	4,500,000	4,850,000
Other Current Charges and Obligations	36,106,324	38,504,065	49,500,000	54,300,000
Operating Total	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**
Expenditure Total $	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**

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’s contribution to the OPEB trust fund for the FY 2022-23 is approximately $11.7 million.

Accomplishments

For the year ended September 30, 2022, the OPEB Trust Fund was valued at $117.7 million.

OTHER POSTEMPLOYMENT BENEFITS

Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Retired participants receiving benefits	551	600	530	600	600	544
Retiree health claim benefits paid	$8.9M	$13.5M	$11.4M	$13.0M	$13.0M	$13.1M
Effectiveness						
Return on investments**	8.0%	7.8%	9.7%	8.0%	N/A	7.2%
City's ADC as a % of City payroll	9.10%	15.00%	6.89%	9.00%	N/A	10.00%
Efficiency						
City's actual contribution as a % of the ADC	126.07%	100.00%	233.06%	100.00%	100.00%	100.00%
Administrative costs as a % of total fund assets	0.22%	1.25%	0.10%	1.25%	1.25%	1.00%

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

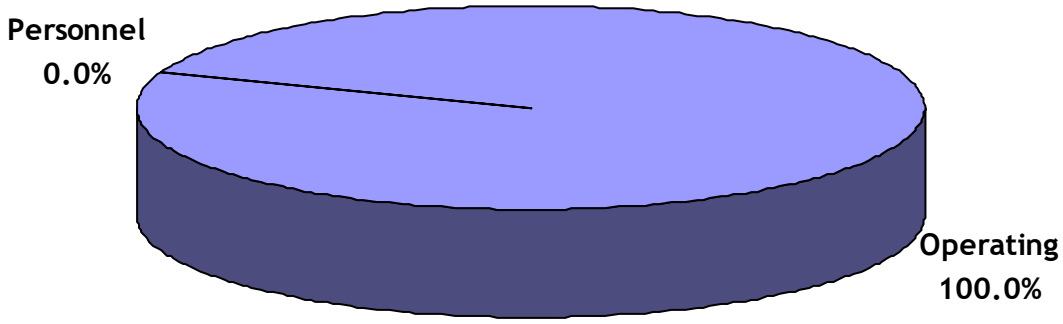
OTHER POSTEMPLOYMENT BENEFITS

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Investment Income		9,940,937	20,172,712	9,005,600	10,005,600
Miscellaneous Revenues		13,142,095	17,819,415	12,259,007	12,368,828
Beginning Surplus		-	-	-6,174,600	-6,788,428
Revenue Total	**$**	**23,083,032**	**37,992,127**	**15,090,007**	**15,586,000**

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category				
Personnel				
Benefits	4,242	4,661	6,000	7,000
Personnel Total	**4,242**	**4,661**	**6,000**	**7,000**
Operating				
Professional Services	426,277	504,128	462,000	512,000
Other Services	38,318	44,363	50,000	50,000
Insurance	10,020,441	11,527,983	14,572,007	15,017,000
Operating Total	**10,485,037**	**12,076,475**	**15,084,007**	**15,579,000**
Expenditure Total	**$ 10,489,279**	**12,081,136**	**15,090,007**	**15,586,000**

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 WetlandsbankTM (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres located in the Chapel Trail Preserve.

This agreement, which ended on December 31, 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation. Florida Wetlandsbank's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits.

On January 1, 2005, the City assumed full responsibility and maintenance for the wetlands. The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City became the Grantor of the Mitigation Bank Irrevocable Trust Fund on April 5, 1995 in order to hold the funds to maintain the wetlands in perpetuity. The current Trustee is the Bank of New York, and the beneficiaries of the Trust Fund are the City, the South Florida Water Management District, the U. S. Army Corps of Engineers, and Broward County. Payments are made quarterly from the investment earnings of the Trust Fund to cover the cost of maintaining the wetlands. In the event that investment earnings are insufficient to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

Budget Highlights

Expenditures for maintaining the wetlands have remained constant, with no changes anticipated in FY 2022-23.

WETLANDS MITIGATION TRUST FUND

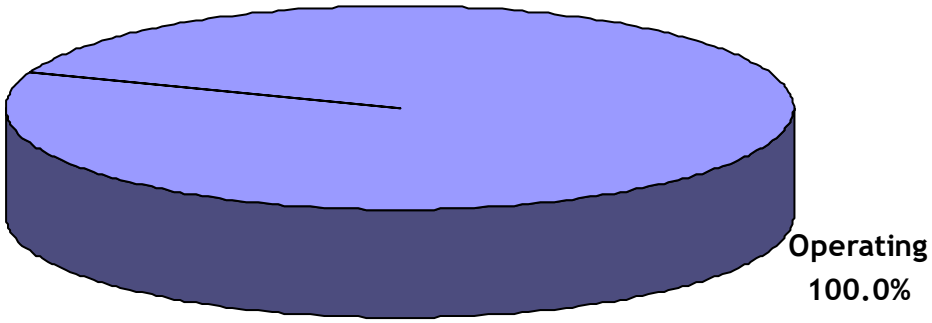
Performance Measures	2019-20 Actual	2019-20 Goal	2020-21 Actual	2020-21 Goal	2021-22 Goal	2022-23 Goal
Outputs						
Funds set aside for wetlands maintenance	$489,108	$480,000	$473,406	$490,000	$490,000	$490,000
Effectiveness						
Investment yield	1.48%	2.50%	0.16%	2.00%	2.00%	2.00%

WETLANDS MITIGATION TRUST FUND

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Revenue Category					
Investment Income		5,775	757	3,000	5,000
Interfund Transfers		-	-	5,965	-
Beginning Surplus		-	-	7,535	11,500
Revenue Total	**$**	**5,775**	**757**	**16,500**	**16,500**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Expenditure Category					
Operating					
Professional Services		1,460	1,460	1,500	1,500
Other Services		2,300	15,000	15,000	15,000
Operating Total		**3,760**	**16,460**	**16,500**	**16,500**
Expenditure Total	**$**	**3,760**	**16,460**	**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 those years. The CIP is reviewed by the City Manager, Deputy City Manager, and Finance Director/Assistant City Manager 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 $5,000 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 $5,000 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:

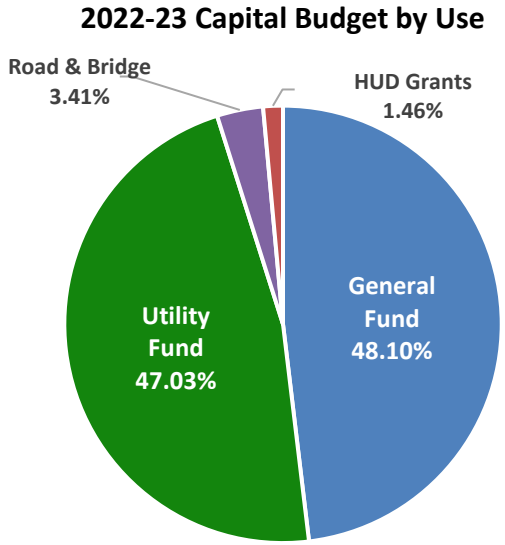
1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City’s capital investment and minimize future maintenance and replacement costs.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

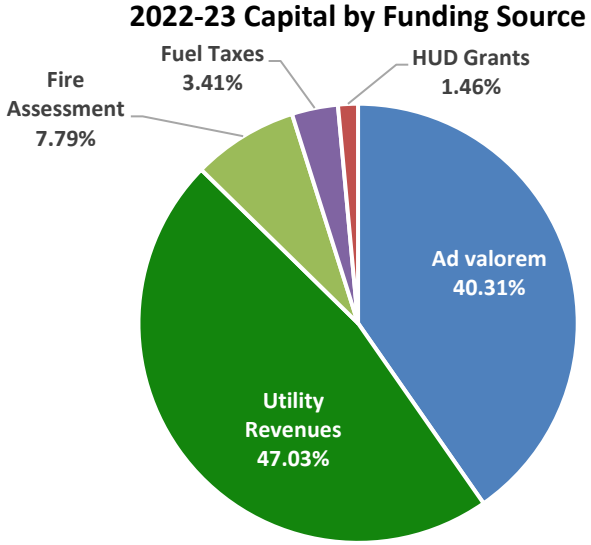
expenditures will foster goals of:

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 2022-23 Capital Budget and Operating Impact

The FY 2022-23 capital budget for all funds is $20.5 million, a decrease of $5.8 million or 21.9% compared to the FY 2021-22 adopted budget. The General Fund and the Utility Fund account for 48.1% and 47.0% 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 $5.6 million is 27.4% of the total capital outlay planned for all funds, and the Police Department represents 51.8% of the public safety total. Appropriations for replacement of motor vehicles account for $3.7 million or 65.3% 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.

- $1.9 million – Police vehicles
- $2.0 million – Lift station replacement and rehabilitation
- $1.2 million – Fire engine
- $0.4 million – Ambulance

Nonrecurring Items: The 2022-23 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 2022-23	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.	$5.6 Million of which $4.0 million will be funded by ARPA revenue and the remainder by operating revenues	N/A	Reduced water main breakage and improved level of service.
Headworks influent channel renovations	**Utility Fund**	**Net**	**Explanation**
The headworks influent channel is a reinforced concrete channel that transmits screened raw sewage from the headworks building to the influent surge tanks. The harsh environment has significantly deteriorated the concrete and exposed the reinforcing steel. This project will renovate these channels.	$1.1 Million funded by operating revenues	N/A	Improved operational effectiveness, reduces risk of structural failure of channel and raw sewage discharge violations.

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	Total
GENERAL FUND							
Div. 2001 - Finance							
Computer Programs	Revenues	25,000	-	-	-	-	25,000
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	-	250,000	-	250,000	-	500,000
Computer Programs/Software & Systems Mod	Revenues	770,000	200,000	300,000	300,000	300,000	1,870,000
Network Servers	Revenues	75,000	50,000	50,000	50,000	50,000	275,000
Vehicles	Revenues	-	35,000	-	35,000	-	70,000
Telephony and Phone Systems	Revenues	340,000	100,000	100,000	100,000	100,000	740,000
Computer Equipment (Not Micro)	Revenues	-	100,000	100,000	100,000	100,000	400,000
Disaster Recovery Software & Hardware	Revenues	-	-	-	-	-	-
Improvements - Other	Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Laptops	Revenues	-	33,600	33,600	33,600	33,600	134,400
Other Equipment	Revenues	355,000	300,000	300,000	675,000	300,000	1,930,000
Div. 3001 - Police							
Vehicles	Revenues	1,871,891	1,750,000	2,000,000	2,000,000	2,000,000	9,621,891
Motorcycles	Revenues	62,000	60,000	60,000	60,000	60,000	302,000
Radios	Revenues	-	50,000	50,000	50,000	50,000	200,000
Computer System	Revenues	-	200,000	200,000	200,000	200,000	800,000
Other Equipment	Revenues	939,800	200,000	200,000	200,000	250,000	1,789,800
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	-	60,000	60,000	60,000	65,000	245,000
Ladder Truck	Fire Asmt	-	-	1,400,000	-		1,400,000
Fire Engine	Fire Asmt	1,250,000	650,000	-	1,300,000	650,000	3,850,000
Fire Apparatus Refurbishment	Fire Asmt	30,000	30,000	35,000	35,000	40,000	170,000
Life Pak (12)	Revenues	-	-	-	400,000		400,000
Ambulances	Revenues	350,000	358,000	358,000	358,000	1,050,000	2,474,000
Ambulance Refurbishment	Revenues	20,000	20,000	25,000	25,000	25,000	115,000
Command Vehicle	Rev/Fire Asmt	75,000	80,000	-	-	80,000	235,000
Air System	Fire Asmt		75,000	-	120,000		195,000
Rescue Laptops	Revenues	-	-	-	-	80,000	80,000
Radios	Rev/Fire Asmt	700,000	300,000	500,000	-		1,500,000
SCBA Refurbishment / Replacement	Fire Asmt	-	800,000	-	-		800,000
Training Facility Refurbishment	Rev/Fire Asmt	25,000	25,000	25,000	25,000	25,000	125,000
Station Refurbishment	Rev/Fire Asmt	75,000	100,000	150,000	100,000	150,000	575,000
Fire Prevention Vehicle	Fire Asmt	65,000	65,000	65,000	65,000	65,000	325,000
Fire Prevention Computer Equipment (not Micro)	Fire Asmt	-	10,000	-	-		10,000
Body Armor	Revenues	-	-	-		100,000	100,000
Automatic CPR Device	Revenues	75,000		-	-		75,000
Communications upgrade	Rev/Fire Asmt	-	50,000	-	-		50,000
Computer Equipment (Not Micro)	Rev/Fire Asmt	-	-	-	30,000		30,000
Special Equipment - FIRE	Fire Asmt	-	-	-	220,000	220,000	440,000
Special Equipment - RESCUE	Revenues	15,000	-	-	-		15,000
Improvements other than building	Rev/Fire Asmt	10,000	-	-	-		10,000
Other Equipment	Rev/Fire Asmt	-	-	-	25,000		25,000
Extractors (Bunker Gear)	Rev/Fire Asmt	20,000	20,000	20,000	20,000		80,000
Rescue Carts and Trailer	Revenues	-	65,000	-	-		65,000
Div. 6001 - General Government Buildings							
Vehicles & Heavy Equipment	Revenues	32,000	150,000	150,000	150,000	150,000	632,000
Fencing	Revenues	325,000	-	-	-	-	325,000
Other Equipment	Revenues	145,000	150,000	150,000	150,000	150,000	745,000
Generator	Revenues	430,000	-	-	-	-	430,000
Major Repairs and Maintenance Projects	* Revenues	2,147,928	1,000,000	1,000,000	1,000,000	1,000,000	6,147,928

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	Total
GENERAL FUND (continued)							
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	27,750	225,000	225,000	225,000	225,000	927,750
Landscaping	* Revenues	450,000	200,000	200,000	200,000	200,000	1,250,000
Div. 6005 - Procurement							
FuelMaster AIM 2.4 Dash Odometer Kits for Vehicles	* Revenues	30,000	16,000	16,000	16,000	60,000	138,000
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	-	60,000	60,000	60,000	60,000	240,000
Heavy Equipment - Parks & Rec & Golf	Revenues	40,000	50,000	50,000	50,000	50,000	240,000
Other Equipment	Revenues	1,080,000	900,000	900,000	800,000	800,000	4,480,000
Improvements Other Than Building	Revenues	406,157	720,000	600,000	600,000	600,000	2,926,157
Buildings	Revenues	60,000	350,000	350,000	225,000	225,000	1,210,000
Fencing	Revenues	40,000	75,000	60,000	60,000	60,000	295,000
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	-	-	-	-	-	-
TOTAL GENERAL FUND		**$ 12,592,526**	**$ 10,467,600**	**$ 10,327,600**	**$ 10,907,600**	**$ 10,108,600**	**$ 54,403,926**
ROAD & BRIDGE FUND							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Road Resurfacing	* Revenues	2,474,154	1,500,000	1,500,000	1,500,000	1,500,000	8,474,154
Road, Sidewalk, & Drainage Improvements	* Add'l Local Option Gas Tax	351,900	475,000	475,000	475,000	475,000	2,251,900
Road Improvements	Revenues	465,227	-	-	-	-	465,227
Guardrails	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Other Equipment	Revenues	75,000	28,000	28,000	28,000	28,000	187,000
IF - Transportation Projects	Revenues	110,000	-	-	-	-	110,000
TOTAL ROAD & BRIDGE FUND		**$ 3,526,281**	**$ 2,053,000**	**$ 2,053,000**	**$ 2,053,000**	**$ 2,053,000**	**$ 11,738,281**

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2022-23	2023-24	2024-25	2025-26	2026-27	Total
UTILITY FUND							
Div. 6010 - Utilities Administrative Services							
Vehicles & Heavy Equipment	Revenues	-	480,000	31,000	32,000	33,000	576,000
Sub Total for Admin Services		-	480,000	31,000	32,000	33,000	576,000
Div. 6021 - Sewer Collection & Div. 6022 - Sewer Treatment							
Lift Station Replacements (10 per year)	Revenues	1,964,178	2,024,000	2,083,000	2,141,000	2,220,000	10,432,178
Lift Station Rehabilitation	Revenues	-	675,000	361,000	1,686,000	382,000	3,104,000
Gravity Sewer Lines - Repair & Re-Line	Revenues	548,750	-	-	2,500,000	2,575,000	5,623,750
SCADA Upgrade	Revenues	-	250,000	-	253,000	-	503,000
Vehicles & Heavy Equipment	Revenues	60,000	196,000	203,000	180,000	184,000	823,000
Small Equipment - Pumps, Hoses, etc.	Revenues	-	-	-	-	-	-
Force Main Replacement	Revenues	-	800,000	802,000	53,000	55,000	1,710,000
Treatment Units - Rehabilitation	Revenues	-	2,334,000	1,706,000	1,756,000	2,306,000	8,102,000
Buildings - Rehabilitate or Replace	Revenues	-	-	-	-	-	-
Replace Pumps, Generators, Tanks, etc.	Revenues	200,000	490,300	104,000	107,000	110,000	1,011,300
Improvements Other Than Building	Revenues	1,069,984	10,000	1,576,000	980,500	11,000	3,647,484
Sub Total for Sewer		3,842,912	6,779,300	6,835,000	9,656,500	7,843,000	34,956,712
Div. 6031 - Water Plant & Div. 6032 - Water Distribution (except AWS)							
Rehab Raw Water Well	Revenues	145,000	150,000	155,000	160,000	165,000	775,000
Treatment Units - Rehabilitate (A, B, C, D)	Revenues	-	1,500,000	-	1,590,000	1,000,000	4,090,000
Water Mains - Replacements	Revenues	5,603,342	5,866,000	5,629,000	6,430,000	6,432,000	29,960,342
Vehicles & Heavy Equipment for Utility	Revenues	-	62,000	64,000	66,000	68,000	260,000
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	35,000	80,000	135,000	137,000	141,000	528,000
Advanced Metering Infrastructure (AMI) Program	Revenues	-	-	-	-	6,000,000	6,000,000
Improvements Other Than Building	Revenues	-	2,377,500	2,387,500	1,068,000	1,078,000	6,911,000
Miscellaneous Items	Revenues	25,000	-	-	-	-	25,000
Sub Total for Water		5,808,342	10,035,500	8,370,500	9,451,000	14,884,000	48,549,342
TOTAL UTILITY FUND		**$ 9,651,254**	**$ 17,294,800**	**$ 15,236,500**	**$ 19,139,500**	**$ 22,760,000**	**$ 84,082,054**
TOTAL CIP - ALL FUNDS		**$ 25,770,061**	**$ 29,815,400**	**$ 27,617,100**	**$ 32,100,100**	**$ 34,921,600**	**$ 150,224,261**
Less Operating Items *		(5,608,982)	(3,346,000)	(3,346,000)	(3,346,000)	(3,390,000)	(19,036,982)
Plus Non-CIP Funds		300,000					300,000
Plus Non-CIP Capital Items:							
Div. 3001 - Police		40,820	-	-	-	-	40,820
Div. 7001 - Recreation & Div. 7006-Golf Course		21,000	-	-	-	-	21,000
TOTAL CAPITAL - ALL FUNDS		**$ 20,522,899**	**$ 26,469,400**	**$ 24,271,100**	**$ 28,754,100**	**$ 31,531,600**	**$ 131,549,099**

* 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 is 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 is also 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 is treated as a repair.

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2022-23 CIP Plan	2022-23 Budget	Postponed	Cancelled#
Fund 1 General Fund					
Div. 2001 - Finance					
Computer Programs	Revenues	-	25,000		
Div. 2002 - Technology Services					
Technology Infrastructure	Revenues	980,000		980,000	
Computer Programs/Software & Systems Mod.	Revenues	300,000	770,000		
Network Servers	Revenues	50,000	75,000		
Vehicles	Revenues	35,000			35,000
Telephony and Phone Systems	Revenues	100,000	340,000		
Computer Equipment (Not Micro)	Revenues	75,000	-		22,500
Disaster Recovery Software & Hardware	Revenues	100,000	-		100,000
Improvements - Other	Revenues	200,000	75,000		125,000
Laptops	Revenues	30,000	-		
Other Equipment	Revenues	307,000	355,000		
Div. 3001 - Police					
Vehicles	Revenues	1,750,000	1,871,891		
Motorcycles	Revenues		62,000		
Radios	Revenues	50,000			50,000
Computer System	Revenues	200,000	-		
Other Equipment	Revenues	200,000	939,800		
Div. 4003 - Fire Rescue					
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)					
Vehicles	Rev/Fire Asmt	55,000		55,000	
Ladder Truck	Fire Asmt	-			
Fire Engine	Fire Asmt	1,040,000	1,250,000		
Fire Apparatus Refurbishment	Fire Asmt	30,000	30,000		
Life Pak (12)	Revenues	-			
Ambulances	Revenues	315,000	350,000		
Ambulance Refurbishment	Revenues	20,000	20,000		
Command Vehicle	Rev/Fire Asmt	-	75,000		
Air System	Fire Asmt	75,000		75,000	
Rescue Laptops	Revenues	-			
Radios	Rev/Fire Asmt	700,000	700,000		
SCBA Refurbishment / Replacement	Fire Asmt	50,000		50,000	
Training Facility Refurbishment	Rev/Fire Asmt	25,000	25,000		
Station Refurbishment	Rev/Fire Asmt	75,000	75,000		
Fire Prevention Vehicle	Fire Asmt	40,000	65,000		
Fire Prevention Computer Equipment (not Micro)	Fire Asmt	-			
Computer Programs-RMS	Rev/Fire Asmt	-			
Body Armor	Revenues	100,000	-		
Automatic CPR Device	Revenues	75,000	75,000		
Communications upgrade	Rev/Fire Asmt	-			
Computer Equipment (Not Micro)	Rev/Fire Asmt	-			
Special Equipment - FIRE	Fire Asmt	-			
Special Equipment - Rescue	Revenues	-	15,000		
Improvements other than buildings	Rev/Fire Asmt		10,000		
Other Equipment	Rev/Fire Asmt				
Extractors (Bunker Gear)	Rev/Fire Asmt	20,000	20,000		
Rescue Carts and Trailer	Revenues	-			
Div. 6001 - General Government Buildings					
Vehicles & Heavy Equipment	Revenues	150,000	32,000	118,000	
Other Equipment	Revenues	100,000	145,000		5,000
Fencing	Revenues		325,000		
Generator	Revenues		430,000		
Major Repairs and Maintenance Projects *	Revenues	2,000,000	2,147,928		

DISPOSITION OF PRIOR CIP

		SOURCE OF FUNDING	2022-23 CIP Plan	2022-23 Budget	Postponed	Cancelled#
Div. 6004 - Grounds Maintenance						
Vehicles & Heavy Equipment		Revenues	225,000	27,750	197,250	
Landscaping	*	Revenues	200,000	450,000		
Div. 6005 - Procurement						
FuelMaster AIM 2.4 Dash Odometer Kits for Vehicles	*	Revenues	16,000	30,000		
Fund 1 General Fund (continued)						
Div. 6006 - Environmental Services						
Vehicles & Heavy Equipment		Revenues	30,000		30,000	
Div. 6008 - HC Forman Campus						
Improvement Other Than Building		Revenues	250,000			250,000
Div. 7001 - Recreation & Cultural Arts & Div. 7006 - Golf						
Vehicles		Revenues	60,000		60,000	
Heavy Equipment - Parks & Rec & Golf		Revenues	25,000	40,000		
Other Equipment		Revenues	500,000	1,080,000		
Improvements Other Than Building		Revenues	875,000	406,157		468,843
Buildings		Revenues	475,000	60,000	415,000	
Fencing		Revenues	75,000	40,000		35,000
Div. 7010 - Civic & Cultural Facility						
Building Improvements		Revenues	25,000			25,000
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	-	-
TOTAL GENERAL FUND			**$ 12,158,000**	**$ 12,592,526**	**$ 1,980,250**	**$ 1,116,343**
Fund 100 - Road & Bridge Fund						
Div. 6002 - Maintenance & Div. 6003 - Infrastructure						
Road Resurfacing	*	Revenues	1,500,000	2,474,154		
Road, Sidewalk, & Drainage Improvements	*	Add'l Local Option Gas Ta	475,000	351,900		123,100
Road Improvements		Revenues	-	465,227		
Guardrails		Revenues	50,000	50,000		
Other Equipment		Revenues	28,000	75,000		
IF-Transportation Projects		Revenues		110,000		
TOTAL ROAD & BRIDGE FUND			**$ 2,053,000**	**$ 3,526,281**	**$ -**	**$ 123,100**
Fund 471 - Utility Fund						
Div. 6010 - Utilities Administrative Services						
Other Equipment		Revenues	16,000			13,000
Vehicles & Heavy Equipment		Revenues	106,000		106,000	
Sub Total for Admin Services			**$ 122,000**	**$ -**	**$ 106,000**	**$ 13,000**

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2022-23 CIP Plan	2022-23 Budget	Postponed	Cancelled#
Fund 471 - Utility Fund (continued)					
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment					
Lift Station Replacements (9 per year)	Revenues	900,000	1,964,178		
Lift Station Rehabilitation	Revenues	905,000		905,000	
Gravity Sewer Lines - Repair & Re-Line	Revenues	2,195,000	548,750	1,647,000	
SCADA Upgrade	Revenues	308,000		308,000	
Vehicles & Heavy Equipment	Revenues	182,000	60,000	122,000	
Small Equipment - Pumps, Hoses, etc.	Revenues	10,000		10,000	
Force Main Replacement	Revenues	1,575,000		1,575,000	
Treatment Units - Rehabilitation	Revenues	2,744,000		2,744,000	
Buildings - Rehabilitate or Replace	Revenues	50,000		50,000	
Replace Pumps, Generators, Tanks, etc.	Revenues	1,650,000	200,000	1,450,000	
Improvements Other Than Building	Revenues	160,000	1,069,984		
Miscellaneous Items	Revenues	25,000		25,000	
Subtotal for Sewer		$ 10,704,000	$ 3,842,912	$ 8,836,000	$ -
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)					
Rehab Raw Water Well	Revenues	155,000	145,000	10,000	
Treatment Units - Rehabilitate (A, B, C, D)	Revenues	850,000		850,000	
Water Mains - Replacements	Revenues	3,446,000	5,603,342		
Vehicles & Heavy Equipment for Utility	Revenues	75,000		75,000	
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	229,000	35,000	169,000	
Advanced Metering Infrastructure (AMI) Program	Revenues	-			
Improvements Other Than Building	Revenues	2,092,250		2,092,250	
Miscellaneous Items	Revenues	150,000	25,000	125,000	
Subtotal for Water		$ 6,997,250	$ 5,808,342	$ 3,321,250	$ -
TOTAL UTILITY FUND		**$ 17,823,250**	**$ 9,651,254**	**$ 12,263,250**	**$ 13,000**
TOTAL DISPOSITION- ALL FUNDS		**$ 32,034,250**	**$ 25,770,061**	**$ 14,243,500**	**$ 1,252,443**
Less Operating Items *	*	(4,346,000)	(5,608,982)	-	(123,100)
Plus Non-CIP Funds			300,000	-	-
Plus Non-CIP Capital Items:					
Div. 3001 - Police			40,820	-	-
Div. 7001 - Recreation & Div. 7006-Golf Course			21,000	-	-
TOTAL CAPITAL - ALL FUNDS		**$ 27,688,250**	**$ 20,522,899**	**$ 14,243,500**	**$ 1,129,343**

***** 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 is 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 is also 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 is 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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 001 General Fund				
Taxes				
Ad Valorem Taxes				
0000-311001-00000 Current Ad Valorem Taxes	73,440,414	77,373,290	80,042,821	86,711,324
0000-311002-00000 Delinquent Ad Valorem Taxes	25,844	37,074	-	-
Ad Valorem Taxes	**73,466,259**	**77,410,365**	**80,042,821**	**86,711,324**
Insurance Premium Taxes				
0000-312510-04003 Fire Insurance Premium Tax	1,126,914	1,164,578	1,126,914	1,164,578
0000-312520-00000 Casualty Insurance Premium Tax	1,551,975	1,517,019	1,551,975	1,517,019
Insurance Premium Taxes	**2,678,889**	**2,681,597**	**2,678,889**	**2,681,597**
Utility Taxes				
0000-314100-00000 Public Svc Tax - Electric Svc	10,261,484	10,355,427	10,672,704	12,257,000
0000-314300-00000 Public Svc Tax - Water	926,989	1,023,025	841,537	1,175,104
0000-314400-00000 Public Svc Tax - Gas	161,381	180,575	140,000	213,000
0000-314800-00000 Public Svc Tax - Propane	60,572	66,655	60,000	87,000
Utility Taxes	**11,410,427**	**11,625,682**	**11,714,241**	**13,732,104**
Local Business Tax				
0000-316000-00000 Local Business Tax - City	3,586,587	3,433,475	3,436,000	3,198,000
Local Business Tax	**3,586,587**	**3,433,475**	**3,436,000**	**3,198,000**
Taxes	**91,142,161**	**95,151,119**	**97,871,951**	**106,323,025**
Permits, Fees & Assessments				
Building Permits				
1001-322040-00000 Garage Sales	2,215	770	4,000	4,000
1001-322041-00000 POD Annual Permits	500	809	1,000	1,000
1001-322075-00000 Sign Renewal Fee	32,833	31,292	33,509	33,000
6006-322055-00000 Paving or Drainage Permits	155,336	300,148	285,000	282,070
9002-322016-00000 Building Permit Review	146,652	177,403	125,000	130,000
9002-322037-00000 Special Event Permit Review	900	350	1,000	1,000
9002-322050-00000 Landscaping Permit	31,627	26,289	48,000	58,500
Building Permits	**370,063**	**537,062**	**497,509**	**509,570**
Franchise Fees				
0000-323100-00000 Franchise Fees - Electricity	7,602,926	7,860,202	7,641,136	9,054,352
0000-323400-00000 Franchise Fees - Gas	128,954	154,617	108,000	190,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Franchise Fees				
0000-323600-00000 Privilege Fees - Sewer	3,584,201	3,653,000	3,799,000	3,966,000
0000-323700-00000 Franchise Fee-Sanitation Nonfr	238,759	205,166	206,000	152,000
0000-323720-00000 Franchise Fee-Sanitation Franc	2,980,610	2,954,533	3,075,000	3,017,000
0000-323910-00000 Franchise Fees - Bus Bench Ad	132,000	132,000	132,000	132,000
0000-323930-00000 Franchise Fee-Rsrc Rcvry Host	1,656,423	1,739,284	415,000	-
0000-323940-00000 Franchise Fees - Towing Svc	209,530	175,365	-	-
Franchise Fees	**16,533,402**	**16,874,167**	**15,376,136**	**16,511,352**
Special Assessments				
3001-325130-00000 Police Equipment Assessment	37,101	49,652	78,000	52,000
4003-325110-00000 Fire Equipment Assessment	51,013	70,726	100,000	100,000
4003-325220-00000 Fire Protection Special Assess	23,848,516	26,437,958	26,108,918	29,434,130
4003-325221-00000 Interim Fire Special Assess	183,595	183,477	300,000	300,000
Special Assessments	**24,120,225**	**26,741,813**	**26,586,918**	**29,886,130**
Other Licenses, Fees & Permits				
1001-329200-00000 Annual Lobbyist Regist Fee	650	1,350	600	300
9002-329300-00000 Tree Removal-Relocation Permit	6,470	8,230	4,000	4,000
Other Licenses, Fees & Permits	**7,120**	**9,580**	**4,600**	**4,300**
Permits, Fees & Assessments	**41,030,810**	**44,162,621**	**42,465,163**	**46,911,352**
Intergovernmental Revenue				
Local Grants				
3050-332618-COVID Broward Cares Act Fund	-	1,770,790	-	-
5002-332957-00209 Child Care & Dev Block Grant	-	-	48,594	-
5002-332957-00208 Child Care & Dev Block Grant	-	-	48,594	-
8001-332500-CARES Elderly Energy Assistance	-	17,958	-	-
Local Grants	**-**	**1,788,748**	**97,188**	**-**
Federal Grants				
0800-331954-ARPA1 Coronavirus State and Local	-	-	8,373,023	5,731,681
3001-331211-00000 Bulletproof Vest Grant	7,214	-	-	-
3001-331223-00000 Hazard Mitigation Grant	174,750	134,573	42,898	-
3050-331510-03377 Federal Emergency Mgmnt Agency	163,192	5,597	-	-
3050-331510-04337 Federal Emergency Mgmnt Agency	1,215,801	1,610,383	-	-
3050-331618-COVID Broward Cares Act Fund	2,799,308	-	-	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Federal Grants				
4003-331223-00000 Hazard Mitigation Grant	882,558	696,208	192,088	-
4003-331816-00000 Asst to Firefighter Grant AFG	-	68,990	1,929	-
4003-331940-00000 Natl Bioterrorism HospitalPrep	2,845	-	3,000	1,500
4003-331950-COVID Other public safety	57,261	-	-	-
6001-331223-00000 Hazard Mitigation Grant	476,408	949,763	224,074	-
7010-331711-00000 Promotion for the Humanities	-	5,000	-	-
8001-331500-00000 Elderly Energy Assistance	15,389	12,681	22,934	22,935
8001-331500-ARPEH Elderly Energy Assistance	-	-	34,000	-
8001-331500-CARES Elderly Energy Assistance	-	-	18,987	-
Federal Grants	**5,794,726**	**3,483,196**	**8,912,933**	**5,756,116**
State Grants				
3050-334960-03377 FEMA - State Share	27,199	933	-	-
3050-334960-04337 FEMA - State Share	3,652	85,942	-	-
7010-334740-00312 General Program Support Grant	45,430	47,399	-	-
7010-334740-00312 General Program Support Grant	-	21,939	55,535	-
State Grants	**76,280**	**156,213**	**55,535**	**-**
State Shared				
0000-335121-00000 Sales Tax Proceeds	4,233,780	5,124,264	4,833,000	5,869,876
0000-335180-00000 Local Gov 1/2 Cent Sale Tax	10,085,609	12,088,112	11,282,000	13,000,000
0800-335140-00000 Mobile Home Licenses	2,110	2,033	2,200	2,200
0800-335150-00000 Beverage Licenses	55,847	64,657	55,000	55,000
4003-335200-00000 Firefighter Supplemental Comp	89,073	80,535	96,000	89,000
State Shared	**14,466,420**	**17,359,600**	**16,268,200**	**19,016,076**
Grants from Local Units				
7001-337656-00304 CSC Maximizing Out-of-Sch Time	-	-	116,993	-
Grants from Local Units	**-**	**-**	**116,993**	**-**
Occupational Licenses / County				
0000-338000-00000 Local Business Tax - County	163,778	198,580	185,000	178,000
Occupational Licenses / County	**163,778**	**198,580**	**185,000**	**178,000**
Intergovernmental Revenue	**20,501,204**	**22,986,338**	**25,635,849**	**24,950,192**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Charges for Services				
General Government Charges				
0201-341982-00315 Advertising	11,161	7,253	33,000	33,000
0800-341200-00000 Administrative Fees	14,885,887	15,719,827	16,046,826	16,845,938
0800-341298-00000 Payment in Lieu of Taxes	1,298,952	1,353,475	1,348,062	1,347,554
0800-341310-00000 Admin Fee - Building Svc	182,063	183,272	187,400	1,061,904
0800-341312-00000 Admin Fee - 25% Surcharge	6,642	39,340	8,000	6,000
0800-341313-00000 Admin Fee - Sanitation	294,178	291,235	294,000	315,000
0800-341314-00000 Contract AdminFee - Sanitation	120,000	120,000	320,000	-
0800-341315-00000 Admin Fees - Towing	-	4,213	22,782	22,782
1001-341932-00000 Certify Copy Record Search	7,368	19,881	7,370	19,800
1001-341952-00000 Notary Fees	226	5	450	100
1001-341956-00000 Other Government Filing Fees	13,436	1,800	10,000	1,800
1001-341957-00000 Passport Fee	59,797	24,268	100,000	150,000
1001-341968-00000 Sale of Code of Ordinance	-	-	300	500
2001-341948-00000 Lien Research	213,450	247,300	214,000	227,500
2002-341311-00000 Admin Fee - Technical Svc	667,162	904,714	903,271	1,056,322
3001-341300-09007 Admin Hearing Fee	6,795	3,300	6,600	6,000
3001-341305-09007 Registration Abandon Property	16,650	13,500	18,000	18,000
6006-341934-00000 Engineering Charges to Utility	136,254	141,041	145,777	772,361
6006-341936-00000 Engineering Plan Review Fee	39,201	108,860	55,000	73,200
6008-341280-00670 Credit Enhancement Fee	50,000	50,000	50,000	50,000
6008-341296-00670 Maintenance/Admin Fee	31,941	32,564	32,564	32,906
6008-341919-00060 Housing Application Fee	25	-	400	450
7010-341981-00350 Entrance Fee	200	-	10,200	9,900
8002-341919-00000 Housing Application Fee	4,615	3,013	4,500	4,500
8002-341919-00603 Housing Application Fee	13,990	4,635	16,480	16,000
9002-341905-00000 P & Z Board Surcharge	1,174	1,358	1,400	1,200
9002-341921-00000 Local Business Tax Review Fee	12,226	15,937	15,000	10,000
9002-341940-00000 Land Use Plan Amendments	8,423	8,451	19,015	19,800
9002-341941-00000 Dev of Regional Impact Fees	6,628	6,494	6,800	6,650
9002-341942-00000 Flexibility Allocation Fees	4,264	2,139	4,270	4,475
9002-341960-00000 Plat Approval Fees	8,772	10,848	12,895	10,660
9002-341969-00000 BOA Review Fees	17,924	38,396	3,000	5,000
9002-341973-00000 Map Reproduction	-	-	60	100
9002-341976-00000 Sign Approval Fees	7,376	2,765	6,675	11,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
General Government Charges				
9002-341979-00000 Group Home Research	81	132	160	175
9002-341980-00000 Site Review Fees	66,216	89,963	48,000	52,000
9002-341985-00000 Site or Zoning Inspection	13,321	14,678	7,375	7,200
9002-341986-00000 P & Z Variance Review Fees	15,032	2,363	19,050	22,100
9002-341987-00000 Deed Restriction Processing	-	-	160	175
9002-341991-00000 Zoning Letters	6,526	6,663	7,840	6,640
9002-341992-00000 Zoning Fees (Public Hearings)	34,751	17,095	18,000	11,275
9002-341994-00000 Miscellaneous Fees	21,398	30,862	15,000	10,500
9002-341995-00000 Alcoholic Bvg License Review	3,045	2,100	2,950	1,350
9002-341996-00000 Special Exception Fees	2,106	-	2,750	2,200
9002-341997-00000 Deferral Fee	-	-	2,115	2,200
9002-341998-00000 Certificate of Use	-	-	-	3,000
9002-341999-00000 Appeal of Decision	1,580	-	3,200	1,650
General Government Charges	**18,290,838**	**19,523,738**	**20,030,697**	**22,260,867**
Public Safety Charges				
0000-342502-00678 Fee - Fire Watch Overtime	-	-	6,000	-
3001-342100-00000 Police Svc	37,206	23,965	26,400	24,300
3001-342105-09007 CODE Services	160,000	120,000	-	-
3001-342120-00313 School Resource Officers	160,700	-	-	-
3001-342120-00303 School Resource Officers	1,276,392	1,402,694	1,198,194	1,221,693
3001-342150-00000 Take Home Vehicle Program	31,710	34,795	32,460	35,040
3001-342204-00000 False Alarm Fee	74,975	64,162	121,700	106,100
3001-342940-00000 Police Detail	178,187	139,314	180,000	150,000
3001-342960-00000 Police Civilian Academy	-	-	1,400	1,400
4003-342202-00678 Annual Fire Inspection Fee	728,981	709,429	710,000	705,000
4003-342203-00678 Life Safety PlanReview&Inspect	360,437	257,346	355,000	325,000
4003-342204-00678 False Alarm Fee	24,600	22,700	24,600	26,400
4003-342501-00678 Fee - Expediting Overtime	14,273	6,900	17,300	14,000
4003-342600-00000 Rescue Transport Fees	3,366,552	3,622,509	3,550,000	3,260,884
4003-342601-00000 Rescue Transport-PEMT-FFS	-	-	176,000	439,766
4003-342602-00000 Rescue Transport-PEMT-MCO-IGT	113,534	151,195	349,000	423,810
4003-342900-00000 CPR Certification	1,751	2,420	5,000	6,000
4003-342901-00000 Fire Rescue Svc to Brwd County	4,000	12,000	10,000	10,000
4003-342930-00000 Fire Detail	31,716	18,612	27,000	25,500
Public Safety Charges	**6,565,015**	**6,588,041**	**6,790,054**	**6,774,893**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Transportation Charges				
8001-344910-00000 Transportation Svc	613	-	280	3,784
Transportation Charges	**613**	**-**	**280**	**3,784**
Recreation Charges				
5002-347210-00209 Summer Program Fees	-	154,264	164,950	201,254
5002-347210-00208 Summer Program Fees	-	(699)	163,035	178,390
5002-347215-00209 Summer Activity Fees	390	5,451	30,900	27,920
5002-347215-00208 Summer Activity Fees	-	4,375	16,975	18,215
5002-347215-00203 Summer Activity Fees	25	-	-	-
5002-347220-00208 School Year Activity Fee	22,682	36,398	21,625	30,525
5002-347220-00205 School Year Activity Fee	5,328	-	-	-
5002-347220-00203 School Year Activity Fee	5,826	-	-	-
5002-347220-00209 School Year Activity Fee	30,470	955	26,425	34,905
7001-347200-00000 Clean Up Fees	4,559	1,877	11,675	9,000
7001-347210-00000 Summer Program Fees	-	12,420	253,215	207,340
7001-347225-00000 Youth Athletic Program	30,351	94,458	100,000	95,000
7001-347536-00000 Gymnasium Fees	935	-	-	-
7001-347540-00000 Membership Fitness Center	2,519	763	5,000	5,000
7001-347548-00000 Racquet Club Fees	1,930	(41)	1,300	-
7001-347552-00000 Racquet Club Memberships	1,150	(931)	500	-
7001-347556-00000 Recreation Classes by Staff	580	(553)	950	-
7001-347564-00000 Swimming Fees	6,327	14,076	11,800	10,428
7001-347565-00000 Athletic Fees - Non-resident	34,060	57,005	55,000	62,000
7001-347566-00000 Youth Soccer Fees	11,130	158,345	189,000	162,000
7001-347568-00000 Swimming Lessons by Staff	16,978	7,919	49,050	21,040
7001-347572-00000 Swimming Pool Membership	4,681	7,158	14,373	16,850
7001-347573-00000 Community Swim Team Fees	46,088	32,537	48,000	40,000
7001-347576-00000 Tennis Court Fees	13,947	17,163	13,950	17,100
7001-347580-00000 Tennis Lessons	35,485	38,949	35,000	70,800
7001-347584-00000 Tennis Membership Fees	16,119	15,795	23,150	16,172
7001-347908-00000 Art & Cultural Program Fees	26,042	9,695	104,814	57,815
7001-347909-00000 ArtsPark Program Fees	27,031	(23)	-	-
7001-347911-00000 Community Garden Fees	-	-	500	500
7003-347400-00000 Special Events	37,746	28,385	62,390	54,665
7006-347302-00000 Golf Restaurant Operating Rev	229,305	117,130	212,600	245,250
7006-347504-00000 Driving Range Fees	76,848	103,471	66,316	110,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Recreation Charges				
7006-347508-00000 Golf Bag Storage	4,648	571	4,100	8,000
7006-347512-00000 Golf Cart Rental	1,481,413	1,789,668	1,475,000	1,650,000
7006-347516-00000 Golf Club Rentals	6,151	12,931	8,100	8,700
7006-347520-00000 Golf Green Fees	273,087	233,717	435,000	450,000
7006-347524-00000 Golf Handicaps Fees	1,329	2,395	1,500	1,600
7006-347528-00000 Golf Locker Rental	1,575	345	1,500	1,500
7006-347532-00000 Golf Memberships	82,200	90,834	87,000	100,000
7010-347301-00340 Civic Center Operating Revenue	368,311	108,224	494,900	910,700
8001-347556-00000 Recreation Classes by Staff	39,838	24,075	129,463	52,020
Recreation Charges	**2,947,082**	**3,179,101**	**4,319,056**	**4,874,689**
Education Charges				
5002-347951-00205 EDC Fees - State VPK	85,456	-	-	-
5002-347951-00208 EDC Fees - State VPK	179,324	85,812	189,945	208,236
5002-347951-00203 EDC Fees - State VPK	63,501	-	-	-
5002-347951-00209 EDC Fees - State VPK	166,758	123,100	202,608	260,295
5002-347955-00209 EDC Fees - State Supplement	38,216	-	-	-
5002-347955-00203 EDC Fees - State Supplement	45,490	-	-	-
5002-347955-00205 EDC Fees - State Supplement	75,261	-	-	-
5002-347961-00203 Early Development Center Fees	164,134	-	-	-
5002-347961-00209 Early Development Center Fees	627,341	481,454	948,958	1,109,762
5002-347961-00208 Early Development Center Fees	590,710	427,822	872,290	1,175,729
5002-347961-00205 Early Development Center Fees	286,485	-	-	-
5002-347969-00208 EDC Registration Fees	4,186	15,853	21,640	16,195
5002-347969-00209 EDC Registration Fees	6,650	20,992	17,618	17,993
5002-347969-00205 EDC Registration Fees	2,698	-	-	-
5002-347969-00203 EDC Registration Fees	1,565	-	-	-
Education Charges	**2,337,775**	**1,155,032**	**2,253,059**	**2,788,210**
Charges for Services	**30,141,322**	**30,445,912**	**33,393,146**	**36,702,443**
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
2001-359200-00000 Penalty - Returned Checks	4,101	3,451	5,000	3,500
3001-351010-00000 Parking Citations	5,775	6,855	7,200	7,200
3001-351020-00000 Parking Fines - $5 Surcharge	289	252	300	350

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fines & Forfeitures				
3001-354000-09007 Violations of Local Ordinance	46,036	156,804	60,000	160,000
3001-354100-00316 Red Zone Infraction	859,152	105,318	-	-
3001-354200-00316 Hearing Fees	5,525	-	-	-
3001-359000-00000 Court Fines & Forfeiture	433,671	330,204	432,000	350,000
Fines & Forfeitures	**1,354,550**	**602,884**	**504,500**	**521,050**
Judgments, Fines & Forfeitures	**1,354,550**	**602,884**	**504,500**	**521,050**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	486,708	74,406	746,751	460,000
0000-361101-04003 Interest on Fire Protect Asses	14,068	400	1,000	1,000
0000-361103-00000 Interest on Tax Deposits	43,863	1,154	1,000	2,300
0000-361104-00000 Miscellaneous Interest	(6,577)	4,195	5,000	5,000
0000-361300-00000 Net Incr or Decr of Investment	1,445,760	75,737	1,400,000	1,342,000
Investment Income	**1,983,822**	**155,892**	**2,153,751**	**1,810,300**
Rents & Royalties				
0800-362024-00000 Commission - Coke Machines	7,905	2,550	15,912	15,912
5005-362041-00000 Rental - WCY	750	-	1,000	-
5005-362043-00000 Rental - Exempt Organizations	6,678	-	18,000	-
6001-362030-00000 Rental - City Facilities	620,485	663,342	484,080	458,908
6001-362031-00000 Rental - Cell Towers Exempt	1,826,607	2,012,573	1,447,000	1,642,055
6001-362037-00000 Rental - Fire Control	845,206	874,167	855,442	921,444
6008-362051-00060 Rental Misc Fees	340	-	500	550
6008-362060-00000 Rental - Utility Fund	159,905	163,583	165,874	166,704
6008-362070-00000 Rent State Hosp Site - Exempt	470,864	471,114	471,114	471,114
6008-362070-00060 Rent State Hosp Site - Exempt	65,142	53,776	83,040	80,880
6008-362070-00670 Rent State Hosp Site - Exempt	383,537	391,991	391,991	396,632
6008-362071-00000 Rent State Hosp Site - Taxable	659,333	630,635	657,660	681,531
7001-362020-00000 Commission-Recreation Classes	5,132	1,783	4,840	8,600
7001-362030-00000 Rental - City Facilities	67,042	66,812	82,830	93,965
7001-362034-00000 Rental - Gymnasium	675	-	-	-
7001-362035-00000 Field Rentals	121,222	93,984	121,000	107,500
7001-362038-00000 Rental - Storage Lot	373,554	391,580	416,988	408,149
7001-362051-00000 Rental Misc Fees	8,390	4,727	7,650	4,800

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Rents & Royalties				
7006-362025-00000 Commission - Pro Shop	5,857	14,424	8,000	10,000
8001-362046-00000 Rental - Community Services	20,065	18,122	18,462	19,226
8001-362054-00000 Rental - Adult Day Care	106,558	63,935	125,104	133,163
8002-362030-00000 Rental - City Facilities	60,566	71,422	70,160	73,064
8002-362042-00603 Rental - Housing	6,366,474	6,112,387	5,880,856	7,118,212
8002-362042-00000 Rental - Housing	2,000,124	2,003,176	2,203,850	2,288,488
8002-362051-00603 Rental Misc Fees	22,654	27,198	50,000	50,000
8002-362051-00000 Rental Misc Fees	2,868	1,780	1,100	1,750
Rents & Royalties	**14,207,933**	**14,135,060**	**13,582,453**	**15,152,647**
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364010-00000 Sale of Fixed Assets	103,366	213,210	60,000	60,000
Disp of Fix Assets / Sale of Equip/ Scrap	**103,366**	**213,210**	**60,000**	**60,000**
Miscellaneous Revenues				
0000-365000-00000 Sale of Scrap or Surplus	60,359	78,110	-	-
Miscellaneous Revenues	**60,359**	**78,110**	**-**	**-**
Private Gifts / Contributions				
0000-366015-00000 Contributions	600	-	-	-
4003-366015-00000 Contributions	-	38,821	-	-
6008-366015-00060 Contributions	-	-	2,500	1,000
7001-366015-00000 Contributions	5,600	1,900	5,000	5,500
7010-366015-00350 Contributions	-	-	47,500	75,000
Private Gifts / Contributions	**6,200**	**40,721**	**55,000**	**81,500**
Other Miscellaneous Revenues				
0000-369010-00000 Cash - Over & Short	(292)	(121)	100	100
0000-369030-00000 Jury Duty & Subpoena Money	3,595	38	500	3,500
0000-369058-00000 Purchasing Discounts Earned	476	387	500	400
0000-369900-00000 Other Miscellaneous Revenue	50,602	44,680	10,000	10,000
5002-369045-00203 Food Sales	2,706	-	-	-
5002-369045-00205 Food Sales	7,850	-	-	-
5002-369045-00208 Food Sales	11,841	-	-	34,398
5002-369045-00209 Food Sales	13,870	-	-	37,375
7001-369100-00000 Sale of wetland credits	-	-	2,287,000	-
7001-369900-00000 Other Miscellaneous Revenue	-	-	-	1,000
7006-369900-00000 Other Miscellaneous Revenue	4,860	2,430	2,600	3,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Other Miscellaneous Revenues				
Other Miscellaneous Revenues	**95,507**	**47,414**	**2,300,700**	**89,773**
Miscellaneous Revenues	**16,457,187**	**14,670,407**	**18,151,904**	**17,194,220**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	12,907,077	-
Appropriated Fund Balance	**-**	**-**	**12,907,077**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	5,117,799	2,963,325
Beginning Surplus	**-**	**-**	**5,117,799**	**2,963,325**
Other Sources	**-**	**-**	**18,024,876**	**2,963,325**
Fund: General Fund	**200,627,233**	**208,019,281**	**236,047,389**	**235,565,607**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 051 Wetlands Trust Fund				
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	5,775	757	3,000	5,000
Investment Income	**5,775**	**757**	**3,000**	**5,000**
Miscellaneous Revenues	**5,775**	**757**	**3,000**	**5,000**
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	-	-	5,965	-
Interfund Transfers	**-**	**-**	**5,965**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	7,535	11,500
Beginning Surplus	**-**	**-**	**7,535**	**11,500**
Other Sources	**-**	**-**	**13,500**	**11,500**
Fund: Wetlands Trust Fund	**5,775**	**757**	**16,500**	**16,500**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 100 Road & Bridge Fund				
Taxes				
Local Option Gas Tax				
0000-312411-00000 Local Option Gas Tax $.06	1,537,124	1,610,246	1,672,000	1,901,000
0000-312421-00000 Addl Local Option Gas Tax $.03	925,252	967,717	1,011,000	1,154,000
0000-312422-00000 Addl Gas Tax $.01 (5th cent)	156,914	164,116	171,000	195,000
Local Option Gas Tax	**2,619,291**	**2,742,078**	**2,854,000**	**3,250,000**
Taxes	**2,619,291**	**2,742,078**	**2,854,000**	**3,250,000**
Permits, Fees & Assessments				
Franchise Fees				
0000-323720-00000 Franchise Fee-Sanitation Franc	1,604,944	1,590,902	1,595,000	1,624,000
Franchise Fees	**1,604,944**	**1,590,902**	**1,595,000**	**1,624,000**
Permits, Fees & Assessments	**1,604,944**	**1,590,902**	**1,595,000**	**1,624,000**
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	818,864	-	-	-
State Grants	**818,864**	**-**	**-**	**-**
State Shared				
0000-335120-00000 Municipal Gas Tax 8th Cent	1,225,734	1,319,732	1,300,000	1,540,000
0000-335122-00000 Motor Fuel Tax Rebate	63,163	93,978	78,000	20,000
0000-335124-00000 Special Motor Fuel Tax	1,678	6,208	800	800
State Shared	**1,290,576**	**1,419,918**	**1,378,800**	**1,560,800**
Intergovernmental Revenue	**2,109,440**	**1,419,918**	**1,437,675**	**1,560,800**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	66,890	9,055	36,000	50,000

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Investment Income				
0000-361300-00000 Net Incr or Decr of Investment	37,245	3,033	21,000	20,000
Investment Income	**104,136**	**12,089**	**57,000**	**70,000**
Other Miscellaneous Revenues				
0000-369900-00000 Other Miscellaneous Revenue	240,081	247,282	247,283	247,283
Other Miscellaneous Revenues	**240,081**	**247,282**	**247,283**	**247,283**
Miscellaneous Revenues	**344,216**	**259,371**	**304,283**	**317,283**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	2,383,083	-
Appropriated Fund Balance	**-**	**-**	**2,383,083**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	2,622,054	2,818,431
Beginning Surplus	**-**	**-**	**2,622,054**	**2,818,431**
Other Sources	**-**	**-**	**5,005,137**	**2,818,431**
Fund: Road & Bridge Fund	**6,677,890**	**6,012,270**	**11,196,095**	**9,570,514**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 110 Building Fund				
Permits, Fees & Assessments				
Building Permits				
9005-322000-00000 Permit Fees	-	-	-	7,275,000
9005-322011-00000 Other Building Services	-	-	-	300,000
9005-322020-00000 Certificate of Occupancy	-	-	-	20,000
Building Permits	**-**	**-**	**-**	**7,595,000**
Permits, Fees & Assessments	**-**	**-**	**-**	**7,595,000**
Miscellaneous Revenues				
Rents & Royalties				
9005-362100-00000 Board of Rules and Appeal Fees	-	-	-	165,000
9005-362200-00000 Government Fees	-	-	-	180,000
Rents & Royalties	**-**	**-**	**-**	**345,000**
Miscellaneous Revenues	**-**	**-**	**-**	**345,000**
Fund: Building Fund	**-**	**-**	**-**	**7,940,000**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 120 FHFC Grants SHIP/CRF				
Intergovernmental Revenue				
Local Grants				
0600-332951-00000 Coronavirus Relief Fund	-	743,649	-	-
Local Grants	**-**	**743,649**	**-**	**-**
Federal Grants				
0600-331951-00000 Coronavirus Relief Fund	216,018	-	-	-
Federal Grants	**216,018**	**-**	**-**	**-**
State Grants				
0600-334920-02022 SHIP	-	-	1,636,232	1,116,001
0600-334920-02021 SHIP	-	13,270	1,237,719	-
0600-334920-00000 SHIP	429,878	331,250	832,894	-
0600-334930-02021 SHIP Recaptured Income	-	5,176	130,235	-
0600-334930-00000 SHIP Recaptured Income	197,868	48,033	-	-
0600-334931-00000 SHIP Program Income	8,494	-	-	-
State Grants	**636,240**	**397,729**	**3,837,080**	**1,116,001**
Intergovernmental Revenue	**852,258**	**1,141,378**	**3,837,080**	**1,116,001**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	-	-	7,000	6,000
Investment Income	**-**	**-**	**7,000**	**6,000**
Miscellaneous Revenues	**-**	**-**	**7,000**	**6,000**
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(7,000)	(6,000)
Beginning Surplus	**-**	**-**	**(7,000)**	**(6,000)**
Other Sources	**-**	**-**	**(7,000)**	**(6,000)**
Fund: FHFC Grants SHIP/CRF	**852,258**	**1,141,378**	**3,837,080**	**1,116,001**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 121 HUD Grants CDBG/HOME				
Intergovernmental Revenue				
Local Grants				
0600-332900-COVID Community Dev Block Grant	-	11,550	539,923	-
0600-332900-00CV3 Community Dev Block Grant	-	40,542	815,025	-
Local Grants	**-**	**52,092**	**1,354,948**	**-**
Federal Grants				
0600-331900-02021 Community Dev Block Grant	-	-	864,564	-
0600-331900-02022 Community Dev Block Grant	-	-	-	852,007
0600-331900-COVID Community Dev Block Grant	12,700	-	-	-
0600-331900-00000 Community Dev Block Grant	309,447	355,128	2,012,342	-
0600-331903-00000 NeighborhoodStabilization Prog	86,545	13,453	982,503	-
0600-331905-02021 CDBG Recaptured Income	-	-	65,280	-
0600-331905-00000 CDBG Recaptured Income	47,023	-	-	-
0600-331909-00000 NSP 2010 Program Income	-	-	271,434	-
0600-331930-HOM21 HOME Grant	-	-	266,050	-
0600-331930-HOM22 HOME Grant	-	-	-	266,050
0600-331930-00000 HOME Grant	49,828	3,163	174,170	-
8006-331900-02022 Community Dev Block Grant	-	-	-	150,354
8006-331900-00000 Community Dev Block Grant	132,105	138,974	-	-
8006-331900-02021 Community Dev Block Grant	-	-	152,570	-
Federal Grants	**637,648**	**510,718**	**4,788,913**	**1,268,411**
Intergovernmental Revenue	**637,648**	**562,810**	**6,143,861**	**1,268,411**
Fund: HUD Grants CDBG/HOME	**637,648**	**562,810**	**6,143,861**	**1,268,411**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 122 Law Enforcement Grant				
Intergovernmental Revenue				
Local Grants				
3028-332255-COVID Coronavirus Emg Supplemental	-	41,988	-	-
Local Grants	**-**	**41,988**	**-**	**-**
Federal Grants				
3015-331251-00000 Victims of Crime Act	16,004	26,663	33,426	22,167
3022-331222-00000 Public Safety Partnership	-	500,000	-	-
3023-331253-00000 LEMHWA Grant	-	-	110,000	-
3026-331254-00000 Highway Planning & Construct	4,583	6,244	11,266	-
3030-331810-02020 Urban Area Strat Initia (UASI)	-	-	330,695	-
3030-331810-00000 Urban Area Strat Initia (UASI)	73,736	131,631	-	-
Federal Grants	**94,323**	**664,538**	**485,387**	**22,167**
Intergovernmental Revenue	**94,323**	**706,526**	**485,387**	**22,167**
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	-	14,638	1,343	-
Interfund Transfers	**-**	**14,638**	**1,343**	**-**
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	43,983	-
Appropriated Fund Balance	**-**	**-**	**43,983**	**-**
Other Sources	**-**	**14,638**	**45,326**	**-**
Fund: Law Enforcement Grant	**94,323**	**721,164**	**530,713**	**22,167**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 124 Police Community Service Grant				
Intergovernmental Revenue				
Federal Grants				
3018-331263-02018 Byrne Justice Assist Grant	-	-	21,796	-
3018-331263-00000 Byrne Justice Assist Grant	20,423	-	-	-
Federal Grants	**20,423**	**-**	**21,796**	**-**
Intergovernmental Revenue	**20,423**	**-**	**21,796**	**-**
Fund: Police Community Service Grant	**20,423**	**-**	**21,796**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 128 Community Bus Program				
Intergovernmental Revenue				
Federal Grants				
8001-331801-00000 Capital Asst Program 5310	166,362	175,236	182,168	-
Federal Grants	**166,362**	**175,236**	**182,168**	**-**
State Shared				
8001-335902-00000 State Matching on Fed Program	-	21,904	22,771	-
State Shared	**-**	**21,904**	**22,771**	**-**
Grants from Local Units				
8004-337410-00042 Broward County Transit Grant	82,080	64,221	65,900	65,900
8004-337410-00000 Broward County Transit Grant	685,306	542,403	541,047	541,047
Grants from Local Units	**767,386**	**606,625**	**606,947**	**606,947**
Intergovernmental Revenue	**933,748**	**803,765**	**811,886**	**606,947**
Other Sources				
Interfund Transfers				
8001-381020-00000 Transfer from General Fund	180,493	186,313	398,853	307,186
8004-381100-00042 Transfer from Road&Bridge Fund	-	-	47,560	22,086
8004-381100-00000 Transfer from Road&Bridge Fund	-	-	388,076	316,465
Interfund Transfers	**180,493**	**186,313**	**834,489**	**645,737**
Other Sources	**180,493**	**186,313**	**834,489**	**645,737**
Fund: Community Bus Program	**1,114,242**	**990,078**	**1,646,375**	**1,252,684**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 131 Treasury - Confiscated				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3011-351040-00000 Confiscated by Dept of Treasur	13,981	-	-	-
Fines & Forfeitures	**13,981**	**-**	**-**	**-**
Judgments, Fines & Forfeitures	**13,981**	**-**	**-**	**-**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	6,237	835	3,000	4,000
Investment Income	**6,237**	**835**	**3,000**	**4,000**
Miscellaneous Revenues	**6,237**	**835**	**3,000**	**4,000**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	508,199	-
Appropriated Fund Balance	**-**	**-**	**508,199**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	14,989	(3,288)
Beginning Surplus	**-**	**-**	**14,989**	**(3,288)**
Other Sources	**-**	**-**	**523,188**	**(3,288)**
Fund: Treasury - Confiscated	**20,217**	**835**	**526,188**	**712**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 132 Justice - Confiscated				
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	5,247	692	3,000	3,000
Investment Income	**5,247**	**692**	**3,000**	**3,000**
Miscellaneous Revenues	**5,247**	**692**	**3,000**	**3,000**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	432,845	-
Appropriated Fund Balance	**-**	**-**	**432,845**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	359	(2,410)
Beginning Surplus	**-**	**-**	**359**	**(2,410)**
Other Sources	**-**	**-**	**433,204**	**(2,410)**
Fund: Justice - Confiscated	**5,247**	**692**	**436,204**	**590**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 133 $2 Police Education				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3013-351030-00000 Police Education $2.00	19,391	22,425	19,228	24,139
Fines & Forfeitures	**19,391**	**22,425**	**19,228**	**24,139**
Judgments, Fines & Forfeitures	**19,391**	**22,425**	**19,228**	**24,139**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	755	89	200	200
Investment Income	**755**	**89**	**200**	**200**
Miscellaneous Revenues	**755**	**89**	**200**	**200**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	2,300	-
Appropriated Fund Balance	**-**	**-**	**2,300**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(200)	(200)
Beginning Surplus	**-**	**-**	**(200)**	**(200)**
Other Sources	**-**	**-**	**2,100**	**(200)**
Fund: $2 Police Education	**20,146**	**22,514**	**21,528**	**24,139**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 134 FDLE - Confiscated				
Judgments, Fines & Forfeitures				
Fines & Forfeitures				
3004-351000-00000 Confiscated by FDLE	2,584	7,183	-	-
Fines & Forfeitures	**2,584**	**7,183**	**-**	**-**
Judgments, Fines & Forfeitures	**2,584**	**7,183**	**-**	**-**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	15,404	2,120	9,000	10,000
Investment Income	**15,404**	**2,120**	**9,000**	**10,000**
Miscellaneous Revenues	**15,404**	**2,120**	**9,000**	**10,000**
Other Sources				
Appropriated Fund Balance				
0000-389920-00000 Appropriated Fund Balance	-	-	1,106,876	-
Appropriated Fund Balance	**-**	**-**	**1,106,876**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(8,013)	4,170
Beginning Surplus	**-**	**-**	**(8,013)**	**4,170**
Other Sources	**-**	**-**	**1,098,863**	**4,170**
Fund: FDLE - Confiscated	**17,988**	**9,303**	**1,107,863**	**14,170**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 199 Older Americans Act				
Intergovernmental Revenue				
Local Grants				
8005-332691-CARES OAA Title III - E	-	1,635	18,362	-
8005-332692-00000 Special Programs for Aging	-	3,540	15,153	-
Local Grants	**-**	**5,174**	**33,515**	**-**
Federal Grants				
8005-331690-CARES OAA Title III - B&D	37,800	-	-	-
8005-331690-00000 OAA Title III - B&D	276,414	183,837	329,464	329,464
8005-331691-CARES OAA Title III - E	1,663	-	-	-
8005-331691-00000 OAA Title III - E	35,715	17,071	88,728	88,728
Federal Grants	**351,592**	**200,907**	**418,192**	**418,192**
State Grants				
8005-334692-00000 Local Service Providers (LSP)	176,029	113,818	231,155	231,155
State Grants	**176,029**	**113,818**	**231,155**	**231,155**
Grants from Local Units				
8005-337630-00045 In-kind Rev From General Fund	-	9,159	11,857	11,857
8005-337630-00024 In-kind Rev From General Fund	-	35,515	83,428	83,428
8005-337630-00000 In-kind Rev From General Fund	45,597	-	-	-
8005-337660-00000 OAA Cash Match	24,413	30,876	43,867	43,867
Grants from Local Units	**70,010**	**75,550**	**139,152**	**139,152**
Intergovernmental Revenue	**597,632**	**395,449**	**822,014**	**788,499**
Miscellaneous Revenues				
Private Gifts / Contributions				
8005-366050-00000 Recipient Donations	2,600	1,113	1,000	2,500
Private Gifts / Contributions	**2,600**	**1,113**	**1,000**	**2,500**
Miscellaneous Revenues	**2,600**	**1,113**	**1,000**	**2,500**
Other Sources				
Interfund Transfers				
0000-381020-00000 Transfer from General Fund	547,912	534,816	770,819	670,190
Interfund Transfers	**547,912**	**534,816**	**770,819**	**670,190**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(33,515)	-
Beginning Surplus	**-**	**-**	**(33,515)**	**-**
Other Sources	**547,912**	**534,816**	**737,304**	**670,190**
Fund: Older Americans Act	**1,148,144**	**931,378**	**1,560,318**	**1,461,189**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 201 Debt Service				
Taxes				
Ad Valorem Taxes				
0900-311001-00000 Current Ad Valorem Taxes	5,780,588	5,830,413	5,872,255	5,865,901
Ad Valorem Taxes	**5,780,588**	**5,830,413**	**5,872,255**	**5,865,901**
Utility Taxes				
0000-314100-00000 Public Svc Tax - Electric Svc	1,484,136	1,493,707	1,493,296	-
0000-314300-00000 Public Svc Tax - Water	1,660,382	1,652,999	1,868,463	1,656,375
Utility Taxes	**3,144,518**	**3,146,706**	**3,361,759**	**1,656,375**
Communications Service Tax				
0000-315000-00000 Communications Svc Tax	4,357,078	4,388,336	4,178,000	4,389,759
Communications Service Tax	**4,357,078**	**4,388,336**	**4,178,000**	**4,389,759**
Taxes	**13,282,184**	**13,365,455**	**13,412,014**	**11,912,035**
Permits, Fees & Assessments				
Franchise Fees				
0000-323100-00000 Franchise Fees - Electricity	758,061	761,568	760,864	761,648
Franchise Fees	**758,061**	**761,568**	**760,864**	**761,648**
Permits, Fees & Assessments	**758,061**	**761,568**	**760,864**	**761,648**
Miscellaneous Revenues				
Investment Income				
0000-361100-00000 Interest from SBA	122,892	17,679	67,000	86,000
0900-361103-00000 Interest on Tax Deposits	3,468	88	3,500	200
Investment Income	**126,360**	**17,766**	**70,500**	**86,200**
Rents & Royalties				
0900-362042-00000 Rental - Housing	4,405,079	4,426,351	4,425,367	4,433,426
0900-362044-00000 Rental - Early Development Ctr	349,153	380,138	385,213	385,692
0900-362045-00000 Rental - Charter School	5,740,395	5,954,458	6,316,099	5,882,015
0900-362047-00000 Rental - WestCare (SBA)	347,284	354,988	361,365	369,165
0900-362049-00000 Rental - Howard C Forman	254,065	255,241	254,952	255,170
Rents & Royalties	**11,095,975**	**11,371,175**	**11,742,996**	**11,325,468**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Miscellaneous Revenues	**11,222,335**	**11,388,942**	**11,813,496**	**11,411,668**
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	-	-	(608,962)	2,766,533
Beginning Surplus	**-**	**-**	**(608,962)**	**2,766,533**
Other Sources	**73,659,808**	**-**	**(608,962)**	**2,766,533**
Fund: Debt Service	**98,922,388**	**25,515,965**	**25,377,412**	**26,851,884**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 320 Municipal Construction				
Miscellaneous Revenues				
Investment Income				
0000-361100-0677A Interest from SBA	52,523	3,143	-	-
0000-361100-00672 Interest from SBA	13,673	1,729	-	-
0000-361100-00000 Interest from SBA	(45,485)	(5,159)	-	-
Investment Income	**20,711**	**(286)**	**-**	**-**
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364020-00000 Sale of Property	-	2,000,000	-	-
Disp of Fix Assets / Sale of Equip/ Scrap	**-**	**2,000,000**	**-**	**-**
Private Gifts / Contributions				
0000-366035-00000 Municipal Dedication Fees	250,000	-	182,000	337,577
Private Gifts / Contributions	**250,000**	**-**	**182,000**	**337,577**
Miscellaneous Revenues	**270,711**	**1,999,714**	**182,000**	**337,577**
Other Sources				
Debt Proceeds/Installment Purchase				
0000-384000-00000 Debt Proceeds	7,308,789	-	-	-
Debt Proceeds/Installment Purchase	**7,308,789**	**-**	**-**	**-**
Prior Year Bond Proceeds				
0000-389935-00000 Prior Year Bond Proceeds	-	-	4,282,106	-
Prior Year Bond Proceeds	**-**	**-**	**4,282,106**	**-**
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(182,000)	(337,577)
Beginning Surplus	**-**	**-**	**(182,000)**	**(337,577)**
Other Sources	**7,308,789**	**-**	**4,100,106**	**(337,577)**
Fund: Municipal Construction	**7,579,500**	**1,999,714**	**4,282,106**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 471 Utility Fund				
Permits, Fees & Assessments				
Building Permits				
6010-322085-00000 Utility Construction Fee	17,609	64,542	15,000	15,000
Building Permits	**17,609**	**64,542**	**15,000**	**15,000**
Permits, Fees & Assessments	**17,609**	**64,542**	**15,000**	**15,000**
Intergovernmental Revenue				
Federal Grants				
6032-331954-ARPA1 Coronavirus State and Local	-	-	4,358,658	4,000,000
Federal Grants	**-**	**-**	**4,358,658**	**4,000,000**
Intergovernmental Revenue	**-**	**-**	**4,358,658**	**4,000,000**
Charges for Services				
General Government Charges				
6010-341990-00000 Utility Plan Review Fee	6,215	9,199	4,032	10,000
6031-341922-00000 Backflow Prevention Cert Fee	32,415	16,375	38,439	29,076
General Government Charges	**38,630**	**25,574**	**42,471**	**39,076**
Physical Environment Charges				
6010-343600-00000 New Account Charge	40,260	39,850	30,720	30,000
6010-343910-00000 Lien Recording or Release	10,300	10,400	6,960	7,000
6031-343310-00000 Water Utility Installation Fee	26,255	13,190	27,600	22,348
6031-343320-00000 Water UT Record/Penalty Fee	351,221	19,266	650,000	167,567
Physical Environment Charges	**428,036**	**82,706**	**715,280**	**226,915**
Water/Sewer Charges				
6021-343510-00000 Sewer Charges	29,790,290	30,761,399	31,719,000	33,050,000
6031-343300-00000 Water Charges	27,234,646	27,574,886	28,856,000	30,147,000
Water/Sewer Charges	**57,024,937**	**58,336,285**	**60,575,000**	**63,197,000**
Charges for Services	**57,491,603**	**58,444,565**	**61,332,751**	**63,462,991**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Miscellaneous Revenues				
Investment Income				
0000-361010-00000 Investment income	-	44,106	-	-
0000-361100-00000 Interest from SBA	789,699	107,023	406,000	184,000
0000-361100-00845 Interest from SBA	52,992	7,520	18,000	13,000
0000-361300-00000 Net Incr or Decr of Investment	-	-	-	894,000
Investment Income	**842,692**	**158,648**	**424,000**	**1,091,000**
Disp of Fix Assets / Sale of Equip/ Scrap				
0000-364010-00000 Sale of Fixed Assets	20,775	9,600	20,000	10,000
Disp of Fix Assets / Sale of Equip/ Scrap	**20,775**	**9,600**	**20,000**	**10,000**
Miscellaneous Revenues				
0000-365000-00000 Sale of Scrap or Surplus	(1,146)	-	1,000	11,000
Miscellaneous Revenues	**(1,146)**	**-**	**1,000**	**11,000**
Other Miscellaneous Revenues				
0000-369010-00000 Cash - Over & Short	(57)	121	100	100
0000-369080-00000 Water - Other Revenues	4,800	3,820	3,648	1,500
0000-369900-00000 Other Miscellaneous Revenue	28,635	6,507	500	500
Other Miscellaneous Revenues	**33,378**	**10,448**	**4,248**	**2,100**
Miscellaneous Revenues	**895,699**	**178,696**	**449,248**	**1,114,100**
Other Sources				
Water/Sewer Connection				
6021-389802-00000 Sewer Connection - East	120,077	42,198	184,106	63,376
6021-389803-00000 Sewer Connection - West	402,948	129,185	827,570	199,893
6031-389804-00000 Water Connection - East	128,520	45,165	154,324	67,831
6031-389805-00000 Water Connection - West	337,761	109,280	751,347	167,885
Water/Sewer Connection	**989,305**	**325,828**	**1,917,347**	**498,985**
Appropriated Retained Earnings				
0000-389910-00000 Appropriated Retained Earnings	-	-	27,355,027	-
Appropriated Retained Earnings	**-**	**-**	**27,355,027**	**-**
Capital Funded By Reserve				
0000-389915-00000 Capital Funded by Reserve	-	-	3,200,000	3,390,000
Capital Funded By Reserve	**-**	**-**	**3,200,000**	**3,390,000**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Beginning Retained Earnings				
0000-389946-00000 Beginning Retained Earnings	-	-	3,845,196	632,854
Beginning Retained Earnings	**-**	**-**	**3,845,196**	**632,854**
Capital Contributed from Developer				
6021-389801-00000 Contrib Capital from Developer	793,874	577,593	-	-
6032-389801-00000 Contrib Capital from Developer	2,404,549	770,543	-	-
Capital Contributed from Developer	**3,198,423**	**1,348,136**	**-**	**-**
Other Sources	**4,187,728**	**1,673,963**	**36,317,570**	**4,521,839**
Fund: Utility Fund	**62,592,639**	**60,361,767**	**102,473,227**	**73,113,930**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 472 Sanitation Fund				
Charges for Services				
General Government Charges				
6050-341314-00000 Contract AdminFee - Sanitation	-	-	320,000	320,000
General Government Charges	**-**	**-**	**320,000**	**320,000**
Physical Environment Charges				
6050-343340-00000 Sanitation - Disposal Fee	-	-	2,036,976	2,709,286
6050-343343-00000 Sanitation Fees - Bulk (EWS)	-	-	2,170,000	2,881,400
Physical Environment Charges	**-**	**-**	**4,206,976**	**5,590,686**
Charges for Services	**-**	**-**	**4,526,976**	**5,910,686**
Miscellaneous Revenues				
Other Miscellaneous Revenues				
0000-369900-00000 Other Miscellaneous Revenue	-	-	30,000	30,000
Other Miscellaneous Revenues	**-**	**-**	**30,000**	**30,000**
Miscellaneous Revenues	**-**	**-**	**30,000**	**30,000**
Fund: Sanitation Fund	**-**	**-**	**4,556,976**	**5,940,686**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 504 Public Insurance Fund				
Charges for Services				
General Government Charges				
0203-341212-00403 Contribution From School	48,475	58,572	124,384	125,032
0203-341212-00404 Contribution From School	179,030	93,762	170,759	172,223
0203-341212-00405 Contribution From School	143,095	107,145	165,000	300,000
0203-341212-00402 Contribution From School	4,560,580	5,272,006	7,149,362	7,268,361
0203-341235-00402 Contribution From General Fund	8,306,054	10,233,860	12,352,534	13,794,763
0203-341235-00403 Contribution From General Fund	119,155	154,399	322,114	317,299
0203-341235-00404 Contribution From General Fund	3,454,643	1,816,513	3,223,417	3,277,769
0203-341235-00405 Contribution From General Fund	1,953,750	1,397,772	2,262,638	2,547,605
0203-341245-00405 Contribution From Utility Fund	1,739,656	1,130,532	1,899,259	2,014,090
0203-341245-00402 Contribution From Utility Fund	87,040	130,585	138,120	143,273
0203-341245-00403 Contribution From Utility Fund	1,992	3,046	5,643	6,525
0203-341245-00404 Contribution From Utility Fund	8,108	4,539	7,596	8,399
0203-341270-00405 Contribution From Road&Bridge	234,683	156,696	282,393	241,190
General Government Charges	**20,836,261**	**20,559,427**	**28,103,219**	**30,216,529**
Charges for Services	**20,836,261**	**20,559,427**	**28,103,219**	**30,216,529**
Miscellaneous Revenues				
Investment Income				
0203-361100-00402 Interest from SBA	43,429	11,738	36,000	18,000
0203-361300-00402 Net Incr or Decr of Investment	416,393	33,576	226,776	326,000
0203-361300-00403 Net Incr or Decr of Investment	18,644	1,503	10,034	14,443
0203-361300-00404 Net Incr or Decr of Investment	37,289	3,007	20,174	26,538
0203-361300-00405 Net Incr or Decr of Investment	149,156	12,027	81,360	117,000
Investment Income	**664,912**	**61,851**	**374,344**	**501,981**
Other Miscellaneous Revenues				
0203-369022-00402 Specific Stop Loss Recovery	1,239,492	436,844	-	-
0203-369052-00402 Cobra Premiums	39,688	73,477	15,000	15,000
0203-369053-00402 RX Rebates	1,309,040	1,167,054	100,000	171,130
0203-369055-00402 Health Insurance Coverage	1,560,872	1,547,624	1,555,926	1,573,793
0203-369057-00403 Supplemental Life Insurance	117,327	118,047	120,189	122,824
0203-369059-00402 Medical Claims - Refund/Adj	74,473	78,910	-	-

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Other Miscellaneous Revenues				
Other Miscellaneous Revenues	**4,340,891**	**3,421,957**	**1,791,115**	**1,882,747**
Miscellaneous Revenues	**5,005,803**	**3,483,808**	**2,165,459**	**2,384,728**
Other Sources				
Interfund Transfers				
0203-381020-00406 Transfer from General Fund	-	100,000	100,000	100,000
Interfund Transfers	**-**	**100,000**	**100,000**	**100,000**
Beginning Surplus				
0203-389940-00406 Beginning Surplus	-	-	(100,000)	(100,000)
Beginning Surplus	**-**	**-**	**(100,000)**	**(100,000)**
Other Sources	**-**	**100,000**	**-**	**-**
Fund: Public Insurance Fund	**25,842,064**	**24,143,235**	**30,268,678**	**32,601,257**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 655 General Pension Trust Fund				
Miscellaneous Revenues				
Investment Income				
0204-361300-00000 Net Incr or Decr of Investment	17,690,041	33,525,833	15,000,000	13,000,000
Investment Income	**17,690,041**	**33,525,833**	**15,000,000**	**13,000,000**
Pension Fund Contributions				
0204-368010-00000 City Contribution - General	655,357	1,504,988	712,767	712,767
0204-368011-00000 City Contribution - Legacy	2,844,643	5,995,012	2,787,233	2,787,576
0204-368050-00000 Employee Contribution - Gen	161,054	135,762	135,284	133,593
Pension Fund Contributions	**3,661,054**	**7,635,762**	**3,635,284**	**3,633,936**
Miscellaneous Revenues	**21,351,095**	**41,161,595**	**18,635,284**	**16,633,936**
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(5,258,284)	(2,956,936)
Beginning Surplus	**-**	**-**	**(5,258,284)**	**(2,956,936)**
Other Sources	**-**	**-**	**(5,258,284)**	**(2,956,936)**
Fund: General Pension Trust Fund	**21,351,095**	**41,161,595**	**13,377,000**	**13,677,000**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 656 Fire&Police Pension Trust Fund				
Miscellaneous Revenues				
Investment Income				
0204-361000-00000 Appreciation of Investments	47,021,610	137,791,896	-	49,000,000
0204-361012-00000 Investment Income	8,269,394	8,215,900	9,000,000	9,000,000
0204-361300-00000 Net Incr or Decr of Investment	-	-	37,000,000	-
Investment Income	**55,291,004**	**146,007,796**	**46,000,000**	**58,000,000**
Pension Fund Contributions				
0204-368000-00000 Casualty Insurance Premium Tax	1,551,975	1,517,019	1,551,975	1,517,019
0204-368005-00000 City Contribution - Fire	12,890,387	13,194,612	12,191,362	15,511,672
0204-368020-00000 City Contribution - Police	15,226,640	15,101,790	17,830,613	15,692,116
0204-368040-00000 Employee Contribution - Fire	1,294,718	1,273,595	1,043,326	976,843
0204-368042-00000 Employee Buybacks	24,440	-	-	-
0204-368045-00000 Employee Contribution - ESI	34,798	79,201	40,000	80,000
0204-368060-00000 Employee Contribution - Police	1,328,876	1,386,648	1,405,037	1,263,448
0204-368090-00000 Fire Insurance Premium Tax	1,126,914	1,164,578	1,126,914	1,164,578
Pension Fund Contributions	**33,478,747**	**33,717,443**	**35,189,227**	**36,205,676**
Other Miscellaneous Revenues				
0204-369900-00000 Other Miscellaneous Revenue	10,719	-	-	-
Other Miscellaneous Revenues	**10,719**	**-**	**-**	**-**
Miscellaneous Revenues	**88,780,470**	**179,725,239**	**81,189,227**	**94,205,676**
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(27,189,227)	(35,055,676)
Beginning Surplus	**-**	**-**	**(27,189,227)**	**(35,055,676)**
Other Sources	**-**	**-**	**(27,189,227)**	**(35,055,676)**
Fund: Fire&Police Pension Trust Fund	**88,780,470**	**179,725,239**	**54,000,000**	**59,150,000**

City of Pembroke Pines, Florida - Revenue Detail

Department - Object - Project	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Fund: 657 Other Post Employment Benefits				
Miscellaneous Revenues				
Investment Income				
0000-361102-00000 Interest on Money Market Acct	6,295	2,715	5,600	5,600
0204-361300-00000 Net Incr or Decr of Investment	9,934,642	20,169,997	9,000,000	10,000,000
Investment Income	**9,940,937**	**20,172,712**	**9,005,600**	**10,005,600**
Pension Fund Contributions				
0204-368035-00000 City Contrib-General OPEB	3,557,760	5,505,756	3,853,000	3,853,000
0204-368036-00000 City Contrib-Police OPEB	3,601,240	4,784,379	3,344,000	3,344,000
0204-368037-00000 City Contrib-Fire OPEB	4,326,000	6,333,865	4,427,000	4,427,000
0204-368038-00000 City Contrib-Schools OPEB	174,238	69,961	70,007	69,828
Pension Fund Contributions	**11,659,238**	**16,693,961**	**11,694,007**	**11,693,828**
Other Miscellaneous Revenues				
0000-369054-00000 Part D Subsidy	222,136	205,383	200,000	200,000
0204-369022-00000 Specific Stop Loss Recovery	638,215	177,712	-	-
0204-369053-00000 RX Rebates	-	-	15,000	25,000
0204-369056-00000 Medical Contribution	622,506	742,359	350,000	450,000
Other Miscellaneous Revenues	**1,482,857**	**1,125,454**	**565,000**	**675,000**
Miscellaneous Revenues	**23,083,032**	**37,992,127**	**21,264,607**	**22,374,428**
Other Sources				
Beginning Surplus				
0000-389940-00000 Beginning Surplus	-	-	(6,174,600)	(6,788,428)
Beginning Surplus	**-**	**-**	**(6,174,600)**	**(6,788,428)**
Other Sources	**-**	**-**	**(6,174,600)**	**(6,788,428)**
Fund: Other Post Employment Benefits	**23,083,032**	**37,992,127**	**15,090,007**	**15,586,000**

City of Pembroke Pines, Florida
Revenue Detail
All Funds

Fund	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
001 General Fund	200,627,233	208,019,281	236,047,389	235,565,607
051 Wetlands Trust Fund	5,775	757	16,500	16,500
100 Road & Bridge Fund	6,677,890	6,012,270	11,196,095	9,570,514
110 Building Fund	-	-	-	7,940,000
120 FHFC Grants SHIP/CRF	852,258	1,141,378	3,837,080	1,116,001
121 HUD Grants CDBG/HOME	637,648	562,810	6,143,861	1,268,411
122 Law Enforcement Grant	94,323	721,164	530,713	22,167
124 Police Community Service Grant	20,423	-	21,796	-
128 Community Bus Program	1,114,242	990,078	1,646,375	1,252,684
131 Treasury - Confiscated	20,217	835	526,188	712
132 Justice - Confiscated	5,247	692	436,204	590
133 $2 Police Education	20,146	22,514	21,528	24,139
134 FDLE - Confiscated	17,988	9,303	1,107,863	14,170
199 Older Americans Act	1,148,144	931,378	1,560,318	1,461,189
201 Debt Service	98,922,388	25,515,965	25,377,412	26,851,884
320 Municipal Construction	7,579,500	1,999,714	4,282,106	-
471 Utility Fund	62,592,639	60,361,767	102,473,227	73,113,930
472 Sanitation Fund	-	-	4,556,976	5,940,686
504 Public Insurance Fund	25,842,064	24,143,235	30,268,678	32,601,257
655 General Pension Trust Fund	21,351,095	41,161,595	13,377,000	13,677,000
656 Fire&Police Pension Trust Fund	88,780,470	179,725,239	54,000,000	59,150,000
657 Other Post Employment Benefits	23,083,032	37,992,127	15,090,007	15,586,000
Total All Funds	**539,392,722**	**589,312,102**	**512,517,316**	**485,173,441**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 511 Legislative

Department: 0100 City Commission

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
511001	Mayor	46,206	46,169	47,688	47,702
511002	Vice Mayor	23,566	23,476	24,322	24,329
511003	Commissioner	69,710	70,429	72,966	72,987
512884	Executive Assist	69,823	72,157	73,849	79,227
513682	PT Executive Assistant	40,129	41,579	40,560	46,439
515103	Expense Allowance	67,793	68,250	68,250	68,250
515107	Automobile Allowance	38,123	38,400	38,400	38,400
521000	Social Security - Matching	26,036	26,344	28,009	28,875
522000	Retirement Contributions	25,156	47,916	22,178	22,974
522010	Defined Contribution - General	3,702	3,001	5,838	7,300
523000	Health Insurance	62,166	61,449	92,080	122,802
523100	Life Insurance	477	623	1,278	1,219
524000	Workers Compensation	935	509	886	880
526300	General Retiree Health Contrib	87,876	136,861	96,666	97,182
	Personnel	**561,698**	**637,163**	**612,970**	**658,566**
Operating					
534990	Other Svc	220,983	182,703	250,000	255,000
540100	Travel Conferences	1,154	2,104	22,500	24,000
544200	Rental - Machinery & Equipment	2,206	2,206	3,707	2,207
546800	Maintenance Contracts	896	983	1,300	1,300
549104	License Fees	-	-	375	375
551100	Office Supplies	2,095	1,552	2,400	2,400
552000	Operating Supplies	1,276	577	4,000	4,000
552650	Non-capital Equipment	155	-	175	250
554100	Memberships Dues Subscription	2,059	13,922	13,992	14,492
	Operating	**230,823**	**204,047**	**298,449**	**304,024**
	Project Total	**792,522**	**841,210**	**911,419**	**962,590**
	City Commission Total	**792,522**	**841,210**	**911,419**	**962,590**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
511005	City Manager	307,839	331,020	334,281	352,901
512499	Deputy City Manager	-	-	41,739	103,311
512516	Assistant City Manager	90,867	93,104	56,408	-
512884	Executive Assist	61,672	63,247	64,811	69,426
515007	Topped Out Incentive	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	3,001
521000	Social Security - Matching	23,350	24,317	36,505	38,210
522000	Retirement Contributions	55,341	132,028	61,982	57,262
522010	Defined Contribution - General	7,401	8,090	7,778	10,414
523000	Health Insurance	31,086	38,406	46,040	51,168
523100	Life Insurance	1,029	1,403	2,885	2,854
524000	Workers Compensation	1,736	960	1,686	1,704
526300	General Retiree Health Contrib	36,615	57,026	40,278	40,493
	Personnel	**635,836**	**768,051**	**713,220**	**746,720**
Operating					
540100	Travel Conferences	35	-	1,800	3,000
544200	Rental - Machinery & Equipment	1,760	1,760	2,964	1,764
546800	Maintenance Contracts	1,002	686	750	750
551100	Office Supplies	1,453	1,566	1,750	1,750
552650	Non-capital Equipment	155	373	500	500
554100	Memberships Dues Subscription	1,879	1,700	2,500	2,500
	Operating	**6,284**	**6,086**	**10,264**	**10,264**
	Project Total	**642,120**	**774,137**	**723,484**	**756,984**

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager | Project: 00315 Media Relations

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	250	3,414	3,550	3,800
534989	Other Svc - FCS	260,710	169,098	237,221	259,768
547140	Printing - Flyer/Newspaper	101,683	115,199	112,397	139,411
552000	Operating Supplies	289	90	500	500
552650	Non-capital Equipment	872	-	500	500
552652	Non-capital Software & License	1,739	840	1,969	2,000
	Operating	**365,542**	**288,641**	**356,137**	**405,979**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 512 Executive

Department: 0201 City Manager | Project: 00315 Media Relations

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	-	-	2,750	2,000
	Capital	**-**	**-**	**2,750**	**2,000**
	Project Total	**365,542**	**288,641**	**358,887**	**407,979**
	City Manager Total	**1,007,663**	**1,062,778**	**1,082,371**	**1,164,963**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 0202 Human Resources

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512014	Risk Mgmnt/Benefits Supervisor	67,762	69,942	71,415	81,910
512022	HR/Risk Mgt Director/Assist CM	-	-	79,101	196,055
512440	Human Resources Director	171,654	176,176	106,899	-
512790	Human Resources Manager	99,372	40,222	-	-
512992	Vacation leave - retire/term	26,583	7,461	-	-
512996	Sick leave - retire/term	2,741	-	-	-
515001	Special Payment Pen	-	3,900	-	22,000
515007	Topped Out Incentive	1,800	-	750	750
515107	Automobile Allowance	7,200	7,200	7,200	8,401
515116	Cell Phone Pay	2,100	1,800	1,500	2,400
521000	Social Security - Matching	25,945	20,277	25,296	23,163
522000	Retirement Contributions	35,423	79,652	31,350	30,019
522010	Defined Contribution - General	-	-	8,153	-
523000	Health Insurance	37,303	46,087	55,248	40,934
523100	Life Insurance	779	998	1,865	1,510
524000	Workers Compensation	1,315	683	1,090	902
526300	General Retiree Health Contrib	43,938	68,432	48,333	32,394
	Personnel	**523,915**	**522,830**	**438,200**	**440,438**
Operating					
531400	Professional Svc - Medical	14,974	18,904	30,000	35,000
531500	Professional Svc - Other	8,304	6,791	11,300	10,000
534989	Other Svc - FCS	88,393	169,479	332,611	306,565
540100	Travel Conferences	34	-	-	2,000
544200	Rental - Machinery & Equipment	-	-	-	3,000
546800	Maintenance Contracts	3,633	5,477	5,000	5,000
547100	Printing	55	-	14,500	14,500
549000	Legal/Employment Ads	4,200	1,307	32,000	17,000
551100	Office Supplies	2,064	2,691	4,000	4,500
552000	Operating Supplies	1,465	1,789	2,500	2,000
552650	Non-capital Equipment	-	-	500	500
552652	Non-capital Software & License	350	350	-	-
552653	Non-capital Computer Equipment	1,086	-	-	2,000
555200	College Classes - Education	-	-	500	-
555229	Training	641	13,500	2,700	8,000
	Operating	**125,197**	**220,288**	**435,611**	**410,065**
	Project Total	**649,113**	**743,118**	**873,811**	**850,503**
	Human Resources Total	**649,113**	**743,118**	**873,811**	**850,503**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 514 Legal Counsel

Department: 0300 City Attorney

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531200	Professional Svc - RetainerFee	270,040	280,842	292,077	309,602
531300	Prof Svc - Outside Legal	157,318	163,611	170,156	180,365
531350	Professional Svc - On Site	532,960	554,278	576,453	611,040
531500	Professional Svc - Other	58,129	60,454	62,874	66,646
551100	Office Supplies	27,691	34,006	30,155	31,965
552950	Out of Pocket Expenses	5,804	6,036	6,281	6,657
	Operating	**1,051,942**	**1,099,226**	**1,137,996**	**1,206,275**
	Project Total	**1,051,942**	**1,099,226**	**1,137,996**	**1,206,275**
	City Attorney Total	**1,051,942**	**1,099,226**	**1,137,996**	**1,206,275**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 0800 General Government

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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	1,950,420	4,135,190	1,873,721	1,873,721
525000	Unemployment Compensation	6,979	92,621	15,000	15,000
	Personnel	**1,957,399**	**4,227,811**	**1,910,251**	**1,910,251**
Operating					
530010	Contingency	6,000	24,976	3,173,773	3,000,000
530015	Contingency - Grant Match	-	-	255,240	-
530030	Estimated Budget Savings	-	-	-3,219,899	-3,000,000
531300	Prof Svc - Outside Legal	457,735	600,513	681,900	600,000
531500	Professional Svc - Other	280,436	289,673	296,346	328,120
534989	Other Svc - FCS	2,409	-	-	-
534990	Other Svc	30,016	22,457	28,200	28,801
536100	Excess Benefit	57,531	59,172	60,860	62,598
542000	Postage	88,767	83,654	69,863	75,340
544200	Rental - Machinery & Equipment	1,390	1,410	1,460	1,540
545000	Insurance	1,804,313	1,312,451	2,112,998	2,375,630
548250	Employee Award Program	-	900	4,500	51,000
549150	Auto Tags & Titles	14,519	8,376	20,966	20,966
549201	Taxes and/or Assessments	1,997	3,142	-	-
549356	Special Projects	21,393	11,513	65,000	30,000
551100	Office Supplies	1,620	1,252	3,000	3,000
552000	Operating Supplies	-	4,967	-	-
554100	Memberships Dues Subscription	58,671	94,455	72,967	83,651
	Operating	**2,826,798**	**2,518,911**	**3,627,174**	**3,660,646**
Grants and Aid					
581001	Grant - Area Agency On Aging	112,942	106,913	106,913	106,913
582005	Grant - Women In Distress	15,000	15,000	15,000	15,000
582013	Grant - KAPOW	9,000	12,000	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
582024	Grant - Early Learning Coaliti	35,000	35,000	35,000	35,000
582025	Grant - American Diabetes Assn	-	5,000	5,000	5,000
	Grants and Aid	**186,942**	**188,913**	**188,913**	**188,913**
Other					
591110	Transfer to Permanent Fund	-	-	5,965	-
591122	Transfer to Law Enforcement	-	14,638	1,343	-
591128	Transfer to Community Bus Prog	180,493	186,313	398,853	307,186

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 0800 General Government

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Other					
591199	Transfer to OAA	547,912	534,816	770,819	670,190
591200	Transfer To Debt Service	7,300,000	-	-	-
	Other	**8,028,405**	**735,767**	**1,176,980**	**977,376**
	Project Total	**12,999,544**	**7,671,402**	**6,903,318**	**6,737,186**
	General Government Total	**12,999,544**	**7,671,402**	**6,903,318**	**6,737,186**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 1001 City Clerk

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512047	City Clerk	114,353	124,521	133,024	147,546
512287	Document Management Specialist	50,868	51,677	50,732	35,402
512620	Cashier II	42,048	43,110	43,809	47,020
512684	Clerical Spec II	118,165	115,616	122,213	121,547
512775	Deputy City Clerk	62,239	64,326	65,847	70,609
512782	Dep City Clerk/Occ Lic Admin	63,836	65,447	67,089	71,780
512992	Vacation leave - retire/term	12,538	5,420	10,000	-
512996	Sick leave - retire/term	10,025	-	300	3,100
513509	Shared - Secretary	6,214	3,771	11,700	13,862
513525	Senior Board Secretary	9,130	6,981	19,890	23,574
513679	PT Passport Clerk	5,664	-	19,868	23,535
514000	Overtime	106	22	300	300
515007	Topped Out Incentive	-	91	1,500	-
515107	Automobile Allowance	3,600	3,600	3,600	3,600
515116	Cell Phone Pay	900	900	900	1,200
521000	Social Security - Matching	36,039	35,046	42,141	43,016
522000	Retirement Contributions	31,112	91,999	44,674	38,640
522010	Defined Contribution - General	18,997	20,932	19,509	24,479
523000	Health Insurance	99,474	122,898	147,328	143,269
523100	Life Insurance	1,025	1,356	2,822	2,688
524000	Workers Compensation	1,938	1,033	1,826	1,807
526300	General Retiree Health Contrib	117,168	182,482	128,888	129,576
	Personnel	**805,440**	**941,228**	**937,960**	**946,550**
Operating					
531500	Professional Svc - Other	50,570	-	240,000	-
534050	Other Svc - Microfilming	14,176	12,349	157,000	130,000
534989	Other Svc - FCS	142,422	131,258	165,490	190,066
534995	Other Svc - IT	81,817	70,224	151,416	116,422
540100	Travel Conferences	-	-	2,680	4,000
544200	Rental - Machinery & Equipment	4,815	9,304	10,000	10,000
545440	Insurance - Errors & Omissions	-	644	600	300
546250	R&M Equipment	29	-	2,000	2,000
546800	Maintenance Contracts	6,630	2,911	37,410	37,500
547100	Printing	5,484	3,629	4,500	4,500
547400	Codification of Ordinances	4,857	2,406	22,500	15,000
549000	Legal/Employment Ads	16,653	14,664	19,600	19,000
549100	Recording Fees	6,406	7,227	4,000	6,000
549400	Bank Svc Charge	4,616	9,422	10,100	-
551100	Office Supplies	8,408	9,891	17,850	17,850
551300	Microfilm Supplies	-	-	200	200

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 1001 City Clerk

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552650	Non-capital Equipment	4,609	892	4,000	4,000
552652	Non-capital Software & License	13,442	13,590	20,514	24,000
552653	Non-capital Computer Equipment	2,510	505	2,500	4,000
554100	Memberships Dues Subscription	1,050	1,230	1,050	1,000
555229	Training	330	30	3,320	4,000
	Operating	**368,825**	**290,176**	**876,730**	**589,838**
Capital					
664023	Camera	1,941	-	-	2,000
664039	Micro Computer/Comptr Eqpt	-	4,215	-	4,850
664100	Office Equipment	-	2,645	-	-
	Capital	**1,941**	**6,860**	**-**	**6,850**
	Project Total	**1,176,206**	**1,238,264**	**1,814,690**	**1,543,238**
	City Clerk Total	**1,176,206**	**1,238,264**	**1,814,690**	**1,543,238**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2001 Finance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512021	Finance Director/Assist CM	-	-	70,557	180,919
512030	Budget Director	105,731	110,120	111,440	122,990
512031	Payroll Manager	85,778	89,692	90,409	100,895
512032	Accounts Payable Manager	71,482	73,761	74,693	80,944
512086	Finance Director	152,558	157,831	95,355	-
512087	Deputy Finance Director	-	129,088	129,918	143,785
512431	Payroll Coordinator	129,144	132,149	129,418	141,937
512517	Assistant Finance Director	126,650	118,782	117,749	131,912
512525	Administrative Assistant I	62,160	60,214	-	-
512623	Senior Systems Administrator	101,674	104,544	103,584	112,358
512641	Chief Accountant	78,634	-	-	-
512651	Programmer Analyst II	99,163	53,838	-	-
512992	Vacation leave - retire/term	26,287	1,031	-	-
512996	Sick leave - retire/term	4,781	-	-	-
514000	Overtime	624	9,661	6,000	6,000
515001	Special Payment Pen	-	6,000	-	25,000
515002	Special Payment	-	1,850	-	25,000
515007	Topped Out Incentive	1,800	-	3,000	-
515107	Automobile Allowance	5,908	4,800	4,801	15,601
515116	Cell Phone Pay	2,100	2,100	2,101	4,801
521000	Social Security - Matching	76,378	76,441	71,693	82,990
522000	Retirement Contributions	79,639	166,663	72,491	67,499
522010	Defined Contribution - General	56,249	69,548	53,800	75,242
523000	Health Insurance	136,776	168,985	184,160	184,203
523100	Life Insurance	2,342	3,100	5,721	5,514
524000	Workers Compensation	3,952	2,122	3,345	3,297
526300	General Retiree Health Contrib	161,011	250,784	161,070	145,632
	Personnel	**1,570,822**	**1,793,102**	**1,491,305**	**1,656,519**
Operating					
532100	Accounting & Auditing Fees	46,067	45,847	48,238	52,434
534989	Other Svc - FCS	1,178,772	1,218,383	1,782,662	1,986,012
534995	Other Svc - IT	101,156	103,518	-	-
540100	Travel Conferences	60	-	8,000	8,000
541100	Telephone	3,177	3,463	4,440	3,560
544200	Rental - Machinery & Equipment	4,353	4,234	7,500	5,800
546150	R&M Land Bldg & Improvement	1,917	-	18,173	24,000
546250	R&M Equipment	132	-	300	300
546800	Maintenance Contracts	1,859	1,372	3,500	3,500
549400	Bank Svc Charge	1,826	6,217	6,000	3,000
551100	Office Supplies	11,156	11,208	16,000	17,000

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2001 Finance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552600	Clothing/Uniforms	-	-	1,000	1,000
552650	Non-capital Equipment	-	915	1,500	-
552652	Non-capital Software & License	42,883	43,271	55,168	47,586
552653	Non-capital Computer Equipment	1,984	1,355	2,000	2,000
554100	Memberships Dues Subscription	3,150	4,140	5,326	5,629
555200	College Classes - Education	-	-	-	-
555229	Training	1,467	1,320	2,250	2,460
	Operating	**1,399,960**	**1,445,242**	**1,962,057**	**2,162,281**
Capital					
664051	Software	-	-	25,000	25,000
664055	Laptop or Tablet	3,413	1,842	4,000	6,000
664100	Office Equipment	-	-	-	-
	Capital	**3,413**	**1,842**	**29,000**	**31,000**
	Project Total	**2,974,195**	**3,240,187**	**3,482,362**	**3,849,800**
	Finance Total	**2,974,195**	**3,240,187**	**3,482,362**	**3,849,800**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2002 Technology Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512280	Help Desk Technician II	62,232	63,877	65,510	70,077
512303	Network Specialist II	211,207	216,896	217,112	236,848
512525	Administrative Assistant I	60,820	62,525	61,568	67,445
512622	ERP Manager	119,849	121,952	125,259	135,245
512623	Senior Systems Administrator	-	48,169	103,584	112,640
512643	Help Desk Technician I	40,734	41,314	42,409	45,445
512644	Help Analyst/Technician	75,430	76,644	74,880	82,401
512691	Systems Analyst II	102,039	105,650	107,227	116,015
512693	Systems Programmer/Analyst II	95,966	98,634	100,758	108,375
512697	Proj Mgr/Syst Prog Analyst II	109,851	109,328	108,805	112,981
512722	Manager of Systems Development	127,218	128,047	126,007	137,459
512723	Systems Administrator	149,470	162,483	175,206	188,971
512903	Technology Services Director	143,716	155,304	161,138	170,942
512904	Asst Technology Svc Director	34,332	119,439	123,567	132,353
512992	Vacation leave - retire/term	-	11,670	11,200	-
512996	Sick leave - retire/term	-	-	5,600	-
514000	Overtime	51,418	78,471	75,000	85,000
515001	Special Payment Pen	-	16,500	-	60,000
515002	Special Payment	-	2,550	-	38,000
515007	Topped Out Incentive	1,500	-	4,500	750
515100	Holiday Pay	-	-	3,600	3,600
515107	Automobile Allowance	4,339	4,800	4,801	7,200
515115	Beeper Pay	16,143	17,272	16,870	17,891
515116	Cell Phone Pay	5,560	6,285	8,100	6,660
521000	Social Security - Matching	102,527	122,053	131,539	147,734
522000	Retirement Contributions	66,382	193,158	99,619	102,413
522010	Defined Contribution - General	93,177	125,297	122,623	172,265
523000	Health Insurance	186,513	230,434	294,656	327,472
523100	Life Insurance	3,226	4,140	9,307	9,322
524000	Workers Compensation	5,443	2,835	5,442	5,574
526300	General Retiree Health Contrib	219,690	342,153	257,776	259,152
	Personnel	**2,088,780**	**2,667,878**	**2,643,663**	**2,960,230**
Operating					
534989	Other Svc - FCS	1,257,836	1,466,443	1,865,728	2,532,822
534989	Other Svc - FCS	-	-	345,315	508,786
534990	Other Svc	6,990	175,554	210,000	210,000
534995	Other Svc - IT	-	-	51,500	3,500
534995	Other Svc - IT	203,967	145,220	224,372	194,800
540100	Travel Conferences	-	-	10,000	10,000
541100	Telephone	4,696	6,080	6,480	9,600

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2002 Technology Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
541370	Communications	36,734	30,721	100,340	81,072
541371	Streaming Video Svc Fees	-	-	4,400	-
544200	Rental - Machinery & Equipment	986	1,690	3,400	3,400
546250	R&M Equipment	4,979	19,466	24,000	24,000
546300	R&M Vehicles	1,093	2,230	3,750	5,000
546800	Maintenance Contracts	1,395	1,023	2,136	2,136
546801	IT Maintenance Contracts	397,707	489,944	884,556	2,457,188
551100	Office Supplies	624	2,334	5,000	5,000
551100	Office Supplies	-	-	4,000	4,000
552000	Operating Supplies	-	-	11,500	23,175
552000	Operating Supplies	6,705	17,594	10,000	10,000
552300	Expendable Tools	-	-	3,000	3,000
552470	Computer Supplies	-	2,745	3,450	3,600
552540	Fuel	1,156	2,502	3,990	4,000
552650	Non-capital Equipment	191,998	8,763	49,125	25,000
552652	Non-capital Software & License	483,605	566,674	709,525	894,127
552653	Non-capital Computer Equipment	178,549	146,255	258,481	264,350
554100	Memberships Dues Subscription	3,806	21	6,000	7,600
554100	Memberships Dues Subscription	-	-	500	500
554521	Books	-	-	1,950	-
555229	Training	46,181	16,975	75,930	78,160
555229	Training	-	-	6,050	9,450
	Operating	**2,829,009**	**3,102,236**	**4,884,478**	**7,374,266**
Capital					
663993	Improvements - Other	-	-	110,000	75,000
663993	Improvements - Other	706,993	145,122	219,754	-
664023	Camera	-	-	72,000	-
664039	Micro Computer/Comptr Eqpt	34,224	18,414	129,086	52,500
664051	Software	-	238,008	100,001	772,500
664055	Laptop or Tablet	19,277	12,954	54,247	33,600
664060	Physical Control System	-	-	85,000	-
664214	Truck	-	-	40,000	-
664221	Van	34,721	33,151	-	-
664400	Other Equipment	515,546	294,886	424,236	890,000
664400	Other Equipment	-	-	-	25,000
	Capital	**1,310,761**	**742,535**	**1,234,324**	**1,848,600**
	Project Total	**6,228,550**	**6,512,649**	**8,762,465**	**12,183,096**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2002 Technology Services | Project: 00306 IT Modernization (VOIP/VDI)

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534995	Other Svc - IT	-	-	129,464	-
	Operating	**-**	**-**	**129,464**	**-**
	Project Total	**-**	**-**	**129,464**	**-**

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

Department: 2002 Technology Services | Project: 00307 Other Projects

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552652	Non-capital Software & License	-	-	111,313	104,527
	Operating	**-**	**-**	**111,313**	**104,527**
Capital					
663993	Improvements - Other	-	208,058	-	-
664039	Micro Computer/Comptr Eqpt	169,411	-	-	-
664051	Software	-	110,530	150,530	-
	Capital	**169,411**	**318,588**	**150,530**	**-**
	Project Total	**169,411**	**318,588**	**261,843**	**104,527**

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

Department: 2002 Technology Services | Project: 00308 Municipal Security Unit

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
541100	Telephone	-	-	-	3,600
546300	R&M Vehicles	-	-	-	2,500
546801	IT Maintenance Contracts	-	-	-	6,375
552652	Non-capital Software & License	-	-	-	57,000
	Operating	**-**	**-**	**-**	**69,475**
Capital					
664023	Camera	-	-	-	174,000
	Capital	**-**	**-**	**-**	**174,000**
	Project Total	**-**	**-**	**-**	**243,475**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 2002 Technology Services | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663993	Improvements - Other	-	-	140,808	-
664060	Physical Control System	-	-	200,000	-
664074	Fuel Master Upgrade	-	-	187,145	-
664400	Other Equipment	-	-	474,000	-
	Capital	**-**	**-**	**1,001,953**	**-**
	Project Total	**-**	**-**	**1,001,953**	**-**
	Technology Services Total	**6,397,961**	**6,831,237**	**10,155,725**	**12,531,098**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512029	Special Operations Manager	63,851	65,892	67,303	72,319
512042	Projects & Research Manager	58,059	60,084	61,339	65,972
512043	Assistant Records Unit Manager	44,446	45,918	46,797	55,457
512044	Records Unit Manager	53,942	56,983	58,658	69,370
512045	Police Chief	191,021	196,732	210,948	209,094
512081	Police Social Media Manager	48,962	7,987	-	-
512088	Media Relations Manager	-	45,220	55,091	58,916
512115	Police Captain	1,146,185	1,311,860	1,539,118	1,579,618
512131	Professional Std Supervisor	65,331	66,463	64,709	68,994
512174	Division Major	316,720	455,715	523,601	524,694
512425	Police Officer	10,439,475	9,768,535	10,221,259	9,638,919
512436	Police Officer - Tier 3	1,885,586	2,741,676	4,441,308	5,517,913
512450	Assistant Logistics Manager	-	-	25,428	54,747
512451	Emergency Management Director	118,980	125,235	128,191	134,660
512452	Logistics/Fleet Manager	62,160	63,780	65,951	70,878
512454	Logistics Coordinator III	87,307	86,153	44,544	85,539
512467	Property Evidence Technician	79,490	57,543	79,155	92,193
512468	Property Manager	53,794	54,971	56,556	60,628
512492	Finance Coordinator	73,560	73,882	73,528	80,003
512493	Administrative Svc Manager	47,451	49,112	50,126	75,005
512497	Community Affairs Coordinator	46,811	48,390	49,245	53,111
512511	Administrative Assistant III	61,614	63,257	64,845	69,492
512525	Administrative Assistant I	48,182	49,853	50,924	54,743
512603	Support Services Coordinator	64,433	21,151	-	-
512625	Field Training Officer -Tier 3	-	-	28,425	62,639
512631	Crime Scene Technician	44,201	107,183	140,753	201,942
512632	Crime Scene Unit Manager	62,659	70,383	72,679	86,326
512633	Crime Scene Investigator	188,679	163,687	176,873	208,607
512634	Crime Scene Shift Supervisor	59,243	10,066	-	-
512635	Forensic Manager	89,230	91,500	94,165	101,010
512636	Field Training Officer	1,802,404	1,953,342	2,086,290	2,081,878
512637	Field Training Sergeant	441,173	458,103	475,760	475,740
512638	Forensic Examiner I	59,161	61,000	87,308	124,585
512643	Help Desk Technician I	46,562	33,580	45,800	48,866
512652	Programmer/Analyst I	80,115	82,116	84,176	89,295
512655	Sergeant	2,951,985	3,150,931	3,442,130	3,461,710
512684	Clerical Spec II	144,841	118,882	119,633	129,311
512685	Clerical Aide	41,072	42,218	43,320	46,424
512698	Police Programmer Analyst III	74,921	30,496	-	-
512723	Systems Administrator	67,503	69,639	71,591	63,518
512733	Crime Analyst Manager	66,843	70,707	72,530	77,953

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512736	Crime Analyst	107,042	110,353	112,472	121,176
512800	Assistant Police Chief	180,483	187,452	194,952	194,959
512805	Computer Services Manager	-	51,714	86,230	92,040
512881	Police Communications Coord	44,663	55,404	21,020	-
512882	Economic Crimes Investigator	51,031	52,501	53,627	57,657
512883	Support Center Manager	62,467	66,316	68,227	73,193
512885	Victim Advocate	53,886	56,131	80,958	102,795
512886	Assistant Victim Advocate	44,146	47,994	45,592	-
512887	Victim Advocate Supervisor	-	-	32,024	62,913
512888	Police Comm & Asset Coord.	-	-	35,633	59,764
512901	Staff Inspector	-	-	19,717	-
512937	Fingerprint Examiner II	65,207	65,376	64,709	70,211
512938	Police Support Specialist IV	3,781	46,482	47,762	51,201
512939	Forensic Video Examiner	59,710	61,661	62,918	67,702
512978	Backgrounds/Selections Invest.	24,134	45,214	65,683	94,739
512979	Police Support Specialist II	159,829	157,521	207,375	225,985
512980	Police Support Specialist I	461,980	514,363	668,356	692,834
512985	Police Service Aide I	587,133	675,651	833,082	947,707
512988	Police Payroll Specialist I	96,139	81,533	48,856	52,421
512989	Police Payroll Specialist II	-	19,620	56,348	62,136
512992	Vacation leave - retire/term	161,265	199,018	357,524	295,569
512996	Sick leave - retire/term	192,581	318,206	465,541	201,177
512997	Sick leave - annual	585,314	581,407	918,345	891,116
513151	P/T PSS Logistics	-	7,830	-	20,042
513407	PT Victims Advocate	38,355	39,438	37,846	31,437
513412	PT Police Support Specialist	78,171	74,070	79,039	93,641
514000	Overtime	1,357,932	1,616,520	1,750,000	1,750,000
514400	Off-duty Detail	21,510	24,060	44,000	44,000
515000	Incentive Pay	245,353	220,329	216,625	217,707
515003	New Hire Incentive Pay	49,618	81,000	120,000	200,000
515004	New Hire Relocation Pay	5,724	2,415	15,000	50,000
515005	Supplements	-	240	-	-
515007	Topped Out Incentive	4,950	209	5,250	-
515008	Referral Reward	1,000	1,500	5,000	10,000
515050	Stand-by Pay	56,413	90,586	80,000	95,000
515100	Holiday Pay	412,314	510,932	475,000	550,000
515101	Uniform Cleaning Allowance	325,425	343,325	323,820	351,804
515104	Assignment Pay	92,184	255,278	248,013	244,445
515107	Automobile Allowance	27,692	28,800	28,800	28,800
515108	Shift Differential	15,765	15,063	14,560	16,640
515109	Shift Diff - Certified Officer	69,642	64,023	191,840	191,161

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
515110	Dive Team Equipment Allowance	2,225	2,225	2,400	3,000
515115	Beeper Pay	23,719	27,226	25,000	30,000
515116	Cell Phone Pay	21,875	23,230	23,820	23,400
515200	Longevity Pay	205,552	196,987	207,072	175,333
521000	Social Security - Matching	2,022,276	2,142,841	2,548,987	2,627,740
522000	Retirement Contributions	55,562	114,925	49,450	59,056
522010	Defined Contribution - General	342,739	411,476	431,364	625,970
522100	Retirement Contributions P&F	15,189,777	15,101,790	17,830,613	15,692,116
522110	State Contrib P&F Retirement	1,551,975	1,517,019	1,551,975	1,517,019
523000	Health Insurance	3,792,437	4,895,434	6,045,054	6,774,577
523100	Life Insurance	54,093	72,385	163,257	157,045
524000	Workers Compensation	1,463,184	798,100	1,543,984	1,517,957
526300	General Retiree Health Contrib	1,179,003	1,870,437	1,385,546	1,409,139
526305	Police Retiree Health Contrib	3,592,560	4,784,379	3,344,000	3,344,000
	Personnel	**56,517,763**	**60,758,213**	**68,354,323**	**68,220,393**
Operating					
531400	Professional Svc - Medical	6,270	11,705	19,300	26,100
531450	Professional Svc - Vet	9,000	9,160	32,600	28,000
531500	Professional Svc - Other	20,155	48,007	89,000	102,900
534950	Other Svc - Maintenance	49,386	61,520	120,000	120,000
534989	Other Svc - FCS	484,655	648,183	927,663	1,150,070
534990	Other Svc	535,760	667,867	1,491,576	1,829,879
534995	Other Svc - IT	257,203	341,474	463,093	574,181
536100	Excess Benefit	72,751	76,045	74,093	83,650
540100	Travel Conferences	38,952	66,701	289,140	346,419
541100	Telephone	94,332	103,406	105,750	106,330
541370	Communications	158,351	162,247	171,258	196,020
541600	Radio Programming	-	31,115	-	-
543200	Water & Sewer	7,212	7,017	9,000	8,500
543430	Electricity	94,730	108,270	115,000	120,000
544200	Rental - Machinery & Equipment	50,997	42,873	87,335	81,299
546150	R&M Land Bldg & Improvement	67,976	130,822	371,913	144,770
546152	R&M - Land Bldg - Major Projec	-	-	-	150,000
546250	R&M Equipment	38,971	54,526	130,781	138,162
546300	R&M Vehicles	668,688	796,966	868,750	979,800
546800	Maintenance Contracts	23,455	24,972	75,800	266,904
547100	Printing	6,492	5,698	41,600	33,920
548250	Employee Award Program	-	3,402	2,200	3,500
549000	Legal/Employment Ads	45	4,620	12,000	2,800
549105	License Renewals	9,800	10,511	10,900	10,900

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
549354	Drug Investigation	10,000	-	8,786	10,000
549355	Special Investigation	197	332	15,000	20,000
549357	False Alarm Program	17,717	15,412	27,940	24,820
549680	Special Event - Miscellaneous	26,714	20,298	78,322	76,250
551100	Office Supplies	34,258	40,400	42,000	45,000
551400	Photo Supplies	-	-	500	400
552000	Operating Supplies	64,013	70,082	178,537	190,321
552002	Operating Supplies - ID unit	13,059	15,787	18,000	16,000
552003	Operating Supplies - TrainUnit	183,660	105,987	170,723	187,369
552200	Janitorial Supplies	126	439	500	500
552540	Fuel	694,120	788,270	797,219	1,176,083
552600	Clothing/Uniforms	167,661	153,901	400,705	443,026
552645	Non-capital SET Equipment	12,757	18,216	33,200	73,248
552650	Non-capital Equipment	224,381	386,610	353,043	742,767
552652	Non-capital Software & License	25,658	1,793	6,245	3,646
552653	Non-capital Computer Equipment	63,259	49,026	196,189	148,210
552681	Operating Supplies for K-9	-	1,951	6,600	9,600
552682	Operating Supplies - Dive Team	-	-	300	700
552683	SET Operating Supplies	69,177	29,124	143,610	137,450
554100	Memberships Dues Subscription	14,168	15,644	34,128	42,833
555200	College Classes - Education	43,879	42,333	90,000	90,000
555229	Training	82,751	135,465	338,299	457,866
	Operating	**4,442,736**	**5,308,174**	**8,448,598**	**10,400,193**
Capital					
662000	Buildings	-	3,555	24,880	-
662017	Building Improvement	16,965	-	10,408	120,000
663166	Shooting Range	-	514,295	157,379	90,000
664023	Camera	1,997	-	4,691	20,000
664028	Car	34,491	-	68,770	-
664039	Micro Computer/Comptr Eqpt	2,971	4,975	-	6,699
664048	Boat	-	-	-	4,500
664051	Software	-	14,110	51,309	139,558
664053	Micro Computer	-	4,312	9,768	9,700
664055	Laptop or Tablet	31,118	396,096	156,141	216,400
664060	Physical Control System	-	-	122,611	-
664073	Generator	-	2,298	-	-
664110	K-9 dogs	-	10,000	10,000	5,500
664140	Motorcycle	64,968	37,271	5,273	62,000
664154	Overhead projector	1,349	-	-	-
664176	SET Equipment	4,887	-	98,197	118,600

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664181	Radio - Portable	-	123,234	71,000	-
664182	Radar Gun	9,297	4,597	4,650	4,650
664187	Safe	-	-	10,000	-
664213	Trailer	4,564	21,016	-	9,000
664214	Truck	1,260,979	300,270	2,959,239	1,667,500
664221	Van	-	32,246	26,785	171,000
664400	Other Equipment	175,657	500,574	219,637	791,670
	Capital	**1,609,242**	**1,968,849**	**4,010,738**	**3,436,777**
	Project Total	**62,569,740**	**68,035,236**	**80,813,659**	**82,057,363**

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: 00303 SRO program

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512991	Personal Leave Payout	5,800	-	17,925	18,638
513414	PT School Resource Officer	963,910	944,562	1,092,000	1,092,126
513415	PT SRO Supervisor	98,898	58,782	83,578	56,507
515000	Incentive Pay	22,838	20,349	35,880	34,320
515015	Payment in Lieu of Benefits	24,589	24,000	46,000	46,000
515101	Uniform Cleaning Allowance	8,778	7,500	8,280	7,920
521000	Social Security - Matching	83,227	78,163	100,528	96,083
523000	Health Insurance	360,592	353,331	423,568	450,274
523100	Life Insurance	3,413	3,432	7,048	6,250
524000	Workers Compensation	103,377	42,242	74,176	67,099
	Personnel	**1,675,422**	**1,532,360**	**1,888,983**	**1,875,217**
	Project Total	**1,675,422**	**1,532,360**	**1,888,983**	**1,875,217**

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: 00313 Broward College SRO

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512991	Personal Leave Payout	773	-	-	-
513414	PT School Resource Officer	35,813	-	-	-
515015	Payment in Lieu of Benefits	2,000	-	-	-
515101	Uniform Cleaning Allowance	270	-	-	-
521000	Social Security - Matching	2,973	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: 00313 Broward College SRO

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
523000	Health Insurance	24,868	-	-	-
523100	Life Insurance	253	-	-	-
524000	Workers Compensation	7,652	-	-	-
	Personnel	**74,601**	**-**	**-**	**-**
	Project Total	**74,601**	**-**	**-**	**-**

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: 00316 Red Light Camera Program

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512425	Police Officer	38,290	-	-	-
512479	RLC Program Coordinator	47,628	7,958	-	-
512985	Police Service Aide I	60,859	12,915	-	-
515000	Incentive Pay	780	-	-	-
515100	Holiday Pay	4,751	539	-	-
515101	Uniform Cleaning Allowance	1,200	80	-	-
515104	Assignment Pay	1,277	-	-	-
521000	Social Security - Matching	11,226	1,578	-	-
522010	Defined Contribution - General	9,764	1,879	-	-
522100	Retirement Contributions P&F	36,863	-	-	-
523000	Health Insurance	37,303	46,087	-	-
523100	Life Insurance	337	382	-	-
524000	Workers Compensation	7,024	3,028	-	-
526300	General Retiree Health Contrib	36,615	68,431	-	-
526305	Police Retiree Health Contrib	7,440	-	-	-
	Personnel	**301,356**	**142,877**	**-**	**-**
Operating					
531300	Prof Svc - Outside Legal	46,381	45,584	-	-
534980	Other Svc - Redflex	293,963	-	-	-
	Operating	**340,344**	**45,584**	**-**	**-**
	Project Total	**641,700**	**188,461**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: 04337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531342	Management Cost SRMC	-	7,683	-	-
	Operating	**-**	**7,683**	**-**	**-**
Capital					
662053	West Police Substation	169,151	91,465	37,667	-
664073	Generator	63,850	62,188	57,509	-
	Capital	**233,001**	**153,653**	**95,176**	**-**
	Project Total	**233,001**	**161,336**	**95,176**	**-**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: 09007 Code Compliance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512085	Code Compliance Administrator	75,221	77,499	76,981	80,850
512684	Clerical Spec II	47,880	47,652	47,424	51,052
512685	Clerical Aide	48,090	49,875	50,732	54,574
512985	Police Service Aide I	111,453	117,642	101,448	48,958
512986	Police Service Aide II	292,877	325,780	410,226	659,838
512987	Police Service Aide III	85,553	88,255	94,738	111,949
514000	Overtime	1,275	674	3,000	2,000
515003	New Hire Incentive Pay	4,000	1,000	2,000	2,000
515007	Topped Out Incentive	1,500	900	2,250	-
515010	Certification Pay	120	120	120	120
515100	Holiday Pay	2,687	3,030	7,500	5,000
515101	Uniform Cleaning Allowance	3,620	7,160	3,600	6,720
515116	Cell Phone Pay	5,800	6,605	5,940	5,100
521000	Social Security - Matching	49,451	52,989	61,542	78,681
522000	Retirement Contributions	7,683	16,280	7,741	8,732
522010	Defined Contribution - General	52,460	64,217	63,429	113,820
523000	Health Insurance	149,211	199,709	257,824	347,939
523100	Life Insurance	1,602	2,065	4,579	5,493
524000	Workers Compensation	40,027	20,885	40,278	50,925
526300	General Retiree Health Contrib	219,690	364,963	257,776	275,349
	Personnel	**1,200,199**	**1,447,300**	**1,499,128**	**1,909,100**
Operating					
531300	Prof Svc - Outside Legal	2,050	3,762	7,500	7,500
534989	Other Svc - FCS	51,044	358	44,200	49,078
534990	Other Svc	-	-	1,400	600

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 3001 Police | Project: 09007 Code Compliance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534995	Other Svc - IT	780	-	780	-
541100	Telephone	102	15	400	396
541370	Communications	1,734	1,159	10,140	10,920
544200	Rental - Machinery & Equipment	957	648	1,196	960
546250	R&M Equipment	223	-	3,000	3,000
546300	R&M Vehicles	10,573	12,309	16,154	18,464
546800	Maintenance Contracts	137	162	1,201	1,440
547100	Printing	-	-	3,000	3,000
549100	Recording Fees	989	898	7,500	7,500
551100	Office Supplies	2,399	2,490	3,600	3,600
552000	Operating Supplies	1,337	279	2,300	2,300
552540	Fuel	14,062	15,275	16,503	22,699
552600	Clothing/Uniforms	4,997	2,553	21,576	26,448
552650	Non-capital Equipment	-	4,651	504	750
552653	Non-capital Computer Equipment	-	-	2,746	-
554100	Memberships Dues Subscription	950	700	800	1,000
555229	Training	950	4,550	9,650	11,900
	Operating	**93,284**	**49,808**	**154,150**	**171,555**
Capital					
664214	Truck	59,588	-	30,792	33,391
	Capital	**59,588**	**-**	**30,792**	**33,391**
	Project Total	**1,353,071**	**1,497,108**	**1,684,070**	**2,114,046**

Fund:001 General Fund | Function: 521 Law Enforcement

Department: 3001 Police | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664214	Truck	-	-	-	-
664400	Other Equipment	-	-	-	-
	Capital	**-**	**-**	**-**	**-**
	Project Total	**-**	**-**	**-**	**-**
	Police Total	**66,547,536**	**71,414,501**	**84,481,888**	**86,046,626**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: 00681 Surfside

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514000	Overtime	-	10,954	-	-
	Personnel	**-**	**10,954**	**-**	**-**
	Project Total	**-**	**10,954**	**-**	**-**

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: 03419 FEMA-3419-EM - Hurricane Doria

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514000	Overtime	339	-	-	-
521000	Social Security - Matching	24	-	-	-
	Personnel	**364**	**-**	**-**	**-**
Operating					
545710	Ins Claims Pending-Hurricane	3,038	-	-	-
	Operating	**3,038**	**-**	**-**	**-**
	Project Total	**3,401**	**-**	**-**	**-**

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: 4338 Tropical Storm ETA

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514000	Overtime	-	1,914	-	-
521000	Social Security - Matching	-	143	-	-
	Personnel	**-**	**2,057**	**-**	**-**
Operating					
534982	Function Sourcing - Grounds	-	12,374	-	-
534989	Other Svc - FCS	-	683	-	-
552000	Operating Supplies	-	1,512	-	-
	Operating	**-**	**14,569**	**-**	**-**
	Project Total	**-**	**16,626**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: COVID EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514000	Overtime	-	279,864	-	-
514000	Overtime	447,928	325,199	-	-
521000	Social Security - Matching	-	21,675	-	-
521000	Social Security - Matching	33,635	23,747	-	-
	Personnel	**481,563**	**650,485**	**-**	**-**
Operating					
531300	Prof Svc - Outside Legal	-	2,993	-	-
531300	Prof Svc - Outside Legal	-	968	-	-
531510	Professional Svc - Direct Cost	-	6,375	-	-
531800	Medical Expense	23,540	2,207	-	-
534944	Small Business Assistance	-	50,000	-	-
534990	Other Svc	-	323,289	-	-
534990	Other Svc	135,889	232,225	-	-
544200	Rental - Machinery & Equipment	30,955	25,284	-	-
544200	Rental - Machinery & Equipment	-	26,784	-	-
546150	R&M Land Bldg & Improvement	-	1,347	-	-
546150	R&M Land Bldg & Improvement	20,165	2,956	-	-
546250	R&M Equipment	1,864	225	-	-
552000	Operating Supplies	-	116,691	-	-
552000	Operating Supplies	429,379	816,179	-	-
552540	Fuel	2,835	901	-	-
552650	Non-capital Equipment	-	372	-	-
552650	Non-capital Equipment	19,164	8,446	-	-
552652	Non-capital Software & License	-	15,249	-	-
552701	Food Purchases	-	110	-	-
552701	Food Purchases	3,729	114	-	-
	Operating	**667,521**	**1,632,714**	**-**	**-**
Capital					
664039	Micro Computer/Comptr Eqpt	-	38,874	-	-
	Capital	**-**	**38,874**	**-**	**-**
	Project Total	**1,149,084**	**2,322,072**	**-**	**-**
	Emergency&Disaster Relief Svc Total	**1,152,485**	**2,349,652**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512099	Battalion Chief - PM	705,668	698,650	698,802	775,580
512130	Fire Chief	189,021	195,646	187,221	202,488
512172	Assistant Division Chief	389,354	376,475	361,679	429,751
512282	Micro Computer Specialist I	72,302	73,895	74,674	79,358
512528	Administrative Assistant II	65,331	65,777	64,709	70,642
512575	Lieutenant	2,395,892	2,624,039	2,561,139	2,666,188
512607	Captain PM	3,318,876	3,387,384	3,257,793	3,716,259
512684	Clerical Spec II	39,004	40,157	40,987	44,098
512788	Division Chief	581,459	612,215	592,730	687,024
512802	Office Manager	46,391	48,932	49,912	53,729
512835	Driver Engineer	406,376	428,024	404,850	455,379
512836	Driver Engineer PM	2,614,916	2,728,555	2,621,155	2,935,801
512915	Firefighter EMT	1,249,947	1,336,905	1,318,881	1,453,139
512918	Firefighter PM	4,624,916	4,197,434	4,331,910	4,797,365
512934	Administrative Battalion Chief	104,395	111,178	115,647	139,185
512992	Vacation leave - retire/term	282,635	385,892	717,591	254,421
512996	Sick leave - retire/term	181,094	603,205	127,778	137,005
512997	Sick leave - annual	449,078	387,367	661,387	713,742
513167	Fire/Rescue Cadets	-	-	-	15,000
513681	PT Clerk Spec II	-	-	-	-
514000	Overtime	17,452	19,069	30,000	30,000
514016	Overtime - Non-City Details	16,620	15,991	30,000	45,000
514017	Overtime - Staffing	318,018	676,377	430,000	400,000
514400	Off-duty Detail	7,965	1,350	12,000	24,000
515000	Incentive Pay	221,225	218,771	220,190	243,440
515007	Topped Out Incentive	750	48	750	1,610
515040	Inspector Certification	200,600	179,960	175,760	159,120
515100	Holiday Pay	692,659	756,797	650,000	775,000
515101	Uniform Cleaning Allowance	13,440	13,160	13,440	13,440
515104	Assignment Pay	6,598	11,431	8,000	12,000
515111	Assignment Pay - Rescue	46,337	44,577	50,000	50,000
515112	Assignment Pay - FIRE/EMS	66,411	60,882	75,000	75,000
515116	Cell Phone Pay	7,275	7,050	7,200	7,200
515200	Longevity Pay	107,714	75,468	60,969	46,394
521000	Social Security - Matching	1,442,550	1,509,320	1,521,147	1,642,976
522000	Retirement Contributions	21,537	49,902	26,316	25,011
522001	Retirement Contrib - Legacy	28,127	138,607	59,800	59,800
522010	Defined Contribution - General	21,464	24,602	22,224	31,353
522100	Retirement Contributions P&F	12,443,434	12,623,025	11,376,416	14,562,873
522110	State Contrib P&F Retirement	1,091,281	1,102,558	1,051,584	1,093,345
523000	Health Insurance	2,486,844	3,149,262	3,738,448	4,216,202

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
523100	Life Insurance	39,607	51,517	98,157	100,535
524000	Workers Compensation	1,558,441	822,188	1,337,552	1,398,915
526300	General Retiree Health Contrib	73,230	114,051	80,555	80,985
526310	Fire Retiree Health Contrib	4,138,809	6,064,963	4,241,681	4,241,681
	Personnel	**42,785,042**	**46,032,657**	**43,506,034**	**48,962,034**
Operating					
531300	Prof Svc - Outside Legal	1,440	5,018	2,500	5,500
531400	Professional Svc - Medical	69,980	86,463	109,310	109,310
531500	Professional Svc - Other	4,163	7,125	5,750	12,300
531508	Professional Svc - Other Fire	7,040	9,247	9,910	45,082
531509	Professional Svc - OtherRescue	42,204	40,227	63,198	59,036
534300	Other Svc - Laundry & Cleaning	28,069	27,259	15,096	-
534950	Other Svc - Maintenance	16,478	21,633	39,598	42,649
534988	Other Svc - Rescue	163,680	115,003	130,441	136,971
534989	Other Svc - FCS	414,737	519,808	648,361	666,708
534990	Other Svc	-	-	1,000	5,000
534995	Other Svc - IT	27,286	69,796	112,000	108,881
536100	Excess Benefit	7,345	10,293	25,000	25,000
540100	Travel Conferences	3,176	5	11,875	10,000
541100	Telephone	184,890	34,339	51,425	145,925
541370	Communications	7,953	6,385	12,000	12,000
542000	Postage	1,133	1,872	2,440	2,440
543200	Water & Sewer	31,055	30,589	33,600	33,600
543300	Gas	14,419	14,744	20,400	20,400
543430	Electricity	135,614	133,108	144,900	144,900
544200	Rental - Machinery & Equipment	17,331	3,925	5,720	5,720
544365	Rentals - Fire	801,690	830,264	886,350	876,390
546100	R&M Office Equipment	-	49	1,400	1,400
546150	R&M Land Bldg & Improvement	144,502	222,975	220,900	156,900
546152	R&M - Land Bldg - Major Projec	-	-	-	100,000
546250	R&M Equipment	69,313	94,489	101,600	101,600
546300	R&M Vehicles	560,707	504,010	696,212	631,800
546800	Maintenance Contracts	85,608	98,583	111,850	111,850
547100	Printing	4,156	1,861	6,000	6,000
548250	Employee Award Program	657	600	1,500	1,500
548500	Promotional Activities	2,532	162	4,200	4,200
549104	License Fees	3,695	587	2,000	2,000
549105	License Renewals	19,364	14,991	28,355	28,355
549180	Administrative Fees - Fire	549,962	590,089	675,420	665,958
549201	Taxes and/or Assessments	28,376	28,458	29,187	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
549220	Promotional Exams	13,710	23,876	31,750	31,750
549400	Bank Svc Charge	352	2,581	1,920	1,920
551100	Office Supplies	13,884	15,819	19,560	19,560
551200	Maps	54	700	2,000	2,000
551400	Photo Supplies	331	820	2,000	2,000
552000	Operating Supplies	3,867	7,194	7,500	7,500
552005	Operating Supplies - Fire	28,829	21,605	25,200	25,200
552006	Operating Supplies - Rescue	169,687	170,298	182,880	195,000
552160	Pharmaceutical Supplies	32,589	38,278	42,840	45,000
552200	Janitorial Supplies	23,284	18,540	27,600	27,600
552250	Linen/Bedding	4,811	2,354	5,094	5,094
552431	Operating Chemicals - Fire	10,000	14,245	17,900	17,900
552432	Operating Chemicals - Rescue	6,400	7,216	9,300	7,300
552540	Fuel	134,028	144,573	200,000	200,000
552600	Clothing/Uniforms	46,225	45,949	96,000	58,500
552630	Protective Clothing	108,421	113,295	191,901	179,500
552650	Non-capital Equipment	-	19,055	14,500	10,000
552652	Non-capital Software & License	1,066	468	4,000	4,000
552653	Non-capital Computer Equipment	11,773	3,403	13,500	10,500
552654	Non-capital Nozzles	-	-	5,000	5,000
552656	Non-capital Ladders	-	-	2,500	2,500
552657	Non-capital Hose	16,880	14,604	14,946	25,000
552659	Non-capital Equipment - Fire	50,570	38,018	40,000	40,000
552660	Non-capital Equipment - Rescue	47,450	30,885	45,000	47,000
552701	Food Purchases	2,089	1,241	7,000	7,000
554100	Memberships Dues Subscription	520	552	635	635
554521	Books	77	1,645	2,630	2,630
554522	Books - Rescue	10	8,813	10,000	10,000
555200	College Classes - Education	69,973	150,143	100,000	100,000
555228	Training - Rescue	11,076	11,076	15,000	15,000
	Operating	**4,256,509**	**4,431,201**	**5,347,654**	**5,384,464**
Grants and Aid					
581010	Medicaid MCO Supplemental IGT	99,458	99,459	165,159	165,159
	Grants and Aid	**99,458**	**99,459**	**165,159**	**165,159**
Other					
591640	Transfer to Pub Ins Trust	-	100,000	100,000	100,000
	Other	**-**	**100,000**	**100,000**	**100,000**
Capital					
662012	Fire Station 33 - 72nd Avenue	-	-	10,152	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
662016	Fire Station 69 - 9500 Pines	3,000	17,700	-	-
662026	Fire Station 99-Pembroke Isles	-	-	-	75,000
662038	Fire Training Facility	1,529,230	5,407	-	25,000
663000	Improvement Other Than Bldg	-	69,700	-	10,000
664009	Ambulance Refurbishment	-	-	-	20,000
664016	Ambulances	291,685	-	953,619	350,000
664028	Car	49,634	48,484	55,000	-
664038	Communications Systems	-	-	-	-
664039	Micro Computer/Comptr Eqpt	7,040	-	24,000	-
664051	Software	-	-	24,000	-
664057	Laptop or Tablet - Rescue	-	-	52,821	-
664067	Ladder Truck	-	-	1,318,000	-
664180	Radio	-	7,436	37,500	150,000
664181	Radio - Portable	-	-	40,700	550,000
664214	Truck	-	-	133,071	75,000
664351	Special Equipment - Fire	-	12,410	120,340	-
664352	Special Equipment - Rescue	137,813	20,501	24,500	190,000
664400	Other Equipment	14,596	13,538	33,500	20,000
664440	Fire Apparatus Refurbish	-	-	-	30,000
664450	Fire Engine	491,352	-	-	1,250,000
	Capital	**2,524,349**	**195,176**	**2,827,203**	**2,745,000**
	Project Total	**49,665,358**	**50,858,493**	**51,946,050**	**57,356,657**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00678 Fire Prevention

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512172	Assistant Division Chief	103,346	108,254	106,161	125,385
512607	Captain PM	186,868	185,377	183,710	217,004
512699	Clerical Coordinator	787	-	-	-
512788	Division Chief	152,730	137,429	119,935	141,655
512912	Fire Inspector PM	413,673	431,652	414,526	470,978
512992	Vacation leave - retire/term	7,290	28,499	-	-
512996	Sick leave - retire/term	5,364	23,418	-	-
512997	Sick leave - annual	33,364	30,532	38,051	44,080
514000	Overtime	4,880	5,262	8,000	8,000
514012	Overtime - Hurricane	-	-	8,500	8,500
514018	Overtime - Expediting Expense	7,214	3,724	15,000	15,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00678 Fire Prevention

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514400	Off-duty Detail	-	120	-	2,500
514401	Overtime - Fire Watch Detail	-	-	12,000	12,000
515000	Incentive Pay	8,780	8,880	7,800	8,320
515040	Inspector Certification	18,480	18,840	17,680	18,720
515050	Stand-by Pay	16,718	16,263	23,000	23,000
515100	Holiday Pay	-	-	71,000	80,000
515101	Uniform Cleaning Allowance	3,360	3,360	3,360	3,360
515104	Assignment Pay	93	-310	-	-
515116	Cell Phone Pay	4,740	4,635	4,740	4,740
515200	Longevity Pay	7,751	2,685	-	-
521000	Social Security - Matching	71,804	73,527	79,088	90,545
522010	Defined Contribution - General	71	-	-	-
522100	Retirement Contributions P&F	446,953	571,587	814,946	948,799
522110	State Contrib P&F Retirement	35,633	62,020	75,330	71,233
523000	Health Insurance	111,908	138,260	165,744	184,203
523100	Life Insurance	1,930	2,533	4,815	5,186
524000	Workers Compensation	76,890	40,961	66,494	73,131
526310	Fire Retiree Health Contrib	187,191	268,902	185,319	185,319
	Personnel	**1,907,817**	**2,166,408**	**2,425,199**	**2,741,658**
Operating					
534950	Other Svc - Maintenance	-	-	3,000	3,000
534989	Other Svc - FCS	232,994	240,425	259,976	272,913
540100	Travel Conferences	2,140	4,759	8,825	7,500
541100	Telephone	-	-	1,400	1,400
541370	Communications	2,597	2,604	3,000	3,000
543430	Electricity	516	623	4,500	4,500
544200	Rental - Machinery & Equipment	1,553	1,450	1,560	1,560
544365	Rentals - Fire	43,516	43,903	44,092	45,054
546150	R&M Land Bldg & Improvement	4,940	-	500	500
546250	R&M Equipment	550	-	2,800	3,500
546300	R&M Vehicles	13,373	19,541	25,000	25,000
546800	Maintenance Contracts	255	142	350	350
547100	Printing	698	375	800	800
548500	Promotional Activities	6,047	5,543	17,500	10,000
549104	License Fees	30	15	200	500
549105	License Renewals	12,291	13,491	16,300	16,300
549180	Administrative Fees - Fire	84,189	100,817	79,135	117,895
551100	Office Supplies	1,265	1,138	2,300	2,500
552000	Operating Supplies	15	1,064	2,000	2,000
552200	Janitorial Supplies	-	-	450	450

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00678 Fire Prevention

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552540	Fuel	2,678	1,444	15,500	15,500
552650	Non-capital Equipment	792	2,088	4,500	4,500
552652	Non-capital Software & License	-	-	500	500
552653	Non-capital Computer Equipment	6,029	4,933	7,000	7,000
554100	Memberships Dues Subscription	535	887	1,300	1,430
554521	Books	1,346	3,187	3,600	3,600
	Operating	**418,350**	**448,429**	**506,088**	**551,252**
Capital					
664003	Vehicle	52,839	-	60,075	65,000
	Capital	**52,839**	**-**	**60,075**	**65,000**
	Project Total	**2,379,005**	**2,614,837**	**2,991,362**	**3,357,910**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00680 Assistance to Firefighter Grant

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552650	Non-capital Equipment	-	13,979	2,761	-
	Operating	**-**	**13,979**	**2,761**	**-**
Capital					
664351	Special Equipment - Fire	-	6,510	-	-
664400	Other Equipment	-	55,400	-	-
	Capital	**-**	**61,910**	**-**	**-**
	Project Total	**-**	**75,889**	**2,761**	**-**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00911 Public Safety Dispatch

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534950	Other Svc - Maintenance	35,002	35,002	49,800	49,800
541100	Telephone	-	-	-	-
543200	Water & Sewer	787	763	1,200	1,200
543430	Electricity	6,771	7,749	9,600	9,600
546150	R&M Land Bldg & Improvement	10,639	1,435	4,222	14,000
546250	R&M Equipment	3,242	700	55,878	10,000
552200	Janitorial Supplies	-	1,475	3,500	3,500

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 00911 Public Safety Dispatch

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552540	Fuel	-	-	-	1,000
552650	Non-capital Equipment	-	1,637	-	2,000
552653	Non-capital Computer Equipment	-	-	-	500
	Operating	**56,441**	**48,760**	**124,200**	**91,600**
	Project Total	**56,441**	**48,760**	**124,200**	**91,600**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: 04337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531342	Management Cost SRMC	-	39,836	-	-
	Operating	**-**	**39,836**	**-**	**-**
Capital					
662009	Fire Station 79 - Alhambra	182,276	105,030	41,729	-
662012	Fire Station 33 - 72nd Avenue	182,246	118,484	44,297	-
662016	Fire Station 69 - 9500 Pines	-	189,139	30,000	-
662018	FS 89 - Century Village	3,050	22,406	89,057	-
662026	Fire Station 99-Pembroke Isles	135,266	126,222	37,875	-
662031	Fire Station 101 - Stirling Rd	124,311	124,311	46,369	-
664073	Generator	549,596	111,122	128,499	-
	Capital	**1,176,743**	**796,714**	**417,826**	**-**
	Project Total	**1,176,743**	**836,550**	**417,826**	**-**

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664016	Ambulances	-	-	-	-
664067	Ladder Truck	-	-	-	-
	Capital	**-**	**-**	**-**	**-**
	Project Total	**-**	**-**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 529 Other Public Safety

Department: 4003 Fire/Rescue | Project: COVID EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552000	Operating Supplies	57,265	-	75,000	-
	Operating	**57,265**	**-**	**75,000**	**-**
	Project Total	**57,265**	**-**	**75,000**	**-**
	Fire/Rescue Total	**53,334,813**	**54,434,529**	**55,557,199**	**60,806,167**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Other					
591171	Transfer to Middle School	-	-	-	90,526
	Other	**-**	**-**	**-**	**90,526**
	Project Total	**-**	**-**	**-**	**90,526**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00203 Charter EDC - Village Center

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512143	EDC Teacher	19,049	-	-	-
512781	Site Supervisor	31,633	-	-	-
512992	Vacation leave - retire/term	16,788	-	-	-
512996	Sick leave - retire/term	8,041	-	-	-
513551	PT Teacher Aide	106,483	-	-	-
514000	Overtime	343	-	-	-
521000	Social Security - Matching	13,683	-	-	-
522500	ICMA - City Portion	2,595	-	-	-
523000	Health Insurance	24,868	-	-	-
523100	Life Insurance	148	-	-	-
524000	Workers Compensation	2,049	-	-	-
526300	General Retiree Health Contrib	2,230	431	-	-
	Personnel	**227,909**	**431**	**-**	**-**
Operating					
534950	Other Svc - Maintenance	27,234	-	-	-
534982	Function Sourcing - Grounds	500	-	-	-
534989	Other Svc - FCS	204,940	-	-	-
534990	Other Svc	9,080	20	-	-
541100	Telephone	992	-	-	-
541370	Communications	834	-	-	-
543200	Water & Sewer	3,109	-	-	-
543430	Electricity	11,627	-	-	-
544200	Rental - Machinery & Equipment	1,416	-	-	-
546150	R&M Land Bldg & Improvement	2,435	-	-	-
546210	Energy Savings Project	14,000	-	-	-
546800	Maintenance Contracts	218	-	-	-
549104	License Fees	215	-	-	-
551100	Office Supplies	532	-	-	-
552000	Operating Supplies	3,786	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00203 Charter EDC - Village Center

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552030	School Yr Activities Supplies	1,172	-	-	-
552050	Playground/Athletic Supplies	242	-	-	-
552701	Food Purchases	3,609	-	-	-
554100	Memberships Dues Subscription	325	-	-	-
555200	College Classes - Education	620	-	-	-
	Operating	**286,885**	**20**	**-**	**-**
	Project Total	**514,794**	**451**	**-**	**-**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00205 WCY EDC

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512143	EDC Teacher	18,296	-	-	-
512780	Teacher Aide	18,516	-	-	-
512781	Site Supervisor	37,340	-	-	-
512992	Vacation leave - retire/term	16,534	-	-	-
512996	Sick leave - retire/term	13,130	-	-	-
513551	PT Teacher Aide	156,493	-	-	-
514000	Overtime	3	-	-	-
521000	Social Security - Matching	19,721	-	-	-
522500	ICMA - City Portion	3,797	-	-	-
523000	Health Insurance	37,303	-	-	-
523100	Life Insurance	217	-	-	-
524000	Workers Compensation	2,680	-	-	-
526300	General Retiree Health Contrib	4,520	646	-	-
	Personnel	**328,550**	**646**	**-**	**-**
Operating					
534950	Other Svc - Maintenance	29,365	-	-	-
534982	Function Sourcing - Grounds	500	-	-	-
534989	Other Svc - FCS	367,057	-	-	-
534990	Other Svc	739	123	-	-
541100	Telephone	349	-	-	-
544800	Rentals - Transportation	1,200	-	-	-
546150	R&M Land Bldg & Improvement	4,222	-	-	-
549104	License Fees	242	-	-	-
551100	Office Supplies	1,098	-	-	-
552000	Operating Supplies	17,419	-	-	-
552030	School Yr Activities Supplies	4,568	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00205 WCY EDC

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552050	Playground/Athletic Supplies	229	-	-	-
552650	Non-capital Equipment	3,021	-	-	-
552653	Non-capital Computer Equipment	737	-	-	-
552701	Food Purchases	11,826	-	-	-
555200	College Classes - Education	450	-	-	-
555229	Training	290	-	-	-
	Operating	**443,313**	**123**	**-**	**-**
	Project Total	**771,863**	**769**	**-**	**-**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00208 Charter EDC - West

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512120	Sch Accounting Clerk II	21,858	-	-	-
512143	EDC Teacher	146,986	105,463	129,834	158,954
512780	Teacher Aide	14,833	17,444	13,898	-
512781	Site Supervisor	45,316	42,627	-	-
512992	Vacation leave - retire/term	-	4,067	500	-
512996	Sick leave - retire/term	-	2,264	500	-
512997	Sick leave - annual	802	432	500	-
513551	PT Teacher Aide	235,853	81,406	166,987	224,640
514000	Overtime	-	159	200	-
515005	Supplements	-	-	20,821	-
515015	Payment in Lieu of Benefits	6,185	2,400	-	-
515100	Holiday Pay	-	-	100	-
521000	Social Security - Matching	-	-	1,327	-
521000	Social Security - Matching	34,748	18,505	25,938	29,351
522500	ICMA - City Portion	11,656	8,087	7,389	7,948
523000	Health Insurance	99,474	92,173	110,496	102,335
523100	Life Insurance	649	639	1,266	866
524000	Workers Compensation	5,697	2,362	4,391	2,767
526300	General Retiree Health Contrib	13,560	9,065	7,000	5,385
	Personnel	**637,618**	**387,093**	**491,147**	**532,246**
Operating					
531310	Professional Svc - Tech Svc	-	-	1,500	-
531500	Professional Svc - Other	-	-	500	-
534950	Other Svc - Maintenance	44,030	56,107	71,624	70,872
534982	Function Sourcing - Grounds	900	795	900	900

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00208 Charter EDC - West

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534989	Other Svc - FCS	175,994	124,029	412,237	695,664
534989	Other Svc - FCS	-	-	19,946	-
534990	Other Svc	6,372	6,907	9,267	11,728
541100	Telephone	1,553	1,029	1,600	1,600
543200	Water & Sewer	3,855	3,642	7,000	6,300
543430	Electricity	10,083	10,603	12,000	12,000
544200	Rental - Machinery & Equipment	1,652	1,652	1,712	1,700
544360	Rentals	172,334	187,478	192,367	192,846
544800	Rentals - Transportation	-	-	2,000	2,000
546150	R&M Land Bldg & Improvement	13,940	19,521	25,325	11,000
546210	Energy Savings Project	30,931	31,642	40,446	33,118
546250	R&M Equipment	-	-	500	500
546800	Maintenance Contracts	848	748	1,800	1,900
549104	License Fees	215	219	625	225
549674	Special Event - Summer Program	695	1,738	15,000	2,000
551100	Office Supplies	1,343	846	1,233	1,000
552000	Operating Supplies	4,220	4,441	14,000	13,000
552030	School Yr Activities Supplies	6,850	-	10,000	12,000
552050	Playground/Athletic Supplies	-	-	300	500
552650	Non-capital Equipment	1,683	1,165	500	500
552652	Non-capital Software & License	-	111	500	500
552653	Non-capital Computer Equipment	-	-	250	250
552701	Food Purchases	15,209	315	3,500	34,436
555200	College Classes - Education	100	-	300	-
555229	Training	-	-	5,000	-
	Operating	**492,806**	**452,988**	**851,932**	**1,106,539**
	Project Total	**1,130,424**	**840,081**	**1,343,079**	**1,638,785**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00209 Charter EDC - Central

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512120	Sch Accounting Clerk II	19,244	21,984	23,307	26,427
512143	EDC Teacher	73,937	64,555	82,119	94,599
512780	Teacher Aide	91,813	38,000	43,317	54,242
512781	Site Supervisor	48,103	41,035	47,736	54,164
512972	EDC Clerical Spec I	18,173	24,008	26,188	31,200
512992	Vacation leave - retire/term	-	4,588	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00209 Charter EDC - Central

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512996	Sick leave - retire/term	-	4,147	-	-
512997	Sick leave - annual	4,935	2,897	5,000	-
513507	PT Summer Program	-	3,171	11,157	10,120
513551	PT Teacher Aide	254,869	75,622	153,910	219,375
514000	Overtime	-	33	-	-
515005	Supplements	-	-	23,350	-
515015	Payment in Lieu of Benefits	1,939	2,215	2,401	2,401
521000	Social Security - Matching	-	-	1,786	-
521000	Social Security - Matching	37,113	19,853	31,559	37,687
522500	ICMA - City Portion	12,763	9,217	11,137	13,034
523000	Health Insurance	136,776	107,536	128,912	143,269
523100	Life Insurance	696	654	1,306	1,420
524000	Workers Compensation	5,746	2,063	3,477	3,460
526300	General Retiree Health Contrib	14,690	9,888	7,000	8,615
	Personnel	**720,796**	**431,466**	**603,662**	**700,013**
Operating					
531310	Professional Svc - Tech Svc	-	-	1,500	-
534950	Other Svc - Maintenance	39,585	51,670	64,452	63,708
534982	Function Sourcing - Grounds	900	883	900	900
534989	Other Svc - FCS	222,474	290,276	370,422	450,450
534989	Other Svc - FCS	-	-	16,958	-
534990	Other Svc	5,815	5,803	7,113	7,720
541100	Telephone	2,777	2,836	2,768	2,920
543200	Water & Sewer	3,314	3,269	6,100	6,300
543430	Electricity	28,240	27,157	28,800	28,800
544200	Rental - Machinery & Equipment	1,765	1,765	1,809	1,809
544360	Rentals	176,819	192,659	192,846	192,846
544800	Rentals - Transportation	480	-	7,500	5,000
546150	R&M Land Bldg & Improvement	4,889	6,879	17,500	12,000
546210	Energy Savings Project	31,609	32,392	41,474	33,960
546250	R&M Equipment	-	-	250	250
546800	Maintenance Contracts	554	837	1,200	1,200
549104	License Fees	265	1,097	225	225
549674	Special Event - Summer Program	60	1,980	25,000	20,000
551100	Office Supplies	222	783	1,000	1,000
552000	Operating Supplies	7,999	3,572	15,000	15,000
552030	School Yr Activities Supplies	10,509	2,110	20,000	25,000
552050	Playground/Athletic Supplies	972	-	1,000	1,000
552200	Janitorial Supplies	-	-	100	-
552650	Non-capital Equipment	881	-	5,000	5,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5002 Early Development Centers | Project: 00209 Charter EDC - Central

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552652	Non-capital Software & License	-	111	200	200
552653	Non-capital Computer Equipment	-	180	1,500	1,000
552701	Food Purchases	16,326	296	8,000	45,580
555229	Training	-	-	5,000	-
	Operating	**556,455**	**626,556**	**843,617**	**921,868**
	Project Total	**1,277,251**	**1,058,022**	**1,447,279**	**1,621,881**
	Early Development Centers Total	**3,694,332**	**1,899,323**	**2,790,358**	**3,351,192**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 5005 WCY Administration

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
532100	Accounting & Auditing Fees	1,012	1,006	1,048	1,149
534950	Other Svc - Maintenance	46,593	-	16,825	57,000
543200	Water & Sewer	-7,071	-	7,000	8,000
543430	Electricity	-31,276	-	31,500	33,000
546150	R&M Land Bldg & Improvement	-	-	1,000	-
	Operating	**9,258**	**1,006**	**57,373**	**99,149**
	Project Total	**9,258**	**1,006**	**57,373**	**99,149**
	WCY Administration Total	**9,258**	**1,006**	**57,373**	**99,149**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512033	Facilities Project Manager	55,598	-	-	-
512411	Operations & Finance Manager	10,626	-	-	-
512462	Plumber III	59,262	59,654	58,698	64,154
512469	Property Manager	59,522	61,019	-	-
512484	Public Services Manager	20,194	-	-	-
512489	Facilities Manager	-	-	61,916	68,696
512532	Accountant II	31,056	32,138	32,779	35,285
512533	Electrician II	59,290	59,971	58,698	64,803
512609	Carpenter Foreman	65,331	66,241	16,987	-
512741	Controller	-	-	17,005	45,220
514000	Overtime	9,824	9,400	10,000	10,000
515007	Topped Out Incentive	1,800	-	1,500	375
515100	Holiday Pay	-	635	-	-
515107	Automobile Allowance	1,108	-	-	-
515115	Beeper Pay	5,418	6,188	5,500	5,500
515116	Cell Phone Pay	3,600	2,700	2,950	3,300
521000	Social Security - Matching	28,311	22,100	20,357	22,750
522000	Retirement Contributions	34,422	47,725	21,834	18,981
522010	Defined Contribution - General	26,433	23,048	18,580	27,552
523000	Health Insurance	87,040	99,893	82,872	81,869
523100	Life Insurance	1,168	1,233	1,618	1,513
524000	Workers Compensation	23,545	10,355	13,366	9,255
526300	General Retiree Health Contrib	102,522	148,267	72,500	64,789
	Personnel	**686,071**	**650,566**	**497,160**	**524,042**
Operating					
531100	Professional Svc - Engineering	74,216	47,368	140,610	50,000
531500	Professional Svc - Other	5,350	23,509	16,054	25,000
534300	Other Svc - Laundry & Cleaning	3,779	3,782	4,850	2,600
534950	Other Svc - Maintenance	36,954	38,359	54,402	51,833
534982	Function Sourcing - Grounds	4,562,443	4,607,990	5,107,206	5,307,925
534989	Other Svc - FCS	1,827,150	2,021,291	2,319,881	2,491,500
534990	Other Svc	129,382	199,443	257,444	150,314
540100	Travel Conferences	211	25	1,000	1,000
541100	Telephone	86,537	82,247	90,000	90,000
541225	Cable fees	1,907	3,060	3,216	3,216
542000	Postage	37	40	1,000	1,000
543200	Water & Sewer	6,743	8,829	24,000	15,000
543430	Electricity	24,234	34,472	42,000	48,000
544200	Rental - Machinery & Equipment	11,238	19,728	14,600	11,400
546150	R&M Land Bldg & Improvement	401,861	1,859,124	935,716	275,000

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546152	R&M - Land Bldg - Major Projec	-	-	-	574,000
546153	R&M - Land Bldg -SCH	-	-	-	1,573,928
546190	R&M Fuel Sites	56,555	43,570	65,300	67,000
546210	Energy Savings Project	-	14,212	18,098	14,763
546220	R&M Generators	8,056	11,993	22,175	10,000
546250	R&M Equipment	11,557	10,322	10,000	10,000
546300	R&M Vehicles	38,801	20,284	41,349	20,000
546800	Maintenance Contracts	23,888	24,428	41,100	27,732
547100	Printing	601	165	1,500	1,500
549104	License Fees	325	2,841	2,500	2,500
551100	Office Supplies	3,855	6,034	5,000	7,500
552000	Operating Supplies	26,234	49,979	41,000	30,000
552150	Safety Equipment & Supplies	2,619	7,084	7,000	8,000
552200	Janitorial Supplies	5,439	7,197	7,000	5,000
552300	Expendable Tools	7,010	9,237	5,500	5,000
552540	Fuel	27,370	58,072	30,000	74,583
552600	Clothing/Uniforms	61	428	500	700
552650	Non-capital Equipment	44,204	37,559	37,000	25,000
552652	Non-capital Software & License	479	7,651	10,000	10,000
552653	Non-capital Computer Equipment	764	253	5,000	5,000
554100	Memberships Dues Subscription	490	-	-	-
555200	College Classes - Education	-	-85	-	-
555229	Training	306	41	325	-
	Operating	**7,430,653**	**9,260,529**	**9,362,326**	**10,995,994**
Capital					
662000	Buildings	26,026	6,466	1,357,943	-
663000	Improvement Other Than Bldg	-	90,000	1,091,950	-
663061	Fencing	282,349	47,682	316,943	325,000
663115	Landscaping	24	-	-	-
663161	Parking Lot	85,209	15,150	595,295	-
664003	Vehicle	-	-	-	32,000
664023	Camera	-	-	70,000	-
664039	Micro Computer/Comptr Eqpt	-	-	67,129	-
664060	Physical Control System	-	-	95,592	-
664073	Generator	2,098	-	2,200	430,000
664214	Truck	-	-	67,731	-
664221	Van	149,542	-	-	-
664400	Other Equipment	16,920	214,989	264,027	95,000
	Capital	**562,168**	**374,287**	**3,928,810**	**882,000**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
	Project Total	**8,678,891**	**10,285,382**	**13,788,296**	**12,402,036**

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

Department: 6001 General Gvt Buildings | Project: 00345 City Hall/Chambers

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
513410	PT Police Officer	50,142	52,454	-	-
514000	Overtime	11,973	8,536	-	-
521000	Social Security - Matching	4,724	4,688	-	-
524000	Workers Compensation	4,750	1,221	-	-
	Personnel	**71,590**	**66,900**	**-**	**-**
Operating					
531340	Prof Svc - Mgmnt Fee SMG	47,019	-7,836	48,429	46,788
531500	Professional Svc - Other	-	2,800	23,260	5,000
534987	Other Svc - SMG	386,201	314,993	350,792	369,187
534990	Other Svc	1,560	25,472	91,986	89,148
541100	Telephone	32,998	42,353	59,616	58,658
541225	Cable fees	-	7,506	7,200	6,737
543200	Water & Sewer	18,815	24,719	25,200	26,636
543430	Electricity	123,375	137,593	148,320	152,300
546150	R&M Land Bldg & Improvement	49,223	54,071	121,830	67,000
549105	License Renewals	-	100	435	445
551100	Office Supplies	50	-	1,300	1,380
552000	Operating Supplies	-	1,797	-	5,700
552650	Non-capital Equipment	1,905	2,800	5,000	5,000
552652	Non-capital Software & License	765	795	765	850
552653	Non-capital Computer Equipment	634	-	1,000	1,000
555229	Training	125	5,821	5,821	6,153
	Operating	**662,670**	**612,984**	**890,954**	**841,982**
Capital					
662000	Buildings	31,454	-	-	-
663000	Improvement Other Than Bldg	-	-	-	50,000
664055	Laptop or Tablet	2,225	-	-	-
664400	Other Equipment	25,015	12,992	5,000	6,000
	Capital	**58,694**	**12,992**	**5,000**	**56,000**
	Project Total	**792,954**	**692,876**	**895,954**	**897,982**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 6001 General Gvt Buildings | Project: 04337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531342	Management Cost SRMC	-	59,985	-	-
	Operating	**-**	**59,985**	**-**	**-**
Capital					
664073	Generator	635,211	1,199,697	367,101	-
	Capital	**635,211**	**1,199,697**	**367,101**	**-**
	Project Total	**635,211**	**1,259,682**	**367,101**	**-**

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

Department: 6001 General Gvt Buildings | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546152	R&M - Land Bldg - Major Projec	-	-	389,300	-
546152	R&M - Land Bldg - Major Projec	-	-	219,000	-
546152	R&M - Land Bldg - Major Projec	-	-	250,000	-
546152	R&M - Land Bldg - Major Projec	-	-	802,200	-
546152	R&M - Land Bldg - Major Projec	-	-	200,000	-
	Operating	**-**	**-**	**1,860,500**	**-**
Capital					
663000	Improvement Other Than Bldg	-	-	388,649	-
664060	Physical Control System	-	-	1,632,111	-
664074	Fuel Master Upgrade	-	-	155,941	-
	Capital	**-**	**-**	**2,176,701**	**-**
	Project Total	**-**	**-**	**4,037,201**	**-**
	General Gvt Buildings Total	**10,107,057**	**12,237,940**	**19,088,552**	**13,300,018**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 539 Other Physical Environment

Department: 6004 Grounds Maintenance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512009	Asst Director of Public Svc	84,716	63,055	119,055	134,085
512051	Public Services Director	29,308	51,821	75,312	83,391
512499	Deputy City Manager	98,438	100,638	102,503	107,672
512992	Vacation leave - retire/term	-	13,105	-	-
515001	Special Payment Pen	-	250	-	1,000
515007	Topped Out Incentive	450	-	375	375
515107	Automobile Allowance	4,315	6,900	6,601	9,601
515116	Cell Phone Pay	750	1,350	1,350	1,500
521000	Social Security - Matching	14,396	21,238	22,845	25,134
522000	Retirement Contributions	18,925	56,535	26,965	27,285
522010	Defined Contribution - General	2,605	7,103	6,623	9,898
523000	Health Insurance	18,651	30,726	36,832	40,936
523100	Life Insurance	523	836	1,735	1,767
524000	Workers Compensation	882	573	1,014	1,058
526300	General Retiree Health Contrib	21,969	45,623	32,224	32,396
	Personnel	**295,927**	**399,754**	**433,434**	**476,098**
Operating					
531100	Professional Svc - Engineering	-	-	15,000	15,000
531500	Professional Svc - Other	2,900	-	15,000	-
534300	Other Svc - Laundry & Cleaning	526	506	800	350
534950	Other Svc - Maintenance	11,017	11,109	11,017	11,388
534982	Function Sourcing - Grounds	1,062,313	1,060,495	1,175,557	1,221,021
534989	Other Svc - FCS	296,207	276,611	368,687	436,352
534990	Other Svc	92,320	148,444	206,622	166,236
540100	Travel Conferences	-	9	-	-
541100	Telephone	86,691	158,855	22,871	3,900
543200	Water & Sewer	8,670	19,257	15,000	18,000
543430	Electricity	112,659	117,544	118,000	132,000
544200	Rental - Machinery & Equipment	2,262	2,262	2,300	2,300
546150	R&M Land Bldg & Improvement	179,917	68,368	75,000	75,000
546161	R&M Landscaping	201,128	161,309	379,614	450,000
546170	R&M Irrigation	77,957	101,341	100,000	100,000
546250	R&M Equipment	13,722	14,907	25,000	25,000
546300	R&M Vehicles	16,404	10,242	20,000	20,000
546800	Maintenance Contracts	625	985	1,289	1,200
549104	License Fees	-	-	1,000	1,500
549600	Trash Disposal Charges	7,060	4,839	25,000	15,000
551100	Office Supplies	77	122	1,000	1,000
552000	Operating Supplies	2,802	6,603	5,000	5,000
552150	Safety Equipment & Supplies	1,369	153	5,000	5,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 539 Other Physical Environment

Department: 6004 Grounds Maintenance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552200	Janitorial Supplies	-	151	1,000	1,000
552300	Expendable Tools	963	2,638	5,000	5,000
552420	Horticultural Chemicals	23,636	2,403	50,000	50,000
552430	Operating Chemicals	28,944	17,539	30,000	30,000
552540	Fuel	6,294	5,136	7,000	10,000
552650	Non-capital Equipment	7,312	4,679	7,500	10,000
552652	Non-capital Software & License	-	312	-	-
	Operating	**2,243,775**	**2,196,816**	**2,689,257**	**2,811,247**
Capital					
663061	Fencing	18,160	65,827	-	-
663115	Landscaping	4,876	6,191	28,619	-
664214	Truck	534,684	-	193,088	-
664221	Van	144,514	-	-	-
664400	Other Equipment	1,035	1,954	-	27,750
	Capital	**703,269**	**73,972**	**221,707**	**27,750**
	Project Total	**3,242,971**	**2,670,542**	**3,344,398**	**3,315,095**
	Grounds Maintenance Total	**3,242,971**	**2,670,542**	**3,344,398**	**3,315,095**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 6005 Procurement

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512175	Division Director of Purchasin	50,361	-	-	-
512482	Assistant Procurement Director	-	-	38,768	95,161
512483	Procurement Director	67,582	127,038	132,052	146,475
515107	Automobile Allowance	3,600	3,600	5,100	8,401
515116	Cell Phone Pay	900	900	1,400	2,400
521000	Social Security - Matching	9,138	9,843	13,566	19,261
522000	Retirement Contributions	10,932	26,056	12,603	14,236
522010	Defined Contribution - General	-	-	5,815	14,275
523000	Health Insurance	12,434	15,363	18,416	40,934
523100	Life Insurance	264	363	771	1,312
524000	Workers Compensation	446	248	451	784
526300	General Retiree Health Contrib	14,646	22,810	16,111	32,394
	Personnel	**170,303**	**206,222**	**245,053**	**375,633**
Operating					
531500	Professional Svc - Other	-	23	350,000	-
534982	Function Sourcing - Grounds	52,905	-5	-	-
534989	Other Svc - FCS	387,875	508,773	590,562	573,540
540100	Travel Conferences	27	-	500	1,000
541100	Telephone	1,108	1,299	1,800	1,800
546300	R&M Vehicles	1,735	384	12,000	12,000
549000	Legal/Employment Ads	1,149	1,174	3,000	3,000
551100	Office Supplies	395	1,367	3,000	3,000
552000	Operating Supplies	32	-	1,500	500
552540	Fuel	-	-	1,500	1,500
552600	Clothing/Uniforms	-	195	250	250
552650	Non-capital Equipment	917	32,504	182,000	35,000
552652	Non-capital Software & License	9,650	9,600	38,477	124,000
554100	Memberships Dues Subscription	610	680	843	2,390
555229	Training	1,220	-	3,000	5,000
	Operating	**457,624**	**555,994**	**1,188,432**	**762,980**
	Project Total	**627,926**	**762,215**	**1,433,485**	**1,138,613**
	Procurement Total	**627,926**	**762,215**	**1,433,485**	**1,138,613**

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 6006 Environmental Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512035	Utilities Project Manager	21,406	-	-	-
512194	Environmental Svc Director	35,388	-	-	-
512196	Envir Svc/Utilities Director	48,627	88,433	90,356	-
512500	City Engineer	80,777	83,061	85,010	89,305
512537	Assistant City Engineer	-	-	62,660	65,791
512667	Chief Engineering Inspector	87,654	87,882	7,309	-
512770	Engineering Inspector	69,054	70,092	71,051	76,637
512774	Engineer	-	-	-	-
512992	Vacation leave - retire/term	-	16,936	-	-
512996	Sick leave - retire/term	-	12,923	-	-
514000	Overtime	5,360	6,154	6,000	4,900
515007	Topped Out Incentive	1,125	900	750	375
515107	Automobile Allowance	9,162	8,400	9,600	4,201
515116	Cell Phone Pay	1,088	900	900	1,050
521000	Social Security - Matching	24,871	25,902	24,526	18,276
522000	Retirement Contributions	14,697	32,919	20,831	8,791
522010	Defined Contribution - General	36,447	38,083	34,784	32,462
523000	Health Insurance	49,737	53,769	64,456	30,701
523100	Life Insurance	989	1,117	2,273	1,259
524000	Workers Compensation	11,853	6,057	10,447	7,472
526300	General Retiree Health Contrib	58,584	79,838	56,390	32,395
	Personnel	**556,817**	**613,366**	**547,343**	**373,615**
Operating					
531100	Professional Svc - Engineering	37,740	53,891	171,000	175,000
534300	Other Svc - Laundry & Cleaning	224	198	270	130
534989	Other Svc - FCS	774,978	844,572	1,006,479	1,373,589
540100	Travel Conferences	15	-	750	800
541100	Telephone	2,084	1,869	3,015	2,000
544200	Rental - Machinery & Equipment	2,262	2,262	2,268	2,300
546250	R&M Equipment	-	326	500	750
546300	R&M Vehicles	1,886	3,042	9,430	13,143
546800	Maintenance Contracts	1,811	1,105	6,360	6,360
551100	Office Supplies	5,227	2,940	5,200	5,000
552000	Operating Supplies	946	738	1,100	1,000
552150	Safety Equipment & Supplies	-	330	420	500
552540	Fuel	2,933	3,702	6,000	7,500
552600	Clothing/Uniforms	-	248	400	500
552650	Non-capital Equipment	806	1,951	1,500	1,500
552652	Non-capital Software & License	-	10,129	10,500	500
552653	Non-capital Computer Equipment	5,508	358	1,300	1,000

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 6006 Environmental Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
554100	Memberships Dues Subscription	-	588	350	1,000
	Operating	**836,419**	**928,245**	**1,226,842**	**1,592,572**
Capital					
664003	Vehicle	55,644	-	-	-
664400	Other Equipment	-	-	9,000	-
	Capital	**55,644**	**-**	**9,000**	**-**
	Project Total	**1,448,880**	**1,541,611**	**1,783,185**	**1,966,187**

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

Department: 6006 Environmental Services | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	-	221,973	-
	Operating	**-**	**-**	**221,973**	**-**
	Project Total	**-**	**-**	**221,973**	**-**
	Environmental Services Total	**1,448,880**	**1,541,611**	**2,005,158**	**1,966,187**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	-	600	10,000	10,700
531300	Prof Svc - Outside Legal	55,402	13,955	50,000	53,500
531500	Professional Svc - Other	3,325	-	5,000	5,400
534982	Function Sourcing - Grounds	86,508	86,015	99,367	100,772
534990	Other Svc	180,675	188,308	209,420	212,114
541100	Telephone	4,274	8,028	7,800	8,000
543200	Water & Sewer	2,799	5,509	3,000	3,000
543300	Gas	617	341	2,500	2,500
543430	Electricity	155,260	119,618	160,000	160,000
544200	Rental - Machinery & Equipment	259	1,088	1,000	1,000
544360	Rentals	254,065	255,241	254,952	255,170
545000	Insurance	23,708	6,663	10,920	18,465
545065	Insurance - Leasehold Improv	13,796	10,955	30,000	30,000
546150	R&M Land Bldg & Improvement	87,127	123,462	79,936	125,000
546164	R&M Resurfacing	-	-	387,430	310,046
546250	R&M Equipment	-	-	1,000	1,000
546300	R&M Vehicles	-	630	2,000	2,000
546800	Maintenance Contracts	-	-	20,000	26,750
549105	License Renewals	100	100	200	500
552000	Operating Supplies	494	206	500	1,000
552650	Non-capital Equipment	30	-	500	1,000
	Operating	**868,438**	**820,718**	**1,335,525**	**1,327,917**
Capital					
664015	Air conditioner	276,231	-	-	-
	Capital	**276,231**	**-**	**-**	**-**
	Project Total	**1,144,669**	**820,718**	**1,335,525**	**1,327,917**

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

Department: 6008 HCF Human Services Campus | Project: 00060 Homes for Veterans

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531300	Prof Svc - Outside Legal	8,000	7,053	6,800	7,300
543200	Water & Sewer	412	80	5,250	5,515
543430	Electricity	-1,352	-5,008	520	550
544330	Credit Application	-	-	400	415
546150	R&M Land Bldg & Improvement	5,725	58,677	125,110	134,000
546250	R&M Equipment	-	265	300	320

City of Pembroke Pines, Florida - Expenditure Detail

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

Department: 6008 HCF Human Services Campus | Project: 00060 Homes for Veterans

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546800	Maintenance Contracts	-	-	500	535
552000	Operating Supplies	73	-	-	250
552650	Non-capital Equipment	-	1,801	500	1,000
	Operating	**12,858**	**62,867**	**139,380**	**149,885**
Capital					
664000	Machinery & Equipment	-	3,976	3,000	3,300
	Capital	**-**	**3,976**	**3,000**	**3,300**
	Project Total	**12,858**	**66,844**	**142,380**	**153,185**

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

Department: 6008 HCF Human Services Campus | Project: 00670 WestCare (SBA)

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
544360	Rentals	347,284	354,988	361,365	369,165
545065	Insurance - Leasehold Improv	21,977	26,819	26,819	31,500
	Operating	**369,261**	**381,807**	**388,184**	**400,665**
	Project Total	**369,261**	**381,807**	**388,184**	**400,665**
	HCF Human Services Campus Total	**1,526,788**	**1,269,369**	**1,866,089**	**1,881,767**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512020	Rec & Cult Arts Dir/Assist CM	-	-	63,380	162,515
512181	Division Director of Recreatio	84,272	86,385	88,555	93,787
512215	Senior Lifeguard	116,758	149,657	106,330	116,902
512409	PS Park Supervisor	133,223	135,490	133,288	146,722
512508	Rec&Cultural Arts Acct Clerk I	48,514	49,739	50,732	54,161
512509	Rec&Cultural Art Acct Clerk II	47,766	48,885	50,186	53,766
512519	Rec & Cultural Arts Director	137,182	142,590	85,648	-
512521	Assistant Recreation Director	110,334	115,783	117,330	123,762
512525	Administrative Assistant I	49,728	50,729	50,733	55,146
512531	Div Director of Park Operation	76,356	78,837	80,833	85,948
512546	Aquatic Coordinator	85,747	86,097	85,093	92,473
512547	Aquatic Coordinator Assistant	50,912	15,216	62,796	67,688
512559	Recreation Supervisor III	14,227	56,011	57,273	60,917
512562	Recreation Supervisor I	61,856	62,805	64,845	68,610
512563	Special Events Coordinator	67,853	68,875	70,584	74,859
512564	Spec Events Coordinator Asst	39,258	10,251	49,588	54,053
512573	Recreation Specialist	31,158	37,636	-	-
512587	Asst Director of Cultural Arts	96,620	99,758	101,529	109,546
512594	Soccer Coordinator	57,542	59,755	60,690	65,626
512595	Youth League Supervisor	39,024	-	-	-
512992	Vacation leave - retire/term	3,392	11,927	-	12,175
512996	Sick leave - retire/term	5,767	17,941	-	5,274
513405	PT Art Teacher	37,774	15,713	39,030	28,949
513450	PT Cashier	-	-	9,984	8,775
513488	PT Senior Lifeguard	20,790	8,582	45,994	38,752
513492	PT Lifeguard	112,896	116,174	118,560	207,330
513495	PT Recreation Aide	100,796	47,894	224,640	296,576
513507	PT Summer Program	2,725	23,651	222,521	194,866
513531	PT Assistant Program Coordinat	15,302	17,023	20,358	24,130
513532	PT Special Events Staff	3,955	2,231	17,028	22,334
513537	PT Music Teacher	40,895	938	57,246	62,450
513539	PT Drama Teacher	5,286	-	10,408	31,225
513549	PT Storage Lot Attendant	-	-	14,976	16,146
513562	PT Curator	22,938	25,398	2,447	-
513563	PT Recreation Leader	34,991	6,046	72,384	84,094
513582	P/T Exhibition Coordinator	-	-	20,017	28,095
513591	PT Water Safety Instructor	71,048	89,071	117,078	217,126
513602	PT Recreation Specialist	12,495	12,709	14,976	21,851
513680	PT Clerk Spec I	21,783	14,204	29,952	32,317
514000	Overtime	8,886	13,655	20,000	20,000
515007	Topped Out Incentive	3,000	1,350	6,750	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
515010	Certification Pay	240	240	240	240
515100	Holiday Pay	611	9,990	3,000	3,000
515107	Automobile Allowance	15,600	15,600	15,601	18,000
515108	Shift Differential	188	501	1,000	1,000
515116	Cell Phone Pay	9,300	9,300	9,300	9,601
521000	Social Security - Matching	141,031	134,689	187,866	219,394
522000	Retirement Contributions	93,533	211,194	98,052	110,502
522010	Defined Contribution - General	89,657	101,210	95,924	131,759
523000	Health Insurance	248,684	291,883	349,904	388,873
523100	Life Insurance	3,105	3,955	8,045	8,076
524000	Workers Compensation	122,740	52,562	111,260	128,540
526300	General Retiree Health Contrib	292,920	456,204	306,109	307,743
	Personnel	**2,890,658**	**3,066,333**	**3,630,063**	**4,165,674**
Operating					
531500	Professional Svc - Other	21,524	26,756	380,731	50,000
534982	Function Sourcing - Grounds	21,533	22,389	27,000	27,000
534984	Function Sourcing -Parks Mntnc	6,690,207	6,781,597	6,845,127	7,095,132
534989	Other Svc - FCS	604,075	534,605	627,138	868,368
534990	Other Svc	283,711	231,148	481,267	468,941
540100	Travel Conferences	49	11	3,000	3,800
541100	Telephone	25,191	29,557	31,000	32,700
541370	Communications	4,265	4,134	5,000	5,600
542000	Postage	30	-	200	200
543200	Water & Sewer	191,907	115,640	115,000	145,000
543320	Gas - Pool	17,762	9,630	23,489	23,148
543430	Electricity	458,039	464,740	620,000	601,000
544200	Rental - Machinery & Equipment	22,150	14,279	25,155	25,409
544700	Rentals - School Facilities	987,660	581,668	504,611	268,574
546150	R&M Land Bldg & Improvement	1,055,898	536,571	1,520,075	1,377,430
546170	R&M Irrigation	7,285	10,485	10,500	10,485
546250	R&M Equipment	11,919	11,150	20,000	21,500
546300	R&M Vehicles	23,998	19,695	21,000	24,000
546600	R&M Pool	54,410	27,684	62,200	91,380
546800	Maintenance Contracts	10,673	7,379	12,077	13,344
547100	Printing	1,155	1,551	6,500	6,000
548100	Advertising	-	375	2,000	2,000
548555	Youth Soccer	38,771	24,822	80,500	80,500
549105	License Renewals	12,711	14,291	16,872	17,766
549400	Bank Svc Charge	-	102	7,800	22,005
549645	Pines Athletic Club Program	-90	-102	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
549649	Special Events	-	19,882	100,000	150,000
549655	Special Event - Arts Park	2,284	3,900	10,250	9,000
551100	Office Supplies	2,929	3,313	6,800	6,750
552000	Operating Supplies	14,288	12,771	25,000	28,000
552050	Playground/Athletic Supplies	40,859	32,312	47,520	51,360
552070	Art & Cultural Supplies	10,486	7,449	45,825	37,350
552071	ArtsPark Supplies	3,676	-	23,875	200
552150	Safety Equipment & Supplies	-	348	4,284	2,224
552200	Janitorial Supplies	465	204	2,000	1,000
552300	Expendable Tools	356	716	1,000	1,000
552350	Electrical/Mechanical Supplies	87	-	300	300
552421	Community Garden Supplies	136	-	1,000	2,000
552460	Sand Seed Soil	1,503	4,539	4,000	8,000
552480	Pool Chemicals & Supplies	33,953	34,413	49,500	71,300
552540	Fuel	19,425	18,393	24,000	36,039
552600	Clothing/Uniforms	4,215	2,194	6,750	6,000
552650	Non-capital Equipment	33,725	30,712	47,356	39,800
552652	Non-capital Software & License	7,612	952	20,400	20,470
552653	Non-capital Computer Equipment	223	42	3,038	1,000
554100	Memberships Dues Subscription	533	660	1,645	1,990
555229	Training	2,296	1,301	5,520	3,020
	Operating	**10,723,884**	**9,644,256**	**11,878,305**	**11,758,085**
Capital					
662151	Building Improv - AV	-	-	-	60,000
663000	Improvement Other Than Bldg	1,126,535	9,520	5,742,656	411,657
663015	Pines Recreation Ctr - Improv	-	-	545,700	-
663061	Fencing	10,475	-	25,000	40,000
663082	September 11th Memorial	140,725	-	12,131	-
663115	Landscaping	91,293	-	-	-
664055	Laptop or Tablet	1,483	-	-	-
664214	Truck	88,810	-	75,984	-
664400	Other Equipment	44,116	100,552	473,443	1,222,500
	Capital	**1,503,437**	**110,072**	**6,874,914**	**1,734,157**
	Project Total	**15,117,979**	**12,820,661**	**22,383,282**	**17,657,916**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: 00304 Special Population

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
513507	PT Summer Program	-	-	65,220	-
521000	Social Security - Matching	-	-	4,990	-
	Personnel	**-**	**-**	**70,210**	**-**
Operating					
534990	Other Svc	-	-	20,000	-
548505	Special Population Program	-	-	19,686	-
	Operating	**-**	**-**	**39,686**	**-**
	Project Total	**-**	**-**	**109,896**	**-**

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663000	Improvement Other Than Bldg	-	-	-	-
663000	Improvement Other Than Bldg	-	-	300,000	-
663000	Improvement Other Than Bldg	-	-	-	-
	Capital	**-**	**-**	**300,000**	**-**
	Project Total	**-**	**-**	**300,000**	**-**
	Recreation & Cultural Arts Total	**15,117,979**	**12,820,661**	**22,793,178**	**17,657,916**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 574 Special Events

Department: 7003 Special Events

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
549649	Special Events	33,935	11,442	41,000	47,500
549656	Special Event - Snowfest	41,053	3,256	45,150	50,150
549657	Event - Holiday in Pines	-	-	2,500	-
549659	Special Event - Kid Konnection	-	-	9,400	11,200
549660	Special Event - Easter EggHunt	870	5,358	13,500	16,500
549661	Event - Touch-A-Truck	-	3,385	5,000	5,000
549662	Special Event - 4th Of July	180	38,837	45,000	47,000
549663	Event - Splash in Pines	-	-	5,000	5,000
549665	Event - MLK	-	750	5,500	5,500
549666	Special Event - Halloween	15,021	10,264	17,750	21,750
549667	Event-Spring Art & Music Show	-	-	-	3,000
549670	Special Event - Pines Day	2,908	1,095	40,800	43,800
549683	Special Event - Memorial Day	160	660	1,500	1,500
549684	Special Event - Veterans Day	792	272	1,500	2,000
549685	Special Event - September 11	769	2,245	2,000	2,550
549686	Special Event - Relay for Life	927	-	2,000	3,000
549687	Special Event - Mayor Kids Day	180	-	6,650	6,650
549688	Special Event - Art Festival	22,919	5,144	47,556	49,017
549689	Special Event - Jazz Concert	7,372	1,505	14,630	18,230
549690	Special Event - Kindness	3,406	-	3,050	3,850
549691	Special Event - Play Ball	-	-	3,500	6,000
	Operating	**130,492**	**84,214**	**312,986**	**349,197**
	Project Total	**130,492**	**84,214**	**312,986**	**349,197**
	Special Events Total	**130,492**	**84,214**	**312,986**	**349,197**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 575 Special Recreation Facility

Department: 7006 Golf Course

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531340	Prof Svc - Mgmnt Fee SMG	4,167	2,917	10,300	10,300
531500	Professional Svc - Other	654,036	667,157	674,107	678,441
532100	Accounting & Auditing Fees	1,922	1,912	1,991	2,183
534340	Other Svc - SMG Operating Exp	345,350	127,054	193,389	239,556
534900	Other Svc - Cart Rental	130,991	114,273	113,204	118,825
534950	Other Svc - Maintenance	722,449	744,122	748,375	746,875
534990	Other Svc	2,952	2,373	4,505	4,719
541100	Telephone	4,777	4,860	5,200	5,391
541225	Cable fees	1,210	1,380	1,500	2,000
543200	Water & Sewer	9,401	6,496	14,000	8,000
543340	Gas - restaurant	5,450	831	4,300	4,000
543430	Electricity	69,903	61,239	80,000	75,000
544200	Rental - Machinery & Equipment	223	200	300	300
546150	R&M Land Bldg & Improvement	50,264	117,582	105,036	161,228
546170	R&M Irrigation	4,327	-	4,300	3,000
546250	R&M Equipment	6,056	3,560	9,000	9,000
546800	Maintenance Contracts	653	94	500	400
547100	Printing	71	196	1,000	1,000
548100	Advertising	336	336	5,000	5,000
549105	License Renewals	-	510	1,000	1,000
549201	Taxes and/or Assessments	24,243	951	544	2,000
549400	Bank Svc Charge	40,813	49,228	43,000	52,033
551100	Office Supplies	718	514	800	1,000
552000	Operating Supplies	15,875	19,451	20,000	28,598
552300	Expendable Tools	1,684	903	3,200	2,536
552350	Electrical/Mechanical Supplies	891	504	2,100	2,000
552420	Horticultural Chemicals	153,089	157,369	167,280	178,419
552460	Sand Seed Soil	18,815	16,712	26,550	31,175
552650	Non-capital Equipment	9,913	8,565	15,850	16,240
552652	Non-capital Software & License	1,500	1,500	1,500	1,800
552800	Horticultural Supplies	6,744	8,669	10,000	12,684
554100	Memberships Dues Subscription	150	180	375	400
	Operating	**2,288,971**	**2,121,639**	**2,268,206**	**2,405,103**
Capital					
664139	Mowers	9,559	19,343	42,862	48,000
664400	Other Equipment	27,276	15,338	4,715	135,000
	Capital	**36,836**	**34,681**	**47,577**	**183,000**
	Project Total	**2,325,806**	**2,156,320**	**2,315,783**	**2,588,103**

Golf Course Total	**2,325,806**	**2,156,320**	**2,315,783**	**2,588,103**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 572 Parks & Recreation

Department: 7010 Civic & Cultural Facility | Project: 00312 State General Program

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	18,200	31,800	-
534990	Other Svc	37,503	38,399	-	-
547100	Printing	4,427	3,225	-	-
547100	Printing	-	2,489	4,986	-
548100	Advertising	3,500	5,775	-	-
548100	Advertising	-	1,250	18,750	-
	Operating	**45,430**	**69,338**	**55,536**	**-**
	Project Total	**45,430**	**69,338**	**55,536**	**-**

Fund:001 General Fund | Function: 573 Cultural Services

Department: 7010 Civic & Cultural Facility | Project: 00340 Civic Center

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531340	Prof Svc - Mgmnt Fee SMG	65,469	-10,912	63,253	65,148
534340	Other Svc - SMG Operating Exp	956,336	567,922	868,353	1,197,028
534990	Other Svc	2,173	25,544	29,354	30,143
541100	Telephone	31,515	42,687	63,535	65,400
541370	Communications	29,512	29,472	31,200	31,710
543200	Water & Sewer	27,996	37,560	35,000	42,500
543340	Gas - restaurant	1,888	1,605	3,028	3,779
543430	Electricity	150,792	168,170	178,762	183,900
544200	Rental - Machinery & Equipment	633	633	636	668
546150	R&M Land Bldg & Improvement	-	3,097	11,000	7,825
546800	Maintenance Contracts	59	20	150	150
549105	License Renewals	-	180	1,593	355
	Operating	**1,266,372**	**865,978**	**1,285,864**	**1,628,606**
	Project Total	**1,266,372**	**865,978**	**1,285,864**	**1,628,606**

Fund:001 General Fund | Function: 573 Cultural Services

Department: 7010 Civic & Cultural Facility | Project: 00350 Art Gallery

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531340	Prof Svc - Mgmnt Fee SMG	6,547	-1,091	6,325	6,515
534340	Other Svc - SMG Operating Exp	19,763	17,973	23,098	24,572
534989	Other Svc - FCS	135,799	91,026	192,316	226,133

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 573 Cultural Services

Department: 7010 Civic & Cultural Facility | Project: 00350 Art Gallery

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	69,110	9,738	59,915	70,564
541100	Telephone	21,272	28,813	42,883	25,000
543200	Water & Sewer	1,655	1,698	1,854	1,903
543430	Electricity	9,897	9,929	14,000	16,400
544200	Rental - Machinery & Equipment	930	1,125	2,227	2,275
545150	Insurance - Fine Arts Policy	1,739	1,739	1,791	1,893
546150	R&M Land Bldg & Improvement	724	2,419	6,100	6,700
546800	Maintenance Contracts	535	277	600	500
547100	Printing	1,185	6,465	2,350	11,600
548100	Advertising	2,131	1,015	13,600	13,600
549105	License Renewals	-	-	110	110
549649	Special Events	2,645	-	10,948	17,000
551100	Office Supplies	333	-	1,500	1,500
552000	Operating Supplies	409	93	3,000	3,000
552600	Clothing/Uniforms	-	-	-	700
552650	Non-capital Equipment	164	87	2,000	2,954
552652	Non-capital Software & License	129	739	1,100	1,230
554100	Memberships Dues Subscription	200	-	200	350
	Operating	**275,170**	**172,045**	**385,917**	**434,499**
	Project Total	**275,170**	**172,045**	**385,917**	**434,499**
	Civic & Cultural Facility Total	**1,586,972**	**1,107,361**	**1,727,317**	**2,063,105**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512084	Community Service Director	76,588	78,163	79,040	84,390
512543	Activities Coordinator	53,137	54,457	53,165	58,826
514000	Overtime	2,716	-	5,000	5,000
515007	Topped Out Incentive	-	-	1,125	375
521000	Social Security - Matching	9,326	9,259	10,474	11,181
522000	Retirement Contributions	12,356	28,097	13,103	12,687
522010	Defined Contribution - General	4,782	5,548	4,785	7,060
523000	Health Insurance	18,651	23,044	27,624	30,701
523100	Life Insurance	295	383	773	778
524000	Workers Compensation	498	262	452	465
526300	General Retiree Health Contrib	21,969	34,216	24,167	24,296
	Personnel	**200,318**	**233,430**	**219,708**	**235,759**
Operating					
531100	Professional Svc - Engineering	-	-	5,000	5,350
531500	Professional Svc - Other	926	803	1,600	1,700
534300	Other Svc - Laundry & Cleaning	179	155	200	250
534950	Other Svc - Maintenance	104,998	104,634	118,350	118,350
534982	Function Sourcing - Grounds	1,325	1,767	1,900	2,030
534989	Other Svc - FCS	416,650	394,522	571,268	508,979
534990	Other Svc	8,544	952	7,550	4,600
534995	Other Svc - IT	4,350	4,350	4,350	4,600
540100	Travel Conferences	77	126	150	-
541100	Telephone	12,091	12,540	13,800	14,000
541225	Cable fees	1,546	1,591	1,600	1,700
543200	Water & Sewer	11,351	4,780	25,000	17,000
543300	Gas	339	554	1,500	700
543430	Electricity	70,124	62,414	90,000	96,000
544200	Rental - Machinery & Equipment	5,081	5,584	6,000	6,000
546150	R&M Land Bldg & Improvement	600,000	39,238	70,223	100,000
546210	Energy Savings Project	35,541	36,362	40,000	40,000
546250	R&M Equipment	820	447	5,000	5,000
546300	R&M Vehicles	5,832	3,563	10,500	11,000
546800	Maintenance Contracts	7,213	5,057	11,000	9,000
547100	Printing	6,483	544	8,000	20,000
549105	License Renewals	202	25	500	500
551100	Office Supplies	1,359	2,132	5,000	5,000
552000	Operating Supplies	6,668	9,980	10,850	11,000
552200	Janitorial Supplies	369	-	2,500	2,500
552350	Electrical/Mechanical Supplies	4,764	2,822	5,000	5,000
552540	Fuel	42,823	56,797	60,000	60,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552650	Non-capital Equipment	4,422	499	14,000	10,000
552653	Non-capital Computer Equipment	-16	940	1,000	2,000
554100	Memberships Dues Subscription	565	368	175	170
	Operating	**1,354,624**	**753,545**	**1,092,016**	**1,062,429**
Grants and Aid					
582012	Grant- Elderly Energy asst	13,089	11,604	20,765	22,935
	Grants and Aid	**13,089**	**11,604**	**20,765**	**22,935**
Capital					
664055	Laptop or Tablet	4,831	-	-	5,000
664204	TV-Closed Circuit/Sec Camera	104,438	-	-	-
664400	Other Equipment	6,586	-	9,000	-
	Capital	**115,855**	**-**	**9,000**	**5,000**
	Project Total	**1,683,886**	**998,578**	**1,341,489**	**1,326,123**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services | Project: ARPEH ARPA - EHEAP

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Grants and Aid					
582012	Grant- Elderly Energy asst	-	-	34,000	-
	Grants and Aid	**-**	**-**	**34,000**	**-**
	Project Total	**-**	**-**	**34,000**	**-**

Fund:001 General Fund | Function: 569 Other Human Services

Department: 8001 Community Services | Project: CARES CARES Act

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Grants and Aid					
582012	Grant- Elderly Energy asst	-	16,198	-	-
	Grants and Aid	**-**	**16,198**	**-**	**-**
	Project Total	**-**	**16,198**	**-**	**-**
	Community Services Total	**1,683,886**	**1,014,776**	**1,375,489**	**1,326,123**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512084	Community Service Director	38,294	39,082	39,520	42,195
514000	Overtime	-	-	5,000	-
515007	Topped Out Incentive	-	-	188	188
521000	Social Security - Matching	2,614	2,659	3,366	3,149
522000	Retirement Contributions	4,855	11,215	5,217	4,840
523000	Health Insurance	3,109	3,841	4,604	5,117
523100	Life Insurance	88	113	231	230
524000	Workers Compensation	148	78	135	137
526300	General Retiree Health Contrib	3,662	5,703	4,028	4,050
	Personnel	**52,770**	**62,691**	**62,289**	**59,906**
Operating					
531300	Prof Svc - Outside Legal	360	68	1,000	1,000
534300	Other Svc - Laundry & Cleaning	355	352	325	335
534950	Other Svc - Maintenance	54,009	45,680	73,000	78,000
534982	Function Sourcing - Grounds	883	883	950	1,010
534989	Other Svc - FCS	205,601	211,458	241,470	253,581
534990	Other Svc	694	440	3,500	3,700
534995	Other Svc - IT	300	300	300	4,000
540100	Travel Conferences	-	8	-	-
541100	Telephone	4,649	4,945	6,700	6,700
541225	Cable fees	38,463	40,260	45,690	48,690
543200	Water & Sewer	90,553	92,926	102,907	105,000
543430	Electricity	44,100	34,364	50,810	55,000
544200	Rental - Machinery & Equipment	1,768	1,428	3,200	3,200
544330	Credit Application	1,774	1,000	6,600	6,600
544360	Rentals	712,480	718,693	720,709	720,470
545000	Insurance	52,868	27,178	31,102	45,295
546150	R&M Land Bldg & Improvement	177,662	130,727	356,069	170,000
546210	Energy Savings Project	35,406	36,224	38,266	37,934
546250	R&M Equipment	3,249	3,198	5,450	7,000
546300	R&M Vehicles	2,272	-	1,900	1,900
546800	Maintenance Contracts	9,504	18,717	51,950	50,000
548100	Advertising	-	-	7,300	7,300
549175	Administrative Fees	241,425	177,809	167,185	190,670
549201	Taxes and/or Assessments	4,655	5,054	9,500	7,000
551100	Office Supplies	984	781	3,800	3,800
552000	Operating Supplies	733	511	5,500	5,500
552200	Janitorial Supplies	40	59	5,800	5,800
552540	Fuel	-	-	1,374	1,374
552650	Non-capital Equipment	32,303	35,706	69,980	75,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552652	Non-capital Software & License	-	-	600	-
552653	Non-capital Computer Equipment	-	-	2,300	-
	Operating	**1,717,089**	**1,588,770**	**2,015,237**	**1,895,859**
	Project Total	**1,769,859**	**1,651,461**	**2,077,526**	**1,955,765**

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division | Project: 00603 Rental - Pines Place

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512084	Community Service Director	38,294	39,082	39,520	42,195
515007	Topped Out Incentive	-	-	188	188
521000	Social Security - Matching	2,614	2,659	2,983	3,149
522000	Retirement Contributions	4,855	11,215	5,217	4,840
523000	Health Insurance	3,109	3,841	4,604	5,117
523100	Life Insurance	88	113	231	230
524000	Workers Compensation	148	78	135	137
526300	General Retiree Health Contrib	3,662	5,703	4,028	4,050
	Personnel	**52,770**	**62,691**	**56,906**	**59,906**
Operating					
531300	Prof Svc - Outside Legal	3,685	6,505	20,157	25,000
531500	Professional Svc - Other	5,088	1,637	5,000	5,250
534300	Other Svc - Laundry & Cleaning	1,237	1,241	1,900	1,900
534950	Other Svc - Maintenance	104,691	108,201	135,000	145,000
534982	Function Sourcing - Grounds	1,325	1,325	2,122	2,250
534989	Other Svc - FCS	472,568	507,627	551,549	596,569
534990	Other Svc	132,222	139,631	151,600	161,300
534995	Other Svc - IT	900	1,878	1,579	1,878
541100	Telephone	21,320	31,871	35,500	21,500
541225	Cable fees	124,022	133,121	146,315	153,000
543200	Water & Sewer	443,649	409,549	480,000	504,000
543430	Electricity	118,771	151,118	223,850	235,000
544200	Rental - Machinery & Equipment	1,690	23,244	22,660	24,000
544330	Credit Application	3,504	-	6,000	16,000
544360	Rentals	3,692,598	3,707,658	3,704,658	3,712,956
545000	Insurance	72,861	55,771	107,618	108,215
546150	R&M Land Bldg & Improvement	286,814	567,280	715,730	629,000
546152	R&M - Land Bldg - Major Projec	-	-	-	250,000
546210	Energy Savings Project	41,524	42,483	44,000	45,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 554 Housing & Urban Development

Department: 8002 Housing Division | Project: 00603 Rental - Pines Place

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546250	R&M Equipment	19,452	14,882	45,700	48,000
546300	R&M Vehicles	-	-	2,060	2,200
546800	Maintenance Contracts	18,897	19,400	28,000	29,000
548100	Advertising	-	-	-	5,000
549104	License Fees	990	1,950	2,800	3,000
549175	Administrative Fees	332,726	403,593	459,693	455,532
549400	Bank Svc Charge	975	5,934	5,000	7,000
551100	Office Supplies	3,006	3,581	5,093	6,500
552000	Operating Supplies	4,833	6,960	5,305	5,800
552200	Janitorial Supplies	5,136	4,085	16,630	20,000
552300	Expendable Tools	86	154	1,000	1,100
552540	Fuel	-	-	1,450	1,600
552650	Non-capital Equipment	21,930	27,804	54,050	58,000
554100	Memberships Dues Subscription	-	-	-	200
	Operating	**5,936,498**	**6,378,483**	**6,982,019**	**7,280,750**
Capital					
664000	Machinery & Equipment	2,465	7,906	6,000	6,500
664051	Software	7,145	-	-	-
	Capital	**9,610**	**7,906**	**6,000**	**6,500**
	Project Total	**5,998,878**	**6,449,080**	**7,044,925**	**7,347,156**
	Housing Division Total	**7,768,738**	**8,100,541**	**9,122,451**	**9,302,921**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 515 Comprehensive Planning

Department: 9002 Planning&Economic Development

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512019	Econ Dev Director/Assist CM	-	-	61,788	158,432
512184	Zoning Administrator	82,353	81,614	81,183	87,941
512524	Administrative Coordinator I	56,427	57,016	55,890	61,250
512695	Plan/Econ Development Director	131,242	138,793	83,496	-
512696	Planning Administrator	85,158	87,980	52,345	-
512705	Assist. Plan/Econ Dev Director	-	-	41,847	103,285
512992	Vacation leave - retire/term	41,207	-	-	-
512996	Sick leave - retire/term	21,219	-	-	-
513426	PT Planning Administrator	17,164	16,002	32,589	51,772
514000	Overtime	60	334	1,011	1,200
515007	Topped Out Incentive	1,800	-	1,500	-
515107	Automobile Allowance	8,400	8,400	8,402	9,601
515116	Cell Phone Pay	1,380	1,380	1,380	2,040
521000	Social Security - Matching	32,659	28,971	33,215	36,156
522000	Retirement Contributions	30,783	77,123	35,464	38,750
522010	Defined Contribution - General	5,078	5,813	5,031	7,350
523000	Health Insurance	49,737	61,449	73,664	81,868
523100	Life Insurance	812	1,059	2,131	2,232
524000	Workers Compensation	1,547	817	1,400	1,503
526300	General Retiree Health Contrib	58,584	91,241	64,444	64,788
	Personnel	**625,610**	**657,992**	**636,780**	**708,168**
Operating					
531500	Professional Svc - Other	-	-	56,750	32,000
534989	Other Svc - FCS	352,250	330,045	478,767	543,707
534990	Other Svc	4,500	6,250	7,431	8,500
534995	Other Svc - IT	-	-	5,000	5,000
540100	Travel Conferences	203	-	3,500	4,200
541100	Telephone	322	-21	2,500	2,500
541370	Communications	1,333	1,277	2,100	2,350
542000	Postage	228	-	2,000	2,000
544200	Rental - Machinery & Equipment	3,569	3,294	6,280	6,600
545440	Insurance - Errors & Omissions	172	-	185	200
546250	R&M Equipment	-	-	750	750
546300	R&M Vehicles	1,079	1,557	3,500	2,200
546800	Maintenance Contracts	2,090	2,008	4,900	5,100
547100	Printing	442	603	2,000	2,000
548510	Economic Development Activitie	88,250	19,424	144,546	152,000
548511	Landscape Activities	750	-	5,000	5,000
549000	Legal/Employment Ads	5,041	7,104	8,500	5,800
551100	Office Supplies	2,424	3,280	5,000	5,000

City of Pembroke Pines, Florida - Expenditure Detail

Fund:001 General Fund | Function: 515 Comprehensive Planning

Department: 9002 Planning&Economic Development

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552000	Operating Supplies	-597	-	500	2,000
552540	Fuel	693	552	2,500	2,800
552650	Non-capital Equipment	-	-	500	1,500
552652	Non-capital Software & License	1,296	18,596	4,000	18,500
552653	Non-capital Computer Equipment	-	-	2,000	2,000
554100	Memberships Dues Subscription	912	2,517	3,800	4,400
	Operating	**464,956**	**396,488**	**752,009**	**816,107**
Capital					
664055	Laptop or Tablet	-	-	-	3,500
664214	Truck	-	45,648	25,204	-
	Capital	**-**	**45,648**	**25,204**	**3,500**
	Project Total	**1,090,566**	**1,100,127**	**1,413,993**	**1,527,775**
	Planning&Economic Development Total	**1,090,566**	**1,100,127**	**1,413,993**	**1,527,775**
	General Fund	**198,445,632**	**197,692,109**	**236,047,389**	**235,565,607**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:051 Wetlands Trust Fund | Function: 537 Conservation & Resource Mgmnt

Department: 6007 Mitigation Trust

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531750	Prof Svc - Custodial fees	1,460	1,460	1,500	1,500
534950	Other Svc - Maintenance	2,300	15,000	15,000	15,000
	Operating	**3,760**	**16,460**	**16,500**	**16,500**
	Project Total	**3,760**	**16,460**	**16,500**	**16,500**
	Mitigation Trust Total	**3,760**	**16,460**	**16,500**	**16,500**
	Wetlands Trust Fund	**3,760**	**16,460**	**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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
522001	Retirement Contrib - Legacy	83,239	227,903	84,503	84,503
	Personnel	**83,239**	**227,903**	**84,503**	**84,503**
Operating					
534983	Function Sourcing - ROW	1,315,069	1,292,055	1,345,705	1,345,705
534989	Other Svc - FCS	-	-	259,592	259,592
534990	Other Svc	1,427,099	1,410,294	1,587,838	1,587,838
534998	Contract - Pressure Washing	123,549	183,486	355,850	355,850
543200	Water & Sewer	4,295	185	4,000	4,000
543400	Street Lighting	1,250,244	1,405,941	1,404,000	1,404,000
545000	Insurance	156,696	226,450	241,190	241,190
546150	R&M Land Bldg & Improvement	31,378	62,279	65,004	65,004
546300	R&M Vehicles	-	-	1,000	-
552000	Operating Supplies	1,219	156	16,500	17,500
	Operating	**4,309,550**	**4,580,845**	**5,280,679**	**5,280,679**
Capital					
664068	Sewer Cleaning Vacuum Machine	-	419,297	-	-
	Capital	**-**	**419,297**	**-**	**-**
	Project Total	**4,392,789**	**5,228,045**	**5,365,182**	**5,365,182**
	Maintenance Total	**4,392,789**	**5,228,045**	**5,365,182**	**5,365,182**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:100 Road & Bridge Fund | Function: 541 Road & Street Facilities

Department: 6003 Infrastructure

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	311,862	206,219	363,735	335,000
531500	Professional Svc - Other	10,650	-	-	-
534990	Other Svc	5,181	5,181	5,500	5,500
546164	R&M Resurfacing	1,082,021	1,332,900	4,614,293	2,474,154
546165	R&M Drainage	28,663	11,697	482,101	351,900
	Operating	**1,438,377**	**1,555,997**	**5,465,629**	**3,166,554**
Capital					
663061	Fencing	-	275,994	-	-
663070	Guard Rails	12,150	-	18,299	50,000
663186	Repaving/Road improvement	47,970	-	825,227	465,227
664003	Vehicle	-	-	106,701	-
664400	Other Equipment	-	5,210	575,790	75,000
667173	IF - Road improvement	19,040	-	-	-
667999	IF - Transportation Projects	-	-	110,000	110,000
	Capital	**79,160**	**281,204**	**1,636,017**	**700,227**
	Project Total	**1,517,537**	**1,837,201**	**7,101,646**	**3,866,781**

Fund:100 Road & Bridge Fund | Function: 541 Road & Street Facilities

Department: 6003 Infrastructure | Project: 04337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
667041	Infrastructure - Drainage	-	-	78,590	-
	Capital	**-**	**-**	**78,590**	**-**
	Project Total	**-**	**-**	**78,590**	**-**
	Infrastructure Total	**1,517,537**	**1,837,201**	**7,180,236**	**3,866,781**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:100 Road & Bridge Fund | Function: 544 Transit System

Department: 8004 Transit System

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Other					
591128	Transfer to Community Bus Prog	-	138,970	338,551	338,551
	Other	**-**	**138,970**	**338,551**	**338,551**
	Project Total	**-**	**138,970**	**338,551**	**338,551**
	Transit System Total	**-**	**138,970**	**338,551**	**338,551**
	Road & Bridge Fund	**5,910,325**	**7,204,216**	**12,883,969**	**9,570,514**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:110 Building Fund | Function: 524 Protective Inspections

Department: 9005 Building

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	-	-	6,721,575
549170	Gov't Fees - State/Radon/BORA	-	-	-	345,000
549175	Administrative Fees	-	-	-	873,000
549400	Bank Svc Charge	-	-	-	425
	Operating	**-**	**-**	**-**	**7,940,000**
	Project Total	**-**	**-**	**-**	**7,940,000**
	Building Total	**-**	**-**	**-**	**7,940,000**
	Building Fund	**-**	**-**	**-**	**7,940,000**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531120	Professional Svc - Foreclosure	36,772	107,593	-	-
531510	Professional Svc - Direct Cost	20,072	67,170	-	-
534942	Rental/Utilities Assistance	159,174	568,887	-	-
	Operating	**216,018**	**743,649**	**-**	**-**
	Project Total	**216,018**	**743,649**	**-**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02016 2016 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534991	Home Repair/Weatherization	182,165	-	-	-
	Operating	**182,165**	**-**	**-**	**-**
	Project Total	**182,165**	**-**	**-**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02017 2017 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	-	-	307	-
534991	Home Repair/Weatherization	248,571	310,131	30,505	-
534997	Disaster Mitigation/Recovery	-	31,163	-	-
549208	Home Owner Counseling	10,500	-	-	-
549216	Home Buyer Assistance	63,525	-	-	-
	Operating	**322,596**	**341,294**	**30,812**	**-**
	Project Total	**322,596**	**341,294**	**30,812**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02018 2018 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	-	-	4	-
534942	Rental/Utilities Assistance	7,722	-	-	-
534991	Home Repair/Weatherization	50,708	2,336	293,967	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02018 2018 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534997	Disaster Mitigation/Recovery	-	-	25,000	-
549208	Home Owner Counseling	3,000	3,000	12,000	-
549216	Home Buyer Assistance	36,475	-	-	-
	Operating	**97,905**	**5,336**	**330,971**	**-**
	Project Total	**97,905**	**5,336**	**330,971**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02019 2019 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531120	Professional Svc - Foreclosure	-	-	10,000	-
531501	Professional Svc - CRA Admin	33,514	-	32	-
534991	Home Repair/Weatherization	60	22,751	207,411	-
534994	Contract Svc -Emergency Repair	-	-	75,000	-
549208	Home Owner Counseling	-	3,000	9,608	-
549216	Home Buyer Assistance	-	-	30,000	-
	Operating	**33,574**	**25,751**	**332,051**	**-**
	Project Total	**33,574**	**25,751**	**332,051**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02020 2020 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	-	6,902	-	-
534991	Home Repair/Weatherization	-	-	139,060	-
	Operating	**-**	**6,902**	**139,060**	**-**
	Project Total	**-**	**6,902**	**139,060**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02021 2021 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	-	18,346	104,862	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02021 2021 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534991	Home Repair/Weatherization	-	100	1,029,867	-
534994	Contract Svc -Emergency Repair	-	-	75,001	-
549216	Home Buyer Assistance	-	-	120,000	-
	Operating	**-**	**18,446**	**1,329,730**	**-**
	Project Total	**-**	**18,446**	**1,329,730**	**-**

Fund:120 FHFC Grants SHIP/CRF | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02022 2022 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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	**852,258**	**1,141,378**	**2,162,624**	**1,116,001**
	FHFC Grants SHIP/CRF	**852,258**	**1,141,378**	**2,162,624**	**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: 00CV3 CDBG CV3 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531120	Professional Svc - Foreclosure	-	14,920	361,530	-
531501	Professional Svc - CRA Admin	-	13,650	89,017	-
534942	Rental/Utilities Assistance	-	11,972	364,478	-
	Operating	**-**	**40,542**	**815,025**	**-**
	Project Total	**-**	**40,542**	**815,025**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02016 2016 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534991	Home Repair/Weatherization	436	750	-	-
	Operating	**436**	**750**	**-**	**-**
Capital					
664073	Generator	-	-	6,000	-
	Capital	**-**	**-**	**6,000**	**-**
	Project Total	**436**	**750**	**6,000**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02017 2017 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534991	Home Repair/Weatherization	-	125	-	-
	Operating	**-**	**125**	**-**	**-**
Capital					
663994	Improvements - Rec Facilities	-	-	82,677	-
664073	Generator	-	-	5,270	-
	Capital	**-**	**-**	**87,947**	**-**
	Project Total	**-**	**125**	**87,947**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02018 2018 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663161	Parking Lot	190,605	23,725	62,821	-
	Capital	**190,605**	**23,725**	**62,821**	**-**
	Project Total	**190,605**	**23,725**	**62,821**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02019 2019 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	4,250	-	-	-
531501	Professional Svc - CRA Admin	161,159	-	17	-
534991	Home Repair/Weatherization	20	-	-	-
	Operating	**165,429**	**-**	**17**	**-**
Capital					
662022	Building Impr - SW Senior Ctr	-	161,090	138,911	-
	Capital	**-**	**161,090**	**138,911**	**-**
	Project Total	**165,429**	**161,090**	**138,928**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02020 2020 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	-	20,644	25,682	-
531501	Professional Svc - CRA Admin	-	138,860	114	-
534943	Micro Enterprise	-	-	10,000	-
534991	Home Repair/Weatherization	-	130	272,234	-
	Operating	**-**	**159,634**	**308,030**	**-**
Capital					
662022	Building Impr - SW Senior Ctr	-	9,806	310,053	-
	Capital	**-**	**9,806**	**310,053**	**-**
	Project Total	**-**	**169,439**	**618,083**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02021 2021 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	-	-	50,858	-
531501	Professional Svc - CRA Admin	-	-	162,362	-
534991	Home Repair/Weatherization	-	-	343,822	-
546154	R & M SW Senior Center	-	-	92,610	-
	Operating	**-**	**-**	**649,652**	**-**
Capital					
662022	Building Impr - SW Senior Ctr	-	-	652,790	-
662054	Building Imprv - Pines Point	-	-	725,965	-
	Capital	**-**	**-**	**1,378,755**	**-**
	Project Total	**-**	**-**	**2,028,407**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: 02022 2022 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	-	-	-	46,325
531501	Professional Svc - CRA Admin	-	-	-	150,354
534991	Home Repair/Weatherization	-	-	-	355,328
	Operating	**-**	**-**	**-**	**552,007**
Capital					
662022	Building Impr - SW Senior Ctr	-	-	-	300,000
	Capital	**-**	**-**	**-**	**300,000**
	Project Total	**-**	**-**	**-**	**852,007**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: COVID EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	12,700	11,550	50,750	-
534943	Micro Enterprise	-	-	489,173	-
	Operating	**12,700**	**11,550**	**539,923**	**-**
	Project Total	**12,700**	**11,550**	**539,923**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOM16 2016 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531510	Professional Svc - Direct Cost	-	3,163	4,015	-
534991	Home Repair/Weatherization	49,828	-	30,041	-
	Operating	**49,828**	**3,163**	**34,056**	**-**
	Project Total	**49,828**	**3,163**	**34,056**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOM17 2017 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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: HOM18 2018 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	32,911	-
534991	Home Repair/Weatherization	-	-	241,347	-
	Operating	**-**	**-**	**274,258**	**-**
	Project Total	**-**	**-**	**274,258**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOM19 2019 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	28,676	-
549216	Home Buyer Assistance	-	-	210,297	-
	Operating	**-**	**-**	**238,973**	**-**
	Project Total	**-**	**-**	**238,973**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOM20 HOME GRANT FY2020

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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: HOM21 2021 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	31,926	-
549216	Home Buyer Assistance	-	-	234,124	-
	Operating	**-**	**-**	**266,050**	**-**
	Project Total	**-**	**-**	**266,050**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: HOM22 2022 HOME Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531510	Professional Svc - Direct Cost	-	-	-	31,926
549216	Home Buyer Assistance	-	-	-	234,124
	Operating	**-**	**-**	**-**	**266,050**
	Project Total	**-**	**-**	**-**	**266,050**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: NSP08 2008 NSP Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	24	-	-	-
534940	Acquisition-Rehab or NewConstr	34,445	-	-	-
	Operating	**34,469**	**-**	**-**	**-**
	Project Total	**34,469**	**-**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 0600 Community Development | Project: NSP10 2010 NSP Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531501	Professional Svc - CRA Admin	-	11,257	7,141	-
534940	Acquisition-Rehab or NewConstr	52,076	2,137	85,242	-
534991	Home Repair/Weatherization	-	59	213,221	-
549216	Home Buyer Assistance	-	-	140,000	-
	Operating	**52,076**	**13,453**	**445,604**	**-**
	Project Total	**52,076**	**13,453**	**445,604**	**-**
	Community Development Total	**505,543**	**423,836**	**5,991,291**	**1,118,057**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:121 HUD Grants CDBG/HOME | Function: 544 Transit System

Department: 8006 Transportation | Project: 00006 Senior Center Transportation

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	22,513	-	-
546300	R&M Vehicles	81,296	59,573	-	-
552540	Fuel	50,809	56,889	-	-
	Operating	**132,105**	**138,974**	**-**	**-**
	Project Total	**132,105**	**138,974**	**-**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 544 Transit System

Department: 8006 Transportation | Project: 02021 2021 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	-	32,570	-
546300	R&M Vehicles	-	-	70,000	-
552540	Fuel	-	-	50,000	-
	Operating	**-**	**-**	**152,570**	**-**
	Project Total	**-**	**-**	**152,570**	**-**

Fund:121 HUD Grants CDBG/HOME | Function: 554 Housing & Urban Development

Department: 8006 Transportation | Project: 02022 2022 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	-	-	-	30,354
546300	R&M Vehicles	-	-	-	70,000
552540	Fuel	-	-	-	50,000
	Operating	**-**	**-**	**-**	**150,354**
	Project Total	**-**	**-**	**-**	**150,354**
	Transportation Total	**132,105**	**138,974**	**152,570**	**150,354**
	HUD Grants CDBG/HOME	**637,648**	**562,810**	**6,143,861**	**1,268,411**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
513576	PT Victim's Advocate Grant	14,867	20,592	21,840	20,592
521000	Social Security - Matching	1,137	1,575	1,670	1,575
	Personnel	**16,004**	**22,167**	**23,510**	**22,167**
Operating					
540100	Travel Conferences	-	1,259	-	-
552000	Operating Supplies	-	1,531	9,757	-
552650	Non-capital Equipment	-	1,286	90	-
552653	Non-capital Computer Equipment	-	420	153	-
555229	Training	-	-	1,259	-
	Operating	**-**	**4,496**	**11,259**	**-**
	Project Total	**16,004**	**26,663**	**34,769**	**22,167**
	Victims of Crime Act Grant Total	**16,004**	**26,663**	**34,769**	**22,167**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3022 School Violence Prevention | Project: 02020 2020 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664060	Physical Control System	-	514,638	5,954	-
	Capital	**-**	**514,638**	**5,954**	**-**
	Project Total	**-**	**514,638**	**5,954**	**-**
	School Violence Prevention Total	**-**	**514,638**	**5,954**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3023 Law Enforcement Mental Health

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	-	-	40,000	-
534995	Other Svc - IT	-	-	70,000	-
	Operating	**-**	**-**	**110,000**	**-**
	Project Total	**-**	**-**	**110,000**	**-**
	Law Enforcement Mental Health Total	**-**	**-**	**110,000**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3026 Federal-Aid Highway

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
514000	Overtime	4,583	6,244	11,266	-
	Personnel	**4,583**	**6,244**	**11,266**	**-**
	Project Total	**4,583**	**6,244**	**11,266**	**-**
	Federal-Aid Highway Total	**4,583**	**6,244**	**11,266**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3028 Coronavirus Emg Supplemental | Project: COVID EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	-	41,988	38,029	-
	Capital	**-**	**41,988**	**38,029**	**-**
	Project Total	**-**	**41,988**	**38,029**	**-**
	Coronavirus Emg Supplemental Total	**-**	**41,988**	**38,029**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 02018 2018 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	73,736	-	-	-
	Capital	**73,736**	**-**	**-**	**-**
	Project Total	**73,736**	**-**	**-**	**-**

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 02019 2019 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664023	Camera	-	50,507	-	-
664400	Other Equipment	-	81,124	-	-
	Capital	**-**	**131,631**	**-**	**-**
	Project Total	**-**	**131,631**	**-**	**-**

Fund:122 Law Enforcement Grant | Function: 521 Law Enforcement

Department: 3030 Homeland Security | Project: 02020 2020 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
555229	Training	-	-	10,000	-
	Operating	**-**	**-**	**10,000**	**-**
Capital					
664181	Radio - Portable	-	-	111,001	-
664214	Truck	-	-	140,906	-
664400	Other Equipment	-	-	68,788	-
	Capital	**-**	**-**	**320,695**	**-**
	Project Total	**-**	**-**	**330,695**	**-**
	Homeland Security Total	**73,736**	**131,631**	**330,695**	**-**
	Law Enforcement Grant	**94,323**	**721,164**	**530,713**	**22,167**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:124 Police Community Service Grant | Function: 521 Law Enforcement

Department: 3018 Byrne | Project: 02017 2017 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	20,423	-	-	-
	Capital	**20,423**	**-**	**-**	**-**
	Project Total	**20,423**	**-**	**-**	**-**

Fund:124 Police Community Service Grant | Function: 521 Law Enforcement

Department: 3018 Byrne | Project: 02018 2018 Grant Year

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	-	-	21,796	-
	Capital	**-**	**-**	**21,796**	**-**
	Project Total	**-**	**-**	**21,796**	**-**
	Byrne Total	**20,423**	**-**	**21,796**	**-**
	Police Community Service Grant	**20,423**	**-**	**21,796**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8001 Community Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531400	Professional Svc - Medical	995	460	1,000	1,000
531500	Professional Svc - Other	114	154	200	500
534300	Other Svc - Laundry & Cleaning	243	273	500	600
534990	Other Svc	143,794	128,024	254,882	172,386
541100	Telephone	-	-	500	500
546250	R&M Equipment	665	1,830	2,000	3,000
546300	R&M Vehicles	4,516	21,245	82,000	90,000
546800	Maintenance Contracts	8,892	8,323	10,000	12,000
551100	Office Supplies	-	-	-	1,000
552540	Fuel	39	14	20,000	20,000
552650	Non-capital Equipment	-	577	1,000	1,000
552652	Non-capital Software & License	2,075	3,508	3,800	5,000
554100	Memberships Dues Subscription	-	-	200	200
	Operating	**161,331**	**164,409**	**376,082**	**307,186**
	Project Total	**161,331**	**164,409**	**376,082**	**307,186**

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8001 Community Services | Project: 05310 Section 5310

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
552650	Non-capital Equipment	1,538	2,119	2,238	-
	Operating	**1,538**	**2,119**	**2,238**	**-**
Capital					
664003	Vehicle	183,986	216,926	225,472	-
	Capital	**183,986**	**216,926**	**225,472**	**-**
	Project Total	**185,524**	**219,045**	**227,710**	**-**
	Community Services Total	**346,855**	**383,453**	**603,792**	**307,186**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8004 Transit System

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531400	Professional Svc - Medical	1,479	1,807	2,000	2,000
531500	Professional Svc - Other	500	470	500	600
534300	Other Svc - Laundry & Cleaning	1,670	1,674	2,000	2,000
534950	Other Svc - Maintenance	-	-	2,000	-
534990	Other Svc	432,535	422,040	690,994	619,912
541100	Telephone	689	348	1,500	1,000
546250	R&M Equipment	-	-	-	1,000
546300	R&M Vehicles	18,545	15,910	144,693	145,000
551100	Office Supplies	1,008	203	1,500	1,500
552000	Operating Supplies	520	451	3,000	3,000
552540	Fuel	13,433	2,583	77,536	78,000
552650	Non-capital Equipment	308	-	1,000	1,000
552652	Non-capital Software & License	1,900	702	2,200	2,300
554100	Memberships Dues Subscription	-	-	200	200
	Operating	**472,586**	**446,187**	**929,123**	**857,512**
	Project Total	**472,586**	**446,187**	**929,123**	**857,512**

Fund:128 Community Bus Program | Function: 544 Transit System

Department: 8004 Transit System | Project: 00042 CBS Blue Route

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531400	Professional Svc - Medical	310	373	1,000	1,000
531500	Professional Svc - Other	60	30	100	100
534300	Other Svc - Laundry & Cleaning	185	99	1,000	300
534990	Other Svc	36,337	37,167	71,423	43,386
541100	Telephone	-	-	100	200
546250	R&M Equipment	-	-	1,000	1,000
546300	R&M Vehicles	19,890	10,806	18,237	20,000
551100	Office Supplies	-	-	500	500
552000	Operating Supplies	-	-	500	500
552540	Fuel	10,663	3,597	18,600	20,000
552650	Non-capital Equipment	-	-	1,000	1,000
	Operating	**67,446**	**52,073**	**113,460**	**87,986**
	Project Total	**67,446**	**52,073**	**113,460**	**87,986**
	Transit System Total	**540,032**	**498,260**	**1,042,583**	**945,498**

	Community Bus Program	**886,887**	**881,713**	**1,646,375**	**1,252,684**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:131 Treasury - Confiscated | Function: 521 Law Enforcement

Department: 3011 Treasury Confiscated

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531300	Prof Svc - Outside Legal	-	-	2,000	-
546150	R&M Land Bldg & Improvement	-	-	25,927	-
552650	Non-capital Equipment	-	-	2,278	712
552653	Non-capital Computer Equipment	-	-	400	-
	Operating	**-**	**-**	**30,605**	**712**
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	-	-	432,543	-
	Capital	**-**	**-**	**495,583**	**-**
	Project Total	**-**	**-**	**526,188**	**712**
	Treasury Confiscated Total	**-**	**-**	**526,188**	**712**
	Treasury - Confiscated	**-**	**-**	**526,188**	**712**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:132 Justice - Confiscated | Function: 521 Law Enforcement

Department: 3012 Justice Confiscated

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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	590
	Operating	**-**	**-**	**169,202**	**590**
Capital					
663166	Shooting Range	-	-	1,920	-
664051	Software	-	-	54,197	-
664181	Radio - Portable	-	-	43,724	-
664400	Other Equipment	-	-	167,161	-
	Capital	**-**	**-**	**267,002**	**-**
	Project Total	**-**	**-**	**436,204**	**590**
	Justice Confiscated Total	**-**	**-**	**436,204**	**590**
	Justice - Confiscated	**-**	**-**	**436,204**	**590**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:133 $2 Police Education | Function: 521 Law Enforcement

Department: 3013 $2 Police Education

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
540100	Travel Conferences	-	-	2,300	-
555229	Training	27,600	57,510	19,228	24,139
	Operating	**27,600**	**57,510**	**21,528**	**24,139**
	Project Total	**27,600**	**57,510**	**21,528**	**24,139**
	$2 Police Education Total	**27,600**	**57,510**	**21,528**	**24,139**
	$2 Police Education	**27,600**	**57,510**	**21,528**	**24,139**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:134 FDLE - Confiscated | Function: 521 Law Enforcement

Department: 3004 FDLE

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531300	Prof Svc - Outside Legal	-	2,590	10,362	12,045
534990	Other Svc	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	5,000	13,094	55,141	2,125
552650	Non-capital Equipment	-	-	9,036	-
	Operating	**5,150**	**15,683**	**135,712**	**14,170**
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	**5,150**	**15,683**	**1,107,863**	**14,170**
	FDLE Total	**5,150**	**15,683**	**1,107,863**	**14,170**
	FDLE - Confiscated	**5,150**	**15,683**	**1,107,863**	**14,170**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:199 Older Americans Act | Function: 569 Other Human Services

Department: 8005 SW Multipurpose Center | Project: 00024 Multipurpose Center

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531400	Professional Svc - Medical	992	1,017	1,300	1,300
531500	Professional Svc - Other	401	296	800	1,000
534300	Other Svc - Laundry & Cleaning	762	785	1,600	1,600
534989	Other Svc - FCS	383,349	351,571	388,988	454,669
534990	Other Svc	678,382	471,172	957,545	812,535
546250	R&M Equipment	-	865	1,000	1,000
546300	R&M Vehicles	186	-	60,000	40,000
552540	Fuel	36,135	58,426	51,000	51,000
552652	Non-capital Software & License	2,340	2,573	2,600	2,600
554100	Memberships Dues Subscription	-	-	200	200
	Operating	**1,102,546**	**886,704**	**1,465,033**	**1,365,904**
Grants and Aid					
581121	In-kind Salaries	40,841	35,515	83,428	83,428
	Grants and Aid	**40,841**	**35,515**	**83,428**	**83,428**
	Project Total	**1,143,388**	**922,218**	**1,548,461**	**1,449,332**

Fund:199 Older Americans Act | Function: 569 Other Human Services

Department: 8005 SW Multipurpose Center | Project: 00045 III E Funds

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Grants and Aid					
581121	In-kind Salaries	4,756	9,159	11,857	11,857
	Grants and Aid	**4,756**	**9,159**	**11,857**	**11,857**
	Project Total	**4,756**	**9,159**	**11,857**	**11,857**
	SW Multipurpose Center Total	**1,148,144**	**931,378**	**1,560,318**	**1,461,189**
	Older Americans Act	**1,148,144**	**931,378**	**1,560,318**	**1,461,189**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:201 Debt Service | Function: 517 Debt Service Payments

Department: 0900 General Debt Service

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Debt Services					
571554	Bond Principal $8.04 M	221,000	231,000	241,000	253,000
571555	Bond Principal $8.5457 M	505,100	526,400	551,000	575,000
571557	Bond Principal $35.3 M	1,375,000	1,425,000	1,480,000	1,545,000
571558	Bond Principal $41.54 M	1,800,000	1,845,000	1,895,000	1,955,000
571559	Bond Principal $29.04 M	1,120,000	1,170,000	1,215,000	1,275,000
571561	Bond Principal $17.386 M	2,888,900	2,922,400	2,963,900	2,999,900
571562	Bond Principal $45.96 M	2,770,000	2,895,000	3,005,000	3,145,000
571563	Bond Principal $62,620,000	-	-	-	1,480,000
572553	Bond Interest $64.095 M	279,976	-	-	-
572554	Bond Interest $8.040 M	118,034	114,283	110,366	106,265
572555	Bond Interest $8.5457 M	201,184	179,741	157,345	133,938
572556	Bond Interest $35.3 M	1,465,187	1,412,531	1,352,556	1,285,701
572557	Bond Interest $41.54 M	1,360,213	1,311,675	1,255,650	1,193,094
572558	Bond Interest $29.04 M	1,062,106	1,010,706	956,932	907,431
572561	Bond Interest $17.386 M	138,431	99,495	60,057	20,099
572562	Bond Interest $45.96 M	1,784,288	1,670,988	1,537,963	1,384,213
572563	Bond Interest $62,620,000	1,750,713	2,693,405	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	3,700	4,100	3,700
	Debt Services	**91,917,782**	**19,511,324**	**19,479,274**	**20,955,746**
Other					
599540	Bond Issue Cost	585,808	-	-	-
	Other	**585,808**	**-**	**-**	**-**
	Project Total	**92,503,589**	**19,511,324**	**19,479,274**	**20,955,746**

Fund:201 Debt Service | Function: 517 Debt Service Payments

Department: 0900 General Debt Service | Project: 0677A GO Bonds 2015

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Debt Services					
571560	Bond Principal $76.045 M	2,665,000	2,800,000	2,940,000	3,085,000
572559	Bond Interest $76.045 M	3,230,938	3,097,688	2,957,688	2,810,688
573850	Fiscal Agent Fees	450	450	450	450
	Debt Services	**5,896,388**	**5,898,138**	**5,898,138**	**5,896,138**
	Project Total	**5,896,388**	**5,898,138**	**5,898,138**	**5,896,138**
	General Debt Service Total	**98,399,977**	**25,409,461**	**25,377,412**	**26,851,884**

	Debt Service	**98,399,977**	**25,409,461**	**25,377,412**	**26,851,884**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: 00651 CIRR 2019

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
668010	ERP	2,071,730	2,745,437	1,311,196	-
	Capital	**2,071,730**	**2,745,437**	**1,311,196**	**-**
	Project Total	**2,071,730**	**2,745,437**	**1,311,196**	**-**

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: 00672 Cap Improv - 2006

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663993	Improvements - Other	-	13,408	963,693	-
	Capital	**-**	**13,408**	**963,693**	**-**
	Project Total	**-**	**13,408**	**963,693**	**-**

Fund:320 Municipal Construction | Function: 513 Financial & Administrative

Department: 2002 Technology Services | Project: 00677 GO Bonds 2009C

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663993	Improvements - Other	2,230,319	410,209	59,473	-
	Capital	**2,230,319**	**410,209**	**59,473**	**-**
	Project Total	**2,230,319**	**410,209**	**59,473**	**-**
	Technology Services Total	**4,302,049**	**3,169,054**	**2,334,362**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 541 Road & Street Facilities

Department: 6003 Infrastructure | Project: 00676 GO Bonds 2007B

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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: 00677 GO Bonds 2009C

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663995	Improvements - Landscaping	-	494,237	38,294	-
663995	Improvements - Landscaping	2,000	2,722	-	-
	Capital	**2,000**	**496,959**	**38,294**	**-**
	Project Total	**2,000**	**496,959**	**38,294**	**-**
	Infrastructure Total	**12,262**	**496,959**	**52,530**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663056	Linear Park	434,938	41,851	20,501	-
	Capital	**434,938**	**41,851**	**20,501**	**-**
	Project Total	**434,938**	**41,851**	**20,501**	**-**

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: 00672 Cap Improv - 2006

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 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: 00675 GO Bonds 2005

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663998	Improvements - Comm Rec Proj	20,306	100,862	856,833	-
664400	Other Equipment	76,709	143,303	506,130	-
	Capital	**97,015**	**244,165**	**1,362,963**	**-**
	Project Total	**97,015**	**244,165**	**1,362,963**	**-**

Fund:320 Municipal Construction | Function: 572 Parks & Recreation

Department: 7001 Recreation & Cultural Arts | Project: 00677 GO Bonds 2009C

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
662999	Building - New Comm Facilities	-358,850	-	358,850	-
	Capital	**-358,850**	**-**	**358,850**	**-**
	Project Total	**-358,850**	**-**	**358,850**	**-**
	Recreation & Cultural Arts Total	**173,103**	**286,016**	**1,895,214**	**-**
	Municipal Construction	**4,487,414**	**3,952,029**	**4,282,106**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 519 Other General Governmental Svc

Department: 0900 General Debt Service | Project: 00845 Alternative Water Supply

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Debt Services					
571505	Loan Principal $12.3 M	-	-	901,697	933,256
572505	Loan Interest $12.3 M	204,638	174,318	153,457	121,345
	Debt Services	**204,638**	**174,318**	**1,055,154**	**1,054,601**
	Project Total	**204,638**	**174,318**	**1,055,154**	**1,054,601**
	General Debt Service Total	**204,638**	**174,318**	**1,055,154**	**1,054,601**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: 4338 Tropical Storm ETA

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534981	Function Sourcing - Utilities	-	67,066	-	-
534989	Other Svc - FCS	-	3,370	-	-
552000	Operating Supplies	-	13,171	-	-
	Operating	**-**	**83,607**	**-**	**-**
	Project Total	**-**	**83,607**	**-**	**-**

Fund:471 Utility Fund | Function: 525 Emergency&Disaster Relief Svc

Department: 3050 Emergency&Disaster Relief Svc | Project: COVID EMERGENCY & DISASTER RELIEF - COVID

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534981	Function Sourcing - Utilities	-	2,710	-	-
534981	Function Sourcing - Utilities	142,371	-114,500	-	-
534990	Other Svc	-	9,058	-	-
534990	Other Svc	13,550	5,336	-	-
552000	Operating Supplies	-	1,760	-	-
552000	Operating Supplies	24,167	609	-	-
	Operating	**180,087**	**-95,028**	**-**	**-**
	Project Total	**180,087**	**-95,028**	**-**	**-**
	Emergency&Disaster Relief Svc Total	**180,087**	**-11,421**	**-**	**-**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512009	Asst Director of Public Svc	84,716	116,806	119,055	134,085
512035	Utilities Project Manager	21,406	-	-	-
512051	Public Services Director	29,308	73,322	75,312	83,391
512109	Administrative Supervisor	77,970	80,321	82,015	90,002
512146	Assist. UT/Compliance Director	57,557	102,859	109,231	129,274
512147	Assist. Utilities Director	68,456	115,925	118,735	127,038
512148	Utilities Director	-	-	-	190,501
512194	Environmental Svc Director	35,388	-	-	-
512196	Envir Svc/Utilities Director	48,627	88,433	90,356	-
512411	Operations & Finance Manager	10,626	-	-	-
512484	Public Services Manager	20,194	-	-	-
512499	Deputy City Manager	98,438	100,638	144,242	210,983
512500	City Engineer	80,777	83,061	85,010	89,305
512516	Assistant City Manager	90,867	93,104	56,408	-
512532	Accountant II	31,056	32,138	32,779	35,285
512537	Assistant City Engineer	-	-	62,660	65,791
512741	Controller	-	-	17,005	45,220
512774	Engineer	-	-	-	-
512992	Vacation leave - retire/term	-	33,877	-	-
512993	Accrued vacation	7,464	-1,894	-	-
512994	Accrued sick leave	10,204	-9,117	-	-
512996	Sick leave - retire/term	-	18,579	-	-
514000	Overtime	259	161	-	-
515001	Special Payment Pen	-	2,000	-	-
515007	Topped Out Incentive	2,025	900	2,250	3,000
515015	Payment in Lieu of Benefits	-	-	-	3,600
515107	Automobile Allowance	29,908	35,192	36,603	41,404
515116	Cell Phone Pay	6,938	7,800	8,051	10,051
521000	Social Security - Matching	53,487	67,410	77,842	94,956
522000	Retirement Contributions	-	-	50,199	52,098
522010	Defined Contribution - General	43,118	61,218	68,195	112,263
522210	Pension Expense - Collective	541,827	-869,247	-	-
522230	OPEB Expense - Collective	865,184	1,254,586	-	-
523000	Health Insurance	87,040	130,585	138,120	143,273
523100	Life Insurance	1,992	3,046	5,643	6,525
524000	Workers Compensation	8,108	4,539	7,596	8,399
526300	General Retiree Health Contrib	-	-	786,000	786,000
	Personnel	**2,412,937**	**1,626,242**	**2,173,307**	**2,462,444**
Operating					
530015	Contingency - Grant Match	-	-	382,860	-

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531300	Prof Svc - Outside Legal	941	24,823	25,000	25,000
531500	Professional Svc - Other	27,488	454,098	414,348	250,000
532100	Accounting & Auditing Fees	57,603	57,324	59,677	65,038
534950	Other Svc - Maintenance	25,937	26,390	41,964	40,445
534981	Function Sourcing - Utilities	1,308,940	1,424,405	1,738,696	1,468,729
534989	Other Svc - FCS	999,695	934,648	1,086,449	1,281,053
534990	Other Svc	3,704	9,989	73,196	80,300
540100	Travel Conferences	977	359	4,400	2,000
541100	Telephone	26,780	41,569	37,569	51,000
541225	Cable fees	1,907	2,779	2,000	3,000
542000	Postage	141,283	148,781	237,000	274,000
544200	Rental - Machinery & Equipment	6,132	6,294	12,200	7,000
545000	Insurance	1,739,656	1,130,532	1,899,259	2,014,090
546150	R&M Land Bldg & Improvement	1,861	5,774	7,500	4,500
546250	R&M Equipment	112	627	5,000	1,000
546300	R&M Vehicles	3,202	2,609	5,500	9,500
546800	Maintenance Contracts	33,451	29,825	37,238	42,047
547100	Printing	2,267	3,785	3,136	3,500
549100	Recording Fees	830	349	1,858	1,500
549104	License Fees	-	-	1,000	1,000
549400	Bank Svc Charge	117,117	483,702	-	-
551100	Office Supplies	33,386	35,737	33,386	30,000
552000	Operating Supplies	7,849	2,633	4,349	8,000
552150	Safety Equipment & Supplies	593	1,346	2,500	3,100
552200	Janitorial Supplies	267	411	550	1,000
552300	Expendable Tools	154	21	750	-
552540	Fuel	20,544	25,398	29,643	57,867
552600	Clothing/Uniforms	19	197	300	400
552650	Non-capital Equipment	5,846	4,875	8,846	6,000
552652	Non-capital Software & License	1,764	4,630	6,600	6,600
552653	Non-capital Computer Equipment	467	6,738	8,000	4,500
554100	Memberships Dues Subscription	1,240	1,010	2,450	8,000
555200	College Classes - Education	-	-	2,800	2,000
555229	Training	-	441	2,550	6,000
	Operating	**4,572,013**	**4,872,098**	**6,178,574**	**5,758,169**
Capital					
662000	Buildings	-	-	169,140	-
664039	Micro Computer/Comptr Eqpt	-	-	24,100	-
664051	Software	-	-	118,393	-
664214	Truck	-	-	33,599	-

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
664400	Other Equipment	-	-	54,742	3,000
	Capital	**-**	**-**	**399,974**	**3,000**
	Project Total	**6,984,950**	**6,498,340**	**8,751,855**	**8,223,613**

Fund:471 Utility Fund | Function: 536 Water-sewer Combined Services

Department: 6010 Utilities Admin Services | Project: 00510 Security Svc

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534990	Other Svc	81,617	83,523	138,277	97,084
	Operating	**81,617**	**83,523**	**138,277**	**97,084**
	Project Total	**81,617**	**83,523**	**138,277**	**97,084**
	Utilities Admin Services Total	**7,066,567**	**6,581,863**	**8,890,132**	**8,320,697**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
522001	Retirement Contrib - Legacy	-	-	758,652	758,652
522210	Pension Expense - Collective	3,691,701	-1,048,875	-	-
525000	Unemployment Compensation	-	-	2,000	2,000
	Personnel	**3,691,701**	**-1,048,875**	**760,652**	**760,652**
Operating					
530030	Estimated Budget Savings	-	-	-152,000	-
531300	Prof Svc - Outside Legal	-	-	25,000	25,000
531301	Professional Services Legal	5,180	5,000	25,000	25,000
531303	Prof Svc - Other City Ctr	-	-	21,400	21,400
544110	Interfund Rental	159,905	163,583	165,874	166,704
549175	Administrative Fees	12,553,652	13,219,870	13,367,511	14,044,279
549201	Taxes and/or Assessments	1,298,952	1,353,475	1,348,062	1,347,554
549207	Engineering Chrg From Gen Fund	136,254	141,041	145,777	772,361
549211	Privilege Fees	3,584,201	3,653,000	3,799,000	3,966,000
549990	Interest Customer Deposit	43,885	-	-	-
559000	Depreciation Expense	7,092,892	7,136,865	-	-
559100	Reserve for Capital Replacemen	-	-	3,200,000	3,390,000
	Operating	**24,874,921**	**25,672,834**	**21,945,624**	**23,758,298**
Grants and Aid					
581008	Brwd Water Conservation Prog	51,378	-	60,115	61,919
	Grants and Aid	**51,378**	**-**	**60,115**	**61,919**
	Project Total	**28,618,000**	**24,623,959**	**22,766,391**	**24,580,869**
	Non-Departmental Expense Total	**28,618,000**	**24,623,959**	**22,766,391**	**24,580,869**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	83,513	42,441	99,003	65,000
531500	Professional Svc - Other	-	12,250	15,485	24,500
534981	Function Sourcing - Utilities	1,632,244	1,741,271	1,826,581	1,888,365
534989	Other Svc - FCS	698,720	904,188	991,705	989,972
540100	Travel Conferences	42	159	200	200
541100	Telephone	33,843	34,400	34,080	35,100
544200	Rental - Machinery & Equipment	26,958	17,479	14,394	25,000
546150	R&M Land Bldg & Improvement	69,583	309,547	158,520	200,000
546152	R&M - Land Bldg - Major Projec	-	-	-75,000	-
546220	R&M Generators	1,618	1,162	11,500	6,000
546250	R&M Equipment	282,778	402,103	482,908	368,923
546300	R&M Vehicles	46,774	43,192	49,755	75,000
549104	License Fees	-	125	4,345	10,000
551100	Office Supplies	154	304	200	1,000
552000	Operating Supplies	7,577	14,563	18,257	20,000
552150	Safety Equipment & Supplies	7,452	10,308	16,452	30,000
552200	Janitorial Supplies	4,768	4,602	4,768	10,000
552300	Expendable Tools	8,926	15,417	8,926	9,000
552540	Fuel	10,018	10,696	21,000	20,154
552650	Non-capital Equipment	5,816	13,296	18,816	32,000
552652	Non-capital Software & License	-	-	5,000	-
	Operating	**2,920,785**	**3,577,503**	**3,706,895**	**3,810,214**
Capital					
662000	Buildings	-	-	794,774	-
663065	Force Main	-	-	260,000	-
663192	Sewer Lines	-	-	4,382,015	548,750
664003	Vehicle	-	-	-	60,000
664051	Software	-	-	25,152	-
664073	Generator	-	-	160,317	-
664400	Other Equipment	-	-	8,777	-
	Capital	**-**	**-**	**5,631,035**	**608,750**
	Project Total	**2,920,785**	**3,577,503**	**9,337,930**	**4,418,964**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection | Project: 00812 Lift Station Upgrade

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663122	Lift Station	-	-	1,178,387	1,964,178
	Capital	**-**	**-**	**1,178,387**	**1,964,178**
	Project Total	**-**	**-**	**1,178,387**	**1,964,178**

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection | Project: 00828 Infiltration & inflow correcti

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
534950	Other Svc - Maintenance	358,687	-8,928	639,402	-
	Operating	**358,687**	**-8,928**	**639,402**	**-**
	Project Total	**358,687**	**-8,928**	**639,402**	**-**

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6021 Sewer Collection | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546152	R&M - Land Bldg - Major Projec	-	-	110,000	-
	Operating	**-**	**-**	**110,000**	**-**
	Project Total	**-**	**-**	**110,000**	**-**
	Sewer Collection Total	**3,279,472**	**3,568,575**	**11,265,719**	**6,383,142**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	136,246	171,484	623,531	433,000
531300	Prof Svc - Outside Legal	59,153	231,945	455,877	500,000
531500	Professional Svc - Other	17,673	34,218	42,977	27,000
534450	Other Svc - Sludge Removal	73,086	96,169	222,000	91,823
534451	Other Svc - Grit/Screenings Re	137,700	148,687	180,978	180,978
534950	Other Svc - Maintenance	22,563	22,665	22,796	24,224
534981	Function Sourcing - Utilities	1,883,602	1,961,949	2,029,534	2,098,183
534982	Function Sourcing - Grounds	900	883	900	900
534989	Other Svc - FCS	58,928	113,586	117,611	132,545
534990	Other Svc	320,800	318,199	340,274	228,324
540100	Travel Conferences	14	18	600	100
541100	Telephone	39	-	100	500
541225	Cable fees	-	8	158	200
543200	Water & Sewer	91,626	14,887	11,900	15,000
543430	Electricity	800,176	894,573	910,815	1,002,500
543600	Wastewater Treatment Charges	8,107,648	9,442,192	9,417,232	9,482,629
544200	Rental - Machinery & Equipment	2,940	650	2,000	2,000
546150	R&M Land Bldg & Improvement	140,373	82,856	152,214	130,000
546152	R&M - Land Bldg - Major Projec	-	-	75,000	130,000
546220	R&M Generators	14,776	14,299	15,000	15,000
546250	R&M Equipment	85,068	48,229	35,790	51,000
546300	R&M Vehicles	5,621	8,069	7,700	13,000
549104	License Fees	4,060	7,173	14,060	15,000
549105	License Renewals	-	20,000	-	-
549600	Trash Disposal Charges	-	65	-	-
551100	Office Supplies	501	-	500	500
552000	Operating Supplies	5,976	20,817	10,000	17,000
552150	Safety Equipment & Supplies	2,938	2,008	25,350	38,000
552200	Janitorial Supplies	657	1,582	2,700	4,000
552300	Expendable Tools	2,675	1,976	4,700	5,000
552430	Operating Chemicals	220,727	361,470	247,641	475,870
552540	Fuel	2,557	14,781	23,500	6,500
552650	Non-capital Equipment	10,214	11,253	10,000	15,000
	Operating	**12,209,238**	**14,046,692**	**15,003,438**	**15,135,776**
Capital					
662000	Buildings	-	-	50,000	-
663000	Improvement Other Than Bldg	-	-	942,097	1,069,984
663061	Fencing	-	-	258,930	-
664073	Generator	-	-	1	200,000
664400	Other Equipment	-	-	2,094,790	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
	Capital	**-**	**-**	**3,345,818**	**1,269,984**
	Project Total	**12,209,238**	**14,046,692**	**18,349,256**	**16,405,760**

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant | Project: 00834 Plant Rehabilitation

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663183	Sewer Treatment Rehabilitation	-	-	790,139	-
	Capital	**-**	**-**	**790,139**	**-**
	Project Total	**-**	**-**	**790,139**	**-**

Fund:471 Utility Fund | Function: 535 Sewer/Wastewater Services

Department: 6022 Sewer Treatment Plant | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
546152	R&M - Land Bldg - Major Projec	-	-	67,000	-
	Operating	**-**	**-**	**67,000**	**-**
	Project Total	**-**	**-**	**67,000**	**-**
	Sewer Treatment Plant Total	**12,209,238**	**14,046,692**	**19,206,395**	**16,405,760**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6031 Water Plants

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	109,497	63,859	200,439	112,500
531500	Professional Svc - Other	63,596	14,431	18,332	11,140
534450	Other Svc - Sludge Removal	175,872	207,924	727,288	726,300
534950	Other Svc - Maintenance	27,491	25,506	44,412	31,543
534981	Function Sourcing - Utilities	2,944,006	3,040,939	3,145,779	3,252,184
534982	Function Sourcing - Grounds	1,001	442	500	500
534989	Other Svc - FCS	58,924	113,586	117,611	132,545
534990	Other Svc	89,859	56,997	126,115	99,635
541370	Communications	289	-	500	500
543300	Gas	413	751	500	500
543430	Electricity	452,165	487,867	462,750	585,000
544200	Rental - Machinery & Equipment	36,900	41,641	91,260	61,000
546150	R&M Land Bldg & Improvement	782,650	266,140	79,020	100,000
546152	R&M - Land Bldg - Major Projec	-	-	-	50,000
546220	R&M Generators	7,480	1,124	3,500	8,000
546250	R&M Equipment	46,213	47,435	99,013	25,000
546300	R&M Vehicles	-	313	1,000	1,000
549104	License Fees	9,775	8,802	12,000	10,000
549105	License Renewals	200	947	-	-
552000	Operating Supplies	1,147	5,614	2,000	2,500
552150	Safety Equipment & Supplies	-	-	12,750	4,000
552300	Expendable Tools	368	10	250	300
552430	Operating Chemicals	1,403,641	1,386,794	1,984,248	2,304,130
552540	Fuel	17,815	5,550	11,000	10,000
552650	Non-capital Equipment	989	8,414	2,000	2,000
	Operating	**6,230,291**	**5,785,085**	**7,142,267**	**7,530,277**
Capital					
662000	Buildings	-	-	10,000	-
663000	Improvement Other Than Bldg	-	-	3,753,257	-
663250	Water Well	-	-	6,131,043	145,000
663993	Improvements - Other	-	-	1,459,591	-
664400	Other Equipment	-	-	16,241	-
	Capital	**-**	**-**	**11,370,132**	**145,000**
	Project Total	**6,230,291**	**5,785,085**	**18,512,399**	**7,675,277**
	Water Plants Total	**6,230,291**	**5,785,085**	**18,512,399**	**7,675,277**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6032 Water Distribution

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531100	Professional Svc - Engineering	-	-	6,250	-
531500	Professional Svc - Other	18,356	12,358	31,808	18,000
534981	Function Sourcing - Utilities	1,501,207	1,660,977	1,725,104	1,783,456
534989	Other Svc - FCS	-5	-	-	-
541370	Communications	560	-	1,200	1,200
544200	Rental - Machinery & Equipment	-	-	8,000	3,200
546150	R&M Land Bldg & Improvement	82,676	93,229	319,052	276,051
546250	R&M Equipment	-	1,536	78,566	120,000
546300	R&M Vehicles	-	-	1,000	2,000
549104	License Fees	-	-	1,500	1,500
552000	Operating Supplies	-	325	1,500	1,000
552150	Safety Equipment & Supplies	-	-	500	-
552300	Expendable Tools	240	-	500	-
552540	Fuel	542	1,401	2,000	2,670
552650	Non-capital Equipment	-	1,667	1,000	1,000
552651	Non-capital Meters	453,717	614,255	2,380,469	795,165
	Operating	**2,057,293**	**2,385,747**	**4,558,449**	**3,005,242**
Capital					
662000	Buildings	-	-	794,775	-
663062	Fire Hydrants	-	-	50,000	25,000
663233	Water Main	-	-	3,283,479	1,603,342
664003	Vehicle	-	-	-	60,000
664214	Truck	-	-	158,404	-
664400	Other Equipment	-	-	7,750,272	-
	Capital	**-**	**-**	**12,036,930**	**1,688,342**
	Project Total	**2,057,293**	**2,385,747**	**16,595,379**	**4,693,584**

Fund:471 Utility Fund | Function: 533 Water Utility Services

Department: 6032 Water Distribution | Project: ARPA1 American Rescue Plan Act 2021

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Capital					
663233	Water Main	-	-	4,181,658	4,000,000
	Capital	**-**	**-**	**4,181,658**	**4,000,000**
	Project Total	**-**	**-**	**4,181,658**	**4,000,000**
	Water Distribution Total	**2,057,293**	**2,385,747**	**20,777,037**	**8,693,584**

City of Pembroke Pines, Florida - Expenditure Detail

	Utility Fund	**59,845,587**	**57,154,817**	**102,473,227**	**73,113,930**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:472 Sanitation Fund | Function: 534 Sanitation Services

Department: 6050 Sanitation Services

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	-	-	49,272	-
534300	Other Svc - Laundry & Cleaning	-	-	150	150
534981	Function Sourcing - Utilities	-	-	27,300	-
534989	Other Svc - FCS	-	-	258,500	275,361
540100	Travel Conferences	-	-	50	50
541370	Communications	-	-	1,800	1,800
543001	Residential Disposal	-	-	1,846,260	2,633,425
543002	Household Hazardous Waste	-	-	105,000	105,000
543003	Residential Disposal-Bulk	-	-	2,170,000	2,881,400
546300	R&M Vehicles	-	-	7,400	7,400
547100	Printing	-	-	20,920	21,750
551100	Office Supplies	-	-	1,000	1,000
552000	Operating Supplies	-	-	3,600	3,600
552540	Fuel	-	-	7,500	7,500
552600	Clothing/Uniforms	-	-	250	250
552650	Non-capital Equipment	-	-	1,500	1,500
552653	Non-capital Computer Equipment	-	-	500	500
	Operating	**-**	**-**	**4,501,002**	**5,940,686**
Capital					
664003	Vehicle	-	-	55,974	-
	Capital	**-**	**-**	**55,974**	**-**
	Project Total	**-**	**-**	**4,556,976**	**5,940,686**
	Sanitation Services Total	**-**	**-**	**4,556,976**	**5,940,686**
	Sanitation Fund	**-**	**-**	**4,556,976**	**5,940,686**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00401 Administration

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
512017	Risk/Benefits Manager	76,227	78,900	80,520	86,620
512993	Accrued vacation	7,045	7,736	-	-
512994	Accrued sick leave	4,084	686	-	-
515001	Special Payment Pen	-	3,900	-	-
515116	Cell Phone Pay	600	600	600	1,200
521000	Social Security - Matching	5,626	6,140	6,206	6,719
522000	Retirement Contributions	-	-	7,481	8,151
522001	Retirement Contrib - Legacy	-	-	10,557	10,900
522210	Pension Expense - Collective	56,518	-41,463	-	-
522230	OPEB Expense - Collective	7,543	24,389	-	-
526300	General Retiree Health Contrib	1	-4	16,111	16,197
	Personnel	**157,644**	**80,884**	**121,475**	**129,787**
Operating					
534989	Other Svc - FCS	88,860	88,441	76,000	90,279
534990	Other Svc	-	-	24,000	24,000
545050	Insurance - Administrative Fee	113,595	89,094	160,000	160,000
546800	Maintenance Contracts	-	-	2,000	2,000
547100	Printing	5,741	8,200	17,000	17,000
549857	Allocation of Adm Expenses	-368,234	-268,529	-405,725	-428,066
551100	Office Supplies	2,394	1,909	4,000	4,000
552650	Non-capital Equipment	-	-	750	500
555200	College Classes - Education	-	-	500	500
	Operating	**-157,644**	**-80,884**	**-121,475**	**-129,787**
	Project Total	**-**	**-**	**-**	**-**

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00402 Health Insurance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545053	Health - Administrative fees	447,686	165,195	660,000	726,000
545085	Dental - Cobra Fees	-	-	2,000	2,000
545420	Health - Premium	1,474,081	1,559,741	1,753,290	1,928,619
545808	Health Claims	15,446,870	17,066,607	18,864,751	20,347,918
549857	Allocation of Adm Expenses	268,423	194,132	293,677	305,783
	Operating	**17,637,061**	**18,985,674**	**21,573,718**	**23,310,320**
	Project Total	**17,637,061**	**18,985,674**	**21,573,718**	**23,310,320**

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00403 Life Insurance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545095	Insurance - Life	299,863	330,863	574,903	578,435
549857	Allocation of Adm Expenses	5,731	4,705	7,461	7,688
	Operating	**305,593**	**335,568**	**582,364**	**586,123**
	Project Total	**305,593**	**335,568**	**582,364**	**586,123**

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00404 Workers Compensation

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545070	Insurance - Excess Work Comp	250,770	361,824	550,000	605,000
545080	State Assess Self Ins WorkComp	17,281	14,951	50,000	35,000
545742	Workers Compensation 1985-86	-321,997	-	-	-
545751	Workers Compensation 1993-94	64,242	1,203	-	-
545752	Workers Compensation 1994-95	17,141	-70,519	-	-
545753	Workers Compensation 1995-96	12	171	-	-
545754	Workers Compensation 1996-97	0	0	-	-
545755	Workers Compensation 1997-98	5,426	-	-	-
545756	Workers Compensation 1998-99	109,557	10,364	-	-
545757	Workers Compensation 1999-00	-12,603	0	-	-
545758	Workers Compensation 2000-01	-13,298	0	-	-
545759	Workers Compensation 2001-02	0	92,663	-	-
545760	Workers Compensation 2002-03	0	73,798	-	-
545761	Workers Compensation 2003-04	232,078	-7	-	-
545762	Workers Compensation 2004-05	0	-727	-	-
545763	Workers Compensation 2005-06	-116,461	512,532	-	-
545764	Workers Compensation 2006-07	118,218	4,794	-	-
545765	Workers Compensation 2007-08	805	50,946	-	-
545766	Workers Compensation 2008-09	102,948	-33,095	-	-
545767	Workers Compensation 2009-10	2,875	-4,653	-	-
545768	Workers Compensation 2010-11	3,171	-9,308	-	-
545769	Workers Compensation 2011-12	24,688	10,547	-	-
545771	Workers Compensation 2012-13	27,349	634	-	-
545772	Workers Compensation 2013-14	342,503	-5,543	-	-
545773	Workers Compensation 2014-15	19,367	123,570	-	-
545774	Workers Compensation 2015-16	99,137	529	-	-
545778	Workers Compensation 2016-17	61,551	-23,931	-	-
545779	Workers Compensation 2017-18	-96,605	6,004	-	-
545780	Workers Compensation 2018-19	2,016,870	-453,586	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00404 Workers Compensation

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545781	Workers Compensation 2019-20	687,270	296,958	-	-
545782	Workers Compensation 20-21	-	927,525	-	-
545783	Workers Compensation 2021-22	-	-	2,278,009	-
545784	Workers compensation 2022-23	-	-	-	2,799,219
549857	Allocation of Adm Expenses	36,774	30,177	43,937	45,710
	Operating	**3,679,070**	**1,917,821**	**2,921,946**	**3,484,929**
	Project Total	**3,679,070**	**1,917,821**	**2,921,946**	**3,484,929**

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00405 Property & Casualty Insurance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545050	Insurance - Administrative Fee	150	-	-	-
545060	Insurance - Excess Property	1,679,566	2,047,626	2,227,000	2,570,000
545200	Insurance - Gallagher Package	583,797	610,319	903,000	960,000
545225	Insurance - Bus	231,816	457,118	330,000	600,000
545600	Insurance - Fidelity Bonds	-	-	20,000	21,000
545699	Insurance claims paid 2022-23	-	-	-	1,000,000
545701	Insurance Claims Paid 2021-22	-	-	1,600,000	-
545702	Insurance claims paid 2020-21	-	296,386	-	-
545703	Insurance Claims Paid 2019-20	1,901,654	-726,335	-	-
545704	Insurance Claims Paid 2018-19	-475,695	-55,882	-	-
545706	Insurance Claims Paid 2017-18	49,725	139,414	-	-
545707	Insurance Claims Paid 2016-17	117,248	-62,899	-	-
545708	Insurance Claims Paid 2015-16	3,490	19,366	-	-
545709	Insurance Claims Paid 2014-15	-2,699	22,354	-	-
545711	Insurance Claims Paid 2013-14	2,044	-12,900	-	-
545712	Insurance Claims Paid 2012-13	-11,978	1	-	-
545713	Insurance Claims Paid 2011-12	125,716	68,794	-	-
545714	Insurance Claims Paid 2010-11	-9,454	9,312	-	-
545715	Insurance Claims Paid 2009-10	125	-202	-	-
545716	Insurance Claims Paid 2008-09	-2,676	-7,574	-	-
545717	Insurance Claims Paid 2007-08	212	230	-	-
545718	Insurance Claims Paid 2006-07	53,828	3,044	-	-
545719	Insurance Claims Paid 2005-06	-9,976	12,912	-	-
545722	Insurance Claims Paid 1993-94	-9,352	906	-	-
545723	Insurance Claims Paid 1994-95	-34,603	-49,481	-	-
545724	Insurance Claims Paid 1995-96	17	238	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Fund:504 Public Insurance Fund | Function: 519 Other General Governmental Svc

Department: 0203 Self Insurance | Project: 00405 Property & Casualty Insurance

Object	Object Description	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
545726	Insurance claims paid 1997-98	-5,426	-	-	-
545727	Insurance Claims Paid 1998-99	1,164	-3,463	-	-
545728	Insurance Claims Paid 1999-00	-1,507	-	-	-
545729	Insurance Claims Paid 2000-01	-4,754	-	-	-
545731	INS CLAIMS PAID 2001-02	-	-3,438	-	-
545732	Insurance Claims Paid 2002-03	-	-1,079	-	-
545733	Insurance Claims Paid 2003-04	648	-4	-	-
545734	Insurance Claims Paid 2004-05	-	-106	-	-
545736	Insurance Claims Paid 1985-86	-20,046	-	-	-
545770	Claims Not Part of Gallagher	-	-	50,000	-
549857	Allocation of Adm Expenses	57,306	39,514	60,650	68,885
	Operating	**4,220,340**	**2,804,172**	**5,190,650**	**5,219,885**
	Project Total	**4,220,340**	**2,804,172**	**5,190,650**	**5,219,885**
	Self Insurance Total	**25,842,064**	**24,043,235**	**30,268,678**	**32,601,257**
	Public Insurance Fund	**25,842,064**	**24,043,235**	**30,268,678**	**32,601,257**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	1,250	100	7,000	7,000
531700	Prof Svc - Investment Mgr	59,949	65,855	70,000	70,000
536000	Retirement Benefits	11,830,697	12,470,598	13,300,000	13,600,000
	Operating	**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**
	Project Total	**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**
	Post Employment Benefits Total	**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**
	General Pension Trust Fund	**11,891,896**	**12,536,553**	**13,377,000**	**13,677,000**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Operating					
531500	Professional Svc - Other	723,056	827,419	800,000	850,000
531700	Prof Svc - Investment Mgr	3,465,770	3,879,505	3,700,000	4,000,000
549910	Retirement Benefits	30,341,287	33,226,952	43,000,000	48,000,000
549911	Drop Plan Benefits	5,739,353	5,259,843	6,000,000	6,000,000
549952	Contribution Refund	25,684	17,270	500,000	300,000
	Operating	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**
	Project Total	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**
	Post Employment Benefits Total	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**
	Fire&Police Pension Trust Fund	**40,295,150**	**43,210,989**	**54,000,000**	**59,150,000**

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	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
Personnel					
521000	Social Security - Matching	4,242	4,661	6,000	7,000
	Personnel	**4,242**	**4,661**	**6,000**	**7,000**
Operating					
531300	Prof Svc - Outside Legal	428	1,170	2,000	2,000
531700	Prof Svc - Investment Mgr	425,850	502,958	460,000	510,000
534990	Other Svc	38,318	44,363	50,000	50,000
545053	Health - Administrative fees	235,078	90,504	400,000	440,000
545095	Insurance - Life	84,090	96,333	130,000	130,000
545420	Health - Premium	759,028	841,030	1,000,000	1,300,000
545425	Health Insurance Subsidy	19,400	18,225	21,000	26,000
545650	Fiduciary Bond Insurance	16,580	17,125	21,000	21,000
545808	Health Claims	8,906,265	10,464,766	13,000,007	13,100,000
	Operating	**10,485,037**	**12,076,475**	**15,084,007**	**15,579,000**
	Project Total	**10,489,279**	**12,081,136**	**15,090,007**	**15,586,000**
	Post Employment Benefits Total	**10,489,279**	**12,081,136**	**15,090,007**	**15,586,000**
	Other Post Employment Benefits	**10,489,279**	**12,081,136**	**15,090,007**	**15,586,000**

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

Fund	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
001 General Fund	197,692,109	211,943,325	252,671,565	235,565,607
051 Wetlands Trust Fund	16,460	16,460	16,500	16,500
100 Road & Bridge Fund	5,910,325	7,204,216	12,883,969	9,570,514
110 Building Fund	-	3,872,186	7,940,000	7,940,000
120 FHFC Grants SHIP/CRF	1,141,378	1,098,204	2,483,543	1,116,001
121 HUD Grants CDBG/HOME	562,810	1,126,913	6,322,171	1,268,411
122 Law Enforcement Grant	721,164	385,659	124,478	22,167
124 Police Community Service Grant	-	21,142	80,000	-
128 Community Bus Program	881,713	932,939	1,252,684	1,252,684
131 Treasury - Confiscated	-	-	526,900	712
132 Justice - Confiscated	-	-	436,794	590
133 $2 Police Education	57,510	-1,290	46,957	24,139
134 FDLE - Confiscated	15,683	15,946	1,106,087	14,170
199 Older Americans Act	931,378	1,274,592	1,461,189	1,461,189
201 Debt Service	25,409,461	25,377,008	26,851,884	26,851,884
320 Municipal Construction	3,952,029	1,846,076	2,436,032	-
471 Utility Fund	57,154,817	63,898,325	102,415,027	73,113,930
472 Sanitation Fund	-	4,533,863	5,940,686	5,940,686
504 Public Insurance Fund	24,043,235	25,210,287	32,601,257	32,601,257
655 General Pension Trust Fund	12,536,553	12,400,628	13,677,000	13,677,000
656 Fire&Police Pension Trust Fund	43,210,989	-	59,150,000	59,150,000
657 Other Post Employment Benefits	12,081,136	14,062,279	15,586,000	15,586,000
Total All Funds	**386,318,751**	**375,218,757**	**546,010,723**	**485,173,441**

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 2021-22 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.

Established in the 1990s, the City oversees a Nature Preserve which is home to 120 species of birds, deer, marsh rabbits, alligators, snakes, turtles, largemouth bass, and insects. West Pines has been home to nesting Bald Eagles for many years. In 2022, 22 acres of land in West Pines, known to many as the location of the Eagles nest, were designated as a permanent Nature Preserve.

In 2015, the City broke ground on the Charles F. Dodge City Center. Completed in 2017, City Center is a multi-use facility built to serve the community. It hosts events such as Conventions, Concerts, Meetings and Trade Shows. It facilitates local events which will promote civic, educational and community pride and also includes City Hall and the City Commission Chambers.

Pembroke Pines now has an area of about 34.8 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 171,000 residents, this year's City’s budget is approximately $485 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. 2022-09

ORDINANCE NO. 1996

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE OF 5.6690 OR $5.6690 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE, WHICH IS 9.06% ABOVE THE ROLLED-BACK RATE OF 5.1979, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2022-2023 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.3835 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 0.3835 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2022-09

ORDINANCE NO. 1996

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 7th day of September, 2022, and a second Public Hearing shall be held on the 21st day of September, 2022.

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 0.3835.

PROPOSED ORDINANCE NO. 2022-09

ORDINANCE NO. 1996

Section 6. The City's operating millage shall be set at 5.6690, which is greater than the rolled-back rate of 5.1979 mills by 9.06%.

Section 7. The City's aggregate millage is 6.0525, which consists of an operating millage of 5.6690 and a debt service millage of 0.3835.

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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PROPOSED ORDINANCE NO. 2022-09

ORDINANCE NO. 1996

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7TH DAY OF SEPTEMBER 2022. TIME PASSED 6:25 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 21ST DAY OF SEPTEMBER 2022. TIME ADOPTED 6:04 PM.

ATTEST:

MARLENE D. GRAHAM, CITY CLERK

APPROVED AS TO FORM:

9/21/22.

OFFICE OF THE CITY ATTORNEY

CITY OF PEMBROKE PINES, FLORIDA

By:

FRANK C. ORTIS, MAYOR

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	AYE

PROPOSED ORDINANCE NO. 2022-10

ORDINANCE NO. 1997

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2022-2023; 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 2022-2023 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. 2022-10

ORDINANCE NO. 1997

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, 2022 and terminating on September 30, 2023.

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 2022-2023, 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 2022-2023.

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 2022-2023 are incorporated in the budget; while the remaining four years, 2023-2024 to 2026-2027, are subject to review and amendment during the preparation of budgets for those years.

Section 6. The provisions of this ordinance shall not be deemed to be a

PROPOSED ORDINANCE NO. 2022-10

ORDINANCE NO. 1997

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.

[THE REMAINDER OF THIS PAGE HAS INTENTIONALLY BEEN LEFT BLANK]

PROPOSED ORDINANCE NO. 2022-10

ORDINANCE NO. 1997

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7TH DAY OF SEPTEMBER 2022. TIME PASSED 6:26 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 21ST DAY OF SEPTEMBER 2022. TIME ADOPTED 6:05 PM.

ATTEST:

MARLENE D. GRAHAM, CITY CLERK

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY 9/21/22

CITY OF PEMBROKE PINES, FLORIDA

By:

FRANK C. ORTIS, MAYOR

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	AYE

JFK/ecd 08/12/2015

{00247735.1 1956-7601851}

Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2022-10
Ordinance NO. 1997

Fund #	Fund Description	2022-23 Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	Total Expenditure
1	General Fund	$ 232,602,282			$ 2,963,325	$ 235,565,607	$ 235,565,607
51	Wetlands Trust Fund	5,000			11,500	16,500	16,500
100	Road & Bridge Fund	6,752,083			2,818,431	9,570,514	9,570,514
110	Building Fund	7,940,000			0	7,940,000	7,940,000
120	FHFC grants SHIP/CRF	1,122,001			(6,000)	1,116,001	1,116,001
121	HUD Grants CDBG/HOME	1,268,411			0	1,268,411	1,268,411
122	Law Enforcement Grant	22,167			0	22,167	22,167
128	Community Bus Program @	1,252,684			0	1,252,684	1,252,684
131	Treasury - Confiscated	4,000			(3,288)	712	712
132	Justice - Confiscated	3,000			(2,410)	590	590
133	$2 Police Education	24,339			(200)	24,139	24,139
134	FDLE - Confiscated	10,000			4,170	14,170	14,170
199	Older Americans Act @	1,461,189			0	1,461,189	1,461,189
201	Debt Service	24,085,351			2,766,533	26,851,884	26,851,884
320	Municipal Construction	337,577			(337,577)	-	-
471	Utility Fund	69,091,076		3,390,000	632,854	73,113,930	73,113,930
472	Sanitation Fund	5,940,686			-	5,940,686	5,940,686
504	Public Insurance Fund	32,701,257			(100,000)	32,601,257	32,601,257
655	General Pension Trust Fund	16,633,936			(2,956,936)	13,677,000	13,677,000
656	Fire & Police Pension Trust Fund	94,205,676			(35,055,676)	59,150,000	59,150,000 *
657	Other Post Employment Benefits	22,374,428			(6,788,428)	15,586,000	15,586,000
	Total All Funds	$ 517,837,143	$ -	$ 3,390,000	$ (36,053,702)	$ 485,173,441	$ 485,173,441

@ Balanced through transfers from a different fund.
* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2022-10
Ordinance No. 1997

5-Year Capital Improvement Program
Summary by Fund
In Present Value as Provided by Department Directors

Fund Type	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Total
GENERAL FUND	$12,592,526	$10,467,600	$10,327,600	$10,907,600	$10,108,600	$54,403,926
ROAD & BRIDGE FUND	3,526,281	2,053,000	2,053,000	2,053,000	2,053,000	11,738,281
UTILITY FUND	9,651,254	17,294,800	15,236,500	19,139,500	22,760,000	84,082,054
TOTAL CIP - ALL FUNDS	$25,770,061	$29,815,400	$27,617,100	$32,100,100	$34,921,600	$150,224,261

Note: Details of the 5-Year Capital Program can be found in the budget book.

Reset Form | Print Form

CERTIFICATION OF TAXABLE VALUE

DR-420
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year : 2022	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	$ 15,651,427,220			(1)
2.	Current year taxable value of personal property for operating purposes	$ 449,309,609			(2)
3.	Current year taxable value of centrally assessed property for operating purposes	$ 0			(3)
4.	Current year gross taxable value for operating purposes *(Line 1 plus Line 2 plus Line 3)*	$ 16,100,736,829			(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.)	$ 66,230,250			(5)
6.	Current year adjusted taxable value *(Line 4 minus Line 5)*	$ 16,034,506,579			(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	$ 14,702,134,452			(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, *Certification of Voted Debt Millage* forms attached. If none, enter 0	☑ YES	☐ NO	Number 1	(9)

Property Appraiser Certification — I certify the taxable values above are correct to the best of my knowledge.

SIGN HERE

Signature of Property Appraiser:

Electronically Certified by Property Appraiser

Date : 6/30/2022 9:03 AM

SECTION II : COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy *(If prior year millage was adjusted then use adjusted millage from Form DR-422)*	5.6690	per $1,000	(10)
11.	Prior year ad valorem proceeds *(Line 7 multiplied by Line 10, divided by 1,000)*	$	83,346,400	(11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value *(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)*	$	0	(12)
13.	Adjusted prior year ad valorem proceeds *(Line 11 minus Line 12)*	$	83,346,400	(13)
14.	Dedicated increment value, if any *(Sum of either Line 6b or Line 7e for all DR-420TIF forms)*	$	0	(14)
15.	Adjusted current year taxable value *(Line 6 minus Line 14)*	$	16,034,506,579	(15)
16.	Current year rolled-back rate *(Line 13 divided by Line 15, multiplied by 1,000)*	5.1979	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 *(Line 17 multiplied by Line 4, divided by 1,000)*	$	91,275,077	(18)

Continued on page 2

DR-420
R. 5/12
Page 2

19.	TYPE of principal authority (check one)	☐ County ☑ Municipality	☐ Independent Special District ☐ Water Management District	(19)
20.	Applicable taxing authority (check one)	☑ Principal Authority ☐ MSTU	☐ Dependent Special District ☐ Water Management District Basin	(20)
21.	Is millage levied in more than one county? (check one)	☐ Yes	☑ No	(21)

DEPENDENT SPECIAL DISTRICTS AND MSTUs STOP **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. *(The sum of Line 13 from all DR-420 forms)*	$	83,346,400	(22)
23.	Current year aggregate rolled-back rate *(Line 22 divided by Line 15, multiplied by 1,000)*	5.1979	per $1,000	(23)
24.	Current year aggregate rolled-back taxes *(Line 4 multiplied by Line 23, divided by 1,000)*	$	83,690,020	(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. *(The sum of Line 18 from all DR-420 forms)*	$	91,275,077	(25)
26.	Current year proposed aggregate millage rate *(Line 25 divided by Line 4, multiplied by 1,000)*	5.6690	per $1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate *(Line 26 divided by Line 23, **minus 1**, multiplied by 100)*		9.06 %	(27)

First public budget hearing	Date : 9/7/2022	Time : 6:00 PM EST	Place : Commission Chamber, 601 City Center Way, Pembroke Pines, Florida 33025

SIGN HERE

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 : Electronically Certified by Taxing Authority		Date : 7/14/2022 4:19 PM
Title : CHARLES F. DODGE, CITY MANAGER	Contact Name and Contact Title : LISA CHONG, FINANCE DIRECTOR/Assist CM	
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

"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
ADA	Americans with Disabilities Act
ADC	Actuarially Determined Contribution
AED	Automatic External Defibrillator
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
AMI	Advanced Metering Infrastructure
AMR	Automated Meter Reading
ARPA	American Rescue Plan Act
AV	Academic Village
AWS	Alternative Water Supply
BCPA	Broward County Property Appraiser
BCT	Broward County Transit
BEA	United States of Bureau Economic Analysis
BEBR	Bureau of Economic & Business Research
BLS	Basic Life Support
BLS	United States Bureau of Labor Statistics
BWC	Body Worn Camera
CADD	Computer-Aided Drafting Design
CARES	Coronavirus Aid, Relief and Economic Security
CASI	Council on Accreditation and School Improvement
CBO	Congressional Budget Office
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day
CDBG	Community Development Block Grant
CDBG-CV	Community Development Block Grant – Coronavirus
CERT	Community Emergency Response Team
CFPD	Consumer Financial Protection Bureau
CIP	Capital Improvement Program
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CPR	Cardio-Pulmonary Resuscitation
CRA	Community Redevelopment Association
CRF	Coronavirus Relief Fund
CRT	Crisis Response Team
DCF	Department of Children & Families
DEO	Department of Economic Opportunity
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Plan
EAB	Environmental Advisory Board
ECM	Enterprise Content Management
EDC	Early Development Center
EDR	Economic and Demographic Research
EDSP	Economic Development Strategic Plan
EMT	Emergency Medical Technician
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
F	Fahrenheit
F.S.	Florida Statute(s)
F/T	Full Time
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Association
FHFC	Florida Housing Finance Corporation
FLOC	Florida League of Cities
FMIvT	Florida Municipal Investment Trust
FSA	Florida Standards Assessments
FSU	Florida State University
FTE	Full Time Equivalents
FW	Florida Wetlandsbank TM
FY	Fiscal Year (ends Sept. 30)
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GDP	Gross Domestic Product
GEC	Geriatric Education Center
GEPP	General Employees Pension Plan
GFLABC	Greater Fort Lauderdale Alliance and Broward County
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
GO or G.O.	General Obligation
GOB	General Obligation Bond
Gvt	Government(al)
HIPAA	Health Insurance Portability Accountability
HOA	Home Owners Association
HOME	HOME Investment Partnerships Program
HSGP	Homeland Security Grant Program
HUD	Housing and Urban Development
ICMA	International City/County Management Association
ICS	Incident Command System
ILA	Interlocal Agreement
IP	Internet Protocol
ISO	Insurance Service Organization
ISP	Internet Service Provider
IT	Information Technology
JAG	Justice Assistance Grant
KAPOW	Kids & the Power of Work
KPI	Key Performance Indicator
LASO	Local Area Security Officer
LBTR	Local Business Tax Receipt
LDR	Loss Disallowance Rule
LEACH	Law Enforcement Against Child Harm
LEED	Leadership in Energy & Environmental Design
LHAP	Local Housing Assistance Plan
LLC	Limited Liability Company
LPR	License Plate Recognition
LSP	Local Service Program or Provider
LTGO	Limited tax general obligation
LUCA	Local Update of Census Addresses
MCI	Mass Casualty Incident
MCRT	Mill Creek Residential Trust
MFI	Median Family Income
MG	Million Gallons
MGD	Million Gallons per Day
MMRS	Metropolitan Medical Response System
MPO	Metropolitan Planning Organization
MVSU	Mobile Video Systems Unit
MXD	Mixed Use Development
N/A	Not (yet) available
NIBRS	National Incident-Based Reporting System
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
NTU	Nephelometric Turbidity Unit
OAA	Older Americans Act
OPEB	Other Post Employment Benefits
P & F	Police & Fire
P/M or PM	Paramedic
P/T	Part Time
PCPI	Per capita personal income
PPCS	Pembroke Pines Charter Schools
PVS	Portable Video Surveillance
R & M	Repair & Maintenance
RDA	Recommended Daily Allowance
RFP	Request for Proposal
ROSC	Return of Spontaneous Circulation
SACS	Southern Association of Colleges and Schools
SBA	State Board of Administration
SBBC	School Board of Broward County
SBDD	South Broward Drainage District
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SHIP	State Housing Initiative Partnership
SIP	Session Initiation Protocol
SIS	Student Information System
SIFMA	Securities Industry and Financial Markets Association
Spec	Specialist
SRO	School Resource Officer
SWAT	Special Weapons and Tactics
SWFP	Carl Shechter SWFP Community Center
SWOT	Strengths-Weaknesses-Opportunities-Threats
TIL	Transitional Independent Living
TOD	Transit Oriented Development
TRIM	Truth in Millage
TSS	Total Suspended Solids
UASI	Urban Area Security Initiative
USCB	United States Census Bureau
USTA	United States Tennis Association
UTGO	Unlimited tax general obligation
VDI	Virtual Desktop Infrastructure
V.I.N.	Vice Intelligence Narcotics
VOCA	Victims of Crime Act
VOIP	Voice over Internet Protocol
VPK	Voluntary Pre-Kindergarten
WAP	Wireless Access Point
WCY	Walter C. Young
WTP	Water treatment plant
WWTP	Waste Water Treatment Plant
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 $5,000 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 $5,000 or more, except for 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. Examples of enterprise funds are the Utility Fund (Water and Sewer) and the Sanitation Fund.

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, s2, 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.