

CITY OF PEMBROKE PINES, Florida

2016-17

Adopted Budget



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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

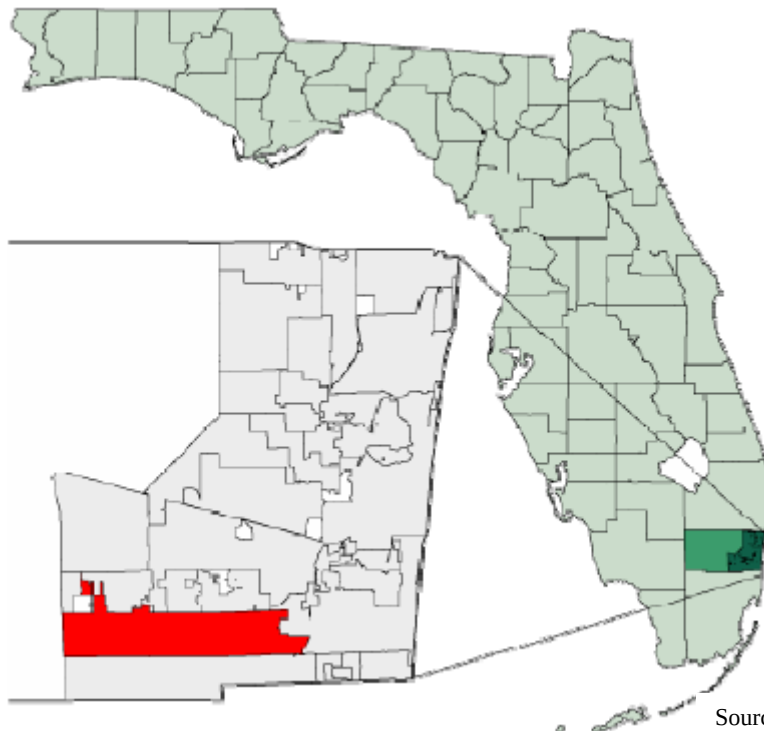
11. Special Revenue
12. Debt Service
13. Capital Projects
14. Enterprise
15. Internal Service
16. Pension
17. Permanent

Detailed Information

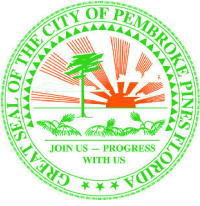
18. 5-Year Capital Improvement Program
19. Revenue Detail
20. Expenditure Detail
21. Appendix

City Location

The City is situated six miles southwest of Fort Lauderdale/Hollywood International Airport, 16 miles north of Miami, and 35 miles south of Boca Raton. It consists of 34.25 square miles located in southwest Broward County. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, and the towns of Davie and Southwest Ranches.



Source: wikipedia.org



Commission Districts Map

CITY OF PEMBROKE PINES



City Boundary

Streets



1



2



3

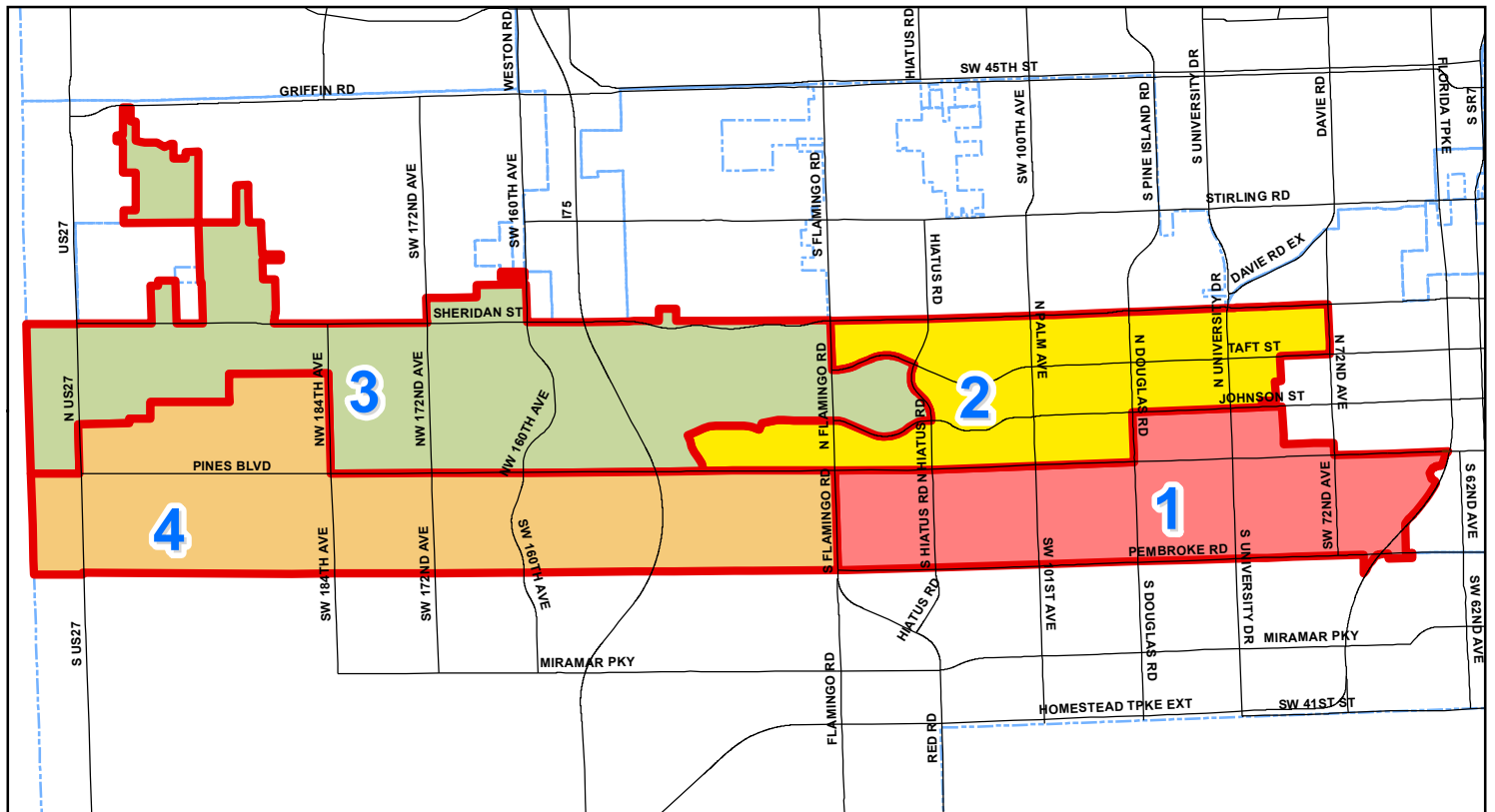


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Map Created by: Planning and Economic Development Department

Path: S:\Planning\PP_GIS\GIS_Projects\Transit\City Commission District (Budget)2016.mxd



Frank C. Ortis
Mayor



Carl Shechter
Vice Mayor
District 1



Iris A. Siple
District 3



Jay Schwartz
District 2

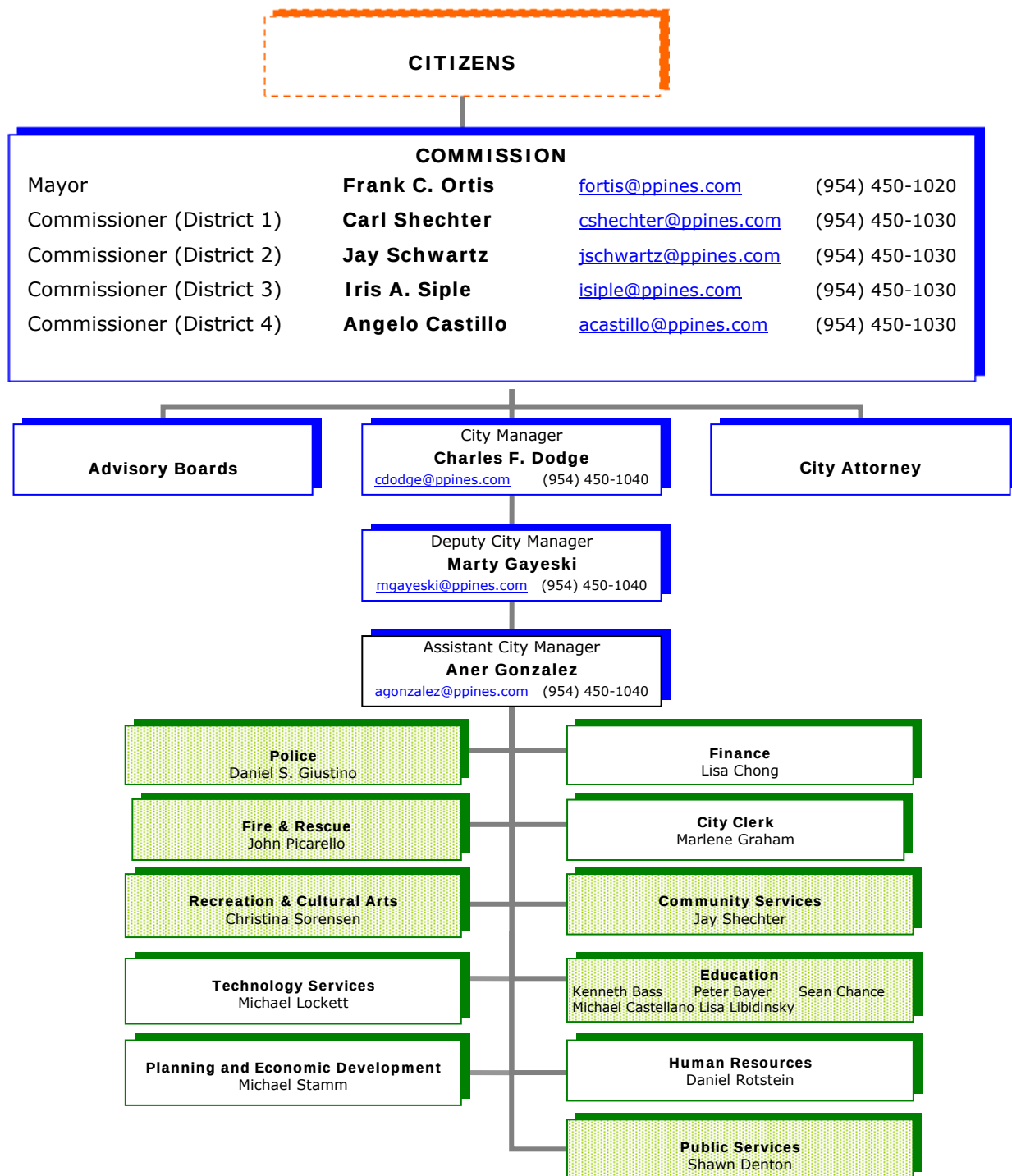


Angelo Castillo
District 4

Disclaimer: The requester of this map acknowledges and accepts the limitations of the Data shown, including the fact that the Data is dynamic and in a constant state of maintenance, correction and update.

CITY OF PEMBROKE PINES

Organizational Chart

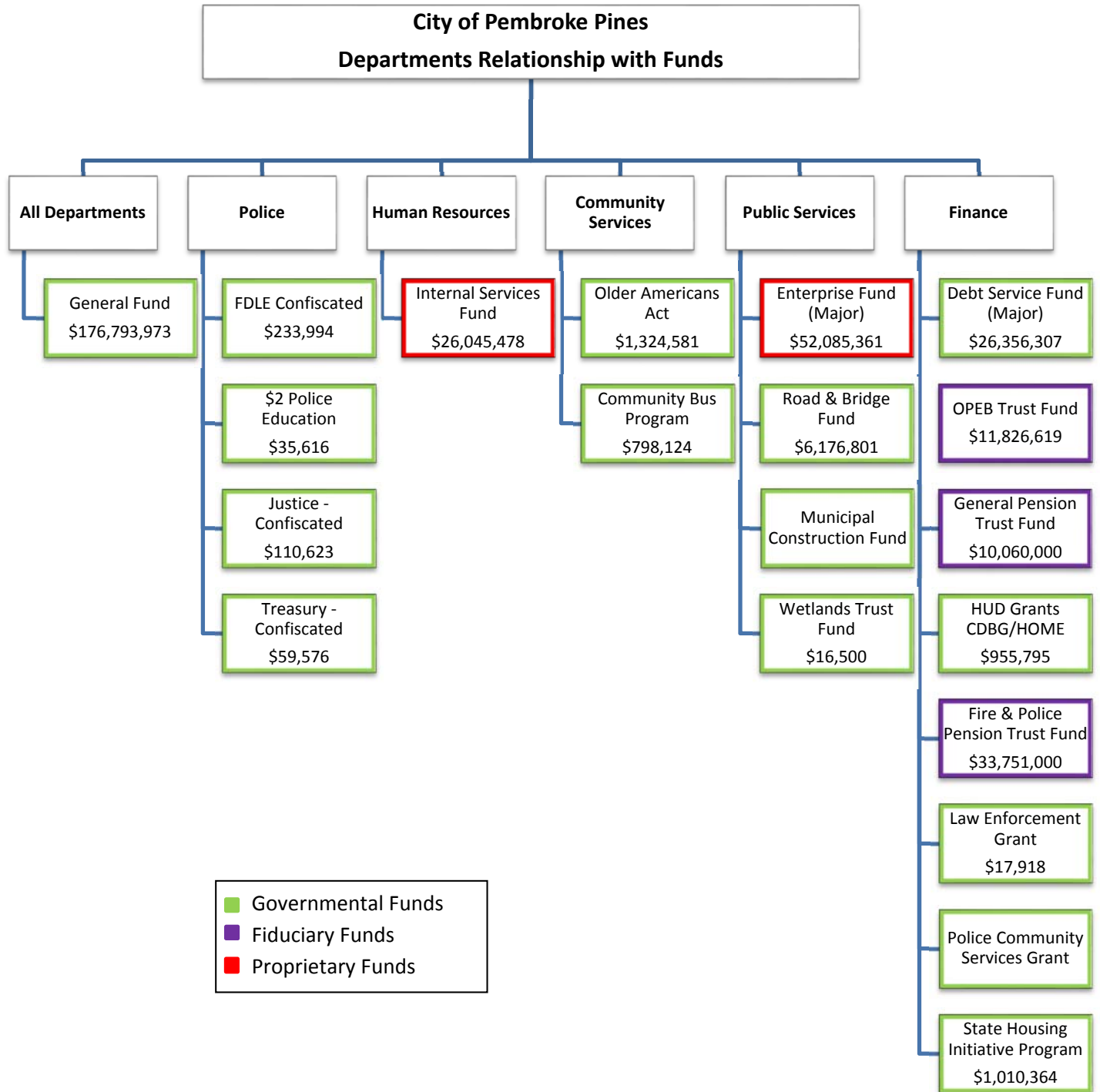


Legend

Legislative and Executive

Departments

Shading indicates direct public service provider



**CITY OF PEMBROKE PINES, FLORIDA, 2016-17 BUDGET
DIRECTORY OF TABLES/CHARTS/GRAPHS**

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City of Pembroke Pines



Frank C. Ortis, Mayor
 Carl Shechter, Vice-Mayor
 Charles F. Dodge, City Manager

Angelo Castillo, Commissioner
 Jay Schwartz, Commissioner
 Iris A. Siple, Commissioner

October 1, 2016

Honorable Mayor and Commissioners:

As we stand at the threshold of another year, it is an honor to present the 2016-17 Adopted Budget and Five-Year Capital Improvement Plan, which are underpinned by sound financial principles that foster fiscal sustainability. The year ahead promises to be historic, marked by the opening of our grand City Center complex, which includes three distinct buildings of modern contemporary architecture: the main building, which will house City Hall and the Great Hall; the Commission Chamber; and the Mayor Frank C. Ortis Art Gallery and Exhibition Hall. This will be a monumental event in the history of our City; an event that as a community we can be proud to say, "We did it together".

The 175,000 square foot main building includes an impressive 24,000 square foot Great Hall which 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 center also offers 12 flexible meeting rooms with 5,804 square feet of state-of-the art amenities and can accommodate up to 1,000 attendees. The first floor of the 11,000 square foot 2-story Art Gallery will have a 2,500 square foot main gallery with a 24 foot ceiling, a smaller 1,110 square foot front gallery, and two individual 121 square foot project rooms. The first floor space also includes a retail space showcasing custom designed merchandise, and artist created work. The second floor learning space accommodates 52 guests for arts-focused workshops and other learning opportunities. This floor will also house staff offices.

The arts-centric programming at the Mayor Frank C. Ortis Art Gallery and Exhibition Hall, "*The Frank*", will showcase work of contemporary established and emerging artists. The second floor learning space will host curated lectures and workshops on a variety of topics, offering opportunities for engagement and exchange of ideas. The adjacent one-acre plaza and additional more intimate plaza spaces will host both curated and open call events, in addition to city celebrations and festivals. The construction of these cultural assets is yet another example of the City of Pembroke Pines' commitment to the advancement of cultural arts.

The completion of the City Center complex will be the culmination of years of planning and hard work, and will mark the achievement of yet another milestone of the multi-year City Center Project. Development of other parcels at City Center are also well underway. The Mill Creek residential project of 700 units is already built and occupied, 72 units from the Related Group were completed in 2015, and the remaining 293 are scheduled to be delivered by the end of 2016. The Terra Group has offered to purchase the remaining +/-35 developable acres in two phases. They plan to build over 325,000 square feet of commercial and 395 residential units. Terra closed on Phase I, which consists of 210,000 square feet of commercial/retail, and construction should commence soon. Construction of the parking lot under the Florida Power and Light easement has started and it should be completed by early 2017. The current City Hall parcel, which is +/- 13 acres, is slated for re-development and integration into the City Center Project. The City entered into a purchase and sale agreement with Mill Creek Residential Trust (MCRT) for the purchase of the southern portion of City Hall parcel, which is +/-6.5 acres. MCRT proposes to build 325 multi-family residential units. The northern +/-6.5 acres of the City Hall parcel is under contract with Terra Group who plans to utilize it for hotel and commercial development.

Progress with the City Center Project will continue to boost our tax base, and create economic incentives for growth. Improvements in the wider economy will also have a positive impact on our financial prospects, especially on property values. In September 2016, the Conference Board Consumer Confidence Index reached its highest level since the recession. Homeowners who were affected by foreclosures and short sales during the housing market crash in 2008 will begin to become eligible for mortgages; thereby driving the demand for housing. The 2016 taxable property value is 8.04% greater than 2015 and represents the sixth consecutive year of accelerated growth.

However, even with such sustained growth, the 2016 total taxable value of \$11.0 billion is 6.6% below the 2008 peak of \$11.8 billion. Notwithstanding, the growth in taxable value enables us to levy an aggregate millage rate of 6.2381, which is 0.0004 mills below the 2015-16 rate. Based on the aggregate millage rate, the median residential house in Pembroke Pines will pay approximately \$670 in property tax to the City.

Due to the 1.2% increase in assessable fire cost, fire assessment revenue is expected to be \$0.2 million above the adopted 2015-16 budget. The increase in the fire cost, combined with changes in the assessment roll, resulted in the residential fire assessment rate increasing by \$1.73, from \$259.55 to \$261.28 per unit. The non-residential fire assessment rates are all below prior year. The fire assessment fee funds 100% of our assessable fire cost.

The City's 2016-17 Expenditure Budget for all funds is \$347.7 million, an increase of \$15.1 million or 4.5% over the 2015-16 Adopted Budget of \$332.6 million. This budget provides funding for improvements in services and investment in infrastructure/facilities upgrade. It is the primary means of achieving our City's goals of promoting and preserving the health, safety and welfare of the community as well as providing diverse recreational and cultural opportunities.

The 2016-17 General Fund budget is \$176.8 million and provides for increases in public safety, general government services, as well as recreation and culture. The City's law enforcement efforts will benefit from twelve additional positions, which include one Police Captain, six Police Officers, one Logistics Coordinator, one Crime Scene Investigator, two Police Service Aides, and one part-time Police Support Specialist. In 2015-16, four additional Police Officer positions and four Police Service Aid positions were added to the approved staff count. Additionally, in 2016-17, several vehicles, including patrol cars, two transport ambulances, and a fire engine will be replaced to improve efficiency and reduce maintenance costs. The budget for public safety also provides funding for ballistic shields for School Resource Officers, additional license plate readers with speed trailers, DNA recovery equipment, wireless underwater communication equipment for divers, and software applications to manage property and evidence as well as fixed assets. Recreation and cultural services will expand when the new Civic Center and the Art Gallery are operational in early 2017.

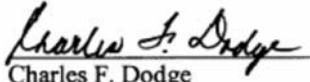
We will continue to rehabilitate and upgrade our infrastructure and facilities. The City has also planned several road projects pursuant to a schedule of those roads most in need of resurfacing and improvement. Preliminary work pertaining to the extension of Pembroke Road from 196th Avenue to U.S. 27 will also be undertaken. Construction is expected to be completed in 2017-18. The Pines Recreation Center will be renovated and playground equipment at Maxwell Park, Walden Lake, and Fahey Park will be refurbished. In addition, the aging internal network wiring infrastructure at various City sites will be upgraded to meet and exceed the growth in data requests thereby improving data communication and safeguarding against service failures.

In addition to the aforementioned upgrades, improvements to the water and waste water system will also be undertaken to ensure the smooth operation, structural integrity, and delivery of quality services. In this regard, funding includes but is not limited to: (a) rehabilitation of various water wells; (b) installation of an air scouring system at the Water Treatment Plant (WTP) to eliminate sediment and debris; (c) installation of carbon dioxide injection systems at the WTP, Academic Village and Holly Lakes booster stations to further improve the disinfection and clarity of our water; (d) refurbishment of lift stations; and (e) equipment, including water sampling test stations to enhance water quality monitoring.

The upcoming November election presents us with a unique opportunity on educating our residents on the importance of the one-half cent infrastructure sales surtax and the one-half cent countywide transportation system sales surtax. Approval of the surtax is critical as it secures a long-term source of funding for necessary infrastructure improvements and other eligible elements of the City's Economic Development Strategic Plan (EDSP). Part of the City's infrastructure improvements will support the County's mass transportation system and mobility efforts to reduce congestion in the main traffic arteries. Passage of these measures will provide significant job creation and economic development to the City, as well as the entire County. These measures will breathe new life into our community and are therefore crucial to all who reside, do business, and/or visit our City today and in the future. Administration has completed the Capital Improvement Plan that will be funded by surtax dollars and is in the process of hosting Town Hall meetings to present those projects to the residents.

City administration will stay the course of continuing to guide the development of the remaining vacant land, the re-development of the eastern portion of the City, and the completion of the City Center project to achieve a diverse and sustainable tax base. The economic challenges and pressures of the Recession are beginning to recede, and the City will continue to move forward with focus on rebuilding infrastructure and creating opportunities for economic expansion. The 2016-17 budget reflects our commitment to fulfilling our mandate of meeting the needs of our residents and the businesses that call the City of Pembroke Pines home, and moreover, it facilitates quality of life improvement for all in our City.

Sincerely,


Charles F. Dodge
City Manager

cfd



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Pembroke Pines
Florida**

For the Fiscal Year Beginning

October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Pembroke Pines, Florida for its annual budget for the fiscal year beginning October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, 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

Like 2015-16, the challenge in preparing this budget is achieving the balance between covering increasing operating costs and strengthening service levels while keeping taxes and fees affordable for residents. In this regard, the recovery of the economy as a whole and the related boost in the real estate market is the major source of revenue increase. In fact, the year-over-year increase in taxable value allowed us to decrease the aggregate millage rate by 0.0004 mills yet cover the major portion of increasing costs. In addition, similar to 2015-16, this budget fosters financial stability as it continues to provide funding for reduction of the unfunded liability of post-employment benefits. The 2016-17 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds Adopted 2015-16 Compared to Adopted 2016-17 (in \$'000)

	2015-16	2016-17	Change from 2015-16	
	Adopted	Adopted	\$	%
General Fund	\$ 171,718	\$ 176,794	\$ 5,076	3.0%
Road & Bridge Fund	5,560	6,177	617	11.1%
Utility Fund	49,630	52,085	2,455	4.9%
Debt Service Fund	26,199	26,356	157	0.6%
Public Insurance Fund	24,841	26,045	1,204	4.8%
General Pension Trust Fund	10,055	10,060	5	0.0%
Fire & Police Pension Trust Fund	29,291	33,751	4,460	15.2%
Other Post Employment Benefits Fund	11,168	11,827	659	5.9%
All Other Funds	4,114	4,564	450	10.9%
Total Expenditures	\$ 332,576	\$ 347,659	\$ 15,083	4.5 %

General Fund

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

Description	2015-16	2016-17	Change from 2015-16	
	Adopted	Adopted	\$	%
Taxes	\$ 72,144	\$ 76,176	\$ 4,032	5.6%
Permits, Fees & Licenses	38,473	38,956	483	1.3%
Intergovernmental Revenue	14,510	15,553	1,043	7.2%
Charges for Services	30,211	31,600	1,389	4.6%
Fines & Forfeitures	1,241	1,518	277	22.3%
Miscellaneous Revenues	12,411	12,929	518	4.2%
Other Sources	2,728	62	(2,666)	-97.7%
Total Revenues	\$ 171,718	\$ 176,794	\$ 5,076	3.0 %

The General Fund revenue budget (including other sources) of \$176.8 million is \$5.1 million or 3.0% greater than the 2015-16 adopted budget, as shown in the table above. The major increases include: (a) \$4.5 million in property tax, (b) \$1.0 million in operating revenue from Civic Center, and (c) \$1.1 million in sales tax. These increases were partially offset by the \$2.7 million reduction in appropriation of reserves for the information technology modernization project. The increase in property tax stems mainly from the \$817.0 million or 8.0% increase in taxable value, which is influenced by improved market value (especially in resale circumstances) and in the case of homestead property the *Save Our Homes* rate of 0.7%. New construction is responsible for 13.2% of the increase compared to 13.6% in 2015. The adopted operating millage rate for 2016-17 is 5.6736, which is 0.0368 mills above the 2015-16 rate. However, the

adopted aggregate millage rate is 6.2381, which is 0.0004 below prior year. The City's' portion of ad valorem taxes on the median residential property of \$113,100 is \$670.

The 2016-17 residential fire assessment rate is \$261.28 per unit, which is \$1.73 or 0.67% above the prior year. The fire assessment rates for commercial, industrial, and institutional are below 2015-16. Fire assessment revenue is \$0.2 million above that of the adopted 2015-16 due to the 1.2% increase in assessable fire cost. Additional information regarding major revenue sources and trends is presented in the Budget Overview section of this document.

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

Category	2015-16	2016-17	Change from 2015-16	
	Adopted	Adopted	\$	%
General Government	\$ 28,582	\$ 27,907	\$ (675)	-2.4%
Public Safety	108,224	112,373	4,149	3.8%
Physical Environment	11,084	10,572	(512)	-4.6%
Economic Environment	7,740	7,876	136	1.8%
Human Services	7,333	7,351	18	0.2%
Culture-Recreation	8,755	10,715	1,960	22.4%
Total Expenditures	\$ 171,718	\$ 176,794	\$ 5,076	3.0 %

The \$176.8 million 2016-17 General Fund expenditure (including transfers) budget is \$5.1 million or 3.0% above the adopted 2015-16 budget, as shown in the table above. The \$4.1 million increase for Public Safety, represents 81.7% of the total year-over-year increase. The main components of the increase include: (a) City Contribution to Police and Fire pension of \$1.2 million; (b) health insurance and workers compensation of \$1.0 million, (C) building and improvements of \$0.5 million (replacement of Fire Station 69 roof and preliminary work on the Fire Training Facility), (d) a fire engine at \$0.5 million, and (e) two ambulances at \$0.3 million. The increase in health insurance and workers' compensation is attributable to rising cost and the addition of 12 city positions to the Police Department.

The major increase in Culture-Recreation pertains to the \$1.4 million and \$0.2 million for the operation of the Civic Center and the Art Gallery, respectively. These are partial year appropriations as the facilities are expected to be operational in early 2017.

General Government Services, which comprise the administrative departments, reflects a net \$0.7 million decrease mainly as a result of the \$2.7 million reduction in appropriations for the Information Technology Modernization Project, which is expected to be completed in 2016-17 with the carryover of funds from 2015-16. This decrease was partially offset by increases of \$1.0 million in contractual services and \$1.2 million for repairs and maintenance of buildings, which includes the rehabilitation of an additional building at the Health Park for Public Services as well as other buildings city-wide. The increase in contractual services includes five additional contractual positions and the annual appropriation for twelve positions that were partially funded in 2015-16.

Appropriation for Physical Environment shows a \$0.5 million decline. This reduction is attributable to the \$1.1 million decrease in appropriation for capital items; mainly landscaping. This decrease was partially offset by the \$0.6 million increase in the operating budget.

Road and Bridge Fund

The Road and Bridge Fund 2016-17 budget is \$6.2 million, which is a \$0.6 million increase over the adopted 2015-16 budget. This net increase is the result of a \$1.0 million increase in the capital budget combined with a \$0.4 million decrease in the operating budget. The latter is mainly attributable to reductions in appropriations for road resurfacing. The road resurfacing projects for 2016-17 include: Washington Street from City Center Property to Hiatus Road, 136th Avenue between Pines Boulevard and SW 5th Street, 129th Avenue between SW 5th Street and NW 10th Street, and roads within the Westview community. Funding is also provided for the preliminary work pertaining to the extension of Pembroke Road from 196th Avenue to U.S. 27. Construction is expected to be completed in 2017-18.

Utility Fund

The 2016-17 budget for the Utility Fund is \$52.1 million, which is \$2.5 million greater than the 2015-16 adopted budget. The increase in appropriations is covered mainly by a \$1.1 million increase in revenue from charges for services and a

\$1.3 million increase in use of reserves. The increase in revenue from charges for services is due mainly to the 4.6% increase in water and sewer rates effective on October 1, 2016. In September 2016 City Commission changed the annual Consumer Price Index (CPI) used to establish the base water and sewer rates from the April to April change in the All Items CPI Index to the Water and Sewerage Maintenance CPI index, which is more specific to the utility operations.

The increase in expenditures is attributable to a \$3.5 million increase in operating costs. The major components include increases in appropriations for the following: (a) \$1.7 million in function sourcing, professional services, and contractual service provider; (b) \$0.6 million in operating supplies; (c) \$0.5 million in repairs and maintenance services; and (d) \$0.4 million in interfund charges.

The \$6.4 million appropriation for capital items consists mainly of: (a) \$4.2 million for equipment, including but not limited to the purchase and installation of carbon dioxide injection systems at the Water Treatment Plant (WTP), Academic Village, and Holly Lakes booster stations to improve the disinfection and clarity of our water; an air scouring system for the filter bank at the WTP to eliminate sediment and debris, rehabilitation of two water filters that purify raw water, and water sampling test stations to enhance water quality monitoring; (b) \$0.5 million for the rehabilitation of various raw water wells; and (c) \$0.4 million for the rehabilitation and replacement of lift stations. The following tables show a comparison of the 2016-17 budget to prior year.

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

Category	2015-16 Adopted	2016-17 Adopted	Change from 2015-16	
			\$	%
Permits, Fees & Licenses	\$ 25	\$ 91	\$ 66	264.0%
Charges for Services	45,146	46,247	1,101	2.4%
Miscellaneous Revenues	219	177	(42)	-19.2%
Other Sources	4,240	5,570	1,330	31.4%
Total Revenues	\$ 49,630	\$ 52,085	\$ 2,455	4.9 %

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

Category	2015-16 Adopted	2016-17 Adopted	Change from 2015-16	
			\$	%
Personnel	\$ 3,150	\$ 2,832	\$ (318)	-10.1%
Operating	38,229	41,711	3,482	9.1%
Capital	7,202	6,438	(764)	-10.6%
Debt Services	1,050	1,049	(1)	-0.1%
Grants & aide	-	55	55	100.0%
Total Expenses	\$ 49,630	\$ 52,085	\$ 2,455	4.9 %

Other Funds

Public Insurance Fund

The \$26.0 million 2016-17 Public Insurance Fund budget shows an increase of \$1.2 million over the 2015-16 adopted budget. The increase consists of a \$0.6 million anticipated increase in the cost of health insurance, \$0.2 million for property and liability insurance premiums, and \$0.2 million for workers compensation claims.

Pension and Other Post-Employment Benefit Trust Funds

The funds for retiree pension, health, and life insurance benefits, which includes the General Pension Trust Fund, the Fire and Police Pension Trust Fund and the Other Post-Employment Benefits Fund, have an aggregate 2016-17 budget of \$55.6 million. Compared to the 2015-16 adopted budget of \$50.5 million, this is an increase of \$5.1 million or 10.1%. The increase consists mainly of \$4.1 million for general employees' retirement benefits, reflecting an increase in the number of retirees, \$0.5 million for professional investment management services, and \$0.5 million for rising health insurance costs.

All Other Funds

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2016-17 budget for this group stands at \$4.6 million and represents a \$0.5 million or 10.9% increase over the prior year adopted budget. The increase is mainly attributable to the 2016-17 State Housing Initiative Partnership (SHIP) allocation, which shows an increase due to the anticipated appreciation in the value of real property sales and the associated document stamps.

Expenditure Budget - All Other Funds
Adopted 2015-16 Compared to Adopted 2016-17
(in \$'000)

Fund	2015-16	2016-17	Change from 2015-16	
	Adopted	Adopted	\$	%
State Housing Initiative Program	\$ 756	\$ 1,010	\$ 254	33.6%
HUD Grants CDBG/HOME	930	956	26	2.8%
Law Enforcement Grant	18	18	-	0.0%
Community Bus Program	790	798	8	1.0%
Treasury - Confiscated	8	59	51	637.5%
Justice - Confiscated	50	111	61	122.0%
\$2 Police Education	40	36	(4)	-10.0%
FDLE - Confiscated	107	234	127	118.7%
Older Americans Act	1,398	1,325	(73)	-5.2%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	\$ 4,114	\$ 4,564	\$ 450	10.9 %

Long-Range Economic Planning

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

Overall Long-term Municipal Goals

The City of Pembroke Pines has developed the following goals for programs and services to guide the budget development process:

1. Promote and preserve the health, safety, and welfare of the community.
2. Promote and pursue a positive economic environment.
3. Provide and encourage diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.
4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.
5. Pursue and demonstrate a commitment to excellence in leadership and management skills to instill confidence in the integrity of City government.
6. Preserve and promote the ecological and environmental quality within the City.

Building Our Future Program

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire \$100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for \$10.0 million primarily to fund the civic center project. The G.O. bond projects were appropriated in the 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2016-17 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 2016, Commission had approved a total of 156 projects. Of this amount, 114 projects were completed, 4 are in the construction phase, 2 are in the design/planning phase, 14 were re-allocated, and 22 projects have been eliminated. The total G.O. bonds project budget is \$117.6 million; the difference between the current budget and the \$100,000,000 borrowed is due to interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts. The unspent and unencumbered portion of the budget is \$3.3 million, which includes mainly \$1.1 million for contingencies, \$1.0 million for new community facilities, \$0.6 million for landscaping, and \$0.5 million for transportation projects. Details of the status of the G. O. bond projects are provided in the 5-year capital improvement plan section of this document.

Economic Development Strategic Plan 2014-2019

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

The plan reflects stakeholder interviews and a SWOT (Strengths-Weaknesses-Opportunities-Threats) survey process. Based on these findings six common themes emerged. Each was crafted into a specific goal (the desired outcome) and milestones (objectives) were established to gauge the achievement of those goals. In addition, strategies were developed to stipulate how activities and programs will be conducted to achieve the goals and objectives. The selected strategies address most of the City's major liabilities and/or its opportunities for future growth. In essence the strategic plan provides the institutional framework necessary to improve the economy of Pembroke Pines. The City will develop annual work plans to translate strategies to specific tasks to be accomplished by responsible parties, which include City departments and boards as well as some private sector entities. Such work plans will include not only the specific tasks but also the time frame, staff requirements, resource requirements, estimated budget, and sources of funding. The

EDSP will be reviewed annually in order to determine the status of the objectives and strategies and updated as appropriate.

Development of City Center is a major component of the EDSP and is pivotal to promoting the business identity of the City. The completion of the mixed-use City Center (146 acres adjoining the current City Hall site 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. The Related Group, a national renowned developer, plans to build 365 luxury rental units on their +/-11 acre City Center parcel. Seventy two units were built in 2015 and the remaining 293 units are expected to be delivered by the end of 2016. The City received an offer from the Terra Group for the remaining +/-35 developable acres of the City Center property. The proposed development will feature 395 residential units and over 325,000 square feet of commercial/retail and office use. Terra Group plans to purchase and develop this parcel in two phases. Phase 1 is approximately 28 acres with 210,000 square feet of commercial/retail slated for development. Terra closed on Phase I in September 2016 and construction should commence soon. Redevelopment of the current +/-13 acre City Hall parcel will be integrated into the City Center Project. The northern +/-6.5 acres of the City Hall parcel is under contract with Terra Group who plans to utilize it for hotel and commercial development. This represents Phase III of Terra's development plans at City Center. The City entered into a purchase and sale agreement with Mill Creek Residential Trust (MCRT) for the purchase of the southern portion of the City Hall parcel, which is +/-6.5 acres. MCRT proposes to build 325 multi-family residential units.

Apart from the commercial and residential developments, a multi-purpose civic center will be built at the City Center site. The development of the civic center is a City project, which will be financed by General Obligation Bonds and proceeds from the sale of land. The proposed civic center will consist of three buildings: (a) a commission chamber, (b) an art gallery, and (c) a combined city hall and great hall. The new city hall will house all of the departments currently 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 one 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. The City believes by placing our arts and design community at the center of planning, we will create an inclusive, accessible and dynamic civic center where residents and visitors gather for innovative, interactive arts experiences, resulting in collaborative, meaningful and memorable art that will inspire people to return again and again. In spring 2015 the City broke ground on the civic center; completion is anticipated in early 2017.

Other activities aimed at promoting the business identity of the City include the placement of advertisements in strategic publications and attending tradeshows to promote various industries. Social media will also be used to promote business opportunities within the City. The Recreation and Cultural Arts Department is working with an advertising agent to create an advertising blitz geared specifically towards promoting civic center as a regional business venue and cultural asset. The Citywide Branding and External Communication plan has been drafted and is awaiting Administration's review and comments from the Social Media Committee.

In terms of maintaining a proactive City government, staff from the Planning and Economic Development Department will continue to host workshops with developers, home-owner associations (HOAs), and management companies to discuss code amendments.

The Planning and Economic Development Department staff have started creating material to market available spaces in order to recruit new industries. In addition, staff met with Bergeron properties and Duke Realty to discuss the construction of spec buildings with the view of increasing the availability of developed sites for value added businesses. Further, in October 2014 the City created a Planned Development District to encourage development of the US 27 corridor for industrial uses. Regarding the retention of businesses, a meeting with commercial real estate brokers and familiarization tour are scheduled for October 2016.

In relation to the goal of promoting economic redevelopment throughout the City, in September 2014 the City created a Planned Small Lot Development District to promote mixed use redevelopment strategies. 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 City.

Concerning redevelopment in the western section of the City, annexation of the recently purchased Broward Correctional Institution Property was finalized in September 2015. Amendment of the land use, zoning and plat is expected to occur in October 2016. In addition, the South Florida Processing and Distribution Center was purchased and annexed. This parcel is under contract with Core5 development and closing is anticipated in December 2016.

The recent landscape projects will improve the aesthetic quality of common areas, medians and swales throughout City. The City was awarded Landscape grants for medians along Pines Boulevard between University and the Turnpike. Construction is expected to be completed by December 2016.

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

SWOT Analysis

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, 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, 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 5 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 work force 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 City Center, Develop 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 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 Senior 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 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 product

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 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

GOAL 1.1: Natural Resource Enhancement

Current Initiatives:

- City staff is 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
- Increase 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
- Continue 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 preserve 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 development
- 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 met 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:

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

GOAL 3.3: Transit Oriented Development (TOD)

Current Initiatives:

- General support for transit hubs throughout the City.
- Park and Rides (Express Buses) situated along Pines Boulevard on 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 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 center and commercial areas.

GOAL 3.5: Healthy Communities

Current Initiatives:

- The City established an Organic Community Garden near 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 will begin construction of a Wastewater Treatment Plant Biosolids Processing and Centrifuge System.

GOAL 4.2: Partnerships

Current Initiatives:

- Partnerships with waste management companies who are dedicated to the protection and preservation of our environment
- Partnership with Reuter recycling plant
- Continue 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 environmental preferable materials and resources.

GOAL 6.1: Leader

Current Initiatives:

- Intergovernmental coordination with various agencies throughout the county
- Internal departmental recycling program
- Retrofit 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 space
- 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 Agenda's for Commission meetings

BUDGET CALENDAR

NOVEMBER / DECEMBER 2015

Monitoring of all Budgets

JANUARY 2016

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

FEBRUARY 2016

- 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 personnel 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 2016

Budget staff reviews and revises narratives as appropriate

APRIL 2016

MAY 2016

JUNE 2016

JULY 2016

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

AUGUST 2016

- Commission's public workshop on the Proposed Budget
- City Manager submits the Proposed Budget to City Commission

SEPTEMBER 2016

- 7 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 2016

- 1 Adopted Budget for Fiscal Year 2017 goes into effect
Publish Adopted Budget Book on the City's website
<http://www.ppines.com/index.aspx?NID=865>

NOVEMBER 2016

Commission approves Budget Revisions for fiscal year ending 9/30/16

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 process:
 - a. Defined object codes required by the State Uniform Accounting System.
 - b. An alphabetical listing of object codes for expenditure accounts.
 - c. A current personnel roster.
 - d. Computer-generated budget worksheets showing actual expenditures for the prior and current years, the current working budget, and a status quo personnel cost projection.
2. 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
3. During February and March, the Finance Department reviews the information for accuracy and proper form, and prepares a budget package for the City Manager.
4. 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.
5. No later than sixty days prior to the close of the current fiscal year, the City Manager submits to the City Commission a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing the following October 1st.
6. In August, the Commission holds public workshops and special meetings to review the proposed budget.

Budget Adoption

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

Budget Amendment

9. The adopted budget may be amended as follows:
 - a. The City Manager and Finance Director approve line item adjustments within a department or a division.
 - b. The City Commission approves budget adjustments that transfer monies from fund to fund or interdepartmentally.
 - c. The City Commission may approve supplemental appropriations of revenues and expenditures during the year. Such changes are reflected in an amended budget ordinance, which is adopted within sixty days of the end of that fiscal year. The adopted amended budget ordinance is posted to the City's website within five days after adoption in accordance with F.S. 166.241(5).

Budget Monitoring /Control

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

Accounting for encumbrances provides a means of monitoring and controlling the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are submitted to the Commission as a subsequent year budgetary revision. Encumbrances do not constitute expenditures or liabilities in the current year and are disclosed in the notes to the financial statements.

The hierarchy for reporting and budgetary control is as follows:

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

Capital Budget Process

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

FUND STRUCTURE AND BASIS OF BUDGETING

Fund Structure

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

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

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

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

The City utilizes governmental, proprietary and fiduciary fund types:

Governmental Fund Types

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

The following are the City's governmental fund types:

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

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

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

All of the special revenue funds have appropriated fiscal year 2016-17 budgets except the Police Community Services Grant.

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

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

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

Proprietary Fund Types

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

Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability, and other purposes. The only Enterprise Fund in the fiscal year 2016-17 Budget is the Utility Fund.

Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2016-17 Budget.

Fiduciary Fund Types

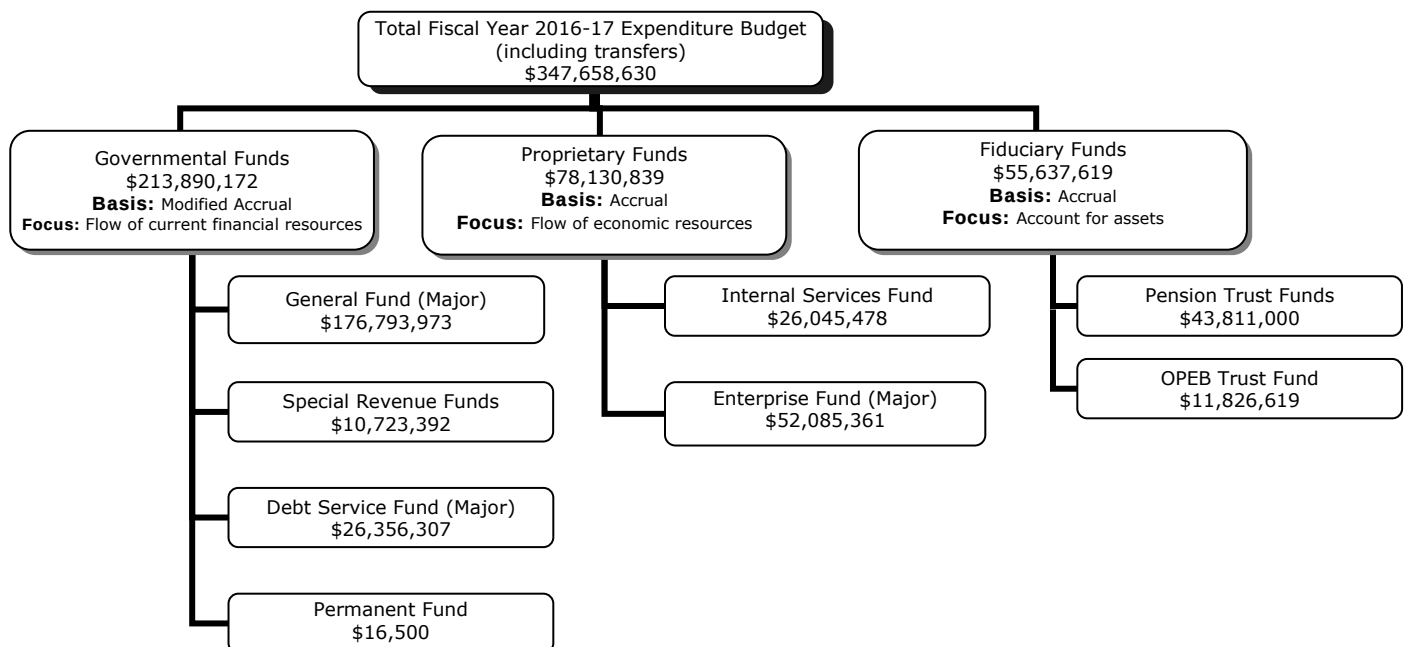
Fiduciary funds are used to account for assets held in a trustee or agency capacity for others. The measurement focus is to account for assets. The City has two fiduciary fund types:

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

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

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 Performance Summary Section, determine the departmental goals (refer to crosswalk in the Performance Summary Section) 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 65.7% of the General Fund operating expenses. This budget reflects expenditure containment and reflects any concessions made by the three unions of the City to their collective bargaining agreements.

The City's staff complement comprises of employees hired directly by the City (the authorized staff level) and those hired through a private company. The City-wide authorized staff level shows a net decrease of 43 full-time, and a net decrease of 19 part-time positions. Overall the changes are the result of aligning resources to meet existing needs and capitalizing on cost savings. Below is a summary of the changes in the full-time staff count. All positions changes are presented by division in tabular form later in this section.

Summary – All Funds Net Changes in Full-Time Positions

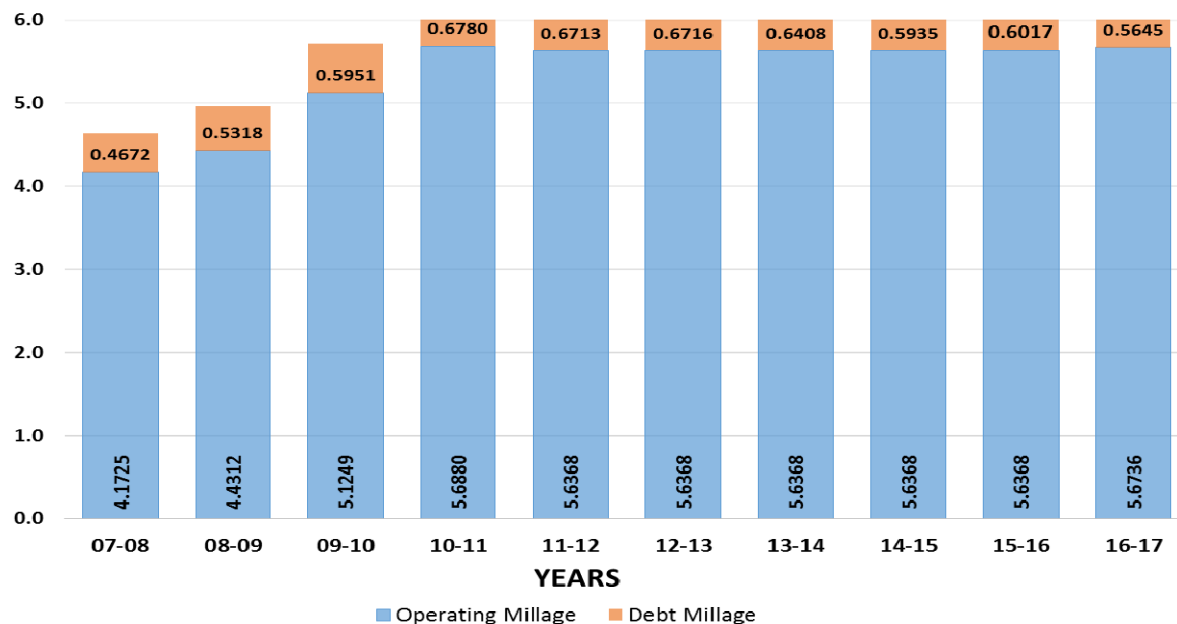
Deletions	
Convert Technology Services Department positions to contractual for cost savings	(5)
Reduce Human Resources clerical position no longer needed	(1)
Convert West EDC Teacher Aide to Two P/T Teacher Aides	(1)
Reduce Deputy Public Services Director positions to reflect Public Services management structure	(2)
Convert Parks Maintenance positions to contractual for cost savings	(40)
Convert Assistant Purchasing Manager to contractual for cost savings	(1)
Convert Recreation Specialist to contractual for cost savings	(1)
Transferred Recreation Specialist II to Charter School	(1)
Convert two Housing Division positions to contractual for cost savings	(2)
Convert two Utilities Administrative Supervisor positions to contractual for cost savings	(2)
Deletions Subtotal	(56)
Additions	
New Assistant Technology Services Director	1
Police officer positions to facilitate training of replacements for retiring officers	5
New Systems Administrator for the Police Department	1
Additional positions in the Police Department to improve public safety	6
Additions Subtotal	13
All Funds Net Change in Full-time Positions	(43)

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 6.2381, which is comprised of an operating millage of 5.6736 and a debt service millage of 0.5645.

MILLAGE RATE SUMMARY



- 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.
- 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.
- 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.
- 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 63.6% of the General Fund.
- 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 last 55 years. 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

To the extent that the Appropriated Revenues, Beginning Surplus, and Estimated Budget Savings equal the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change. Estimated Budget Savings refers to an amount of projected favorable 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.

Operating Budget Policies

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

Capitalization Threshold Policy

1. A capital asset is real or personal property that has a cost equal to or greater than an established capitalization threshold and has an estimated useful life extending beyond one year.
2. A capitalization threshold is established for the following categories: Land and land improvements, building and building improvements, infrastructure and infrastructure improvements, leasehold improvements, property under capital lease, and construction work in progress, furniture and equipment, works of art and historical treasures, library resources, and other capital assets.
3. The City will report capital assets at historical cost.
4. The City will depreciate capital assets over their estimated useful lives unless they are: inexhaustible, infrastructure assets reported using modified approach, and construction work in progress.

Capital Budget Policies

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

3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.

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

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

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining.
4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash Management / Investment Policies

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

Debt Management Policies

1. Authorization of projects financed by debt shall occur only after the Commission has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and operating budget together with a recommendation from the City Manager and the Finance Director.
2. Projects that are financed fall into one of two categories:
 - a) Projects that generate revenue and require no subsidy for payment of debt service.

- b) Projects requiring subsidy for payment of debt service shall enhance the quality of life for the citizens of the City.
3. The City will publish and distribute an official statement for each bond issue.
4. General obligation debt will only be issued if approved by the voters in a referendum.
5. The amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation.
6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.
7. The City will maintain bond reserves and sinking funds as required by the various bond issues.
8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds 3% and is equal to or greater than \$100,000.

Derivative Debt Management Policy

1. This policy was established to provide guidelines for the use and management of all interest rate exchange agreements incurred in connection with the incurrence of debt obligations.
2. Derivatives shall not be used for speculative purposes outside of prudent notes that are appropriate for the City to take.

Fund Balance Policy

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

Accounting, Auditing and Financial Reporting Policies

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

Procurement Policy

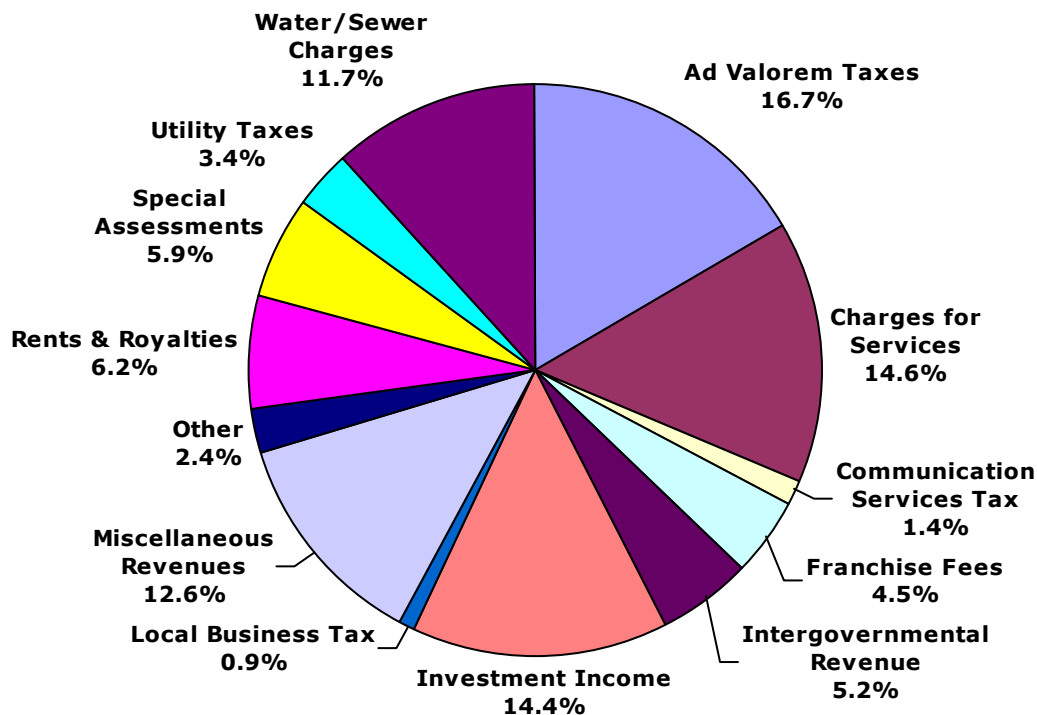
1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Office to cost more than \$25,000 shall be based on competitive bids or competitive proposals as determined by the Chief Procurement Officer except the following exemptions:
 - a. Emergency Purchases
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

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2016-17 budget and (2) the fiscal year 2017-18 to 2021-22 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%.

2016-17 All Funds Revenue - By Category

Total Revenues (excludes Other Sources) \$388,683,853



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 from both governmental and proprietary funds are provided along with the pertinent forecast methodology.

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: 1.13%
Based on 24-month trend in Consumer Price Index (CPI)
(All Items - U.S. City Average, Bureau of Labor Statistics)
compared the 12-month CPI average through April 2016
with 12-month average through April 2015.

Projected Population Change: +1.28%, as of April 2015
[Source: Florida Office of Economic & Demographic Research,
adjusted for U. S. Census Bureau correction retroactive to 2010 Census.]

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

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

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

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

Step #1 – Calculation of Rate of Change:

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

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

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

Step #3 – Calculation of Current Year Projection:

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

Step #4 – Calculation of New Budget Year Projection:

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

Major Revenue Sources

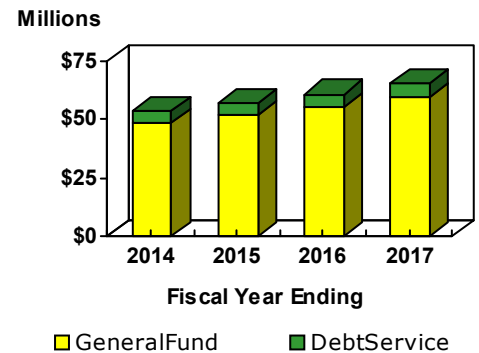
Ad Valorem Taxes

Description

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

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

The 2016-17 Budget is based on an operating millage of 5.6736.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.2381 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$4.5 million (8.3%) increase in operating Ad Valorem taxes in fiscal year 2016-17 reflects an 8.04% growth in taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2017	5.6736	\$ 59,196,030	0.5645	\$ 5,889,763	\$ 65,085,793	7.6%
2016	5.6368	54,652,676	0.6017	5,833,898	60,486,574	6.3%
2015	5.6368	51,515,774	0.5935	5,406,078	56,921,852	6.2%
2014	5.6368	48,136,008	0.6408	5,470,524	53,606,532	-

Water & Sewer Charges

Description

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

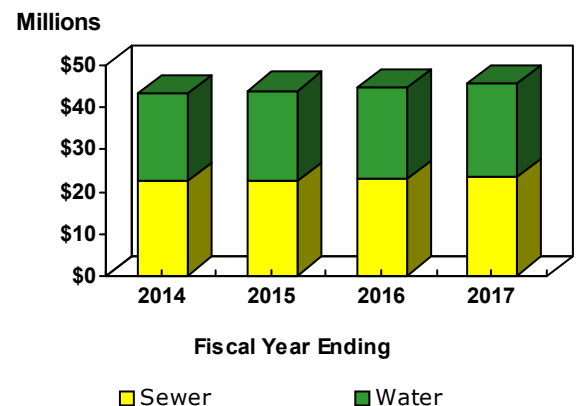
The monthly minimum charge for all residential dwelling units' covers 3,000 gallons for both water & sewer charges. However, the minimum charge for commercial units covers a range from 3,000 to 50,000 gallons for water charges, depending on the size of the meter, and 3,000 gallons for sewer charges.

These revenues are accounted for in the Utility Fund.

Forecast Methodology and Analysis

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

Prior to 2016-17, the rates were adjusted based on the change in the All Items CPI for All Urban Consumers Index. The change in the rates for the past 3 years are as follows: 1.06% in 2013-14, 1.95% in 2014-15, and the rates remained unchanged in 2015-16. In 2016-17 the rates will increase by 4.6%.



Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2017	\$ 22,022,000	\$ 23,423,000	\$ 45,445,000	2.4%
2016	21,537,000	22,824,000	44,361,000	1.2%
2015	21,261,046	22,586,436	43,847,482	1.8%
2014	20,874,178	22,211,823	43,086,001	-

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), and other investments managed by external investment managers.

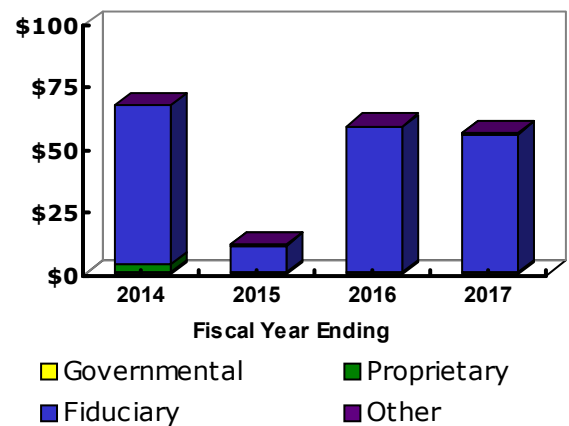
The Fiduciary Funds' investments are comprised of (i) investments of the Firefighters & Police Officers Pension Trust Fund that are managed by a separate Board of Trustees, (ii) the investments of the General Employees Pension Trust Fund that are invested in separate accounts offered by the Principal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

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. The 5.1% decrease in 2016-17 is based on the projection of investment income of the Fiduciary Funds being lower than the projection for 2015-16.

Millions



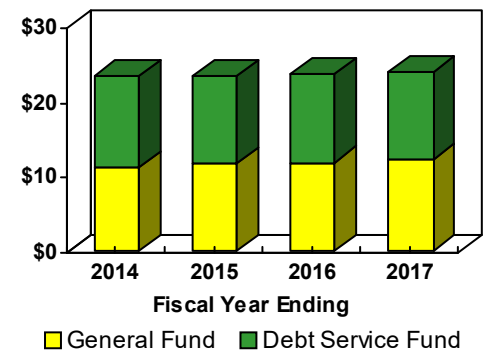
Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2017	\$ 474,378	\$ 165,000	\$ 55,251,000	\$ 238,120	\$ 56,128,498	(5.1%)
2016	334,378	206,000	58,451,000	178,956	59,170,334	414.1%
2015	-142,822	384,910	10,985,429	282,307	11,509,824	(83.0%)
2014	637,169	3,098,560	63,807,706	168,781	67,712,216	-

Rentals

Description

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

Millions



Forecast Methodology and Analysis

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

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2017	\$ 12,219,530	\$ 11,965,744	\$ 24,185,274	1.2%
2016	11,912,768	11,984,331	23,897,099	1.1%
2015	11,713,446	11,921,093	23,634,539	(0.1%)
2014	11,307,451	12,359,687	23,667,137	-

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.

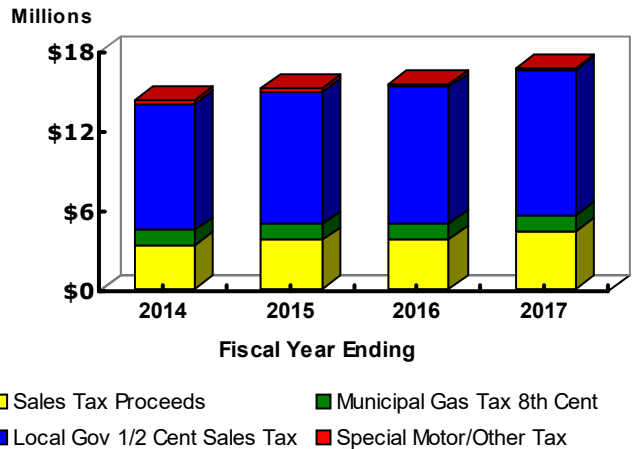
The City's share is based on the overall economic performance and the City's population. The University of Florida Bureau of Economics and Business Research (BEBR) estimated the City population grew from 157,905 to 159,922 from 2014 to 2015, and from 155,565 to 157,905 from 2013 to 2014.

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 State of Florida estimates. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

State and internal projections point to a 7.7% increase for fiscal year 2016-17 based on a positive economic forecast.



Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2017	\$ 4,366,000	\$ 1,301,000	\$ 10,859,606	\$ 218,715	\$ 16,745,321	7.7%
2016	3,795,250	1,200,200	10,324,896	227,876	15,548,222	2.2%
2015	3,747,868	1,201,413	10,013,065	256,262	15,218,608	6.5%
2014	3,362,805	1,134,099	9,526,264	260,524	14,283,691	-

Franchise Fees

Description

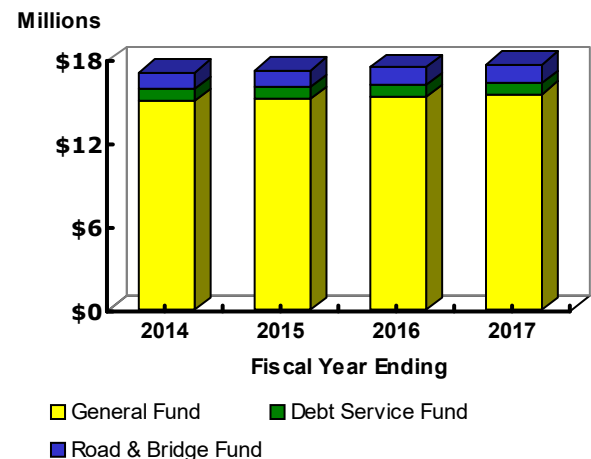
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, towing, resource recovery, and recycling. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services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

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

Forecast Methodology and Analysis

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

The Sanitation Franchise Fee rate increased from 10% to 20% effective June 1, 2013 and from then onward, 35% of receipts are recorded in the Road and Bridge Fund. The 2016-17 increase is mainly attributable to Franchise Fees Electric due to increased consumption and rate changes.



Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2017	\$ 15,542,797	\$ 1,309,380	\$ 821,895	\$ 17,674,072	1.4%
2016	15,315,205	1,285,000	824,920	17,425,125	1.0%
2015	15,176,304	1,264,166	820,373	17,260,844	0.8%
2014	15,048,914	1,254,233	818,587	17,121,734	-

Public Services Taxes

Description

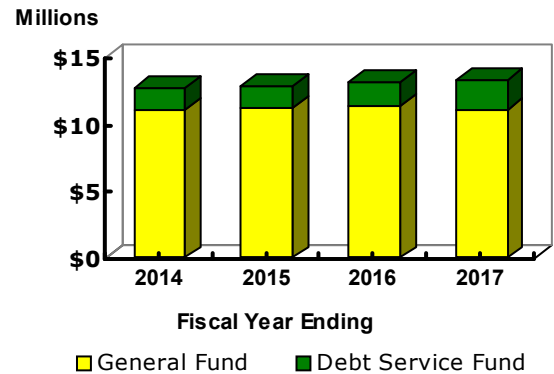
A tax levied on the purchase of electricity, natural gas, propane, and water.

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 2016-17 increase of 0.8% is due mainly to Public Service Tax-Electric Service.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2017	\$ 11,104,776	\$ 2,181,224	\$ 13,286,000	0.8%
2016	11,331,613	1,847,387	13,179,000	2.4%
2015	11,222,415	1,642,948	12,865,364	1.7%
2014	11,013,538	1,641,489	12,655,027	-

Fire Protection Special Assessment

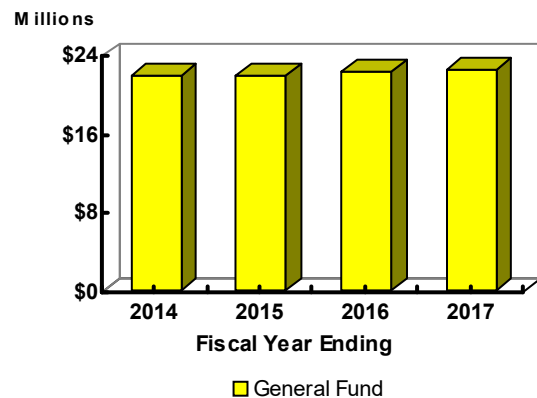
Description

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. The fiscal year 2016-17 will fund 100% of the assessable costs.

Forecast Methodology and Analysis

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

The 1.1% increase for 2016-17 reflects a \$0.3 million increase in assessable costs at a 100% levy of assessable costs.

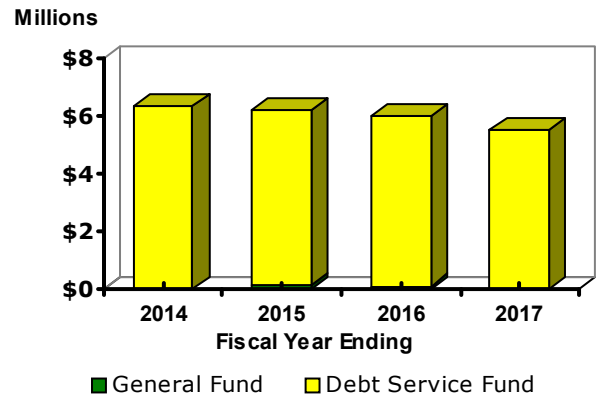


Fiscal Year Ending	General Fund	% Change
2017	\$ 22,600,762	1.1%
2016	22,359,179	1.6%
2015	22,015,192	0.2%
2014	21,963,960	-

Communication Services Tax

Description

The Communications Services Tax took effect 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 State of Florida estimates and state audits. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The decreases following 2013-14 are mainly due to changes in technology. Cable service adds some stability to this revenue source.

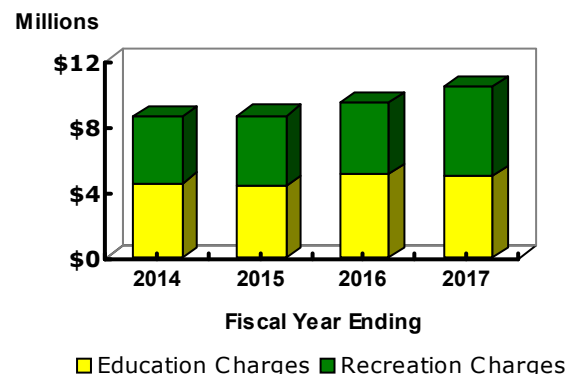
Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2017	\$ 0	\$ 5,509,584	\$ 5,509,584	(7.9%)
2016	135,194	5,846,888	5,982,082	(3.5%)
2015	169,075	6,028,397	6,197,471	(2.4%)
2014	50,846	6,299,299	6,350,144	-

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.

Recreation Charges are expected to increase by 24.6% over 2015-16 due mainly to the estimated revenue from the new Civic Center, which is scheduled to open early in 2017.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2017	\$ 4,956,664	\$ 5,440,596	\$ 10,397,260	10.1%
2016	5,081,452	4,365,665	9,447,117	9.3%
2015	4,389,934	4,252,032	8,641,965	0.4%
2014	4,523,118	4,081,334	8,604,451	-

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.

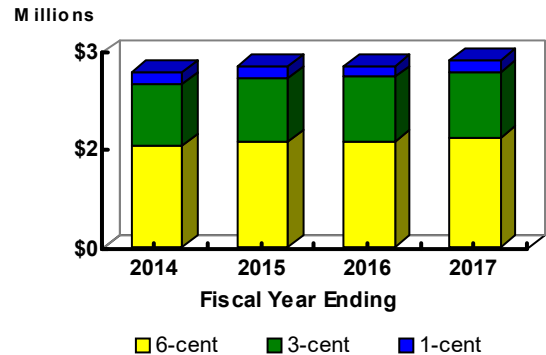
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the 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 State of Florida. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

The anticipated 3.3% increase in 2016-17 is predicated on increased consumption associated with an improving economy.



Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2017	\$ 1,676,000	\$1,026,000	\$ 174,000	\$ 2,876,000	3.3%
2016	1,621,421	994,092	168,472	2,783,985	0.1%
2015	1,617,019	994,588	168,673	2,780,280	3.7%
2014	1,553,748	964,666	163,598	2,682,012	-

Local Business Tax

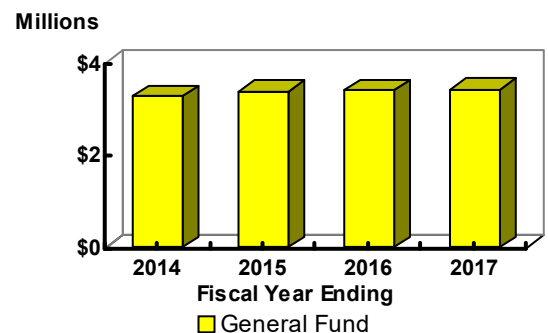
Description

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 Chap 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.



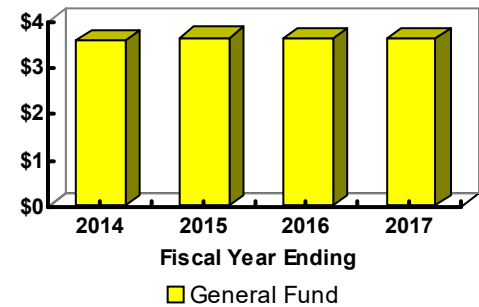
Fiscal Year Ending	General Fund	% Change
2017	\$ 3,404,000	0.3%
2016	3,395,000	0.5%
2015	3,378,223	3.2%
2014	3,272,689	-

Rescue Transport Fees

Description

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

Millions



Forecast Methodology and Analysis

Historical number of calls multiplied by the average current base rate of \$603 for regular transportation fees, plus \$9.00 per mile on every call.

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

Fiscal Year Ending	General Fund	% Change
2017	\$ 3,600,000	-
2016	3,600,000	(0.8%)
2015	3,628,917	1.7%
2014	3,567,960	-

Fines & Forfeitures

Description

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

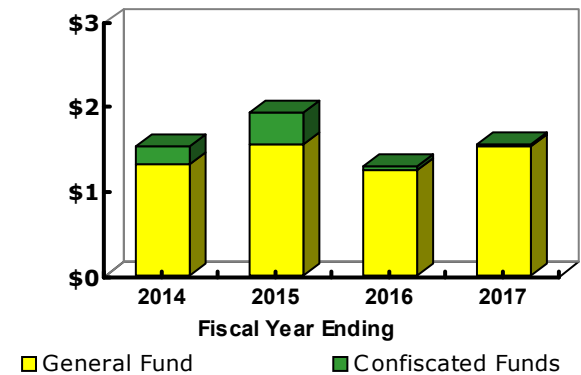
Forecast Methodology and Analysis

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 21.4% increase in 2016-17 is based on a projected increase in revenue from violations of local ordinance.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2017	\$ 1,517,840	\$ 35,616	\$ 1,553,456	21.4%
2016	1,241,209	38,703	1,279,912	(33.5%)
2015	1,553,068	371,709	1,924,777	26.4%
2014	1,321,407	201,448	1,522,855	-

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.

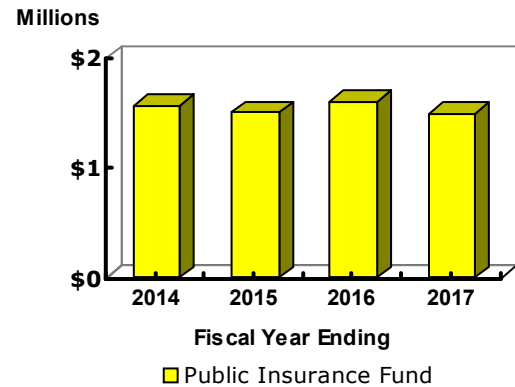
These contributions are accounted for as revenue in the Public Insurance Fund.

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
2017	\$ 1,487,314	(6.9%)
2016	1,596,952	6.7%
2015	1,497,333	(4.2%)
2014	1,562,253	-



City Pension Contribution

Description

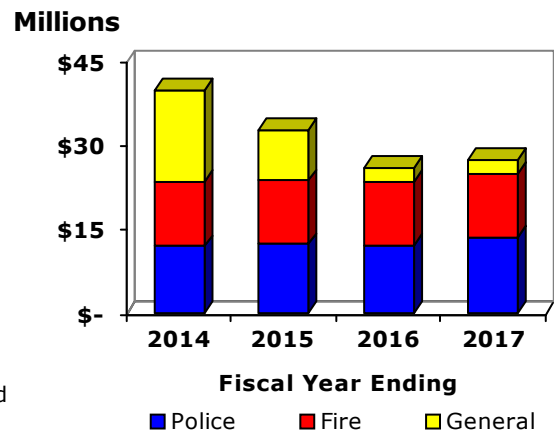
The City contributes an amount equal to/or exceeding the Annual Required Contribution (ARC) as determined by the actuary to the applicable Pension Trust Fund.

Forecast Methodology and Analysis

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

The annual changes reflect actuarial gains and losses, as well as a 2013 change in the mortality table utilized by the actuary. In both 2013-14 and 2014-15 the City contribution to the general employees' pension plan exceeded the ARC. The City will continue to make contributions in excess of the ARC in order to increase the funding ratio.

The 4.6% increase in 2016-17 is mainly attributable to an increase in the City contribution to the Fire and Police Pension Plan.



Fiscal Year Ending	Fire	Police	General	Total	% Change
2017	\$ 11,284,810	\$ 13,600,076	\$ 2,500,000	\$ 27,384,886	4.6%
2016	11,501,733	12,183,024	2,500,000	26,184,757	(20.4%)
2015	11,417,200	12,302,161	9,174,902	32,894,263	(17.9%)
2014	11,647,078	11,938,249	16,474,902	40,060,228	-

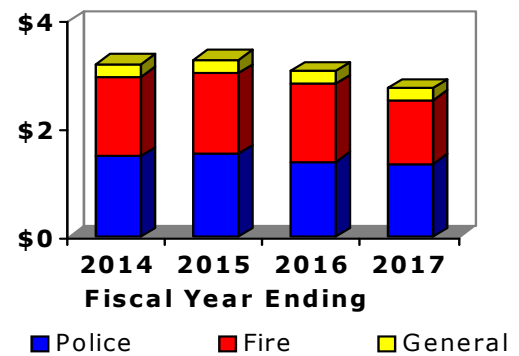
Employee Pension Contribution

Description

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

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

Millions



Forecast Methodology and Analysis

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

Employees working while in the Deferred Retirement Option Program (DROP) are not required to contribute to the pension. The employee contribution for Police Benevolent Association (PBA) employees hired on/or after May 1, 2010 was reduced from 10.4% to 7.0%. The 2016-17 decrease of 10.3% is attributable mainly to the reduction in employee contribution from 10.4% to 7.0% for International Association of Fire Fighters (IAFF) employees hired on/after May 1, 2010.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2017	\$ 1,174,647	\$ 1,348,104	\$ 229,490	\$ 2,752,241	(10.3%)
2016	1,435,048	1,389,410	244,846	3,069,304	(6.4%)
2015	1,488,326	1,538,539	251,779	3,278,644	2.4%
2014	1,472,181	1,491,955	237,040	3,201,175	-

Major Revenues

% of Total 2016-17 Revenue Budget

Description	2016-17 Budget	% of Total
Ad Valorem Taxes	65,085,793	16.7%
Interest & Other Earnings	56,128,498	14.4%
Water & Sewer Charges	45,445,000	11.7%
City Pension Contribution	27,384,886	7.0%
Rentals	24,185,274	6.2%
Fire Protection Special Assessment	22,600,762	5.8%
Franchise Fees	17,674,072	4.5%
State Shared Revenues	16,745,321	4.3%
Public Services Taxes	13,286,000	3.4%
Education & Recreational/Cultural Charges	10,397,260	2.7%
Communication Services Tax	5,509,584	1.4%
Rescue Transport Fees	3,600,000	0.9%
Local Business Tax	3,404,000	0.9%
Local Option Gas Tax	2,876,000	0.7%
Employee Pension Contribution	2,752,241	0.7%
Fines & Forfeitures	1,553,456	0.4%
Employee Health Contributions	1,487,314	0.4%
Total Major Revenues	\$ 320,115,461	82.4%
Total Revenues	\$ 388,683,853	

Basis of Expenditure Estimates

Personnel Services

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

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

- ◆ Merit increase of 5% based on approved pay plans for Firefighters and Police Officers. This budget does not reflect any merit increases for general employees.
- ◆ Workers' Compensation - The rates for each employment classification times a modification factor to fund the budgeted cost.

Operating Expenses

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

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

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

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

Capital Outlay

Description This category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, and an estimated useful life in excess of one year. Purchase orders encumbered at the end of the previous year are carried over. For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed, and the related expenditures are charged to the subsequent year's budget when incurred.

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.

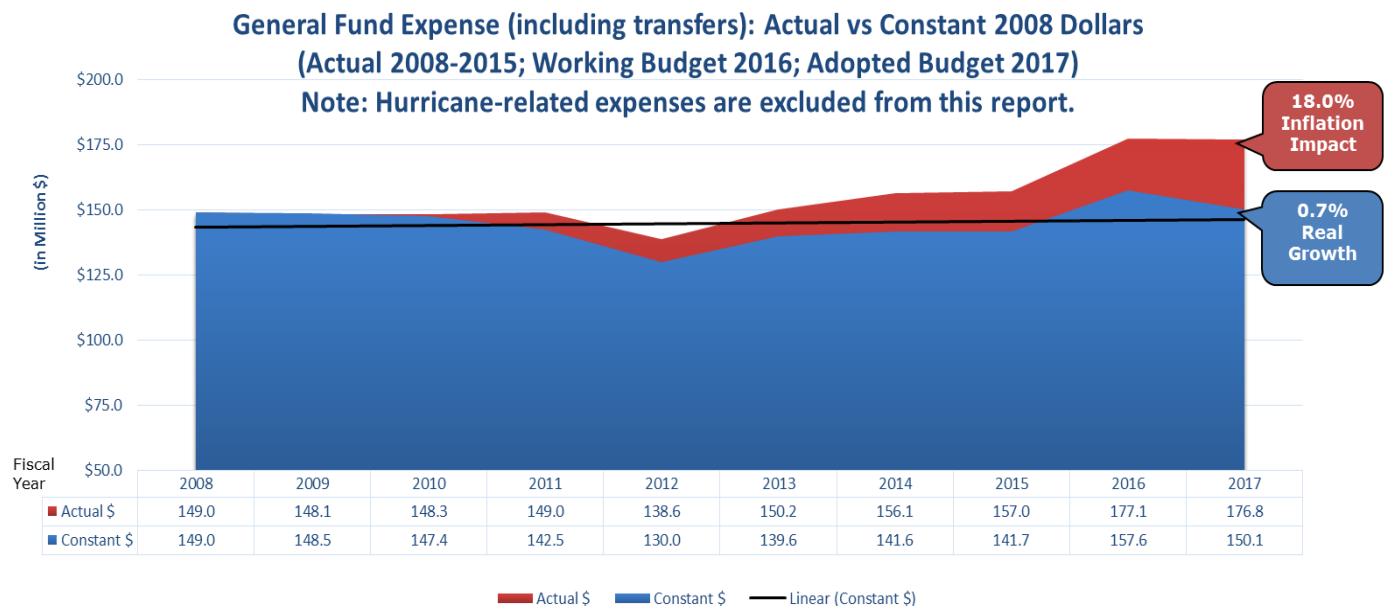
Significant Assumptions Projected expenditures are based on an estimated cost to completion.

General Fund 10-Year Expenditure Analysis

Growth in Constant 2008 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the past ten years the General Fund budget has experienced total growth of \$27.8 million or 18.7%. Using 2008 constant dollars to account for the impact of inflation, the real growth was only \$1.1 million or 0.7%, with the remaining \$26.7 million or 18.0% growth due to inflation. The actual \$27.8 million increase is attributable to rising operating expenditures of \$21.0 million (+69.7%), \$7.0 million (+465.5%) in capital expenditures, and \$1.2 million (+170.8%) in other expenditures, which were partially offset by the \$1.4 million (-1.2%) decrease in personnel expenses.

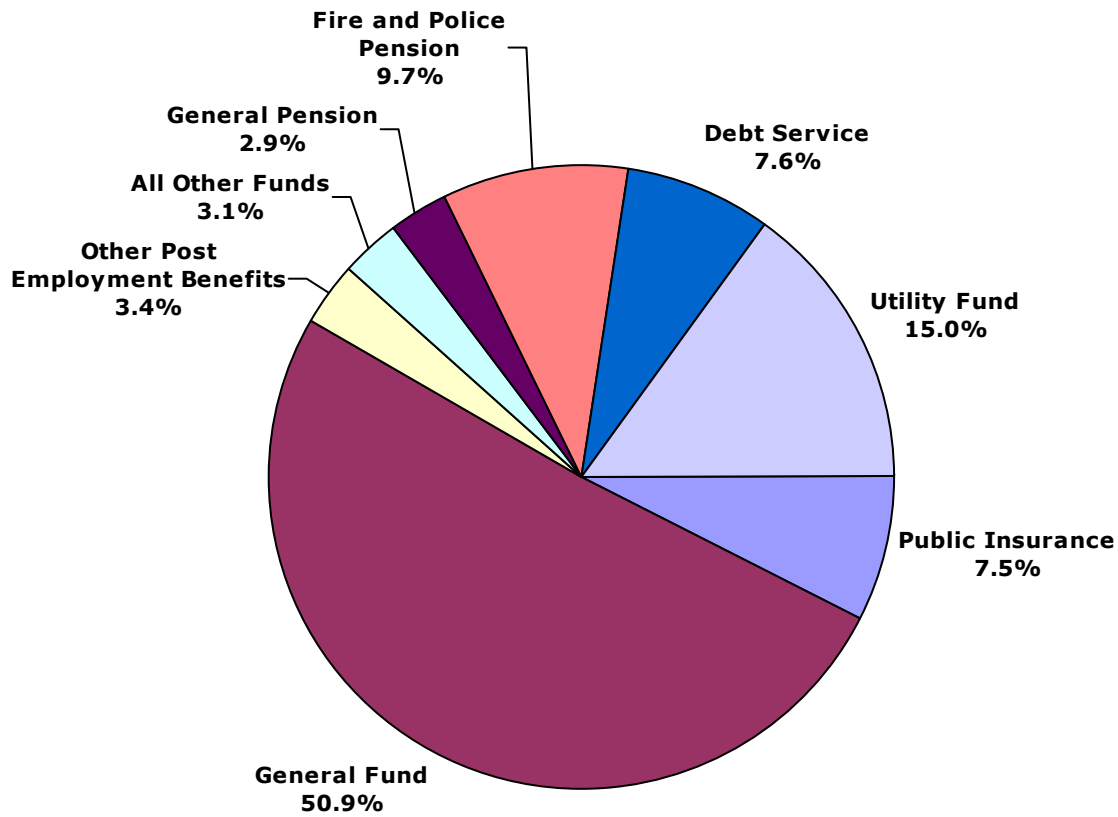
The \$21.0 million or 69.7% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many City jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include \$2.5 million in debt service related to the construction of the three rental apartment towers, and \$3.3 million in repair and maintenance services.

The \$7.0 million or 465.5% increase in capital expenditures is due to the replacement of vehicles in the Police Department as well as replacement of fire engines and ambulances.



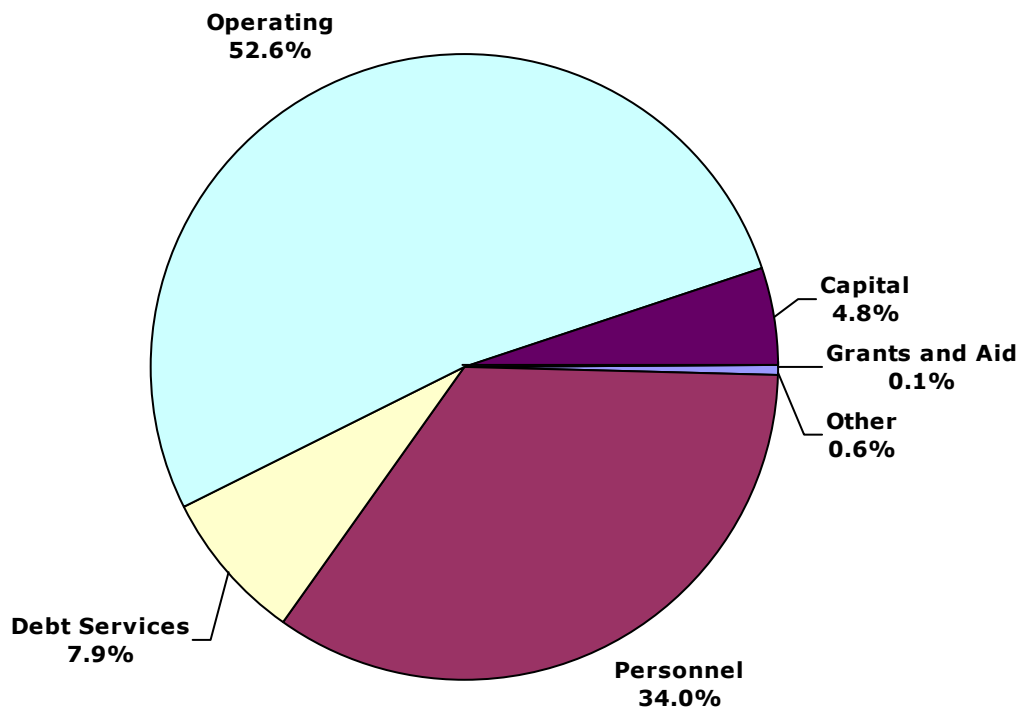
Expenditures By Fund

54



Total Expenditures (including transfers) \$347,658,630

Expenditures By Category



Position Changes

2016-17 Budget as Compared to 2015-16 Adopted Budget

Full Time Part Time

1 General Fund

1001 City Clerk

12285 Micrographic Technician II	-1	-
12287 Document Management Specialist	1	-
13679 P/T Passport Clerk	-	1
13681 P/T Clerk Spec II	-	-1

1001 City Clerk	-	-

2001 Finance

12523 Accountant	-1	-
13680 P/T Clerk Spec I	-	-1

2001 Finance	-1	-1

2002 Technology Services

12280 Help Desk Technician II	-3	-
12645 Help Desk Analyst	-1	-
12720 Client & Infrastructure Support Mgr.	-1	-
12904 Asst. Technology Services Director	1	-

2002 Technology Services	-4	-

201 City Manager

13685 P/T Clerical Aide	-	-1

201 City Manager	-	-1

202 Human Resources

12684 Clerical Spec II	-1	-

202 Human Resources	-1	-

3001 Police

12029 Special Operations Manager	1	-
12042 Projects and Research Manager	1	-
12043 Assistant Records Unit Manager	1	-
12080 Social Media Manager	-1	-
12081 Police Social Media Manager	1	-
12115 Police Captain	1	-
12425 Police Officer	5	-
12454 Logistics Coordinator III	2	-
12456 Logistics Coordinator II	-1	-
12481 Logistics Manager II	1	-

Position Changes

2016-17 Budget as Compared to 2015-16 Adopted Budget

Full Time Part Time

1 General Fund

3001 Police

12490 Logistics Manager	-1	-
12511 Administrative Assitant III	1	-
12528 Administrative Assistant II	-1	-
12633 Crime Scene Investigator	1	-
12638 Forensic Examiner I	1	-
12639 Forensic Examiner	-1	-
12651 Programmer Analyst II	-1	-
12684 Clerical Spec II	-2	-
12685 Clerical Aide	-1	-
12698 Police Programmer Analyst III	1	-
12723 Systems Administrator	1	-
12736 Crime Analyst	1	-
12978 Police Support Specialist III	1	-
12984 Police Administrative Specialist II	-1	-
12985 Police Service Aide I	1	-
12988 Police Payroll Specialist I	1	-
13416 P/T Police Support Specialist I	-	1

3001 Police 9007 Code Compliance

12985 Police Service Aide I	-3	-
12986 Police Service Aide II	3	-

3001 Police	12	1

4003 Fire/Rescue

12130 Fire Chief	1	-
13003 Fire Chief	-1	-
13474 P/T Courier/Custodian	-	-1

4003 Fire/Rescue	-	-1

5002 Early Development Centers 201 West Pines pre-school

13408 P/T EDC Clerical Spec I	-	-1

5002 Early Development Centers 208 Charter EDC - West

12780 Teacher Aide	-1	-
13551 P/T Teacher Aide	-	2

5002 Early Development Centers	-1	1

6001 General Gvt Buildings

12523 Accountant	0.5	-

Position Changes

2016-17 Budget as Compared to 2015-16 Adopted Budget

Full Time Part Time

1 General Fund

6001 General Gvt Buildings 350 Art Gallery

13680 P/T Clerk Spec I	-	-1

6001 General Gvt Buildings	0.5	-1

6004 Grounds Maintenance

12055 Deputy Public Services Director	-1	-

6004 Grounds Maintenance 930 Public Services & Park Maintenance

12360 PS Maint WRK/HEO	-2	-
12361 PS Maint WRK I	-20	-
12362 PS MAINT WRK II	-7	-
12363 PS MAINT WRK III	-4	-
12364 PS Irrigation Maintenance Worker	-2	-
12365 PS Irrigation Mechanic	-1	-
12366 PS Landscape Maintenance Worker	-1	-
12367 PS Maint Worker III/Playgrnd Safety	-1	-
12368 PS Spray Fertilizer Technician	-1	-
12408 PS Maintenance Crew Leader	-1	-
13406 P/T PS Custodian	-	-7
13521 P/T PS Maintenance Worker I	-	-10

6004 Grounds Maintenance	-41	-17

6005 Purchasing/Contract Administration

12488 Assistant Purchasing Manager	-1	-

6005 Purchasing/Contract Administration	-1	-

7001 Recreation and Cultural Arts

12230 Chief Curator/Head of Cultural Projects	-1	-
12508 Rec & Cultural Arts Acct Clerk I	-1	-
12509 Rec & Cultural Arts Acct Clerk II	1	-
12573 Recreation Specialist	-1	-
12581 Recreation Specialist II	-1	-
13562 P/T Curator	-	-1

7001 Recreation and Cultural Arts	-3	-1

7010 Civic and Cultural Facility 350 Art Gallery

12230 Chief Curator/Head of Cultural Projects	1	-
13562 P/T Curator	-	1
13680 P/T Clerk Spec I	-	1

Position Changes

2016-17 Budget as Compared to 2015-16 Adopted Budget

	Full Time	Part Time
1 General Fund		
7010 Civic and Cultural Facility	1	2
8002 Housing Division		
12101 Residential Rental Coordinator	-0.5	-
8002 Housing Division 603 Rental - Pines Place		
12101 Residential Rental Coordinator	-0.5	-
12525 Administrative Assistant I	-1	-
8002 Housing Division	-2	-
1 General Fund Total	-40.5	-18
471 Utility Fund		
6010 Utilities Admin Services		
12055 Deputy Public Services Director	-1	-
12109 Administrative Supervisor	-2	-
12523 Accountant	0.5	-
13681 P/T Clerk Spec II	-	-1
6010 Utilities Admin Services	-2.5	-1
471 Utility Fund Total	-2.5	-1
Total Change for All Funds	-43	-19

Position History By Department

	2013-14 Actual		2014-15 Actual		2015-16 Adopted Budget		2016-17 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	9	2	9	2	8	3	8	3
2001 Finance	16	1	14	1	14	1	13	-
2002 Technology Services	18	-	18	-	19	-	15	-
201 City Manager	1.5	3	1.5	3	1.5	3	1.5	2
202 Human Resources	5	-	5	-	4	-	3	-
3001 Police	285	2	298	4	302	4	314	5
3001 Police 303 SRO program	-	23	-	23	-	24	-	24
3001 Police 313 Broward College SRO	-	-	-	2	-	2	-	2
3001 Police 9007 Code Compliance	-	-	11	-	15	-	15	-
4003 Fire/Rescue	208	2	206	2	206	2	206	1
4003 Fire/Rescue 678 Fire Prevention	10	1	10	1	10	1	10	1
5002 Early Development Centers 201 West Pines pre-school	2	14	2	11	2	12	2	11
5002 Early Development Centers 203 Charter EDC - Village Center	2	10	1	10	1	12	1	12
5002 Early Development Centers 205 WCY EDC	12	21	7	20	7	18	7	18
5002 Early Development Centers 208 Charter EDC - West	19	33	19	31	16	27	15	29
5002 Early Development Centers 209 Charter EDC - Central	15	32	15	32	15	32	15	32
5005 W.C.Y Administration	-	1	-	-	-	-	-	-
6001 General Gvt Buildings	5.5	1	5.5	1	7.5	1	8	1
6001 General Gvt Buildings 350 Art Gallery	-	-	-	-	-	1	-	-
6004 Grounds Maintenance	2	-	2	-	2.5	0.5	1.5	0.5
6004 Grounds Maintenance 930 Public Services & Park Maintenance	46	17	44	17	43	17	3	-
6005 Purchasing/Contract Administration	2	-	2	-	2	-	1	-
6006 Environmental Services (Engineering)	2.5	-	2.5	-	2.5	-	2.5	-
6008 Howard C. Forman Human Services Campus	1	-	1	-	-	-	-	-
7001 Recreation and Cultural Arts	23	70	22	69	22	69	19	68
7001 Recreation and Cultural Arts 201 West Pines pre-school	-	-	-	-	-	-	-	-
7001 Recreation and Cultural Arts 350 Art Gallery	-	-	-	-	-	-	-	-
7010 Civic and Cultural Facility 350 Art Gallery	-	-	-	-	-	-	1	2
8001 Community Services	2.5	-	2.5	-	2.5	-	2.5	-
8002 Housing Division	0.75	-	0.75	-	0.75	-	0.25	-
8002 Housing Division 603 Rental - Pines Place	1.75	-	1.75	-	1.75	-	0.25	-
9002 Planning and Economic Development	4	2	4	2	4	2	4	2
9007 Code Compliance	11	-	-	-	-	-	-	-
1 General Fund	705.5	241	705.5	237	710	237.5	669.5	219.5
6002 Maintenance	-	-	-	-	0.5	-	0.5	-
100 Road & Bridge Fund	0	0	0	0	0.5	0	0.5	0
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
122 Law Enforcement Grant	0	1	0	1	0	1	0	1
6010 Utilities Admin Services	8.5	2	9.5	2	9.5	2.5	7	1.5
6021 Sewer Collection	-	-	-	-	-	-	-	-
6022 Sewer Treatment Plant	-	-	-	-	-	-	-	-
6031 Water Plants	-	-	-	-	-	-	-	-

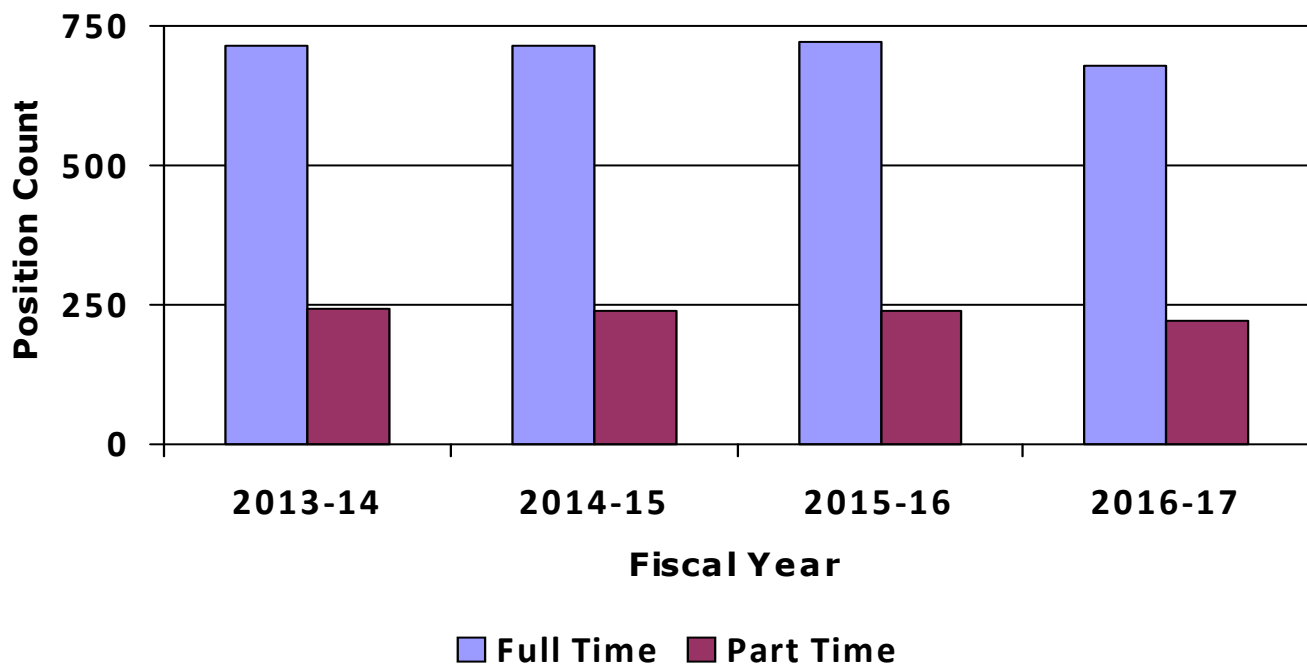
Position History By Department

	2013-14 Actual		2014-15 Actual		2015-16 Adopted Budget		2016-17 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
6032 Water Distribution	-	-	-	-	-	-	-	-
471 Utility Fund	8.5	2	9.5	2	9.5	2.5	7	1.5
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
504 Public Insurance Fund	1	0	1	0	1	0	1	0

Total All Funds	715	244	716	240	721	241	678	222

	2013-14	2014-15	2015-16	2016-17
Total Full Time Equivalents (FTE):	837	836	841.5	789

Position Count History



ECONOMIC ANALYSIS

In August 2016, the Florida Office of Economic and Demographic Research (EDR) revised the forecast for the state's economy and expressed their optimism that the recovery will steadily continue, and with Florida growth rates returning to levels seen before the recession, the economy is nearing a recovered status.

Gross Domestic Product

Florida's Gross Domestic Product (FLGDP), the total dollar value of all goods and services produced in the state, showed that Florida was one of the nation's faster growing states from 1997 to 2006. With the end of the housing boom and the beginning of the so called "Great Recession", the state slipped into negative growth in 2008 and 2009. Towards the end of the recession the state started to recover slowly with tourism now being the leading driver, the economy regained a 0.3% growth over the prior year in 2010, -0.6% in 2011, 1.7% in 2012, 2.5% in 2013, 2.7% in 2014 and 3.1% in 2015. The latter was above the national average of 2.4%, which makes 2015 the third consecutive year of being above the national average. The growth has continued into the beginning of the 2016 calendar year which shows that the economy is still growing thanks to the housing market and job growth exceeding the U.S. labor market.

Real Estate

For the calendar year 2015, Florida produced the second highest State Foreclosure Rate with its highest months being May and July. At the end of each month throughout 2015, Florida's foreclosure rate ranked within the top 5 across the nation. According to the EDR, in 2007 the foreclosure process in Florida was roughly 170 days or less than half a year. The foreclosure processing time has increased significantly where today the process takes a little less than three years. Per Mortgage Monitor in March, nationally as well as in Florida, the foreclosure inventory will return to normal levels before the 2019 calendar year. From RealtyTrac as of August, Broward County had a foreclosure rate of 1 in every 765 housing units, while its neighboring counties, Miami-Dade and Palm Beach County, have rates of 1 in every 656 and 1 in every 847 housing units, respectively. Our county along with the neighboring counties are producing rates that are similar to Florida's foreclosure rate of 1 in every 824 housing units.

The City of Pembroke Pines was hit hard by the 2008 recession bringing the housing market downward to a low of \$156,000 for the median home value at the end of 2011. According to Zillow, as of August 2016, Pembroke Pines has a median home value of \$261,000 while in August 2015, the median home value was \$241,000, showing that the median home value has increased by nearly 8.3% over the past year. The median home value also showed more than 8% growth between August 2014 and August 2015. Pembroke Pines has been moving in the right direction in recent years with positive reinforcement in the construction sector in South Florida.

Unemployment

The unemployment rate is based on all of the labor force that is unemployed but actively seeking employment and willing to work. Florida's unemployment rate has decreased significantly from its all-time high of 11.2% in November 2009 to its current rate of 4.7% in July 2016 according to the Bureau of Labor Statistics (BLS). The amount of people unemployed in Florida peaked in January 2010 at roughly 1,020,000, but as of July 2016 there were about 456,000 unemployed people. As reported by the Congressional Budget Office (CBO), on a national level the economy will continue expanding now and next year, causing the demand for goods and services to rise which in turn will produce an increase in the participation labor force, thus bringing down the unemployment rate. The CBO projected that the national unemployment rate would decline from 5.0% at the end of 2015 to 4.5% at the end of 2016.

The South Florida Metropolitan Statistical Area has seen an improvement in the employment market and more growth is expected to come due to the following sectors: trade, transportation, utilities, construction, education, and health services. Broward County has an unemployment rate of 4.6% as of August 2016, which is below last year's unemployment rate of 5.2%. As noted earlier by the CBO, with a growing economy, services and goods are expected to increase which will drive down the unemployment rate as businesses look to expand. Per the BLS, the Miami-Fort Lauderdale area has an unemployment rate of 5.1%, and this rate is also expected to decrease as the unemployment of people continues to decrease.

Consumer Price Index

The Consumer Price Index (CPI) is a measure of the average change in prices over time of goods and services purchased by households (consumer spending). In calculating the index, price changes for various items (food, energy, commodities, and services) that people buy for their day-to-day living are averaged together. The Miami/Fort Lauderdale metropolitan area consumer price index increased by 1.6% over the period from August 2015 to August 2016. The shelter and medical care indexes were the leading contributors to the increase over the prior year, up 4.4 and 3.4 percent respectively.

Summary

According to the Florida Office of Economic and Demographic Research's (EDR), Florida is moving in the right direction, but still has not reached complete recovery from the recession. Commercial and consumer credit continue to show established growth, while residential credit is still lagging behind, which is most likely a result of student loans and automobile debts. Pembroke Pines real estate growth reflects the positive movements we are seeing in the economy, and with further economic expansion across Florida and the nation, Pembroke Pines should continue moving in the direction needed to make a full recovery from the recession.

The following table shows the ten-year history of building permits, the valuation of construction and the gross assessed value of properties in Pembroke Pines since 2006. The total permits issued has decreased by 38.1% from 2014 to 2015. Despite this decline, the value of construction, led by the commercial sector, increased by 110.8% leading to a 12.6% or \$1.7 billion increase in gross assessed value.

City of Pembroke Pines, Florida

Property Value and Construction (1) Last Ten Fiscal Years

Year	Total Permits Issued	<u>Miscellaneous</u>		<u>Residential</u>		<u>Commercial</u>		Total Value of Construction	Gross Assessed Value (3)
		Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation		
2006	16,996	16,853	151,071,862	132	12,850,765	11	19,898,203	183,820,830	13,606,059,092
2007	10,837	10,267	161,924,777	554	50,298,274	16	25,169,009	237,392,060	17,145,457,817
2008	7,411	7,365	95,057,849	27	1,939,720	19	42,172,649	139,170,218	19,252,698,267
2009	6,318	6,289	62,524,850	24	2,106,616	5	4,331,001	68,962,467	17,848,661,534
2010	5,274	5,205	64,069,445	66	6,585,866	3	2,409,185	73,064,496	14,727,213,419
2011	6,939	6,662	37,295,528	202	18,600,807	75	265,336,362	321,232,697	12,597,755,293
2012	6,200	5,434	77,506,551	655	226,091,294	111	226,188,208	529,786,054	12,672,170,184
2013	7,357	6,732	273,469,366	579	298,916,697	46	71,849,779	644,235,843	12,559,436,057
2014	10,536	10,123	291,394,500	288	16,034,771	125	12,769,448	320,198,718	13,145,675,871
2015	6,524	6,439	61,378,888	77	37,513,118	8	576,143,798	675,035,804	14,806,865,492

(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.

COMMUNITY PROFILE

CITY GOVERNMENT

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

DEMOGRAPHICS

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

Climate in Fahrenheit (November, 1912 - September, 2016)

Source: SE Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	67.40
Average maximum temperature (F)	83.80
Average annual temperature (degrees)	75.60
Average annual precipitation (inches) since 1912	60.85

Future Land Use Designation (2015) (%)

Source: City of Pembroke Pines Planning Department

Recreation & Open Space/Conservation/Commercial Recreation	5%
Residential	70%
Agricultural	5%
Commercial	10%
Industrial	3%
Community Facility	3%
Transportation / Utility	4%
	100%
Total Planning Area (acres)	22,470

Elections (November 2012)

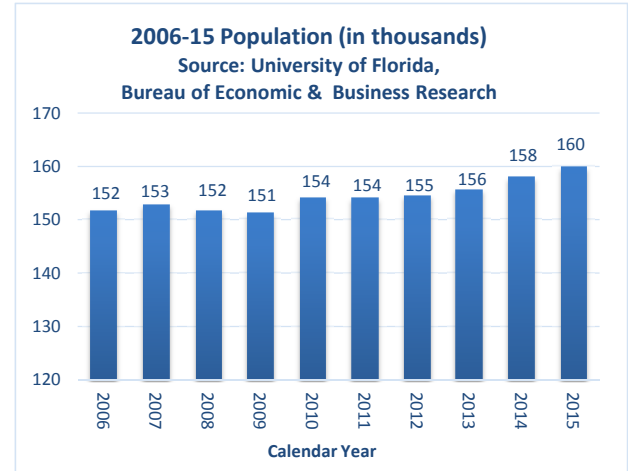
Source: Broward County Supervisor of Elections

Active Voters - 17th Congressional March 2015	102,238
Votes Cast Last City Election	57,445
Charter Amendment 2- Annual Review of Officers - Nov 6, 2012	
% Voting Last City Election	56.19%

Racial Composition

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

Hispanic or Latino	36.30%	58,052
White	36.70%	58,691
Black or African American	18.10%	28,946
Asian	6.90%	11,035
Other	<u>2.00%</u>	<u>3,198</u>
	100.00%	159,922



Median Age

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

2015	40.3

Age Composition

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

Under 5 years	4.40%	7,037
5-14 years	12.70%	20,310
15-19 years	6.40%	10,235
20-24 years	7.20%	11,514
25-34 years	13.40%	21,430
35-44 years	12.90%	20,630
45-54 years	15.10%	24,148
55-64 years	12.20%	19,510
65 + years	<u>15.70%</u>	<u>25,108</u>
	100.00%	159,922

Gender Composition

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

Male	46.2%	73,884
Female	<u>53.8%</u>	<u>86,038</u>
	100.0%	159,922

Housing Tenure [Occupied Housing Units]

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

Owner-occupied	71.0%	40,050
Renter-occupied	<u>29.0%</u>	<u>16,359</u>
	100.0%	56,409

Average Household (persons)

Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida

	2.94

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

Source: 2015 American Community Survey (Census Bureau)

Less than High School Diploma	9,088	8.20%
High School Diploma	27,817	25.1%
Some college, no degree	21,500	19.4%
Associates Degree	11,415	10.3%
Bachelor's Degree	26,377	23.8%
Graduate or Professional Degree	14,629	13.2%
Total Population 25 years & over	110,826	100.0%

ECONOMICSPrincipal Property Owners (2015 Collection Year)

Source: Broward County Property Appraiser's Tax Roll	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
JRA HHF Venture LLC	\$ 129,043	1.32%
Pembroke Lakes Mall LTD	115,970	1.18%
Arium Resort LLC	95,963	0.98%
AVR Pembroke Pines I LLC	86,001	0.89%
Altis at Sheridan Village LLC	65,389	0.67%
Taplin Falls Ltd.	52,466	0.54%

Occupation Composition

Source: 2015 American Community Survey (Census Bureau)

Management, professional & related occupations	37,541
Service occupations	12,630
Sales and office occupations	27,084
Natural resources, construction, & maintenance occupations	3,780
Production, Transportation, and Material Moving occupations	6,132
	87,167

Industrial Composition - Civilian employed, 16 years and over

Source: 2015 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	77
Construction	2,985
Manufacturing	4,625
Wholesale Trade	3,744
Retail Trade	10,292
Transportation, warehousing and utilities	5,715
Information	2,182
Finance, insurance, real estate/rental and leasing	5,634
Professional, scientific, management, administrative and waste management svcs.	14,184
Educational, health and social services	20,501
Arts, entertainment, recreation, accommodation and food services	9,146
Other services (except public admin.)	3,801
Public Administration	4,281
	87,167

Household Income - in 2014 Inflation-adjusted dollars

Source: 2015 American Community Survey (Census Bureau)

Less than \$24,999	17.4%	9,829
\$25,000-\$49,999	20.3%	11,444
\$50,000-\$74,999	19.8%	11,197
\$75,000-\$99,999	12.8%	7,210
\$100,000 +	29.7%	16,729
Total Households	100.0%	56,409
Median Household Income		\$62,404

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2014-15	4.8%	2009-10	9.5%
2013-14	4.9%	2008-09	7.4%
2012-13	5.8%	2007-08	5.2%
2011-12	7.4%	2006-07	3.0%
2010-11	9.1%	2005-06	2.9%

Per Capita Income - using inflation-adjusted dollars

Source: 2015 American Community Survey (Census Bureau)

2014	26,937	2011	26,518
2013	27,378	2010	28,600
2012	27,812	2009	25,766

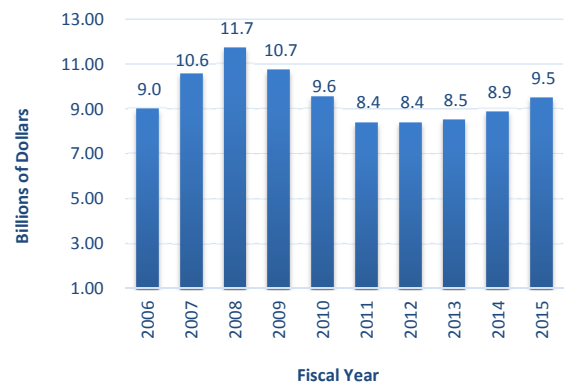
Total Value ofBuilding PermitsConstruction

Source: Building Dept 2000-01 through 2007-08; Calvin Giordano & Associates, Inc. starting 2008-09

2014-15	6,524	\$ 675,035,804
2013-14	10,536	\$ 320,198,718
2012-13	7,357	\$ 644,235,843
2011-12	6,200	\$ 529,786,054
2010-11	6,939	\$ 321,232,697
2009-10	5,274	\$ 73,064,496
2008-09	6,318	\$ 68,962,467
2007-08	7,411	\$ 139,170,218
2006-07	10,837	\$ 237,392,060
2005-06	16,996	\$ 183,820,830

2006-2015 Final Gross Taxable Value

Source: DR420



ECONOMICS (continued)2015 Principal Employers Corporate Human Resource Departments
(Total Full-time and Part-time positions)

Memorial Healthcare System	3,725
Pembroke Lakes Mall	2,150
City of Pembroke Pines	1,345
Publix	850
Geo Care LLC	580
Linder Industrial Machinery	445
Claire's Corporation	296
Wal-Mart	253
Target	251
Lowe's	245

SERVICE STATISTICSWater (September 30, 2015) Source: Water Department

Water Accounts	43,244
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	20.1
Average Daily Water Pumping (MGD)	13.5
Total Daily Pumping Plant Capacity (MGD)	20.1

Sewer (September 30, 2015) Source: Sewer Department

Miles of Sanitary Sewers	449
Average Daily Treatment (MGD)	6.0
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2015) Source: Public Svcs. Dept.

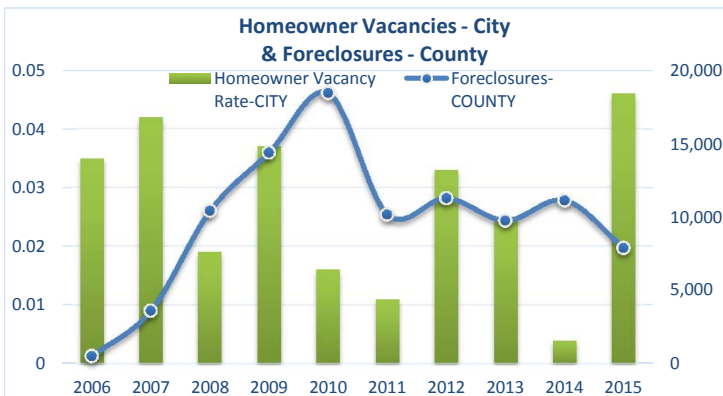
Residential Solid Waste Customers	37,948
Solid Waste Collected (tons)	119,814

Educational System (July 2015) Source: Charter Schools Admin.

	City Charter	Other
Elementary:	4	18
Middle School:	3	7
High School:	1	4
Community College (1) /Universities (4)		5
Vocational/Technical Colleges		2

Center for Arts (2015) Source: Recreation Dept.

Number of Event Days - Walter C. Young	354
Number of Event Days - River of Grass	281
Theaters	1



(Source: American Community Survey & County Appraiser Office)

Fiscal Year 2015-16 Property Taxable and Assessed Valuation

Source: Broward County Property Appraiser [DR403V and DR420]

Total Just Value	\$16,053,238,879
Less: Tax Exempt Property	-1,453,875,309
Differentials (Just Value - Assessed)	-2,467,524,216
Personal Exemptions	-1,931,944,671
Value Adjmt Bd/Appraiser Adjmts	-34,162,005
Operating Taxable Value	<u>\$10,165,732,678</u>
<u>Tax Rates (2016)</u>	
Local Retail Sales Tax Rate	6.00%
Property Tax Millage-2016 Assessment	5.6736
Debt Service Millage-2016 Assessment	0.5645

Police Protection (December 31, 2015) Source: Police Dept.

Employees (full-time)	348.0
Sworn	258.0
Non-Sworn	90.0
Grant Positions	0.5
Crime Index (fiscal year)	3,982
Crime Rate (per 1,000 population)	25
Traffic Accidents	5,961
Traffic/Parking Citations	29,998
Total Calls for Police Service	87,675

Fire Protection (December 31, 2015) Source: Fire Dept.

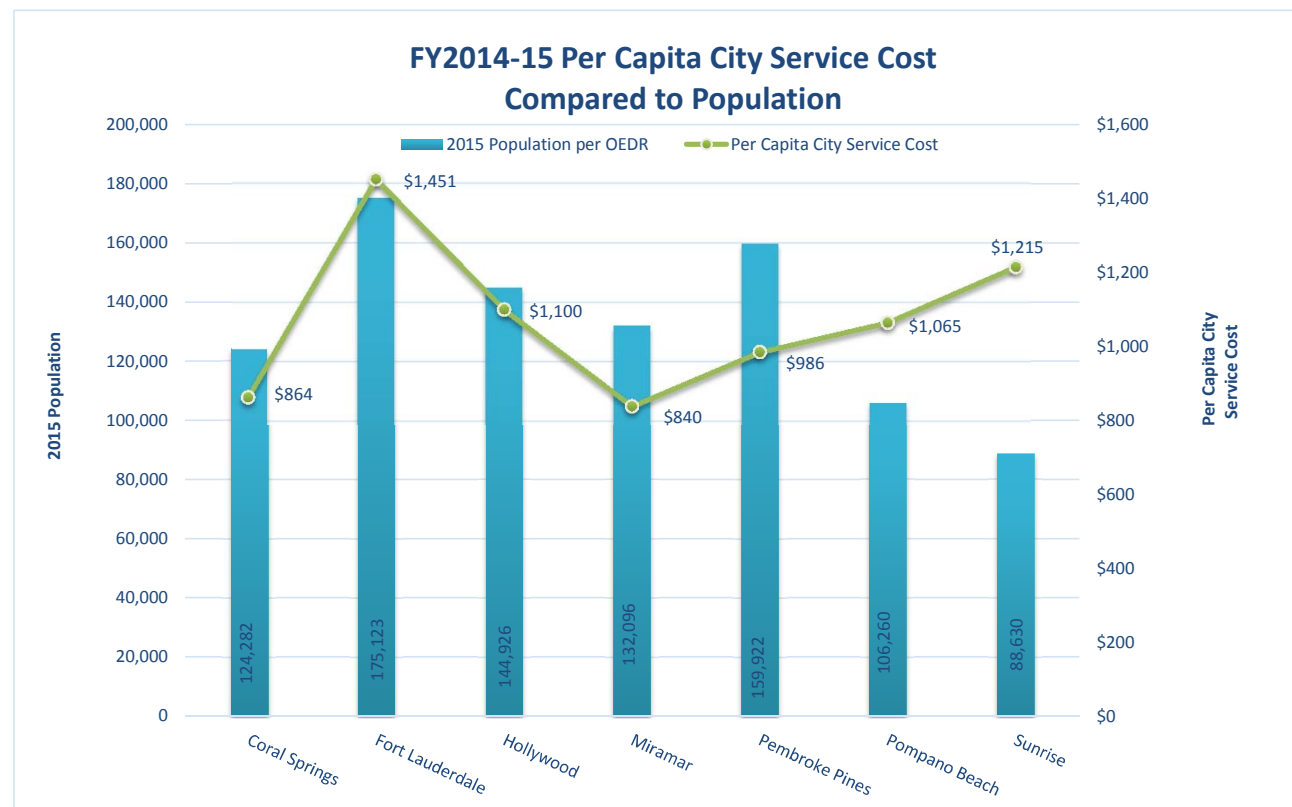
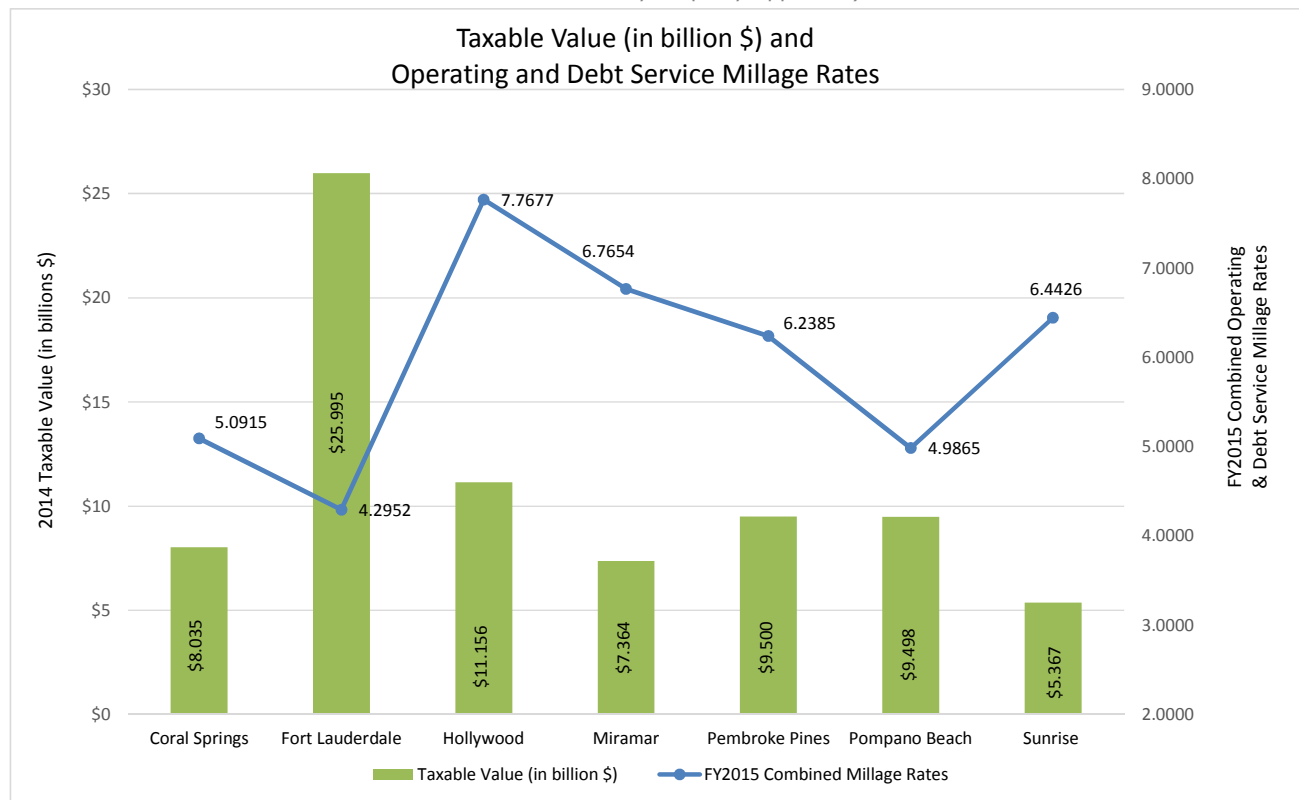
Stations	6
Employees (full-time)	219
Structure Fires	35
Advance Life Support Rescue Responses	12,390
Basic Life Support Rescue Responses	3,115
Other Rescue Calls	2,378
Other Emergencies	3,151
Fire Inspections (various kinds)	10,718
Fire Investigations	18

Municipal Parks (September 30, 2015) Source: Rec. Dept.

Developed Parks	31
Developed Acres	840
Undeveloped Acres	15
Swimming Pools	3
Recreation Centers	4
Lighted Ball fields	45
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	23
Gymnasium	2
Racquetball Courts/Indoor	6
Volleyball	4
Hockey Rinks	7
Fitness Center	1
Pavilions	35
Gazeboes	3
Paddleball Courts	25
Basketball Courts/Outdoor	25
Football/Soccer	19

COMPARISON TO LOCAL CITIES

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



City of Pembroke Pines

Performance Measures

Overview

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

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



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 and Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
1. Promote health, safety & 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 properly maintained fire prevention systems on commercial properties			✓						
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 and 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 of water and wastewater services possible while maintaining a competitive rate structure.				✓					

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.

Performance Measures Crosswalk

CITY GOAL #1: Promote health, safety & welfare of the community.	
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County	
Police To deter crime, apprehend criminals and enhance public safety.	• Clearance rate Part I offenses ⁽¹⁾ • Average emergency call response time [min] • Average calls for service per 1,000 resident population • Crime Rate per 100,000 for the following types of offenses: • 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 structures.	• % of buildings that received annual pre-fire plan surveys • Number of public participants in safety education classes (non-CPR) classes
To reduce loss to property from fire, flood, domestic terrorism or natural disaster.	• Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds) • % of dispatch processing time less than 1 minute • 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 To plan and implement recreation, health support, transportation, in-home services coordination, counseling, public education, nutrition program, senior housing and relief/respite services for senior residents.	• Units of service (services covered by OAA Title IIIB Grant) • Number of unduplicated clients
KPI: Potable water quality ranking among Broward cities	
Utilities [Water] Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water.	Finished Water Quality: • pH • Total Residual Chlorine • Color • Fluoride AS F • Turbidity NTU • Iron Fe-
CITY GOAL #2: Promote/pursue a positive economic environment.	
KPI: Median household income ranked against the ten largest cities in Broward County	
City Manager To maintain a low tax burden.	• % Change over operating rolled-back millage rate
KPI: % change in taxable value in relation to other Broward County Cities	
Police [Code Enforcement] Maintain 90% compliance on cases prior to hearings.	• % 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 Ensure that all businesses have a valid local business tax receipt.	Local business tax revenue per capita
CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.	
KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	
City Manager Enhance the educational environment at the Charter Schools.	Charter School FSA Scores ranking: - Elementary Schools - Middle Schools - High Schools
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 employee turnover rate within one year of employment
KPI: % change in sick leave hours used per FT employee	
Human Resources [Risk Management] Continue to monitor group health claims and fees.	Sick leave hours used per FT employee
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 Florida	
City Manager Manage City finances to ensure financial benchmarks are met.	- Unassigned Fund Balance as a % of annual General Fund expenditures - Total direct debt as a % of property market value
Finance Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.	- Debt service as a % of General Fund budget % of principal retired in 10 years - Direct debt per capita - Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA - Receive Distinguished Budget Presentation Award 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.	Average number of days to complete routine public requests.
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	
Public Services [Environmental] Conserve, protect, maintain or improve wetlands.	Licensed wetland acres in Pembroke Pines
KPI: Wastewater quality ranking among Broward cities	
Public Services [Water] 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	
Recreation and Cultural Arts Present to the public clean, physically-attractive and well-maintained facilities to support our youth/adult programs, and for the general public visiting our parks for passive, non-structured leisure activities.	Acres of parkland per 1,000 population

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.

Balanced Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	2015 Benchmark	2015 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 largest cities in Broward County	↓	3,671	2,494	81.6%	12.0%	9.8%
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑ *	67.20 *	90.23 *	98.9%	12.0%	* 11.9%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	78.21	63.71	33.7%	4.0%	1.3%
Provide high quality potable water	Potable water quality ranking among Broward cities	=	48.9%	52.7%	68.2%	12.0%	8.2%
(2) Promote and pursue a positive economic environment.							
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	57,130	62,404	70.3%	4.0%	2.8%
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	8.71%	8.04%	35.1%	8.0%	2.8%
To maintain a low tax burden	Per Capita City Operating ⁽²⁾ Costs compared to prior years (in constant dollars)		\$ 911	\$ 973	27.6%	4.0%	1.1%
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 20.44	\$ 21.12	54.3%	8.0%	4.3%
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.							
Improve academic performance at schools	Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	↑	54.4	77.3	91.7%	8.0%	7.3%
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.							
Reduce employee turnover	% of FT employees retained after one year	↑	81.2%	94.1%	93.7%	4.0%	3.7%
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
Maintain sound financial stability	City underlying bond rating compared to peer cities in Florida	↑	91.3%	92.0%	57.0%	8.0%	4.6%
(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	=	3.2%	11.1%	90.5%	4.0%	3.6%
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	50.4%	35.1%	31.8%	8.0%	2.5%
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population in relation to ten largest Broward cities	↑	5.97	7.14	78.2%	4.0%	3.1%
* = The ISO rating of 90.23 was during 2007. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available. ⁽²⁾ Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond			Overall Operating Performance Score			100.0%	67.0%

Key Performance Indicators (KPIs)

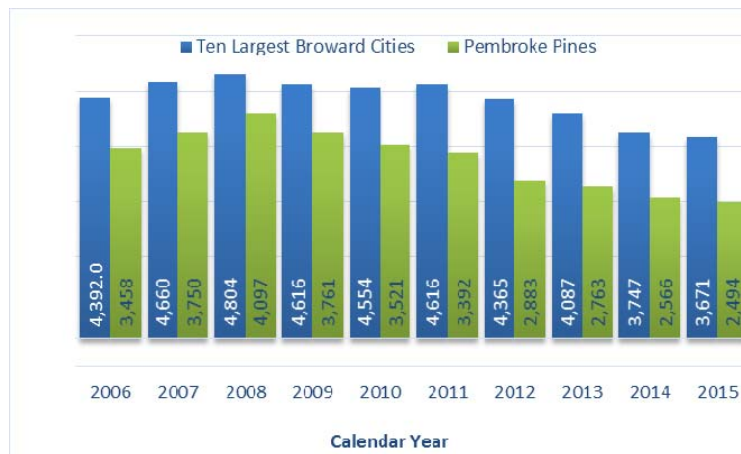
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

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

Benchmark: 3,671 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2015).

Analysis: The 2015 City's crime rate of 2,494 per 100,000 residents declined by 2.8 percentage points, while the rate decreased for the ten largest cities and the county by 2.0 and 1.3 percentage points, respectively. The City remained at the 3rd lowest crime rate among the ten largest Broward County cities, behind Coral Springs (2,181) and Miramar (2,457). Ft. Lauderdale and Hollywood had 2015 crime rates of 6,217 and 4,041, respectively.

Crime Rate per 100,000 Population



Median Household Income Compared to 10 Largest Broward Cities

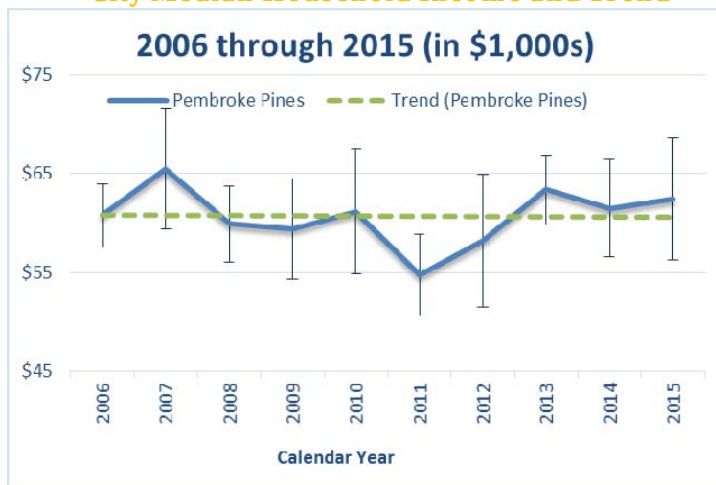


Benchmark: \$57,130 (median household income for 10 largest Broward cities in 2015.)

Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 14.4% greater than the average of the ten largest cities in Broward County. According to the 2015 survey, the City's median household income increased by 1.5% while the County grew by 4.5% and the top ten cities grew by 4.2%.

Over the last ten years, the County has experienced an annual compound growth rate of 0.66%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 0.27%; compared to the growth rate of the top ten cities of 0.56%. The 2015 Margin of Error was +/- \$4,308.

City Median Household Income and Trend



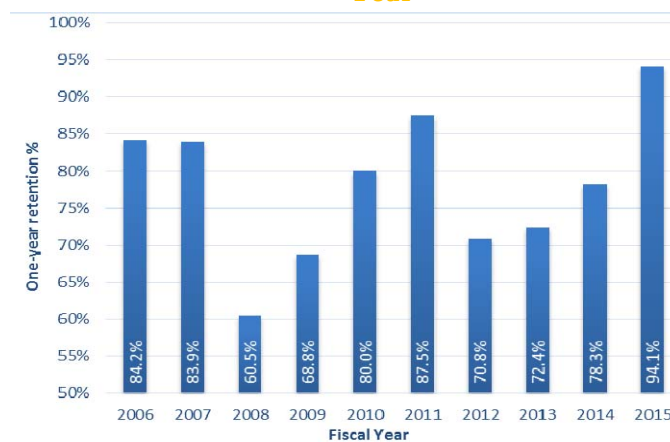
Change in Local Business Tax Revenue



Benchmark: \$20.50 (Average per capita revenue since 1982-83 in constant 2015 dollars)

Analysis: Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Population growth averaged 0.4% while revenue growth averaged 1.9% since fiscal year 2005-06 in constant 2015 dollars.

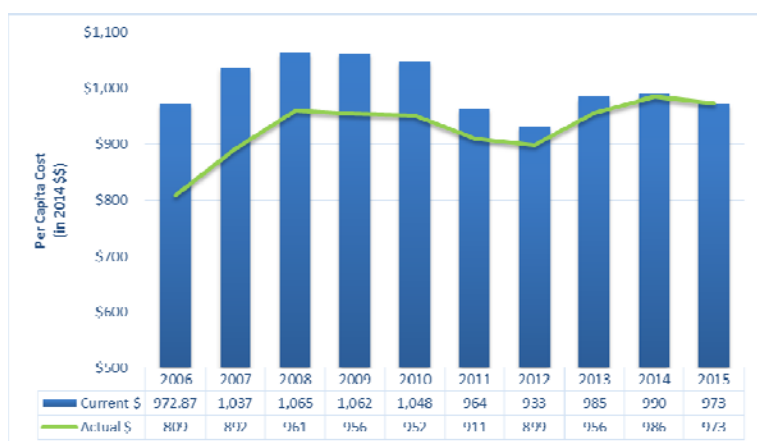
% of Full-time Employees Retained after One Year



Benchmark: 81.2% (Average City retention rate since fiscal year 1997-1998)

Analysis: The retention rate increased by 20.3% in 2015 compared to 2014. This increase is attributable to the transition of the public safety dispatch center to Broward County in 2014.

Per Capita City Operating Costs (in 2015 constant dollars)



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been \$911 in current (2015) dollars.

Analysis: Adjusted for inflation, using 2015 dollars, the per capita cost for 2014-15 was \$973, which is the same as nine years ago.

Acres of Parkland per 1,000 Population



Benchmark: 5.97 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2014-15.

Analysis: While the Broward County requirement for municipal parkland per 1,000 population is three acres, the City decided during 1999 to maintain a minimum seven acres per 1,000.

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

Department Performance Measures Report

Police

City Goal: (1) Promote health, safety, & welfare of the community.		2013-14		2014-15		2016	2017
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Outputs							
Calls for service per 1,000 residents	↓	571	600	529	600	600	575
Measurement Type: Effectiveness							
Clearance rate for Part I offenses ⁽¹⁾	↑	25%	25%	27%	25%	25%	25%
Crime index for the following types of offenses:							
Murder	↓	4	-	4	-	-	-
Forcible rape	↓	24	10	23	10	10	10
Robbery	↓	97	75	89	75	75	75
Aggravated assault	↓	152	150	254	150	150	150
Burglary	↓	569	800	510	750	750	750
Larceny	↓	3,023	3,000	2,895	3,000	3,000	3,000
Motor vehicle theft	↓	183	200	213	200	200	200
Crime index	↓	4,052	4,500	3,988	4,500	4,185	4,200
Crime rate (per 100,000 residents)	↓	2,566	2,905	2,494	2,800	2,650	2,600
⁽¹⁾ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and							
City Goal: (2) Promote and pursue a positive economic environment.		2013-14		2014-15		2016	2017
KPI: % change in taxable value in relation to other Broward County Cities		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
% of cases closed prior to Code Board and/or Special Master hearing	↑	N/A	95%	N/A	95%	N/A	N/A

Fire

City Goal: (1) Promote health, safety, & welfare of the community.		2013-14		2014-15		2016	2017
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Efficiency							
Average unit response time from en route to arrival (in minutes)	↓	4.20	<3.50	4.11	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	92%	>93%	89%	>90%	>93%	>90%
Measurement Type: Effectiveness							
Number of public participants in safety education classes (non-CPR) classes	↑	14,578	16,000	15,205	18,000	17,000	16,000

Community Services

City Goal: (1) Promote health, safety, & welfare of the community.		2013-14		2014-15		2016	2017
KPI: Social service client hours per each unduplicated client		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Outputs							
Number of unduplicated clients	↑	2,841	2,100	3,500	3,000	3,200	3,600
Units of service (services covered by OAA Title IIIB and IIIE Grant)	↑	99,210	104,306	67,164	90,494	90,769	63,799

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2013-14		2014-15		2016	2017
KPI: City's underlying bond rating compared to peer cities in Florida		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	30	30	31	31	32	33
Number of years to receive Distinguished Budget Presentation Award from GFOA	↑	17	17	18	18	19	20

Department Performance Measures Report (continued)

City Manager

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

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

Measurement Type: **Efficiency**

		2013-14		2014-15		2016	2017
		Actual	Goal	Actual	Goal	Goal	Goal
Change over operating rolled-back millage rate	↓	4.33%	1.69%	6.76%	3.15%	1.96%	3.75%
Per Capita City Operating Cost compared to prior years (in actual dollars)		\$986	\$1,000	\$ 973	\$1,000	\$1,000	\$1,000

* New measure - goal unavailable.

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

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

Measurement Type: **Effectiveness**

Charter School FSA Scores for:

		2013-14		2014-15		2016	2017
		Actual	Goal	Actual	Goal	Goal	Goal
Elementary Schools	↑	N/A	N/A	77%	N/A	N/A	77%
Middle Schools	↑	N/A	N/A	78%	N/A	N/A	78%
High Schools	↑	N/A	N/A	77%	N/A	N/A	77%
FSU Elementary	↑	N/A	N/A	77%	N/A	N/A	77%

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

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

Measurement Type: **Effectiveness**

		2013-14		2014-15		2016	2017
		Actual	Goal	Actual	Goal	Goal	Goal
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	13%	25%	23%	26%	26%	28%
Total direct debt as a % of property market value	=	4.1%	4.1%	4.2%	0.0%	3.9%	3.6%
Debt service as a % of General Fund budget	↓	18%	17%	16%	16%	15%	15%
% of principal retired in 10 years	↑	36%	38%	38%	38%	41%	43%
Direct debt per capita	↓	\$2,171	\$2,451	\$2,122	\$2,372	\$2,190	\$2,122

^ Policy stipulates a range from 10% to 30%

City Clerk

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

KPI: Local business tax revenue per capita

Measurement Type: **Effectiveness**

		2013-14		2014-15		2016	2017
		Actual	Goal	Actual	Goal	Goal	Goal
Local business tax revenue per capita (in constant dollars)	↑	\$20.73	\$21.00	\$ 21.12	\$21.00	\$21.00	\$21.00

Human Resources

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

KPI: % change in new FT employee retention rate within one year of employment

Measurement Type: **Effectiveness**

		2013-14		2014-15		2016	2017
		Actual	Goal	Actual	Goal	Goal	Goal
New FT employee turnover rate within one year of employment	↓	13.0%	20.0%	8.0%	20.0%	15.0%	15.0%

Department Performance Measures Report (continued)

Public Services

City Goal: (1) Promote health, safety, & welfare of the community.		2013-14		2014-15		2016	2017
KPI: Potable water quality ranking among Broward cities		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
Finished Water Quality:							
pH (County standard 6.5 - 9.1 or higher)	↑	9.20	9.20	9.00	9.20	9.20	<9.5
Total Residual Chlorine (County standard 4.0 or lower)	↑	3.00	3.50	3.60	3.50	3.50	<4.0
Color (County standard 15.0 or lower)	↓	6.00	6.00	15.00	6.00	6.00	6.00
Fluoride ASF (County Standard 0.8 or lower)	↑	0.80	0.80	0.40	0.80	0.80	0.70
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.80	0.06	0.80	0.06	0.90	1.00
Iron Fe- (County standard 0.3 or lower)	↓	0.20	0.02	0.10	0.02	0.20	0.30
City Goal: (6) Preserve and promote the ecological and environmental quality within the City.		2013-14		2014-15		2016	2017
KPI: Wastewater quality ranking among Broward cities		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	5.20	5.20	8.30	5.20	5.20	<2.0
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	3.00	3.00	12.70	3.00	3.00	<2.0
KPI: Comparison of licensed wetlands per total acres with other Broward County cities							
Measurement Type: Effectiveness							
Licensed wetland acres in Pembroke Pines	=	685.00	685.00	640.00	685.00	685.00	640.00
KPI: Acres of parkland per 1,000 population compared to the ten largest cities in Broward County							
Measurement Type: Effectiveness							
Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑	7.20	10.24	7.14	7.30	7.30	7.30

Budget Summary for Fiscal Year 2016-17 - All Funds By Category

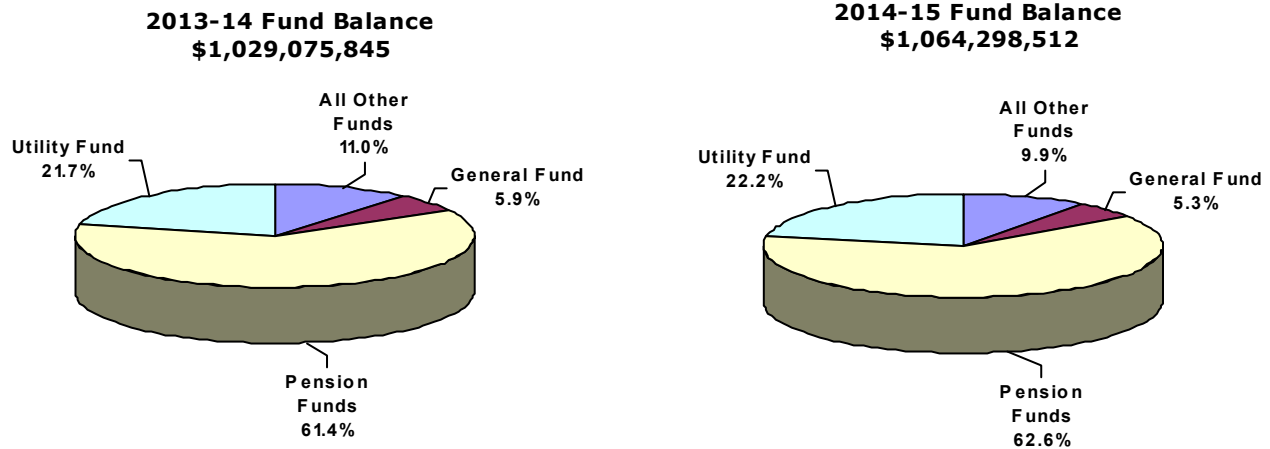
	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$ 858,259,783	1,029,075,849	1,064,298,512	1,040,504,004		
Revenues/Sources						
Ad Valorem Taxes	53,606,532	56,921,852	60,486,574	65,085,793	16.7%	7.6%
Charges for Services	43,933,543	46,910,840	53,980,717	56,652,730	14.6%	4.9%
Investment Income	67,712,217	11,509,823	59,170,334	56,128,498	14.4%	(5.1%)
Miscellaneous Revenues	60,367,665	53,187,555	48,744,172	49,132,206	12.6%	0.8%
Water/Sewer Charges	43,086,001	43,847,482	44,361,000	45,445,000	11.7%	2.4%
Rents & Royalties	23,689,803	23,654,808	23,920,949	24,208,074	6.2%	1.2%
Special Assessments	22,212,257	22,179,789	22,600,179	22,771,762	5.9%	0.8%
Intergovernmental Revenue	19,627,063	19,312,412	24,343,992	20,036,756	5.2%	(17.7%)
Franchise Fees	17,121,734	17,260,843	17,425,125	17,674,072	4.5%	1.4%
Utility Taxes	12,655,027	12,865,363	13,179,000	13,286,000	3.4%	0.8%
Communication Services Tax	6,350,145	6,197,472	5,982,082	5,509,584	1.4%	(7.9%)
Local Business Tax	3,272,689	3,378,223	3,395,000	3,404,000	0.9%	0.3%
Fuel Taxes	2,682,012	2,780,280	2,783,985	2,876,000	0.7%	3.3%
Insurance Premium Taxes	2,629,081	2,470,921	2,629,081	2,470,922	0.6%	(6.0%)
Water/Sewer Connection	2,064,436	1,069,739	1,900,000	1,725,000	0.4%	(9.2%)
Judgements, Fines & Forfeitures	1,522,856	1,924,777	1,279,912	1,553,456	0.4%	21.4%
Building Permits	502,655	1,092,273	575,500	724,000	0.2%	25.8%
Total Revenues/Sources	383,035,716	326,564,452	386,757,602	388,683,853	100.0%	0.5%
Expenditures/Uses						
Public Safety	98,070,049	99,510,609	111,506,669	112,830,842	32.6%	1.2%
General Government	87,053,536	95,217,617	105,621,129	109,827,058	31.8%	4.0%
Debt Service	28,159,175	25,088,461	26,198,661	26,356,307	7.6%	0.6%
Utility Administration	24,294,663	26,682,448	23,577,606	24,252,055	7.0%	2.9%
Sewer-Wastewater Services	11,541,769	11,992,522	23,751,620	16,115,023	4.7%	(32.2%)
Culture and Recreation	11,497,504	14,807,661	61,073,472	10,714,782	3.1%	(82.5%)
Water Utility Services	5,235,305	4,430,806	11,064,647	10,669,492	3.1%	(3.6%)
Physical Environment	10,301,050	8,024,220	12,993,617	10,588,174	3.1%	(18.5%)
Economic Environment	10,595,084	8,793,498	12,965,439	9,725,271	2.8%	(25.0%)
Human Services	6,984,229	7,049,953	7,817,007	7,775,221	2.2%	(0.5%)
Transportation	8,127,463	6,621,778	12,950,646	6,808,505	2.0%	(47.4%)
Total Expenditures/Uses	301,859,828	308,219,572	409,520,513	345,662,730	100.0%	(15.6%)
Excess (Deficit)	81,175,888	18,344,880	(22,762,911)	43,021,123		
Transfers In	1,197,375	1,092,487	1,183,280	1,095,447		
Insurance Premium on Refunding Bonds	3,016,529	9,830,036	-	-		
Payment to refunded bond escrow agent	(109,277,444)	(75,230,994)	-	-		
Prior Period Adjustment	90,509,858	-	-	-		
Refunding Bonds Issued	105,880,000	76,045,000	-	-		
Sale of equipment/land	332,148	7,178,757	71,500	71,200		
Transfers Out	(2,018,289)	(2,037,504)	(2,286,377)	(1,995,900)		
Ending Fund Balance	\$ 1,029,075,849	1,064,298,512	1,040,504,004	1,082,695,874		
Percent Change	-	3.4%	-2.2%	4.1%		

Notes:

The 2013-14 fund balance was restated to reflect prior period adjustments of \$90.5 million recorded in 2014-15. The trust funds account for \$12.5 million of the 2014-15 change in fund balance. Other major changes included \$9.8 million in the Municipal Construction Fund, \$7.6 million in the General Fund, \$2.7 million in the Utility Fund, and \$1.7 million in the Debt Service Fund. Fund balance is expected to decline by \$23.8 million in 2015-16 due mainly to the carryover of funds. The estimated change in fund balance for 2016-17 is \$42.2 million, largely due to a \$46.7 million surplus in the trust funds that are partially offset by operating deficits of \$3.9 million in the Utility Fund.

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2013-14 and 2014-15

The following schedule breaks down by fund, and further detail within each fund, the excess revenues over expenditures.

**All Funds**

	<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Asset	\$ 1,085,293,424	\$ 1,113,116,821	\$ 27,823,397
Liability	56,217,578	48,818,309	-7,399,269
Fund Balance	1,029,075,845	1,064,298,512	35,222,667

General Fund

	<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Cash & Investments	\$ 69,484,171	70,620,576	1,136,405
Taxes Receivable	5,468,659	5,332,386	-136,273
Accounts Receivable	2,036,077	1,382,132	-653,945
Other Assets	4,220,671	2,942,197	-1,278,474

	Asset Total	81,209,578	80,277,291	-932,287
Accounts Payable	\$	21,442,045	13,315,561	-8,126,484
Due to Other Funds		0	0	0
Deposits		1,421,153	1,462,030	40,878
Deferred Revenue		3,147,275	3,213,578	66,302
Other Liabilities		568,505	24,146	-544,359
Liability Total		26,578,978	18,015,315	-8,563,663
Real Estate Investment and Other	\$	25,064,411	14,414,930	-10,649,481
Unassigned Fund Balance		20,503,089	35,768,693	15,265,603
Disaster Assistance		2,125,000	2,125,000	0
Subsequent year's budget		6,938,100	9,953,353	3,015,253
Fund Balance Total	\$	54,630,600	62,261,975	7,631,376

Utility Fund

	<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Cash & Investments	\$ 79,376,855	79,767,739	390,883
Accounts Receivable	4,872,636	5,162,742	290,106
Restricted Investments	11,238,486	9,702,593	-1,535,893
Land, Buildings, Equipment & Improvements	234,054,195	250,557,671	16,503,475
Accumulated Depreciation	-95,975,352	-101,687,915	-5,712,563
Construction in Progress	9,754,459	790,168	-8,964,291
Other Assets	835,875	2,370,841	1,534,966

Asset Total	244,157,154	246,663,838	2,506,684

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2013-14 and 2014-15**

<u>Utility Fund</u>		<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Accounts Payable	\$	1,727,498	1,527,294	-200,205
Due to Other Funds		0	0	0
Deposits		3,642,977	3,917,124	274,147
Other Liabilities		10,724,153	10,341,868	-382,285
Liability Total		16,094,629	15,786,286	-308,343
Prior Period Adjustment	\$	-2,254,418	0	2,254,418
Retained Earnings - Reserved		530,963	0	-530,963
Retained Earnings - Unreserved		229,053,331	230,132,317	1,078,986
Other Equities		732,650	745,236	12,586
Retained Earnings Total	\$	228,062,525	230,877,552	2,815,027
<u>Pension Funds</u>		<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Cash & Investments	\$	627,555,901	643,348,893	15,792,992
Accounts Receivable		11,655,077	5,638,431	-6,016,646
Land, Buildings, Equipment & Improvements		381,244	369,392	-11,852
Other Assets		5,535,271	5,442,567	-92,703
Asset Total		645,127,493	654,799,283	9,671,790
Accounts Payable	\$	451,436	973,649	522,213
Other Liabilities		0	0	0
Liability Total		451,436	973,649	522,213
Net Assets - Reserved	\$	551,911,782	653,825,634	101,913,853
Other Equities		92,764,276	0	-92,764,276
Net Assets Held In Trust Total	\$	644,676,057	653,825,634	9,149,577
<u>All Other Funds</u>		<u>2013-14</u>	<u>2014-15</u>	<u>Change</u>
Cash & Investments	\$	111,388,635	130,121,742	18,733,107
Taxes Receivable		444,333	463,674	19,341
Accounts Receivable		13,806	10,316	-3,490
Restricted Investments		1,259,261	551,718	-707,544
Other Assets		1,693,163	228,959	-1,464,204
Asset Total		114,799,198	131,376,408	16,577,210
Accounts Payable	\$	390,194	264,558	-125,636
Due to Other Funds		1,285,397	161,390	-1,124,007
Deposits		76,216	86,155	9,939
Deferred Revenue		724,186	826,926	102,739
Other Liabilities		10,616,541	12,704,030	2,087,488
Liability Total		13,092,535	14,043,059	950,524
Fund Balance - Restricted	\$	52,259,414	55,637,262	3,377,848
Retained Earnings - Reserved		6,542,229	6,542,229	0
Real Estate Investment and Other		469,349	469,349	0
Other Equities		42,435,671	54,684,510	12,248,839
Fund Balance Total	\$	101,706,663	117,333,350	15,626,686

The 2013-14 fund balance was restated to reflect prior period adjustments of (\$2.3 million) in the Utility Fund and \$92.8 million in the Fire and Police Pension Fund. These adjustments were recorded in 2014-15.

Expenditure Category Matrix For 2016-17 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	582,510	293,274	-	-	-	-	875,784
City Manager	575,645	9,214	-	-	-	-	584,859
Human Resources	503,577	141,509	2,000	-	-	-	647,086
City Attorney	-	929,109	-	-	-	-	929,109
General Government	1,406,933	1,437,505	-	-	201,632	812,134	3,858,204
City Clerk	832,527	353,307	14,000	-	-	-	1,199,834
Finance	1,758,482	907,521	12,100	-	-	-	2,678,103
Technology Services	2,099,599	1,983,732	860,362	-	-	-	4,943,693
Police	55,920,545	5,069,572	3,327,522	-	-	-	64,317,639
Fire/Rescue	41,838,495	4,170,181	2,046,800	-	-	-	48,055,476
Early Development Centers	2,954,068	2,360,732	-	-	-	900,453	6,215,253
W.C.Y Administration	-	87,439	-	-	-	-	87,439
General Gvt Buildings	1,051,634	6,640,840	458,500	-	-	-	8,150,974
Grounds Maintenance	727,304	8,857,370	987,000	-	-	-	10,571,674
Purchasing/Contract Administration	128,956	486,038	-	-	-	-	614,994
Environmental Services (Engineering)	356,331	488,275	50,000	-	-	-	894,606
Howard C. Forman Human Services Campus	-	1,397,616	82,500	-	-	-	1,480,116
Recreation and Cultural Arts	3,334,920	2,746,862	365,050	-	-	-	6,446,832
Special Events	-	201,650	-	-	-	-	201,650
Walter C Young Dinner Theatre	-	2,050	-	-	-	-	2,050
Golf Course	-	1,922,321	235,250	-	-	-	2,157,571
Civic and Cultural Facility	138,748	1,767,931	-	-	-	-	1,906,679
Community Services	281,484	681,345	60,000	-	25,572	-	1,048,401
Housing Division	157,918	7,718,087	-	-	-	-	7,876,005
Planning and Economic Development	598,141	440,701	11,100	-	-	-	1,049,942
General Fund Total	115,247,817	51,094,181	8,512,184	-	227,204	1,712,587	176,793,973
% of General Fund	65.2%	28.9%	4.8%	-	0.1%	1.0%	100%
Road & Bridge Fund							
Maintenance	129,639	3,584,974	-	-	-	-	3,714,613
Infrastructure	-	1,167,875	1,011,000	-	-	-	2,178,875
Transit System	-	-	-	-	-	283,313	283,313
Road & Bridge Fund Total	129,639	4,752,849	1,011,000	-	-	283,313	6,176,801
% of Road & Bridge Fund	2.1%	76.9%	16.4%	-	-	4.6%	100%
State Housing Initiative Program							
Community Development	-	1,010,364	-	-	-	-	1,010,364
State Housing Initiative Program Total	-	1,010,364	-	-	-	-	1,010,364
% of State Housing Initiative Program	-	100.0%	-	-	-	-	100%
HUD Grants CDBG/HOME							
Community Development	-	538,902	300,000	-	-	-	838,902
Transportation	-	116,893	-	-	-	-	116,893
HUD Grants CDBG/HOME Total	-	655,795	300,000	-	-	-	955,795
% of HUD Grants CDBG/HOME	-	68.6%	31.4%	-	-	-	100%
Law Enforcement Grant							
Victims of Crime Act Grant	17,902	16	-	-	-	-	17,918
Law Enforcement Grant Total	17,902	16	-	-	-	-	17,918
% of Law Enforcement Grant	99.9%	0.1%	-	-	-	-	100%

Expenditure Category Matrix For 2016-17 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Community Bus Program							
Community Services	-	206,216	-	-	-	-	206,216
Transit System	-	591,908	-	-	-	-	591,908
Community Bus Program Total	-	798,124	-	-	-	-	798,124
% of Community Bus Program	-	100.0%	-	-	-	-	100%
Treasury - Confiscated							
Treasury Confiscated	-	-	59,576	-	-	-	59,576
Treasury - Confiscated Total	-	-	59,576	-	-	-	59,576
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
Justice - Confiscated							
Justice Confiscated	-	-	110,623	-	-	-	110,623
Justice - Confiscated Total	-	-	110,623	-	-	-	110,623
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
\$2 Police Education							
\$2 Police Education	-	35,616	-	-	-	-	35,616
\$2 Police Education Total	-	35,616	-	-	-	-	35,616
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
FDLE - Confiscated							
FDLE	-	35,361	198,633	-	-	-	233,994
FDLE - Confiscated Total	-	35,361	198,633	-	-	-	233,994
% of FDLE - Confiscated	-	15.1%	84.9%	-	-	-	100%
Older Americans Act							
SW Multipurpose Center	-	1,229,297	-	-	95,284	-	1,324,581
Older Americans Act Total	-	1,229,297	-	-	95,284	-	1,324,581
% of Older Americans Act	-	92.8%	-	-	7.2%	-	100%
Debt Service							
General Debt Service	-	-	-	26,356,307	-	-	26,356,307
Debt Service Total	-	-	-	26,356,307	-	-	26,356,307
% of Debt Service	-	-	-	100.0%	-	-	100%
Utility Fund							
General Debt Service	-	-	-	1,048,791	-	-	1,048,791
Utilities Admin Services	2,275,659	4,382,926	312,500	-	-	-	6,971,085
Non-Departmental Expense	557,050	16,668,734	-	-	55,186	-	17,280,970
Sewer Collection	-	2,495,271	805,500	-	-	-	3,300,771
Sewer Treatment Plant	-	11,564,252	1,250,000	-	-	-	12,814,252
Water Plants	-	4,878,334	3,775,000	-	-	-	8,653,334
Water Distribution	-	1,721,158	295,000	-	-	-	2,016,158
Utility Fund Total	2,832,709	41,710,675	6,438,000	1,048,791	55,186	-	52,085,361
% of Utility Fund	5.4%	80.1%	12.4%	2.0%	0.1%	-	100%
Public Insurance Fund							
Self Insurance	104,485	25,940,993	-	-	-	-	26,045,478
Public Insurance Fund Total	104,485	25,940,993	-	-	-	-	26,045,478
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100%

Expenditure Category Matrix For 2016-17 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Wetlands Trust Fund							
Mitigation Trust	-	16,500	-	-	-	-	16,500
Wetlands Trust Fund Total	-	16,500	-	-	-	-	16,500
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100%
General Pension Trust Fund							
Post Employment Benefits	-	10,060,000	-	-	-	-	10,060,000
General Pension Trust Fund Total	-	10,060,000	-	-	-	-	10,060,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100%
Fire & Police Pension Trust Fund							
Post Employment Benefits	-	33,751,000	-	-	-	-	33,751,000
Fire & Police Pension Trust Fund Total	-	33,751,000	-	-	-	-	33,751,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100%
Other Post Employment Benefits							
Post Employment Benefits	-	11,826,619	-	-	-	-	11,826,619
Other Post Employment Benefits Total	-	11,826,619	-	-	-	-	11,826,619
% of Other Post Employment Benefits	-	100.0%	-	-	-	-	100%
TOTAL	118,332,552	182,917,390	16,630,016	27,405,098	377,674	1,995,900	347,658,630
% OF BUDGET	34.0%	52.6%	4.8%	7.9%	0.1%	0.6%	100%

City of Pembroke Pines, Florida
Transfers Matrix 2016-17 Budget

Fund	Transfer From	Transfer To
General Fund	1,712,587	-
Road & Bridge Fund	283,313	-
Older Americans Act	-	487,850
Debt Service	-	118,068
Community Bus Program	-	489,529
Charter Middle Schools	-	900,453
	\$1,995,900	\$1,995,900

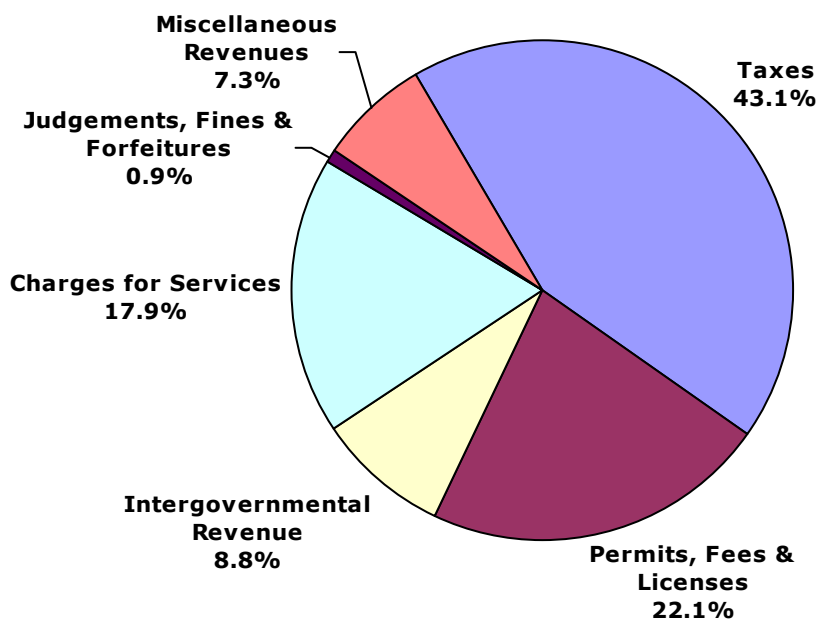
Projected Changes in Fund Balances - Fund 1 General Fund

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	52,554,623	54,630,600	62,261,974	54,890,894		
Revenues/Sources							
Ad Valorem Taxes		48,136,008	51,515,774	54,652,676	59,196,030	33.5%	8.3%
Charges for Services		29,369,095	29,674,098	30,219,301	31,609,262	17.9%	4.6%
Special Assessments		22,212,257	22,179,789	22,600,179	22,771,762	12.9%	0.8%
Intergovernmental Revenue		13,428,053	14,996,934	15,160,083	15,552,873	8.8%	2.6%
Franchise Fees		15,048,914	15,176,304	15,315,205	15,542,797	8.8%	1.5%
Rents & Royalties		11,330,116	11,733,715	11,936,618	12,242,330	6.9%	2.6%
Utility Taxes		11,013,538	11,222,415	11,331,613	11,104,776	6.3%	(2.0%)
Local Business Tax		3,272,689	3,378,223	3,395,000	3,404,000	1.9%	0.3%
Insurance Premium Taxes		2,629,081	2,470,921	2,629,081	2,470,922	1.4%	(6.0%)
Judgements, Fines & Forfeitures		1,321,407	1,553,068	1,241,209	1,517,840	0.9%	22.3%
Building Permits		482,875	999,476	550,500	632,000	0.4%	14.8%
Investment Income		397,105	(432,829)	290,620	422,620	0.2%	45.4%
Miscellaneous Revenues		559,504	306,469	201,565	202,264	0.1%	0.3%
Communication Services Tax		50,846	169,075	135,194	-	-	(100.0%)
Total Revenues/Sources		159,251,488	164,943,432	169,658,844	176,669,476	100.0%	4.1%
Expenditures/Uses							
Public Safety		97,346,864	99,315,309	109,517,882	112,373,115	64.2%	2.6%
General Government		25,581,809	27,681,479	29,205,206	27,095,170	15.5%	(7.2%)
Culture and Recreation		9,137,706	7,599,579	9,206,445	10,714,782	6.1%	16.4%
Physical Environment		10,284,640	8,021,490	12,977,117	10,571,674	6.0%	(18.5%)
Economic Environment		7,571,878	7,306,436	7,771,183	7,876,005	4.5%	1.3%
Human Services		5,712,068	5,737,066	6,417,075	6,450,640	3.7%	0.5%
Total Expenditures/Uses		155,634,965	155,661,358	175,094,908	175,081,386	100.0%	-
Excess (Deficit)		3,616,523	9,282,074	(5,436,064)	1,588,090		
Sale of equipment/land		55,458	60,308	62,000	62,000		
Transfers Out		(1,596,004)	(1,711,007)	(1,997,016)	(1,712,587)		
Ending Fund Balance	\$	54,630,600	62,261,975	54,890,894	54,828,397		
Percent Change		-	14.0%	-11.8%	-0.1%		

Notes:

The fund balance at the end of 2014-15 showed a \$7.6 million increase over prior year due mainly to the \$3.4 million and \$1.6 million increase in property tax and intergovernmental revenue, respectively. In 2015-16 fund balance is expected to decline by \$7.4 million due to \$4.4 million in carryover of funds from prior year and the use of fund balance to cover expenses relating to the Information Technology Modernization Project. Fund balance is expected to decrease further by \$0.1 million in 2016-17 as revenues are below expenditures.

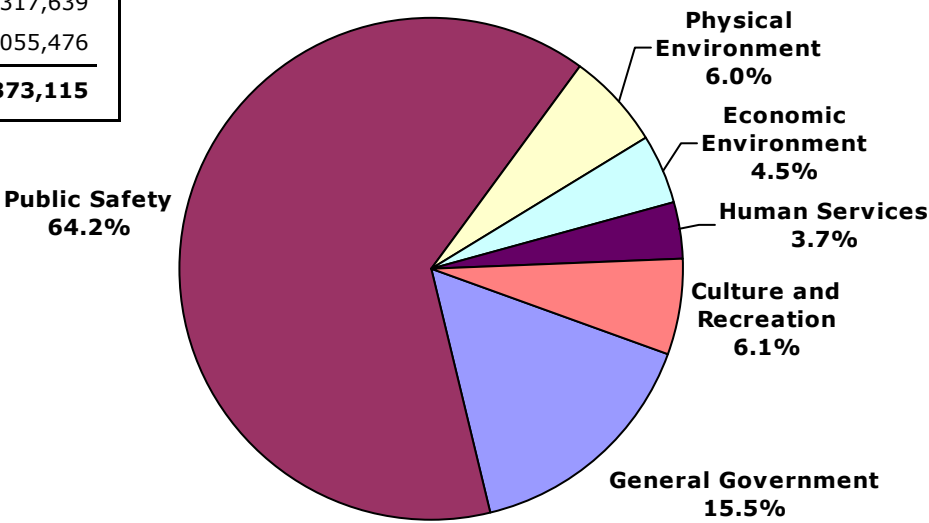
General Fund Revenues



Ad Valorem Taxes	59,196,030
Utility Taxes	11,104,776
Local Business Tax	3,404,000
Insurance Premium Taxes	2,470,922
	\$ 76,175,728

General Fund Expenditures

Police	64,317,639
Fire/Rescue	48,055,476
Public Safety	\$ 112,373,115



Projected Changes in Fund Balances - Fund 51 Wetlands Trust Fund

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	541,828	526,273	525,790	510,290		
Revenues/Sources							
Investment Income		855	2,247	1,000	1,900	100.0%	90.0%
Total Revenues/Sources		855	2,247	1,000	1,900	100.0%	90.0%
Expenditures/Uses							
Physical Environment		16,410	2,730	16,500	16,500	100.0%	-
Total Expenditures/Uses		16,410	2,730	16,500	16,500	100.0%	-
Excess (Deficit)		(15,555)	(483)	(15,500)	(14,600)		
Ending Fund Balance	\$	526,274	525,791	510,290	495,690		
Percent Change		-	-0.1%	-2.9%	-2.9%		

Notes:

In 1992 the City entered into an agreement with the Florida Wetlandsbank™ (FW) whereby the City granted FW a license to develop a Wetlands Mitigation Bank at a site comprised of approximately 450 acres located in the Chapel Trail Preserve. That agreement, which ended in 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation.

FW's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits. In 2005 the City assumed full responsibility and maintenance for the wetlands.

The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City is required to maintain the wetlands in perpetuity by spending only the investment income.

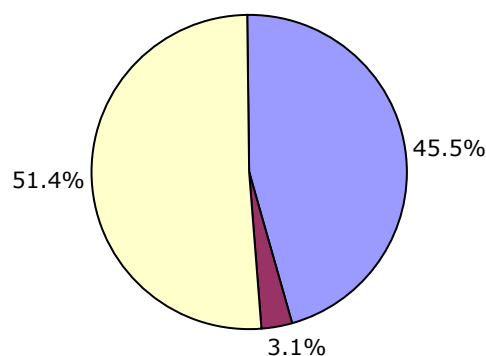
Projected Changes in Fund Balances - Fund 201 Debt Service

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	14,788,698	13,233,973	14,903,153	15,203,742		
Revenues/Sources							
Rents & Royalties		12,359,687	11,921,093	11,984,331	11,965,744	45.3%	(0.2%)
Ad Valorem Taxes		5,470,524	5,406,078	5,833,898	5,889,763	22.3%	1.0%
Communication Services Tax		6,299,299	6,028,397	5,846,888	5,509,584	20.9%	(5.8%)
Utility Taxes		1,641,489	1,642,948	1,847,387	2,181,224	8.3%	18.1%
Franchise Fees		818,587	820,373	824,920	821,895	3.1%	(0.4%)
Investment Income		78,215	97,837	43,758	51,758	0.2%	18.3%
Total Revenues/Sources		26,667,801	25,916,726	26,381,182	26,419,968	100.0%	0.1%
Expenditures/Uses							
Debt Service		28,159,175	25,088,461	26,198,661	26,356,307	100.0%	0.6%
Total Expenditures/Uses		28,159,175	25,088,461	26,198,661	26,356,307	100.0%	0.6%
Excess (Deficit)		(1,491,374)	828,265	182,521	63,661		
Transfers In		317,564	118,065	118,068	118,068		
Insurance Premium on Refunding Bonds		3,016,529	9,830,036	-	-		
Payment to refunded bond escrow agent	(109,277,444)	(75,230,994)	-	-	-		
Refunding Bonds Issued		105,880,000	66,133,497	-	-		
Transfers Out		-	(9,690)	-	-		
Ending Fund Balance	\$	13,233,973	14,903,153	15,203,742	15,385,471		
Percent Change		-	12.6%	2.0%	1.2%		

Notes:

The fund balance of the Debt Service Fund is the result of reserves required by the various bond covenants. Bond reserves are typically funded from proceeds of the issue. In addition, the balance includes the required sinking fund amounts used to make scheduled debt service payments. Changes in fund balance are due to refunding or extinguishment of prior debt and the issuance of new debt.

The fund balance increased by \$0.3 million during 2015-16 and is expected to increase by another \$0.2 million during the 2016-17 fiscal year. Similar to the 2015-16 fiscal year, 2016-17 should experience a transfer in of \$0.1 million from the General Fund for capital lease payments.

Revenues

■ Miscellaneous Revenues ■ Permits, Fees & Licenses □ Taxes

Property taxes of \$5.9 million will be used for debt service in 2016-17 on the \$100 million of GO bonds issued. Miscellaneous Revenues include charges to City facilities (such as the charter schools and rental housing units), which are revenues pledged for payment of debt service.

Projected Changes in Fund Balances - Fund 320 Municipal Construction

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	26,672,917	21,539,540	31,343,197	(\$20,441,914)		
Revenues/Sources							
Intergovernmental Revenue		97,224	-	962,350	-	-	(100.0%)
Investment Income		161,849	192,169	-	-	-	-
Miscellaneous Revenues		631,941	630,861	284,300	-	-	(100.0%)
Total Revenues/Sources		891,014	823,030	1,246,650	-	-	(100.0%)
Expenditures/Uses							
General Government		87,739	26,086	11,609	-	-	(100.0%)
Transportation		3,575,264	756,398	1,153,125	-	-	(100.0%)
Culture and Recreation		2,359,798	7,208,082	51,867,027	-	-	(100.0%)
Total Expenditures/Uses		6,022,801	7,990,566	53,031,761	-	-	(100.0%)
Excess (Deficit)		(5,131,787)	(7,167,536)	(51,785,111)	-		
Transfers In		-	9,690	-	-		
Refunding Bonds Issued		-	9,911,503	-	-		
Sale of equipment/land		-	7,050,000	-	-		
Transfers Out		(1,590)	-	-	-		
Ending Fund Balance	\$	21,539,540	31,343,197	(\$20,441,914)	(\$20,441,914)		
Percent Change		-	45.5%	-165.2%	0.0%		

Notes:

The Municipal Construction Fund is established on a project-length basis that spans multiple fiscal years and is used to account for revenues and expenditures during the construction or acquisition of major capital facilities and projects. The fund is financed mainly by market borrowings and negotiated contributions from developers and is not used to accumulate resources for future capital improvements.

Reductions in ending fund balance from year to year are the result of debt proceeds that were received and recorded as revenues in prior years having been spent in one or more subsequent years.

No expenditures have been budgeted for the beginning of the new fiscal year. Because this fund is on a project-length basis, spending plans for 2016-17 will be appropriated after October 1st as revisions to the adopted budget and will be funded by unspent balances being carried forward from prior years.

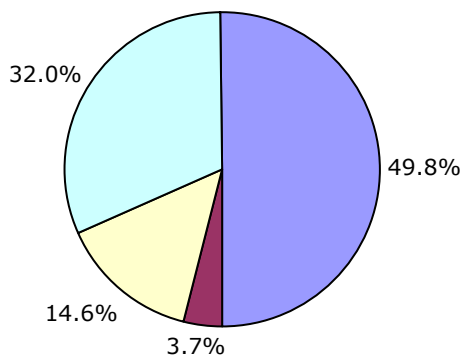
Projected Changes in Fund Balances - Other Governmental Funds

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	6,223,105	7,605,237	8,381,720	1,358,308		
Revenues/Sources							
Intergovernmental Revenue		6,101,786	4,315,478	8,221,559	4,483,883	49.8%	(45.5%)
Fuel Taxes		2,682,012	2,780,280	2,783,985	2,876,000	32.0%	3.3%
Franchise Fees		1,254,233	1,264,166	1,285,000	1,309,380	14.6%	1.9%
Miscellaneous Revenues		196,249	184,523	206,486	244,703	2.7%	18.5%
Investment Income		41,372	67,376	45,000	49,000	0.5%	8.9%
Judgements, Fines & Forfeitures		201,449	371,709	38,703	35,616	0.4%	(8.0%)
Charges for Services		16,667	-	-	-	-	-
Total Revenues/Sources		10,493,768	8,983,532	12,580,733	8,998,582	100.0%	(28.5%)
Expenditures/Uses							
Transportation		4,552,200	5,865,379	11,797,521	6,808,505	65.2%	(42.3%)
Economic Environment		3,023,206	1,487,062	5,194,256	1,849,266	17.7%	(64.4%)
Human Services		1,272,161	1,312,888	1,399,932	1,324,581	12.7%	(5.4%)
Public Safety		723,185	195,300	1,988,787	457,727	4.4%	(77.0%)
Total Expenditures/Uses		9,570,752	8,860,629	20,380,496	10,440,079	100.0%	(48.8%)
Excess (Deficit)		923,016	122,903	(7,799,763)	(1,441,497)		
Transfers In		879,811	964,732	1,065,212	977,379		
Sale of equipment/land		-	5,656	500	200		
Transfers Out		(420,695)	(316,807)	(289,361)	(283,313)		
Ending Fund Balance	\$	7,605,237	8,381,720	1,358,308	611,077		
Percent Change		-	10.2%	-83.8%	-55.0%		

Notes:

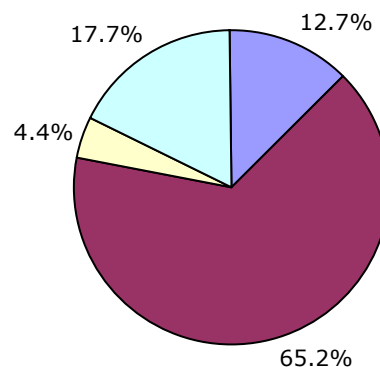
The 2015-16 projected deficit of \$7.8 million is due mainly to the carryover of funds for roadway improvement projects. These projects include the expansion of Pembroke Road from Dykes Road to Silver Shores Boulevard and the resurfacing of Taft Street from University Drive to Douglas Road.

In 2016-17 fund balance is expected to decline by \$0.7 million compared to \$7.0 million in 2015-16. This improvement mainly reflects the \$5.0 million reduction in appropriation for transportation. Intergovernmental revenue throughout various funds also show a decrease, which is almost entirely offset by the decrease in Economic Environment expenses.

Revenues

■ Intergovernmental Revenue ■ Other Revenue
■ Permits, Fees & Licenses ■ Taxes

The largest source, Intergovernmental revenues, consists of Federal and local grants and State-shared monies.

Expenditures

■ Human Services ■ Transportation ■ Public Safety ■ Economic Environment

Of the \$6.8 million in total Transportation expenditures, the Road and Bridge Fund accounts for \$5.9 million.

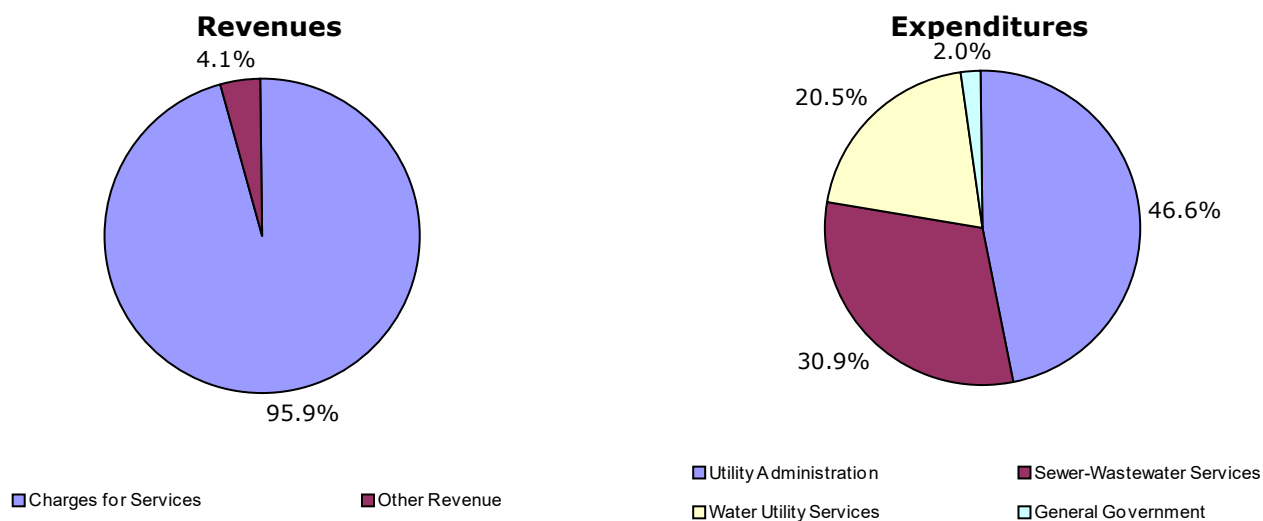
Projected Changes in Fund Balances - Fund 471 Utility Fund

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	222,408,991	228,062,524	230,877,551	218,724,438		
Revenues/Sources							
Water/Sewer Charges		43,086,001	43,847,482	44,361,000	45,445,000	94.2%	2.4%
Water/Sewer Connection		2,064,436	1,069,739	1,900,000	1,725,000	3.6%	(9.2%)
Charges for Services		838,265	804,480	785,200	801,600	1.7%	2.1%
Investment Income		3,098,560	384,910	206,000	165,000	0.3%	(19.9%)
Building Permits		19,780	92,797	25,000	92,000	0.2%	268.0%
Miscellaneous Revenues		2,038	137	4,100	2,800	-	(31.7%)
Total Revenues/Sources		49,109,080	46,199,545	47,281,300	48,231,400	100.0%	2.0%
Expenditures/Uses							
Utility Administration		24,294,663	26,682,448	23,577,606	24,252,055	46.6%	2.9%
Sewer-Wastewater Services		11,541,769	11,992,522	23,751,620	16,115,023	30.9%	(32.2%)
Water Utility Services		5,235,305	4,430,806	11,064,647	10,669,492	20.5%	(3.6%)
General Government		406,082	341,536	1,049,540	1,048,791	2.0%	(0.1%)
Total Expenditures/Uses		41,477,819	43,447,312	59,443,413	52,085,361	100.0%	(12.4%)
Excess (Deficit)		7,631,261	2,752,233	(12,162,113)	(3,853,961)		
Prior Period Adjustment		(2,254,418)	-	-	-		
Sale of equipment/land		276,690	62,794	9,000	9,000		
Ending Fund Balance	\$	228,062,524	230,877,551	218,724,438	214,879,477		
Percent Change		-	1.2%	-5.3%	-1.8%		

Notes:

The 2013-14 fund balance was restated to reflect prior period adjustments of (\$2.3 million), which was recorded in 2014-15. Retained earnings at the end of 2015-16 are projected to be \$218.7 million, a decline of \$12.2 million from the prior year due mainly to appropriations for capital expenditure of which \$9.2 million was brought forward from prior year.

Retained earnings are expected to decline another \$3.8 million in 2016-17 as a result of appropriations for capital.



Regular water and sewer charges account for 94.2% of the revenues in the Utility Fund. The remainder consists primarily of connection charges and other user fees.

Expenditures include water and sewer services, debt service, administration, and the purchase of support services from the City (payroll, I.T., etc.).

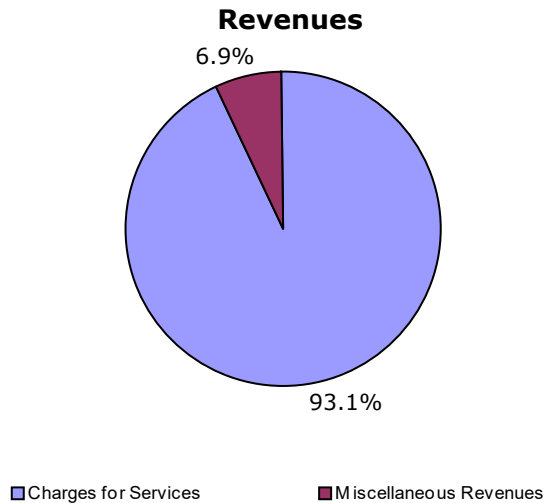
Projected Changes in Fund Balances - Fund 504 Public Insurance Fund

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	6,542,229	6,542,230	6,542,230	6,542,230		
Revenues/Sources							
Charges for Services		13,709,516	16,432,262	22,976,216	24,241,868	93.1%	5.5%
Miscellaneous Revenues		2,781,515	2,465,417	1,731,579	1,616,390	6.2%	(6.7%)
Investment Income		126,555	212,684	132,956	187,220	0.7%	40.8%
Total Revenues/Sources		16,617,586	19,110,363	24,840,751	26,045,478	100.0%	4.8%
Expenditures/Uses							
General Government		16,617,585	19,110,363	24,840,751	26,045,478	100.0%	4.8%
Total Expenditures/Uses		16,617,585	19,110,363	24,840,751	26,045,478	100.0%	4.8%
Excess (Deficit)		1	-	-	-		
Ending Fund Balance	\$	6,542,230	6,542,230	6,542,230	6,542,230		
Percent Change		-	0.0%	0.0%	0.0%		

Notes:

The Public Insurance Fund consists of health, life, workers' compensation, property, and casualty liability insurances, and the costs of administering those plans. All active full-time employees of the City, including Charter Schools, are eligible to participate in the health and life insurance plans. The Charter Schools obtain their property and casualty insurance policies directly from the Florida League of Cities.

Internal charges to recover the net costs of this fund are distributed to the other funds; thus, no fund balance has traditionally been accumulated. The exception occurred in 2011-12 (an ending balance of \$6.5 million) due to the possibility of additional expenses resulting from the Patient Protection and Affordable Care Act and from claims for workers' compensation.



The largest sources of revenue are payments to this fund from the General Fund, the Charter Schools, and the Utility and Road/Bridge funds. Other sources are only about 6.9% of the total and include mainly out-of-pocket premium payments by City employees.

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

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	141,219,317	160,780,772	158,618,896	164,208,742		
Revenues/Sources							
Investment Income		12,918,959	(1,726,137)	12,900,000	10,000,000	78.6%	(22.5%)
Miscellaneous Revenues		16,711,942	9,426,681	2,744,846	2,729,490	21.4%	(0.6%)
Total Revenues/Sources		29,630,901	7,700,544	15,644,846	12,729,490	100.0%	(18.6%)
Expenditures/Uses							
General Government		10,069,446	9,862,420	10,055,000	10,060,000	100.0%	-
Total Expenditures/Uses		10,069,446	9,862,420	10,055,000	10,060,000	100.0%	-
Excess (Deficit)		19,561,455	(2,161,876)	5,589,846	2,669,490		
Ending Fund Balance	\$	160,780,771	158,618,895	164,208,742	166,878,232		
Percent Change		-	-1.3%	3.5%	1.6%		

Notes:

Effective July 1, 2010, the General Employees' Pension Plan was frozen for all collective bargaining unit members, and no additional benefits are being accrued for those employees. New members are no longer allowed to participate in the Plan, though they can participate in a separate 401(k) plan.

For 2014-15, investment income performed negatively, costing the city \$1.7 million, while City contributions brought in \$9.2 million, and \$0.3 million was from employee contributions. The revenues were offset by \$9.9 million of expenses, which decreased the fund balance by \$2.2 million.

The 2015-16 fund balance is expected to increase by \$5.6 million, which is a \$7.8 million increase over the prior year decrease. This anticipated change is attributable to the \$14.6 million increase in investment income and the \$6.6 million decrease in City contribution.

Fund balance for 2016-17 is expected to increase by \$2.7 million, which is \$2.9 million below the prior year growth due to the anticipated decline in investment income.

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

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	343,747,785	483,895,286	495,206,739	536,304,035		
Revenues/Sources							
Investment Income		46,596,721	12,443,762	41,250,000	41,250,000	58.0%	-
Miscellaneous Revenues		29,254,048	29,328,626	29,138,296	29,878,559	42.0%	2.5%
Total Revenues/Sources		75,850,769	41,772,388	70,388,296	71,128,559	100.0%	1.1%
Expenditures/Uses							
General Government		28,467,544	30,460,935	29,291,000	33,751,000	100.0%	15.2%
Total Expenditures/Uses		28,467,544	30,460,935	29,291,000	33,751,000	100.0%	15.2%
Excess (Deficit)		47,383,225	11,311,453	41,097,296	37,377,559		
Prior Period Adjustment		92,764,276	-	-	-		
Ending Fund Balance	\$	483,895,286	495,206,739	536,304,035	573,681,594		
Percent Change		-	2.3%	8.3%	7.0%		

Notes:

The Fire and Police Pension Fund, like that for General City employees, is a relatively young plan, which explains why pension benefit payments are low in comparison to the contributions currently being made into the plan.

The 2013-14 fund balance was restated to reflect prior period adjustments of \$92.8 million, which was recorded in 2014-15. The 2015-16 fund balance is expected to grow by \$41.1 million, which represents a \$29.8 million growth over the prior year increase due mainly to the \$28.8 million increase in investment income.

Fund balance is expected to increase by \$37.4 million in 2016-17. This increase is \$3.7 below the prior year increase due mainly to the \$1.4 million increase in City contribution and \$4.1 million increase in retirement benefits.

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

		2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	% of Total	% Change from 2015-16
Beginning Fund Balance	\$	43,560,289	52,259,414	55,637,262	63,203,239		
Revenues/Sources							
Miscellaneous Revenues		10,230,428	10,844,841	14,433,000	14,458,000	78.3%	0.2%
Investment Income		4,292,026	267,804	4,301,000	4,001,000	21.7%	(7.0%)
Total Revenues/Sources		14,522,454	11,112,645	18,734,000	18,459,000	100.0%	(1.5%)
Expenditures/Uses							
General Government		5,823,329	7,734,797	11,168,023	11,826,619	100.0%	5.9%
Total Expenditures/Uses		5,823,329	7,734,797	11,168,023	11,826,619	100.0%	5.9%
Excess (Deficit)		8,699,125	3,377,848	7,565,977	6,632,381		
Ending Fund Balance	\$	52,259,414	55,637,262	63,203,239	69,835,620		
Percent Change		-	6.5%	13.6%	10.5%		

Notes:

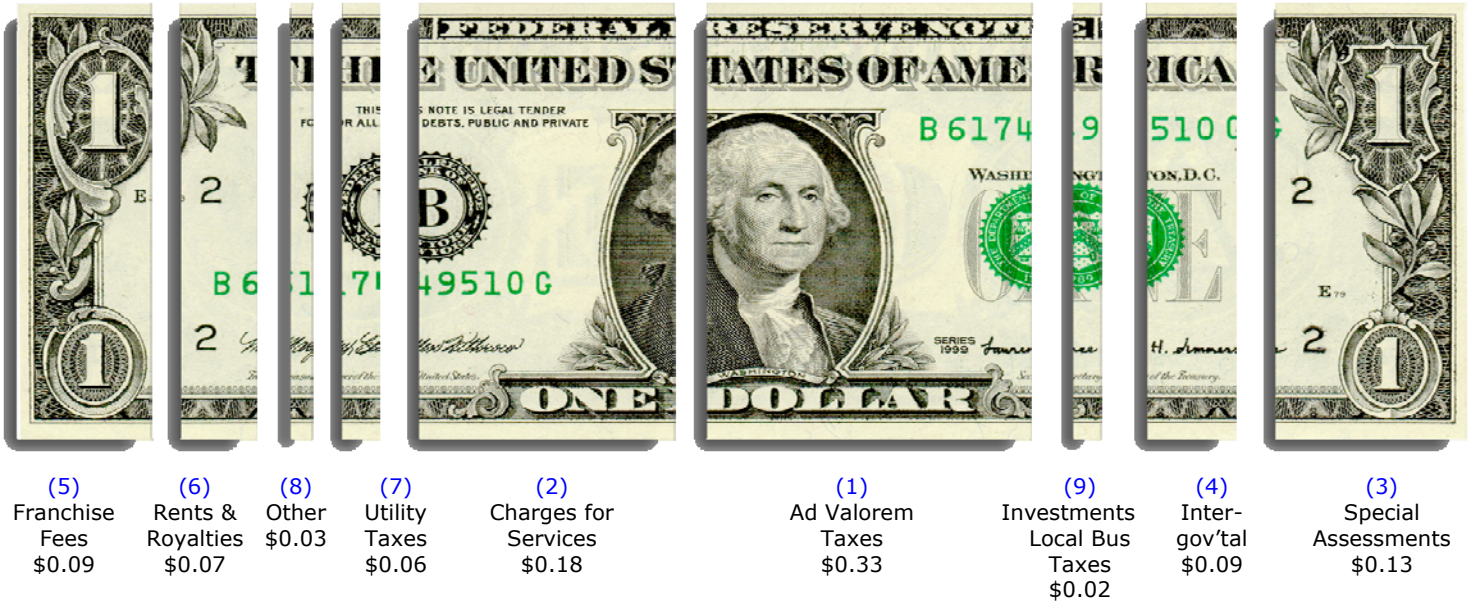
Per the GASB accounting standards required for governmental entities, the City is required to fund its health and life insurance costs for retirees over the working life of the employee, similar to that of a pension fund. The plan includes employees of the City's Charter Schools. The Other Post Employment Benefits (OPEB) Fund remains a relatively young plan, which explains why current claims are lower than the contributions being made into the plan.

All full-time City employees (excluding instructional Charter School employee) are eligible to participate in the retiree health insurance plan. General bargaining employees hired after 5/1/2005 participate at their own expense. General bargaining employees hired prior to 5/1/2005 who retire after 6/30/2010 at age 55 with 10 years of service are eligible for a health insurance subsidy of \$5 per month for each year of eligible service. Full-time police employees hired on or after 10/1/2006 and fire employees hired after 4/1/06 are eligible for coverage at their own expense. Retired full-time instructional Charter School employees participate in the plan at their own expense. All full-time City employees, excluding those from the Early Development Centers and the Charter Schools, are eligible for retiree life insurance. However, police employees hired on or after 5/1/2010 and general employees hired on or after 2/1/2010 are not.

The fund balance in fiscal year 2015-16 is expected to grow by \$7.6 million. Revenues are estimated to increase by \$7.6 million due mainly to a \$4.2 million increase in City Contribution, aimed at increasing the funding ratio, as well as a \$4.0 million increase in Investment returns. Whereas health claims are expected to increase by \$3.3 million.

The fund balance is anticipated to increase by \$6.6 million in 2016-17 as the City maintains the funding rate, expects a \$0.3 million decline in return on investments, and anticipates a \$0.5 million increase in health claims.

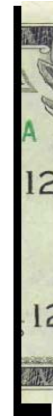
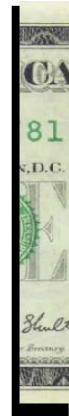
SOURCE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2016-17



GENERAL FUND REVENUES

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Working Budget	2016-17 Adopted Budget
(1) Ad Valorem Taxes	\$ 48,136,008	\$ 51,515,774	\$ 54,652,676	\$ 59,196,030
(2) Charges for Services	29,369,095	29,674,098	30,219,301	31,609,262
(3) Special Assessments	22,212,257	22,179,789	22,600,179	22,771,762
(4) Intergovernmental Revenue	13,428,053	14,996,934	15,160,083	15,552,873
(5) Franchise Fees	15,048,914	15,176,304	15,315,205	15,542,797
(6) Rents & Royalties	11,330,116	11,733,715	11,936,618	12,242,330
(7) Utility Taxes	11,013,538	11,222,415	11,331,613	11,104,776
(8) Insurance Premium Taxes	2,629,081	2,470,921	2,629,081	2,470,922
(8) Judgements, Fines & Forfeitures	1,321,407	1,553,068	1,241,209	1,517,840
(8) Communication Services Tax	50,846	169,075	135,194	-
(8) Building Permits	482,875	999,476	550,500	632,000
(8) Miscellaneous Revenues	614,962	366,777	263,565	326,761
(9) Investment Income	397,105	(432,829)	290,620	422,620
(9) Local Business Tax	3,272,689	3,378,223	3,395,000	3,404,000
	\$ 159,306,946	\$ 165,003,740	\$ 169,720,844	\$ 176,793,973

USE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2016-17



(1)
Police
\$0.36

(2)
Fire & Rescue
\$0.27

(3)
Public
Services
\$0.12

(4)
Rec &
Arts
\$0.06

(5)
Comm.
Services
\$0.05

(6)
Educa-
tion
\$0.04

(7)
Tech.
Svcs.
\$0.03

(8)
Gen
Gv't
\$0.02

(9)
Other
\$0.05

GENERAL FUND EXPENDITURES

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Working Budget	2016-17 Adopted Budget
(1) Police	\$ 52,866,295	\$ 54,451,582	\$ 61,765,936	\$ 64,317,639
(2) Fire & Rescue	44,480,568	44,746,730	47,751,946	48,055,476
(3) Public Services	18,473,233	16,287,835	22,963,702	21,712,364
(4) Recreation & Cultural Arts	9,137,706	7,599,579	9,206,445	10,714,782
(5) Community Services	8,534,463	8,163,617	8,729,490	8,924,406
(6) Education (EDCs)	5,262,886	5,528,667	6,288,053	6,215,253
(7) Technology Services	5,415,280	4,921,186	6,777,898	4,943,693
(8) General Government	3,368,997	8,266,163	5,512,500	3,945,643
(9) Finance	3,705,445	2,678,170	2,596,616	2,678,103
(9) Legislative / Executive / Legal	2,461,915	2,266,376	2,276,248	2,389,752
(9) City Clerk	1,372,643	1,042,133	1,612,337	1,199,834
(9) Planning	1,156,578	806,498	973,243	1,049,942
(9) Human Resources	994,959	613,828	637,510	647,086
	\$ 157,230,968	\$ 157,372,364	\$ 177,091,924	\$ 176,793,973



City Commission

Mission

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

Goals

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

Objectives

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

Major Functions and Activities

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

It is the responsibility of the Mayor and Commissioners to deliberate on all issues facing the City and then to render decisions that will establish laws, direct and influence policy, determine levels of service, and set a path that will lead to the best quality of life for our community.

The City Commission is the deliberative body of the City government. The individual Commissioners may propose policies or procedures for consideration by the entire body. They are also charged with

considering proposals from the citizens or those brought forward by the Administration.

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

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

Budget Highlights

This is a status quo budget, which is \$72,708 or 9.05% higher than the 2015-16 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Conducted twelve Public Hearings and five Town Hall meetings on topics such as: Lupa and DRI, Annexation, CAPER Program, Water Supply, Consolidated Plan, CDBG Action Plan, Budget Hearings, Fire Assessment Hearing, State of the City, Fracking/Oil Drilling Impact, and Landscaping.

Continued developing plans for City Center to ensure the greatest benefits aesthetically, economically, and financially for the City.

Adopted 28 ordinances and 42 resolutions in order to improve the quality of life of the residents.

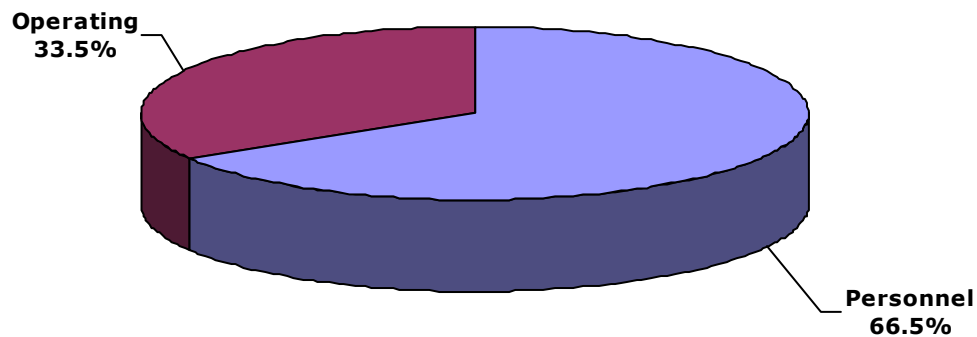
City Commission Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances adopted during the year	41	35	33	30	40	35
Number of resolutions adopted during the year	38	50	41	50	38	45

City Commission

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	266,460	300,536	299,279	312,570
Benefits	459,464	178,104	217,195	269,940
Personnel Total	725,924	478,639	516,474	582,510
Operating				
Other Contractual Services	242,853	250,000	250,000	250,000
Travel Per Diem	23,024	18,525	17,638	24,000
Rentals and Leases	-	368	2,207	2,207
Repair and Maintenance Services	-	12	790	1,200
Other Current Charges and Obligations	-	-	375	375
Office Supplies	1,154	1,885	1,500	1,500
Operating Supplies	155	-	100	-
Publications and Memberships	13,557	14,080	13,992	13,992
Operating Total	280,742	284,871	286,602	293,274
Total	1,006,666	763,510	803,076	875,784

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
11001 Mayor	1	1	1	1
11002 Vice - Mayor	1	1	1	1
11003 Commissioner	3	3	3	3
12884 Executive Assist	1	1	1	1
13682 P/T Executive Assistant	1	1	1	1
Total				
Full-time	1	1	1	1
Part-time	6	6	6	6



City Manager

Mission

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

Goals

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

Objectives

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

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

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

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

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

Major Functions and Activities

The City Manager proposes the budget and tax and fee schedules and monitors income and expenditures to assure sound fiscal policies. He sets programs and procedures that are tailored toward implementing the policies that the Mayor and Commissioners have established for the City.

The City Manager's office is the liaison between the administrative functions of the City and the legislative body. The City Manager makes final decisions on the hiring, promotion, suspension, or termination of non-Charter personnel. He oversees the preparation of

City Commission Agendas, directs and controls the activities of the City's various departmental entities, establishes an innovative and cohesive vision for the City's employees, and provides assistance to the Mayor and Commission in their efforts to plan and guide the City's future.

Budget Highlights

The City Manager's office, under the direction of the City Commission, successfully presented a City-wide budget that addresses the needs of the residents. The City Manager was faced with comparable challenges from last year in completing the FY2016-17 budget.

This is a status quo budget, which is \$13,734 or 2.4% higher than the 2015-16 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Negotiated contracts with all bargaining units.

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

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

Developed ideas and proposals to address the City's compliance with the State's Alternate Water Supply mandate.

Held workshops and retreats that provided additional information to the City Commission on various agenda items and City-related topics such as: Partnership Benefits, Energy Savings Projects, Planning for Legislative Agenda, Broward Delegation, Commission Auditor, and Budget Visioning.

Purchased/sold various properties.

The City's construction and property values increased by 7.93%.

City Manager Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of resolutions reviewed	70	45	42	85	50	42
Number of ordinances reviewed	68	30	37	60	45	40
Effectiveness						
% of General Fund actual revenues to budgeted revenues	98.0%	100.0%	99.7%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	99.0%	100.0%	95.6%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	4.1%	4.1%	4.2%	0.0%	3.9%	3.6%
Debt service as a % of General Fund expenditures	18%	17%	16%	16%	15%	15%
Direct debt per capita	\$2,171	\$2,451	\$2,122	\$2,372	\$2,190	\$2,122
% of principal retired in 10 years	36%	38%	38%	38%	41%	43%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	13.2%#	25.0%	23.0%	26.0%	25.6%	28.3%
Charter School FSA Scores for:@						
Elementary School	N/A	N/A	77%	N/A	N/A	77%
Middle School	N/A	N/A	78%	N/A	N/A	78%
High School	N/A	N/A	77%	N/A	N/A	77%
FSU Elementary	N/A	N/A	77%	N/A	N/A	77%
Efficiency						
Percent change in adopted millage rate compared to rolled-back operating millage rate	4.33%	1.69%*	6.76%	3.15%*	1.96%*	3.75%*
Per Capita City Service Cost compared to prior years (in current dollars)	\$986	\$1,000	\$973	\$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.

The decrease is due to the \$24.8 million investment in real estate. This investment is expected to be totally liquidated by 2016-17 and the unassigned fund balance replenished.

* Percent annual change in per capita Florida personal income.

@ New measure effective FY2014-15. School grades are now based on the Florida Standards Assessment (FSA), not the FCAT.

School Grading Scale: A= 62% of points or greater, B= 54% to 61% of points, C= 41% to 53% of points, D=32% to 40% of points, F= 31%

CITY MANAGER

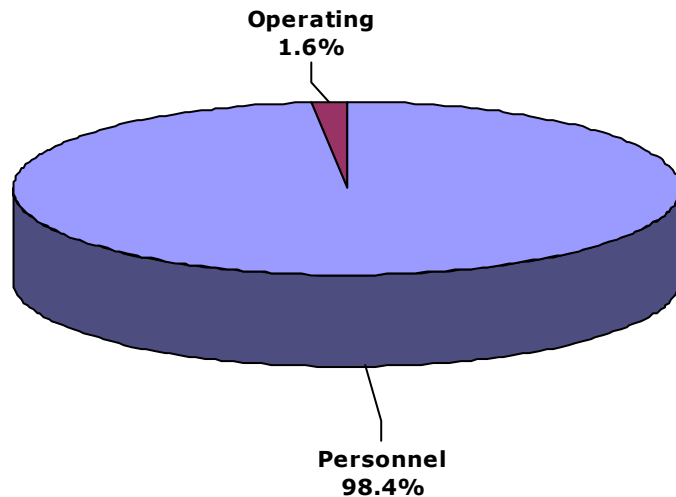
Organizational Chart



City Manager

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	457,981	450,469	462,299	451,083
Benefits	144,569	162,479	100,604	124,562
Personnel Total	602,549	612,948	562,903	575,645
Operating				
Travel Per Diem	707	121	1,600	3,000
Rentals and Leases	-	293	1,761	1,764
Repair and Maintenance Services	144	289	1,161	750
Office Supplies	1,793	1,845	1,200	1,200
Operating Supplies	725	-	-	-
Publications and Memberships	1,750	2,388	2,500	2,500
Operating Total	5,119	4,937	8,222	9,214
Total	607,668	617,885	571,125	584,859

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
11005 City Manager	1	1	1	1
12516 Assistant City Manager	0.5	0.5	0.5	0.5
13150 P/T Administrative Coordinator I	1	1	1	1
13682 P/T Executive Assistant	1	1	1	1
13685 P/T Clerical Aide	1	1	1	-
Total				
Full-time	1.5	1.5	1.5	1.5
Part-time	3	3	3	2



Planning and Economic Development

Mission

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

Goals

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

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

Objectives

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

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

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

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

Prepare updates as needed to the water supply plan in order to comply with State of Florida, Department of Economic Opportunity Water Supply Planning Requirements of the Comprehensive Plan.

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

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

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

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

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

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

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

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

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

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



Planning and Economic Development

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

Designed the Veteran's Memorial Park.

Continue to implement and enhance the City's Green plan which was highlighted as a case study on the Southeast Regional Climate Compact website in September 2015.

Participate in the Sustainability Stewards of Broward County workshops and meetings.

Participate in the Regional Climate Compact.

Coordinate future land use element changes with Broward Next process.

350 tree removal permits projected to be processed.

900 new trees projected to be installed/ replaced

throughout the City.

3 Mitigation plans projected to be processed.

15 commercial courtesy landscape inspections to be performed.

Implementation of the Florida Department of Transportation (FDOT) Beautification grants along Pines Boulevard.

Implementation of Dykes Road landscape design.

Accomplishments

Changed status from Division to Department in January 2016.

Created a new zoning district (Hospital District).

Implemented the first Planned Industrial District (PID) District regulations for the South Florida Distribution Center (SFDC) property.

Coordinated City real estate transactions with city officials and perspective purchasers.

Drafted City-Wide External Communications and Marketing Plan.

Conducted a City-Wide Branding Survey.

Implemented marketing strategies at State conferences, including International Council of Shopping Centers (ICSC), in trade magazines, and marketing materials including electronic flyers and videos for the City.

Participated in the Charter School Selection Committee.

Participated in the Staff Working Group subcommittee to implement the Interlocal Agreement for the implementation of public school concurrency. Nominated twice to the Annual Report subcommittee.

Participated in the newly created Social Media Committee.

Conducted a Joint Board Workshop with Economic Development, Planning and Zoning, and Landscape Advisory Boards, and the Social Media Committee.

Attended Town Hall meetings to address community concerns relating to fracking, landscaping, and other various development projects.



Planning and Economic Development

Designed/created landscape plans for Dykes Road and Pines Boulevard medians.

Staffed Landscape information booths at two city-wide events.

Implemented the FDOT landscape beautification grants.

The City sponsored the 2015 Broward County Fair Housing Symposium.

Adopted the land use plan amendment to industrial for the SFDC property (f.k.a. the women's prison site).

Final adoption of the City Center local activity center text amendment, rezoning and site plan.

Prepared code amendments pursuant to City Commission and Planning and Zoning Board recommendations relating to alcoholic beverage establishments, driveways, car wash facilities, and special exception regulations for charter schools.

Partnered with BCT and the Community Services Department to implement changes to the City's Shuttle Bus Routes and Service Area.

Renewed LEED, Green Associate certification.

Attended the South Florida GIS Expo.

In conjunction with Landscape Advisory Board (LAB) hosted Arbor Day Poster Contest open to all Elementary schools within the City.

400 tree removal permits processed.

1,144 trees installed/replaced throughout the City.

5 Mitigation plans processed and approved.

18 Commercial courtesy landscape inspections were performed.

4 Town Hall meetings regarding Landscaping were held.

In conjunction with LAB, hosted a Tree seedling giveaway at the Arts and Culture Festival. Distributed 100 seedlings to residents.

Partnered with the Public Services Department to redesign Dykes Road landscaping from Pines Boulevard to Sheridan Street.

Partnered with the Public Services Department to design Pines Boulevard median from Flamingo Road to US 27.

Created a City Development Profile Book highlighting all new real estate development within the City.

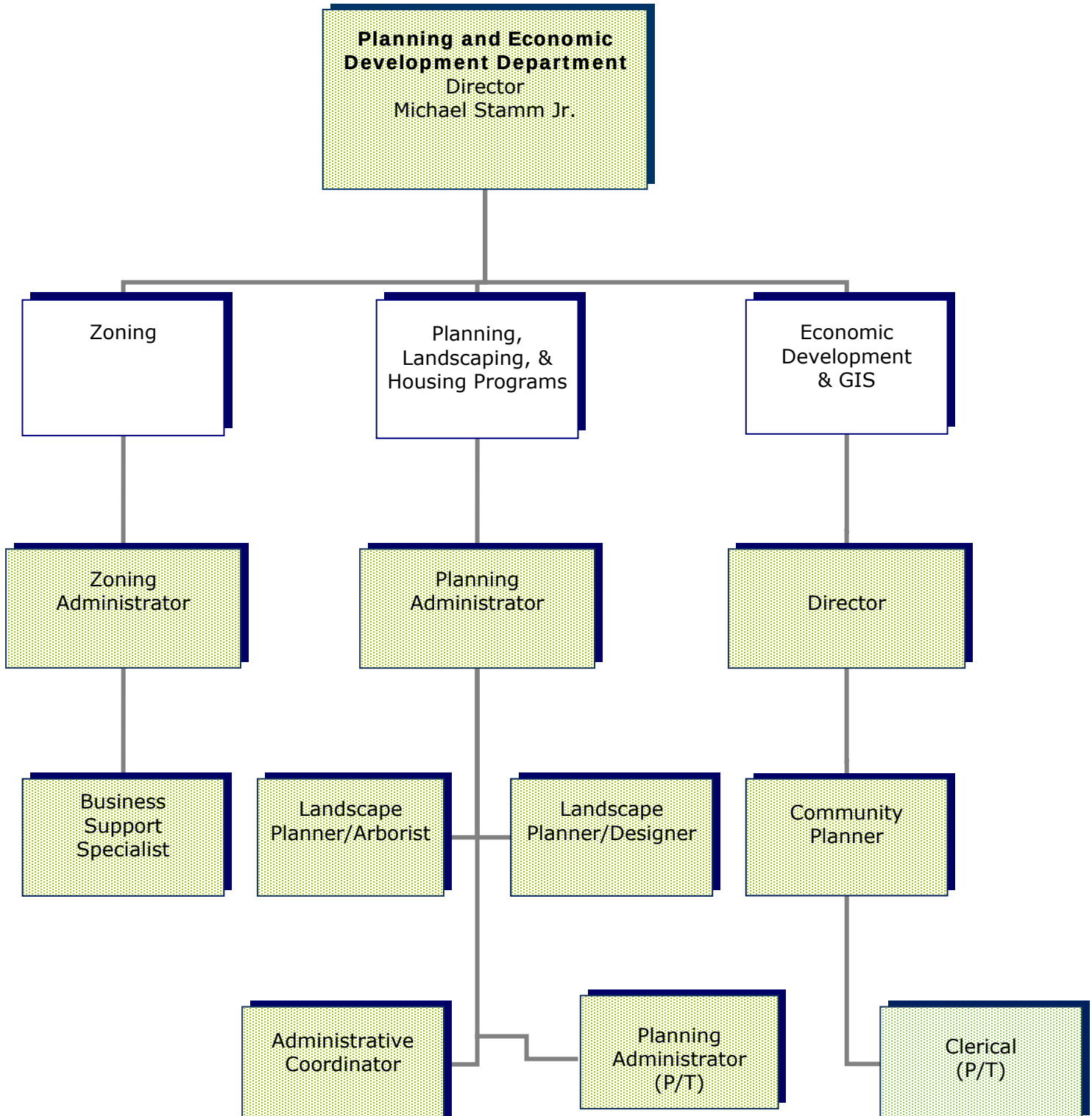
Partnered with the Community Services Department to implement outreach and marketing campaign of shuttle bus route changes.

Planning and Economic Development Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	18	20	22	20	18	20
Number of Development Review Committee meetings coordinated	41	24	46	30	35	40
Number of Board of Adjustment meetings facilitated	6	10	4	8	7	5
Number of intergovernmental coordination meetings attended	33	15	15	15	25	20
Number of Economic Development Board Meetings facilitated	10	11	9	9	11	10
Number of Landscape Advisory Board Meetings facilitated	11	11	11	12	11	11
Effectiveness						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
Efficiency						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Organizational Chart



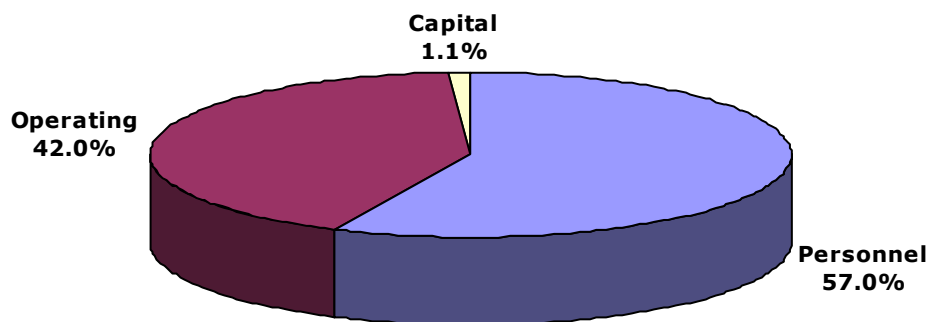
Shading indicates direct public service provider

Planning and Economic Development

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Building Permits	163,808	413,052	149,500	143,000
General Government Charges	319,378	328,834	248,059	258,664
Other Licenses, Fees & Permits	-	3,970	5,000	6,500
Total	483,186	745,857	402,559	408,164

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	339,737	341,393	364,185	389,191
Benefits	551,138	165,044	169,188	208,950
Personnel Total	890,875	506,437	533,373	598,141
Operating				
Professional Services	-	-	15,900	15,900
Other Contractual Services	172,599	239,616	289,058	289,107
Travel Per Diem	1,029	1,371	2,500	2,500
Communication and Freight Services	1,826	1,637	7,500	7,500
Rentals and Leases	1,802	1,802	1,802	6,280
Insurance	-	175	150	150
Repair and Maintenance Services	1,761	5,874	11,079	13,954
Printing and Binding	-79	425	2,250	2,250
Promotional Activities	70,984	41,673	73,925	78,000
Other Current Charges and Obligations	6,043	5,432	7,800	7,800
Office Supplies	2,106	2,424	5,000	5,000
Operating Supplies	-2,716	-3,031	8,956	8,760
Publications and Memberships	2,145	2,663	2,850	3,500
Operating Total	257,499	300,061	428,770	440,701
Capital				
Machinery and Equipment	8,205	-	11,100	11,100
Capital Total	8,205	-	11,100	11,100
Total	1,156,578	806,498	973,243	1,049,942

Expenditure Category



Planning and Economic Development

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12184	Zoning Administrator	1	1	1	1
12524	Administrative Coordinator I	1	1	1	1
12695	Plan/Econ Development Director	1	1	1	1
12696	Planning Administrator	1	1	1	1
13426	P/T Planning Administrator	1	1	1	1
13449	P/T CADD Operator	1	1	1	1
Total		4	4	4	4
Full-time					
Part-time		2	2	2	2



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

Continue to improve the quality of service provided by the Technology Services Department to meet defined service levels.

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

Expansion of platform and training strategy for migration to Windows development model and application support.

Provide the highest level of uptime for all technology resources for the City's employees that meet defined service levels.

Enhanced electronic and verbal communications with residents through new phone system, website, city mobile applications and Civic send suite.

Continue with the changes requested by the commission auditors.

Continue phase II of development of all Technical resources personnel.

Establish baseline consideration for streamlining efficiencies through single sources enterprise management suite.

Implement and deploy operational processes defined in the commission technology audit.

Continue phase III of development of all Technical resources personnel.

Enlist a 3rd party to complete current status "As-Is" and business process review and consideration for streamlining efficiencies through single source enterprise management suite.

Prepare for migration of City data to the new City Hall location in 2016/2017.

Provide technical and Project Management Support

for Fire Services by replacing the legacy Fire Report Suite.

Implement a comprehensive disaster recovery plan that will include testing protocols and business continuity as a practice.

Objectives

The City of Pembroke Pines is making investments in information technology solutions, which through careful planning, cooperative business, and technical execution, will provide a return on investment in the form of improved services.

The Department is enthusiastic in performing the task of researching and delivering new technology while never losing focus on the critical role of maintaining the current technical infrastructure and providing exceptional customer service to all agencies.

Provide support for desktop equipment through the help desk and on-site customer assistance.

Provide network infrastructure to support city computer operations and information transfer.

Provide for the procurement, development, upgrade, and support of business software for customer departments.

Support radio and telephone communications for City departments.

Ensure security and integrity of Augusta's network and data.

Major Functions and Activities

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

~ PROJECT MANAGEMENT:

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

~ SYSTEM DEVELOPMENT:

All programming and application development.

~ TECHNICAL SERVICES:

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



Technology Services

Technical standard development and other technological issues are the responsibility of the TS division subject to final acceptance by the TS Steering Committee.

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

The 27.1% decrease in the 2016-17 budget compared to the 2015-16 working budget is primarily due to the \$3.2 million budgeted in 2015-16 for the IT modernization project.

Accomplishments

Implemented network refresh for all City-owned sites (including Public Safety and remote sites)

Deployed final phase of Fiber Optic Network to all large city sites.

Deployed phase one of Virtual Desktop Infrastructure as desktop replacement model for delivery compute services to internal staff.

Deployed Document Management suites.

Conducted business process review of existing software applications in consideration for Enterprise Resource Planning application.

Developed and Deployed best practices solutions for single ISP provider for City leveraging SIP and MPLS.

Created centralized single IT support infrastructure and department for all technology related services including telecommunications, data communications, application support and technical support.

Enhanced online application systems and deployed new electronic re-enrollment for Lottery Suite.

Completed phase one migration to a single IT support infrastructure and department for all technology related services including telecommunications, data communications, application support and technical support.

Worked as technical lead and thought process for build out of new City Hall and Civic Center.

Completed successful replacement of city document management software.

Implemented Solar Winds centralized patch and software remediation application to reduce risk of data loss through application vulnerabilities.

Completed year two of Forensic Telecom Audit using a third party.

Assisted in a \$40K dollar annual reduction in AT&T telecom cost.

Completed successful procurement process for replacement agenda management software to be deployed in 2015/2016.

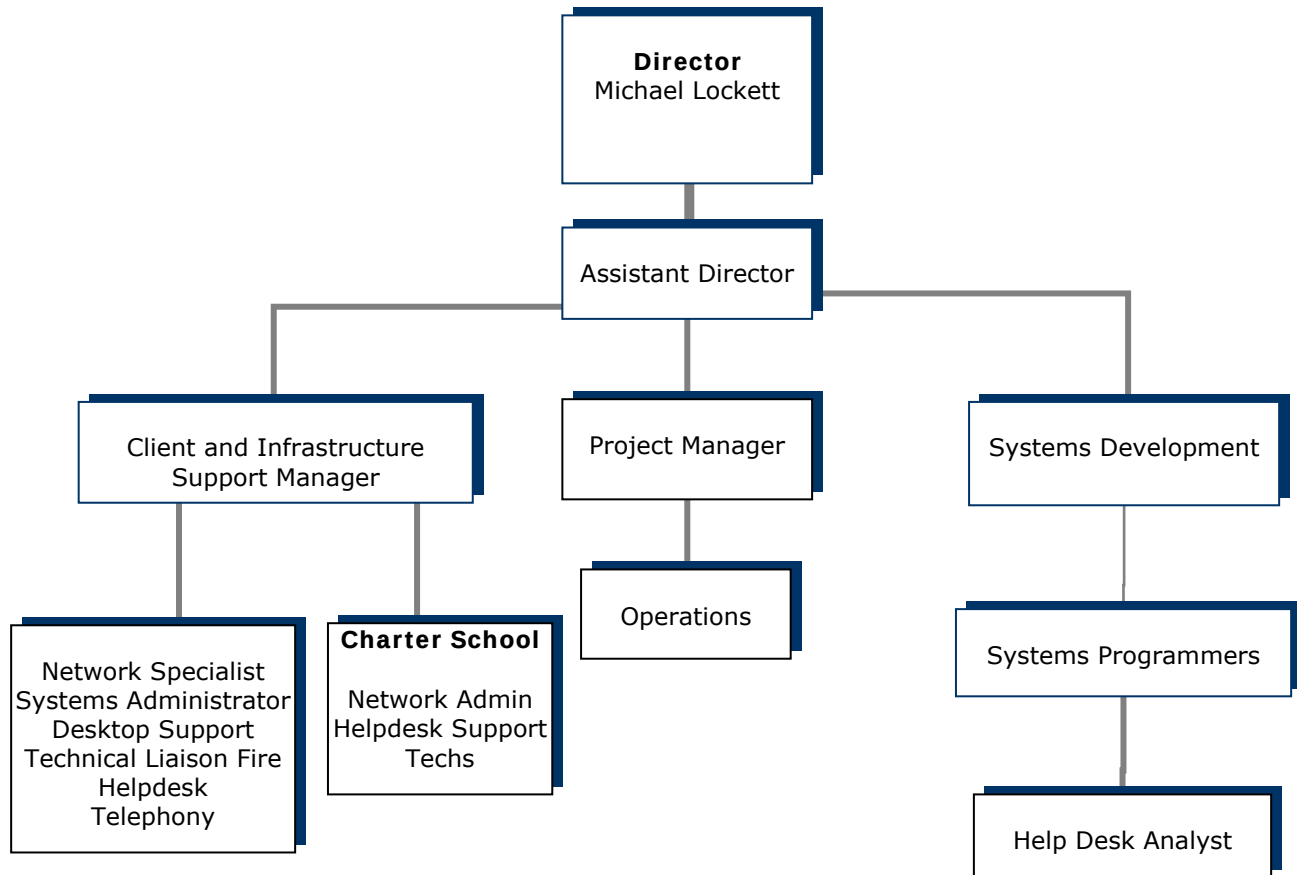
Technology Services Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,801	*	1,799	*	*	1,799
Number of Software Applications, Modules & Interfaces Supported	427	*	415	*	*	415
Number of Desktop/Laptops Supported	3,780	*	4,480	*	*	3,500
Number of Servers Supported	65	*	72	*	*	50
Number of Mobile Data Terminals Supported	332	*	332	*	*	368
Number of Printers Supported	605	*	609	*	*	350
Number of Telephones Supported	908	*	916	*	*	990
Number of Help Desk Calls Processed	14,121	*	15,546	*	*	13,650
Effectiveness						
Visitors to City Website(s)	2,425,353	*	2,685,518	*	*	3,200,000
Average Percent of Information Technology Work Order Completed	6.9 hrs	*	6.7 hrs	*	*	4.8 hrs
-Less than One Hour	45.00%	*	51.00%	*	*	58.50%
-Less than Four Hours	56.00%	*	67.00%	*	*	71.20%
-By Help Desk	62.00%	*	61.00%	*	*	74.50%
Percent of Calls Completed by Due Date	87.00%	*	89.00%	*	*	91.01%
Average Time to Complete Work Orders	2.20 days	*	1.57 days	*	*	1.40 days
Number of Viruses/ Spam Prevented	2,570,371	*	3,100,000	*	*	3,300,800
Percent of Network Availability	99.61%	*	99.75%	*	*	99.96%
Percent of Upgrades and Implementations Completed on Time	78.00%	*	72.00%	*	*	85.80%
Percent of Projects Completed within Budget	92.50%	*	94.80%	*	*	96.60%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	7,060	*	7,773	*	*	5,200
Average Cost per Employee Training	N/A	*	N/A	*	*	\$78.80
Average Time to Repair Computer	6.9 hrs	*	6.7 hrs	*	*	5.5 hrs

* New performance measure; no goal in previous years

TECHNOLOGY SERVICES

Organizational Chart

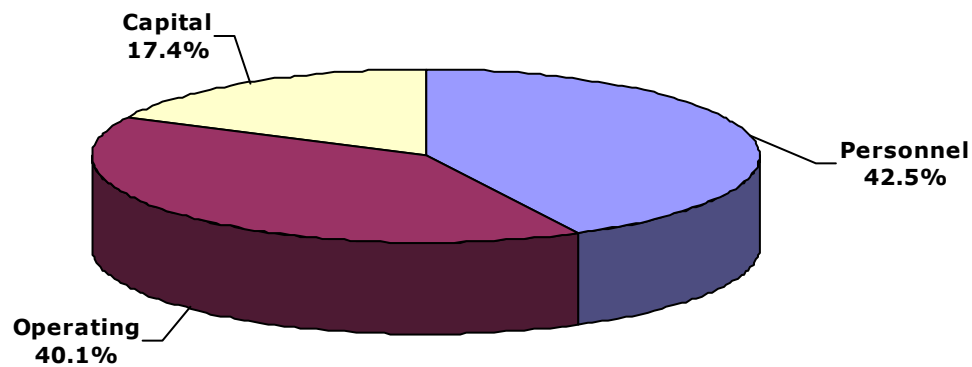


Technology Services

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Government Charges	171,798	689,962	698,271	710,213
Total	171,798	689,962	698,271	710,213

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	1,430,951	1,453,809	1,329,596	1,283,577
Benefits	1,930,724	720,560	786,938	816,022
Personnel Total	3,361,675	2,174,369	2,116,534	2,099,599
Operating				
Other Contractual Services	170,753	292,514	767,887	1,188,506
Travel Per Diem	-	375	1,599	5,200
Communication and Freight Services	24,646	28,105	29,344	43,582
Rentals and Leases	-	611	2,966	6,216
Repair and Maintenance Services	141,578	141,600	193,248	181,827
Office Supplies	-	696	4,890	4,200
Operating Supplies	608,941	298,103	975,553	482,041
Publications and Memberships	562	226	558	2,400
Training and Education	-	12,760	29,015	69,760
Operating Total	946,480	774,990	2,005,060	1,983,732
Capital				
Improvements Other Than Buildings	-	1,761,289	315,213	769,672
Machinery and Equipment	1,107,124	210,537	2,341,091	90,690
Capital Total	1,107,124	1,971,826	2,656,304	860,362
Total	5,415,280	4,921,186	6,777,898	4,943,693

Expenditure Category



Technology Services

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12280	Help Desk Technician II	4	5	6	3
12303	Network Specialist II	2	2	2	2
12525	Administrative Assistant I	1	1	1	1
12643	Help Desk Technician I	1	1	1	1
12644	Help Analyst/Technician	1	1	1	1
12645	Help Desk Analyst	1	1	1	-
12652	Programmer/Analyst I	2	1	1	1
12693	Systems Programmer/Analyst II	-	1	1	1
12697	Proj Mangr/Systems Prog Analyst II	1	1	1	1
12720	Client & Infrastructure Support Mgr.	1	1	1	-
12721	Project Manager	1	-	-	-
12722	Manager of Systems Development	1	1	1	1
12723	Systems Administrator	1	1	1	1
12903	Technology Services Director	1	1	1	1
12904	Asst. Technology Services Director	-	-	-	1
Total		18	18	19	15
Full-time					
Part-time		-	-	-	-



Human Resources

Mission

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

Goals

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

Objectives

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

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

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

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

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

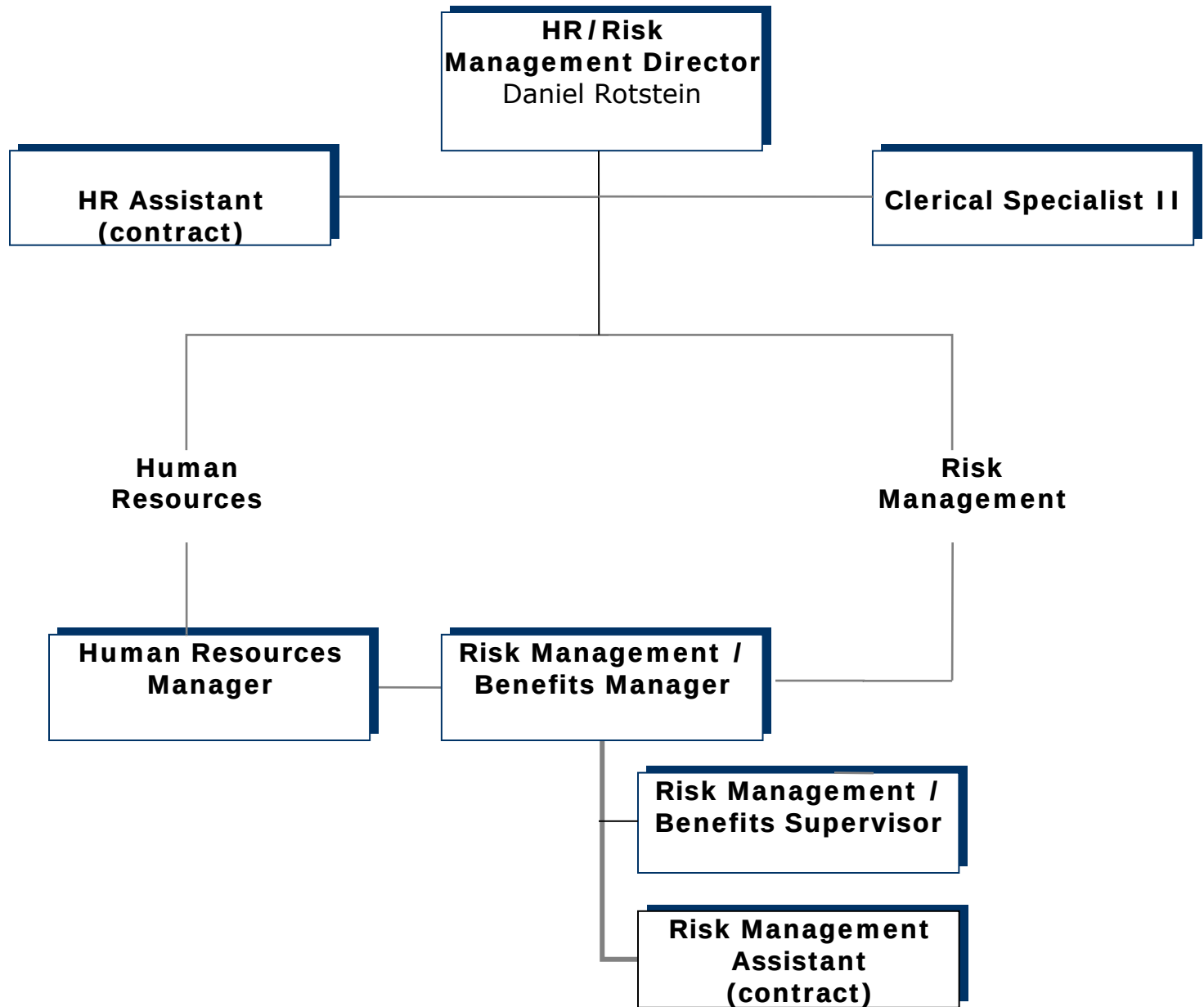
This is a status quo budget, which is \$9,576 or 1.5% higher than the 2015-16 working budget. The increase is attributable to the department's operating accounts.

Human Resources Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of positions processed for recruitment or promotion	90	50	115	70	60	100
Number of internal seminars offered	20	18	18	20	18	18
Number of employment applications received and processed (FT/PT City)	1,800	1,500	1,500	1,300	1,600	1,700
Number of applicants hired (FT/PT City and Schools)	221	200	312	100	80	250
Effectiveness						
New FT employee turnover rate within one year of employment	13.04%	20.00%	7.95%	20.00%	15.00%	15.00%
Efficiency						
Ratio of employees (City and School) to HR staff	253:1	267:1	250:1	257:1	260:1	250:1

HUMAN RESOURCES / RISK MANAGEMENT

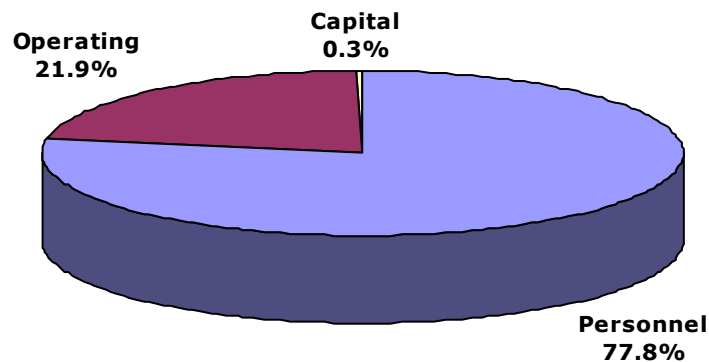
Organizational Chart



Human Resources

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	363,729	338,110	339,734	319,800
Benefits	575,192	217,924	181,807	183,777
Personnel Total	938,922	556,034	521,541	503,577
Operating				
Professional Services	24,375	20,004	17,100	18,500
Other Contractual Services	19,258	23,005	65,500	76,340
Travel Per Diem	202	118	2,150	2,500
Rentals and Leases	2,669	2,398	2,669	2,669
Repair and Maintenance Services	1,905	2,279	5,400	5,400
Printing and Binding	849	648	5,000	15,000
Other Current Charges and Obligations	3,052	4,870	5,000	5,000
Office Supplies	2,612	3,208	4,000	4,000
Operating Supplies	1,116	1,264	3,150	4,100
Training and Education	-	-	6,000	8,000
Operating Total	56,037	57,794	115,969	141,509
Capital				
Machinery and Equipment	-	-	-	2,000
Capital Total	-	-	-	2,000
Total	994,959	613,828	637,510	647,086

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12014 Risk Management/Benefits Supervisor	-	-	1	1
12440 Human Resources Director	1	1	1	1
12557 Risk Management/Benefits Specialist	1	1	-	-
12684 Clerical Spec II	1	1	1	-
12685 Clerical Aide	1	1	-	-
12790 Human Resources Manager	1	1	1	1
Total	5	5	4	3
Full-time	5	5	4	3
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.

Budget Highlights

The expenditure budget for 2016-17 increased by \$27,000 reflecting a 3.0% in each line item of the division.

Accomplishments

Provided legal advice and related services in conjunction with several real property transactions, including the preparation of the required ordinances and resolutions associated with various transactions.

Provided legal advice and facilitated the City's real estate transactions associated with its Neighborhood Stabilization Program including the implementation of the City's rehabilitation strategy by facilitating the purchase, rehabilitation, and eventual resale of



City Attorney

foreclosed homes within the community to private homeowners.

Advised the City as to the proper methods to effectuate the annexation of certain real property along Sheridan Street.

Continued to work with City staff as directed by the City Commission related to the development of the City Center project, meeting with potential purchasers of the property and preparing purchase and sale documents for the aggressive sale and marketing of the property.

Obtained permits and easements in coordination with City staff and development professionals for City Center Parking lot construction.

Coordinated approval of utility agreements associated with the subaqueous water main to be installed for Raintree Phase III West development.

Coordinated the acquisition of real property for the development of Fire Station 101.

Provided guidance associated with the procurement of various goods and services for the City by assisting in review and finalizing bid documents, advising selection committees, drafting contracts, and advising staff throughout the procurement process.

Provided general legal assistance to the City's management and operation of the Howard C. Forman Human Services Campus site, including 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 City's operation of the agreement with the Florida Department of Children and Families for the Transitional Independent Living Facility Program. Continued to provide assistance in reviewing lease documents and regulations for potential residents of the City's facility and participated in meetings with involved agencies. Also facilitated the Florida Department of Children and Families efforts to transfer the on-going responsibility for providing such services to another agency.

Assisted the City and its consultants with the City's Community Development Block Grant loan program and its State Housing Initiative Partnership program, as well as updated the City's loan documents associated with both programs.

Coordinated with the City's outside counsel regarding the defense of two lawsuits brought by the Town of Southwest Ranches and property owners within the Town relating to the newly constructed SW 54 Place and SW 207 Terrace.

Preparation of resolution initiating conflict resolution between the City and the Town of Southwest Ranches related to the Town's tortious interference with the City's transaction with Discovery Schools.

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

Advised and assisted the City Commission and staff with continued implementation of its annual fire special assessments.

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.

Coordinated with consultants and outside counsel to address the City's options related to its Large User Wastewater Agreement with the City of Hollywood.

Assisted the City staff with the transition from U.S. Water to Operations Management International (OMI) Inc. for the operation and maintenance of the City's utility plants and related services.

Coordinated with City staff to negotiate the agreement with SMG, Inc. for the management of the City's civic center being constructed at City Center.

Counseled and advised the City Commission and staff as to the issues associated with the imposition of a Transportation Surtax and Infrastructure Surtax.

Assisted the City with the development of the Cross Connection Control Program to protect the public water supply.

Assisted City staff in the procurement process for red-light camera enforcement vendors.

Coordinated with the City's outside counsel regarding the defense of the City in a federal class action lawsuit filed against the state and dozens of local governments in Florida relating to red-light camera fines.



City Attorney

Provided the City with legal advice associated with ethics matters, continued coordinated efforts with the Broward County Attorney's Office, personally and in conjunction with the Broward League of Cities, regarding the amendment of the Broward County Code of Ethics as it pertains to cities within Broward County.

Provided training to the City's officials and staff in accordance with the Broward County Code of Ethics ordinance requirements. Addressed ethics questions submitted pursuant to the County ethics ordinance and issued written legal opinions as requested.

Prepared an ordinance and coordinated operational logistics related to the City's implementation of revised Level 2 background screening procedures.

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.

Coordinated and informed the City of 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.

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

Assisted the City in creating defined contribution retirement plans for its police and fire employees as required by changes in the Florida law. Further reviewed and revised the defined contribution retirement plan for the City's general employees.

Coordinated with and assisted City staff and outside counsel with revisions to the City's defined benefit retirement plan for general employees to ensure compliance with the regulations of the Internal Revenue Services.

Continued on-going coordination with the City's outside counsel in pending litigation pertaining to pension related matters.

Assisted with revisions to the City's Investment Policy to provide for inclusion of the City's Wetland Mitigation Bank Trust Fund to facilitate enhanced investment of its trust funds.

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

Facilitated the City's transfer of its Code Enforcement Division within the umbrella of the City's Police Department, and provided the necessary training. Coordinated the streamlining of the overall Code Enforcement process and assisted with the integration of the department with other City functions and departments. Initiated weekly office hours specifically for the Code Enforcement Unit to provide enhanced legal guidance to the department to ensure the administrative citation process and imposition of administrative fees for the prosecution of code violations is incorporated within the overall process.

Continued prosecution of Code Enforcement matters before the City's Special Magistrates upon request, as well as monitoring of the entire process to ensure equity and due process.

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

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

Further assisted the City's Police Department in hearings before the City's special magistrate for appeals filed by persons receiving citations and fines for alleged violations of the City's ordinances.

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.



City Attorney

Facilitation of the City's Traffic Enforcement & Trespass Agreement Program with homeowners and condominium associations. On-going communications and coordination with the City's communities and staff with respect to the implementation and operation of these programs.

Advised the City and drafted a resolution related to the City's creation of an ad hoc social media committee.

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

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

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

Review, revision and implementation of the City's charter school Title IX policies.

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

Participated in the design and implementation processes for the City's new document management software system.

Assist City staff with various subpoena matters including, but not limited to, subpoenas duces tecum for City records and subpoenas for testimony by City staff in various litigation matters, including those to which the City is not a party.

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

Reviewed all field trip requests, both on-site and off-site, for all field trips of the City's charter schools,

summer camps, and early learning centers, including all related contractual and transportation related issues, as applicable.

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

Counseled and advised the City's municipal advisory boards, the City Commission and staff in all quasi-judicial matters.

Provided excellent customer service and handled all public inquiries for the City's residents, constituents, and others pertaining to various questions as they arose.

Counseled the City Clerk's office, as well as other departments, regarding various public records request matters.

Provided assistance regarding legal issues associated with the City's payroll and benefits.

Prepared and reviewed various license and lease agreements for the use of the City property by various entities hosting fairs and festivals.

Attended all meetings of the City Commission, its Town Hall meetings, and advisory board meetings as required or requested.

Reviewed, negotiated, and drafted various agreements with multiple colleges and schools to enable their students to ride along with the City's fire rescue personnel to further their educational experience through hands-on, real life experiences.

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

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	34	40	38	40	40	42
Number of resolutions prepared for consideration by City Commission	43	45	40	40	45	45
Number of contracts reviewed, negotiated and drafted weekly	48	45	49	45	45	45
Number of real estate transactions	26	20	15	15	20	17
Number of bond issues	0	2	2	2	2	2
Number of Commission meetings attended	36	40	35	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	822	725	802	750	850	850

City Attorney

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	826,595	857,184	877,337	903,658
Office Supplies	18,073	19,716	19,710	20,301
Operating Supplies	2,913	8,081	5,000	5,150
Operating Total	847,581	884,981	902,047	929,109
Total	847,581	884,981	902,047	929,109



City Clerk

Mission

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

Goals

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

Objectives

Comply with all applicable Florida Statutes for legal advertisements, public record requests, and record retention requirements.

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

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

Effectively oversee the City's cashing 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.

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.

Major Functions and Activities

The City Clerk is the Custodian of Records for the City and is responsible for keeping a concise and accurate

record of the official actions of the City Commission and the Commission-appointed Boards and Committees. The Department is responsible for the records management of the City and serves as the

information nucleus for records requested throughout the City and its various departments.

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

The City Clerk's Department, through the central cashing 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 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.

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

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

~ ARTS AND CULTURE ADVISORY BOARD - Meets to develop cultural activities within the City as well as



City Clerk

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.

~ 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.

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

~ 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.

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

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

~ LANDSCAPE/TREE ADVISORY COMMITTEE - 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.

~ 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.

~ RIVER OF GRASS CULTURAL ARTS CENTER ADVISORY BOARD - Advises the City Commission of matters relating to the River of Grass Cultural Arts Center and facilitates the management and production of the cultural programming to foster a positive and creative liaison between the City Commission and the community.

~ 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.

~ UNSAFE STRUCTURE BOARD - Hears and resolves appeals initiated when the building officials have rendered decisions on violations of the Building Code Unsafe Structure Provision.

Budget Highlights

The City Clerk Department's fiscal year 2016-17 budget is 25.6% or \$412,503 below the current working budget, which includes \$250,000 for the City-wide back-scanning project and \$269,000 for both the replacement of the legislative software and the implementation of the Hyland Onbase Enterprise Content Management (ECM) system.

The City Clerk's Department is on its way to meeting its goals to upgrade its software and hardware.



City Clerk

Acquiring the new Toshiba Multifunction Printer/Scanner/Copiers will help to standardize these tasks and reduce the cost of multiple ink/toner cartridges.

Accomplishments

The Clerk's Department is tasked to head up the citywide back-scanning in an effort to digitize all city records for migration to the repository.

The Micrographics Unit of the City Clerk's Department is in transition from the day-to-day processing of microfilm records to electronic document management (a digital Enterprise Content Management system (ECM)).

The City's records management goals seek to foster greater efficiency and transparency to help the City Clerk Department streamline the process of meeting its document retention compliance responsibilities as well as speeding up research, document retrieval, archiving and public access to City records.

City Clerk Performance Measures

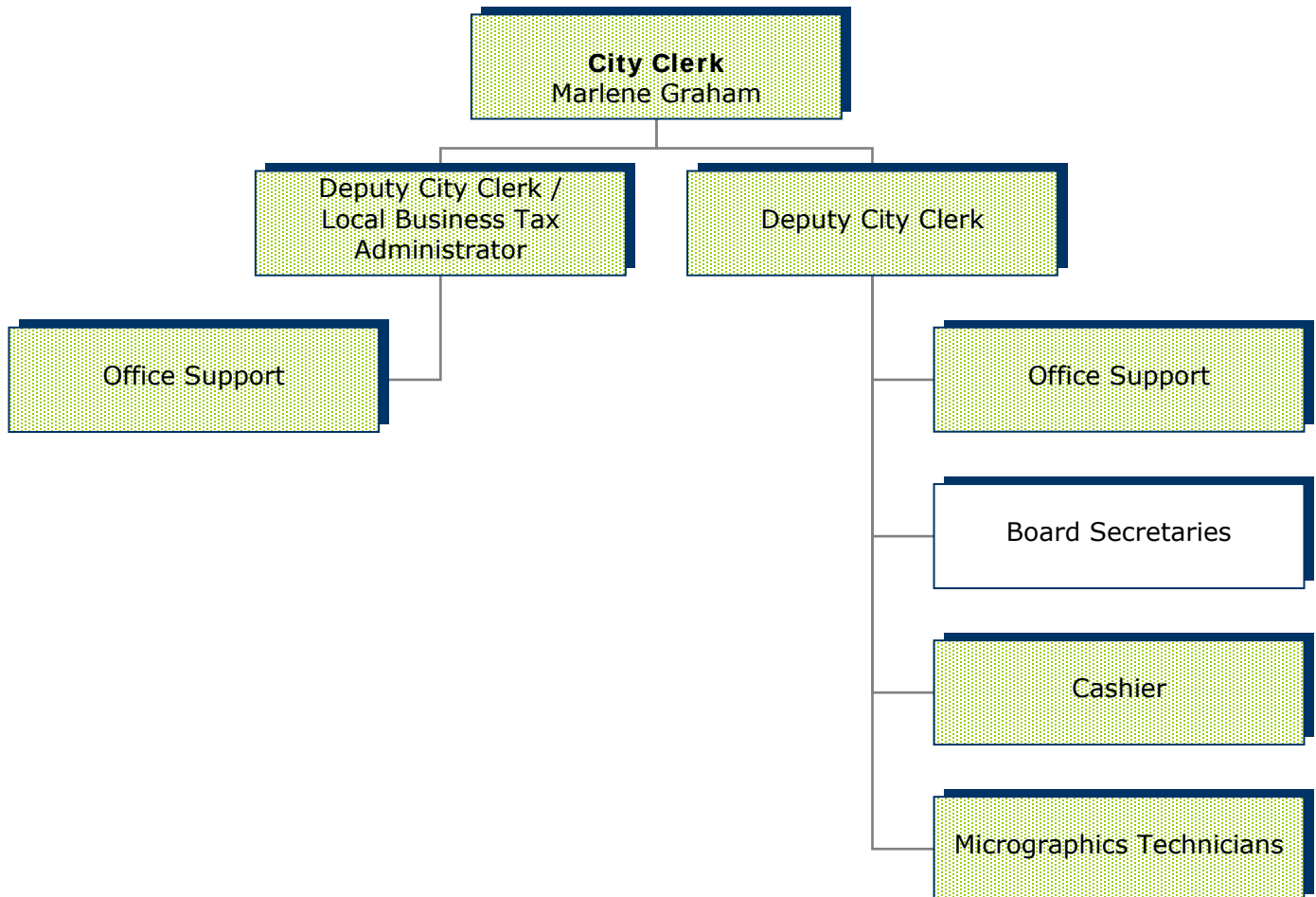
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
"Action Only" Commission minutes prepared for next Commission meeting.	31	22	27	22	22	22
Subpoenas for records processed	158	157	110	125	125	125
Commission agenda books prepared	432	563	372	220	300	300
Local business tax receipts monitored for compliance	8,416	8,262	7,699	8,394	8,395	8,416
Local Business Tax Receipts issued	7,295	7,150	6,827	7,290	7,290	7,295
Local Business Tax Office customers served	2,076	2,000	2,381	1,900	2,000	2,400
Public records requests processed	2,400	3,056	3,230	3,000	3,000	3,000
Passport applications processed	2,292	2,300	1,310	2,500	2,500	2,500
Passport Office customers served	3,144	4,000	1,735	3,500	3,500	3,500
Documents imaged and microfilmed	369,086	150,000	161,096	250,000	400,000	400,000
Staff training hours	14.0	16.0	28.5	14.0	35.0	35.0
Garage sale permits issued	1,403	1,650	1,266	1,500	1,500	1,500
Cashiering transactions (in millions)	\$32.0M	\$30.7M	\$28.0M	\$28.0M	\$28.0M	\$30.0M
Cashiering transactions (number)	41,771	45,155	39,063	42,000	40,000	42,000
Agenda packets prepared	952	884	832	1,050	1,000	850
Board and committee meetings attended	89	98	81	90	92	90
Abandoned properties registered	684	900	990	800	684	900
City Clerk customers served	1,185	2,000	981	1,200	1,200	1,200
Bid openings	62	*	38	60	60	60
Records dispositioned for destruction as per statutes (in tons)	19.37	*	22.85	15.00	21.00	23.00
Records dispositioned for destruction as per statutes (in cubic feet)	1,416	*	718	1,100	2,000	2,000
Effectiveness						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	100.00%	98.00%	98.25%	100.00%	100.00%	100.00%
Commission meeting minutes made available on City's web site within 2 days after approval	80%	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	99.9%	100.0%	99.5%	100.0%	100.0%	100.0%
Local business tax revenue per capita (in constant dollars)	\$20.73	\$21.00	\$21.12	\$21.00	\$21.00	\$21.00
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
Efficiency						
Commission agendas prepared per year per F/T employee	31	282	372	225	28	300
Full-time employees on this task	2	2	2	2	2	2
Average number of pages of Commission minutes transcribed per year per F/T employee	403	428	204	350	400	300
Full-time employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T employee	2,400	450@	1,453	600	1,600	2,000
Full-time employees on this task	5	5	5	5	5	5
Passports processed per day per F/T employee	2.0	1.5	2.3	2.0	2.0	4.0
Full-time employees on this task	6.0	7.0	6.0	6.0	7.0	6.5
Cashiering transactions per year per F/T employee	41,771	30,103	39,063	20,000	40,000	40,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.5

* New measure - goal and actual unavailable.

@ Routine Public Records searches were automated and placed on the web site during 2011-12, enabling the public to perform their own searches. This measure is now focused on non-routine searches.

CITY CLERK

Organizational Chart



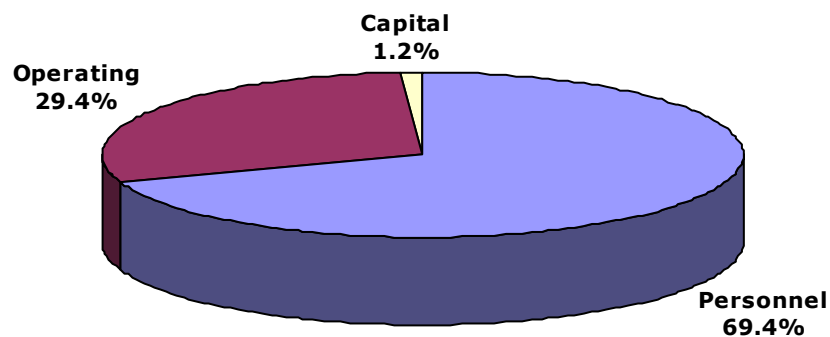
 Shading indicates direct public service provider

City Clerk

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Building Permits	36,533	36,758	37,000	37,000
General Government Charges	76,910	58,069	98,644	77,080
Other Licenses, Fees & Permits	850	750	1,000	1,000
Total	114,293	95,577	136,644	115,080

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	573,511	431,789	456,361	463,517
Benefits	615,970	329,288	312,194	369,010
Personnel Total	1,189,481	761,077	768,555	832,527
Operating				
Professional Services	-	31,976	32,088	32,088
Other Contractual Services	102,276	161,335	425,592	154,515
Travel Per Diem	389	2,893	4,500	4,400
Rentals and Leases	21,893	15,131	24,000	26,000
Insurance	145	290	400	600
Repair and Maintenance Services	17,779	17,102	30,143	70,204
Printing and Binding	11,861	16,465	12,790	16,800
Other Current Charges and Obligations	17,176	16,076	23,100	23,600
Office Supplies	5,709	8,190	9,000	17,000
Operating Supplies	5,099	5,759	6,500	7,500
Publications and Memberships	835	555	600	600
Operating Total	183,162	275,772	568,713	353,307
Capital				
Machinery and Equipment	-	5,284	275,069	14,000
Capital Total	-	5,284	275,069	14,000
Total	1,372,643	1,042,133	1,612,337	1,199,834

Expenditure Category



City Clerk

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12047	City Clerk	1	1	1	1
12285	Micrographic Technician II	1	1	1	-
12287	Document Management Specialist	-	-	-	1
12525	Administrative Assistant I	1	1	-	-
12620	Cashier II	1	1	1	1
12684	Clerical Spec II	3	3	3	3
12775	Deputy City Clerk	1	1	1	1
12782	Deputy City Clerk/Occ Lic Admin	1	1	1	1
13509	Shared - Secretary	2	2	2	2
13679	P/T Passport Clerk	-	-	-	1
13681	P/T Clerk Spec II	-	-	1	-
Total	Full-time	9	9	8	8
	Part-time	2	2	3	3



Finance

Mission

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

Goals

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

Objectives

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

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

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

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

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

Improve the usefulness of the performance measures of each department.

Further enhance the budget module's features in order to streamline the forecasting of revenues, as well as to populate automatically the revenues associated with inter-fund and interdepartmental charges.

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

Account for all City employees and ensure accuracy in processing the biweekly payroll.

Major Functions and Activities

The Finance Department is responsible for managing the City's financial matters which include the following:

~ ACCOUNTING:

Maintains the general ledger and accounts receivable. Controls reimbursements and interdepartmental billings. Coordinates both the City and the Charter Schools audits. Prepares the Comprehensive Annual Financial Report, the annual Charter Schools Special Purpose Financial Statements and the quarterly Charter School financial reports for the Broward County School Board and Florida State University (FSU), as well as the City-wide monthly financial reports for internal use. Additionally, personnel are responsible for balancing utility receivables, providing property control, and producing numerous financial reports as requested.

~ ACCOUNTS RECEIVABLE:

Accounts for and coordinates the collection of receivables that are due to the City, including timely recovery of dishonored checks.

~ ACCOUNTS PAYABLE:

Reviews and processes all requests for payment and facilitates resolution of encumbrances relative to purchase orders.

~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the Finance Director but also to the entire department. Additionally, responsible for assisting in editing and producing the 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



Finance

prepares budget resolutions, adjustments, analyses, and summaries.

~ DEBT MANAGEMENT:

Involved with the many tasks and procedures required in the issuance of new debt as well as maintaining compliance with all the bond covenants required for existing bond issues.

~ GRANTS:

Responsible for the financial control, accounting, and reimbursement of all City grants, ensuring that compliance requirements are met.

~ PAYROLL:

Processes the biweekly payroll for City and Charter School employees including, but not limited to, computing gross and net pay, retirement contributions, State and Federal withholding tax, Social Security, Medicare, and all other deductions. This section also prepares annual wage and tax statements (Form W-2) as well as quarterly and annual tax returns for salaries, wages, and taxable benefits. Accurately processes all personnel adjustments including new hires, salary adjustments, transfers, retirements and terminations.

~ PENSION:

Duties include ensuring the timely remittance of the City's pension contributions to the various plan administrators and recording the monthly and annual transactions relating to the General Employees Pension Plan and the City Pension Fund for Firefighters and Police Officers.

~ SPECIAL ASSESSMENTS:

Responsible for the accounting of all special assessments.

~ SYSTEMS:

Administers the SmartStream accounting client-server application and builds add-on programs to be used as tools in the daily execution of the Department's duties. Other responsibilities include, but are not limited to, the development of the budget applications for the City and the Charter Schools and the development of the address database.

~ TREASURY:

Responsible for anticipating the daily cash flow requirements of the City, its investments, and debt management.

Budget Highlights

The FY2016-17 expenditure budget shows an increase of \$81,500 or 3.1% over the FY2015-16 working budget. This increase is mainly due to the conversion of a city position to a contractual position.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 19th consecutive year since October 1, 1997, for the FY2015-16 Budget Document.

Submitted to the Government Finance Officers Association, the application for the Certificate of Achievement Award for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ending September 30, 2015. If awarded, this will be the 31st consecutive year the award will be received.

Successfully completed the 2015 independent audits of the Charter Schools and the City. The City received an unqualified opinion for both audits, and no auditor adjustments were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

Successfully created an online portal enabling lobbyists to register and the City Commission to disclose meetings with lobbyists, as required by the Broward County Ethics Ordinance.

Successfully automated the annual financial report and upgraded the budget portal.

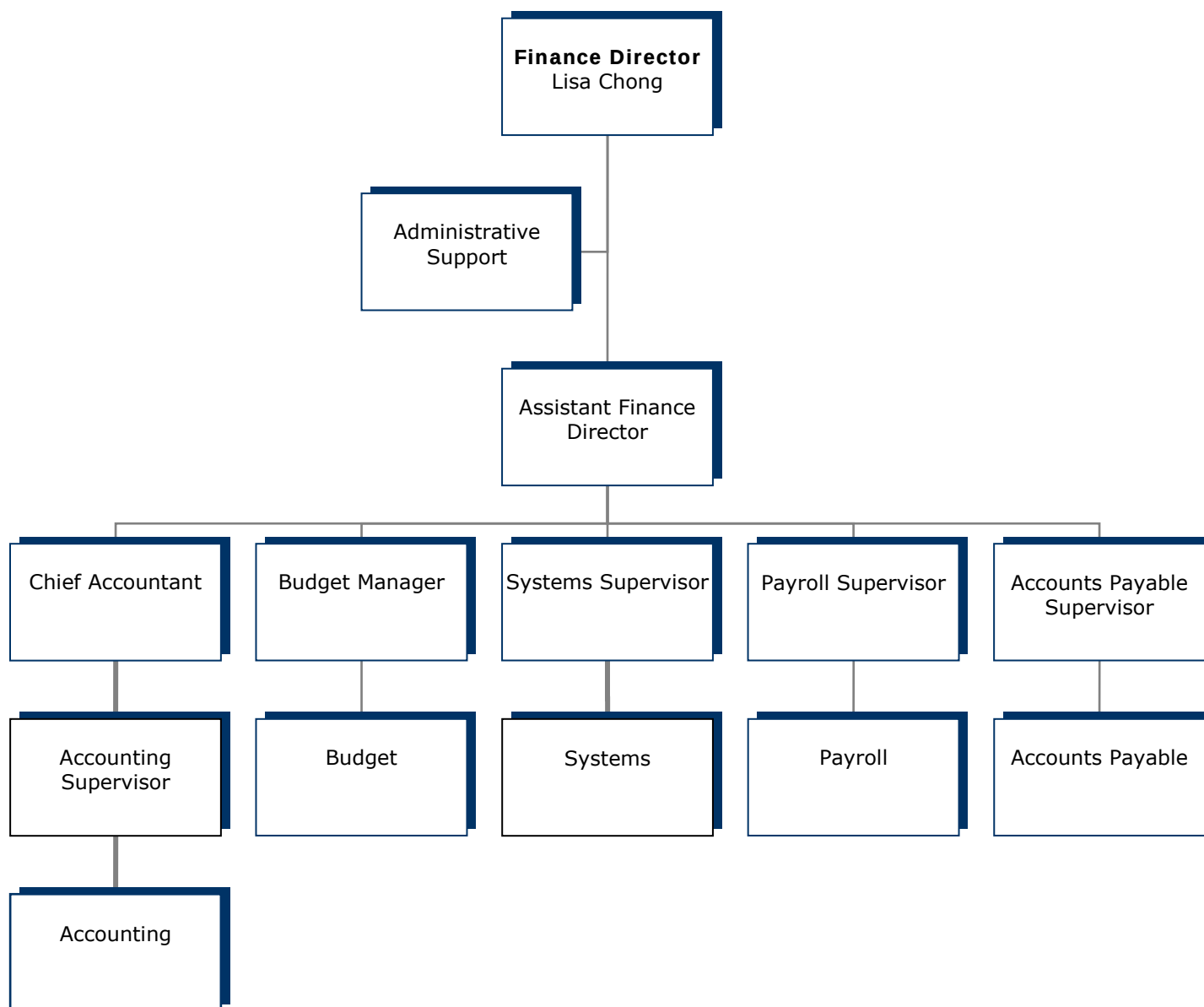
Assisted the Commission Auditors in conducting and completing their Pension Plan Audit. This included the review of the accuracy and completeness of the actuarial reports and an impact assessment of the new pension-related accounting pronouncements issued by the Governmental Accounting Standards Board ("GASB") on the City's financial statements.

Finance Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Invoices paid	51,992	48,000	45,704	48,000	50,000	50,000
Charter schools' special purpose financial statements	2	2	2	2	2	2
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
Effectiveness						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	64	64	64	64	64	64
Average number of 10-hour working days after the month's end to distribute the monthly financial statements (excluding October and September)	4	4	4	4	4	4
Average number of 10-hour working days to close year end	23	20	20	20	20	20
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	8	8	8	8
% accuracy in forecasting approximately 25% of general fund revenues	96%	100%	99%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	30	30	31	31	32	33
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	17	17	18	18	19	20
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

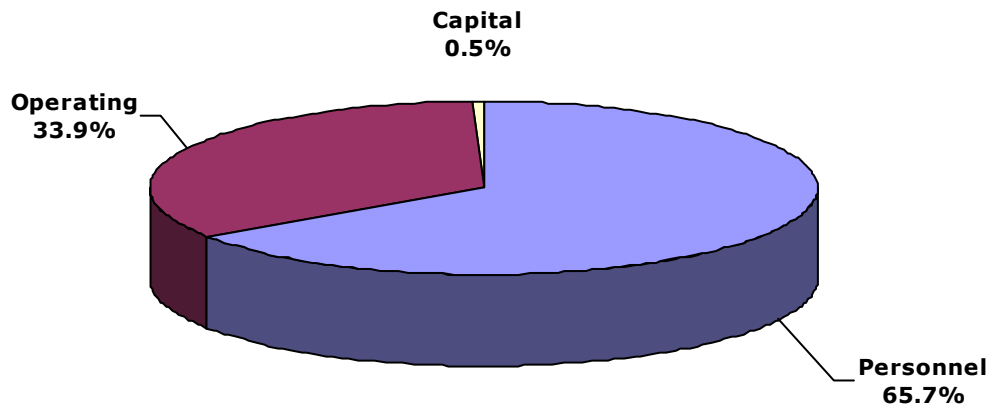


Finance

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Government Charges	248,859	288,450	279,700	252,150
Fines & Forfeitures	7,670	7,048	8,400	6,200
Total	256,529	295,498	288,100	258,350

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	1,352,616	1,218,621	1,092,918	1,071,517
Benefits	1,762,922	761,167	638,826	686,965
Personnel Total	3,115,538	1,979,789	1,731,744	1,758,482
Operating				
Accounting and Auditing	43,998	43,683	39,500	38,800
Other Contractual Services	429,289	534,389	685,377	730,841
Travel Per Diem	725	1,605	2,600	3,180
Communication and Freight Services	772	433	500	500
Rentals and Leases	-	1,088	4,500	4,400
Repair and Maintenance Services	94,329	94,538	100,600	100,900
Office Supplies	11,117	10,317	11,500	11,500
Operating Supplies	2,640	5,463	12,270	11,235
Publications and Memberships	3,092	2,799	3,825	4,665
Training and Education	1,752	315	1,600	1,500
Operating Total	587,714	694,630	862,272	907,521
Capital				
Machinery and Equipment	2,194	3,752	2,600	12,100
Capital Total	2,194	3,752	2,600	12,100
Total	3,705,445	2,678,170	2,596,616	2,678,103

Expenditure Category



Finance

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12086	Finance Director	1	1	1	1
12428	Payables Supervisor	1	1	1	1
12431	Payroll Coordinator	2	2	2	2
12433	Payroll Supervisor	1	1	1	1
12513	Account Clerk III	1	-	-	-
12515	Accounting Clerk II	1	-	-	-
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	1	1	1	-
12525	Administrative Assistant I	1	1	1	1
12556	Budget Manager	1	1	1	1
12641	Chief Accountant	1	1	1	1
12642	Accounting Supervisor	1	1	1	1
12651	Programmer Analyst II	2	2	2	2
12686	Systems Supervisor	1	1	1	1
13680	P/T Clerk Spec I	1	1	1	-
Total	Full-time	16	14	14	13
	Part-time	1	1	1	-



Early Development Centers

Mission

To provide a nurturing, culturally diverse environment rich with developmentally appropriate activities. Our program is child-centered, play-based, and designed to encourage each child to achieve its potential.

Goals

To give each child the opportunity to reach its full potential. Education is about opening doors, opening minds, and opening possibilities. The goal of our Early Development Centers is to "nurture every child's potential." Building character in our children enables them to reach their full potentials intellectually, physically, socially, and emotionally. Our curriculum is directed to nurturing the whole child in a caring environment conducive to teaching and learning.

Objectives

Provide a warm and nurturing environment built on trust and communication.

Offer a safe place that is drug-free and violence-free.

Treat staff and students with courtesy and respect.

Encourage students' creativity and curiosity.

Give students time to summarize and reflect.

Involve students in thinking skills that examine, relate, and evaluate all aspects of a situation or problem.

Enable students and staff to work in an environment that promotes high academic standards.

Support teachers and staff in exhibiting a genuine concern for students.

Promote the idea of students teaching their peers.

Provide a balanced and flexible curriculum.

Supply a technologically superior learning environment.

Major Functions and Activities

Early Development Centers are strategically positioned in four locations in order to ensure availability of service to all sections of the City. All

sites offer full-week, fee-based programs, with the fee dependent upon the age of the child enrolled.

Program goals and objectives are designed to provide a flexible and creative learning environment. A child's opportunity to learn is the primary focus.

Children enjoy activities and learning experiences geared to their developmental level, with music and art as an integral part of the program. Children also enjoy activities designed to promote math and science skills. Hands-on experience with computers and informational technology is woven into program content.

The City's four Early Development Center locations are as follows:

- Bright Beginnings at Walter C. Young, 901 NW 129th Avenue
- Village Preschool, 6700 SW 13 Street
- Pembroke Pines Charter School - West Campus, 1600 SW 184 Avenue
- Pembroke Pines Charter School - Central Campus, 12200 Sheridan Street

Budget Highlights

The fiscal year 2016-17 budget is 1.2% below the 2015-16 working budget due mainly to an anticipated decrease in EDC revenue from fees.

Accomplishments

Central Campus - with 100 Voluntary Prekindergarten (VPK) students (5 classes) a VPK Readiness Rate of 98 out of a possible 100 was achieved. The VPK Provider Kindergarten Readiness Rate measures how well a VPK provider prepares four year-olds to be ready for kindergarten, based upon Florida's VPK Education Standards. The VPK Education Standards describe what four year-old children should know and be able to do by the end of the VPK experience. We maintained our AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS-CASI) Accreditation with a score of 96% out of 100%. This Accreditation is only given to schools that offer the highest quality of care and education to young children. All staff completed professional development courses in Pediatric and Adult CPR and AED.



Early Development Centers

Bright Beginnings- Completed the ninth year of Florida's Voluntary Prekindergarten (VPK) Program achieving a readiness rate of 98 out of a possible 100. Our Scholastic Book fair was a great success earning "Scholastic" dollars, supplying dozens of books to our classroom libraries. Staff continued to maintain credentials and in-service hours required for licensing in First Aid and CPR. Security features were also added in the way of additional cameras and key pad entry system to all entrances. Technology was upgraded in the classrooms with new computers for the children and new tablets for the VPK Teachers to help with the new required assessments.

The West Campus completed its ninth year of Florida's Voluntary Prekindergarten (VPK) in an upbeat. For the first year our staff learned and put into practice the new Gold Assessments that are now being required by the Early Learning Coalition with high marks. We continue to improve/maintain the Readiness rate. The staff continued to maintain licensing standards by renewing their early childhood credentials, taking in-service classes in Challenging Behavior, CPR, First Aid, the Creative Curriculum and assessments that align with our curriculum. The West Campus gives back to the community by participating in the Hop a Thon for Muscular Dystrophy and in the Trike a Thon for St. Jude's Hospital. We also sent letters and packages to our soldiers. We also participated in the Book Fair a couple of times a year to make sure that we do Build a Love of Reading to each one of our students.

West Pines Preschool- Completed the eighth year of Florida's Voluntary Prekindergarten (VPK) Program achieving a readiness rate of 97 out of a possible 100. Staff continues to maintain credential and in-service hours required for licensing in first aid and CPR. Staff continues to mail out postcards and put up A-frame signs in our community to increase/maintain enrollment and revenue. Improvements such as painting, adding mulch, and trimming the trees have been done to help update the overall appearance of the school. Security features were also added in the way of additional cameras.

Village Preschool – Completed its ninth year of the Florida Voluntary Pre-Kindergarten (VPK) program. Our VPK program achieved a readiness rate of 95 out of 100 for the 2015-2016 school year. We successfully opened the first infant classroom in our school. We renovated an old storage room into a brand new VPK classroom in order to make room for our infant class. This allowed for an even bigger three year old classroom with the ability to enroll up

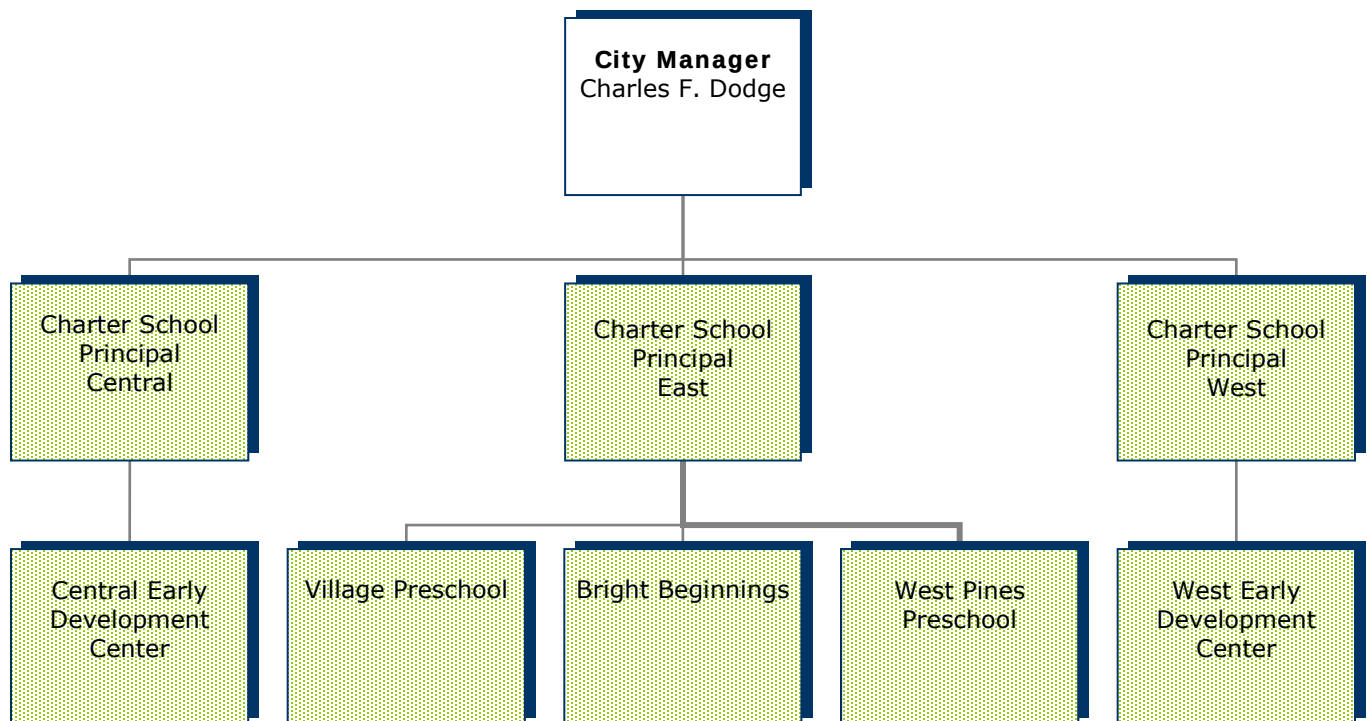
to twenty additional three year old children. The infant classroom was renovated and furnished with eight new cribs and all of the necessary supplies to provide quality infant care. This year our school participated and held multiple family involvement events throughout the year such as our scholastic book fair, Thanksgiving luncheon, cookies with Mrs. Clause, read across America, mother's day breakfast, and VPK graduation.

Early Development Centers Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of students	738	718	775	708	714	815
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

EARLY DEVELOPMENT CENTERS

Organizational Chart



 Shading indicates direct public service provider

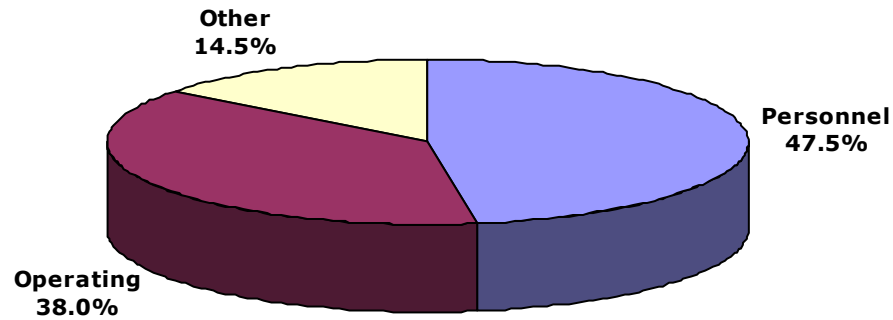
Early Development Centers

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Education Charges	4,144,291	4,389,934	5,081,452	4,956,664
Recreation Charges	939,222	973,474	1,066,236	1,123,975
Other Miscellaneous Revenues	114,681	114,218	138,500	133,614
Private Gifts / Contributions	9,552	27,120	1,865	1,000
Total	5,207,745	5,504,746	6,288,053	6,215,253

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	1,966,431	1,997,487	2,178,430	2,155,455
Benefits	620,263	598,356	725,680	798,613
Personnel Total	2,586,694	2,595,843	2,904,110	2,954,068
Operating				
Professional Services	-	309	500	500
Other Contractual Services	802,101	1,034,828	1,235,130	1,265,325
Travel Per Diem	-	-	3,200	950
Communication and Freight Services	8,441	5,015	8,750	8,750
Utility Services	90,508	93,893	92,406	73,694
Rentals and Leases	400,313	402,909	411,681	409,094
Repair and Maintenance Services	114,125	60,961	70,135	156,207
Other Current Charges and Obligations	98,510	81,790	103,106	98,657
Office Supplies	10,343	11,993	11,199	11,500
Operating Supplies	312,621	278,751	333,953	333,555
Publications and Memberships	12,381	794	650	650
Training and Education	500	200	1,850	1,850
Operating Total	1,849,842	1,971,442	2,272,560	2,360,732
Capital				
Machinery and Equipment	5,436	16,365	8,286	-
Capital Total	5,436	16,365	8,286	-
Other				
Transfers	820,914	945,017	1,103,097	900,453
Other Total	820,914	945,017	1,103,097	900,453
Total	5,262,886	5,528,667	6,288,053	6,215,253

Early Development Centers

Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12120	Sch Accounting Clerk II	2	2	2	2
12143	EDC Teacher	27	24	22	22
12780	Teacher Aide	14	12	11	10
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	3	2	2	2
13408	P/T EDC Clerical Spec I	4	2	2	1
13551	P/T Teacher Aide	106	102	99	101
Total					
	Full-time	50	44	41	40
	Part-time	110	104	101	102



Walter C. Young Resource Center

Mission

To offer educational, recreational, and civic activities and to enhance the lives of all School Board of Broward County students and citizens within southwest Broward County including, but not limited to, the SBBC students and citizens of Pembroke Pines.

Goals

Committed to serving a broad spectrum of interests within our community. We provide facilities and staffing for physical fitness activities, child and family enrichment, educational pursuit, entertainment, and the enjoyment of the arts and culture through education.

Our unique organizational concept and structure allows us to meet our goals of providing these services at the maximum level attainable through combined resources of the School Board of Broward County and the City of Pembroke Pines. When these goals are achieved, then we will have truly enriched and enhanced the quality of life for our students and citizens.

Objectives

Provide a high quality educational middle school experience for the students of Pembroke Pines that prepares the "high school ready college bound student".

Provide a center that serves our diverse community, building on the strengths of our cultural differences.

Continue offering a place where people of all ages can come together for needed services, community activities, cultural experiences, entertainment, and education.

Major Functions and Activities

The Walter C. Young (WCY) Resource Center is a prototypical education and community service center designed to meet the needs of all the citizens of southwest Broward County. WCY houses a middle school, racquetball courts, the Bright Beginnings Early Development Center, a full service community adult education facility, a regional library, a dinner theater, social service facilities, and recreational areas.

The City partners with others in maintaining the Resource Center. The costs are shared by the Broward County School Board and the City. Effective

use of tax dollars is made by sharing resources and extending the hours of income-producing usage beyond that of a typical school day. The programs and services are offered sixteen hours daily, year-round.

In addition to the school, the following programs and activities are provided: racquetball and handball, meeting rooms, basketball, tennis, 450-seat dinner theater/café, softball, track and field, consumer education, gymnasium, conference center, and parent education.

~ DINNER THEATER / CULTURAL ARTS:

There are a few groups/activities utilizing the WCY Dinner Theater through the Recreation and Cultural Arts Department. These groups/events include: Pines Night Out, Pembroke Pines Theatre of Performing Arts (PPTOPA), Relay for Life, Charter Schools and Bright Beginnings. There may also be some special events conducted at WCY Dinner Theater (when the primary sites are unavailable) such as Sundaes with the Bunny, and/or Sundaes with Santa.

~ 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 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



Walter C. Young Resource Center

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

This is a status quo budget, where the adopted 2016-17 budgeted amount is the same as the working budget for 2015-16. The majority of the budget continues to fund the janitorial services and the City's share of electricity for the Walter C. Young gymnasium and office.

Walter C. Young Resource Center Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of days per year the theatre is in use	354	354	354	354	354	354
Number of civic, charitable, and religious organizations that use the center	39	69	51	98	45	98
Effectiveness						
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - dinner theatre	143%	100%	#	100%	#	#
Actual as a % of budgeted revenue - resource center	89%	100%	94%	100%	100%	100%

As of October 14, 2014, the City ceased rental of the dinner theatre.

Walter C. Young Resource Center

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Rents & Royalties	13,660	18,917	17,410	12,400
Total	13,660	18,917	17,410	12,400

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	10,179	-	-	-
Benefits	790	42	-	-
Personnel Total	10,969	42	-	-
Operating				
Accounting and Auditing	949	943	900	900
Other Contractual Services	44,705	43,507	51,444	51,444
Utility Services	35,896	29,988	34,675	34,675
Repair and Maintenance Services	-	-	200	200
Office Supplies	207	-	220	220
Operating Total	81,757	74,437	87,439	87,439
Total	92,726	74,479	87,439	87,439



Community Services

Mission

To provide and facilitate a network of services to individuals residing in Southwest Broward County.

Goals

To provide a quality, multi-function social service delivery system that encompasses a variety of activities and core social services geared towards meeting, targeting, and servicing our members. Specific programs are designed to meet the needs of those 60 years of age or older.

Objectives

To plan and implement the following services for our members:

- Information and Referral
- Recreation
- Health Support Services
- Counseling
- Adult Day Care
- Personal Care Homemaker
- Relief/Respite
- Volunteer Services
- Public Education
- Special Programs
- Transportation
- Screening and Assessment

Major Functions and Activities

The Pembroke Pines Community Services Department/Southwest Focal Point Senior Center facilitates comprehensive services to those residing in Southwest Broward County. Specific programs are designed to meet the needs of those 60 years of age or older.

The Southwest Focal Point Senior Center complex is an approximately 53,000 square-foot facility offering 13 core social services developed to meet the needs of the community. Specific programs are designed to meet the needs of the geriatric population. The facility includes a library, two gyms, a billiard room, classrooms, a computer lab, a main hall, and over 5,000 square feet dedicated to the Adult Day Care and Alzheimer's Day Care Programs. This diversified utilization includes university classes and professional training programs, meetings for clubs and organizations, and special City events. The facility may be rented for meetings, parties and other events.

~ INFORMATION and REFERRAL - All key staff members are trained to provide a knowledgeable response to senior inquiries. Knowledge gained through this service provision helps seniors identify their service needs and gather the data necessary to utilize the resources and opportunities available to them. Additionally, a social worker is on staff to provide comprehensive case management services.

~ RECREATION - Recreational activities are planned to meet the social and physical needs of the senior client, as well as to promote mental stimulation to encourage self-initiated use of leisure time activities. Along with daily activities, special events, shows, and field trips are scheduled.

~ HEALTH SUPPORT SERVICES - Health Support Services is a comprehensive health maintenance program inclusive of core services such as physical fitness, health, blood pressure screening, health assessment, monitoring of self-administered medication, nutrition, and health-related referral. Additionally, all staff members are certified in first aid and CPR to assist in medical emergencies.

~ COUNSELING - The Supportive Counseling Program is facilitated via mental health professionals. The program is designed to assist by means of assessment. The counselor formulates a basic strategy to help the client address issues, resolve pressing problems, reduce or eliminate stress, and develop solid coping mechanisms. Both one-on-one and group counseling are offered on location. When psychiatric evaluation or specialized counseling is warranted, a referral is initiated and alternative resources are offered in an effort to deliver appropriate case management and secure appropriate placement.

~ 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.



Community Services

~ **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/RESPIRE** - A relief or rest for a primary caregiver from the constant/continued supervision, companionship, therapeutic and/or personal care of a functionally impaired older person for a specific period of time. This service is provided through coordination with a home health agency.

~ **VOLUNTEER SERVICES** - The provision of a volunteer services program has proven to be a valuable enhancement to senior services offered at the Southwest Focal Point Senior Center. The Recreation Supervisor recruits, screens, trains, and places prospective volunteers in appropriate positions within the Southwest Focal Point Community Center as well as various City departments and community organizations. When requested, unpaid bilingual volunteers are recruited and placed appropriately.

~ **PUBLIC EDUCATION** - The Public Education Program is facilitated by the Social Services Division. This specific group of staff members offers a wealth of knowledge and a wide range of expertise. Events such as health fairs, crime prevention workshops, hurricane preparedness training, and speaking engagements are planned to provide education and service resources to older adults and their families.

~ **SPECIAL PROGRAMS** - The Community Services Department hosts and sponsors several special programs. An on-site nutrition program is available to provide seniors with a hot meal, meeting the one-third recommended daily allowance (RDA) requirements via the Broward County Meals on Wheels. Other programs include the Energy Assistance Program and programs coordinated for the visually impaired, hearing impaired, and handicapped persons. Inter-generational programming takes place on a daily basis at the center. The Community Services Department has partnered with Women In Distress, which provides counseling and services to women in need, the Hispanic Unity, which provides citizenship classes to a growing group of individuals, and Baptist Health South Florida, which provides fitness classes, health assessments, and workshops for all participating members.

~ **TRANSPORTATION** - The Community Bus Service provides shuttle services within the City limits and transportation for residents 60 years of age or older

without access to a vehicle and/or not holding a valid Florida driver's license. Transportation services are provided for medical and dental appointments, pharmacies, social service agencies, supermarkets, shopping malls, banks, post offices, center-sponsored field trips, as well as cultural and civic events.

~ **SCREENING AND ASSESSMENT** - Administering an evaluation with the purpose of gathering information to determine eligibility for programs and/or seniors.

Budget Highlights

Community Services is searching for a new software program to enhance the current workflow of member registrations and class sign ups.

Replace lobby furniture such as sofas, chairs that our members and visitors have used daily for the past twenty years.

Provide Social Services division with laptops, mobile scanners and printers for their home visits. This equipment would make them more efficient and cut their paperwork time management in half.

Community Services continues their partnerships with both Baptist Health South Florida and Vitas. Baptist has been providing our senior with four health exercises at no cost to them for the past year and a half. Vitas continues to provide support group meetings that have been of great help to the community. They will also commence a new group targeted for the growing latin population which has had a great following at our connected daycare program.

Accomplishments

Three (3) new Toshiba Copy Machines were received on June, 2015 they are located in the Recreation, Transportation & Administration Departments for easy access to the staff members.

A new kiln has been purchased in December, 2015. This acquisition will enhance the ceramic classes offered to the community.

A Notice of Grant Award was received on January 11, 2016 after the grant application submitted to the Florida Department of Transportation (FDOT) on January 13, 2015 for the purchase of two cutaway buses to enhance mobility of senior and individuals with disabilities.



Community Services

Total estimated cost is \$220,000 with a 10% estimated Local Match in the amount of \$21,000 provided by the General Fund Reserve.

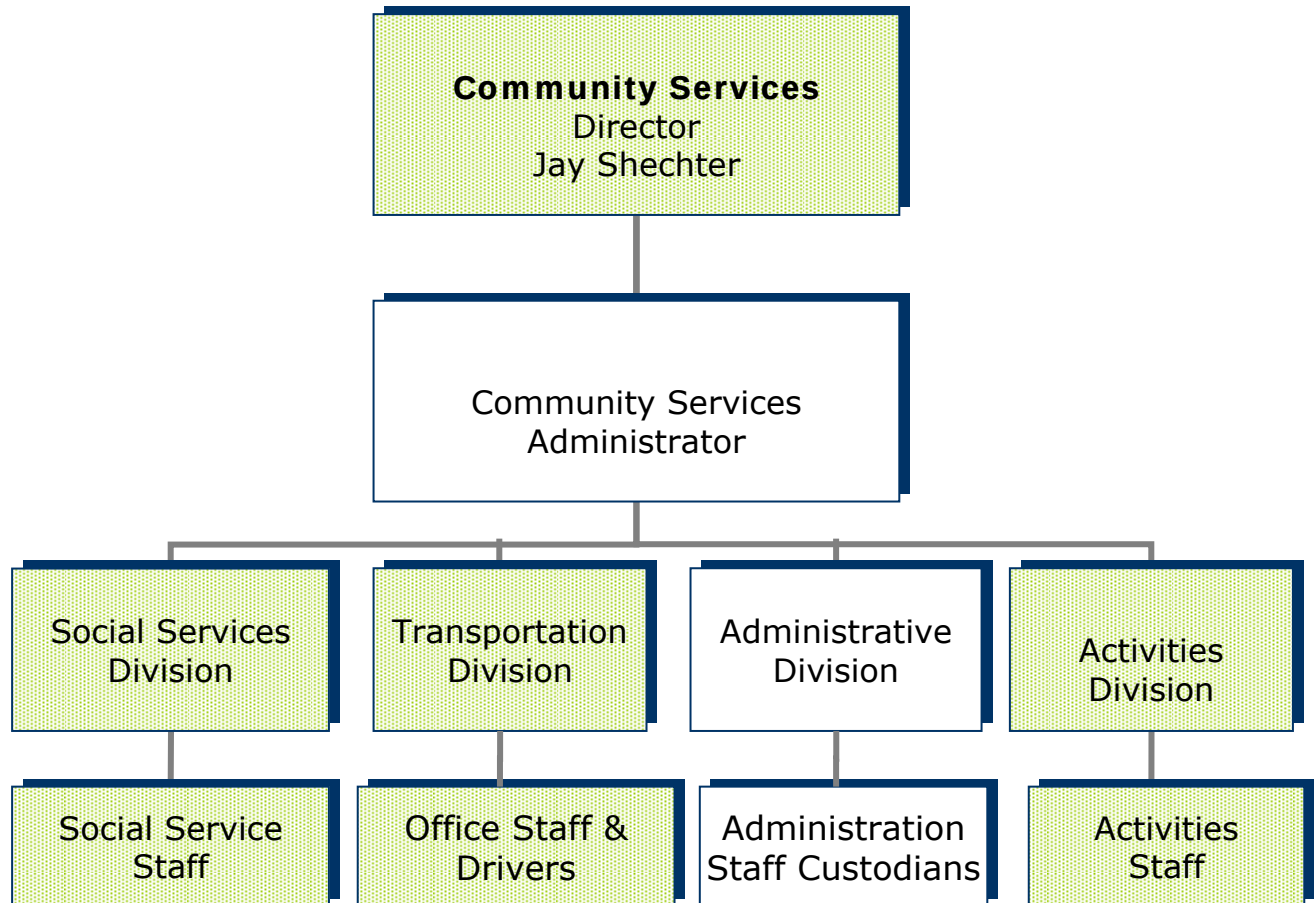
On December 16, 2015 Resolution 2015-R-42 represented the submission of a Grant Application to Florida Department of Transportation (FDOT) for the purchase of two cutaway buses and communication equipment. The grant application requires a 10% Local Match, If grant is award the 10% will be provided from the fundraising Antique Show Account.

Community Services Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of unduplicated clients	2,841	2,100	3,500	3,000	3,200	3,600
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	99,210	104,306	67,164	90,494	90,769	63,799
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	385	2,337	163	72	385	132

COMMUNITY SERVICES

Organizational Chart



Shading indicates direct public service provider

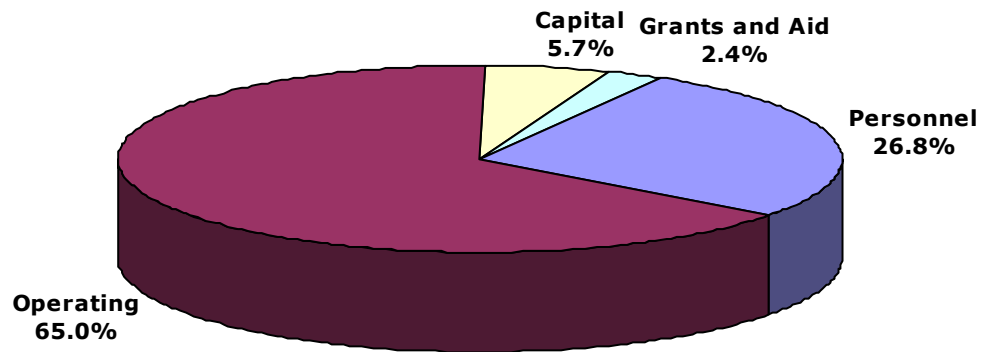
Community Services

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	21,321	21,705	28,032	28,032
Grants from Local Units	4,236	11,451	-	-
Education Charges	63	-	-	-
Recreation Charges	104,474	108,194	141,671	148,859
Transportation Charges	286	124	240	240
Rents & Royalties	125,176	133,502	141,019	131,891
Private Gifts / Contributions	6,000	-	-	-
Total	261,557	274,976	310,962	309,022

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	157,227	151,098	150,333	153,589
Benefits	241,677	95,499	101,870	127,895
Personnel Total	398,904	246,597	252,203	281,484
Operating				
Professional Services	5,006	1,117	1,560	1,560
Other Contractual Services	301,747	347,011	353,296	397,983
Travel Per Diem	299	284	532	-
Communication and Freight Services	19,968	10,384	15,476	16,499
Utility Services	111,753	115,589	112,500	116,500
Rentals and Leases	425	1,695	5,300	4,693
Repair and Maintenance Services	58,029	39,981	67,650	87,950
Printing and Binding	12,591	12,865	13,000	13,000
Office Supplies	4,516	4,024	4,500	4,500
Operating Supplies	29,281	24,175	32,583	38,000
Publications and Memberships	610	610	685	660
Operating Total	544,225	557,735	607,082	681,345
Capital				
Machinery and Equipment	-	32,792	71,000	60,000
Capital Total	-	32,792	71,000	60,000
Grants and Aid				
Aids to Private Organizations	19,455	20,057	28,022	25,572
Grants and Aid Total	19,455	20,057	28,022	25,572
Total	962,585	857,182	958,307	1,048,401

Community Services

Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12543	Activities Coordinator	1	1	1	1
12685	Clerical Aide	1	1	1	1
Total	Full-time	2.5	2.5	2.5	2.5
	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 Southwest Focal Point Senior Center.

Provide transportation to Hollybrook Clubhouse, Douglas Gardens, Memorial Urgent Care Center, various grocery stores and restaurants, Lowes, BC Regional Library South Campus, and Broward College.

PINES PLACE:

Maintain gazebo for entertaining.

Maintain playground for children.

PINES POINT:

Lease vacant office space at the Southwest Focal Point Senior Center to a podiatrist and general practitioner.

Major Functions and Activities

Provide affordable housing at Pines Point and Pines Place in eastern Pembroke Pines.

Pines Point Senior Residences was built in 1997 and is comprised of 190 apartments. The facility is located at 401/601 NW 103rd Avenue, which is adjacent to the City's Southwest Focal Point Senior Center and is joined via an enclosed connector walkway to enable clientele easy access to the Center's activities and services.

Provide an array of activities during the day and evenings for the residents. Seniors are invited to attend themed special events and seasonal activities held throughout the year. Evening activities consist of Pizza Night, Birthday Bash, Cooks Night Out, and Movie Night. Each activity provides the residents with an evening of entertainment and socializing, helping to build many friendships.

Organize fund-raising flea markets four times a year with over 100 participating vendors from all over South Florida. The funds raised make it possible to provide additional activities and events for the residents.

Transportation is provided to the tenants to various locations throughout the City Monday-Friday. This offers tenants the ability to purchase groceries and necessities, dine out, visit the doctor or go to the library.

Provide assistance that encourages the senior residents to lead an independent lifestyle and provide a secure and family friendly community for all residents.

Provide accounting and administrative services for the Transitional Independent Living (TIL) program, which is a living facility that provides young people the opportunity to transition from foster care into independent living.

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.



Housing Division

Budget Highlights

The 2016-17 expenditure budget shows an increase of 1.35% over the 2015-16 expenditure budget. The growth is attributable to increases in various expenditure items including water and sewer expenses as well as building and improvement expenses.

The rental city facilities revenue for 2016-17 will decrease by \$12,000. Pines Care Medical has reduced their office space and the rent was adjusted. Subsequently, the Management Office will move into that vacant office space to serve the needs of the tenants by being in closer proximity.

Accomplishments

In an effort to reduce costs, we replaced damaged carpet with vinyl tiles. Unlike carpet, vinyl tiles require no special cleaning, tend to be stain resistant, and stand up well to heavy traffic.

In an effort to reduce costs, all appliances that could not be repaired were replaced with new energy efficient appliances.

Distributed 6,800 emergency meals to the tenants at Pines Point, Pines Place, and residents throughout the City of Pembroke Pines.

Through fundraising efforts, 95 residents attended the Howl-O-Scream Dinner Dance. Residents enjoyed dinner and dancing with live entertainment.

A Thanksgiving Food Drive was organized at Pines Point and Pines Place. All canned goods that were collected benefited families, throughout the year, that were in need of food.

Coordinated a Shred-A-Thon event for tenants to properly dispose of their personal information.

Sponsored the 7th Annual Fourth of July celebration with all expenses paid through fundraising efforts. Over 500 seniors from various communities in Broward County enjoyed lunch and activities.

Initiated an arrangement with the Pembroke Pines Police Department for additional patrols in marked and unmarked vehicles in an effort to provide a safe environment for all residents of Pines Place to enjoy.

Coordinated with Hispanic Unity and United Way, a non-profit organization, to offer free tax preparation to the tenants at Pines Place through the Volunteer

Income Tax Assistance (VITA) program.

Organized a Halloween party and the Tree Trimming event for the residents at Pines Point. In addition, hosted the Holiday Gala which provided a sit down dinner, entertainment and raffles.

In an effort to assist tenants with organizational skills a workshop, geared towards the development of these skills, was coordinated with NOVA University.

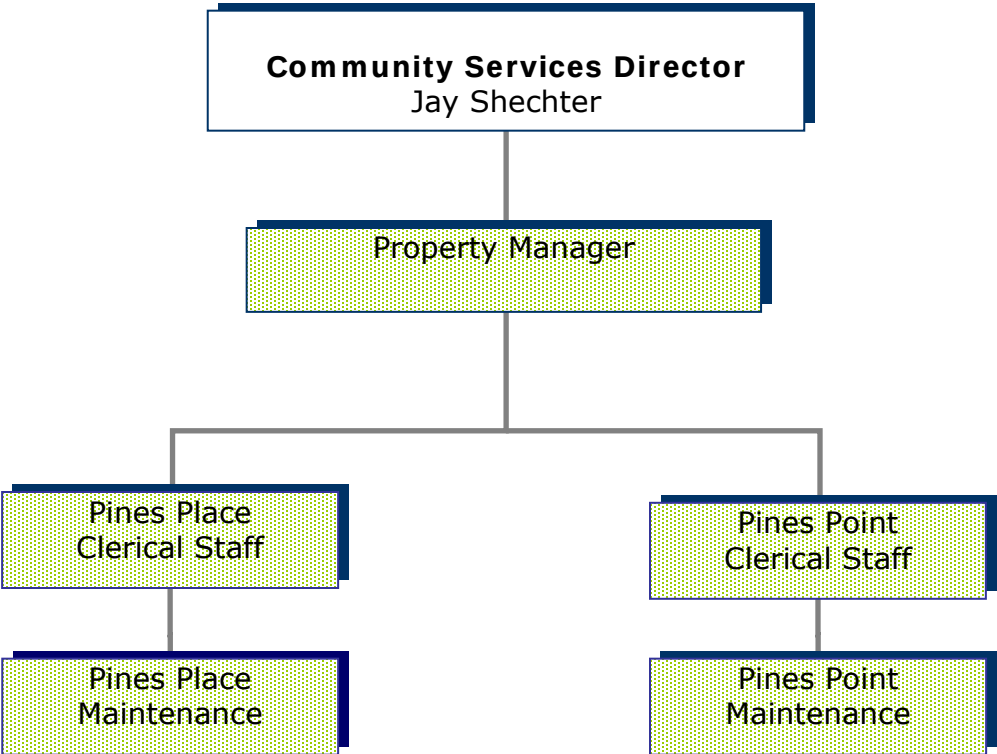
Through local partnerships, we were able to collect food donations and distribute among tenants.

Housing Division Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of units occupied at Pines Point	181	171	181	171	181	181
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	173	188	185	188	188	188
Tower II (opened July, 2005)	166	168	168	168	168	170
Tower III (opened January, 2008)	192	198	195	198	198	198
Effectiveness						
Average occupancy rate at Pines Point	95%	90%	95%	90%	95%	95%
Average occupancy rate at Pines Place	87%	90%	89%	90%	90%	90%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart

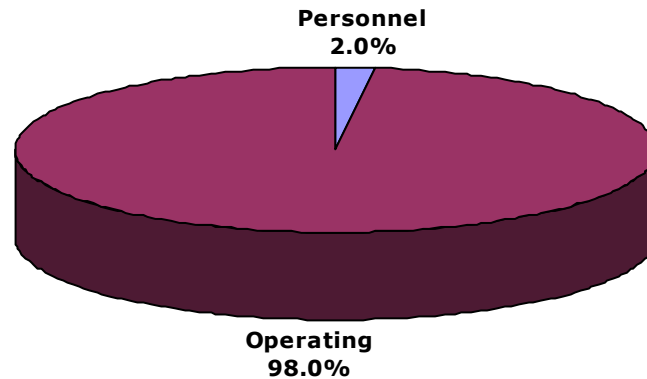


Housing Division

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Government Charges	23,772	22,575	20,500	20,500
Rents & Royalties	7,123,184	7,364,950	7,440,106	7,443,756
Private Gifts / Contributions	377,000	-	-	-
Total	7,523,956	7,387,525	7,460,606	7,464,256

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	167,110	129,714	180,602	78,256
Benefits	258,612	89,078	109,202	79,662
Personnel Total	425,722	218,792	289,804	157,918
Operating				
Professional Services	36,983	33,171	51,000	49,500
Other Contractual Services	722,743	873,563	886,778	912,020
Communication and Freight Services	137,230	146,843	149,400	161,000
Utility Services	523,898	552,423	566,727	634,000
Rentals and Leases	5,025,697	4,683,478	4,742,057	4,744,802
Insurance	44,542	74,637	130,118	136,058
Repair and Maintenance Services	286,465	292,283	447,941	559,700
Promotional Activities	945	-	12,300	12,300
Other Current Charges and Obligations	324,660	376,560	346,526	333,855
Office Supplies	3,711	4,761	7,835	7,935
Operating Supplies	39,174	49,925	124,517	166,917
Publications and Memberships	109	-	-	-
Operating Total	7,146,157	7,087,643	7,465,199	7,718,087
Capital				
Machinery and Equipment	-	-	16,180	-
Capital Total	-	-	16,180	-
Total	7,571,878	7,306,436	7,771,183	7,876,005

Expenditure Category



Housing Division

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12101	Residential Rental Coordinator	1	1	1	-
12525	Administrative Assistant I	1	1	1	-
Total	Full-time	2.5	2.5	2.5	0.5
	Part-time	-	-	-	-



Police

Mission

The mission of the Pembroke Pines Police Department is to become a leader in policing and a model of professionalism, innovation, and service. We will strive to protect our community with respect, fairness, and compassion. We resolve to develop a forward-thinking workforce, dedicated to raising our level of excellence to meet all challenges while adhering to our values.

Goals

The Pembroke Pines Police Department is committed to an ongoing partnership with the community based on communication, cooperation, and trust. This partnership promotes an environment that ensures safety and peace while treating all persons with respect and dignity. To this end, we value:

Integrity – We believe that honesty is the basis for personal and public trust. We recognize right from wrong and the willingness to do what is right, no matter the consequences.

Commitment – We apply quality to everything we do and consistently reach for a higher level of excellence. We are proactive in solving problems and constantly strive for results. We lead by example and are committed to honor and valor in the performance of our duties.

Respect - We treat people with fairness, dignity and compassion. We are responsible to the needs of others. We will strive to be civil and courteous in the performance of our duties.

Teamwork - We are supportive of those we work with, those we work for and those who work for us. We recognize the importance of each employee as an individual and a team member.

Innovation - We continually search for new, creative, and improved methods of policing. We ensure that all options are examined. We strive to enhance our efficiency and effectiveness.

Objectives

The Pembroke Pines Police Department consists of three bureaus: Operations, Investigations, and Administration. Each is dedicated to providing the residents of Pembroke Pines with the finest police services available.

OPERATIONS:

The Operations Bureau strives to provide a high level of service to the citizens of this City through the protection of life and property, as well as the enforcement of laws and City ordinances. In a combined effort, the Patrol Division, Crime Suppression Team, the K-9, Traffic, Dive Team, and Service Aide Units continue to provide highly effective policing to the community.

The main objectives of the Patrol Division, supported by the other mentioned units, are to deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establish a positive rapport with the citizens.

The concept of Community Policing is incorporated into the Patrol Division's everyday operations. Some examples of these efforts are our regular assignment of Officers to the same patrol area and events sponsored and attended by our various units/personnel.

INVESTIGATIONS:

The Investigations Bureau is responsible for conducting criminal investigations. The Bureau 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 and Crime Analysts.

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.



Police

ADMINISTRATION:

Work in partnership with the community to establish programs fostering mutual trust and respect. These programs are geared toward increasing the safety of the public while reducing the fear of crime.

Conduct internal investigations and prepare reports pertaining to allegations of misconduct on the part of members of the Department; maintain comprehensive records of the investigations.

Develop appropriate training to aid in the reduction of the number of complaints and continue to seek the most qualified applicants for all employment vacancies.

Prepare and manage the departmental budget.

Work to provide safe school campuses.

Maintain and improve the Gang Resistance and Drug Education (GRADE) program where kids can learn about drug abuse, setting goals for themselves, resisting peer pressure, learning how to resolve conflicts, and understanding how gangs impact their lives.

Major Functions and Activities

OPERATIONS:

The Operations Bureau consists of the Patrol function and is responsible for the protection of life and property through the enforcement of laws and ordinances. The Divisions and Units include: Dive Team, Traffic, K-9, Special Response Team, Crisis Response Team, Field Force, and Crime Suppression Team.

Patrol personnel are primarily assigned to three shifts:

Alpha 10:00 p.m. - 8:00 a.m.
Bravo 7:00 a.m. - 5:00 p.m.
Charlie 3:00 p.m. - 1:00 a.m.

Each shift covers the entire City of Pembroke Pines, which is organized into three patrol areas providing service 24 hours a day, 7 days per week. Each Officer is proactive in his/her patrol assignment. Crime prevention via patrol techniques and interaction with the citizens is imperative. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

INVESTIGATIONS:

The Investigations Bureau serves the community through its investigation of crime and is composed of the following units:

~ AUTO CRIMES UNIT - Auto Theft Detectives are assigned to the Investigations Division with their primary duties being auto theft prevention and the apprehension of persons responsible for auto theft and auto burglaries.

~ 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.

~ MAJOR CRIMES 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



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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.

ADMINISTRATION:

The Administration Bureau provides law enforcement and support functions for the Department. Additionally, they conduct various community policing events to increase understanding between the citizens and the Police Department. This Bureau is composed of two divisions: Professional Standards and Support Services.

PROFESSIONAL STANDARDS DIVISION:

~ ACCOUNTING / FINANCE - Given the growth and complexity of the financial and procurement processes, this unit was created and staffed to ensure adherence to financial procedures and purchasing guidelines.

~ EMERGENCY MANAGEMENT – This unit handles all planning and preparedness for the Police Department and coordinates all projects, training, and preparedness for the various departments in the City as it relates to Emergency Management.

~ GRANT ADMINISTRATION – The Police Administrative Specialist I is responsible for the management and administration of specific grants and programs, ensuring compliance with state and federal regulations. The manager is also tasked with ensuring the timeliness and 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.

~ LOGISTICS UNIT – This unit handles all procurement and conducts responsible bidding for all purchases in accordance with the City's purchasing

policy. The unit is also responsible for fleet maintenance and repairs of all departmentally-owned equipment and buildings.

~ 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.

~ 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.

SUPPORT SERVICES DIVISION:

~ CASE FILING - Responsible for reviewing all arrests and presenting them to the Broward County State Attorney's Office for prosecution.

~ 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.

~ COMPUTER SERVICES - Provides technical and programming support. Also coordinates with the Technology Services Department in providing service needs, equipment, and additional support, as well as



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affecting changes in the computer system through coordination with the Department's contract vendors.

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

~ POLICE EXPLORER PROGRAM - The Police Explorer Program is committed to educating youths about a career in law enforcement. Participants attend an Explorer Academy, where they learn about police procedures and participate in a ride-along program with Officers on patrol.

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

~ RECORDS – This unit maintains all written police reports, submits Uniform Crime Report statistics to the Florida Department of Law Enforcement (FDLE), furnishes copies of reports to the public, and prepares arrest case files for submission to the State Attorney's Office.

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

~ VICTIM ADVOCATE - This unit provides assistance to victims/witnesses by referring them to appropriate governmental or non-profit service providers for counseling, medical attention, compensation programs, and emergency financial assistance. The Victim Advocate also provides support and assistance to victims in applying for an injunction for protection and court appearances.

~ VOLUNTEER - This unit coordinates the activities of over seventy citizen volunteers in a myriad of police-related tasks.

In October 2014, the Code Compliance Unit was transferred into the Police Department and became part of the Management Services Division. In conjunction with the sworn officers that patrol the City, this unit works to promote and maintain a safe and desirable living and working environment within the City. Under the direction of a unit supervisor, eight code officers and two clerical staff strive to

educate the public and residents about codes and ordinances, develop and establish standards and ordinances, not only to maintain, but improve the working and living conditions of our residents and business owners.

Through proactive meetings with residents, businesses and homeowners associations as well as responding to complaints, the code compliance officers investigate and work with property owners, tenants and the Code Board in order to resolve issues and come up with a proper resolution.

Budget Highlights

The expenditure budget for 2016-17 reflects a \$2.6 million or 4.1% increase over the 2015-16 working budget. This growth is attributable to the \$4.0 million increase in appropriations for salary and benefits costs, which are associated with rising benefits costs and the addition of 12 positions. This increase was partially offset by reductions in appropriations for capital and non-personnel operating costs. The budget includes funding for software and equipment some of which are outlined below.

The safety and security of the students and staff at the City's public and charter schools are always the top goal and priority for the agency. Next year, the agency would like to contract with a nationally recognized subject matter expert to deliver a class on teen killers to all charter school personnel. Additionally, the agency would like to purchase a ballistic shield for each SRO to be used in the event of an active shooter incident at a school. The shields would provide cover and protection for the SRO, as well as students and staff while being escorted to safety.

EvidenceOnQ software system that provides our agency the power to manage, maintain, and track property and evidence from the "initial crime scene to the courtroom." In an effort to explore a solution that ensures the integrity of property and evidence as well as evidence management, this solution will streamline daily evidence management duties, reduce repetitive and error-prone manual tasks, and increase the overall efficiency and time savings of the Evidence Unit.

Quartermaster/Logistics Assets solutions application will provide our Logistics personnel the ability to easily manage our officer-issued equipment, fixed assets, and fleet. A "one easy-to-use" system with multiple customizable applications will streamline the



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process of issuance, maintenance, and inventory of all assets and equipment. This is a way to automate every aspect of the Logistics' functionality.

Wireless underwater communications are integral in a rescue/ recovery function on diving as they enhance communication, allowing the diver to verbally speak to officers or other divers on scene. The communications will allow the diver to relay pertinent information as to equipment needs or safety issues; particularly if a diver becomes entangled or has an emergency he can immediately convey this information to get further assistance.

M-Vac System focuses on the recovery of touch DNA that normally is not collected under traditional methods. This equipment can recover identifiable DNA from many cold cases that were previously collected with traditional methods and the lab stated was inconclusive.

Additional License Plate Readers with Speed Trailers to be deployed in the hot spots where our residential burglaries are occurring. These speed trailers allow the police department to hide a camera system in them that reads license plates as vehicles pass them.

In 2016-17, the goal is to successfully pass the accreditation process. Evaluators will be invited to the police department to review the accomplishments of the agency and ensure compliance with all state standards and protocols in order to be fully accredited within the State of Florida.

The goal for 2016-17 will be to continue to attend UASI meetings to secure additional sources of funding. The administrator will review and apply for all grants available to local law enforcement agencies. Additionally, the agency would like to secure grant monies to fund a Skywatch Program. This program would entail the purchasing of a high surveillance platform to be used to enhance domestic security efforts and aid in the deterrence and detection of burglaries within the City.

Accomplishments

Received the USAI2015 grant award of \$121,109. Portable radios were purchased for \$50k. The remaining funds will be utilized to purchase other equipment.

Updated the operating system of approximately 250 laptop computers and 100 desktop computers from windows XP to Windows 7. In addition, the migration of all Records Management System (RMS) and mobile

computing applications from Visionair to CTS America was completed.

Implemented two factor authentication on all mobile computers to comply with the Criminal Justice Information Services Division (CIJIS) mandates and completed the migration from Sprint to Verizon for all mobile devices. Also completed the installation of NetMotion on all mobile devices and the implementation of tablet computers for motor units.

Completed the research and development of NC4 software application for deployment to field units, as well as provided technical assistance to other units either deploying or testing newer technologies to include body cameras, License Plate Recognition (LPR) systems and mobile fingerprint scanners.

Completed the acquisition and replacement of security cameras at Police Headquarters, including installation of security cameras in elevators.

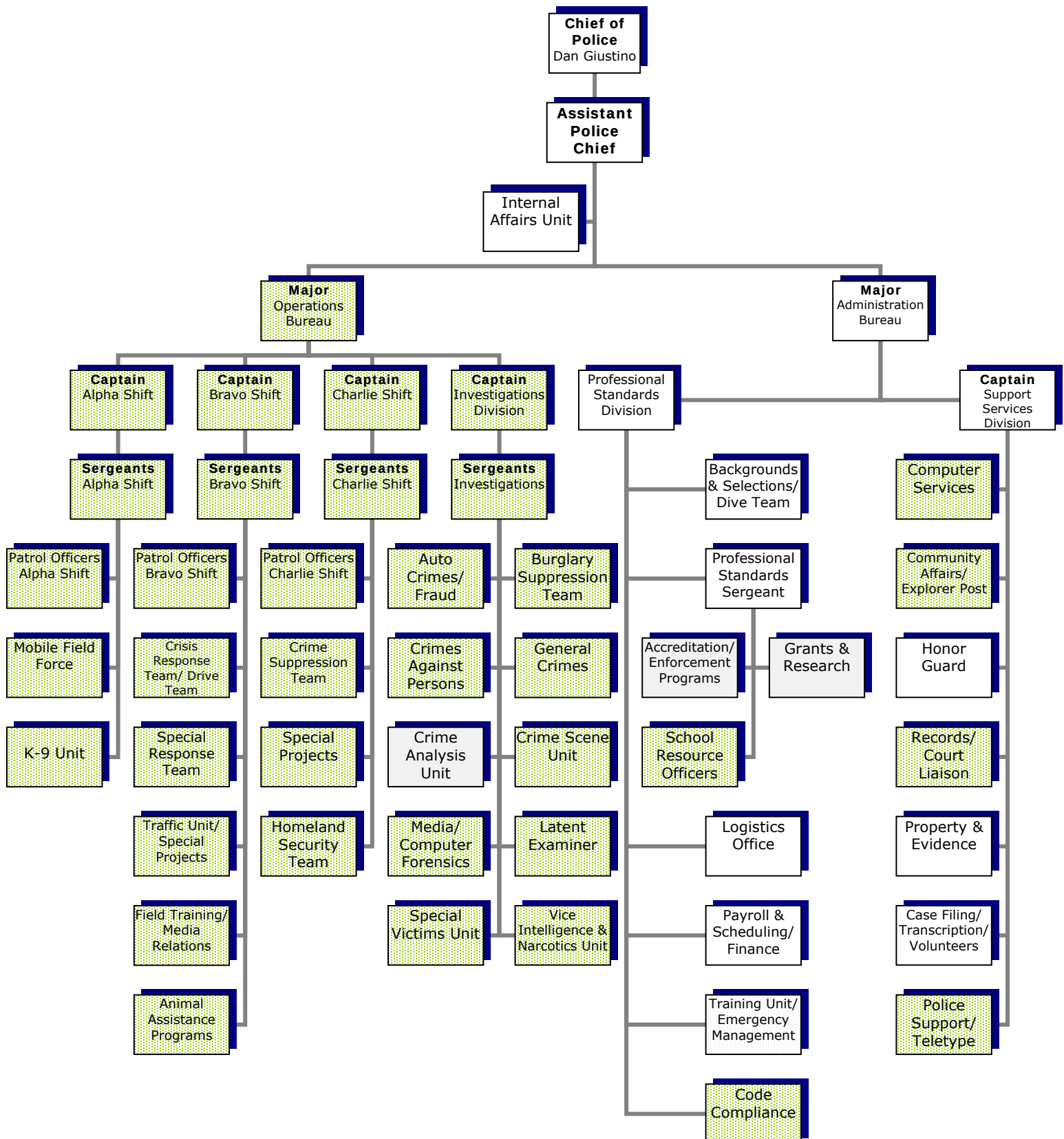
Police Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Total calls for police service	90,217	100,000	84,675	100,000	100,000	90,000
Calls for service per 1,000 resident population	571	600	529	600	600	575
Number of arrests	3,418	3,750	3,020	3,750	3,750	3,500
Traffic accidents	5,598	5,000	6,140	5,000	5,000	5,500
Traffic/parking citations	33,710	50,000	30,001	50,000	50,000	40,000
Number of patrol zones patrolled 24 hours per day	15	36	15	15	15	15
Number of citations issued	49	125	22	40	100	50
Number of violations issued	7,395	18,000	4,732	18,850	8,000	5,000
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	99%	98%	99%	98%	98%	98%
Clearance rate for Part I offenses ^	25%	25%	27%	25%	25%	25%
Felony arrests per calls for service	2%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	N/A	2%	N/A	2%	2%	2%
Traffic accidents per citation issued	17%	10%	20%	10%	10%	10%
% of cases closed prior to Code Board and/or Special Master hearing	N/A	95%	N/A	95%	N/A	N/A
Number of occurrences for the following types of offenses during calendar year:						
Murder	4	0	4	0	0	0
Forcible rape	24	10	23	10	10	10
Robbery	97	75	89	75	75	75
Aggravated assault	152	150	254	150	150	150
Burglary	569	800	510	750	750	750
Larceny	3,023	3,000	2,895	3,000	3,000	3,000
Motor vehicle theft	183	200	213	200	200	200
Crime index (summation of occurrences)	4,052	4,500	3,988	4,500	4,185	4,200
Crime rate (per 100,000)	2,566	2,905	2,494	2,800	2,650	2,600
Efficiency						
Expenditures per resident population	\$325	\$352	\$340	\$364	\$384	\$402

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

POLICE

Organizational Chart

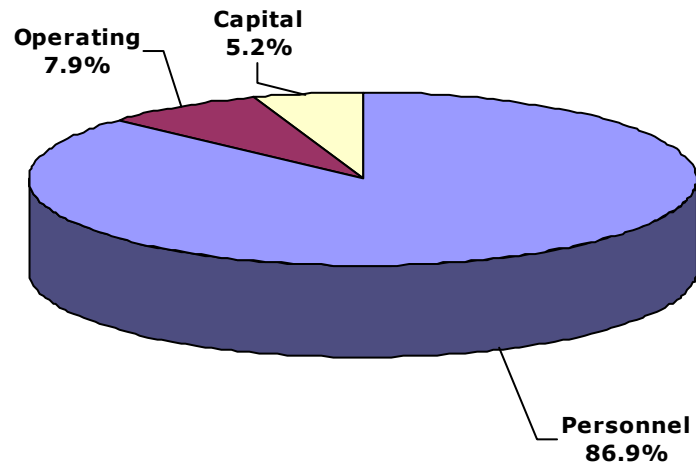


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Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Special Assessments	36,565	27,306	30,000	39,000
State Grants	-	6,409	-	-
General Government Charges	-	149,100	119,400	137,400
Public Safety Charges	1,081,466	1,126,874	1,295,543	1,330,463
Fines & Forfeitures	934,598	981,536	929,760	971,640
Local Ordinance Violations	22,096	564,485	303,049	540,000
Private Gifts / Contributions	-	-	-	1,000
Total	2,074,725	2,855,709	2,677,752	3,019,503

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	21,741,254	22,546,917	24,412,952	25,674,236
Benefits	25,089,069	25,049,435	27,488,303	30,246,309
Personnel Total	46,830,324	47,596,353	51,901,255	55,920,545
Operating				
Professional Services	166,725	213,366	192,210	206,610
Other Contractual Services	534,074	572,321	714,910	747,334
Pension Benefits	-	51,970	61,398	61,500
Travel Per Diem	12,809	28,618	75,370	102,568
Communication and Freight Services	222,169	199,606	282,556	267,284
Utility Services	118,432	115,200	132,000	132,000
Rentals and Leases	72,825	70,181	71,332	91,130
Repair and Maintenance Services	791,382	725,887	1,129,281	1,151,334
Printing and Binding	5,357	6,223	80,650	85,900
Promotional Activities	1,261	1,448	1,300	1,500
Other Current Charges and Obligations	72,328	71,958	108,513	121,520
Office Supplies	25,119	34,651	40,000	45,000
Operating Supplies	1,457,418	1,556,362	2,239,264	1,871,162
Publications and Memberships	9,280	10,127	13,430	15,850
Training and Education	51,619	54,697	166,712	168,880
Operating Total	3,540,795	3,712,616	5,308,926	5,069,572
Capital				
Buildings	17,160	28,155	242,920	85,002
Improvements Other Than Buildings	15,620	17,780	17,137	-
Machinery and Equipment	909,107	3,096,679	4,295,698	3,242,520
Capital Total	941,887	3,142,614	4,555,755	3,327,522
Total	51,313,005	54,451,582	61,765,936	64,317,639

**Police
Expenditure Category**



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12029 Special Operations Manager	-	-	-	1
12042 Projects and Research Manager	-	-	-	1
12043 Assistant Records Unit Manager	-	-	-	1
12044 Records Unit Manager	-	1	1	1
12045 Police Chief	1	1	1	1
12080 Social Media Manager	1	1	1	-
12081 Police Social Media Manager	-	-	-	1
12085 Code Compliance Administrator	-	1	1	1
12093 Police Service Aid	12	-	-	-
12115 Police Captain	2	5	5	6
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	5	2	2	2
12425 Police Officer	176	187	191	196
12454 Logistics Coordinator III	-	-	-	2
12456 Logistics Coordinator II	1	1	1	-
12467 Property Evidence Technician	2	2	2	2
12468 Property Supervisor	1	1	1	1
12481 Logistics Manager II	-	-	-	1
12490 Logistics Manager	1	1	1	-
12491 Program Manager	1	1	-	-
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	-	-	1	1
12511 Administrative Assitant III	-	-	-	1
12525 Administrative Assistant I	1	1	1	1
12528 Administrative Assistant II	1	1	1	-
12603 Support Services Coordinator	1	1	1	1

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Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12631 Crime Scene Technician		1	1	1	1
12632 Crime Scene Unit Supervisor		1	1	1	1
12633 Crime Scene Investigator		3	3	3	4
12634 Crime Scene Shift Supervisor		1	1	1	1
12638 Forensic Examiner I		-	-	-	1
12639 Forensic Examiner		-	1	1	-
12651 Programmer Analyst II		1	1	1	-
12652 Programmer/Analyst I		1	1	1	1
12655 Sergeant		31	32	32	32
12684 Clerical Spec II		14	17	17	15
12685 Clerical Aide		3	2	2	1
12698 Police Programmer Analyst III		-	-	-	1
12723 Systems Administrator		-	-	-	1
12730 Court Liaison Specialist		1	-	-	-
12733 Crime Analyst Supervisor		-	-	1	1
12736 Crime Analyst		2	2	1	2
12800 Asst. Police Chief		1	1	1	1
12885 Victim's Advocate		1	1	1	1
12886 Assistant Victim's Advocate		1	1	1	1
12913 Finger Print Examiner		1	1	-	-
12937 Fingerprint Examiner II		-	-	1	1
12978 Police Support Specialist III		1	-	-	1
12979 Police Support Specialist II		7	4	4	4
12980 Police Support Specialist I		5	8	8	8
12981 Police Administrative Specialist I		1	-	-	-
12984 Police Administrative Specialist II		-	1	1	-
12985 Police Service Aide I		-	17	21	19
12986 Police Service Aide II		-	1	1	4
12987 Police Service Aide III		-	2	2	2
12988 Police Payroll Specialist I		-	1	1	2
13407 P/T Victim's Advocate - CITY		1	1	1	1
13412 P/T Police Support Specialist		1	3	3	3
13413 P/T SRO Coordinator		1	-	-	-
13414 P/T School Resource Officer		22	24	24	24
13415 P/T SRO Supervisor		-	1	2	2
13416 P/T Police Support Specialist I		-	-	-	1
Total	Full-time	285	309	317	329
	Part-time	25	29	30	31



Fire Control - Ambulance Rescue

Mission

Dedicated to the preservation of life, property, and the environment. Our goal is to provide quality, cost-effective professional services predicated upon the knowledge, skills, and abilities of our members.

Goals

To protect life and property, reduce pain and suffering, and to assure that fire prevention systems on commercial properties are properly maintained.

Objectives

The Pembroke Pines Fire Control and Ambulance Rescue Department encompasses the following core functions: Fire Control, Emergency Medical Services, and Fire Prevention.

FIRE CONTROL:

To save lives.

To reduce loss to property from fire, domestic terrorism, flood, or other natural disaster.

To maintain preparedness in the handling of natural disaster or domestic terrorism within our region.

To maintain emergency response times below five minutes for 95% of emergency calls.

To efficiently operate a Fire Department Vehicle Maintenance Facility to reduce downtime of our emergency equipment.

To continue community outreach through public education programs.

To continue extensive training in fire and domestic preparedness using both academic and practical skills to measure the employee's level of effectiveness. Obtaining these objectives will ensure the Department's state of readiness for any emergency that may present itself.

To maintain our Insurance Service Organization (ISO) Class One rating by evaluating the Fire System annually thereby reinforcing the coveted, nationally recognized rating.

To conduct pre-fire planning for all commercial and multi-family occupancies.

EMERGENCY MEDICAL SERVICES:

To save lives. The Rescue Division strives to meet and exceed the national average for pre-hospital return of spontaneous circulation (ROSC) in cardiac arrest victims. We provide a flexible community Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) program for residents, police, general City employees and local business professionals. This program places trained individuals into our community that can assist those in need prior to the Fire Department's arrival.

Ensure competency. We continue extensive training in medical techniques for all employees utilizing up-to-date practical and scenario-based methods. This includes meeting and exceeding the prescribed hours of medical training required by the State of Florida to maintain licensure as an Emergency Medical Technician (EMT) or Paramedic.

Maintain member Basic Life Support (BLS) and Advanced Life Support (ALS) skills competency as outlined by the American Heart Association. This ensures personnel are equipped with the skills necessary to stabilize sick or injured persons.

Maintain an active role in regional medical committees and organizations. This will serve as a forum for the exchange of ideas on improving operational efficiency and to monitor trends in medical care/treatment and equipment.

FIRE PREVENTION:

Minimize the loss of life and property by ensuring that commercial and residential buildings are built with the required life-safety features.

Conduct annual inspections on all fire safety and fire extinguishing apparatus, multi-family 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.



Fire Control - Ambulance Rescue

Major Functions and Activities

In addition to Fire Control, Emergency Medical Services, and Fire Prevention, a myriad of other services are provided by the Department, with support being supplied by each Division for all operations, special projects, and programs.

~ OPERATIONS DIVISION - Primarily responsible for providing fire extinguishment, mitigating medical emergencies and the threats from hazardous materials and domestic terrorism. All response personnel are under the direction of the Operations Division. In addition to emergency incident response, these personnel are engaged in a wide variety of other essential activities including, but not limited to:

Preventive maintenance programs for equipment and vehicles.

Community training and public education programs, such as:

- Cardio-Pulmonary Resuscitation (CPR) Training
- Summer Safety Program
- Citizens' Fire Academy

Pre-fire planning and sprinkler testing for commercial and multi-residential buildings.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services (EMS) provided by our Fire Department through the training, licensure (county and state), and preparation of crew members.

Emergency Medical Services are provided by Firefighters who are also licensed as Emergency Medical Technicians (EMT) and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

The Department's Return of Spontaneous Circulation (ROSC) in cardiac arrest victims is consistently better than the national average. We also provide nearly 1,000 students with Cardio-Pulmonary Resuscitation (CPR)/ Automatic External Defibrillator (AED) training each year, which places skilled individuals into the community who can assist a medical victim when encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatuses operating from six fire stations. Response to medical emergencies is achieved with three crew members

trained in the most current medical treatment standards. All EMTs and Paramedics individually receive over 20 hours of medical continuing education each year, which satisfies and exceeds State of Florida requirements. All members of the Department are recertified in the American Heart Association BLS or ACLS.

In order to keep pace with rapidly evolving medical technologies and research medical equipment, procedures and treatments are constantly updated. This is fostered by association with various medical committees of which we are currently members:

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

Due to these efforts and relationships, the Fire Department is proud to provide cutting-edge emergency medical care to our residents and visitors.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code and other related, adopted codes.

This is accomplished by building plan reviews and on-site inspections. On-site inspections are carried out by Fire Inspectors. Other essential services provided by the Prevention Division include Fire and Arson Investigations and Community Public Education programs designed to reduce property loss and prevent fire-related injuries. Public information related to emergency calls, public awareness, self-promotion, and related activities are disseminated from the Fire Prevention Division.

~ LOGISTICS/SUPPORT SERVICES DIVISION - Supplying the Department with needed vehicles, equipment, protective clothing, and a myriad of other material needs is a major responsibility. Directs the research and development necessary for new equipment and apparatus design. Responsible for all Preventative Maintenance Programs for equipment and vehicles. This Division assures that emergency response equipment is always ready when needed. We operate our own Emergency Equipment Repair Facility. Most departmental purchasing is handled by our Logistics unit.



Fire Control - Ambulance Rescue

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations
- Quality customer services
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility, which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

Budget Highlights

Appropriations include funding for plans and site preparation for a new Fire Training Facility to be built on the site of the current temporary building. The new permanent structure will house classrooms for Fire and EMS training, including public CPR classes.

The Fire Department will migrate to a modern records Management System (RMS) to track and predict data such as training records, maintenance records, personnel scheduling, inventory and fire inspections.

A new fire truck will replace a twenty year old truck with over 100,000 miles and outdated safety/emissions standards.

A planned purchase of new generation portable radios will connect Pembroke Pines Fire Department to the new Broward County Interoperable Communications

System; recently put out to bid.

Two new ambulances will replace older units with over 150,000 miles and 13 years in service.

Accomplishments

The Fire Department placed new Self Contained Breathing Apparatus (SCBA) into service; paid for by a federal grant. The new SCBA bring our department up to national standards and are interoperable with the equipment used by neighboring fire departments. This is a critical feature during a large scale emergency where multiple departments may respond.

The fire Department received a small quantity of new portable radios paid for by a federal grant. These radios include new technology that supports the proposed new Broward County radio system as well as our own local radio system.

The Fire Department purchased new mechanical CPR devices that are expected to increase the survival rate of those who suffer cardiac arrest. Pembroke Pines already enjoys a better Return of Spontaneous Circulation rate than the Florida average. The new equipment is anticipated to increase that margin by providing highly efficient CPR without fatigue or interruption.

Firefighter safety and communications were enhanced with the purchase of new air pack/radio technology that allows the firefighters operating on the fireground to more clearly communicate without the intrusion of a synthetic voice replicator. This new technology enhances the clarity of radio communications, improving safety through more efficient radio traffic.

The Fire Department remodeled all fire stations to better contain and control vehicle exhaust emissions that have been suggested to cause cancer. The remodel isolates firefighter's protective clothing from the vehicle garage and eliminates the possibility of clothing picking up and holding diesel soot. Also, new heavy duty washing machines are in all stations to ensure all stations have the facility to clean firefighting clothing after becoming contaminated with soot or body fluids.

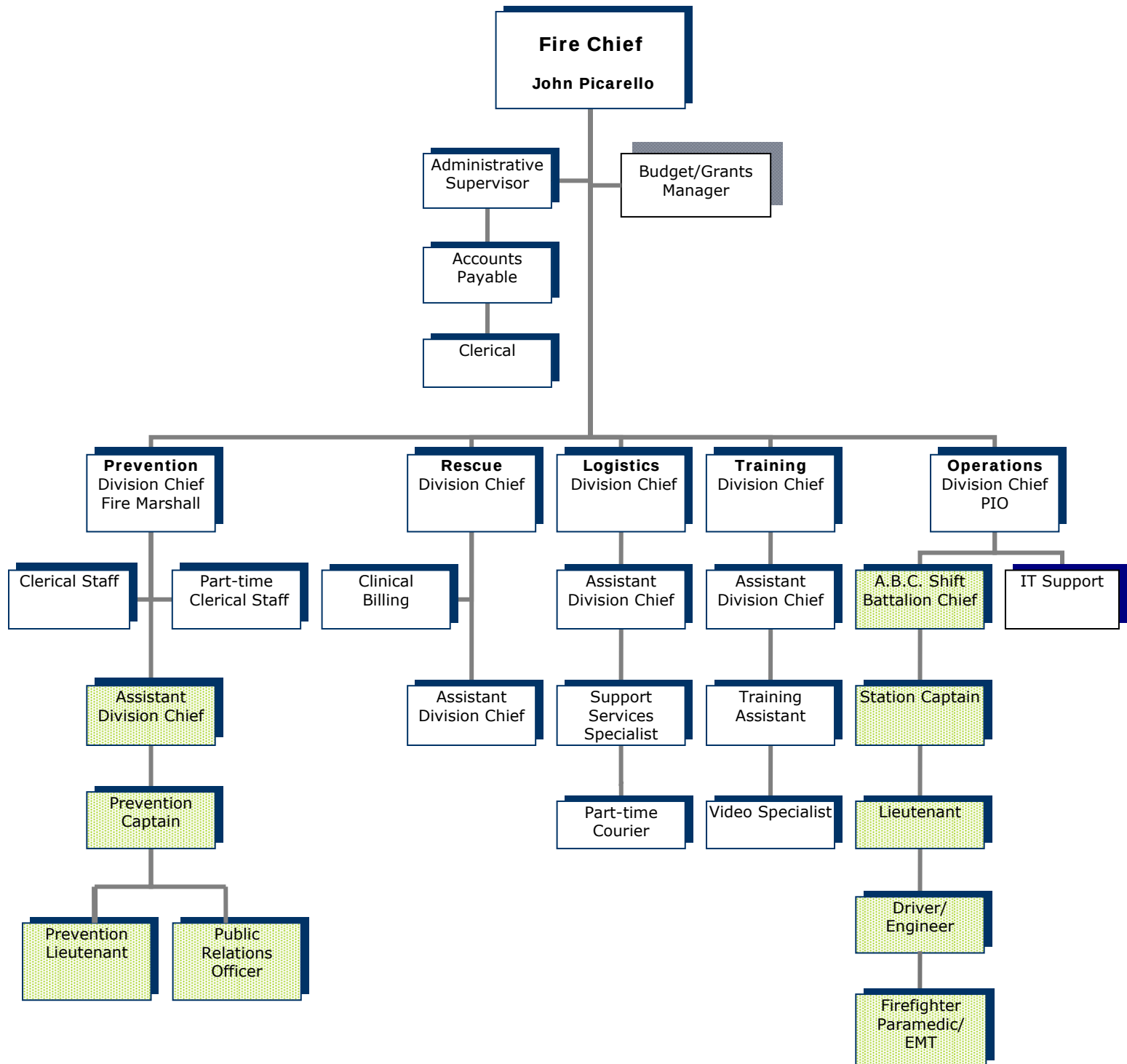
Fire Control - Ambulance Rescue Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Fire/rescue responses	22,242	*	21,328	22,000	22,000	22,000
Calls for service per 1,000 residents	148	141	131	141	140	140
Emergency medical responses	18,651	18,500	17,882	18,500	18,500	17,000
Motor vehicle accident responses	1,621	1,100	1,926	1,600	1,500	1,900
Medical transports	13,792	11,000	10,542	11,000	12,000	10,000
Structure fires	53	48	77	48	48	50
Fires investigate	8	*	18	10	10	15
Total inspectable occupancies/buildings	6,257	*	6,352	6,200	6,200	6,400
Annual inspections completed	11,444	10,500	10,718	11,300	11,500	10,800
Pre-fire plans completed annually	2,548	2,600	2,503	2,600	2,600	2,600
Number of plans/documents reviewed	1,700	*	1,698	2,000	2,000	1,700
Number of public CPR education participants	972	1,000	972	1,100	1,000	1,000
Effectiveness						
Number of public participants in safety education (non-CPR) classes	15,205	18,000	18,900	17,000	16,000	19,000
Return of Spontaneous Circulation (ROSC)–reviving a stopped heart	30	45	35	28	35	38
# of unsolicited public appreciation letters	54	50	83	50	50	60
% of property saved vs. risk from structure fires	99.10%	99.50%	99.03%	99.90%	99.90%	99.90%
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.20	<3.50	4.11	<4.00	<4.00	< 4.00
% of unit response time less than 6 minutes	92.00%	>93.00%	89.34%	>90.00%	>93.00%	>90.00%

* New measure - goal and actual unavailable.

FIRE CONTROL – AMBULANCE RESCUE

Organizational Chart



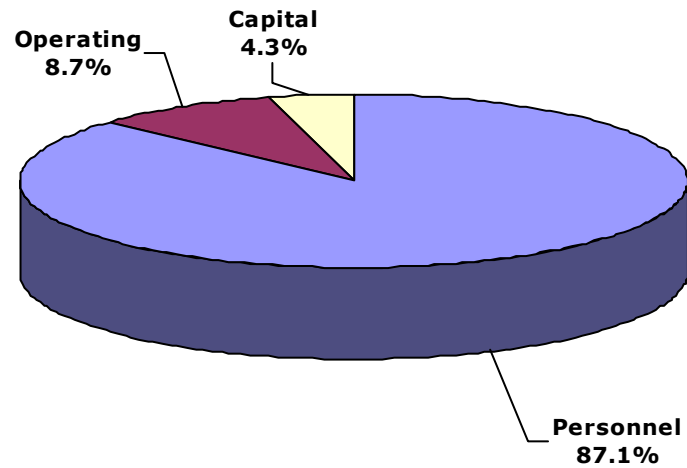
Shading indicates direct public service provider

Fire Control - Ambulance Rescue

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	-	507,060	2,222	-
Special Assessments	22,175,692	22,152,483	22,570,179	22,732,762
State Grants	-	91,600	5,415	-
State Shared	91,235	89,692	91,235	90,235
Public Safety Charges	4,405,422	4,449,173	4,450,000	4,492,000
Total	26,672,349	27,290,008	27,119,051	27,314,997

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	19,372,106	18,390,476	18,998,917	18,495,634
Benefits	21,354,800	20,673,137	23,887,971	23,342,861
Personnel Total	40,726,906	39,063,613	42,886,888	41,838,495
Operating				
Professional Services	123,411	160,693	171,226	167,884
Other Contractual Services	365,981	469,907	514,194	489,571
Pension Benefits	-	1,455	9,252	37,500
Travel Per Diem	1,396	2,687	9,472	10,250
Communication and Freight Services	211,879	159,191	154,200	166,100
Utility Services	187,716	192,229	195,700	205,000
Rentals and Leases	741,750	748,736	751,016	752,731
Repair and Maintenance Services	724,270	617,094	782,450	844,790
Printing and Binding	4,682	4,005	5,300	5,300
Promotional Activities	5,014	5,982	8,300	10,300
Other Current Charges and Obligations	-493,169	593,834	588,641	589,948
Office Supplies	16,155	16,639	20,300	20,300
Operating Supplies	608,198	606,401	824,399	789,272
Publications and Memberships	864	837	1,235	1,235
Training and Education	79,245	63,598	80,000	80,000
Operating Total	2,577,393	3,643,289	4,115,685	4,170,181
Capital				
Buildings	97,580	94,353	57,069	545,000
Machinery and Equipment	1,078,690	1,945,475	692,304	1,501,800
Capital Total	1,176,270	2,039,828	749,373	2,046,800
Total	44,480,568	44,746,730	47,751,946	48,055,476

Fire Control - Ambulance Rescue Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12010 Insurance Clerk		1	1	1	1
12099 Battalion Chief - PM		9	6	6	6
12130 Fire Chief		-	-	-	1
12172 Assistant Division Chief		4	4	4	4
12282 Micro Computer Specialist I		1	1	1	1
12528 Administrative Assistant II		1	1	1	1
12575 Lieutenant		27	27	27	27
12607 Captain - P/M		38	35	35	35
12651 Programmer Analyst II		1	1	1	1
12679 Clerical Spec I		1	1	1	1
12684 Clerical Spec II		1	1	1	1
12685 Clerical Aide		1	1	1	1
12788 Division Chief		5	5	5	5
12835 Driver/Engineer		13	7	7	7
12836 Driver Engineer - P/M		27	29	29	29
12912 Fire Inspector/PM		3	3	4	4
12915 Firefighter/EMT		19	19	19	19
12918 Firefighter/PM		60	70	70	70
12925 Fire Inspector		1	1	1	1
12934 Administrative Battalion Chief		3	1	1	1
12936 Fire Prevent Adm Battalion Chief		1	1	-	-
13003 Fire Chief		1	1	1	-
13474 P/T Courier/Custodian		1	1	1	-
13681 P/T Clerk Spec II		2	2	2	2
Total					
	Full-time	218	216	216	216
	Part-time	3	3	3	2



Public Services Department

Mission

To ensure that all municipal infrastructures are designed, constructed, operated, and maintained at the highest possible level of technical standards and fiscal accountability.

Goals

The Department of Public Services takes health, safety, and environmental responsibilities seriously. We are mindful of these challenges and confident in our ability to succeed through the utilization of extraordinary technical and organizational fundamentals. We are dedicated to providing the most responsive and cost-effective services to the community. These services are the essential functions required to provide for the health and safety of the citizens through an adequate supply of high quality water, and environmentally safe disposal of waste products. At the same time, this Department provides services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.

Our pledge to the citizens of the City of Pembroke Pines is to strive for constant improvement and to always attempt to exceed their expectations in the delivery of these services.

Major Functions and Activities

The Department is responsible for the design, construction, operation, and maintenance of the civil infrastructure of the City, as well as all municipal buildings. The Department also provides fiscal and support services including customer service, purchasing, budgeting, accounts payable, and receivables.

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, and Charter School administrative support, fundraising, and budgeting. The Department also provides critical logistical support for all other departments of the City.

Budget Highlights

Budget funding will provide the fiscal resources necessary to continue to maintain the City's building and infrastructure to conform to standards of the highest quality.

Continue work on the Waste Water Plant expansion upgrade.

Continue the administration of the \$100,000,000 General Obligation Bond referendum initiative (issued \$100,000,000 to date; \$47,000,000 in fiscal year 2005 and \$43,000,000 in fiscal year 2007, and \$10,000,000 in fiscal year 2015). Projects scheduled under this initiative include roadway improvements, City streetscapes and signs and renovations to the City's parks and recreation facilities.

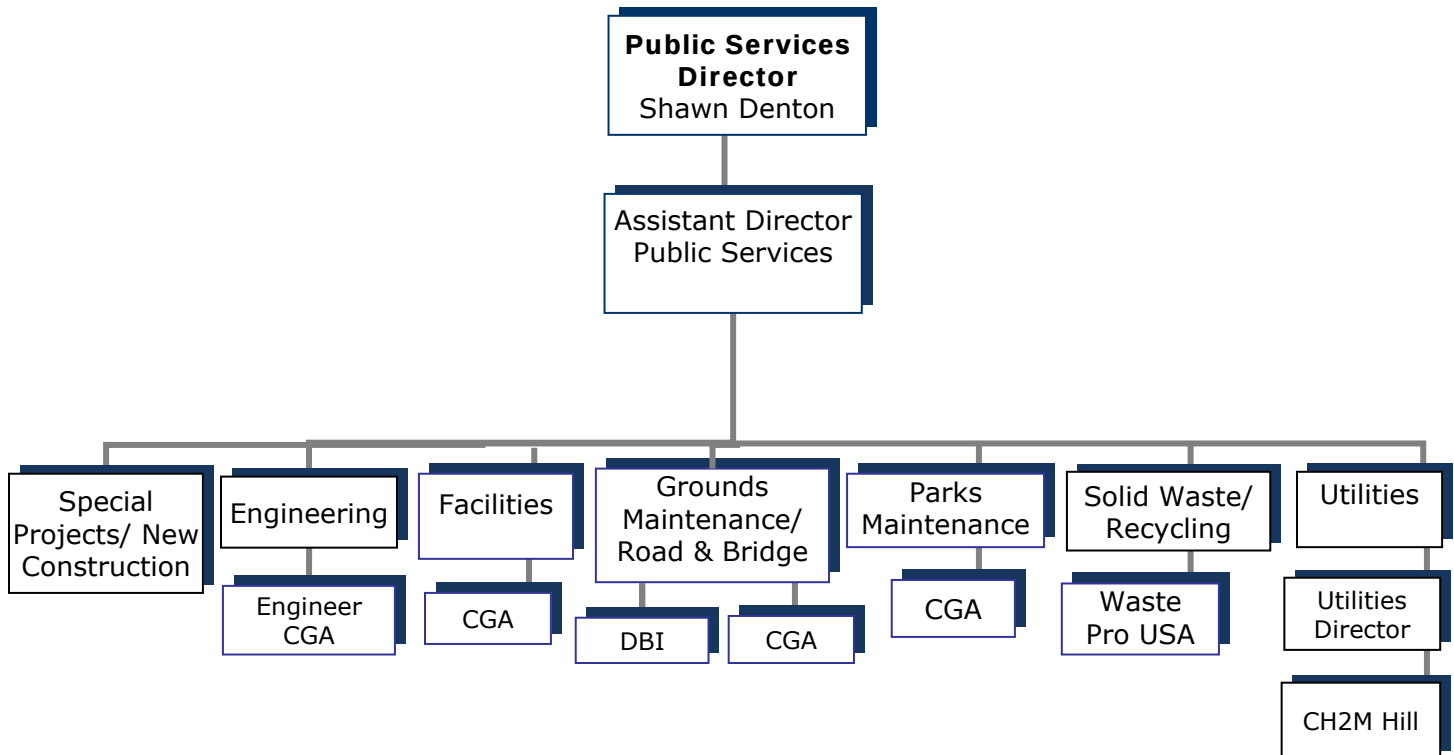
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will help with the adjustment to the reduced allowable expenses.

Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

PUBLIC SERVICES

Organizational Chart





Environmental Services (Engineering)

Goals

Coordination of various engineering services throughout the City while meeting all applicable federal, state and local regulatory requirements associated with the delivery of these services.

Objectives

Serve the City in designing and constructing land development and capital improvement projects, infrastructure improvements, traffic studies, flood plain administration, and long-range infrastructure planning.

Continue to evaluate the condition 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 private sewer-pumping stations throughout the City.

Continue to clean the drainage system as needed for all projects older than 15 years.

Continue doing all necessary inspections and applications for the National Pollutant Discharge Elimination System (NPDES) permit for the City.

Major Functions and Activities

Environmental Services deals with construction activities of residential, commercial, industrial, and other subdivisions in the City for the design and construction of water and sewer infrastructure, roads, parking lots, grading and drainage systems, waterways, blasting, walkways, street lighting, traffic control devices, landscaping, and other related activities.

All design and construction plans for regulated engineering projects are submitted to the Division by developers or builders seeking plan approval and permitting. Once such plans are approved, construction permits are processed.

Inspection, documentation, and approval for all construction activities of all water, sewer, paving, drainage systems, and landscaping throughout the City to ensure that the work done is executed in compliance with approved plans and code requirements.

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, sidewalks, and landscaping.

Investigation and resolution of concerns received from residents related to utilities, drainage problems, sidewalks, roads and traffic engineering, and landscaping, etc.

Issuance of Flood Insurance Elevation Certifications. Provide related information to the public and insurance companies.

Act as a liaison with other governmental engineering and regulatory agencies.

Produce and maintain 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.

Provide for the field location of the City-owned underground infrastructure per the requirements of the Sunshine One-Call System as mandated by Florida State Statutes.

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.

Budget Highlights

Continue citywide storm drain cleaning and inspections. Coordinate/design privacy wall for East Pines Boulevard from 72nd Avenue to Turnpike. Monitor construction of parking lot under FPL easement next to the City Center. Adding an additional Engineering Inspector to address the increased inspection requirements for new citywide construction.

Accomplishments

Supervised the repair of sidewalks, construction of new sidewalks and pedestrian ramps at various locations throughout the City, and conducted inspections of commercial parking lots.

Monitored and inspected citywide guardrails.

Inspected road construction on SW 207th Avenue



Environmental Services (Engineering)

from Griffin Road to SW 54th Place, and SW 54th Place from 207th Avenue to 205th Avenue.

Performed underground utility inspections for new construction.

Monitored the completion of the Taft Street Redesign Road Improvements from Douglas Road to University Drive.

Inspected the construction progress of the Lake Bank Restoration Project at the Pembroke Lakes Golf Course.

Environmental Services (Engineering) Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Permits issued	158	120	180	200	250	200
Monitored and inspected linear feet of traffic guardrail installed	7,008	*	4,544	*	3,650	3,000
Monitored and inspected linear feet of sidewalk replaced	2,199	*	3,500	*	25,000	25,000
Monitored and inspected linear feet of curbing installed +	891	*	450	*	500	2,600
Inspections conducted	603	1,500	1,240	2,000	2,000	2,000
Utility location tickets processed	4,890	4,000	7,392	4,000	4,000	8,000
Building department plan review	1,061	1,100	1,073	1,150	1,200	1,200
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	100%	100%	100%	100%	100%	100%
% completion of the computerized base map for the drainage system in the eastern portion of the City	70%	70%	70%	70%	80%	90%
Efficiency						
Inspections conducted per Engineer Inspector	832	600	620	1,000	1,200	1,500

* Indicates new measure. Some goals and actual unavailable.

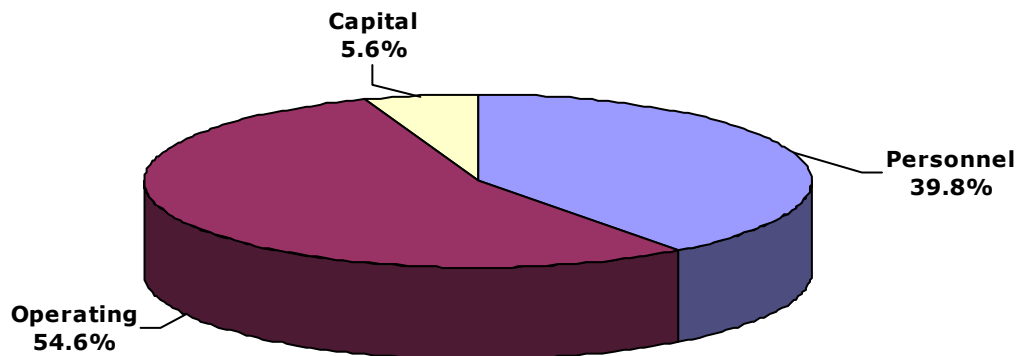
+ Output reflects new curbing installed, which is not needed as much as replacement of damaged sidewalks.

Environmental Services (Engineering)

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Building Permits	282,535	549,666	364,000	452,000
General Government Charges	169,507	165,609	140,860	151,722
Total	452,042	715,275	504,860	603,722

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	158,324	157,136	156,177	207,262
Benefits	263,138	106,078	113,776	149,069
Personnel Total	421,462	263,214	269,953	356,331
Operating				
Professional Services	150,000	150,000	150,000	155,000
Other Contractual Services	38,287	106,206	206,081	299,937
Communication and Freight Services	31	-75	200	200
Rentals and Leases	-	188	2,300	2,268
Repair and Maintenance Services	9,893	6,971	15,220	13,720
Office Supplies	3,418	3,346	5,000	4,000
Operating Supplies	8,155	4,974	28,450	13,000
Publications and Memberships	-	-	150	150
Operating Total	209,785	271,611	407,401	488,275
Capital				
Machinery and Equipment	-	-	53,413	50,000
Capital Total	-	-	53,413	50,000
Total	631,247	534,826	730,767	894,606

Expenditure Category



Environmental Services (Engineering)

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12667	Chief Engineering Inspector	1	1	1	1
12770	Engineering Inspector	1	1	1	1
12774	Engineer	0.5	0.5	0.5	0.5
Total	Full-time	2.5	2.5	2.5	2.5
	Part-time	-	-	-	-



General Government Buildings

Mission

To provide the supervision of the design, bidding, and construction of all municipal building projects and to provide maintenance services related to governmental buildings and facilities.

Goals

Make sure that all Capital Improvement Projects within the City have continuous construction management support.

Ensure that all existing City properties and facilities are well maintained and repaired when needed.

Objectives

Ensure that all municipal building projects are designed, bid, and constructed in conformity with all federal, state, and local regulatory requirements.

Conduct routine maintenance services on all City facilities and provide skilled trade personnel for emergency repairs to City structures and support systems.

Provide timely responses to all requests for routine maintenance services related to governmental buildings and facilities.

Provide same-day response to all requests for emergency repair services related to governmental buildings and facilities, unless parts or equipment are not available.

Ensure that all municipal buildings are in compliance with all applicable building codes.

Ensure that all life-safety codes are maintained throughout all municipal buildings.

Major Functions and Activities

Develop and provide cost estimates for municipal building projects as well as executing municipal building project permitting and construction.

Maintain safety-related regulatory requirements for all municipal buildings, including maintenance of locks and keys for all City buildings.

Maintain all fire alarms for municipal buildings and respond to all after-hour emergency calls related to municipal buildings.

Budget Highlights

The 2016-17 budget increased by 29.4% from the 2015-16 working budget. Such increase is mainly attributable to:

\$337,500 for enhancements to the Public Services Administrative Building at the Howard C. Forman Campus;

\$600,000 for repairs and improvements to various Public Services Buildings (#76, #78, & Central Stores) located at the Howard C. Forman Campus;

Increase of two support personnel for the Public Services Administrative Team;

Increase to the Function Sourcing Facilities Maintenance contract with Calvin Giordano to account for a CPI increase as well as additional labor hours not included in the original scope of the work.

Accomplishments

Started construction of the new Pembroke Pines Civic Center, City Hall, Commission Chambers, Art Gallery, and FPL easement parking lot.

Completed the energy saving project at all of the schools with ConEd Solutions that includes installation of high efficient air conditioning system and controls, reflective roof coating, water saving plumbing valves and faucets, and high efficiency lighting and controls.

Installed new aluminum picket fencing at Academic Village to secure the middle and high school interior campus grounds.

Replaced the entire fire alarm system at East Campus.

Remodeled the Central Campus Y-Building with a new media center and the creation of a new storage room.

Remodel the old Broward College bookstore at Academic Village to create a middle school girls' and visiting team locker room. The boys locker room was also remodeled.

Fire Stations: new extractor system, new exhaust system for the apparatus bay, and bunker room remodel at FS 89. Installed new extractor system and bunker room remodels at FS 69, 79, and 99. Replaced all A/C units at FS 69.



General Government Buildings

Commenced renovations at building 37, 76, and 78 for the new Public Services compound and carpenter shop at the Health Park.

Re-roofed all flat roofs at the wastewater plant.

Re-roofed several concession buildings and pavilions at Park facilities.

Completed the new Josias Dog Park and renovation of the Johnson Street Dog Park.

Renovated five houses at the Health Park for the R&R Village Veteran's Housing project.

Remodeled the Holly Lakes building formerly known as Fire Station 79.

Painted the exterior of Tower 1 at Pines Place.

General Government Buildings Performance Measures

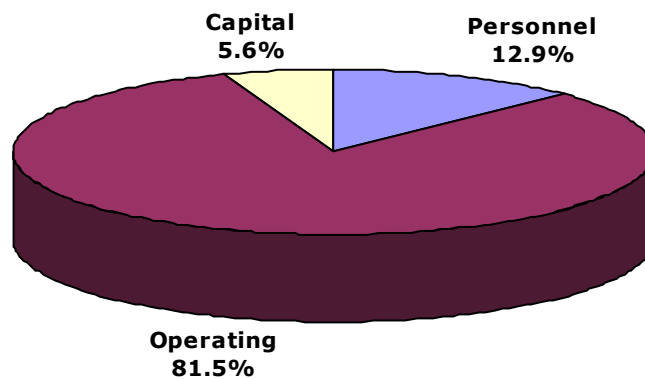
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of requests for routine maintenance services	19,000	14,500	17,525	20,000	21,000	20,000
Number of requests for emergency repairs during business hours	3,300	3,200	2,675	3,200	3,200	2,500
Number of requests for emergency repairs after business hours	730	750	475	725	700	600
Total work orders executed	19,000	18,000	18,675	20,000	21,000	21,000
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	25	25	25	25	25	20

General Government Buildings

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Rents & Royalties	2,594,894	2,711,804	2,505,151	2,599,043
Total	2,594,894	2,711,804	2,505,151	2,599,043

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	354,060	414,094	464,451	592,733
Benefits	601,790	237,066	328,044	458,901
Personnel Total	955,849	651,160	792,495	1,051,634
Operating				
Professional Services	593	4,215	6,500	3,500
Other Contractual Services	3,902,859	4,181,840	4,201,520	5,148,722
Travel Per Diem	69	92	200	200
Communication and Freight Services	75,210	107,350	102,700	104,960
Utility Services	139,555	136,389	122,000	250,215
Rentals and Leases	-	5,139	9,600	5,600
Repair and Maintenance Services	85,892	105,826	486,982	991,043
Printing and Binding	-	342	3,000	1,500
Other Current Charges and Obligations	15,350	17,086	17,030	18,100
Office Supplies	1,434	9,870	7,500	7,500
Operating Supplies	25,827	102,271	95,300	107,500
Training and Education	-	-	2,000	2,000
Operating Total	4,246,790	4,670,420	5,054,332	6,640,840
Capital				
Improvements Other Than Buildings	-	-	-	332,500
Machinery and Equipment	60,971	49,175	454,555	126,000
Capital Total	60,971	49,175	454,555	458,500
Total	5,263,610	5,370,755	6,301,382	8,150,974

Expenditure Category



General Government Buildings

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12462	Plumber III	1	1	1	1
12469	Property Manager	-	-	1	1
12489	Facilities Manager	2	2	2	2
12494	Senior Facilities Manager	-	-	1	1
12523	Accountant	-	-	-	0.5
12533	Electrician II	1	1	1	1
12609	Carpenter Foreman	1	1	1	1
12741	Controller	0.5	0.5	0.5	0.5
13484	P/T Building Inspector	1	1	1	1
13680	P/T Clerk Spec I	-	-	1	-
Total	Full-time	5.5	5.5	7.5	8
	Part-time	1	1	2	1



Grounds Maintenance

Mission

To provide the expertise required for continual monitoring of irrigation and regularly scheduled grounds maintenance operations, including park facilities.

Goals

Preservation and enhancement of current community landscaping.

Provide a well-designed and carefully maintained network of parks and other green spaces.

Objectives

Continually surveying 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 parks 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 parks and recreation facilities.

Provide safe athletic turf for our sports leagues by the continuation of our proactive turf maintenance program. A year-round schedule of fertilization, aerification, weed control, and soil analysis is followed to provide healthy, safe turf grass.

Major Functions and Activities

Monitor all public landscape areas within public rights-of-way (ROW) and municipal building sites.

Inspect and maintain all municipal irrigation systems located within public rights-of-way and municipal building sites.

Provide support services related to landscape inspection and code compliance as well as administering landscape maintenance contracts.

Oversee landscape fertilization programs.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

Maintain the City's parks facilities to provide opportunities for recreation experiences. The quality of the parks and athletic facilities in Pembroke Pines is among the finest in Broward County. Currently, the park system includes 50 baseball/softball diamonds, which host many regional tournaments. In addition, the park system has 19 football/soccer fields, 35 paddleball/racquetball courts at 6 locations, 26 outdoor basketball courts, 8 picnic shelters, 26 batting cages, 21 children's playgrounds, and 11 in-line hockey rinks.

Budget Highlights

The 2016-17 budget for capital items is \$987,000, which is \$1,801,685 below the 2015-16 working budget. Capital items include: a new restroom facility for the Johnson Dog Park, rehabilitation of the Pines Recreation Center, various vehicles, heavy equipment, and replacements of various playground structures city wide. The budget mainly provides funding for landscaping and irrigation repairs/improvements to various medians and hedges city wide. The budget also includes maintenance and monitoring of additional wetlands not included in the Wetlands Trust Fund.

Accomplishments

Enhanced medians on Pines Boulevard from University to 76th Avenue.

Coordinated landscape enhancements on Pembroke Road medians from SW 66th Avenue to SW 72nd Avenue.

Provided staff support to correct "SeeClickFix" issues (Resident Complaints).

Continued new irrigation & landscaping enhancements on Dykes Road from Pines Boulevard to NW 12 Street.

Pressure washed sidewalks, patios, and curbs within City facilities.

Provided support to the renovations of the R&R Village located at the Howard C. Forman Campus.

Successfully outsourced the Parks Maintenance Function of the Grounds Maintenance Division saving an estimated \$1 million annually.

Grounds Maintenance Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres of maintained landscaping around public buildings	835	835	865	865	870	870
Miles of maintained rights-of-way	480	480	485	485	485	490
Miles of landscaping and irrigation	163	163	166	166	170	170
Acres of parks maintained	425	425	425	425	425	425
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	685	685	685	685	685	698
% of fields maintained on schedule	100%	100%	100%	100%	100%	100%
Acres of parkland per 1,000 population	14.23	14.23	14.23	14.23	14.23	14.23
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	4.0	4.0	4.0	4.0	3.5	3.5
Personnel hours required to repair malfunctioning municipal irrigation system	4.0	4.0	4.0	4.0	3.5	3.5
Cost per acre of athletic fields maintained	\$3,500	\$3,500	\$3,500	\$3,500	\$3,400	\$3,400

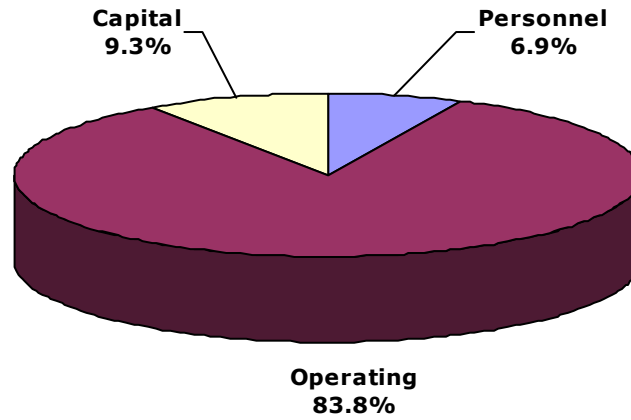
Grounds Maintenance

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
State Grants	-	-	148,494	-
Total	-	-	148,494	-

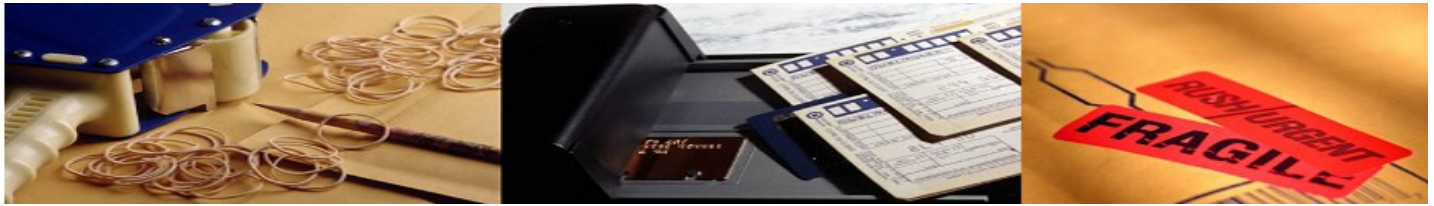
Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	2,484,256	2,254,452	2,235,242	457,717
Benefits	3,843,234	1,729,573	1,909,145	269,587
Personnel Total	6,327,490	3,984,025	4,144,387	727,304
Operating				
Professional Services	11,085	-	7,300	5,000
Other Contractual Services	2,250,282	2,458,690	2,537,581	6,764,970
Travel Per Diem	254	-	250	-
Communication and Freight Services	53,471	48,598	57,389	52,400
Utility Services	107,603	103,029	83,500	106,700
Rentals and Leases	14,220	47,690	38,320	2,300
Repair and Maintenance Services	709,436	557,389	1,341,369	1,825,000
Other Current Charges and Obligations	9,133	9,655	17,600	28,000
Office Supplies	4,473	2,642	9,500	3,000
Operating Supplies	600,154	532,442	755,948	70,000
Publications and Memberships	-	180	500	-
Operating Total	3,760,110	3,760,315	4,849,257	8,857,370
Capital				
Improvements Other Than Buildings	184,955	106,082	2,628,062	457,000
Machinery and Equipment	12,085	171,068	1,355,411	530,000
Capital Total	197,040	277,150	3,983,473	987,000
Total	10,284,640	8,021,490	12,977,117	10,571,674

Grounds Maintenance

Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12051	Public Services Director	-	-	0.5	0.5
12055	Deputy Public Services Director	1	1	1	-
12360	PS Maint WRK/HEO	2	2	2	-
12361	PS Maint WRK I	22	20	20	-
12362	PS MAINT WRK II	7	7	7	-
12363	PS MAINT WRK III	4	4	4	-
12364	PS Irrigation Maintenance Worker	2	2	2	-
12365	PS Irrigation Mechanic	1	1	1	-
12366	PS Landscape Maintenance Worker	1	1	1	-
12367	PS Maint Worker III/Playgrnd Safety	1	1	1	-
12368	PS Spray Fertilizer Technician	1	1	1	-
12408	PS Maintenance Crew Leader	1	1	1	-
12409	PS Park Supervisor	2	2	2	2
12476	PS Administrative Supervisor	1	1	-	-
12477	PS Div Director of Park Operations	1	1	-	-
12495	Parks Maintenance Manager	-	-	1	1
12496	Grounds Maint/R&B Manager	-	-	0.5	0.5
12499	Deputy City Manager	0.5	0.5	0.5	0.5
13001	Public Services Director	0.5	0.5	-	-
13164	Special Projects Manager	-	-	0.5	0.5
13406	P/T PS Custodian	7	7	7	-
13521	P/T PS Maintenance Worker I	10	10	10	-
Total					
	Full-time	48	46	45.5	4.5
	Part-time	17	17	17.5	0.5



Purchasing

Mission

To provide the most cost-effective acquisition and delivery of products and services utilized by the various departments of the City.

Goals

To ensure that the purchases for the City consist of high quality products and services at competitive prices while adhering to policies. These policies are reviewed in an effort to improve effectiveness and efficiency.

To provide timely services and assistance through effective communication and training efforts.

Objectives

Provide the expertise required to ensure that all City contracts for the procurement of goods and services are negotiated and executed in the most cost-effective manner possible.

Ensure the availability of supplies, equipment, and fleet vehicles required by all City departments in order that they may operate at optimum efficiency levels.

Major Functions and Activities

To provide a central warehouse for supplies and equipment to ensure availability to all City departments, enabling them to effectively provide services required by the community.

To monitor and coordinate the most cost-effective procurement of required materials.

To prepare and administer bid proposals, recommend awards, and issue and monitor all contracts for goods and services required for the efficient operation of the City of Pembroke Pines and its municipally-run Charter School System.

To provide for the disposition of obsolete and surplus equipment.

Budget Highlights

The overall budget for the department had an increase of \$8,366 or 1.4% when compared to the FY2015-16 working budget. This change is mainly attributable to the conversion of one City position to contractual.

Accomplishments

The Purchasing Division has developed a "Requisition Checklist Form" that departments can use as a short guide that will assist them in understanding and following the basic procurement rules.

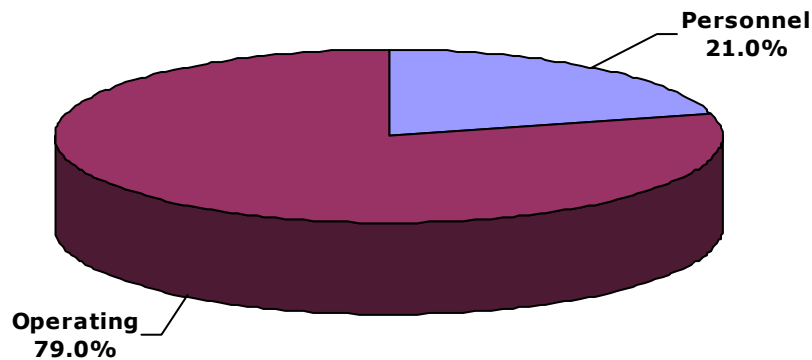
Purchasing Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of City vehicles ordered	67	75	60	75	55	50
Number of bids advertised	57	60	43	50	50	50
Effectiveness						
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required rebidding	1	0	0	0	0	0
Number of formal protests filed related to the bidding process	0	0	0	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	5	4	6	4	4	4

Purchasing

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	160,973	164,660	117,243	79,505
Benefits	250,729	82,075	81,295	49,451
Personnel Total	411,702	246,734	198,538	128,956
Operating				
Other Contractual Services	214,812	240,481	359,460	448,218
Travel Per Diem	-	-	500	500
Communication and Freight Services	3,578	934	3,600	1,000
Utility Services	10,619	11,308	9,860	9,860
Repair and Maintenance Services	2,101	-	2,000	2,000
Other Current Charges and Obligations	4,516	1,463	4,500	4,500
Office Supplies	411	1,510	1,000	1,000
Operating Supplies	27,702	24,846	25,100	16,850
Publications and Memberships	804	529	570	610
Training and Education	-	50	1,500	1,500
Operating Total	264,543	281,121	408,090	486,038
Capital				
Machinery and Equipment	2,740	-	-	-
Capital Total	2,740	-	-	-
Total	678,986	527,855	606,628	614,994

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12486 Purchasing Manager	1	1	1	1
12488 Assistant Purchasing Manager	1	1	1	-
Total				
Full-time	2	2	2	1
Part-time	-	-	-	-



Howard C. Forman Human Services Campus

Goals

The Senator Howard C. Forman Human Services Campus is responsible for the establishment and maintenance of health care, community service, educational, and senior housing facilities serving various children, families and seniors of southeast Florida. This division ensures that superior facilities are available to professional providers of these critical services.

Objectives

Provide existing leaseholders with facilities consistent with their individual program requirements.

Develop an effective site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the Senator 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 and financial assistance to veterans in need.

Budget Highlights

The 2016-17 expenditure budget shows a decrease of \$967,692 or 39.53% compared to the 2015-16 working budget. This is mainly attributable to the

appropriations for the Veteran's Housing Program and the Transitional Independent Living Program included in the current year working budget.

The Budget provides funding for the continued operation of the Senator Howard C. Forman Services Campus. Net revenues from this operation will be used to further improve and expand the campus and to increase efficiency.

Due to energy efficient improvement throughout the campus, we continue to reduce the electric expense.

Accomplishments

Environmental Issues: Continued environmental abatement throughout the campus.

Utility Costs: Continued changing 25% of the interior fluorescent lights to LED bulbs to reduce utility and maintenance costs. Continued changing 25% of exterior security lights to LED bulbs resulting in a major reduction in utility and maintenance costs.

Rental Space: Continued to aggressively market the vacated buildings to expand and encourage growth of rental space.

Continued with renovations by Florida Power and Light to provide more electricity outputs/meters to the surrounding facilities.

Continued upgrade of campus appearance in phases by painting exteriors of building, as well as sealing and repairing parking lots and roadways.

The Public Services Department successfully moved to the Howard C. Forman Human Services Campus in October 2015, their new location is St. Lucie, building 66.

As a result of an Agreement between the Department of Economic Opportunity Agreement and the City of Pembroke Pines, the City was awarded an amount of \$250,000. The funds will be used to rehabilitate the five houses located at the R&R Village. The renovations will include new or repaired roof, new Energy Star efficient air conditioning, replacement of kitchen cabinets, counter tops, bathrooms, electrical, plumbing, painting, flooring, repair or replacement with new energy efficient windows and new Energy Star appliances.

Howard C. Forman Human Services Campus Performance Measures

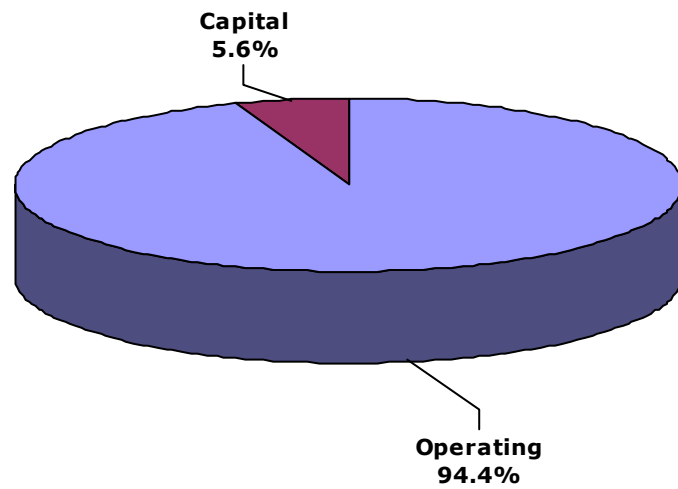
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of executed leases	10	16	10	16	11	13
Total square footage leased	188,000	220,000	238,757	220,000	206,757	300,000
Total square footage available	302,077	302,077	293,320	302,077	302,077	100,000
Effectiveness						
% of square footage leased	62%	73%	73%	73%	68%	80%
Efficiency						
Personnel hours required to review individual lease agreements	5	5	5	5	5	4

Howard C. Forman Human Services Campus

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	92,274	99,856	61,567	-
Grants from Local Units	23,069	11,534	24,351	-
State Grants	-	-	250,000	-
State Shared	23,069	24,940	15,391	-
General Government Charges	29,766	30,392	31,525	30,900
Rents & Royalties	853,109	893,646	1,210,405	1,426,063
Private Gifts / Contributions	-	90,796	25,000	25,000
Total	1,021,286	1,151,165	1,618,239	1,481,963

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	16,350	47,913	-	-
Benefits	1,176	14,557	1	-
Personnel Total	17,526	62,470	1	-
Operating				
Contingency	-	-	3,000	-
Professional Services	5,421	53,057	75,541	66,000
Other Contractual Services	1,031,293	1,008,895	1,038,203	257,834
Travel Per Diem	-	2,119	776	-
Communication and Freight Services	5,221	8,595	8,799	6,000
Utility Services	229,106	227,041	247,568	221,500
Rentals and Leases	275,126	275,757	278,052	276,403
Insurance	32,061	33,898	67,957	78,920
Repair and Maintenance Services	-28,332	61,052	176,053	490,959
Other Current Charges and Obligations	200	630	22,431	-
Office Supplies	877	362	100	-
Operating Supplies	9,606	11,608	14,963	-
Operating Total	1,560,580	1,683,013	1,933,443	1,397,616
Capital				
Improvements Other Than Buildings	13,575	74,759	379,413	75,000
Machinery and Equipment	-	1,132	10,600	7,500
Capital Total	13,575	75,891	390,013	82,500
Grants and Aid				
Aids to Government Agencies	23,069	11,534	24,351	-
Grants and Aid Total	23,069	11,534	24,351	-
Total	1,614,750	1,832,909	2,347,808	1,480,116

Howard C. Forman Human Services Campus Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12469 Property Manager		1	1	-	-
Total	Full-time	1	1	-	-
	Part-time	-	-	-	-



Recreation and Cultural Arts

Mission

Dedicated to providing a comprehensive program that includes all phases of leisure, recreation services 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 and sports programming.

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:

Continue participation in the Swim Central Program and providing life guard classes for the Charter High School students.

Increase participation in water aerobics classes. The contracted community swim team will grow with the addition of new coaching staff and recognition at local and national swim meets. Ongoing improvements at the Academic Village facility will enable us to host larger swim meets and larger colleges as well as international swimmers for seasonal swim team practices.

ATHLETICS:

Recruit and train volunteers to coach in our soccer leagues.

Continue to expand participation in the adult soccer league program.

Solicit additional sponsorship for our city-run soccer programs.

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.

Continue to host the Annual 3 vs 3 tournament for the charter schools.

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.

Provide a challenging and well-maintained golf course that meets the standards recommended by the United States Golf Association.



Recreation and Cultural Arts

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.

Increase the amount of golf tournaments held by local churches, businesses, and community organizations.

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, and Studio 18.

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:

Continue to expand relationships with various community and nonprofit organizations to assist with their events, using departmental resources and

business contacts.

Identify and increase sponsorship and partnership opportunities.

SPECIAL POPULATIONS PROGRAM:

Increase participation in Special Olympics events such as soccer, basketball, bowling, and swimming.

Schedule more social events, activities, and field trips.

Continue participation in the Challenger Little League and Miracle League Programs.

Improve marketing and increase revenues for all programs and activities.

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.

PINES ATHLETIC CLUB (PAC): Continue to offer memberships to the youth of our community ages six to seventeen in order to expose them to a wide range of fitness, sports activities and special events.

Enhance the quality of life and promote the physical, mental, and social well-being of P.A.C. members by offering programs such as boxing, basketball, Tae-Kwon-Do, youth leadership, and after school care. Increase memberships in the PAC program by offering additional classes, (dance, etc.).

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, Pines Athletic Club (PAC), 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



Recreation and Cultural Arts

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 (with over 300 members). Programs offered at these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons (7,500 last year) 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.

~ **PINES ATHLETIC CLUB (PAC)** – Under the direction of the Recreation and Cultural Arts Department, PAC offers memberships to the youth of our community, ages six (6) to seventeen (17). A PAC member is exposed to a wide range of fitness, sports activities, programs and special events. The PAC strives to provide its membership with a variety of programs, activities and events that enhance the quality of life and promote their physical, mental, and social well-being. The PAC offers programs such as Boxing, Basketball, Tae-Kwon-Do (TKD), Youth Leadership, and After School Care. The Boxing Program offers our members the chance to get fit or if they are dedicated the chance to participate in amateur bouts through USA Boxing. The Basketball Program focuses on enhancing the individual member's skills, working on fundamentals and proper technique. The TKD program teaches self-discipline and confidence all the while allowing the member to get in shape. The Youth Leadership Program targets high school age members and introduces them to civic responsibility and community involvement. The After School Program provides a safe environment for after school activities and homework help.

~ **CULTURAL ART CENTERS** - Includes three community centers, an art and cultural center and the Studio 18 Artist Village. 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 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 Recreation and Cultural Arts Department is excited about the anticipated 2017 opening of the Mayor Frank C. Ortis Art Gallery and Exhibit Hall. The Department is heavily involved in the planning and implementation process of the grand opening.

~ **BOAT/RV STORAGE FACILITY** - The Recreation and Cultural Arts Department also manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ **SPECIAL EVENTS** - Typically program 32 events annually. Some examples of these events are 4th of July Fireworks, Annual Art Festival, Bow Wow Ween, Kids Konnection, Snow Fest Lighting Ceremony, Sundaes with Santa, and Sundaes with the Bunny 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. The special events section also provides assistance to community organizations and schools to support special events within our City.

~ **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. The special events 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, total fitness conditioning classes, and introductory clinics



Recreation and Cultural Arts

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.

Budget Highlights

The 2016-17 adopted budget is \$1,508,337 or 16.4% higher than the 2015-16 working budget. The increase is attributable to operational costs associated with the new Civic Center and Art Gallery. The remainder of the budget is used in a similar manner as the previous year to fund the events associated with recreation and cultural arts. Some of these events and activities are detailed below.

Continuation of special events, including the City's 57th annual birthday celebration, known as Pines Day.

Continue providing support and well-maintained facilities for our youth organizations with approximately 10,000 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, roller hockey, volleyball, rugby, lacrosse, cheerleading, as well as track and field.

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2017.

Host the 15th Annual Florida Golf Coast Open Swimming Invitational in 2017.

Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the new Pembroke Pines City Center.

Host a Junior Sectional Tennis tournament where the top junior players in the state will compete.

Host the 8th Annual Mayor's Kids Day event in June 2017.

Host the 6th Annual National "Kids to Parks Day".

Co-host with the Charter High School Booster Club a Challenger 3 versus 3 Soccer Tournament in April 2017.

Teach over 2,000 children water safety lessons.

Open the new Pembroke Pines City Center, Frank C. Ortis Art Gallery and Exhibition Hall and Commission Chambers.

Add additional Drama Summer Camp for teens.

Accomplishments

Awarded a second \$500,000 Cultural Facilities Grant from the Florida Division of Cultural Affairs.

Awarded a General Program Support Grant from Florid Division of Cultural Affairs.

Awarded a grant from the Community Foundation of Broward "Feed Your Soul | Nourish Your Neighbor" to address food insecurity in our community.

In addition to the events produced by our Special Events Section, the department provided assistance to many non-profit organizations.

Produced the 56th Annual Pembroke Pines Birthday Celebration.

Worked closely with the Arts and Culture Advisory Board to produce the 18th Annual Art Festival in the Pines.

Hosted eight major swim meets at the Academic Village Pool.

Hosted nine Jazz Concerts at William B. Armstrong Dream Park.

Received the Maximizing Out of School Time (MOST) Grant for the 4th consecutive year. The grant funds the Special Population Summer Camp, which caters to participants up to age 22.

Hosted the Maccabi Tennis games with junior players from around the world.

Partnered with CareerSource Broward to provide summer employment opportunities for 19 disadvantaged youth in our community.

Completed Challenger and Miracle League baseball programs as well as other special population programming.

Provided food and/or holiday gift baskets to 65 families in Pembroke Pines.

Continued hosting the special event "Bow Wow Ween" at the City's Dog Park.



Recreation and Cultural Arts

Increased attendance at our Summer Golf and Tennis Camp.

Resurfaced eight hard tennis courts at Maxwell Price Tennis Center.

Hosted Broward County District and Regional Tennis Tournaments at Maxwell Park.

Hosted the U.S. Tennis Association Leagues for Juniors and Adults.

Successfully managed the internship of many FIU students during the summer program.

Continued our summer water polo league with 25 athletes.

Updated the gym equipment at Towngate Recreation Center.

Renovated the recreation halls at Towngate Recreation Center, Pines Recreation Center and Rose G. Price Park.

Added a dog park to the Steven Josias Equestrian Park.

Renovated the Johnson Street Dog Park to include new fencing, agility equipment, and water stations.

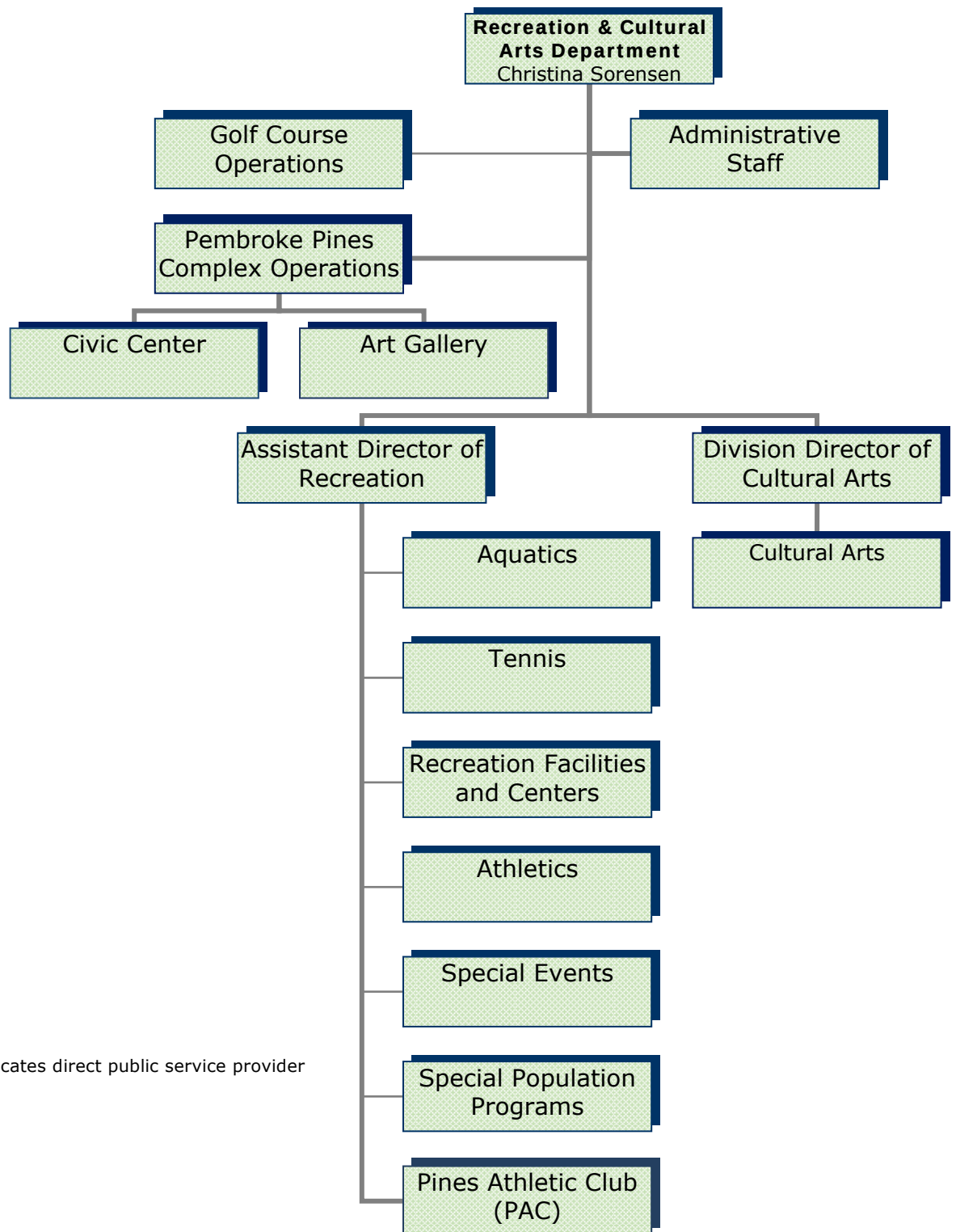
Hosted the First Annual Mayor's Chess Challenge.

Recreation and Cultural Arts Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of sports leagues	43	44	50	44	44	50
Number of participants for athletics	8,250	10,500	7,623	10,500	9,000	9,000
Number of swim team members	335	340	300	340	340	300
Number of children in youth programs	155	195	161	195	170	170
Number of special events	49	31	33	32	50	33
Number of participants (for special events / activities)	86,745	68,000	64,435	68,000	90,000	68,000
Number of tennis memberships	168	193	156	178	180	172
Number of golf rounds	45,496	50,000	46,257	50,000	50,000	48,000
Number of specialized recreation classes	251	115	122	142	265	142
Number of participants for specialized recreation classes	54,300	42,275	44,067	46,428	60,000	46,428
Effectiveness						
% of residents rating facilities as satisfactory	90.0%	100.0%	92.1%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	91.3%	100.0%	92.1%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	88.8%	100.0%	92.5%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	87.1%	100.0%	90.8%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	88.7%	100.0%	84.6%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	95.7%	100.0%	96.9%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	94.4%	100.0%	88.8%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	94.4%	100.0%	89.0%	95.5%	100.0%	100.0%
Efficiency						
Operating cost per participant for soccer program	\$43	\$45	\$43	\$43	\$42	\$42
Art and culture supplies cost/participant	\$1.90	\$2.64	\$2.42	\$2.03	\$2.28	\$2.00
Ratio of volunteer hours to total staff hours worked	45.0%	50.0%	51.7%	50.0%	50.0%	52.0%
Average cost per soccer league game	\$72	\$74	\$72	\$74	\$74	\$74

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart

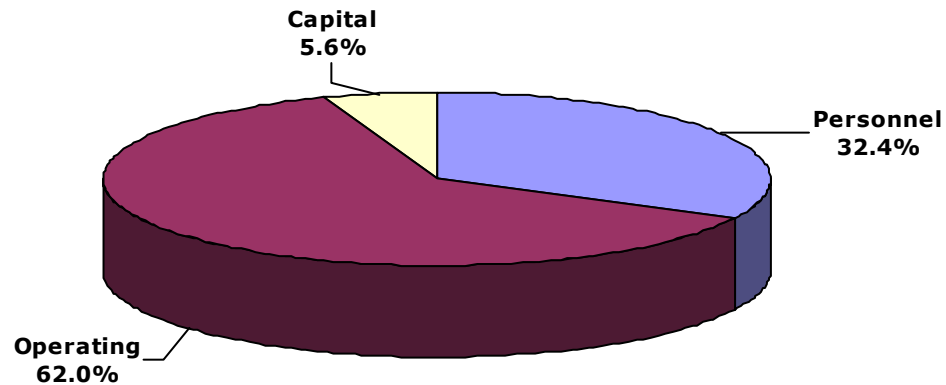


Recreation and Cultural Arts

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	-	21,545	28,455	-
Grants from Local Units	79,255	85,024	99,407	-
State Grants	-	-	14,368	-
Education Charges	378,827	-	-	-
Recreation Charges	3,037,639	3,170,364	3,157,758	4,167,762
Other Licenses, Fees & Permits	1,326	1,825	1,300	1,800
Rents & Royalties	613,404	556,820	565,050	572,700
Other Miscellaneous Revenues	13,277	3,044	3,800	3,050
Private Gifts / Contributions	15,070	18,445	18,300	25,000
Total	4,138,797	3,857,067	3,888,438	4,770,312

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	2,458,686	2,188,524	2,470,680	2,281,125
Benefits	2,348,994	1,048,867	1,051,618	1,192,543
Personnel Total	4,807,680	3,237,392	3,522,298	3,473,668
Operating				
Professional Services	574,701	588,805	651,930	706,398
Accounting and Auditing	1,747	1,734	1,600	1,600
Other Contractual Services	1,046,384	1,128,622	1,461,537	2,584,080
Travel Per Diem	9	1,249	2,646	2,000
Communication and Freight Services	38,416	33,433	39,080	58,400
Utility Services	939,658	928,876	957,316	1,252,167
Rentals and Leases	513,164	522,954	532,096	540,159
Repair and Maintenance Services	332,788	151,648	269,863	292,230
Printing and Binding	2,661	1,474	9,600	14,800
Promotional Activities	113,806	128,858	136,290	118,500
Other Current Charges and Obligations	272,206	341,555	462,542	567,830
Office Supplies	6,078	5,520	6,800	7,100
Operating Supplies	421,814	416,000	517,443	491,200
Publications and Memberships	1,228	335	1,625	2,650
Training and Education	1,666	1,609	3,015	1,700
Operating Total	4,266,326	4,252,673	5,053,383	6,640,814
Capital				
Improvements Other Than Buildings	-	-	273,370	195,000
Machinery and Equipment	63,700	109,515	357,394	405,300
Capital Total	63,700	109,515	630,764	600,300
Total	9,137,706	7,599,579	9,206,445	10,714,782

**Recreation and Cultural Arts
Expenditure Category**



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12006 Assistant Athletic Coordinator	1	1	1	1
12215 Senior Lifeguard	2	2	2	2
12230 Chief Curator/Head of Cultural Projects	-	1	1	1
12508 Rec & Cultural Arts Acct Clerk I	2	2	2	1
12509 Rec & Cultural Arts Acct Clerk II	-	-	-	1
12519 Recreation & Cultural Arts Director	1	1	1	1
12521 Assistant Recreation Director	1	1	1	1
12525 Administrative Assistant I	2	2	2	2
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	3	1	1	1
12562 Recreation Supervisor I	1	1	1	1
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	1	1
12572 Division Director Cultural Arts	1	1	1	1
12573 Recreation Specialist	2	2	2	1
12581 Recreation Specialist II	2	2	2	1
12891 Special Population Prog Coord	1	1	1	1
13405 P/T Art Teacher	5	5	5	5
13450 P/T Cashier	1	1	1	1
13454 P/T Administrative Assistant	1	1	1	1
13488 P/T Senior Lifeguard	2	2	2	2
13492 P/T Lifeguard	10	10	10	10
13495 P/T Recreation Aide	22	20	20	20
13526 P/T Recreation Therapeutics	1	1	1	1
13527 P/T Self Defense Instructor	3	3	3	3

Recreation and Cultural Arts

Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
13528 P/T Assistant PAC Program Director		1	1	1	1
13537 P/T Music Teacher		2	2	2	2
13539 P/T Drama Teacher		1	1	1	1
13549 P/T Storage Lot Attendant		1	1	1	1
13562 P/T Curator		1	2	2	2
13563 P/T Recreation Leader		6	6	6	6
13591 P/T Water Safety Instructor		9	9	9	9
13602 P/T Recreation Specialist		2	2	2	2
13680 P/T Clerk Spec I		2	2	2	3
Total	Full-time	23	22	22	20
	Part-time	70	69	69	70



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 (for example, the Older Americans Act Fund in FY2014-15) and other expenses including City grants (Area Agency on Aging, Women in Distress, Here's Help, Family Central, and Learning for Success – KAPOW) 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

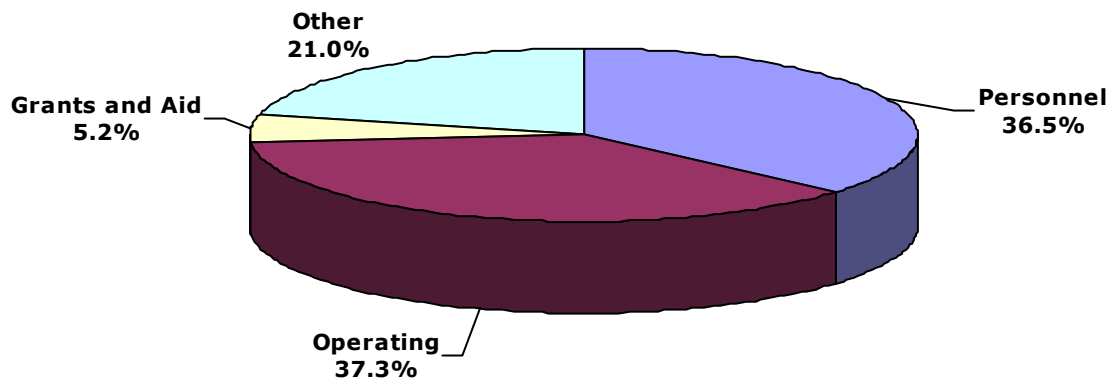
The 33.9% decrease in the 2016-17 expenditure budget compared to the 2015-16 expenditure working budget is primarily attributable to estimated budget savings.

Non-Departmental

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
State Shared	50,186	56,649	48,000	50,000
General Government Charges	14,121,992	13,716,424	13,382,142	13,741,370
Rents & Royalties	6,689	54,075	57,477	56,477
Total	14,178,866	13,827,149	13,487,619	13,847,847

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	-	-	20,000	20,000
Benefits	32,189	4,540,122	1,377,704	1,386,933
Personnel Total	32,189	4,540,122	1,397,704	1,406,933
Operating				
Contingency	-	-	-605,804	-2,230,063
Professional Services	1,092,695	1,054,888	1,041,718	981,400
Other Contractual Services	177,722	249,744	281,046	306,347
Pension Benefits	44,204	42,283	43,552	44,858
Communication and Freight Services	100,961	100,709	100,761	99,436
Rentals and Leases	-	-	-	1,280
Insurance	587,949	941,343	1,686,839	1,839,814
Printing and Binding	94,003	99,552	98,368	111,873
Promotional Activities	-	-	1,000	1,000
Other Current Charges and Obligations	17,712	28,217	217,380	221,380
Office Supplies	3,187	3,078	3,000	3,200
Operating Supplies	182	625	500	550
Publications and Memberships	54,570	55,359	55,359	56,430
Operating Total	2,173,185	2,575,799	2,923,719	1,437,505
Grants and Aid				
Aids to Government Agencies	91,891	89,693	108,635	97,548
Aids to Private Organizations	20,000	30,000	33,000	36,000
Other Grants and Aids	33,917	68,084	68,084	68,084
Grants and Aid Total	145,808	187,777	209,719	201,632
Other				
Transfers	775,090	765,990	893,919	812,134
Other Uses	150,000	5,000	-	-
Other Total	925,090	770,990	893,919	812,134
Total	3,276,271	8,074,687	5,425,061	3,858,204

Non-Departmental 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 2016-17 budget includes appropriations for major road resurfacing projects such as roads within the Westview community, Washington Street from City Center Property to Hiatus Road, 136th Avenue between Pines Boulevard and SW 5th Street, and 129th Avenue between SW 5th Street and NW 10th Street. Funding is also provided for the preliminary work pertaining to the extension of Pembroke Road from 196th Avenue to U.S. 27. The 2016-17 budget includes speed feedback signs to be installed citywide.

Accomplishments

Repaired City sidewalks, guardrails, and City-maintained street lights. Constructed new sidewalks and provided pedestrian ramps at various locations throughout the City as well as repaired City-owned roads. Coordinated with Florida Department of Transportation and Broward County to maintain damaged traffic signs.

Streets and Sidewalks Performance Measures

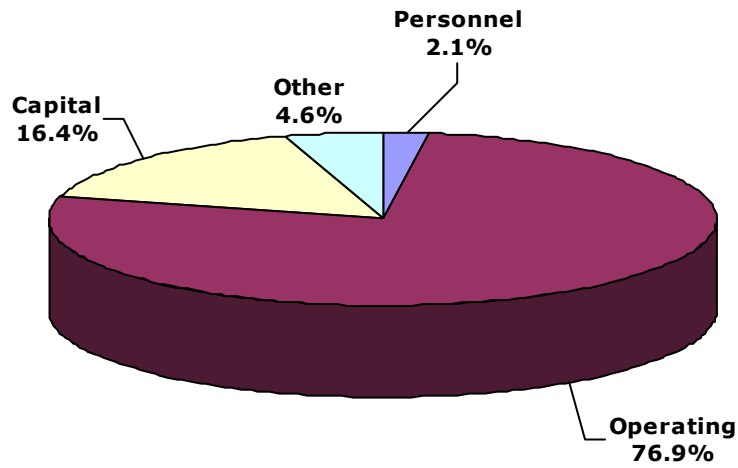
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of miles of road to maintain	465	465	485	470	485	490
Effectiveness						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	\$22.00	\$20.00	\$22.00	\$22.00	\$22.00	\$23.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$32.00	\$32.00	\$35.00	\$35.00	\$35.00	\$36.00

Streets and Sidewalks

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fuel Taxes	2,682,012	2,780,280	2,783,985	2,876,000
Franchise Fees	1,254,233	1,264,166	1,285,000	1,309,380
State Grants	-	8,058	16,942	-
State Shared	1,230,132	1,286,394	1,273,450	1,379,480
General Government Charges	16,667	-	-	-
Investment Income	31,289	54,997	36,000	38,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	5,656	500	200
Other Miscellaneous Revenues	171,079	176,204	181,486	219,703
Appropriated Fund Balance	-	-	5,177,592	-
Beginning Surplus	-	-	208,619	354,038
Total	5,385,412	5,575,755	10,963,574	6,176,801

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	10,439	-	19,750	35,145
Benefits	254,550	199,151	73,744	94,494
Personnel Total	264,989	199,151	93,494	129,639
Operating				
Professional Services	295	48,601	22,775	100,000
Other Contractual Services	1,477,478	1,520,696	1,940,041	1,952,541
Communication and Freight Services	968	18	-	-
Utility Services	1,228,690	1,225,881	1,200,448	1,327,286
Insurance	77,681	148,166	277,747	260,647
Repair and Maintenance Services	222,611	999,909	1,655,585	932,375
Office Supplies	100	-	-	-
Operating Supplies	9,645	-	-	-
Road Materials and Supplies	190,859	180,000	180,000	180,000
Operating Total	3,208,327	4,123,271	5,276,596	4,752,849
Capital				
Improvements Other Than Buildings	3,240	461,804	5,084,961	-
Machinery and Equipment	14,837	-	-	36,000
Infrastructure	-	-	219,162	975,000
Capital Total	18,077	461,804	5,304,123	1,011,000
Other				
Transfers	420,695	316,807	289,361	283,313
Other Total	420,695	316,807	289,361	283,313
Total	3,912,088	5,101,033	10,963,574	6,176,801

Streets and Sidewalks Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12496 Grounds Maint/R&B Manager		-	-	0.5	0.5
Total	Full-time	-	-	0.5	0.5
	Part-time	-	-	-	-



State Housing Initiative Partnership (SHIP) Grant

Mission

To ensure that eligible residents of the City have access to safe and affordable housing.

Goals

To provide assistance to very low, low, and moderate-income households toward home ownership, necessary repairs, affordable rental, and foreclosure prevention.

Objectives

To provide assistance to qualified applicants for first-time home buyers; financial assistance; necessary repairs; loans for acquisition, rehabilitation, or construction of affordable rental housing; and foreclosure prevention.

Major Functions and Activities

The State Housing Initiative Partnership (SHIP) can be used for the following programs:

1. Minor Home Repair/Weatherization
2. Foreclosure Prevention
3. First-Time Home Buyer Assistance
4. Home Ownership Counseling
5. Public Facility (Children's Harbor)
6. Acquisition-Rehabilitation or New Construction
7. Multifamily Rental Housing
8. Rental Deposit-Eviction Protection

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

criteria to determine an applicant's eligibility 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. **Minor Home Repair:** the maximum award for very low, low, and moderate income is \$50,000. 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. **First-Time Home Buyer Assistance:** Maximum award for very low 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 addition, 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, in the event 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 or New Construction Development:** This construction program is designed to promote the acquisition or construction of affordable housing for home ownership opportunities. Funds will be provided as deferred or low-interest loans to support the acquisition and rehabilitation of, or the new construction of, multifamily or single-family housing or the 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,



State Housing Initiative Partnership (SHIP) Grant

neighborhood redevelopment plans, and comprehensive plan.

4. 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 of, 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.

5. Rental Deposit-Eviction Protection Program: 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. Guidelines similar to debt-to-income or affordability ratios will be utilized to determine the affordability of the payments. 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 \$3,000. Funds may also be provided to those tenants in danger of being evicted from their currently occupied rental unit.

Budget Highlights

The unspent balance of SHIP funds from previous years will be carried over to 2016-17 after the budget is adopted.

Based on the 2016-17 budget, the City anticipates assisting twelve individuals with minor home repairs and seven first time home buyers with down payments and closing costs.

Accomplishments

As of August 31, 2016, the City has provided services in the amount of \$563,650 through the SHIP grant to assist eight individuals with home repairs and four individuals with home purchase assistance.

State Housing Initiative Partnership (SHIP) Grant Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Home repairs	6	#	3	5	9	12
First-time home buyer	0	#	2	#	5	7

Effectiveness

% of funds spent to total funds available	22%	#	18%	30%	25%	28%

Efficiency

Average cost per household assisted:

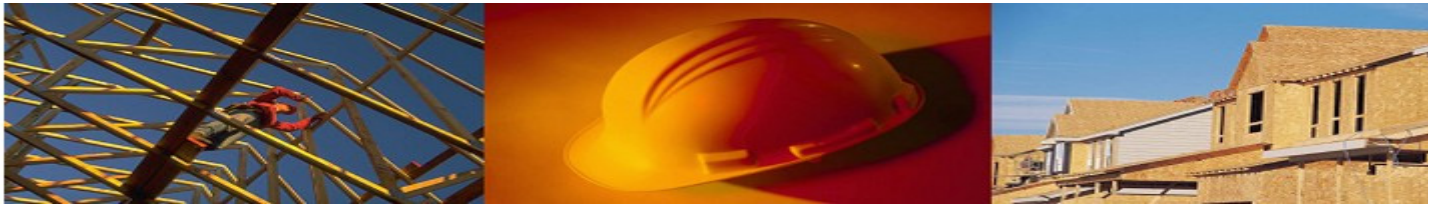
Home repairs	\$40,188	#	\$44,844	#	#	\$50,000
Purchase assistance	0	#	\$40,000	#	#	\$40,000

The awards for fiscal years 2012-13 through 2014-15 were appropriated in the working budget for those years. There aren't any adopted budgets or goals for those years. Starting from fiscal year 2015-16 the adopted budget reflects such awards.

State Housing Initiative Partnership (SHIP) Grant

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
State Grants	281,667	552,178	2,401,682	1,010,364
Investment Income	-	-	2,000	2,000
Beginning Surplus	-	-	-2,000	-2,000
Total	281,667	552,178	2,401,682	1,010,364

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	38,447	85,069	151,555	101,036
Other Contractual Services	243,220	450,609	1,506,627	604,328
Other Current Charges and Obligations	-	16,500	743,500	305,000
Operating Total	281,667	552,178	2,401,682	1,010,364
Total	281,667	552,178	2,401,682	1,010,364



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 five HUD Grants consisting of the following:

1 - Community Development Block Grant (CDBG): To provide housing assistance such as first-time home buyer purchase, home repairs, public improvement, new construction and removal of architectural barriers and to provide safe, reliable, and efficient transportation services to the community via a subscription and advanced reservation system, while keeping client expectation and changing needs as a high priority.

2 - HOME Investment Partnerships Program (HOME): To provide housing assistance such as home repairs and new construction.

3 - Neighborhood Stabilization Program (NSP): To provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight without purchase assistance and home repairs. NSP is a component of the long-standing CDBG.

4 - CDBG Disaster Recovery Initiative (DRI): To address outstanding disaster-related repairs from the 2005 storm season for owner-occupied properties that meet Federal Income Guidelines.

5 - Community Development Block Grant Recovery (CDBG-R) Program: To stimulate the economy through measures that modernize infrastructure, improve energy efficiency, and expand educational opportunities and access to health care.

Major Functions and Activities

1 - CDBG has ten programs:

- ~ Program Administration
- ~ Removal of Architectural Barriers
- ~ Home Repair/Weatherization
- ~ Commercial Rehabilitation
- ~ Public Facility (Children's Harbor)
- ~ Public Service (Senior Transportation)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Relocation Assistance
- ~ 1st Time Home Buyer Assistance
- ~ Public Improvement (Tanglewood Park)

The Senior Transportation Program offers one-way and round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 7 (U.S. 441), on the south by Countyline Road, and on the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load (shared ride) system to promote efficiency and consistency of service. Clients will receive free door-to-door, driver-assisted service. Each one-way trip counts as a unit of service under the provisions of the Grant.

2 - HOME has two programs:

- ~ Home Repair/Weatherization
- ~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

- ~ Purchase assistance
- ~ Home Repair

4 - DRI has one program:

- ~ Disaster Mitigation/Recovery

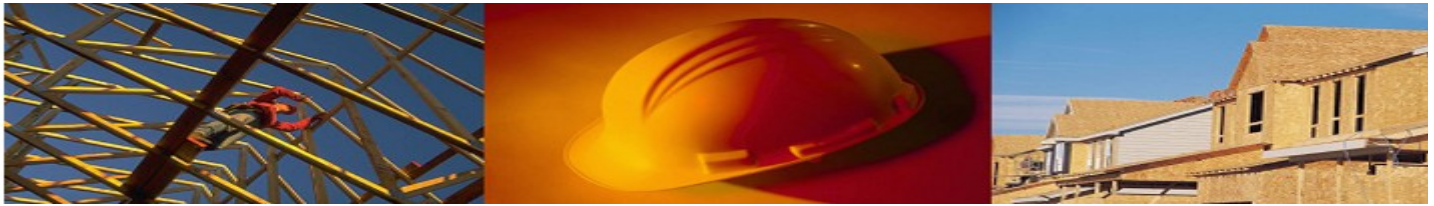
5 - CDBG-R has one program:

- ~ Thermal Storage System-Senior Center.

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



HUD Grants CDBG-HOME

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, 2013, the City Commission approved amended provisions for 2013-14, 2014-15, and 2015-16 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed \$386,202. The maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repairs is 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven.

Also, in the event that the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan as long as the City's interest is properly acknowledged in any documents related to the refinancing.

Homeowners who have received comprehensive repair assistance from the City cannot re-apply for five years except for cases where emergency repairs are needed as determined by the City's Building Official, his designee, or in cases where no waiting list exists and funds are available.

Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, public improvement, and senior transportation, as in previous years. Senior transportation program uses allocated funds for fuel as well as repair & maintenance of vehicles to provide core services to members 62 years of age and older. The HOME Program will only provide minor home repair. The unspent balance of the CDBG, HOME, and NSP funds from previous project years will be carried over to fiscal year 2016- 2017.

Accomplishments

As of August 31, 2016, the City has provided services in the amount of \$496,783 through the CDBG, including \$363,708 for home repairs (9 homes) and \$56,157 in support of the City's Senior Transportation Program.

As of August 31, 2016 the Senior Transportation Program has provided approximately 32,897 trips to eligible clients 62 years old and over.

As of August 31, 2016, the City provided services in the amount of \$58,770 through the HOME grant to assist one individual with home repairs.

As of August 31, 2016, the City provided services in the amount of \$453,537 through the NSP grant, including \$420,000 to assist three individuals to purchase foreclosed properties.

HUD Grants CDBG-HOME Performance Measures

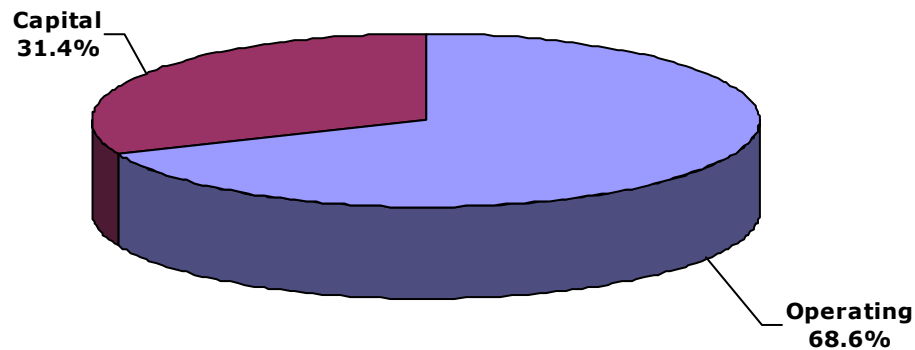
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs - CDBG	23	20	8	15	18	10
New construction - CDBG & Home	0	0	0	0	0	0
Number of one-way (age 62+) client trips with HUD grant funding for fuel and repairs/maintenance, and the balance of expenses covered by Older Americans Act (OAA) Grant	35,585	29,260	31,344	35,000	26,267	25,573
Number of unduplicated CDBG clients	109	160	180	200	120	200
Home repairs - NSP	8	10	1	6	1	1
Purchase assistance - NSP	9	3	2	6	1	3
Home repairs - HOME	20	4	3	7	10	3
Effectiveness						
% of funds spent vs. funds available for home repairs	71%	43%	42%	40%	50%	50%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
Efficiency						
Average cost (fuel and R&M only) per one-way client (age 62+) trip	\$3.44	\$2.00	\$3.48	\$3.04	\$2.50	\$4.43
Vehicular accidents per 100,000 miles	1.400	0.000	1.590	0.000	0.000	0.000
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.0200	0.0000	0.0002	0.0000	0.0000	0.0000
Passengers per mile	0.26	1.00	1.00	1.00	1.00	1.00

HUD Grants CDBG-HOME

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	2,848,013	1,044,110	2,905,644	955,795
Total	2,848,013	1,044,110	2,905,644	955,795

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	181,796	146,631	198,390	177,038
Other Contractual Services	2,254,743	688,253	1,974,184	361,864
Repair and Maintenance Services	19,578	51,402	49,070	60,893
Other Current Charges and Obligations	305,000	100,000	420,000	-
Operating Supplies	86,896	57,824	64,000	56,000
Operating Total	2,848,013	1,044,110	2,705,644	655,795
Capital				
Improvements Other Than Buildings	-	-	200,000	300,000
Capital Total	-	-	200,000	300,000
Total	2,848,013	1,044,110	2,905,644	955,795

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.

~ 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 estimated award for 2016-17 is \$17,918, which was extended by agreement to cover another full fiscal year at the same funding level. The actual FY17 award is \$20,995. A Part-Time Assistant Victim Advocate will continue to provide increased services to victims of crime to meet increases in service demands.



Law Enforcement Grant

Accomplishments

Victims of Crime (VOCA) Grant: The program continued to substantially exceed its targeted goals, demand for services increased as funding has remained relatively static since 2009. Special focus was placed on Personal Advocate and Crisis Counseling, while continued progress was being made on various interventions and other services, such as Legal Advocacy referrals.

U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant: A spending plan has been prepared and submitted for projects with the upcoming 2016 UASI grant. The 2014 UASI grant focused on procuring additional P-25 compliant inter-operable portable radios for the Police and the Fire Department, this grant was closed out in April 2016. The 2015 UASI grant will focus on procuring additional P-25 compliant inter-operable portable radios for the Fire Department as well as communications and optics equipment for the Police Department. The 2016 UASI grant will focus on procuring a mobile surveillance tower platform for the Police Department and additional P-25 compliant inter-operable portable radios for the Fire Department.

Law Enforcement Grant Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
VOCA direct expenditures	\$17,730	^ \$17,918	\$17,843	^\$17,918	^ \$17,918	^\$17,918
VOCA victim referrals	475	^ 350	269	^350	^350	^350
VOCA crisis intervention counseling	158	^ 200	125	^200	^200	^200
VOCA legal advocacy referrals	46	^ 75	45	^75	^75	^75
VOCA personal advocacy	182	^ 75	222	^75	^75	^75
Homeland Security Urban Area Security Initiative Grant expenditures	\$367,852	^ \$463,181	\$0	^\$242,282	+	^\$240,841
Highway Safety Grant expenditures	\$0	+	\$75,785	+	+	+

+ No grant funding was/is expected.

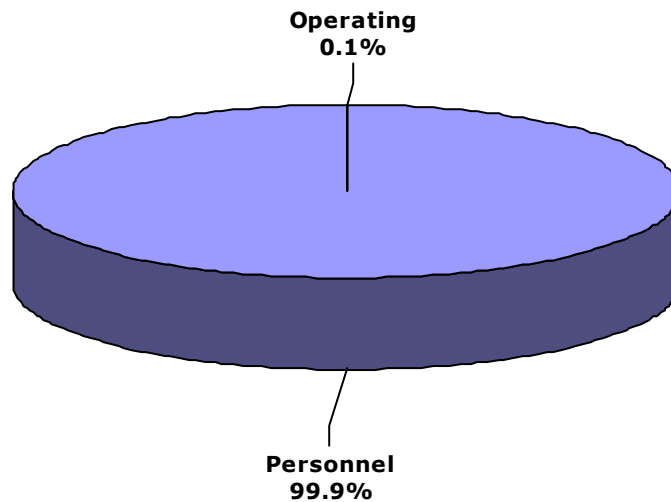
^ Contingent upon receipt of grant funding.

Law Enforcement Grant

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	385,572	93,628	286,407	17,918
Total	385,572	93,628	286,407	17,918

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	16,470	92,360	45,669	16,575
Benefits	1,260	1,268	1,268	1,327
Personnel Total	17,730	93,628	46,937	17,902
Operating				
Office Supplies	-	-	75	16
Operating Total	-	-	75	16
Capital				
Machinery and Equipment	367,842	-	239,395	-
Capital Total	367,842	-	239,395	-
Total	385,572	93,628	286,407	17,918

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
13576 P/T Victim's Advocate Grant	1	1	1	1
Total	-	-	-	-
Full-time	-	-	-	-
Part-time	1	1	1	1



Police Community Services Grant

Mission

To enhance community law enforcement services through any one of seven major programmatic categories, which are Law Enforcement Programs; Prosecution & Courts; Prevention & Education; Corrections & Community Corrections; Drug Treatment & Enforcement; Planning, Evaluation, & Technology Improvements; and Crime Victim & Witness Programs. Specialized law enforcement technology and equipment not normally placed in the general fund budget is the focus of this grant.

Goals

The Byrne Memorial Justice Grant, known as the Justice Assistance Grant (JAG), provides a source of funding to assist the City in reducing crime and improving public safety while fostering a relationship between the Police Department and the community at large.

Objectives

To use funds received from the Bureau of Justice Assistance in accordance with program requirements. The following core activities are supported by this grant:

- ~ hiring of officers and support personnel,
- ~ enhancing security measures around schools,
- ~ establishing crime prevention programs, and
- ~ purchasing equipment and technology to enhance officer safety.

Major Functions and Activities

Grant funds are used primarily for the following purposes:

- ~ procuring equipment and specific software directly related to basic law enforcement functions and
- ~ utilizing the acquired technology and equipment to further response-readiness, to meet mandated Federal and State National Incident Management System (NIMS) goals of preparedness, response, mitigation, and recovery to all-hazards incidents.

Budget Highlights

The Justice Assistance Grant (JAG) funds will be utilized to purchase equipment that will better prepare the department to respond and recover from all hazardous incidents, including criminal activity. Any unspent funds in the current year will be carried forward and utilized during FY2016-17.

Accomplishments

The 2013 JAG has been awarded to the City's Police Department in the amount of \$18,619, for the purchase of specialized police equipment for use in enhanced efficacy and sustainability in the delivery of law enforcement services during anti-crime and/or unusual incidents. The City has expended all funds and the grant was closed out. The ending timeframe was September 2016.

The 2014 JAG has been awarded to the City's Police Department in the amount of \$19,345, for the purchase of forensics equipment to benefit investigative efforts within the department. The City has expended all funds and the grant was closed out. The ending timeframe was September 2017.

The 2015 JAG has been awarded to the City's Police Department in the amount of \$17,475, for the purchase of equipment to refurbish the Mobile Command Post vehicle. Funds have not yet been expended for this project. The 2015 JAG grant has an end date of September 2018.

Police Community Services Grant Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Funds spent on equipment	\$34,920	*	\$19,345	*	*	*

* No grant funding was/is expected

Police Community Services Grant

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	34,888	19,345	17,476	-
Investment Income	33	-	-	-
Total	34,920	19,345	17,476	-

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Operating Supplies	2,096	-	2,505	-
Operating Total	2,096	-	2,505	-
Capital				
Machinery and Equipment	32,824	19,345	14,971	-
Capital Total	32,824	19,345	14,971	-
Total	34,920	19,345	17,476	-



Community Bus Program

Mission

To provide safe and efficient transportation service to the community via a fixed route system, while keeping client expectations and changing needs a high priority.

Goals

To ensure the availability of public transportation services to the general public in western Pembroke Pines that cannot be reached by Broward County Transit (BCT) buses.

To ensure that safe and quality service is offered to the public.

To ensure that the Community Bus Service is delivered in the most effective and efficient manner.

To ensure program accountability.

Objectives

To increase community awareness of the Community Bus Program.

To encourage courteous service and client satisfaction.

To provide a safe and reliable service.

To ensure effective program administration.

To implement appropriate methods and procedures to accomplish cost effective service delivery.

To adhere to State and Federal Statutes, Rules and Regulations for the Transportation Disadvantaged Program.

Major Functions and Activities

~ TRANSPORTATION - Provision of free public transportation service at designated stops along three fixed routes - green, gold, and blue. The City has modified its community bus service routes. These changes will afford service to a larger area of the Pines corridor, provide greater access to the City's many amenities as well as improve on-time performance. The new routes will cover the area between NW 210th Avenue in the west, NW 72nd Avenue in the east, Sheridan Street in the north and Pembroke Road in the south. Stops will be made at additional residential communities, hospitals, schools,

libraries, and shopping centers within the corridor. Some of the major stops include the Pill Box, Pembroke Pines Academic Village, Memorial Hospital Miramar, Memorial Hospital Pembroke, Trader Joe's, Shops of Pembroke Gardens, and South Regional/Broward College Library.

The modified Green Route will continue to operate Monday through Saturday. New service hours will range from 7:45 am - 7:55 pm. Service starts at Heritage Lakes and extends east to Westfork Plaza.

The modified Gold Route will continue to operate Monday through Saturday. New service hours will range from 7:00 am - 8:00 pm. Service starts at Century Village and extends east to the Southwest Focal Point (SWFP), and west to Academic Village.

The modified Blue West will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 8:00 am to 3:15 pm. Service starts at Park Place and extends east to Bealls Plaza and west to Flamingo Plaza.

The modified Blue East Route will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 9:00 am to 3:25 pm. Service starts at Pines Place and extends north to Memorial Hospital Pembroke, east to Broward College South, and west to SWFP.

Route transfers are available at various locations: between each Pembroke Pines community bus service routes; to BCT routes 2, 5, 7, 12, 16, 23, 28, University Breeze and 95express; the City of Miramar Orange and Red community buses, and West Park community bus. All Community Bus Service buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA). The interval between successive buses are as follows:

- 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 2016-17 expenditure budget is \$212,114 below the 2015-16 budget. This 21% decrease is mainly attributable to the \$215,000 budgeted in 2015-16 for the purchase of vans.

All service routes continue to maintain the country's required ridership threshold and therefore guarantees the program's funding. The County requires strict



Community Bus Program

maintenance of ridership of 7.1 passengers per service hour.

Continue the Community Bus Services throughout the City including a greater portion of the eastern section. Reduction of wait-time between stop will be the major focus.

Accomplishments

A Notice of Grant Award was received on January 11, 2016 after the grant application submitted to the Florida Department of Transportation (FDOT) on January 13, 2015 for the purchase of two cutaway buses to enhance mobility of senior and individuals with disabilities.

Total estimated cost is \$220,000 with a 10% estimated Local Match in the amount of \$21,000 provided by the General Fund Reserve.

Community Bus Program Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of information documents distributed	6,425	12,000	6,550	12,000	12,000	12,000
Road calls required (calls for assistance due to mechanical problems)	49	40*	40	40*	40*	40*
Number of one-way client trips	210,699	220,000	208,292	230,000	230,000	230,000
Effectiveness						
Number of grievances filed against system	5	0	8	0	0	0
Efficiency						
Passengers per service hour	12.70	12.00	13.35	13.00	13.00	14.00
Passengers per mile	0.87	2.00	0.96	2.00	2.00	2.00
Vehicular accidents per 100,000 miles	3.00	0.00	3.24	0.00	0.00	0.00
Average cost per one-way client (any age) trip	\$2.78	\$2.50	\$3.00	\$2.00	\$2.00	\$2.00

* More road calls have been required in recent years due to the combination of the aging bus fleet and the number of annual miles required. In light of this and until more vehicles can be upgraded, the goal for road calls required is 40.

Community Bus Program

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	192,554	210,621	198,000	-
Grants from Local Units	307,435	309,227	308,595	308,595
Interfund Transfers	428,059	452,080	503,643	489,529
Total	928,048	971,928	1,010,238	798,124

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	485	476	2,300	2,300
Other Contractual Services	530,969	530,599	534,315	524,374
Communication and Freight Services	2,724	-326	2,600	2,600
Repair and Maintenance Services	113,807	125,742	130,326	143,300
Office Supplies	709	1,059	1,250	1,450
Operating Supplies	106,041	108,294	124,057	124,100
Operating Total	754,735	765,844	794,848	798,124
Capital				
Machinery and Equipment	199,598	206,084	215,390	-
Capital Total	199,598	206,084	215,390	-
Total	954,333	971,928	1,010,238	798,124



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 \$59,576 for equipment purchases that will support the activities covered under the Department of Treasury guidelines.

Accomplishments

Completed the animal facility that was approved by the City to temporarily house rescued animals that are picked up within our City by our officers. Confiscated Treasury funds were utilized to build the entire facility.

Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Funds spent on equipment and building improvements	\$34,676	\$21,753	\$4,029	\$25,643	\$8,022	\$59,576

Law Enforcement Trust Fund Treasury Confiscated

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fines & Forfeitures	7,549	49,768	-	-
Investment Income	1,853	2,140	1,000	2,000
Appropriated Fund Balance	-	-	306,424	-
Beginning Surplus	-	-	7,022	57,576
Total	9,402	51,907	314,446	59,576

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	10,522	-	2,678	-
Operating Total	10,522	-	30,605	-
Capital				
Buildings	9,021	4,029	2,350	-
Improvements Other Than Buildings	12,584	-	59,791	-
Machinery and Equipment	2,549	-	221,700	59,576
Capital Total	24,154	4,029	283,841	59,576
Total	34,676	4,029	314,446	59,576



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 \$110,623 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

Funds were used to purchase two Florida Department of Law Enforcement approved Livescan machines to conduct city-wide level II background investigations on all volunteers, coaches, and employees who have access to youth, seniors, and other vulnerable populations in all city-operated or city-supervised programs. The Livescan machines allow for timely electronic fingerprint identification for statewide criminal history records checks through the Florida Department of Law Enforcement, and national criminal history checks through the Federal Bureau of Investigations, and may include criminal records checks through local law enforcement agencies.

Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$0	\$165,815	\$6,156	\$43,465	\$49,967	\$110,623

Law Enforcement Trust Fund Justice Confiscated

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fines & Forfeitures	59,871	109,708	-	-
Investment Income	3,206	4,403	3,000	3,000
Appropriated Fund Balance	-	-	577,445	-
Beginning Surplus	-	-	46,967	107,623
Total	63,077	114,111	627,412	110,623

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	-	-	31,200	-
Operating Supplies	825	147	138,954	-
Operating Total	825	147	170,154	-
Capital				
Improvements Other Than Buildings	-	6,156	263,844	-
Machinery and Equipment	-	-	193,414	110,623
Capital Total	-	6,156	457,258	110,623
Total	825	6,303	627,412	110,623



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.

~ Travel/Conferences

Funds are utilized to afford Officers, as well as other law enforcement personnel, the opportunity to attend special conferences and seminars throughout the United States.

Accomplishments

Funds expended for the conference registration fees and related travel expenses of two command staff members to attend "2016 FBINAA Annual Conference" presented by FBI National Academy Associates. This four-day conference focused on professional law enforcement training and included law enforcement exhibits.

Funds expended for the conference registration fees

and related travel expenses of two command staff members to attend "2015 IACP Annual Conference" presented by International Association of Chiefs of Police. This four-day conference provided exclusive access to leading law enforcement tacticians, veteran experts, and equipment suppliers.

Funds expended for the conference registration fees and related travel expenses of two command staff members to attend "2016 Mid-Winter Training Conference" presented by Florida Police Chiefs Association. This four-day conference focused on professional law enforcement training.

Funds expended for the conference registration fees and related travel expenses of the two Administrative Assistants to the Police Chief and Assistant Chief to attend "Police Chiefs' Executive/Administrative Assistant CORE Training" presented by Florida Police Chiefs Association. This two-day course focused on providing training and skill development in communications, organization methods, roles and responsibilities of the Executive/Administrative Assistant professional.

Funds expended for the conference registration fees and related travel expenses of three detectives to attend "28th Annual Crimes Against Children Conference" presented by Dallas Children's Advocacy Center. This four-day course focused on providing practical and interactive instruction to those fighting crimes against children and helping children heal.

Funds expended for the conference registration fees and related travel expenses of two Code Enforcement Police Service Aides to attend "Officer Safety and Field Application" presented by Florida Association of Code Enforcement.

Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of new recruits sent to the Police Academy	2	5	4	5	4	5
Efficiency						
Average training cost per recruit	\$3,620	\$3,495	\$3,740	\$3,620	\$3,620	\$4,000

Law Enforcement Trust Fund \$2 Police Education

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fines & Forfeitures	37,076	35,248	38,703	35,616
Investment Income	1,698	2,097	1,000	1,000
Appropriated Fund Balance	-	-	247,296	-
Beginning Surplus	-	-	-	-1,000
Total	38,773	37,345	286,999	35,616

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Travel Per Diem	10,255	17,981	130,452	15,616
Publications and Memberships	14,835	22,380	156,547	20,000
Operating Total	25,090	40,361	286,999	35,616
Total	25,090	40,361	286,999	35,616



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 \$198,633 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

Funds were used for the purchase of Gang Resistance And Drug Education (G.R.A.D.E.) workbooks. The G.R.A.D.E. Program is taught to all 5th grade students as a preventative program against gang involvement, alcohol and drug abuse, cigarette smoking, bullying and establishing self-esteem.

Donated \$2,500 to "Broward County Crime Stoppers" program.

Donated \$2,000 to "A Child is Missing" program.

Law Enforcement Trust Fund FDLE Confiscated Performance Measures

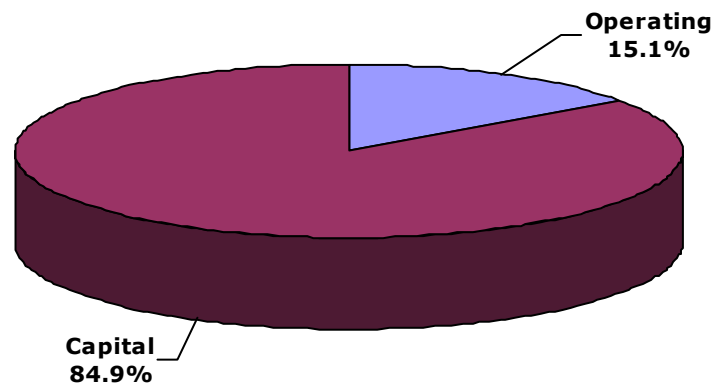
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent for drug and crime prevention	\$3,963	\$6,438	\$21,733	\$17,294	\$16,090	\$35,361
Funds spent on equipment and building improvements	\$232,589	\$17,521	\$0	\$93,002	\$70,000	\$198,633

Law Enforcement Trust Fund FDLE Confiscated

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Fines & Forfeitures	96,953	176,985	-	-
Investment Income	3,293	3,739	2,000	3,000
Appropriated Fund Balance	-	-	348,507	-
Beginning Surplus	-	-	105,540	230,994
Total	100,245	180,724	456,047	233,994

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	-	-	12,951	-
Other Contractual Services	5,550	9,900	33,000	-
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	4,673	21,733	35,495	35,361
Operating Total	10,223	31,633	92,622	35,361
Capital				
Buildings	142,912	-	105,774	-
Machinery and Equipment	88,967	-	250,566	198,633
Capital Total	231,879	-	356,340	198,633
Grants and Aid				
Aids to Private Organizations	-	-	7,085	-
Grants and Aid Total	-	-	7,085	-
Total	242,103	31,633	456,047	233,994

Expenditure Category





Older Americans Act (OAA) Grant

Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population at the Southwest (SW) Focal Point Senior Center. In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

Goals

To account for funds received from the OAA Grant and provide a full range of social services to eligible seniors in accordance with the guidelines of the Older Americans Act and the State of Florida Department of Elder Affairs.

Objectives

TITLE IIIB - SUPPORTIVE SERVICES: To facilitate the following social services to those 60 years of age or older residing in southwest Broward County: Information, Referral, Recreation, In-home Services, Health Support, Counseling, Adult Day Care, Alzheimer's Adult Day Care for seniors, and Public Education.

TITLE IIIE - FAMILY CAREGIVERS SERVICES: To provide expanded services to all Adult Day Care Program clients as well a Caregiver Training/Support Group for their caregivers. The expanded hours are Monday thru Friday, 7:00 AM – 6:00 PM. The expanded hours provide benefits to senior clients and caregivers.

LOCAL SERVICE PROGRAM (LSP) TRANSPORTATION: To provide safe, reliable, and efficient transportation services to seniors 60 years of age or older living in southwest Broward County.

Major Functions and Activities

Plan and implement the following senior services:

~ **RECREATION** - Includes classes such as ceramics, arts and crafts, computers for seniors, bingo, card and board games, special events, and field trips.

~ **HEALTH SUPPORT SERVICES** - Provides health screening, counseling, assessments, speakers on a variety of health subjects, a walking club program, senior wellness and exercise classes.

~ **INFORMATION and REFERRAL** - Provides direct access to Community Services programs and special

senior programs. This service includes case management and referrals facilitated by the staff social worker.

~ **COUNSELING** - Services include individual, group, and/or family/caregiver counseling sessions as well as referrals and educational speakers.

~ **ADULT DAY CARE** - Provides a structured program for frail and/or Alzheimer's specific clients. Special activities, classes, and programs are planned to enhance the lives of these seniors in an effort to delay institutionalization and to provide respite care.

~ **PERSONAL CARE** - Includes assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

~ **HOMEMAKER** - Provides specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing, minor home repairs, meal planning and preparation. This service is provided through coordination with a home health agency.

~ **RESPIRE** - Provides relief or rest for a primary caregiver from the constant/continued supervision, companionship, therapeutic and/or personal care of a functionally-impaired older person for a specific period of time. This service is provided through coordination with a home health agency.

~ **TRANSPORTATION** - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by County Line Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and 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.



Older Americans Act (OAA) Grant

Budget Highlights

Continue to receive allocated funds under the Older Americans Act Grant to provide services to the community as Adult Day Care, Education/Training, Counseling, In-Home Services, Recreation and Transportation.

Continue affiliations with Barry University, Nova Southeastern and FIU and foster their interns in the field of Social Work and Counseling.

New support groups are being implemented as the needs of our community evolve. An English and Spanish speaking bereavement group will be held monthly. The Aging Healthy and Living Independently Forum is a new group targeted to all who encounter some kind of ailment and wish to learn adaptive methods and specialized information on their individual issues. Vitas will sponsor and program "Vivir Feliz" for the Spanish speaking members regarding various health and wellness topics once a month.

Accomplishments

Community Services programmed and held their first annual Veteran's Employment Expo on October 6, 2015. This was a very successful event where 40 plus vendors attended the expo and met with over two hundred veterans who came 'dressed for success' and prepared with their resumes in hand. Workshops on resume writing and interviewing skills were also held during this event.

Community Services held their 20th annual Health and Education Fair on November 5, 2015. With over 40 vendors and multiple health screenings and sponsors, the fair was a huge success, providing a varied array of information on health and social services available to our seniors and their families in our community.

The annual antiques and collectibles show that was held in October 2015 brought in almost \$7,000.00 while the November 2015 and February 2016 flea markets brought in over \$30,000.00 combined.

Older Americans Act (OAA) Grant Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of clients receiving day care services	77	90	68	100	104	100
Number of senior clients registered at SW Focal Point Center	2,841	3,200	3,607	3,000	3,200	3,700
Units (1 hour) of service:						
Information	1,593	5,995	#	#	#	#
Referral	546	507	#	#	#	#
Public education	61	60	48	60	48	48
Personal care	4,690	4,576	4,552	4,576	4,576	4,525
Respite	393.0	390.0	379.5	390.0	390.0	390.0
Homemaker	3,225	3,176	2,725	3,176	3,176	3,128
Number of one-way client (age 60+) trips per year	35,585	28,398	31,344	27,036	26,267	25,513
Screening & Assessment	160.00	700.00	223.75	700.00	100.00	120.00
Health support-group	417	914	1,373	768	768	0
Adult day care	50,695	36,000	36,392	36,392	50,176	36,036
Counseling--individual	74.00	72.00	72.75	72.00	72.00	72.00
Counseling--group	89.00	84.00	90.25	58.00	58.00	60.00
Recreation	3,676	5,326	6,679	3,346	4,990	5,624
Caregiver Training & Support - Group	148.0	155.0	153.5	148.0	148.0	148.5
Effectiveness						
% of service units billed	100.00%	100.00%	70.29%	100.00%	100.00%	100.00%
Efficiency						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per mile	0.26	3.40	0.26	0.50	3.00	3.00
Vehicular accidents per 100,000 miles	2.930	0.000	1.590	0.000	0.000	0.000
Road calls per passenger trip	0.0020	0.0000	0.0002	0.0000	0.0000	0.0000
Grant reimbursement per trip	\$8.55	\$8.14	\$7.64	\$8.55	\$8.80	\$8.80

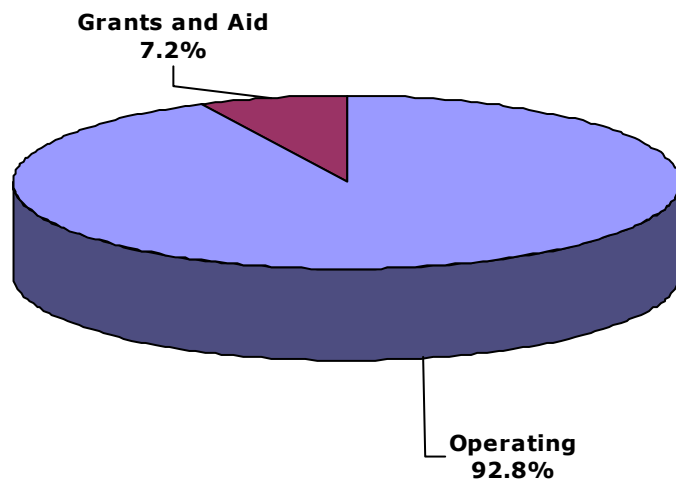
Service terminated by OAA.

Older Americans Act (OAA) Grant

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Federal Grants	432,976	390,284	418,192	418,192
Grants from Local Units	143,181	140,874	139,151	139,151
State Grants	245,368	260,759	256,020	254,388
Private Gifts / Contributions	25,170	8,319	25,000	25,000
Interfund Transfers	425,467	512,652	561,569	487,850
Total	1,272,161	1,312,888	1,399,932	1,324,581

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	135	322	1,400	1,400
Other Contractual Services	1,058,765	1,110,281	1,123,182	1,092,863
Repair and Maintenance Services	61,296	28,425	105,200	60,800
Operating Supplies	50,942	74,238	74,866	74,234
Operating Total	1,171,139	1,213,267	1,304,648	1,229,297
Grants and Aid				
Aids to Government Agencies	101,023	99,621	95,284	95,284
Grants and Aid Total	101,023	99,621	95,284	95,284
Total	1,272,161	1,312,888	1,399,932	1,324,581

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 outstanding balances shown in these paragraphs will be those of September 30, 2016. All capitalized terms are as defined in each bond issue's official documents.

~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$29,720,000 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 1998 maturing on and after October 1, 2009 totaling \$18,935,000 and all of the Public Improvement Revenue Bonds, Series 2001, maturing on and after October 1, 2014 totaling \$10,985,000. This advance refunding generates a net present value benefit of \$1,268,541. These refunding bonds have an outstanding balance of \$ 19,740,000 due in varying installments through October 1, 2022. The outstanding bonds bear interest at rates from 4.00% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, 2014 and any Additional Parity Bonds. The bonds maturing on and after October 1, 2017 are subject to redemption at the option of the City, on or after October 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, Series 2006:

On December 1, 2006, the City issued \$45,050,000 bonds for the purpose of (1) advance refunding \$28,100,000 outstanding Capital Improvement Revenue Bonds, Series 1999, maturing on and after December 1, 2009 that were not used to refund the Refunded 1995 Bonds and (2) funding various City capital projects. The advance refunding generates a net present value benefit of \$1,778,037. These refunding bonds have an outstanding balance of \$ 32,480,000 due in varying installments through December 1, 2031. They bear interest at rates which range from 3.85 % 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 any Additional Parity Bonds and Additional Parity Franchise Revenue Bonds. The bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption

~ CAPITAL IMPROVEMENT REVENUE BONDS (PHASE II OF FORMAN SENIOR HOUSING PROJECT), SERIES 2007:

On January 24, 2007, the City issued \$26,805,000 bonds for the purpose of funding (1) the design, construction, and equipping of approximately 220 residential units to become part of the City's senior housing facilities to be owned and operated by the City, to be located on the Senator Howard C. Forman Human Services Campus and related subordinate facilities, and (2) renovations to existing senior housing facilities owned and operated by the City. These bonds have an outstanding balance of \$ 22,050,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 3.75% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, and any Additional Parity Franchise Revenue Bonds. The bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.



Debt Service Fund

~ CHARTER SCHOOL REVENUE BONDS, SERIES 2008
(Reissued in May 2014):

On March 25, 2008, the City issued \$64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of \$29,405,000 and \$17,715,000, respectively. The 2008 Bonds have an outstanding balance of \$, 62,495,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent and no 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on parity with any Additional Parity Bonds.

The 2008 Bonds are subject to optional and mandatory tender for purchase and to optional and mandatory redemption prior to maturity. Holders of the 2008 Bonds may elect to have their 2008 Bonds purchased on any Business Day, upon delivery of a Tender Notice to the Tender Agent seven days prior to the applicable Purchase Date. They are subject to redemption on any Business Day at the option of the City at a redemption price equal to 100% of the principal amount of such 2008 Bonds plus accrued interest to the date of redemption. The 2008 Bonds tendered for purchase, either at the option of the owner or upon mandatory tender, and not

remarketed, will be subject to purchase pursuant to a Stand-by Bond Purchase Agreement with Royal Bank of Canada providing liquidity support for the 2008 Bonds.

In an effort to hedge its exposure to variable interest rates on the 2008 Bonds, the City has entered into four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions (collectively, the "Series 2008 Swap Transaction") with two Counterparties.

On May 17, 2011, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$63,495,000. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on March 25, 2011 which was extended to May 24, 2011.

The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to Wells Fargo Bank, National Association (the "Bank") and obtain a variable rate of SIFMA rate plus 0.89% for a three year term. The Series 2008 Bonds have four interest rate SWAPS for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the three year period with the Bank, the effective interest cost to the City will be the fixed rates that the City pays to the Counterparties plus the 0.89% interest spread to the Bank.

On May 29, 2014, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$62,795,000. The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to PNC Bank, National Association (Bank) and obtain a variable rate of SIFMA rate plus 0.59% for a four year term with an expiration date of July 1, 2018. The Series 2008 Bonds have four interest rate SWAPS for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the four year period with the Bank, the effective interest cost to the City will be fixed rates that the City pays to the Counterparties plus the 0.59% interest spread to the Bank.

The Series 2008 Swap Transaction has an initial notional amount equal to the initial aggregate principal amount of the 2008 Bonds and will terminate at various times with the final termination date on the final maturity date of the 2008 Bonds, unless earlier terminated pursuant to the terms of the applicable the 2008 Swap Transaction. The notional amount of the Series 2008 Swap Transaction will



Debt Service Fund

amortize at the same times and in the same amounts as the amortization of the 2008 Bonds. The City will pay a fixed rate of interest to each of the Swap Counterparties on their respective notional amounts equal to 3.324% and 3.794% and will receive in return from each of the Swap Counterparties a floating rate equal to the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index, on the same notional amount determined on the day of the week specified in the applicable Series 2008 Swap Transaction.

It is anticipated by the City that the floating rate payable by each of the Swap Counterparties will approximate the interest rate on the 2008 Bonds while the 2008 Bonds bear interest in the Weekly Rate Mode. There is no guarantee, however, that such rates will match at all times or at any time. The City is exposed to "basis risk" to the extent that the floating rate it receives from the applicable Swap Counterparty does not equal the interest rate it is required to pay on the 2008 Bonds. The City's payment obligations under the Series 2008 Swap Transaction (except for Swap Termination Payments) will be payable from Pledged Revenues, on a parity with the payment of interest on the 2008 Bonds and are paid on a priority to principal payments on the 2008 Bonds.

The City's net payments/receipts under the Series 2008 Swap Transaction will consist of Periodic Payments based upon fluctuations in short-term interest rates and, in the event of a termination of the Series 2008 Swap Transaction prior to the stated term thereof, a potential Swap Termination Payment. The amount of such potential Swap Termination Payment will be based primarily upon market interest rate levels and the remaining term of the Series 2008 Swap Transaction at the time of termination. The City's obligations with respect to the payment of Swap Termination Payments, if any, are subordinate to the payment of Pledged Revenues on the 2008 Bonds and the Periodic Payments on the Series 2008 Swap Transaction.

As the SIFMA Rate for September 30, 2016 is not available, the debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2016" is based on the .061% interest rate which was the SIFMA Rate (0.02%) in effect at the prior year's financial statement date of September 30, 2014 (per GASB Statement No. 38, paragraph 10) plus the 0.59% interest spread to the Bank.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2011):

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. The Series 2008 Bonds initially will bear interest at the Weekly Rate, determined by the Remarketing Agent each Wednesday and payable on the first Wednesday of each month. Interest on the Series 2008 Bonds will be paid at the lesser of the maximum rate permitted by law and 12% per annum. The Issuer may change the interest rate determination method from time to time. A change in the method, other than a change between the Daily Rate and the Weekly Rate, will result in the Series 2008 Bonds becoming subject to mandatory tender for purchase on the effective date of such change. As a condition to the issuance of the Series 2008 Bonds, the City delivered an irrevocable direct-pay Letter of Credit expiring on July 15, 2011, this entitles the Trustee to draw an amount sufficient to pay (i) the principal of the Series 2008 Bonds or the portion of the Purchase Price corresponding to the principal of the Series 2008 Bonds (at maturity or upon acceleration or redemption prior to maturity) and (ii) 40-days' accrued interest on such Series 2008 Bonds or that portion of the Purchase Price corresponding to the interest accrued thereon.

These 2008 Bonds have an outstanding balance of \$8,040,000. 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 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series



Debt Service Fund

2007, and any Additional Parity Franchise Revenue Bonds.

The Credit Provider extended the Letter of Credit until September 15, 2011, and prior to its expiration, the City reissued the Series 2008 Bonds under an Amended and Restated Indenture of Trust with U.S. National Bank in the amount of \$8,040,000 in the same terms and conditions as the Original Indenture of Trust except for the requirement of the Letter of Credit Facility and the additional Interest Period with a banking institution.

The debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2016" is based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date of September 30, 2016 (per GASB Statement No. 38, paragraph 10).

~ 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 \$6,041,300 due in varying installments through December 1, 2026. The outstanding bonds bear interest at the rate of 4.1575%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 and any Additional Parity Franchise Revenue Bonds. The Bonds are subject to redemption at the option and direction of the Issuer in whole or in part on any date on and after the 10th anniversary of the Delivery Date at a redemption price equal to the principal amount thereof to be redeemed plus interest accrued to the date of redemption.

~ Consolidated Utility System Revenue Bonds, Series 2010:

On December 21, 2010, the City issued the Consolidated Utility System Revenue Bonds, Series

2010 in the amount of \$12,300,000 for the purpose of financing certain improvements and expansions to the City's consolidated utility system. These Bonds have an outstanding balance of \$ 8,147,323 due in varying installments through December 1, 2025. The outstanding bonds bear interest at the rate of 3.50%, with interest payable semi-annually on June 1st and December 1st. The Bonds are not subject to optional redemption prior to December 1, 2015. After December 1, 2015, they may be subject to optional redemption, at the direction of the Issuer, in whole or in part, on any day for which proper notice of redemption may be given in accordance with the Resolution at a redemption price equal to the principal amount to be redeemed plus interest accrued to the date of redemption, plus a premium as set forth below:

Redemption Date Premium:

December 2, 2015 through December 1, 2020: 1%
December 2, 2020 and thereafter: 0%

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2013:

On October 15, 2013, the City issued \$35,300,000 bonds in order to maintain the City's pension contribution as a percentage of payroll at the level prior to the increased benefits for firefighters under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers. These bonds have an outstanding balance of \$ 32, 805,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.45%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2014 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released.



Debt Service Fund

TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2014:

On September 10, 2014, the City issued \$41,540,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of \$39,920,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 4.25% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2013 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the Bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released. The bonds maturing on and after October 1, 2033 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2024, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2014

On September 10, 2014, the City issued \$29,040,000 bonds for the purpose of funding the cost, planning, acquisition, construction, and equipping of the Senior Housing Project (Towers One & Two), the site development, engineering and permitting costs related to the Senior Housing Project, and the mobile safety equipment. These bonds have an outstanding balance of \$28,150,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.50% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these

bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series, 2001, 2004A, 2004B and any Additional Parity Bonds. The bond maturing on or after October 1, 2025 are subject to redemption at the option of the City, on or after October 1, 2025, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ GENERAL OBLIGATION BONDS, SERIES 2015:

On June 4, 2015, the City issued General Obligation Bonds in the amount of \$76,045,000 for the purpose of (i) funding the cost of construction, acquisition and equipping of a new city hall/civic center, commission chambers and art gallery; and certain other capital projects authorized under the Authorizing Resolution, (ii) refund all of the Issuer's outstanding General Obligation Bonds, Series 2005 maturing on and after September 1, 2016 (the "2005 Refunded Bonds") and refund all of the Issuer's General Obligation Bonds, Series 2007 maturing on and after September 1, 2018 (the "2007 Refunded Bonds," and collectively with the 2005 Refunded Bonds, the "Refunded Bonds"), and (iii) pay the costs of issuing the Series 2015 Bonds. These Series 2015 bond have an outstanding balance of \$75,285,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 1.50% to 5%, with interest payable semi-annually on March 1st and September 1st. The Series 2015 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2015 Bonds. The bonds maturing on or after September 1, 2026 are subject to redemption at the option of the City, on or after September 1, 2025, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ GENERAL OBLIGATION BONDS, SERIES 2015:

On June 4th, 2015, General Obligation Bonds, Series was refunded in the amount of \$4,382,635 for the purpose of funding (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. These Series 2015 Bonds have an outstanding balance of \$2,169,650.



Debt Service Fund

The outstanding bonds bear an interest rate of 3.07%, with interest payable semi-annually on March 1st and September 1st. The Series 2015 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2007 Bonds. The bonds maturing on or after September 1, 2017 are subject to redemption at the option of the City, on or after September 1, 2017, in such order of maturity as the City selects, plus accrued interest to the redemption date.

Budget Highlights

Future debts will be issued as the Commission deems appropriate.

Accomplishments

All bond issues' obligations were met and covenants complied.

On September 30th, 2016, the Variable Rate Capital Improvement Revenue Bonds (Susan B. Anthony Center), Series 2008, was refunded with an outstanding principal amount on \$7,636,000 at a fixed rate of 1.66%.

Debt Service Fund Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of bond issues outstanding	15	14	12	12	12	12
Number of payments	85	86	68	69^	82	68
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%

^ The 2014-15 goal is 83.

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2016

	Refunding 2005 GO Bonds and Partial 2007 GO Bonds	Advance Refunding Public Imprv Series 1998 & Series 2001	Various Capital Projects & Advance Refunding Cap Imprv, Series 1999	Senior Housing Project Tower 3	Various Capital Projects	Refunding Charter Sch Bonds & New Charter School Projects
Type of Bonds	\$76,045,000	\$29,720,000	\$45,050,000	\$26,805,000	\$43,000,000	\$64,095,000
Revenue		Public Improv. Refunding	Capital Improv. Refunding	Capital Improv.		Charter School
General Obligation	General Obligation				General Obligation	*
Fiscal Y/E Sep 30	Series 2015	Series 2006	Series 2006	Series 2007	Series 2007	Series 2008
2017	4,812,738	3,293,050	3,369,962	1,714,013	1,084,200	481,121
2018	5,895,538	3,288,550	3,366,713	1,716,250	-	483,676
2019	5,897,938	3,282,925	3,371,350	1,712,319	-	478,839
2020	5,895,938	3,285,675	3,363,487	1,716,300	-	477,180
2021	5,897,688	3,276,550	3,372,113	1,714,900	-	478,678
2022	5,897,688	3,290,800	3,364,237	1,712,300	-	478,068
2023	5,895,688	3,284,400	3,363,763	1,713,400	-	1,611,346
2024	5,896,438	-	3,366,363	1,713,100	-	1,890,485
2025	5,894,438	-	3,250,153	1,716,300	-	1,768,295
2026	5,894,438	-	3,249,963	1,717,287	-	1,809,690
2027	5,895,238	-	3,245,028	1,716,038	-	3,330,207
2028	5,894,738	-	1,148,687	1,713,375	-	4,460,939
2029	5,894,988	-	1,142,569	1,713,750	-	4,607,724
2030	5,896,388	-	1,144,750	1,716,250	-	4,743,002
2031	5,896,187	-	1,140,125	1,715,750	-	4,875,691
2032	5,894,937	-	1,138,694	1,717,125	-	4,722,702
2033	5,892,687	-	-	1,715,250	-	4,865,623
2034	5,893,937	-	-	1,715,000	-	5,027,047
2035	5,892,937	-	-	1,716,125	-	5,212,885
2036	5,894,187	-	-	1,713,500	-	5,395,068
2037	-	-	-	1,716,875	-	5,582,974
2038	-	-	-	-	-	5,784,254
2039	-	-	-	-	-	-
Total debt service	\$ 116,824,754	\$ 23,001,950	\$ 42,397,957	\$ 36,015,207	\$ 1,084,200	\$ 68,565,494
Principal outstanding FY 2016	\$ 75,285,000	\$ 22,055,000	\$ 34,350,000	\$ 23,385,000	\$ 2,040,000	\$ 62,595,000

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2016

Type of Bonds							Business-type Activities	Combined Activities
	Refunding Susan B. Anthony Center 2005 Bonds	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	Consolidated Utility System Project		
	<u>\$7,636,000</u>	<u>\$8,545,700</u>	<u>\$35,300,000</u>	<u>\$41,540,000</u>	<u>\$29,040,000</u>	<u>\$12,300,000</u>		
Revenue	Variable Rate Cap Improv. Refunding	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Consolidated Utility System		
General Obligation	***							
Fiscal Y/E								
Sep 30	Series 2016	Series 2010	Series 2013	Series 2014	Series 2014	Series 2010	Debt Service/ Principal	
2017	330,110	703,784	2,851,210	3,174,313	2,193,381	1,057,647	25,065,529	
2018	335,388	707,676	2,845,404	3,167,482	2,178,356	1,057,182	25,042,215	
2019	340,869	705,234	2,841,173	3,160,801	2,176,606	1,056,701	25,024,755	
2020	347,200	706,283	2,840,187	3,160,213	2,182,106	1,056,203	25,030,772	
2021	353,365	706,141	2,837,531	3,156,675	2,180,706	1,055,687	25,030,035	
2022	361,365	708,345	2,832,555	3,150,650	2,171,931	1,055,153	25,023,092	
2023	369,165	708,938	2,830,701	3,148,094	2,182,431	1,054,601	26,162,527	
2024	377,766	707,946	2,823,222	3,149,365	2,175,306	1,054,029	23,154,020	
2025	387,151	827,893	2,824,932	3,139,715	2,172,681	1,053,438	23,034,996	
2026	396,304	827,123	2,820,253	3,139,235	2,171,681	1,052,826	23,078,800	
2027	407,224	829,084	2,818,689	3,132,980	2,172,056	-	23,546,545	
2028	417,879	-	2,815,086	3,131,112	2,184,731	-	21,766,547	
2029	429,268	-	2,809,437	3,128,153	2,174,953	-	21,900,843	
2030	441,375	-	2,802,421	3,128,602	2,176,625	-	22,049,414	
2031	454,184	-	2,799,073	3,117,365	2,165,000	-	22,163,374	
2032	467,676	-	2,793,378	3,119,832	2,159,875	-	22,014,219	
2033	481,837	-	2,789,904	3,116,182	2,155,375	-	21,016,858	
2034	495,649	-	2,788,075	3,106,414	2,165,850	-	21,191,972	
2035	511,113	-	-	-	2,154,850	-	15,487,910	
2036	527,195	-	-	-	-	-	13,529,950	
2037	543,878	-	-	-	-	-	7,843,727	
2038	560,147	-	-	-	-	-	6,344,401	
2039	-	-	-	-	-	-	-	
Total debt service	<u>\$ 9,336,109</u>	<u>\$ 8,138,447</u>	<u>\$ 50,763,231</u>	<u>\$ 56,527,181</u>	<u>\$ 41,294,503</u>	<u>\$ 10,553,467</u>	<u>\$ 464,502,500</u>	
Principal outstanding								
FY 2016	<u>\$ 7,636,000</u>	<u>\$ 6,909,800</u>	<u>\$ 34,060,000</u>	<u>\$ 41,540,000</u>	<u>\$ 29,040,000</u>	<u>\$ 9,640,059</u>	<u>\$ 348,535,859</u>	

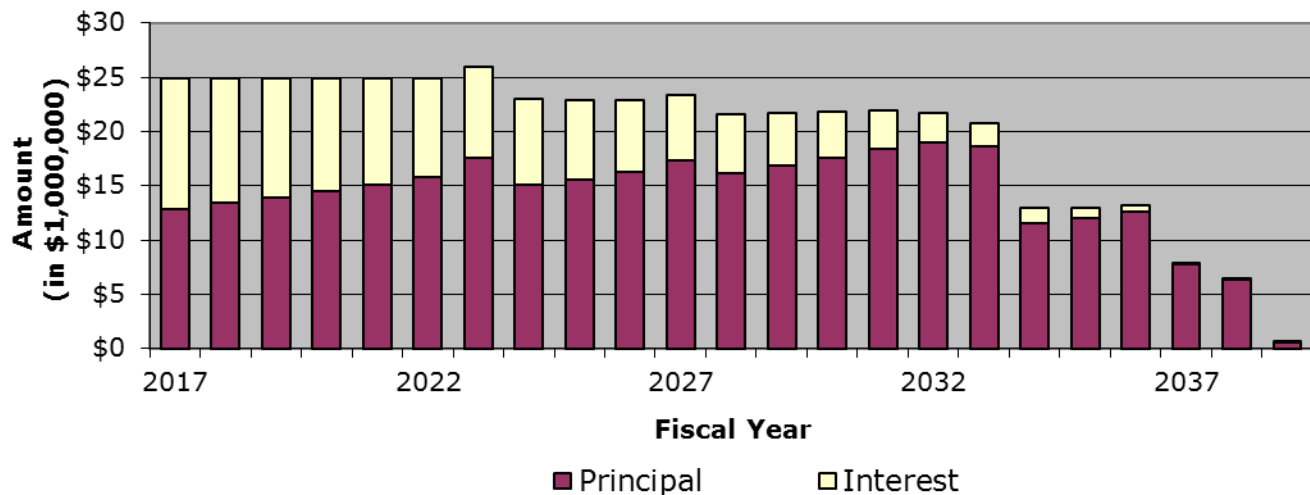
* Based on the **0.61%** interest rate which was the Securities Industry and Financial Markets Association Municipal Swap Index (SIFMA) Rate in effect at the financial statement date (September 30, 2015) Statement No. 38, paragraph 10, which was **0.02%** + the 0.59% Direct Purchase spread to the bondholder for a four year term from May 29, 2014.

** Based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date (September 30, 2011) 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, 2016" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 18 years, 2017 – 2035, at approximately \$21,500,000 to \$26,700,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.

Annual Principal and Interest Payment FY2017 to FY2039



The debt service and related fees of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2016 of \$7,636,000 continues to be paid by the Susan B. Anthony Center (Center) as rent payments to the City. The Susan B. Anthony Center was built by the City and funded by the City's refunded Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center).

The total outstanding bond principal balance as of September 30, 2016 is **\$348,535,859** representing an increase of \$11,216,000 from prior year as a result of principal repayment.

Property Taxable Value for fiscal Year Ending Sept. 30, 2016 (2015 Tax Year)

Just Value	\$ 16,053,238,879
Less: Property and Personal Exemptions	(3,385,819,980)
Homestead Assessment Differential ⁽¹⁾	(2,184,501,350)
Nonhomestead Residential Property Differential ⁽²⁾	(222,117,740)
Certain Residential and Nonresidential Real Property Differential ⁽²⁾	(41,390,140)
Agricultural Differential ⁽³⁾	(22,465,100)
Pollution Control Devices Differential ⁽⁴⁾	(38,173)
Value Adjustment Board & Broward County Property Appraiser	753,885,542
Final Taxable Value	<u>\$ 9,499,904,916</u>

(1) Just value of agricultural land classified net of use value, governmental and institutional (charitable, religious, scientific, and educational).

(2) Widows/widowers, disability/blind, \$25,000 homestead, additional \$25,000 homestead, additional \$25,000 homestead age 65 and older, homestead assessment reduction for parents or grandparents, disabled veterans' homestead discount and deployed service member's homestead exemption.

(3) Per Florida Statute 193.155, the reassessed value of homestead property 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 Consumer Price Index. Per Florida Statutes 193.1554 & 193.1555, the reassessed value may not exceed 10% of the assessed value of the property for the prior year. Per Florida Statute 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year. Per Florida Statute 193.621, the reassessed value may not be greater than its market value as salvage.

(4) Final adjustments to assessed value made by the Value Adjustment Board (VAB) of Broward County per Florida Statute 194.011 & BCPA.

(5) Total direct tax rate includes debt service millage as follows: 0.3275-FY2006, 0.2606-FY2007, 0.4672-FY2008, 0.5318-FY2009, 0.5951-FY2010, 0.6780-FY2011, 0.6713-FY2012, 0.6716-FY2013, 0.6408-FY2014, and 0.5935-FY2015.

(6) Includes tax-exempt property.

Legal Debt Limit

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

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

City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation)	\$133,218,735

General Obligation Bonds:

General Obligation Bonds, Series 2015 (2007)	1,040,000	
General Obligation Bonds, Series 2015	74,020,000	
Total General Obligation Bonds subject to debt limitation		75,060,000
Total outstanding debt	\$346,265,745	
Legal debt margin		\$ 58,158,735

Bond Covenants

The City is also governed by the covenants of individual revenue bonds if the City plans to issue additional parity bonds. The covenants are as follows:

Taxable Communications Services Tax Revenue Bonds, Series 2013 ***Taxable Communications Services Tax Revenue Bonds, Series 2014***

Additional parity bonds payable from the pledged revenues may be issued only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Refunding Bonds, Series 2006

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Capital Improvement Revenue Refunding Bonds, Series 2006

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Charter School Revenue Bonds, Series 2008 (Reissued in May 2011)

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 (Reissued in September 2011)

Additional parity franchise revenue bonds payable from the pledged revenue may be issued only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity franchise revenue bonds.

Capital Improvement Revenue Refunding Bonds, Series 2010

Additional bonds and additional parity franchise revenue bonds payable from the pledged revenues may be issued only for acquisitions or construction of additions, extensions or improvements to the Project, or for refunding of bonds, and only if the pledged revenues for the preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Consolidated Utility System Revenue Bonds, Series 2010

Additional Parity Obligations shall be issued after the Net Revenues derived for any consecutive twelve (12) months out of the preceding twenty-four (24) months preceding the date of issuance of the proposed Additional Parity Obligations adjusted as provided in the bond resolution, is equal to and not less than 120% of the Maximum Bond Service Requirement on all the outstanding Bonds and the Additional Parity Obligations.

Debt Service Fund

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Ad Valorem Taxes	5,470,524	5,406,078	5,833,898	5,889,763
Utility Taxes	1,641,489	1,642,948	1,847,387	2,181,224
Communications Service Tax	6,299,299	6,028,397	5,846,888	5,509,584
Franchise Fees	818,587	820,373	824,920	821,895
Investment Income	78,215	97,837	43,758	51,758
Rents & Royalties	12,359,687	11,921,093	11,984,331	11,965,744
Interfund Transfers	317,564	118,065	118,068	118,068
Debt Proceeds/Installment Purchase	108,896,529	75,963,533	-	-
Beginning Surplus	-	-	-300,589	-181,729
Total	135,881,893	101,998,325	26,198,661	26,356,307

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Debt Services				
Principal Payments	10,305,165	11,784,365	11,683,168	12,246,468
Interest Payments	16,231,252	12,601,764	14,497,493	14,091,839
Other Debt Service Costs	3,200	4,000	18,000	18,000
OneTimers	109,277,444	75,230,994	-	-
Debt Services Total	135,817,061	99,621,123	26,198,661	26,356,307
Other				
Transfers	-	9,690	-	-
Bond Issuance	1,619,557	698,331	-	-
Other Total	1,619,557	708,022	-	-
Total	137,436,619	100,329,145	26,198,661	26,356,307



Municipal Construction Fund

Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

Goals

To complete projects on time and within the established project budget.

Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of the City's planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed. The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st.

Budget Highlights

As per policy, total projects cost is appropriated in the year financing is secured. At this point no new municipal construction projects are envisioned for fiscal year 2016-17; therefore, the fund has no expenditure appropriations. However, unspent funds from projects that will be financed by the General Obligation Bonds, which were appropriated in the fiscal year 2004-05, 2006-07, and 2014-15, will become part of the fiscal year 2016-17 appropriation after the budget is adopted and the carryover of funds finalized.

The operating impact of the remaining incomplete General Obligation Bond projects is indeterminable at this time since the two largest projects, economic development and the city hall/civic center, are in the construction phase.

Accomplishments

Ongoing projects that are part of the General Obligation Bond Initiative include:

Planting of trees Citywide.
Construction of Civic Center/City Hall.
Citywide streetscape enhancements Phase II.
Parking Lot under the FPL Easement adjacent to the City Center Complex.

Completed projects that were part of the General Obligation Bond Initiative include:

Replacement of the ficus hedge on Sheridan Street.

Municipal Construction Fund Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of projects completed	6	9	3	9	5	5

Municipal Construction Fund

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Grants from Local Units	97,224	-	462,350	-
State Grants	-	-	500,000	-
Investment Income	161,849	192,169	-	-
Disp of Fix Assets / Sale of Equip/ Scrap	-	7,050,000	-	-
Private Gifts / Contributions	631,941	630,861	284,300	-
Interfund Transfers	-	9,690	-	-
Debt Proceeds/Installment Purchase	-	9,911,503	-	-
Appropriated Fund Balance	-	-	14,549,980	-
Beginning Surplus	-	-	25,442,247	-
Prior Year Bond Proceeds	-	-	11,792,884	-
Total	891,014	17,794,223	53,031,761	-

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Road Materials and Supplies	218,326	-	-	-
Operating Total	218,326	-	-	-
Capital				
Capital Contingency	-	-	393,863	-
Land	-	379,381	-	-
Buildings	1,870,865	6,745,586	51,460,030	-
Improvements Other Than Buildings	587,923	355,853	675,060	-
Machinery and Equipment	-	-	9,587	-
Infrastructure	3,345,687	509,746	493,221	-
Capital Total	5,804,475	7,990,566	53,031,761	-
Other				
Transfers	1,590	-	-	-
Other Total	1,590	-	-	-
Total	6,024,391	7,990,566	53,031,761	-



Utilities

Goals

To provide customers with the highest possible quality of water and wastewater services while maintaining a competitive rate structure. The Utility Fund ensures that all regulatory agency requirements associated with the construction, operation, and maintenance of the utility system are met or exceeded.

Objectives

Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water, along with the environmentally sound disposal of wastewater, for the customers of Pembroke Pines 24 hours a day, 365 days a year, while maintaining one of the lowest utility rates in southeast Florida.

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 replace potable water meters annually on an as-needed basis.

Inspect and maintain lift stations throughout the City and upgrade or replace outdated parts, pumps, and stations as needed.

Continue to locate, clean, and pad strategic force main and water main valves throughout the City.

Major Functions and Activities

The six functions are:
 Environmental Services
 Technical Services
 Water Treatment
 Water Distribution
 Wastewater Collection
 Wastewater Treatment

These functions work as an integrated team in a joint effort to provide the wide variety of services and support that are essential for the implementation of all operations. This includes pumping water from the ground, treating it, delivering it to our residents, and collecting and treating wastewater, as well as collecting revenues for these services.

~ ENVIRONMENTAL SERVICES (ENGINEERING) - See the separate Engineering section of this document for information on this element.

~ TECHNICAL SERVICES - The technical and regulatory requirements of the Water Treatment Plant and the Wastewater Treatment Plant are addressed by the Technical Services section. The fully certified laboratory continually monitors the water and wastewater systems, ensuring that all federal, state, and local standards for water quality are strictly met. Additionally, the 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, are maintained and upgraded by the Technical Services section.

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours a day and provides our customers with approximately 13.5 million gallons (MG) of safe and reliable potable water daily. The water plant also provides water for firefighting purposes at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible. Staff also provides a 24-hour communication link between customers and emergency repair crews. During plant operations, frequent inspections are performed, thereby ensuring all routine preventative maintenance is accomplished to prevent degenerative performance.

~ WATER DISTRIBUTION - This section is responsible for the repair and preventative maintenance of more than 525 miles of water distribution lines, service lines, meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

~ WASTEWATER COLLECTION - This section is responsible for the operation, repair, and preventative maintenance of more than 36 miles of force mains and 412 miles of gravity sewer mains, as well as 7,567 associated manholes and 190 lift stations. In addition, the maintenance of over 226 miles of storm drains is provided via the Wastewater Collection section.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day, ensuring that approximately 7.5 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in



Utilities

conformance with all applicable federal, state, and local laws. The plant provides treatment capacity for those customers located west of Flamingo Road. The result of the treatment process is disposed of via deep well injection, while solids are land applied to serve the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is accomplished in a timely manner to preclude any degenerative performance.

Budget Highlights

The City's outstanding water and wastewater infrastructure is a direct result of major capital investments by the customers of the City's Utility System.

In order to maintain the operation and structural integrity of this water and wastewater system, the following capital improvements are appropriated in FY2016-17:

- \$425,000 for heavy equipment and vehicles;
- \$287,500 for enhancements to the Public Services Administrative Building at the Howard C. Forman Campus;
- \$410,000 to replace and improve various lift stations;
- \$640,500 for small capital equipment such as meters, level indicators, fire hydrants, monitoring equipment, and water sampling test stations;
- \$300,000 for facility generators;
- \$250,000 to replace chlorination system at the Waste Water Treatment Plant;
- \$2,100,000 to rehabilitate various water treatment equipment;
- \$125,000 for a new containment building at the Holly Lakes Booster Station;
- \$900,000 for an Air Scouring system for the Filter Bank at the Water Treatment Plant; and
- \$1,000,000 for the purchase and installation of the CO2 injection system at the Water Treatment Plant, Academic Village and Holly Lakes Booster Stations.

Accomplishments

Water Treatment Plant:

Performed inspections and refurbished water storage tanks.

Completed the installation of emergency power switchgear upgrades at the Water Treatment Plant.

Completed installation of an ACH Coagulant System in order to aid clarification of the water being pumped into the system.

Installed new cameras security system at the Water Treatment Plant
Started rehabilitation of the ION Exchange to aid in water clarification.

Waste Water Treatment Plant:

Completed phase II of the Biosolids Project along with repurposing the old Central Stores Site into a Sludge Dewatering and Handling Facility.

Replaced 13 lift stations and upgraded the City's SCADA at 190 different sites to monitor 27 more alarm points throughout the system.

Utilities Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of potable water meters replaced	1,919	2,000	2,400	2,000	2,000	3,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	2,500	0	0	2,000	2,000
Miles of water main maintained	100	521	525	525	1,000	525
Fire hydrants maintained	4,700	4,560	4,641	4,650	4,700	4,700
Lift stations maintained	100	190	193	190	197	193
Miles of sanitary sewer maintained	412	412	412	412	412	412
Miles of force main maintained	36	36	36	36	36	36
Number of utility customers assisted	40,000	100,000	120,000	90,000	90,000	100,000
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.2	9.2	9.0	9.2	9.2	<9.5
Total Residual Chlorine (County standard 4.0 or lower)	3.0	3.5	3.6	3.5	3.5	<4.0
Color (County standard 15.0 or lower)	6.0	6.0	15.0	6.0	6.0	6.0
Fluoride ASF (County standard 0.8 or lower)	0.8	0.8	0.4	0.8	0.8	0.7
Turbidity NTU (County standard 1.0 or lower)	0.80	0.06	0.80	0.06	0.90	1.00
Iron Fe- (County standard 0.3 or lower)	0.20	0.02	0.10	0.02	0.20	0.30
CBOD5 Effluent (County standard 20 or lower)	5.2	5.2	8.3	5.2	5.2	<2.0
TSS Effluent (County standard 20 or lower)	3.0	3.0	12.7	3.0	3.0	<2.0
Efficiency						
Number of hours required to repair a pressure main break	12	4	6	4	4	4
Number of hours required to respond to after-hours emergency situations	3	1	1	1	1	4

Utilities

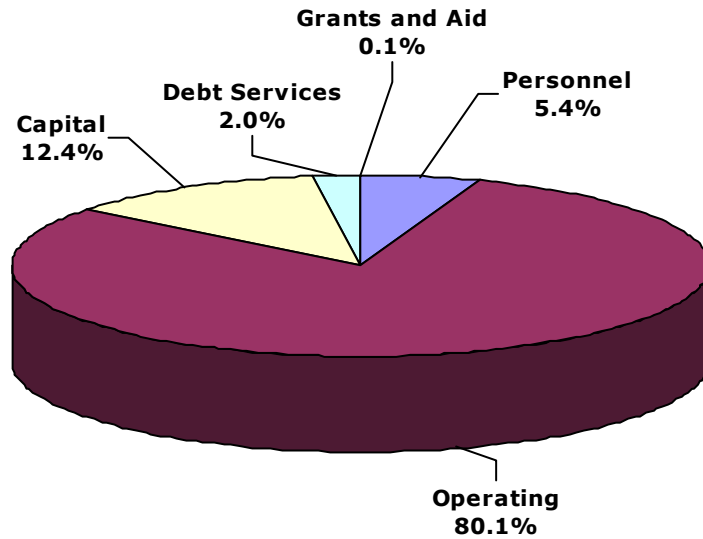
Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Building Permits	19,780	92,797	25,000	92,000
General Government Charges	50,471	49,244	35,200	36,600
Physical Environment Charges	787,794	755,236	750,000	765,000
Water/Sewer Charges	43,086,001	43,847,482	44,361,000	45,445,000
Investment Income	3,098,560	384,910	206,000	165,000
Disp of Fix Assets / Sale of Equip/ Scrap	268,300	39,655	5,000	5,000
Miscellaneous Revenues	8,389	23,138	4,000	4,000
Other Miscellaneous Revenues	2,038	137	4,100	2,800
Appropriated Retained Earnings	-	-	9,240,940	-
Water/Sewer Connection	2,064,436	1,069,739	1,900,000	1,725,000
Capital Funded By Reserve	-	-	2,340,000	2,360,000
Beginning Retained Earnings	-	-	572,173	1,484,961
Total	49,385,771	46,262,339	59,443,413	52,085,361

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	896,996	845,100	923,382	848,995
Benefits	1,269,283	2,133,619	2,070,357	1,983,714
Personnel Total	2,166,279	2,978,719	2,993,739	2,832,709
Operating				
Professional Services	239,122	882,869	677,090	803,000
Accounting and Auditing	55,928	55,670	50,700	49,500
Other Contractual Services	8,968,833	8,004,914	9,932,543	9,894,905
Travel Per Diem	-	34	300	300
Communication and Freight Services	238,001	238,114	285,536	269,460
Utility Services	7,573,970	8,452,489	8,662,053	9,119,860
Rentals and Leases	228,872	173,590	161,996	178,233
Insurance	646,492	1,149,587	1,912,637	1,964,810
Repair and Maintenance Services	423,500	323,891	590,700	1,080,480
Printing and Binding	4,082	5,440	18,500	35,600
Depreciation	5,717,709	6,136,667	2,340,000	2,360,000
Other Current Charges and Obligations	14,548,565	14,048,061	13,732,173	14,132,501
Office Supplies	3,936	8,960	24,500	10,500
Operating Supplies	228,379	603,200	1,914,094	1,807,526
Road Materials and Supplies	973	-	-	-
Publications and Memberships	-	744	1,500	2,000
Training and Education	-	-	2,000	2,000
Operating Total	38,878,361	40,084,229	40,306,322	41,710,675
Capital				
Buildings	-	-	-	125,000
Improvements Other Than Buildings	-	-	10,740,905	1,427,500
Machinery and Equipment	-	-	4,352,907	4,885,500
Capital Total	-	-	15,093,812	6,438,000
Debt Services				
Principal Payments	-	-	733,532	759,205
Interest Payments	366,201	341,536	316,008	289,586
Debt Services Total	366,201	341,536	1,049,540	1,048,791
Grants and Aid				
Aids to Government Agencies	27,097	42,829	-	55,186
Grants and Aid Total	27,097	42,829	-	55,186
Other				

Utilities

Other				
Other Uses	39,881	-	-	-
Other Total	39,881	-	-	-
Total	41,477,819	43,447,312	59,443,413	52,085,361

Expenditure Category



Position Title		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12027	Utility Operations Manager	1	1	1	1
12051	Public Services Director	-	-	0.5	0.5
12055	Deputy Public Services Director	1	2	1	-
12109	Administrative Supervisor	3	3	3	1
12148	Utilities Director	-	-	1	1
12499	Deputy City Manager	0.5	0.5	0.5	0.5
12516	Assistant City Manager	0.5	0.5	0.5	0.5
12523	Accountant	-	-	-	0.5
12741	Controller	0.5	0.5	0.5	0.5
12774	Engineer	0.5	0.5	0.5	0.5
12795	Utility Maintenance Manager	1	1	1	1
13001	Public Services Director	0.5	0.5	-	-
13163	Division Director of Utilities	1	1	1	1
13164	Special Projects Manager	-	-	0.5	0.5
13681	P/T Clerk Spec II	1	1	1	-
Total Full-time		8	9	9.5	7
Part-time		2.5	2.5	2.5	1.5



Public Insurance Fund

Mission

To effectively administer claims and provide a safe and healthy environment for the City's employees, visitors, and residents.

Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Division is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

Reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health and life insurance claims, plan design and fees.

Ensure the City has adequate coverage related to property and casualty insurance to protect its employees and physical assets against loss and liability.

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 fiscal year 2016-17 budget reflects an increase of \$1.2 million or 4.5% over the current working budget. The largest portion of the increase is attributable to projected health claims.

Continue to provide services and educate employees regarding benefits, monitor procedures to control claims cost, transfer risk as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claims costs including employees benefits.

Public Insurance Fund Performance Measures

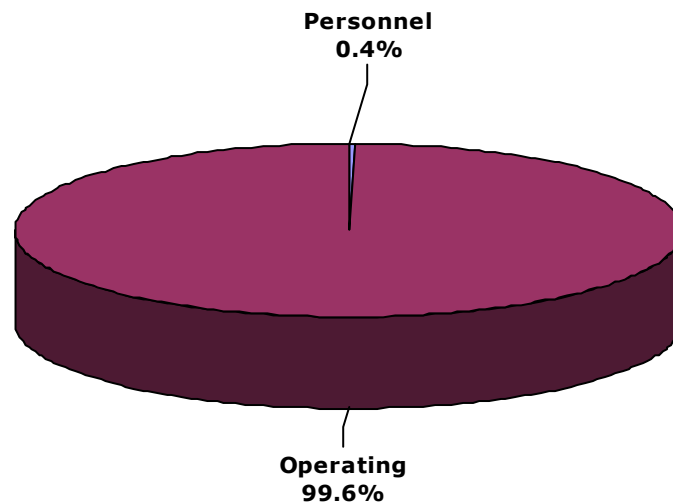
Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Safety seminars	15	20	18	20	18	18
Effectiveness						
Total claims	75	150	157	100	90	80
Efficiency						
Average workers' compensation insurance cost per FT Employee	\$1,596	\$1,000	\$1,818	\$1,000	\$1,000	\$1,200

Public Insurance Fund

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Government Charges	13,709,516	16,432,262	22,976,216	24,241,868
Investment Income	126,555	212,684	132,956	187,220
Other Miscellaneous Revenues	2,781,515	2,465,417	1,731,579	1,616,390
Total	16,617,585	19,110,363	24,840,751	26,045,478

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Salary	65,478	68,721	66,300	66,299
Benefits	49,938	10,889	30,382	38,186
Personnel Total	115,416	79,610	96,682	104,485
Operating				
Other Contractual Services	50,226	88,570	105,576	105,450
Insurance	16,435,582	18,912,013	24,634,030	25,816,043
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	12,360	-	7,000	12,000
Other Current Charges and Obligations	-	27,503	-10,037	-
Office Supplies	4,001	2,667	4,500	4,500
Operating Supplies	-	-	1,000	1,000
Operating Total	16,502,169	19,030,753	24,744,069	25,940,993
Total	16,617,585	19,110,363	24,840,751	26,045,478

Expenditure Category



Position Title	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Budget
12014 Risk Management/Benefits Supervisor	1	1	-	-
12017 Risk/Benefits Manager	-	-	1	1
Total				
Full-time	1	1	1	1
Part-time	-	-	-	-



General Employees Pension

Mission

To accumulate financial assets in order to provide long-term pension benefits to the City's General Employees and their beneficiaries.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City and its employees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Pension Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the General Employees Pension Plan (GEPP), which is administered by the Principal Financial Group.

To keep the GEPP actuarially sound by funding it in accordance with the Annual Required Contributions, as determined by the Plan's actuary.

To invest the assets of the GEPP in accordance with the Investment Policy adopted by the City.

To ensure that all Employees contribute 8.5% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER DATED
 992 April 15, 1992
 1058 December 15, 1993
 1297 March 17, 1999
 1413 June 19, 2002
 1479 March 17, 2004
 1515 May 18, 2005
 1520 August 3, 2005
 1555 August 16, 2006
 1614 September 3, 2008
 1668 August 4, 2010
 1806 January 7, 2015

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. Participants are required to contribute 8.5% of their regular wages, while the City's contribution is based on the actuarial valuation using the aggregate method. Effective February 1, 2010, employees will 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). Effective June 30, 2010 participation in the Plan is limited. No further contributions shall be made by bargaining unit members; and no additional benefits shall accrue to these employees.

Any employees hired on or after February 1, 2010 are not eligible to participate in the Plan, but will participate in a Defined Contribution Plan. The City will contribute 10% of the employee's base salary into the Defined Contribution Plan, but the employee will not be required to make a contribution.

Effective July 1, 2010, bargaining unit members are no longer allowed to participate in 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.

Budget Highlights

The City's contribution to the General Employees Pension for 2016-17 is approximately \$2.5 million.

The GEPP budget includes an estimated annual rate of return of 7.50%, which approximates \$10.0 million in investment income. The actuarial assumption of 7.50% represents the average long-term expected rate of return.



General Employees Pension

Accomplishments

The City's ARC for the fiscal year ending 2015-16 is \$758,577. This represents a \$1.9 million or 71.9% decrease from the prior year, 2014-15.

For the twelve month period ending September 30, 2016, the GEPP investments were valued at \$163 million. The annualized rate of return for this period was 8.05%.

General Employees Pension Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	375	375	375	375	375	375
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$10.0M	\$9.0M	\$9.8M	\$9.2M	\$10.0M	\$10.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	14.04%	7.75%	7.75%	7.75%	7.75%	7.75%
City contribution as a % of covered payroll ^	520.72%#	51.70%	82.5%	51.70%	51.70%	51.70%
Efficiency						
% of administrative costs to total assets	0.02%	0.05%	0.05%	0.05%	0.05%	0.05%

The \$12.6 million additional contribution that was made towards increasing the funding level of the plan accounts for 399.7%.

** Goals for return on investment are based on the actuarial assumption of 7.75%, which represents the average long-term expected rate of return.

^ 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

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Investment Income	12,918,959	-1,726,137	12,900,000	10,000,000
Pension Fund Contributions	16,711,942	9,426,681	2,744,846	2,729,490
Beginning Surplus	-	-	-5,589,846	-2,669,490
Total	29,630,901	7,700,544	10,055,000	10,060,000

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	47,501	48,274	55,000	60,000
Pension Benefits	10,027,752	9,839,428	10,000,000	10,000,000
Other Current Charges and Obligations	-5,806	-25,282	-	-
Operating Total	10,069,446	9,862,420	10,055,000	10,060,000
Total	10,069,446	9,862,420	10,055,000	10,060,000



Police and Fire Pension

Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City, the State, and the members and to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution, as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis, and in accordance with stated policy.

Major Functions and Activities

The Plan, which is a single employer, defined benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description of the Plan and its provisions appears in the City's Code of Ordinances constituting the plan and the summary plan description.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER DATED
557 February 19, 1981
829 March 4, 1987
967 September 19, 1991

1014 November 4, 1992
1067 February 16, 1994
1091 September 8, 1994
1131 September 6, 1995
1198 December 18, 1996
1249 January 7, 1998
1318 November 17, 1999
1321 December 15, 1999
1325 January 19, 2000
1353 September 20, 2000
1360 November 15, 2000
1443 June 18, 2003
1480 March 17, 2004
1521 August 3, 2005
1572 February 21, 2007
1581 May 16, 2007
1669 August 4, 2010
1693 June 15, 2011
1705 October 5, 2011
1709 November 16, 2011
1767 January 15, 2014
1774 April 9, 2014

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of regular wages, the State contributed approximately 7.8%, and 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 service regardless of age.



Police and Fire Pension

Police officers hired before May 1, 2010, shall receive a monthly pension, equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings. Police officers hired after April 30, 2010, shall receive a benefit amount equal to 3% per year of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings for the highest two years of continuous service.

Firefighter members hired on or before June 18, 2003, shall receive a monthly pension, payable for life, equal to 4% per year of continuous service accrued prior to May 1, 2010, plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings. Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a benefit amount equal to 4% plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years provided the pension does not exceed 80% of the average monthly salary. To be eligible for this benefit, firefighter members must retire or enter the DROP no later than the date they accrue the same accrual percentage they would have reached under the terms of the Plan in effect prior to April 30, 2010. Firefighters hired after April 30, 2010, shall receive a benefit amount equal to 3% of the average monthly earnings for the highest two years of continuous service multiplied by the number of years of continuous service provided that the pension does not exceed 80% of the average monthly earnings.

Upon retirement, firefighter members who were hired on or after April 1, 2006, shall receive a fixed 3% increase to their retirement benefit on April 1 of each year following retirement. Firefighters hired on or after May 1, 2010, who retire or enter the DROP, and their beneficiaries, shall receive a 1.5% increase to their retirement benefit on October 1st each year following retirement.

For firefighter and police officer members who retired prior to April 30, 2010, under the Career Anniversary Pension retirement Incentive Option, earnings may include payment up to 1,000 hours of accrued unused

leave. Effective May 1, 2010, firefighter and police officer members may include only accrued time earned as of April 30, 2010, up to 1,000 hours, in the final calculation of pension benefits. For employees hired after April 30, 2010, no payment of accrued leave will be included in the final calculation of pension benefits. For firefighter and police officer members hired before May 1, 2010, entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

Budget Highlights

The City's contribution for fiscal year 2016-17 is approximately \$24.9 million; this represents an increase of \$1.2 million over the 2015-16 working budget. The reason for the increase is mainly attributable to the fact that actual investment performance has been significantly lower than expected.

The Fire and Police Pension budget includes an estimated annual rate of return of 8.0% which approximates to \$10.8 million in investment income. The actuarial assumption of 8.0% represents the average long term expected rate of return.

Accomplishments

The City's ARC for the fiscal year ending 2015-16 is \$23.6 million. The City will be making the full contribution by the end of the year.

For the quarter ending September 30, 2016, the Fire and Police Pension investments were valued at \$535.6 million. The net rate of return for the plan was 3.1% for the quarter ending September 30, 2016.

Police and Fire Pension Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	308	340	314	360	340	340
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$25.4M	\$25.5M	\$26.9M	\$26.5M	\$27.5M	\$28.5M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	10.7%	8.0% *	8.0%	8.0%	8.0%	8.0%
City contribution as a % of covered payroll	80.14%	84.10%	83.80%	84.10%	84.10%	84.10%
Efficiency						
% of administrative costs to total fund assets	0.13%	0.20%	0.20%	0.20%	0.20%	0.20%

* Goals are based on the actuarial assumption of 8.0%, which represents the average long-term expected rate of return.

Police and Fire Pension

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Investment Income	46,596,721	12,443,762	41,250,000	41,250,000
Other Miscellaneous Revenues	44,649	72,859	-	-
Pension Fund Contributions	29,209,399	29,255,767	29,138,296	29,878,559
Beginning Surplus	-	-	-41,097,296	-37,377,559
Total	75,850,769	41,772,388	29,291,000	33,751,000

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	3,076,218	3,390,424	3,225,000	3,625,000
Other Current Charges and Obligations	25,391,326	27,070,511	26,066,000	30,126,000
Operating Total	28,467,544	30,460,935	29,291,000	33,751,000
Total	28,467,544	30,460,935	29,291,000	33,751,000



Other Postemployment Benefits

Mission

To accumulate sufficient financial resources that will be available to provide Other Postemployment Benefits (OPEB), benefits other than pension, to eligible City retirees and eligible dependents.

Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

To invest the assets of the Plan in accordance with the Investment Policy as adopted by the City.

To correctly pay benefits other than pension benefits in accordance with stated policy.

Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45 regarding OPEB. These new standards call for governments to account for other postemployment benefits, other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you-go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general and utility employees, certified firefighters and police officer employees, including dependents for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement, up to a maximum of \$100,000. The benefit amount is reduced by 50% at age 65.

Employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service, and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City's expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Effective July 1, 2010, all general employees (bargaining unit eligible) will pay the full blended insured equivalent rate if they choose to continue the City's insurance at retirement. Effective October 1, 2014, the City is extending its benefits coverage to all eligible retirees' domestic partners.

Budget Highlights

The City will contribute an additional \$8.3 million to the actuarially determined annual OPEB cost of \$5.9 million to the OPEB Trust Fund, totaling \$14.2 million, for fiscal year 2016-17.

Accomplishments

For the twelve month period ending September 30, 2016, the OPEB Trust Fund was valued at \$66.7 million with an annualized net rate of return of 7.30%.

Other Postemployment Benefits Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants receiving benefits	772	450	562	620	800	800
Retiree health claim benefits paid	\$5.4M	\$8.0M	\$7.2M	\$8.1M	\$8.1M	\$8.0M
Effectiveness						
Return on investments**	8.6%	8.0%	-15.0%	8.0%	8.0%	8.0%
City's ARC as a % of City payroll	10.7%	9.5%	11.0%	11.4%	12.0%	12.0%
Efficiency						
City's actual contribution as a % of the ARC	115.4%	100.0%	124.0%	100.0%	100.0%	100%
Administrative costs as a % of total fund assets	0.38%	1.25%	0.44%	1.25%	1.25%	1.25%

** The goal for Return on Investments is based on the actuarial assumption of 8%, which represents the average long-term expected rate of return.

Other Postemployment Benefits

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Investment Income	4,292,026	267,804	4,301,000	4,001,000
Other Miscellaneous Revenues	878,428	833,858	240,000	265,000
Pension Fund Contributions	9,352,000	10,010,983	14,193,000	14,193,000
Beginning Surplus	-	-	-7,565,977	-6,632,381
Total	14,522,454	11,112,645	11,168,023	11,826,619

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel				
Benefits	2,424	2,999	3,000	-
Personnel Total	2,424	2,999	3,000	-
Operating				
Professional Services	180,373	259,962	250,000	300,000
Other Contractual Services	15,500	28,328	15,000	15,000
Insurance	5,625,033	7,443,508	10,900,023	11,511,619
Operating Total	5,820,906	7,731,799	11,165,023	11,826,619
Total	5,823,329	7,734,797	11,168,023	11,826,619



Wetlands Mitigation Trust Fund

Mission

To ensure that the City of Pembroke Pines maintains and preserves its vital ecosystems. The restoration of lost and degraded wetlands to their natural state is essential to ensure the health of Florida's watershed.

Goals

In accordance with the Mitigation Bank Irrevocable Trust Fund Agreement, the City of Pembroke Pines is required to maintain, protect and preserve the wetlands, developed as a diverse multi-habitat ecosystem, in perpetuity.

Objectives

To account for all activities relating to the Wetlands Mitigation Trust and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida Wetlandsbank™ (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres located in the Chapel Trail Preserve.

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

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

the event that investment earnings are insufficient to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

Budget Highlights

Expenditures for maintaining the wetlands have remained constant, with no changes anticipated in FY2016-17.

Wetlands Mitigation Trust Fund Performance Measures

Indicator	2013-14		2014-15		2015-16	2016-17
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds set aside for wetlands maintenance	\$539,487	\$600,000	\$527,060	\$600,000	\$600,000	\$600,000
Effectiveness						
Investment yield	0.16%	1.00%	0.25%	1.00%	1.00%	1.00%

Wetlands Mitigation Trust Fund

Revenue Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Investment Income	855	2,247	1,000	1,900
Beginning Surplus	-	-	15,500	14,600
Total	855	2,247	16,500	16,500

Expenditure Category	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating				
Professional Services	14,647	2,730	16,500	16,500
Other Contractual Services	1,286	-	-	-
Repair and Maintenance Services	478	-	-	-
Operating Total	16,410	2,730	16,500	16,500
Total	16,410	2,730	16,500	16,500



Capital Improvement Program (CIP)

CIP Development Process

Section 5.08 of the City Charter requires the adoption of a 5-year Capital Improvement Program (CIP) in the annual budget. The first year of the 5-year CIP coincides with the budget being considered for adoption. Based on the budget calendar the 5-year CIP is prepared in July of each year. After departments prepare their capital budget for the new year they are required to formulate their portion of the 5-year CIP out-years. They are obligated not only to include spending plans for the four years subsequent to the ensuing budget year but also to provide a status, known as the Disposition CIP, of the second year of the prior year CIP showing whether items are budgeted, cancelled, or postponed. The four out-years of the CIP do not authorize or fund any projects and are subject to review and amendment during preparation of budgets for subsequent years. The CIP is reviewed by the City Manager, Assistant City Manager, and Finance Director during the preparation process.

The CIP consists of both planned capital outlay and capital projects. "Capital outlay" refers to expenditures for capital items with an initial individual cost of \$1,000 or more and an estimated useful life greater than one year. Individual capital outlay items included in the CIP cost \$10,000 or greater. On the other hand, "capital projects" refers to capital outlay related to municipal construction. The CIP includes new facilities and improvement to existing facilities as well as the replacement of vehicles and equipment. In short, the CIP includes both recurring and non-recurring capital items. Recurring items are those that are present in almost every budget and have a regular replacement cycle, whereas nonrecurring items are expenses that are of a one-time nature and are unlikely to happen in the near future.

In addition, anticipated purchases of more than one unit for which the individual price is less than \$1,000 but for which the aggregate cost exceeds \$10,000 are also included in the 5-Year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Further, in accordance with GASB 34, all resurfacing and road repairs are expensed from a repair and maintenance account and not a capital account because these should be treated as repairs.

The policies that guide the development of the CIP are as follows:

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
 - a. normal replacement as equipment completes its useful life
 - b. upgrades to new technology, and
 - c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place to facilitate the orderly development of vacant land.
5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
 - 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.

5-Year CIP (FY 2016-17 through FY 2020-21)

Overview of the 5-Year CIP

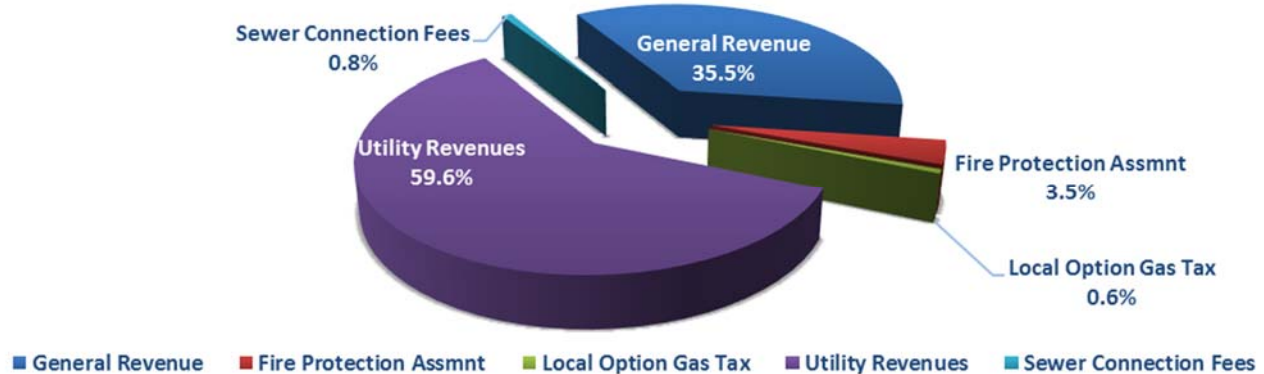
The 5-year CIP for FY 2016-17 through FY 2020-21 reflects the combined capital programs for the General Fund, the Road and Bridge Fund, and the Utility Fund. The aggregate expenditure planned over the 5-year period from FY 2016-17 to FY 2020-21 is \$121.3 million, with the Utility Fund comprising \$73.2 million (60.4%). The other sizeable segment of the CIP is the General Fund, accounting for \$40.2 million (33.1%) and comprise in large part of vehicle purchases (\$11.8 million, 29.5%) that are mainly replacements. The 5-year CIP will be funded from future operating revenues.

CIP Funding Sources

The CIP for the 5-year period ending FY 2020-21 totals \$121.3 million. Of that amount, \$43.0 million (35.5%) will be funded from general operating revenues; \$4.3 million (3.5%) from fire protection special assessments; \$0.8 million (0.6%) from the Local Option Gas Tax; \$1.0 million (0.8%) from sewer connection fees; and \$72.2 million (59.6%) from utility revenues. See the table following for annual details.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Funding Source FY 2016-17 to FY 2020-21



Capital Costs by Funding Source FY 2016-17 to FY 2020-21							
Funding Source	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Five-Year Total	%
General Revenue	4,101,487	12,555,084	10,788,305	8,277,352	7,326,324	43,048,552	35.5 %
Fire Protection Assmnt	709,124	1,517,651	1,119,430	646,183	287,211	4,279,599	3.5 %
Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000	0.6 %
Utility Revenues	4,095,500	18,100,500	18,061,000	16,035,500	15,940,500	72,233,000	59.6 %
Sewer Connection Fees	-	1,000,000	-	-	-	1,000,000	0.8 %
Totals	\$ 9,056,111	\$ 33,323,235	\$ 30,118,735	\$ 25,109,035	\$ 23,704,035	\$ 121,311,151	100.0 %

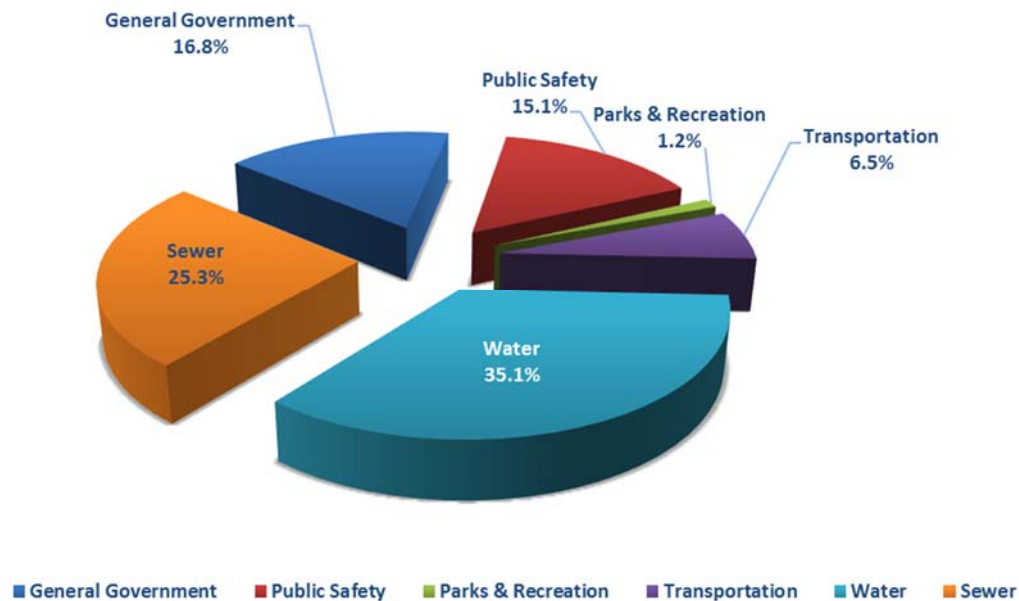
CIP Capital Costs

The projects within the CIP consist mainly of water and sewer projects, which account for \$73.2 million (60.4%) of the total. That utility component includes \$21.5 million for replacements of water mains, \$4.1 million for forcemain replacements, and \$3.7 million for rehabilitation of treatment units. The largest component of the \$18.3 million expenditure planned for public safety is vehicles. Of the \$20.4 million planned for General Government, \$6.0 million is related to grounds maintenance; the majority being landscaping, and \$10.1 million is related to Technology Services; the majority being computer programs and software.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category FY 2016-17 to FY 2020-21

Project Category	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Five-Year Total	%
General Government	1,025,920	5,440,735	6,602,735	4,280,535	3,013,535	20,363,460	16.8 %
Public Safety	2,526,316	6,675,000	3,510,000	2,843,000	2,795,000	18,349,316	15.1 %
Parks & Recreation	490,000	357,000	195,000	200,000	205,000	1,447,000	1.2 %
Transportation	918,375	1,750,000	1,750,000	1,750,000	1,750,000	7,918,375	6.5 %
Water	2,965,000	10,030,000	11,395,500	9,360,000	8,775,000	42,525,500	35.1 %
Sewer	1,130,500	9,070,500	6,665,500	6,675,500	7,165,500	30,707,500	25.3 %
Totals	\$ 9,056,111	\$ 33,323,235	\$ 30,118,735	\$ 25,109,035	\$ 23,704,035	\$ 121,311,151	100.0 %



CIP Impact on the Operating Budget

The \$121.3 million expenditure plan consists of projects to be financed internally, and is mainly comprised of rehabilitation of the water and sewer facilities, road resurfacing, and replacements items such as motor vehicles. Replacement items will improve but not expand the level of service the City provides and the associated operating impact is negligible. For example, \$11.8 million or 9.8% of the total plan is related to the replacement of vehicles. Operating costs associated with motor vehicles, such as fuel and maintenance costs, are expected to remain flat to the extent that the replacement schedule is followed. Over the five year period the City expects savings in operating expenditures of \$500,000, \$300,000, and \$250,000, as a result of lower maintenance costs associated with forcemain, water main, and lift station replacements, respectively.

Analysis of the Disposition of CIP

As a part of the budget preparation process, departments are expected to analyze the second year of the prior year's CIP to determine whether the items planned last year for FY 2016-17 are still needed or affordable in the new year. Based on need, items are then submitted for inclusion in the FY 2016-17 budget, and the status of each previously planned item is recorded in a Disposition CIP. Note that capital-qualified operating expenses are included in the 5-year CIP that are not reflected in the Capital Budget, and that the Capital Budget incorporates grant-funded activity that is not part of the 5-year CIP.

In last year's CIP, the FY 2016-17 planned expenditures for all funds were \$26.0 million. The General, Road and Bridge, and Utility funds accounted for 34.5%, 6.7%, and 58.8% of that amount, respectively. The aggregate amount included approximately \$2.5 million for qualified operating expenditures and \$23.5 million for capital expenditures. Of the \$2.5 million planned operating expenditure, \$1.3 million is included in the FY 2016-17 budget and \$1.2 million is postponed or cancelled.

Regarding the \$23.5 million planned for capital expenditure, \$7.7 million is budgeted in FY 2016-17, and \$15.8 million was postponed and/or cancelled. A breakout of the latter by fund is provided in the following table. The FY 2016-17 capital budget for all funds, which includes other capital spending that does not qualify for CIP inclusion under CIP definitions, totals \$16.6 million, a reduction of \$6.9 million (39%) from last year's CIP plan (capital component) for FY 2016-17. This is due to deferred and cancelled capital spending.

Cancelled and Postponed Capital in the FY 2016-17 CIP

CIP Items (Capital ONLY)	Cancelled	Postponed	Total
General Fund	\$ 1,733,884	\$ 2,767,890	\$ 4,501,774
Road & Bridge Fund	-	64,000	64,000
Municipal Construction Fund	-	-	-
Utility Fund	-	11,190,000	11,190,000
Total Cancelled, Postponed, Reclassified	\$ 1,733,884	\$ 14,021,890	\$ 15,755,774

General Fund: The \$9.0 million General Fund FY 2016-17 CIP plan included \$0.8 million and \$8.2 million for operating and capital expenditures, respectively. Of the amount originally planned for operating expenditures in the FY 2016-17 CIP, \$0.4 million is budgeted in FY 2016-17; the remainder was postponed and/or cancelled. The capital budget for FY 2016-17 includes \$3.7 million of the \$8.2 million originally planned. The \$4.5 million that is not budgeted consists of \$2.8 million of postponed items and \$1.7 million of cancellations (mainly \$1.2 million of computer programs in the Fire Department). The capital budget for FY 2016-17 includes \$4.9 million that was not part of last year's CIP plan.

The Disposition of Prior CIP table, which shows the detailed disposition of items in the FY 2015-16 CIP, is presented later in this section.

General Fund – Details of Budget Deviation from Last Year's Plan

General Fund CIP for FY 2016-17	\$ 8,960,810
Less: Qualified Operating Expense items in FY 2016-17 CIP	(808,800)
Cancelled and Postponed FY 2016-17 CIP Capital items	(4,501,774)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	4,861,948
Fiscal Year 2016-17 General Fund Capital Budget	\$ 8,512,184

Utility Fund: Last year's Utility Fund CIP plan for FY 2016-17 was \$15.3 million. Of that amount \$4.1 million is appropriated in the budget for FY 2016-17. The remainder of \$11.2 million has been postponed to one or more future years or cancelled. Appropriated capital expenditures that were not in last year's CIP plan for FY 2016-17 total \$2.3 million.

Utility Fund – Details of Budget Deviation from Last Year's Plan

Utility Fund CIP for FY 2016-17	\$ 15,285,500
Less: Cancelled and Postponed FY 2016-17 CIP Capital items	(11,190,000)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	2,342,500
Fiscal Year 2016-17 Utility Fund Capital Budget	\$ 6,438,000

Fiscal Year 2016-17 Capital Budget and Operating Impact

The City's capital budget is dominated by capital expenditures for repair and replacements. The FY 2016-17 capital budget for all funds is \$16.6 million, a decrease of \$0.3 million or 1.7% below the FY 2015-16 adopted budget. The General Fund and the Utility Fund account for 51.2% and 38.7% of the total appropriations, respectively. The public safety capital budget of \$5.7 million is 34.5% of the total capital outlay planned, and the Police Department represents 64.4% of the public safety total. The principal components of the FY 2016-17 capital budget are shown below.

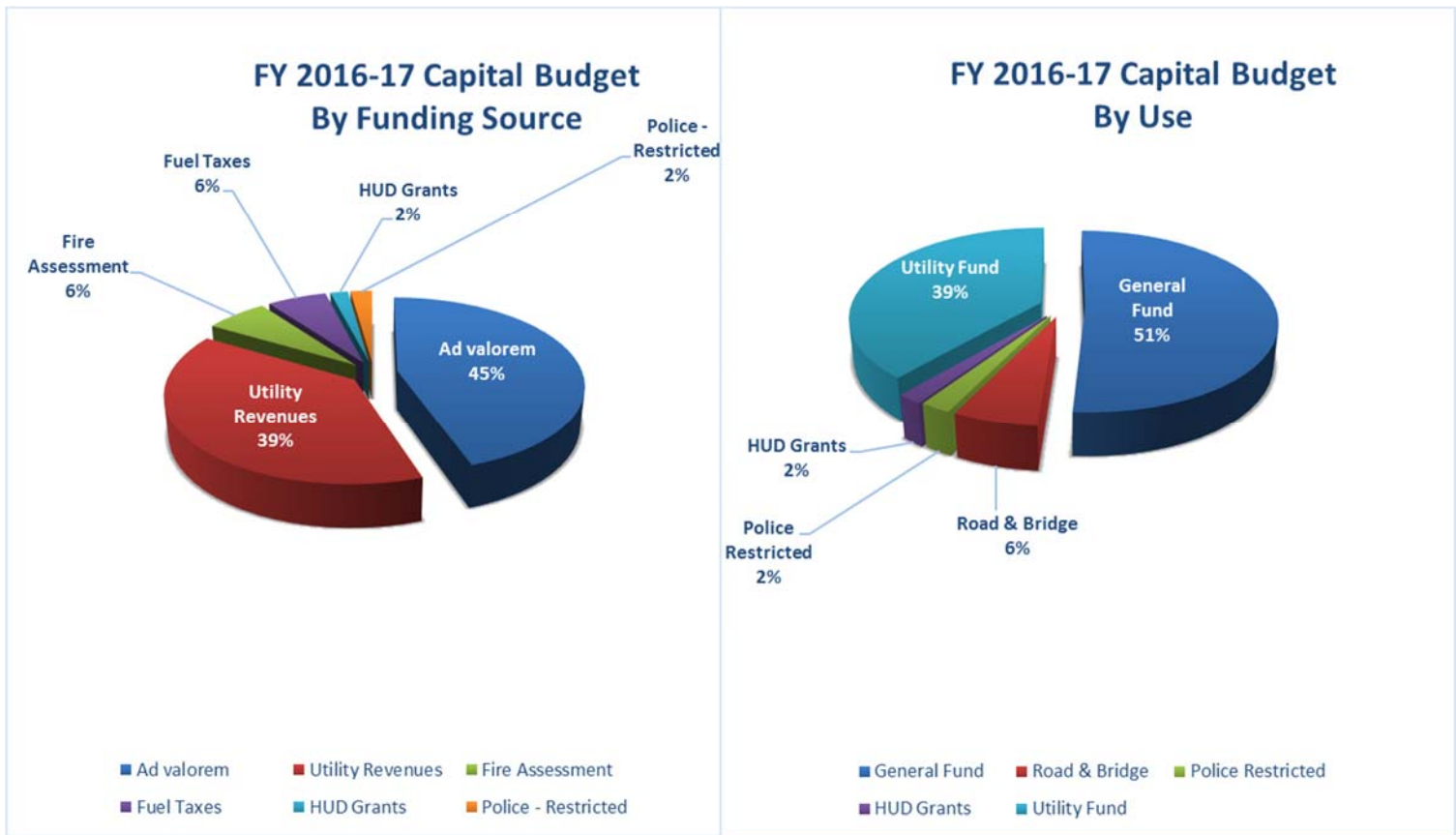
Recurring Items: The majority of the items is replacements and, as such, has a minimal impact on the operating expenditure budget. Notwithstanding, there is a positive non-financial impact as these replacements would maintain or even improve City services.

- \$0.5 million – ambulances
- \$0.5 million – fire engine
- \$2.1 million – police vehicles

Nonrecurring Items: These items are not considered significant since they are being funded with operating revenues on a pay-as-you-go basis, do not necessitate an increase in water and sewer rates, and do not result in spending cuts elsewhere nor require additional staff. Notwithstanding, these capital investments will have a positive non-financial impact on the operation of the utility plant through improved processing capability thereby engendering a higher degree of service reliability and in so doing foster compliance with permit requirements.

- \$1.0 million – The purchase and installation of carbon dioxide injection systems at the Water Treatment Plant, Academic Village and Holly Lakes will improve the disinfection process and clarity of our City water.
- \$0.9 million – The rehabilitation of two water filters will improve the processing of the City's raw water. The water filters purify raw water.
- \$0.9 million – The air scouring system for the filter bank will also improve the processing of the City's raw water. This system will improve the filter bank's ability of processing raw water.

Fiscal Year 2016-17 Capital Budget



By Funding Source	FY 17 Amount	% of Total	By Fund	FY 17 Amount	% of Total
Ad valorem	\$ 7,447,072	44.78%	General Fund	\$ 8,512,184	51.19%
Utility Revenues	6,438,000	38.71%	Road & Bridge	1,011,000	6.08%
Fire Assessment	1,065,112	6.40%	Police Restricted	368,832	2.22%
Fuel Taxes	1,011,000	6.08%	HUD Grants	300,000	1.80%
HUD Grants	300,000	1.80%	Utility Fund	6,438,000	38.71%
Police - Restricted	368,832	2.22%			
Total	\$ 16,630,016	100.00%	Total	\$ 16,630,016	100.00%

General Obligation (G.O.) Bond Projects

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire \$100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for \$10.0 million primarily to fund the civic center project. The G.O. bond projects were appropriated in the Municipal Construction Fund's 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2016-17 working budget.

The projects include various roadwork projects, recreational and cultural amenities, economic development, and neighborhood revitalization. Some of these projects are direct responses to requests made by the citizenry; others reflect the vision of the City Commission.

A financial status report that includes a detailed list of all bond projects, is presented herein on later pages. In addition, a location map of bond projects costing in excess of \$1.0 million is included in that report.

CAPITAL IMPROVEMENT PROGRAM

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

SOURCE OF FUNDING		FY2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
GENERAL FUND							
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	-	2,350,000	-	-	-	2,350,000
Computer Programs/ Software & Systems Mod.	Revenues	110,000	517,000	3,971,000	1,898,800	569,800	7,066,600
Network Servers	Revenues	22,000	44,000	150,000	44,000	44,000	304,000
Vehicles	Revenues	7,120	-	44,000	-	-	51,120
Telephony and Phone Systems	Revenues	-	69,000	44,000	44,000	44,000	201,000
Data Storage	Revenues	9,800	-	-	-	-	9,800
Switches and Hubs	Revenues	45,000	-	-	-	-	45,000
Disaster Recovery Software and Hardware	Revenues	-	70,000	-	-	-	70,000
Div. 3001 - Police							
Vehicles	Revenues	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
Radios	Revenues	20,316	2,000,000	25,000	25,000	25,000	2,095,316
Motorcycle	Revenues	35,000	50,000	50,000	50,000	50,000	235,000
Computer System	Revenues	105,000	175,000	175,000	175,000	175,000	805,000
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	40,000	50,000	50,000	50,000	50,000	240,000
Ladder Truck	Fire Asmt	-	-	1,000,000	-	-	1,000,000
Fire Engine	Fire Asmt	460,000	500,000	-	500,000	-	1,460,000
Life Pak 12	Revenues	-	300,000	-	-	-	300,000
Ambulances	Revenues	500,000	260,000	520,000	260,000	520,000	2,060,000
Command Vehicle	Rev/Fire Asmt	-	-	-	75,000	-	75,000
Air System	Fire Asmt	-	50,000	-	-	-	50,000
Rescue Laptops	Revenues	-	-	60,000	-	-	60,000
Radios	Rev/Fire Asmt	35,000	300,000	35,000	35,000	35,000	440,000
Automated External Defibrillators	Revenues	-	25,000	-	25,000	-	50,000
SCBA Refurbishment	Fire Asmt	-	50,000	-	-	100,000	150,000
Training Facility Upgrades /Fire Academy	Rev/Fire Asmt	250,000	1,000,000	-	-	50,000	1,300,000
Training Facility Refurbishment	Rev/Fire Asmt	-	-	10,000	-	-	10,000
Station Refurbishment	Rev/Fire Asmt	30,000	30,000	30,000	30,000	45,000	165,000
Fire Prevention vehicle	Fire Asmt	17,500	30,000	30,000	18,000	15,000	110,500
Fire Safety Education Trailer	Fire Asmt	-	-	-	-	-	-
Computer Programs-RMS	Rev/Fire Asmt	33,500	25,000	25,000	25,000	25,000	133,500
Stretchers	Revenues	-	100,000	-	-	-	100,000
Automatic CPR Device	Revenues	-	100,000	-	75,000	75,000	250,000
Turnout Gear	* Fire Asmt	-	-	-	-	-	-
Fire Prevention laptops	Fire Asmt	-	30,000	-	-	30,000	60,000
Communications upgrade	Rev/Fire Asmt	-	100,000	-	-	100,000	200,000
Div. 6001 - General Government Bldgs.							
Vehicles & Heavy Equipment	Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	110,000	225,000	225,000	225,000	225,000	1,010,000
Playground Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Landscaping	Revenues	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Improvements other than bldg.	Revenues	75,000	100,000	100,000	100,000	100,000	475,000
Div. 6005 - Purchasing							
Vehicles & Heavy Equipment	Revenues	-	-	-	30,000	-	30,000
Div. 6006 - Environmental Svcs							

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	FY2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
Vehicles & Heavy Equipment	Revenues	50,000	60,000	60,000	60,000	30,000	260,000

GENERAL FUND (continued)**Div. 6008 - HC Forman Campus**

Vehicles & Heavy Equipment	Revenues	-	60,000	60,000	60,000	60,000	240,000

Div. 7001 - Recreation & Div. 7006 - Golf

Vehicles	Revenues	55,000	55,000	55,000	55,000	55,000	275,000
Heavy Equipment-Park & Rec & Golf	Revenues	40,000	45,000	50,000	50,000	50,000	235,000
Other Equipment	Revenues	200,000	50,000	50,000	50,000	50,000	400,000
Improvements Other than Building	Revenues	195,000	207,000	40,000	45,000	50,000	537,000

Div. 8001 - Community Services

(3) Van Replacements	Revenues	-	315,735	315,735	315,735	315,735	1,262,940
Tile	Revenues	30,000	30,000	30,000	30,000	30,000	150,000
Computer Software - Database	Revenues	-	60,000	60,000	60,000	60,000	240,000

Div. 8002 - Housing - Pines Point

Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	75,000	128,000	128,000	128,000	128,000	587,000

Div. 8002 - Housing -Proj. 603-Pines Place

Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	317,000	237,000	240,000	110,000	232,000	1,136,000

TOTAL GENERAL FUND

\$ 4,042,236	\$ 12,472,735	\$ 10,307,735	\$ 7,323,535	\$ 6,013,535	\$ 40,159,776

ROAD & BRIDGE FUND**Div. 6002 - Maintenance & Div. 6003 - Infrastructure**

Vehicles & Heavy Equipment	Revenues	36,000	100,000	100,000	100,000	100,000	436,000
Road Resurfacing	* Revenues	732,375	1,500,000	1,500,000	1,500,000	1,500,000	6,732,375
Road, Sidewalk & Drainage Improvements	Add'l Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000

TOTAL ROAD & BRIDGE FUND

\$ 918,375	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 7,918,375

CAPITAL IMPROVEMENT PROGRAM

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

SOURCE OF FUNDING		FY2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
UTILITY FUND							
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment							
Lift Station Replacements (10 per year)	Revenues	250,000	1,000,000	1,000,000	1,000,000	1,000,000	4,250,000
Lift Station Rehabs	Revenues	160,000	250,000	250,000	250,000	250,000	1,160,000
Gravity Sewer Lines - replace	Revenues	-	-	2,500,000	2,500,000	2,500,000	7,500,000
Gravity Sewer Lines - repair, re-line	Revenues	-	525,000	550,000	575,000	600,000	2,250,000
SCADA Upgrade	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Heavy Equipment/Vehicles	Revenues	110,000	110,000	120,000	130,000	140,000	610,000
Small Equipment - pumps, hoses, etc.	Revenues	60,500	60,500	65,500	70,500	75,500	332,500
Forcemain Replacement	Revenues	-	1,800,000	1,250,000	200,000	800,000	4,050,000
Wastewater Treatment Plant Odor Control	Sewer Connect	-	1,000,000	-	-	-	1,000,000
Deep Well Integrity Test	Revenues	-	100,000	100,000	100,000	100,000	400,000
Treatment Units - rehab	Revenues	200,000	1,225,000	-	1,000,000	1,300,000	3,725,000
Surge Tanks - rehab East and West	Revenues	-	1,350,000	-	-	-	1,350,000
Replace Chlorination System	Revenues	250,000	500,000	250,000	-	-	1,000,000
Buildings - rehab or replace	Revenues	-	-	-	450,000	-	450,000
Replace pumps, generators, tanks, etc.	Revenues	-	850,000	100,000	100,000	100,000	1,150,000
Install Cover on Effluent Tank	Revenues	-	-	-	-	-	-
Rehab Monitoring Wells	Revenues	-	200,000	200,000	200,000	200,000	800,000
Paving: Resurface the entire sewer treatment plant	Revenues	-	-	180,000	-	-	180,000
Sub Total for Sewer		1,130,500	9,070,500	6,665,500	6,675,500	7,165,500	30,707,500
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)							
Replace Media in Ion Exchange	Revenues	-	-	1,000,000	500,000	500,000	2,000,000
Replace Ion Exchange Valves	Revenues	-	50,000	-	-	-	50,000
Replace Raw Water Well	Revenues	-	250,000	250,000	100,000	100,000	700,000
Rehab Lime Slaker	Revenues	-	150,000	150,000	150,000	150,000	600,000
Water Filters - rehab 8	Revenues	1,800,000	2,000,000	2,000,000	-	-	5,800,000
Decant System - upgrade	Revenues	-	-	1,500,000	-	-	1,500,000
Variable Frequency Drive Replacements	Revenues	-	100,000	100,000	100,000	100,000	400,000
Booster Pump Stations - rehabs and rebuilds	Revenues	1,000,000	1,000,000	-	-	-	2,000,000
Treatment Units - rehab (A, B, C)	Revenues	-	1,000,000	1,000,000	1,000,000	-	3,000,000
Raw Waterline - replace	Revenues	-	-	-	1,500,000	-	1,500,000
Replace Back-up Generators & fuel tanks	Revenues	-	-	750,000	750,000	-	1,500,000
Clean and Inspect all Water Treatment Units	Revenues	-	100,000	100,000	100,000	100,000	400,000
Miscellaneous Equipment - replacements	Revenues	-	150,000	50,000	150,000	50,000	400,000
Water Mains - replacements	Revenues	-	5,000,000	4,250,000	4,750,000	7,500,000	21,500,000
Heavy Equipment/Vehicles - water distrib.	Revenues	165,000	175,000	185,000	195,000	205,000	925,000
Small Equipment - pumps, hoses, etc.	Revenues	-	55,000	60,500	65,000	70,000	250,500
Sub Total for Water		2,965,000	10,030,000	11,395,500	9,360,000	8,775,000	42,525,500
Sub Total for Water and Sewer		4,095,500	19,100,500	18,061,000	16,035,500	15,940,500	73,233,000
TOTAL UTILITY FUND		\$ 4,095,500	\$ 19,100,500	\$ 18,061,000	\$ 16,035,500	\$ 15,940,500	\$ 73,233,000
TOTAL - ALL FUNDS		\$ 9,056,111	\$ 33,323,235	\$ 30,118,735	\$ 25,109,035	\$ 23,704,035	\$ 121,311,151

* 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 required to be included in the Five-year CIP.

ESTIMATED OPERATING IMPACT**CAPITAL IMPROVEMENT PROGRAM (5 YRS.)**

IN PRESENT VALUE AS REVISED BY DEPARTMENT DIRECTORS

UTILITY FUND

IN PRESENT VALUE AS REVISED BY DEPARTMENT DIRECTORS

		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
Sewer Treatment							
Lift Station Replacement	Operating	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Forcemain Replacement	Operating	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(500,000)
Sub Total for Sewer Treatment		<u>(150,000)</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>(750,000)</u>
Water Plant							
Water Mains-Replacements							
	Personnel	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(200,000)
	Operating	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
Sub Total for Water Plant		<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>(300,000)</u>
TOTAL UTILITY FUND		<u><u>\$ (210,000)</u></u>	<u><u>\$ (210,000)</u></u>	<u><u>\$ (210,000)</u></u>	<u><u>\$ (210,000)</u></u>	<u><u>\$ (210,000)</u></u>	<u><u>\$ (1,050,000)</u></u>

DISPOSITION OF PRIOR CIP

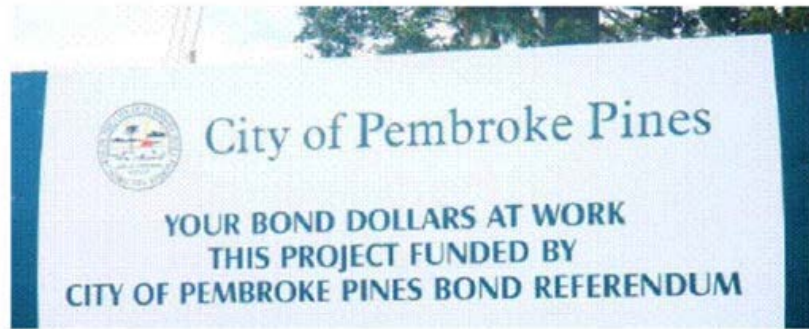
		FY 2016-17			
	SOURCE OF FUNDING	CIP Plan	Appropriated	Postponed	Cancelled
General Fund					
Div. 8002 - Housing - Pines Point					
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	128,000	75,000	-	53,000
Div. 8002 - Housing -Project 603-Pines Place					
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	317,000	317,000	-	-
Div. 8001 - Community Services					
(3) Van Replacements	Revenues	181,890	-	181,890	-
Tile	Revenues	30,000	30,000	-	-
Div. 3001 - Police					
Vehicles	Revenues	1,000,000	1,000,000	-	-
Radios	Revenues	25,000	20,316	-	4,684
Motorcycle	Revenues	35,000	35,000	-	-
Computer System	Revenues	105,000	105,000	-	-
Div. 4003 - Fire Rescue					
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)					
Vehicles	Rev/Fire Asmt	50,000	40,000	-	10,000
Fire engine	Fire Asmt	500,000	460,000	-	40,000
Life Pak 12	Revenues	300,000	-	300,000	-
Ambulances	Revenues	520,000	500,000	-	20,000
Air System	Fire Asmt	50,000	-	50,000	-
File Servers-combined with CAD servers	Rev/Fire Asmt	50,000	-	-	50,000
Radios	Fire Asmt	35,000	35,000	-	-
Training Facility Upgrades /Fire Academy	Fire Asmt	1,500,000	250,000	1,000,000	250,000
Station Refurbishment	Rev/Fire Asmt	30,000	30,000	-	-
Fire Prevention Vehicle	Fire Asmt	36,000	17,500	-	18,500
Computer Programs-RMS	Rev/Fire Asmt	1,250,000	33,500	-	1,216,500
Automatic CPR Device	Revenues	100,000	-	100,000	-
Div. 7001 - Recreation and Cultural Arts & Div. 7006 - Golf					
Vehicles	Revenues	55,000	55,000	-	-
Heavy Equipment-Park & Rec & Golf	Revenues	40,000	40,000	-	-
Other Equipment	Revenues	200,000	200,000	-	-
Improvements other than bldg.	Revenues	207,000	195,000	-	12,000
Div. 2002 - Technology Services					
Micro-computers/Upgrades	* Revenues	240,000	-	240,000	-
Computer Programs/Software & Systems Mod.	Revenues	110,000	110,000	-	-
Replace Mainframe	Revenues	22,000	-	-	22,000
Network Servers	Revenues	35,000	22,000	-	13,000
Vehicles	Revenues	7,120	7,120	-	-
Data Storage	Revenues	52,000	9,800	-	42,200
Printers	* Revenues	123,800	-	-	123,800
Switches and Hubs	Revenues	45,000	45,000	-	-
Disaster Recovery Software and Hardware	Revenues	76,000	-	76,000	-
Div. 6001 - General Government Buildings					
Vehicles & Heavy Equipment	Revenues	75,000	75,000	-	-

DISPOSITION OF PRIOR CIP

		FY 2016-17			
	SOURCE OF FUNDING	CIP Plan	Appropriated	Postponed	Cancelled
General Fund (Continued)					
Div. 6004 - Grounds Maintenance					
Vehicles & Heavy Equipment	Revenues	110,000	110,000	-	-
Playground Equipment	Revenues	100,000	100,000	-	-
Landscaping	Revenues	1,000,000	-	1,000,000	-
Improvements other than bldg.	Revenues	100,000	75,000	-	25,000
Div. 6006 - Environmental Services					
Vehicles & Heavy Equipment	Revenues	60,000	50,000	-	10,000
Div. 6008 - HC Forman Campus					
Vehicles & Heavy Equipment	Revenues	60,000	-	60,000	-
TOTAL GENERAL FUND	34.57%	\$ 8,960,810	\$ 4,042,236	\$ 3,007,890	\$ 1,910,684
Fund 100 - Road & Bridge Fund					
Div. 6002 - Maintenance & Div. 6003 - Infrastructure					
Vehicles & Heavy Equipment	Revenues	100,000	36,000	64,000	-
Road Resurfacing	* Revenues	1,500,000	732,375	767,625	-
Road, Sidewalk & Drainage Improvements	* Add'l Local Option Gas Tax	150,000	150,000	-	-
TOTAL ROAD & BRIDGE FUND	6.73%	\$ 1,750,000	\$ 918,375	\$ 831,625	\$ -
Fund 471 - Utility Fund					
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment					
Lift Station Replacement (10 per year)	Revenues	1,000,000	250,000	750,000	-
Lift Station Rehabs	Revenues	375,000	160,000	215,000	-
Gravity Sewer Lines - Replace	Revenues	500,000	-	500,000	-
SCADA Upgrade (Lift Station telemetry)	Revenues	100,000	100,000	-	-
Heavy Equipment/Vehicles	Revenues	110,000	110,000	-	-
Small Equipment - pumps, hoses, etc.	Revenues	60,500	60,500	-	-
Forcemain Replacement	Revenues	1,800,000	-	1,800,000	-
Wastewater Treatment Plant Odor Control	Sewer Connect	1,000,000	-	1,000,000	-
Treatment Units - rehab	Revenues	425,000	200,000	225,000	-
Replace Chlorination System	Revenues	750,000	250,000	500,000	-
Sub Total for Wastewater		\$ 6,120,500	\$ 1,130,500	\$ 4,990,000	\$ -
Fund 471 - Utility Fund (Continued)					
Div. 6031-Water Plant & Div. 6032-Water Distribution					
Water Filters - rehab 8	Revenues	2,000,000	1,800,000	200,000	-
Booster Pump Stations - rehabs and rebuilds	Revenues	1,000,000	1,000,000	-	-
Treatment Units- rehab (A, B, C)	Revenues	1,000,000	-	1,000,000	-
Water Mains - Replacements	Revenues	5,000,000	-	5,000,000	-
Heavy Equipment/Vehicles - water distribution	Revenues	165,000	165,000	-	-
Sub Total for Water		\$ 9,165,000	\$ 2,965,000	\$ 6,200,000	\$ -
TOTAL UTILITY FUND	58.80%	\$ 15,285,500	\$ 4,095,500	\$ 11,190,000	\$ -
TOTAL - ALL FUNDS	100.0%	\$ 25,996,310	\$ 9,056,111	\$ 15,029,515	\$ 1,910,684

* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the Five-year Capital Improvement Program (CIP). Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the Five-Year CIP.

List of Bond Projects



**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS
As of 9-30-2016**

	Description	Original Projects	Changes to Budget	Total Budget	Total Expenditures & Encumb. to Date	Available Budget				
						A (2005)	B (2007)	C (2009)	D (2015)	Total
						Project 675	Project 676	Project 677	Project 677A	
1	Community Recreation Projects	\$ 620,000	\$ 2,018,097	\$ 2,638,097	\$ (2,638,098)	\$ -	\$ (1)	\$ -	\$ -	\$ (1)
2	New Community Facilities	\$ 25,817,386	\$ 16,086,416	\$ 41,903,802	\$ (40,918,826)	\$ -	\$ 971,006	\$ (5,408)	\$ 19,378	\$ 984,976
3	Park Sports Lighting Renovations	\$ 397,000	\$ (397,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Recreation Facility Improvements	\$ 9,265,000	\$ (819,921)	\$ 8,445,079	\$ (8,441,536)	\$ (3)	\$ 3,546	\$ -	\$ -	\$ 3,543
5	Recreation/Playground Equipment	\$ 575,000	\$ 43,159	\$ 618,159	\$ (608,574)	\$ 9,585	\$ -	\$ -	\$ -	\$ 9,585
6	Landscaping	\$ 2,000,000	\$ -	\$ 2,000,000	\$ (1,359,825)	\$ 1,764	\$ 138,315	\$ 500,096	\$ -	\$ 640,175
7	Purchase/Development of Open Space	\$ 13,000,000	\$ 2,475,540	\$ 15,475,540	\$ (15,475,541)	\$ (1)	\$ -	\$ -	\$ -	\$ (1)
8	Transportation Projects	\$ 31,000,000	\$ 17,887,770	\$ 48,887,770	\$ (48,406,157)	\$ -	\$ 1	\$ 481,612	\$ -	\$ 481,613
9	Other **	\$ 22,246,850	\$ (15,604,662)	\$ 6,642,188	\$ (6,642,188)	\$ -	\$ -	\$ -	\$ -	\$ -
10	Contingency Fund	\$ 11,078,764	\$ (9,938,020)	\$ 1,140,744	\$ -	\$ 54,736	\$ -	\$ 1,086,008	\$ -	\$ 1,140,744
TOTAL PROJECTS COST		\$ 116,000,000	\$ 11,751,379	\$ 127,751,379	\$ (124,490,745)	\$ 66,081	\$ 1,112,867	\$ 2,062,308	\$ 19,378	\$ 3,260,634
Reimbursements for Transportation		\$ (16,000,000)	\$ 5,214,304	\$ (10,785,696)	\$ 10,785,696	\$ -	\$ -	\$ -	\$ -	\$ -
Discount on Series A \$47,000,000 bonds		\$ -	\$ 358,853	\$ 358,853	\$ (358,853)	\$ -	\$ -	\$ -	\$ -	\$ -
Discount on Series B \$43,000,000 bonds		\$ -	\$ 320,103	\$ 320,103	\$ (320,103)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL GENERAL OBLIGATION DEBT		\$ 100,000,000	\$ 17,644,639	\$ 117,644,639	\$ (114,384,005)	\$ 66,081	\$ 1,112,867	\$ 2,062,308	\$ 19,378	\$ 3,260,634

Note:

* The difference between the \$100,000,000 borrowed and the \$117,644,639 budgeted is due to interest earned, property sale net proceeds, bond discounts and miscellaneous receipts.

SUMMARY OF CHANGES SINCE QUARTER ENDING SEPTEMBER 2015

2.31 Parking Lot under FPL easement

GB Project #2.31 - Parking Lot under the FPL Easement adjacent to the City Center Complex. Currently in the Construction Phase, expected to be completed by 1/31/2017.

The project is 51% done

2.32 City Hall/Comm. Chambers/Art Gallery at City Center Complex

GB Project #2.32 - City Hall. Added project as it is being partly funded by GO Bond Funds. Currently in the Construction Phase, expected to be completed by 3/31/2017.

The project is 69% done

6.1 Landscaping - Citywide

GB Project #6.1 - Citywide Planting of Trees. Changed finish date to 2/1/2017

Remaining funds are being used for final minor plant works

6.3 Streetscape - Phase II

GB Project #6.3 - Citywide Lighting, Benches & Streetscape. Currently in the Construction Phase, expected to be completed by 6/1/2017.

The project is 80% done

6.6 Streetscape

GB Project #6.6 - Ficus Hedge Replacement.

Project is 100% complete as of 12/31/2015

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

	<u>Location / Description</u>	<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
1	Community Recreation Projects:					
1.1	Flamingo Park Renovation of ball fields # 1 & 5	100%	Complete	\$ 95,935	\$ (95,935)	-
1.2	Maxwell Park Bermuda grass installation field # 2 & 3	100%	Complete	22,135	(22,135)	-
1.3	Pasadena Park Resod school athletic field	100%	Complete	23,250	(23,250)	-
1.4	Pasadena Park Field & sports lighting renovations	100%	Complete	176,180	(176,180)	-
1.5	Silver Lakes North Park Athletic field & common area improvements	100%	Complete	114,680	(114,680)	-
1.6	Silver Lakes South Park Bermuda grass installation on ball fields	100%	Complete	120,000	(120,000)	-
1.7	Towngate Field renovation with drainage	100%	Complete	50,000	(50,000)	-
1.8	West Pines Soccer Park Additional Practice Fields	100%	Complete	1,503,168	(1,503,169)	(1)
1.9	Chapel Trail Renovation of Football/ Soccer Fields	100%	Complete	146,085	(146,085)	-
1.10	Charter East Elementary Installation of Synthetic Turf	100%	Complete	208,296	(208,296)	-
1.11	Charter Central Campus Installation of Synthetic Turf	100%	Complete	178,368	(178,368)	-
Subtotal				\$2,638,097	\$ (2,638,098)	\$ (1)

Highlights & Updates Community Recreation Projects

1.1 Flamingo Park - Renovation of ball fields # 1 & 5

The renovations of ball fields 1 and 5 at Flamingo Park are 100% complete as of 11/4/05.

1.2 Maxwell Park - Bermuda grass installation field # 2 & 3

The Bermuda grass installation at fields #2 & 3 are 100% complete as of 12/31/11. On 5/23/12, Commission approved to transfer the remaining balance of \$2,865 from this project to Contingency for the allocation of future projects.

1.3 Pasadena Park - Resod school athletic field

The resodding of the school's athletic field at Pasadena Park is 100% complete as of 10/31/06.

1.4 Pasadena Park - Field & sports lighting renovations

The field and sports lighting renovations at Pasadena Park are 100% complete as of 7/25/08. Funding for the lighting portion of this project has been received by FEMA. Close-out on this project by FEMA is pending.

1.5 Silver Lakes North Park - Athletic field & common area improvements

The improvements of the athletic field and common area at Silver Lakes North Park are 100% complete as of 07/08/08. On 5/23/12, Commission approved to transfer the remaining balance of \$35,320 from this project to Contingency for the allocation of future projects.

1.6 Silver Lakes South Park - Bermuda grass installation on ball fields

The Bermuda grass installation on the ball fields at Silver Lakes South Park is 100% complete as of 12/15/06.

1.7 Towngate - Field renovation with drainage

The field renovation with drainage for Towngate Park is 100% complete as of 9/2/05.

1.8 West Pines Soccer Park - Additional Practice Fields

The additional practice fields for West Pines Soccer Park is 100% complete as of 12/31/2013. \$184 was reallocated from contingency to fund the negative balance of project #1.8.

1.9 Chapel Trail Renovation of Football/ Soccer Fields

On 5/23/12, Commission approved to transfer \$146,085 from Contingency for the renovation of football and soccer fields at Chapel Trail. This project is 100% complete as of 2/26/2013.

1.10 Charter East Elementary School - Installation of Synthetic Turf

On 11/19/13, Commission approved and awarded Sports Turf One, Inc. in the amount of \$208,296 for the installation of synthetic turf at the Charter East Elementary School. This project is 100% complete as of 1/31/14.

1.11 Charter Central Campus - Installation of Synthetic Turf

On 12/04/13, Commission approved and awarded Sports Turf One, Inc. in the amount of \$178,368 for the installation of synthetic turf at the Charter Central Campus. This project is 100% complete as of 7/09/14.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

Location / Description		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
2 New community facilities:						
2.1	208 Ave (24 acre) Property 25,000 SF community rec, teen & sr facility	0%	Re-Allocated to 2.22	\$ -	\$ -	\$ -
2.2	Chapel Trail Park Construct 1,300 SF storage/clubhouse building	100%	Complete	\$ 194,949	\$ (194,949)	\$ -
2.3	Citywide Flanagan HS restroom/concession building	0%	Eliminated	\$ -	\$ -	\$ -
2.4	Citywide Flanagan HS (softball/baseball) field lighting	100%	Complete	\$ 152,824	\$ (152,824)	\$ -
2.5	Citywide City Center Passive Park development	0%	Planning/Design	\$ 500,000	\$ -	\$ 500,000
2.6	Citywide Construct 4,000 SF art gallery at City Center	0%	Eliminated	\$ -	\$ -	\$ -
2.7	Citywide Lighting/Bermuda sod - Silver Trail MS PE field	100%	Complete	\$ 347,386	\$ (347,386)	\$ -
2.8	Pembroke Falls Aquatic Ctr Construct 11,000 SF special events/storage bldg.	0%	Eliminated	\$ -	\$ -	\$ -
2.9	Pembroke Lakes Tennis Ctr New tennis building	100%	Complete	\$ 639,826	\$ (639,826)	\$ -
2.10	Pembroke Shores Construct 2 lighted ball fields (on adjacent school)	0%	Re-Allocated to 4.60	\$ -	\$ -	\$ -
2.1	Rose Price Park New health trail	0%	Eliminated	\$ -	\$ -	\$ -
2.1	Silver Lakes South Park Construction of clubhouse building	100%	Complete	\$ 178,622	\$ (178,622)	\$ -
2.1	Spring Valley 10,000 SF community recreation/teen facility	0%	Re-Allocated to 2.22	\$ -	\$ -	\$ -
2.1	Howard C. Forman Human Services Campus Construction of 7,500 SF artist colony	100%	Complete	\$ 953,968	\$ (953,968)	\$ -
2.2	Spring Valley Construction of skate park	0%	Eliminated	\$ -	\$ -	\$ -
2.2	City Center Civic center at City Center	0%	Eliminated	\$ -	\$ -	\$ -
2.2	Citywide Construct a dog park on west side	0%	Eliminated	\$ -	\$ -	\$ -
2.2	Citywide Lighting/Bermuda sod - Silver Palms Elem PE field	0%	Eliminated	\$ -	\$ -	\$ -
2.2	Pembroke Falls Aquatic Ctr Construct 3,500 SF special populations building	0%	Eliminated	\$ -	\$ -	\$ -
2.20	Walter C. Young Restrooms & storage bldg w/sidewalk from pkg lot	0%	Eliminated	\$ -	\$ -	\$ -
2.2	Winn Dixie site Development of Winn Dixie site	0%	Re-Allocated to 7.5	\$ -	\$ -	\$ -
2.2	184 Ave & Pines (5 Acre) Property 12,500 SF community rec, teen & sr facility	0%	Re-Allocated to 4.69, 8.17, 8.6A	\$ 33,702	\$ (33,702)	\$ -
2.2	Citywide Flanagan HS (Practice Field) Sports Lighting	100%	Complete	\$ 70,522	\$ (70,522)	\$ -
2.24	Citywide Flanagan HS Locker Room (Remodel Storage Bldg.)	100%	Complete	\$ 30,578	\$ (30,578)	\$ -

2.3	Citywide Flanagan HS Portable Concession Stand & Equip.	100%	Complete	\$	18,337	\$	(18,337)	\$	-
2.3	Walter C. Young Portable Concession Stand & Equip.	100%	Complete	\$	3,606	\$	(3,606)	\$	-
2.3	Pembroke Shores YMCA Expansion/Aquatic Center Renovation 17,000 SF addition to the Pemb Shores Gymnasium facility & parking	100%	Complete	\$	4,219,296	\$	(4,219,296)	\$	-
2.3	9/11-Memorial & Vet Monument Project to House 9/11 Memorial Sculpture & Construction of Vet Monument	100%	Complete	\$	149,673	\$	(149,673)	\$	-
2.3	Charter High School Design/Build Services for Charter High School Football Stadium	100%	Complete	\$	2,480,156	\$	(2,480,156)	\$	-
2.30	Civic Center Design Criteria Professional for the Civic Center	100%	Complete	\$	431,000	\$	(431,000)	\$	-
2.3	Parking Lot under the FPL Easement adjacent to the City Center Complex	51%	Construction	\$	8,872,758	\$	(9,254,611)	\$	\$(381,853)
2.32	City Hall/Comm. Chambers/Art Gallery at City Center Complex Portion Funded by GO Bond	69%	Construction	\$	22,626,599	\$	(21,759,770)	\$	866,829
Subtotal					\$41,903,802		\$ (40,918,826)		\$ 984,976

Highlights & Updates New community facilities

2.1 208 Ave (24 acre) Property - 25,000 SF community rec., teen & sr. facility

On 5/2/2007, Commission approved reallocating funds totaling \$5,000,000 from this project to new Project 2.22: a 12,500 sq. ft. community recreation, teen & senior facility on the 5 acre property at Pines Boulevard and 184th Avenue.

2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building

The new storage/clubhouse building at Chapel Trail Park is 100% complete as of 4/4/08. On 5/23/12, Commission approved to transfer the remaining balance of \$8,977 from this project to Contingency for the allocation of future projects.

2.3 Citywide - Flanagan HS restroom/concession building

On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

2.4 Citywide - Flanagan HS (softball/baseball) field lighting

The softball/baseball field lighting renovation is 100% complete as of 1/19/07.

2.5 Citywide - City Center Passive Park development

On 6/27/07, Commission reduced the budget for this project by \$860,148 in lieu of eliminating projects 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building and 4.28 Pines Rec Center - Expansion of existing teen center. The cost to complete these two projects is \$860,148. Both of these projects were proposed to be eliminated to balance the GO Bond budget. On 5/23/12, Commission approved to transfer the remaining balance not anticipated to be used of \$1,643,486 from this project to Contingency for the allocation of future projects.

2.6 Citywide - Construct 4,000 SF art gallery at City Center

This project was eliminated and will be incorporated into the new Civic Center/City Hall project. On 5/23/12, Commission approved to transfer the remaining balance of \$855,386 from this project to Contingency for the allocation of future projects.

2.7 Citywide - Lighting/Bermuda sod - Silver Trail MS PE field

The lighting and Bermuda sod installation at Silver Trail Middle School are 100% complete as of 1/16/09. On 5/23/12, Commission approved to transfer the remaining balance of \$2,614 from this project to Contingency for the allocation of future projects.

2.8 Pembroke Falls Aquatic Ctr - Construct 11,000 SF special events/storage bldg.

On 6/27/07, Commission approved to eliminate this project and its budget of \$2,500,000 from the GO Bond project list.

2.9 Pembroke Lakes Tennis Ctr - New tennis building

The new building at the Pembroke Lakes Tennis center is 100% complete as of 3/01/08. On 5/23/12, Commission approved to transfer the remaining balance of \$2,878 from this project to Contingency for the allocation of future projects.

2.10 Pembroke Shores - Construct 2 lighted ball fields (on adjacent school)

Funds totaling \$190,000 for this project have been re-allocated to project 4.60 Miracle League Baseball Field per Commission direction on 11/1/2006.

2.11 Rose Price Park - New health trail

On 6/27/07, Commission approved to eliminate this project and its budget of \$12,000 from the GO Bond project list.

2.12 Silver Lakes South Park - Construction of clubhouse building

The new storage/clubhouse building at Silver Lakes South Park is 100% complete as of 4/4/08. On 5/23/12, Commission approved to transfer the remaining balance of \$25,318 from this project to Contingency for the allocation of future projects.

2.13 Spring Valley - 10,000 SF community recreation/teen facility

Funds totaling \$2,000,000 for this project have been re-allocated to the new project 2.22 community recreation, teen & senior facility at the 5 acre property at Pines Boulevard and 184th Avenue.

2.14 Howard C. Forman Campus - Construction of 7,500 SF artist colony

On 5/21/08, Commission approved to change the location of the proposed artists studio facility from Spring Valley Park to the Howard C. Forman Human Services Campus. \$34,600 had previously been spent on this project. The revised cost is between \$800,000 - \$1,000,000 which is less than the original \$1,500,000 allocated. Per commission direction, an available balance as of 9/30/10 of \$532,418 was re-allocated to 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument. The artist colony is 100% complete as of 3/31/11. On 5/23/12, Commission approved to transfer the remaining balance of \$13,614 from this project to Contingency for the allocation of future projects.

2.15 Spring Valley - Construction of skate park

On 6/27/07, Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list.

2.16 City Center - Civic center at City Center

On 6/27/07, Commission approved to eliminate this project and its budget of \$8,000,000 from the GO Bond project list.

2.17 Citywide - Construct a dog park on west side

On 6/27/07, Commission approved to eliminate this project and its budget of \$80,000 from the GO Bond project list.

2.18 Citywide - Lighting/Bermuda sod - Silver Palms Elem PE field

On 6/27/07, Commission approved to eliminate this project and its budget of \$250,000 from the GO Bond project list.

2.19 Pembroke Falls Aquatic Ctr - Construct 3,500 SF special populations bldg.

On 6/27/07, Commission approved to eliminate this project and its budget of \$750,000 from the GO Bond project list.

2.20 Walter C. Young - Restrooms & storage bldg w/sidewalk from pkg lot

On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

2.21 Winn Dixie site - Development of Winn Dixie site

On 3/15/2006, Commission approved the concept of purchasing the Winn-Dixie property and allocating \$600,000 from contingency for the development of the property. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$650,000 to project 7.5 Raintree - purchase of 112 Acres.

2.22 184 Ave & Pines (5 Acre) Property - 12,500 SF community rec, teen & sr facility

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq.ft addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. As a result of this partnership, this project is no longer planned. On May 2, 2007, Commission approved the re-allocation of \$5,000,000 to Project 2.27 to fund the cost of the Pembroke Shores expansion. On 12/7/11, Commission approved the re-allocation of the available balance of \$1,966,298 to partially fund project 4.69, 8.6A and 8.17.

2.23 Citywide - Flanagan HS (Practice Field) Sports Lighting

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 6/1/10. On 5/23/12, Commission approved to add \$2,022 to this project to eliminate the budget overrun balance of (\$2,022).

2.24 Citywide - Flanagan HS Locker Room (Remodel Storage Bldg.)

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 6/1/10. On 5/23/12, Commission approved to add \$2,022 to this project to eliminate the budget overrun balance of (\$2,022).

2.25 Citywide - Flanagan HS Portable Concession Stand & Equip.

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 8/1/10. On 5/23/12, Commission approved to add \$1,337 to this project to eliminate the budget overrun balance of (\$1,337).

2.26 Walter C. Young - Portable Concession Stand & Equip.

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 12/9/09. On 5/23/12, Commission approved to transfer the remaining balance of \$13,394 from this project to Contingency for the allocation of future projects.

2.27 Pembroke Shores YMCA Expansion

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq. ft. addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. Cost of this project was estimated at \$5,000,000. Funding for this expansion was transferred from Project 2.22 which was reallocated per Commission direction. On 1/6/10, commission awarded the bid to Kaufmann Lynn. The project is 100% complete as of 7/14/11. On 5/23/12, Commission approved to transfer the remaining balance of \$780,704 from this project to Contingency for the allocation of future projects.

2.28 Project to House September 11 Memorial Sculpture & Construction of a Veterans Monument

On 12/15/2010, Commission approved and awarded MBR Construction to construct the housing for the 9-11 Memorial Sculpture and the construction of a Veterans Monument. Per Commission direction on 9/21/2010, \$532,418 was transferred from the remaining G.O. Bond funds from project 2.14 Artist Colony as of 9/30/10 and the difference of \$149,582 was transferred from G.O. Bond contingency. On 2/2/11, Commission reversed the awarding of this contract. During the same meeting, City Commission approved moving the 9-11 Memorial to the City Center site. Commission directed Administration to obtain formal quotes for the projects and bring back to Commission for consideration. Based on City Procurement Code 35.189(C)(5), the Procurement division researched existing bids with other agencies. Two contracts were found: one titled ICON Shelter Systems, Inc. from Bliss Products and Services in Clay County; the second titled Poligon from REP Services in Palm Beach County. On May 4, 2011, Bliss Products and Services were contracted to construct the 9/11 shelter for \$122,165. Additional costs related to the 9-11 project included \$25,000 for moving the sculptures, \$8,000 to reinforce the slab to hold the sculptures, and \$12,000 for miscellaneous amenities, for a total estimated cost of \$167,165. The total amount in encumbrances and expenditures for the Veterans Monument was \$46,539.58. The Project to House the 9-11 Memorial Sculpture and Construction of a Veterans Monument is 100% as of 9/1/11. On 11/21/11, a check in the amount of \$45,000 was reimbursed to the City from the 9-11 Memorial Foundation. On 5/23/12, Commission approved to transfer the remaining balance of \$532,327 from this project to Contingency for the allocation of future projects.

2.29 Charter High School Football Stadium

On 08/15/2012, Commission approved and awarded Recreation Design and Construction Inc. to design and build the Charter High School Football Stadium. The agreement included language to build a stadium with a 1,620 sq. ft restroom/concession building, bleachers with a seating capacity of 2,262, and four sports lighting poles. The total cost of this project is \$2,466,325. On 6/5/2013, Commission approved \$31,285 in change orders increasing the total cost of the project to \$2,497,610. The Charter High School Football Stadium is 100% complete as of 12/31/2013. On September 30th, 2015, the remaining budget of \$17,454 was transferred to Contingency.

2.30 Civic Center - Design Criteria Professional

On October 17, 2012, the City Commission approved the execution of a contract with Manny Synalovski Associates, Inc. in the amount of \$408,000, for the creation of a Design Criteria Package for a Civic/Commerce Center. Commission also approved the recommendation to select an independent contractor as a consultant. The city manager has engaged with Realmark Research as a subcontractor for a \$24,800. The total cost of this project is \$431,000. This project is 100% done as of 8/18/15. On September 30th, 2015, the remaining budget of \$1,800 was transferred to Contingency.

2.31 Parking Lot under FPL Easement adjacent to the City Center Complex

Beginning 2/24/14, City of Pembroke Pines began the process of obtaining the use of mitigation credits from the FPL mitigation bank to fulfill the mitigation requirements for the construction of a parking lot adjacent to the City Center Complex. Additional funds are being expensed for engineering costs to sustain the permit on the design of the parking lot. \$50,826 was reallocated from contingency to fund project #2.31. On 5/20/15 Commission approved to transfer \$348,000 from contingency to fund project #2.31 to cover the cost of relocating FP&L guy wires within the City Center FP&L Easement. \$33,428 was reallocated from contingency to fund budget overruns as of 9/30/15. On January 12, 2016, City Commission awarded IFB# AD-15-04 " Construction of Parking Facility for Pembroke Pines City Center, Civic Center and City Hall" in the amount of \$7,782,696.48. The project is 51% done in the Construction Phase and the estimated date of completion is 1/31/2017.

2.32 City Hall/Comm. Chambers/Art Gallery at City Center Complex

On 6/18/2014, Commission approved and awarded the Design/Build Contract for the Civic Center/City Hall to Stiles Construction in the amount of \$58,148,264. Portion of this project is to be funded by utilizing available GO Bonds funds. The project is 69% done in the Construction Phase and the estimated date of completion is 3/31/17.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
3 Park sports lighting renovations:						
3.1*	Flamingo Park Relighting of ball fields # 6 & 7	100%	Complete	\$ -	\$ -	\$ -
3.2*	Pembroke Lakes Tennis Center Relighting of courts	100%	Complete	-	-	-
3.3	Rose Price Park Move light pole/add light pole (for 100 yd field)	0%	Re-Allocated to 8.6A	-	-	-
3.4*	Silver Lakes North Park Renovation of sports lighting	100%	Complete	-	-	-
Subtotal				\$ -	\$ -	\$ -

Note:

- 3* Expenses for projects 3.1, 3.2, and 3.4 were recorded in account # 1-525-3050-1609-46150-G.
Funding has been received by FEMA for sports lighting damage caused by Hurricane Wilma.
Final project worksheet close-outs are still pending.

Highlights & Updates
Park sports lighting renovations

3.1 Flamingo Park - Relighting of ball fields # 6 & 7

The relighting of both ball fields 6 and 7 at Flamingo Park are 100% complete as of 3/31/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$100,000 to project 7.5 Raintree - purchase of 112 Acres.

3.2 Pembroke Lakes Tennis Center - Relighting of courts

The relighting of the tennis courts at the Pembroke Lakes Tennis Center is 100% complete as of 4/14/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$202,000 to project 7.5 Raintree - purchase of 112 Acres.

3.3 Rose Price Park - Move light pole/add light pole (for 100 yd field)

This project is no longer scheduled. Project 4.60, Miracle League Baseball Field, replaced the need for project 3.3. On 12/7/2011, Commission approved to re-allocate \$15,000 of the remaining available balance from this project to fund project 8.6A.

3.4 Silver Lakes North Park - Renovation of sports lighting

The renovation of the sports lighting at Silver Lakes North Park are 100% complete as of 4/14/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$80,000 to project 7.5 Raintree - purchase of 112 Acres.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

	<u>Location / Description</u>	<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
4	Recreation facility improvements:					
4.1	Academic Village Rubberize track surface	100%	Complete	\$ 16,300	\$ (16,300)	\$ -
4.2	Academic Village Resurface tennis courts	100%	Complete	\$ 11,840	\$ (11,840)	\$ -
4.3	Academic Village Add light fixtures - tennis	100%	Complete	\$ 16,350	\$ (16,350)	\$ -
4.4	Academic Village Resurface & restripe basketball courts	100%	Complete	\$ 11,222	\$ (11,222)	\$ -
4.5	Citywide Bleacher shade structures	100%	Complete	\$ 203,081	\$ (203,081)	\$ -
4.6	Citywide Lighting of Pembroke Road Storage Facility	0%	Eliminated	\$ -	\$ -	\$ -
4.7	Citywide Golf course renovation Phase I	100%	Complete	\$3,505,977	\$ (3,505,977)	\$ -
4.8	Citywide Golf course renovation Phase II	100%	Complete	\$3,218,115	\$ (3,218,115)	\$ -
4.9	Citywide Resurface Flanagan HS (rubberized) track	100%	Complete	\$ 40,000	\$ (40,000)	\$ -
4.10	Citywide Lighting of Chapel Trail Storage Facility	0%	Re-Allocated	\$ -	\$ -	\$ -
4.11	Citywide Clay bins at various parks	100%	Complete	\$ 66,148	\$ (66,148)	\$ -
4.12	Flamingo Park Installation of 2nd playground	100%	Complete	\$ 27,000	\$ (27,000)	\$ -
4.13	Flamingo Park Installation of additional netting for field # 1	0%	Eliminated	\$ -	\$ -	\$ -
4.14	Fletcher Restroom renovation	100%	Complete	\$ 10,830	\$ (10,830)	\$ -
4.15*	Fletcher Increase pkg lot lighting for softball complex	100%	Complete	\$ -	\$ -	\$ -
4.16	Linear Park (Taft-Johnson) Asphalt overlay & landscape-jogging path/ball ct	100%	Complete	\$ 23,697	\$ (23,697)	\$ -
4.17	Maxwell Park Increase pkg lot lighting	100%	Complete	\$ 7,083	\$ (7,083)	\$ -
4.18	Maxwell Park Renovation of batting cages	100%	Complete	\$ 18,694	\$ (18,695)	\$ (1)
4.19	Maxwell Park Optimist building restroom renovation	100%	Complete	\$ 11,120	\$ (11,121)	\$ (1)
4.20	Maxwell Park Convert irrigation system to electric	100%	Complete	\$ 23,598	\$ (23,598)	\$ -
4.21	Maxwell Park Replace tennis perimeter fencing	0%	Eliminated	\$ -	\$ -	\$ -
4.22	Maxwell Park Tennis building restroom renovation	100%	Complete	\$ 9,110	\$ (9,111)	\$ (1)
4.23	Pasadena Park Renovate restrooms	100%	Complete	\$ 8,916	\$ (8,916)	\$ -
4.24	Pasadena Park Irrigate/landscape north parking lot	100%	Complete	\$ 4,422	\$ (4,422)	\$ -

Note:

4.15* Project expenses were expensed to a CDGB Grant, per Parks & Recreation. Available funds in this project can be reallocated.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

	<u>Location / Description</u>	<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
4	Recreation facility improvements:					
4.25	Pembroke Lakes Tennis Ctr Renovation of walkways & landscaping	100%	Complete	\$ 29,584	\$ (29,584)	\$ -
4.26	Pembroke Lakes Tennis Ctr Replacement of perimeter fencing	100%	Complete	\$ 60,995	\$ (60,995)	\$ -
4.27	Pembroke Shores Renovate batting cages	100%	Complete	\$ 3,911	\$ (3,911)	\$ -
4.28	Pines Recreation Center Expansion of existing teen center	0%	Re-Allocated to 8.6A	\$ -	\$ -	\$ -
4.29	Pines Recreation Center Renovation of field # 3	100%	Complete	\$ 83,115	\$ (83,115)	\$ -
4.30	Pines Recreation Center Optimist building restroom renovation	100%	Complete	\$ 4,806	\$ (4,806)	\$ -
4.31	Pines Recreation Center Rec Center restroom renovation	100%	Complete	\$ 1,989	\$ (1,989)	\$ -
4.32	Pines Recreation Center Resurface paddle ball & basketball courts	100%	Complete	\$ 6,549	\$ (6,549)	\$ -
4.33	Pines Recreation Center South concession restroom renovation	100%	Complete	\$ 16,942	\$ (16,942)	\$ -
4.34	Pines Recreation Center Replacement of accordion doors in Rec room	100%	Complete	\$ 12,865	\$ (12,865)	\$ -
4.35	Rose Price Park 1" overlay on walkway	100%	Complete	\$ 47,866	\$ (47,866)	\$ -
4.36*	Rose Price Park New slab dugouts/fencing	100%	Complete	\$ -	\$ -	\$ -
4.37	Rose Price Park Replace accordion doors	100%	Complete	\$ 7,707	\$ (7,707)	\$ -
4.38*	Rose Price Park Upgrade walkway (18 poles) lighting	100%	Complete	\$ -	\$ -	\$ -
4.39	Silver Lakes North Park Asphalt overlay walkway	100%	Complete	\$ 17,538	\$ (17,538)	\$ -
4.40	Silver Lakes North Park West perimeter (6' vinyl) fencing	100%	Complete	\$ 10,080	\$ (10,080)	\$ -
4.41	Silver Lakes North Park Restroom renovation	100%	Complete	\$ 11,429	\$ (11,429)	\$ -
4.42*	Silver Lakes South Park Replace backstop netting & fencing	100%	Complete	\$ -	\$ -	\$ -
4.43	Silver Lakes South Park Restroom renovation	100%	Complete	\$ 14,272	\$ (14,272)	\$ -
4.44	Silver Lakes South Park Add parking in front of tennis building	100%	Complete	\$ 13,150	\$ (13,150)	\$ -
4.45	Walden Lakes Security lighting for pool	100%	Complete	\$ 992	\$ (992)	\$ -
4.46	Walden Lakes Parking lot lighting	100%	Complete	\$ 8,504	\$ (8,504)	\$ -
4.47	Walter C. Young Separate pump station/panel for irrigation system	100%	Complete	\$ 15,098	\$ (15,098)	\$ -
4.48	Walter C. Young Resurface tennis courts	100%	Complete	\$ 10,853	\$ (10,853)	\$ -
4.49	Citywide Sealcoat & restripe various parking lots	0%	Eliminated	\$ 8,788	\$ (8,788)	\$ -

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

	<u>Location / Description</u>	<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
4	Recreation facility improvements:					
4.50	Citywide Resurfacing of basketball/racquetball courts	0%	Eliminated	\$ 3,924	\$ (3,923)	\$ 1
4.51	Citywide Various fence projects	100%	Complete	\$ 149,995	\$ (149,995)	\$ -
4.52	Citywide Concrete monument signage (\$6,000 x 6)	0%	Eliminated	\$ -	\$ -	\$ -
4.53	Citywide Sod installation at various sites	100%	Complete	\$ 27,508	\$ (27,508)	\$ -
4.54*	Citywide Miscellaneous projects & capital expenditures	0%	Re-Allocated to 8.6A	\$ -	\$ -	\$ -
4.55	Pasadena Park Completion of parking lot expansion	0%	Re-Allocated to 8.6A	\$ 7,460	\$ (7,460)	\$ -
4.56	Pembroke Lakes Tennis Ctr Resurfacing tennis courts	100%	Complete	\$ 32,800	\$ (32,800)	\$ -
4.57	Pines Recreation Center Swale parking - basketball courts 35 spaces	0%	Eliminated	\$ -	\$ -	\$ -
4.58	Rainbow Irrigation improvements/landscaping/beautification	0%	Eliminated	\$ -	\$ -	\$ -
4.59*	Tanglewood Renovation of fields & irrigation system	100%	Complete	\$ -	\$ -	\$ -
4.60	Rose Price Park-Miracle League Miracle League Baseball Field	100%	Complete	\$ 372,479	\$ (372,480)	\$ (1)
4.61	Pasadena Park Press Box /Storage Building & parking lot lighting	0%	Re-Allocated to Various Projects	\$ 13,558	\$ (13,558)	\$ -
4.62	Ben Fiorendino Park Gazebo	0%	Eliminated	\$ -	\$ -	\$ -
4.63	Pasadena Park Sealcoat & restripe North & South Parking Lots	100%	Complete	\$ 7,480	\$ (7,480)	\$ -
4.64	Ben Fiorendino Park Parking lot renovation	100%	Complete	\$ 10,540	\$ (10,540)	\$ -
4.65	Ben Fiorendino Park Fitness Trail	100%	Complete	\$ 16,166	\$ (16,166)	\$ -
4.66	Pasadena Park Ball field Fencing	100%	Complete	\$ 16,683	\$ (16,683)	\$ -
4.67	Pasadena Park Concession Building Remodeling	100%	Complete	\$ 1,269	\$ (1,269)	\$ -
4.68	Citywide Renovate/retrofit various Concession Buildings	100%	Complete	\$ 130,191	\$ (126,645)	\$ 3,546
4.69	Rainbow Lakes Park Construct Children's Playground with shade screen	100%	Complete	\$ 34,490	\$ (34,490)	\$ -
	Subtotal			\$8,445,079	\$ (8,441,536)	\$ 3,543

Note:

4.36* The expenses for this project were recorded in project 4.60.

4.38* In-House materials and labor were used to complete this project. GO Bond funds were not utilized.

4.42* This project was expensed to FEMA for damages caused by Hurricane Wilma.

4.59* The renovation of fields and irrigation at Tangle wood was fully funded by the City's Community Development Block Grant (CDGB).

Highlights & Updates Recreation facility improvements

4.1 Academic Village - Rubberize track surface

On 6/27/07, Commission approved to reduce the budget for this project by \$100,000. The project was originally budgeted at \$120,000 leaving a balance of \$20,000 to complete this project. This project has been completed as of 9/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,700 from this project to Contingency for the allocation of future projects.

4.2 Academic Village - Resurface tennis courts

The resurfacing of the tennis courts at Academic Village is 100% complete as of 2/23/07.

4.3 Academic Village - Add light fixtures - tennis

This project is 100% complete as of 6/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$18,650 from this project to Contingency for the allocation of future projects.

4.4 Academic Village - Resurface & restripe basketball courts

The resurfacing and restriping of the basketball courts at Academic Village is 100% complete as of 2/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$8,778 from this project to Contingency for the allocation of future projects.

4.5 Citywide - Bleacher shade structures

The installation of citywide, bleacher shade structures is 100% complete as of 7/25/08. Sites include Chapel Trail Park, Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center & the SW Pines Nature & Recreation Soccer Park. On 5/23/12, Commission approved to add \$200 to this project to eliminate the budget overrun balance of (\$200).

4.6 Citywide - Lighting of Pembroke Road Storage Facility

On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

4.7 Citywide - Golf course renovation Phase I

The renovation of the Golf course is 100% complete as of 12/15/07. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.) On 5/23/12, Commission approved to transfer the remaining balance of \$13,180 from this project to Contingency for the allocation of future projects.

4.8 Citywide - Golf course renovation Phase II

The renovation of the Golf course is 100% complete as of 12/15/07. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.) On 10/21/2009, Commission approved the re-allocation of \$145,000 to project 4.68. On 5/23/12, Commission approved to transfer the remaining balance of \$105,453 from this project to Contingency for the allocation of future projects.

4.9 Citywide - Resurface Flanagan HS (rubberized) track

The resurfacing of the rubberized track at Flanagan High school is 100% complete as of 4/28/06.

4.10 Citywide - Lighting of Chapel Trail Storage Facility

On 6/27/07, Commission approved to re-allocate funds totaling \$25,000 to other projects to balance the GO Bond budget.

4.11 Citywide - Clay bins at various parks

The installation of clay bins at various sites including Flamingo Park, Fletcher Park and Pines Recreation Center were 100% complete as of 12/16/05.

4.12 Flamingo Park - Installation of 2nd playground

The installation of the second playground at Flamingo Park is 100% complete as of 3/16/07.

4.13 Flamingo Park - Installation of additional netting for field # 1

On 6/27/07, Commission approved to eliminate this project and its budget of \$10,000 from the GO Bond project list.

4.14 Fletcher - Restroom renovation

The restroom renovation at Fletcher Park is 100% complete as of 12/28/06.

4.15 Fletcher - Increase parking lot lighting for softball complex

Expenses for this project were expensed to a CDGB Grant, per Parks & Recreation. Therefore, available funds in this project can be reallocated. This project is 100% complete as of 3/31/11. On 5/23/2012, Commission approved to transfer the remaining balance of \$50,000 from this project to Contingency for the allocation of future projects.

4.16 Linear Park - Asphalt overlay & landscape - jogging path/basketball court

On 11/1/06, Commission approved re-allocating a portion of this budget, \$22,740 to project 4.60. The asphalt overlay & landscape renovation for both the jogging path and basketball court at Linear Park is 100% complete as of 6/23/05. On 5/23/12, Commission approved to transfer the remaining balance of \$13,563 from this project to Contingency for the allocation of future projects.

4.17 Maxwell Park - Increase parking lot lighting

The increase of parking lot lighting at Maxwell Park is 100% complete as of 3/31/11. On 5/23/12, Commission approved to transfer the remaining balance of \$12,917 from this project to Contingency for the allocation of future projects.

4.18 Maxwell Park - Renovation of batting cages

The project was completed on 4/10/14.

4.19 Maxwell Park - Optimist building restroom renovation

The restroom renovations for the Optimist building at Maxwell Park are 100% complete as of 1/12/06.

4.20 Maxwell Park - Convert irrigation system to electric

The conversion of Maxwell Park's irrigation system to an electric system is 100% complete as of 2/1/07.

4.21 Maxwell Park - Replace tennis perimeter fencing

On 6/27/07, Commission approved to eliminate this project and its budget of \$75,000 from the GO Bond project list.

4.22 Maxwell Park - Tennis building restroom renovation

The restroom renovations for the Tennis building at Maxwell Park are 100% complete as of 12/9/05.

4.23 Pasadena Park - Renovate restrooms

The restroom renovations at Pasadena Park are 100% complete as of 12/16/05.

4.24 Pasadena Park - Irrigate/landscape north parking lot

The project to irrigate/landscape the north parking lot at Pasadena Park is 100% complete as of 5/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$10,579 from this project to Contingency for the allocation of future projects.

4.25 Pembroke Lakes Tennis Center - Renovation of walkways & landscaping

The walkway & landscaping renovations at the Pembroke Lakes Tennis Center are 100% complete as of 12/30/07. On 5/23/12, Commission approved to transfer the remaining balance of \$416 from this project to Contingency for the allocation of future projects.

4.26 Pembroke Lakes Tennis Ctr - Replacement of perimeter fencing

The replacement of the perimeter fencing at Pembroke Lakes Tennis Center is 100% complete as of 8/10/06. On 5/23/12, Commission approved to transfer the remaining balance of \$5 from this project to Contingency for the allocation of future projects.

4.27 Pembroke Shores - Renovate batting cages

The batting cage renovations at Pembroke Shores are 100% complete as of 1/11/08. On 5/23/12, Commission approved to transfer the remaining balance of \$31,989 from this project to Contingency for the allocation of future projects.

4.28 Pines Recreation Center - Expansion of existing teen center

On 12/7/2011, Commission approved to re-allocate \$500,000 of the remaining available balance from this project to fund project 8.6A.

4.29 Pines Recreation Center - Renovation of field # 3

The renovation of field #3 at the Pines Recreation Center is 100% complete as of 7/31/2015.

4.30 Pines Recreation Center - Optimist building restroom renovation

The restroom renovation for the Optimist building at the Pines Recreation Center is 100% complete as of 5/12/06.

4.31 Pines Recreation Center - Rec Center restroom renovation

The restroom renovation for the Rec Center at the Pines Recreation Center is 100% complete as of 11/4/05.

4.32 Pines Recreation Center - Resurface paddle ball & basketball courts

The resurfacing of the paddle ball and basketball courts at Pines Recreation Center is 100% complete as of 12/14/06.

4.33 Pines Recreation Center - South concession restroom renovation

The restroom renovation for the South concession at the Pines Recreation Center is 100% complete as of 1/20/06.

4.34 Pines Recreation Center - Replacement of accordion doors in Rec. room

The replacement of the accordion doors in the Rec Room at the Pines Recreation Center is 100% complete as of 10/6/05.

- 4.35 Rose Price Park - 1" overlay on walkway**
The 1" overlay on the walkway at Rose Price Park is 100% complete as of 4/6/07.
- 4.36 Rose Price Park - New slab dugouts/fencing**
The construction of the new slab dugouts/fencing at the Rose Price Park Miracle League is 100% complete as of 3/23/07. (Note: The expenses for this project were recorded in project 4.60.)
- 4.37 Rose Price Park - Replace accordion doors**
The replacement of the accordion doors at Rose Price Park is 100% complete as of 10/10/05.
- 4.38 Rose Price Park - Upgrade walkway (18 poles) lighting**
The lighting for the walkway at Rose Price Park is 100% complete as of 3/31/11. In-House materials and labor were used to complete this project. Cost was minimal and therefore GO Bond funds were not utilized. On 5/23/2012, Commission approved to transfer the remaining balance of \$25,000 from this project to Contingency for the allocation of future projects.
- 4.39 Silver Lakes North Park - Asphalt overlay walkway**
The asphalt overlay of the walkway at Silver Lakes North Park is 100% complete as of 7/20/07. On 5/23/2012, Commission approved to transfer the remaining balance of \$2,463 from this project to Contingency for the allocation of future projects.
- 4.40 Silver Lakes North Park - West perimeter (6' vinyl) fencing**
The construction of the west perimeter, 6' vinyl fencing at Silver Lakes North Park is 100% complete as of 3/23/07.
- 4.41 Silver Lakes North Park - Restroom renovation**
The restroom renovations at Silver Lakes North Park is 100% complete as of 11/23/05.
- 4.42 Silver Lakes South Park - Replace backstop netting & fencing**
The replacement of the backstop netting & fencing at Silver Lakes South Park is 100% complete as of 4/12/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending.
- 4.43 Silver Lakes South Park - Restroom renovation**
The restroom renovations at Silver Lakes South Park are 100% complete as of 12/16/05.
- 4.44 Silver Lakes South Park - Add parking in front of tennis building**
The addition of parking spaces at Silver Lakes South Park is 100% complete as of 3/23/07.
- 4.45 Walden Lakes - Security lighting for pool**
Security lighting for the pool at Walden Lakes is 100% complete as of 05/17/10. On 5/23/2012, Commission approved to transfer the remaining balance of \$4,008 from this project to Contingency for the allocation of future projects.
- 4.46 Walden Lakes - Parking lot lighting**
The new parking lot lighting at Walden Lakes is 100% complete as of 4/06/07.
- 4.47 Walter C. Young - Separate pump station/panel for irrigation system**
This project at Walter C. Young is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$6,902 from this project to Contingency for the allocation future projects.
- 4.48 Walter C. Young - Resurface tennis courts**
The resurfacing of the tennis courts at Walter C. Young is 100% complete as of 12/14/06.
- 4.49 Citywide - Sealcoat & restripe various parking lots**
On 6/27/07, Commission approved to eliminate this project and its budget of \$127,212 from the GO Bond project list. The remaining budget of \$8,788 was left for expenses that had already been paid against the project.
- 4.50 Citywide - Resurfacing of basketball/racquetball courts**
On 6/27/07, Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list. The remaining budget of \$3,923 was left for expenses that had already been paid against the project.
- 4.51 Citywide - Various fence projects**
Fencing projects are 100% complete as of 2/28/11. Completed projects include Silver Lakes South east perimeter fencing, Pasadena Park backstops, Pembroke Shores miscellaneous Fence Repairs and Flamingo Park playground area, clay/sand area and Batting cage #1. On 5/23/12, Commission approved to transfer the remaining balance of \$6 from this project to Contingency for the allocation of future projects.
- 4.52 Citywide - Concrete monument signage (\$6,000 x 6)**
On 6/27/07, Commission approved to eliminate this project and its budget of \$36,000 from the GO Bond project list.
- 4.53 Citywide - Sod installation at various sites**
Sod installation is 100% complete as of 6/30/2011. Locations include Pembroke Shores Baseball field #5, Walter

C. Young Baseball field, and two south Football fields at Pines Recreation Center. On 5/23/12, Commission approved to transfer the remaining balance of \$2,492 from this project to Contingency for the allocation of future projects.

4.54 Citywide - Miscellaneous projects & capital expenditures

Funds for this project were used for miscellaneous projects, overruns and expenditures. On 12/7/11, Commission approved to re-allocate \$17,864 of the remaining available balance from this project to fund project 8.6A.

4.55 Pasadena Park - Completion of parking lot expansion

On 3/07/07, Commission approved the re-allocation of this project's funds, totaling \$200,000, to project 4.61. However, on 8/06/08 Commission approved to enter into an interlocal agreement with the School Board of Broward County for a projected cost of \$1,050,000, to be evenly split between the two parties. The project is on hold pending School Board approval of the interlocal agreement. The \$525,000 needed for this project was taken from contingency. On 12/7/11, Commission approved to re-allocate \$517,540 of the available balance from this project to fund project 8.6A.

4.56 Pembroke Lakes Tennis Center - Resurfacing tennis courts

2/18/09, Commission approved to transfer the remaining \$57,200 from this project to project 5.1, Playground Shade Structures.

4.57 Pines Recreation Center - Swale parking - basketball courts 35 spaces

On 6/27/07, Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.

4.58 Rainbow - Irrigation improvements/landscaping/beautification

On 6/27/07, Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.

4.59 Tanglewood - Renovation of fields & irrigation system

The renovation of fields and irrigation at Tanglewood are complete as of 9/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$84,000 from this project to Contingency for the allocation of future projects.

4.60 Rose Price Park - Miracle League Baseball Field

The construction of Miracle League Baseball Field at Rose Price Park is 100% complete as of 3/23/07. On 5/23/12, Commission approved to transfer the remaining balance of \$91,261 from this project to Contingency for the allocation of future projects.

4.61 Pasadena Park - Press Box /Storage Building & parking lot lighting

On 2/4/09, Commission approved to re-allocate funds totaling \$186,442 from this project to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects include project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. The remaining budget of \$13,558 was left for expenses that had already been paid against the project.

4.62 Ben Fiorendino Park - Gazebo

This project was eliminated from the GO Bond project list on 7/18/07.

4.63 Pasadena Park - Sealcoat & restripe North & South Parking Lots

The parking lot renovation at Pasadena Park is 100% complete as of 2/01/08.

4.64 Ben Fiorendino Park - Parking lot renovation

The parking lot renovation at Ben Fiorendino Park is 100% complete as of 2/01/08.

4.65 Ben Fiorendino Park - Fitness Trail

The installation of fitness trail at Ben Fiorendino Park is 100% complete as of 7/18/08. On 5/23/12, Commission approved to transfer the remaining balance of \$1,834 from this project to Contingency for the allocation of future projects.

4.66 Pasadena Park - Ball Field Fencing

The ball field fencing at Pasadena Park is 100% complete as of 3/31/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,759 from this project to Contingency for the allocation of future projects.

4.67 Pasadena Park - Concession Building Remodeling

The Concession Building Remodeling at Pasadena Park is 100% complete as of 2/16/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,731 from this project to Contingency for the allocation of future projects.

4.68 Citywide-Renovate/Retrofit Various Concession Buildings

On 10/21/09, Commission approved to transfer \$145,000 from the remaining funds of Project# 4.8 (Golf Course Renovation) to renovate/retrofit various concession buildings throughout the city. This project is 100% complete as of 1/05/13.

4.69 Rainbow Lakes Park - Construct Children's Playground with Shade Screen

On 12/7/2011, the City Commission approved to construct a playground with a shade screen at Rainbow Park. This project is 100% complete as of 6/30/12.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
5 Recreation/Playground Equip:						
5.1	Citywide Playground shade structures (\$15,000 x 15)	100%	Complete	\$ 282,200	\$ (272,615)	\$ 9,585
5.2	Citywide Playground equipment replacement (8)	100%	Complete	\$ 288,997	\$ (288,997)	\$ -
5.3	Citywide Generator Pemb Shores Gym (emergency generator)	0%	Re-Allocated to 8.6A	\$ -	\$ -	\$ -
5.4	Citywide Fitness equipment	100%	Complete	\$ 46,962	\$ (46,962)	\$ -
Subtotal				\$ 618,159	\$ (608,574)	\$ 9,585

Highlights & Updates
Recreation/Playground Equip

5.1 Citywide - Playground shade structures (\$15,000 x 15)

Various shade structures have been installed for playgrounds at different sites throughout the City. Sites include Alhambra, Ashley Hale Park, Chapel Trail Park, Maxwell Park, Pasadena Park, Rose Price Park, and small passive parks located at 108 & 111 Avenue in Pembroke Lakes. This project is 100% complete as of 1/30/13.

5.2 Citywide - Playground equipment replacement (8)

The installation of the new playground equipment is 100% complete as of 6/22/07. The replacement playground equipment for West Pines Pre-School, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and the Kiddie Parks at NW 111th Avenue and NW 108th Commission approved to transfer the remaining balance of \$4,229 from this project to Avenue were included in this project. On 5/23/12, Contingency for the allocation of future projects.

5.3 Citywide - Generator Pembroke Shores Gym (emergency generator)

On 12/7/2011, Commission approved to re-allocate \$20,000 of the remaining available balance from this project to fund project 8.6A.

5.4 Citywide - Fitness equipment

The installation of fitness equipment to the Parks is 100% complete as of 5/26/06.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
6	Landscaping:					
6.1	Citywide Citywide planting of trees	99%	Construction	\$ 400,000	\$ (398,236)	\$ 1,764
6.2	Streetscape Citywide lighting, benches & streetscape Phase I	100%	Complete	147,600	(147,600)	-
6.3	Streetscape Citywide lighting, benches & streetscape Phase II	80%	Construction	431,400	(296,085)	135,315
6.4	Citywide Citywide planting of trees	100%	Complete	100,000	(99,904)	96
6.5	Streetscape Citywide lighting, benches & streetscape Phase III	5%	Planning/Design	500,000	-	500,000
6.6	Streetscape Ficus Hedge Replacement	100%	Complete	421,000	(418,000)	3,000
Subtotal				\$ 2,000,000	\$ (1,359,825)	\$ 640,175

Highlights & Updates Landscaping

6.1 Citywide - Citywide planting of trees

Various trees have been planted throughout the City. Trees include Royal Palms, Live Oaks, Crepe Myrtles and Green Buttonwood Trees. Additional sites for trees are still being considered and deliberated. Remaining funds are being used for some final minor plant works. The project is 99% complete and scheduled to be completed by 2/01/17.

6.2 Streetscape - Citywide lighting, benches & streetscape Phase I

On April 18, 2012, the City Commission approved the Citywide Streetscape Guidelines prepared by Miller Legg at a price of \$147,600. Administration used these guidelines to draft an RFQ for the construction of streetscape gateways (pavers, signage, landscape). The Commission has awarded this project to Recreation Design & Construction at a cost of \$1,165,615. This project is 100% complete as of July 30, 2012. On November 7, 2012, Commission approved the re-allocation of the funds for this project in the amount of \$87,400, to partially fund project 6.6-Ficus Hedge Replacement.

6.3 Streetscape - Citywide lighting, benches & streetscape Phase II

On November 7, 2012, Commission approved the re-allocation of the funds for this project in the amount of \$333,600, to partially fund project 6.6-Ficus Hedge Replacement. On 5/21/2014, Commission approved for design-build services for Citywide Gateway Signage in the amount of \$250,342.87. The project is now 80% complete.

6.4 Citywide - Citywide planting of trees

Live Oak trees have been planted at various parks throughout the City. Parks include Walnut Creek, Fletcher, Pasadena, Towngate, Silver Lakes North, Chapel Trail and Pinus Elliotti/Slash Pines have been planted at various parks throughout the city. Project is 100% completed as of December 31, 2012.

6.5 Streetscape - Citywide lighting, benches & streetscape Phase III

This project is currently in the conceptual stage where general activities and ideas are being considered and deliberated.

6.6 Streetscape - Ficus Hedge Replacement

On November 7, 2012, Commission awarded to G.I.G Landscape, Inc. the project to replace the Ficus Hedge on Sheridan Street and Taft Street for a total of \$421,000. Commission also directed the funding for this project be transferred from projects 6.2 and 6.3. The Sheridan Street portion of this project is complete. The Taft Street portion has been suspended as a result of the canal bank restoration project. The project is 100% complete as of 12/31/15.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
7 Purchase/development of open space:						
7.1	Citywide SW Pines Nature & Recreational Park (196 Ave) Phase I	100%	Complete	\$ 1,449,286	\$ (1,449,286)	\$ -
7.2	Citywide SW Pines Nature & Recreational Park (196 Ave) Phase II	100%	Complete	1,467,295	(1,467,295)	-
7.3	Citywide Purchase & development of open space Phase I	100%	Complete	4,681,377	(4,681,378)	(1)
7.4	Citywide Purchase & development of open space Phase II	0%	Re-Allocated to 7.5	-	-	-
7.5	Citywide Raintree - purchase of 112 Acres	100%	Complete	7,424,958	(7,424,958)	-
7.6	Citywide Purchase & development of land- Construction of SW 196 Avenue & Pembroke Road	100%	Complete	73,244	(73,244)	-
7.7	Citywide Mitigation Requirement Purchase for Civic Center Parking Lot	100%	Complete	379,380	(379,380)	-
Subtotal				\$15,475,540	\$ (15,475,541)	\$ (1)

Highlights & Updates

Purchase/development of open space

7.1 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase I

The development of the SW Pines Nature & Recreational Park is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$50,714 from this project to Contingency for the allocation of future projects.

7.2 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase II

The development of the SW Pines Nature & Recreational Park is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$32,705 from this project to Contingency for the allocation of future projects.

7.3 Citywide - Purchase & development of open space Phase I

Nine acres of open land was purchased for \$1,329,154, from Sheridan Street Commerce Center, and converted into wetlands. An additional \$3,343,383 has been spent on the purchase of five acres from Pembroke Pines 5 Acres, Ltd. to build a 12,500 sq. ft. recreation, teen & senior facility. On 2/4/09 Commission approved the re-allocation of the remaining \$1,309,622 to project 7.5 Raintree - purchase of 112 Acres. This project is 100% complete as of 4/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$9,001 from this project to Contingency for the allocation of future projects.

7.4 Citywide - Purchase & development of open space Phase II

On 6/27/07, Commission approved to eliminate \$2,000,000 from this project's budget, leaving a balance of \$2,000,000. On 2/4/09 Commission approved the re-allocation of the remaining \$2,000,000 to project 7.5 Raintree - purchase of 112 Acres.

7.5 Citywide - Raintree - purchase of 112 Acres

On 2/4/09, Commission approved the purchase of Raintree property, the purchase of this 112 acre property is 100% complete as of 4/20/09. The total cost of the purchase was \$9,114,436 with \$7,424,958 coming from GO Bond projects and the remaining \$1,689,478 coming from Capital Improvement Bond funds. Of the \$7,424,958, \$650,000 came from project 2.21, \$100,000 from project 3.1, \$202,000 from project 3.2, \$80,000 from project 3.4, \$1,309,622 from 7.3, \$2,000,000 from 7.4, \$477,800 from contingency and \$2,605,456 from unbudgeted cash as a result of interest earnings and miscellaneous receivables. On 1/10/12, the City Commission approved the sale of 32.9 acres of the Raintree Property to Hoyer Homes, LLC at a price of \$3.1 million dollars. On January 24, 2013, the city closed on this project and the profits generated from the sale will be placed in the G.O. Bond Contingency for the allocation of future projects.

7.6 Citywide - Purchase & development of land- Construction of SW 196 Ave and Pembroke Road

On 2/12/12, Commission approved design building services with Weekly Asphalt Paving, Inc. for the construction of SW 196th Avenue and Pembroke Road. A single property owned by Iglesia Alianza Cristianan Y Misionera De Pembroke Pines, Inc. was obtained in order to construct SW 196 Ave east of the canal which serves as the middle of the SW 196 Ave right-of-way. This purchase was directly related to the advancement of Go Bond Project # 8.6A. Commission approved a total budget of \$71,000 for the purchase of the property. This project is a 100% complete as of January 2013.

7.7 Citywide - Mitigation Requirement Purchase for Civic Center Parking Lot

On 11/19/14, Commission approved the purchase of 12.5 acres of real property located North of the Florida turnpike and East of Douglas Road in the City of Miramar from CC Foxcroft, LLC. To service as the mitigation area required as part of the construction of the proposed City Center parking lot located within the FPL easement. This purchase was completed on 12/18/14. \$2,380 was reallocated from contingency to fund budget overruns as of 9/30/15.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

Location / Description		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
8 Transportation Projects:						
8.1	Pines Blvd. Improvements 136th Ave to 118th Ave	100%	Complete	\$ 7,507,967	\$ (7,507,966)	1
8.4	Pines Blvd. Improvements 118th to Hiatus Rd to Palm Ave	100%	Complete	11,875,258	(11,875,258)	-
8.13	Pines from Palm to Douglas	100%	Complete	2,885,890	(2,885,890)	-
8.15	Pines Blvd. & Hiatus Rd. Traffic Improvements	100%	Complete	280,680	(280,680)	-
8.18	Fenced Landscape Buffer- Flamingo Road Adjacent to Flamingo Villas	100%	Complete	218,326	(218,326)	-
Subtotal				22,768,121	(22,768,120)	1
8.6	Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	0%	Eliminated	692,513	(692,513)	-
8.6A *	Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	100%	Complete	5,261,986	(4,768,194)	493,792
8.7	184th Ave widening (Pembroke Rd to Shrdn St)	100%	Complete	9,158,375	(9,158,375)	-
8.8	172nd Ave 4 lane from Shrdn St to Pmbrk Rd	100%	Complete	7,658,089	(7,658,089)	-
8.10	Sheridan St from SW 196th Ave to SW 172nd Ave	100%	Complete	2,867,829	(2,867,829)	-
8.11	Sheridan St Consulting & Inspection Fees	100%	Complete	172,784	(172,784)	-
8.17	Noise Wall at Douglas Road and Taft Street	100%	Complete	308,073	(320,253)	(12,180)
Subtotal				26,119,649	(25,638,037)	481,612
Total Project Cost				48,887,770	(48,406,157)	481,613
Reimbursements:						
8.2	FDOT LAP Agreement	100%	Complete	(5,000,000)	5,000,000	-
8.3	Mall Agreement	100%	Complete	(1,000,000)	1,000,000	-
8.5	FDOT LAP Agreement Phase II	0%	Eliminated	-	-	-
8.9	184th Ave widening (Pmbrk Rd to Shrdn St)	0%	Eliminated	-	-	-
8.12	Reimbursement from City Center for Pines Exp	100%	Complete	(1,000,000)	1,000,000	-
8.14*	FDOT JPA Agreement	100%	Complete	(3,698,696)	3,698,696	-
8.16	FDOT JPA Agreement Pines & Hiatus	100%	Complete	(87,000)	87,000	-
Total Reimbursements				(10,785,696)	10,785,696	-
Net Project Cost				\$38,102,074	\$ (37,620,461)	\$ 481,613

8.14* Reimbursement for the JPA Agreement #AOB-69 was increased by \$524,420. Total reimbursement of \$3,698,696 was received in Aug. 2010.

8.6A Weekly Asphalt Paving PO#20120349 increased, per Department approval, by \$153,959.10 effective 4/22/14.

Highlights & Updates Transportation Projects

- 8.1 Pines 136th Ave to 118th**
This project is 100% complete as of 2/17/06.
- 8.2 FDOT LAP Agreement**
The full reimbursement of \$5,000,000 has been received.
- 8.3 Mall Agreement**
The full reimbursement of \$1,000,000 has been received.
- 8.4 118th to Hiatus to Palm**
This project is 100% complete as of 3/21/08.
- 8.5 FDOT LAP Agreement Phase II**
This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.
- 8.6 Pembroke Road 184th to 196th/196th & Pembroke Road to Pines**
On 6/27/07, Commission approved to eliminate this project and its budget from the GO Bond project list. On 12/7/11, Commission approved the re-allocation of the available balance of \$483,362 to fund project 8.6A.
- 8.6A Pembroke Road 184th to 196th/196th & Pembroke Road to Pines**
On 2/1/12, Commission approved the project between the City of Pembroke Pines and Weekly Asphalt Paving, Inc. for the construction of the SW 196th Avenue/ Pembroke Rd roadway improvement in the amount of \$5,254,586. This project is subject to the City obtaining all necessary right-of-way and easements in order to complete the construction of the proposed road. Of the \$5,254,586, \$1,627,984 came from 2.22, \$15,000 came from 3.3, \$500,000 came from 4.28, \$17,864 came from 4.54, \$517,540 came from 4.55, \$20,000 came from 5.3, and \$2,078,236 came from contingency. On 5/23/2012, Commission approved to add \$2,000 to this project to eliminate the budget overrun of (\$2,000). Project scope reassessed on 8/7/2013; the original estimated cost of the project was decreased by \$592,403 effective 9/30/13 per commission approval. On 4/9/2014, Commission approved to provide a perimeter buffer wall on additional portions of SW 196th Avenue and for the removal and replacement of concrete sidewalk. The project is now 100% complete as of 5/18/15.
- 8.7 184th Avenue widening (Pembroke Road to Sheridan Street)**
This project is 100% complete as of 6/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$765,561 from this project to Contingency for the allocation of future projects.
- 8.8 172nd Avenue 4 lanes from Sheridan Street to Pembroke Road**
This project is 100% complete as of 11/15/2007. On 5/23/12, Commission approved to transfer the remaining balance of \$658,128 from this project to Contingency for the allocation of future projects.
- 8.9 184th Ave widening (Pembroke Road to Sheridan Street)**
This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.
- 8.10 Sheridan Street from SW 196th Avenue to SW 172nd Avenue**
This project is 100% complete as of 3/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$36,440 from this project to Contingency for the allocation of future projects.
- 8.11 Sheridan Street Consulting & Inspection Fees**
Consulting and inspection for this project is completed as of 3/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$27,216 from this project to Contingency for the allocation of future projects.
- 8.12 Reimbursement from City Center for Pines Expansion**
Total reimbursement of \$1,000,000 was received in September of 2012. Project is 100% complete as of 10/01/2012.
- 8.13 Pines from Palm to Douglas**
This project is 100% complete as of 9/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$336,559 from this project to Contingency for the allocation of future projects.
- 8.14 FDOT JPA Agreement**
Reimbursement for the JPA Agreement # AOB-69 was originally \$3,174,276, Amendment No. 1 increased reimbursement by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010. Project is 100% complete as of 7/31/10.

8.15 Pines Boulevard & Hiatus Road Traffic Improvements

On 9/17/08, Commission approved to add a northbound left turn lane on Hiatus Road at Pines Boulevard, replace the signal mast arm for northbound traffic on Hiatus Road and install the final lift of asphalt and traffic markings on Hiatus Road between Pines Boulevard and Johnson Street. Project is 100% complete as of 12/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$22,524 from this project to Contingency for the allocation of future projects.

8.16 FDOT JPA Agreement Pines & Hiatus Traffic Improvements

On 5/21/08, Commission approved JPA # AP-583. As part of this Joint Participation Agreement FDOT agreed to pay up to \$100,000 for a traffic mast arm on Pines Boulevard and Hiatus Road. Actual expenses for the traffic mast arm was \$87,000. Reimbursement was received on 9/30/10.

8.17 Noise Wall at Douglas Road & Taft Street

On 2/1/2012, Commission approved the motion to construct a noise wall on Taft Street and Douglas Road in the amount of \$303,495. This project is subject to the City obtaining all necessary easements in order to complete the proposed noise wall. Funding for this project was re-allocated from project 2.22. On 5/23/2012, Commission approved to add \$4,578 to this project to eliminate the budget overrun balance of (\$4,578). On 2/25/13, this project cost increased by \$9,600 for the beautification of the wall. This project is 100% complete as of 2/15/2013.

8.18 Fenced Landscape Buffer- Flamingo Road

On 12/04/13, Commission approved and awarded Everglades Environmental Care in the amount of \$218,326 for the Fenced Landscape Buffer on Flamingo Road adjacent to Flamingo Villas. This project is complete as of 7/1/14.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

<u>Description</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures & Encumb. to Date</u>	<u>Available Budget Total</u>
9 Other:						
9.1	Refinancing Senior Center Bonds	100%	Complete	\$ 5,456,448	\$ (5,456,448)	\$ -
9.2	Bond Cost of Issuance	100%	Complete	\$ 1,184,710	\$ (1,184,710)	\$ -
9.3	Economic Development	0%	Reallocated to 2.32	\$ -	\$ -	\$ -
9.4	Signs for GO Bonds	100%	Complete	\$ 1,030	\$ (1,030)	\$ -
Subtotal				\$ 6,642,188	\$ (6,642,188)	\$ -

Highlights & Updates
Other

9.1 Refinancing Senior Center Bonds

This project is 100% complete as of 12/31/05.

9.2 Bond Cost of Issuance

Expenses incurred represent the total Bond costs for the issuance of \$90,000,000.

9.3 Economic Development

Funds have been re-allocated to partially fund the City Hall/Comm. Chambers/Art Gallery GO Bond Project 2.32.

9.4 Signs for GO Bonds

This project is 100% complete.

**CITY OF PEMBROKE PINES
GENERAL OBLIGATION BONDS**

Description	Original Projects	Changes to Budget	Total Budget	Available Budget			
				A (2005)	B (2007)	C (2009)	Total
10 Contingency Fund:							
Original	\$ 11,078,764	-	\$ 11,078,764	\$ -	\$ -	\$ 11,078,764	
Increase to 8.1 Transportation	-	\$ (3,280,114)	(3,280,114)	-	-	(3,280,114)	
Decrease to 9.1 Other	-	350	350	-	-	350	
Decrease due to change to \$80,000,000	-	(6,285,114)	(6,285,114)	-	-	(6,285,114)	
Transfer - due to \$7M increase	-	-	-	1,537,386	-	(1,537,386)	
Budget overruns - recreation	-	(12,194)	(12,194)	(153,763)	-	141,569	
Increase in bond closing costs	-	129,944	129,944	129,944	-	-	
Commission Changes Series 2007	-	3,580,892	3,580,892	-	-	3,580,892	
Signs for GO Bonds # 9.4		(1,030)	(1,030)	-	-	(1,030)	
Rose Price Park Walkway Overlay # 4.35		-	-	(20,000)	-	20,000	
Golf Course		(987,725)	(987,725)	(519,157)	-	(468,568)	
Miracle baseball field		-	-	(238,000)	-	238,000	
Development of Winn Dixie site		(650,000)	(650,000)	(650,000)	-	-	
Closing Costs - Series 2007		(110,350)	(110,350)	-	-	(110,350)	
Legal fees & Appraisals		(17,391)	(17,391)	(17,391)	-	-	
Pasadena Park Field & sports lighting # 1.4		-	-	(13,850)	-	13,850	
Pasadena Park Parking Lot # 4.55		(525,000)	(525,000)	-	-	(525,000)	
Flanagan HS Field lighting # 2.4		27,176	27,176	27,176	-	-	
Project # 7.5 purchase of Raintree		(477,880)	(477,880)	-	-	(477,880)	
Playground Shade Structures # 5.1		-	-	(57,200)	-	57,200	
¹ Project # 2.28 to House 9/11 Memorial Sculpture & construction of Vet. Monument		(149,582)	(149,582)	-	-	(149,582)	
² Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines # 8.6A		(2,078,236)	(2,078,236)	-	-	(2,078,236)	
³ Transfer of Remaining Available G.O. Bond Fund not Anticipated to be used		7,859,272	7,859,272	1,748,870	-	6,110,402	
⁴ Additional Practice Fields at West Pines Soccer Park Project # 1.8		(1,451,632)	(1,451,632)	(1,451,632)	-	-	
⁵ Renovation of Football/Soccer Fields at Chapel Trail Project # 1.9		(146,085)	(146,085)	(146,085)	-	-	
⁶ Charter High School Football Stadium Project # 2.29		(2,466,325)	(2,466,325)	-	-	(2,466,325)	
⁷ Purchase & development of SW 196 Ave & Pmbrk Rd Project # 7.6		(73,244)	(73,244)	-	-	(73,244)	
⁸ Design Criteria Professional for the Civic Center Project # 2.30		(432,800)	(432,800)	-	-	(432,800)	
⁹ Additional Practice Fields at West Pines Soccer Park Project # 1.8 PO Increase		(51,352)	(51,352)	(51,352)	-	-	
¹⁰ Stewardship Grant Soccer Park Project # 1.8		148,300	148,300	148,300	-	-	
¹¹ Charter High School Football Stadium Project # 2.29 PO Increase		(31,285)	(31,285)	-	-	(31,285)	

¹²	Charter East Elementary School	(208,296)	(208,296)	-	-	(208,296)
	Installation of Synthetic Turf Project # 1.10					
¹³	Charter Central Campus	(178,368)	(178,368)	-	-	(178,368)
	Installation of Synthetic Turf Project # 1.11					
¹⁴	Flamingo Road Adjacent to Flamingo Villas	(218,326)	(218,326)	(218,326)	-	-
	Fenced Landscape Buffer Project # 8.18					
	Parking Lot under the FPL Easement					
¹⁵	adjacent to the City Center Complex	(136,850)	(136,850)	-	-	(136,850)
	Parking Lot Permit Project #2.31					
	Mitigation Requirement Purchase for Civic					
¹⁶	Center Parking Lot	(377,000)	(377,000)	-	-	(377,000)
	Purchase/development of open space					
	Parking Lot under the FPL Easement					
¹⁷	adjacent to the City Center Complex	(50,826)	(50,826)	-	-	(50,826)
	Parking Lot Permit Project #2.31					
¹⁸	West Pines Soccer Park-Additional	(184)	(184)	(184)	-	-
	Practice Fields #1.8 - Budget Overrun					
¹⁹	FPL relocation of guy wire	(348,000)	(348,000)			(348,000)
	Parking Lot Project #2.31					
	Remaining Budget from Charter High					
²⁰	School Stadium #2.29 & Civic Center	19,254	19,254	-	-	19,254
	Design Project #2.30					
	Parking Lot under the FPL Easement					
²¹	adjacent to the City Center Complex	(33,428)	(33,428)	-	-	(33,428)
	Project #2.31 - Budget Overrun					
	Mitigation Requirement Purchase for Civic					
²²	Center Parking Lot	(2,380)	(2,380)		-	(2,380)
	Project #7.7 - Budget Overrun					
	Reallocated to partially fund City					
²³	Hall/Comm. Chambers/Art Gallery	(922,211)	(922,211)		-	(922,211)
	Proj. # 2.32 (Account# 320-572-7001-672-62300)					
	Subtotal	\$ 11,078,764	\$ (9,938,020)	\$ 1,140,744	\$ 54,736	\$ -
					\$ 1,086,008	\$ 1,140,744

* See Contingency fund notes on page 8-2

CONTINGENCY FUND NOTES

¹ \$149,582 was re-allocated from the Contingency Fund - C(2009) to Project #2.28 per Commission direction on 9/21/2010.

² \$2,078,236 was re-allocated from the Contingency Fund -C(2009) to Project #8.6A per Commission direction on 12/7/2011.

Per Commission on 5/23/2012, \$6,374,928 was transferred to Contingency from remaining available General Obligation Bond Fund not anticipated to be used. At this same meeting, Unbudgeted Interest Earnings of

³ \$1,484,344 was also allocated to Contingency.

\$1,451,632 was re-allocated from the Contingency Fund(2005) to Project #1.8 per Commission direction on 5/23/2012. \$10,812 was reallocated from the Contingency Fund (2005) to Project #1.8.

⁵ \$146,085 was re-allocated from the Contingency Fund(2005) to Project #1.9 per Commission direction on 5/23/2012.

⁶ \$2,466,325 was re-allocated from the Contingency Fund(2009) to Project #2.29 per Commission direction on 8/15/2012.

⁷ \$73,244 was reallocated from the Contingency fund(2009) to Project #7.6. Per Commission original cost of \$71,000.

⁸ \$432,800 was reallocated from the Contingency fund(2009) to Project #2.30 per commission direction on 10/17/2012.

⁹ \$51,352 was reallocated from the Contingency fund(2005) to Project #1.8 commission direction on 4/03/2013.

\$148,300 will be reimbursed to the Contingency fund(2005) as a result of the Broward County Land

¹⁰ Stewardship Grant to offset cost associated with Project #1.8.

¹¹ \$31,285 was reallocated from the Contingency Fund(2009) to Project #2.29 per commission direction on 6/05/2013.

¹² \$218,326 was reallocated from Contingency Fund(2005) to Project #8.18 per commission direction on 12/04/2013.

¹³ \$178,368 was reallocated from the Contingency Fund(2009) to Project #1.11 per commission direction on 12/04/2013

¹⁴ \$208,296 was reallocated from the Contingency Fund(2009) to Project #1.10 per commission direction on 11/19/2013

¹⁵ \$136,850 was reallocated from the Contingency Fund(2009) to Project #2.31

¹⁶ \$377,000 was reallocated from the Contingency Fund(2009) to Project #7.7

¹⁷ \$50,826 was reallocated from the Contingency Fund(2009) to Project #2.31

¹⁸ \$184 was reallocated from the Contingency Fund(2005) to cover the negative balance on Project #1.8

¹⁹ \$348,000 was re-allocated from the Contingency Fund(2009) to Project #2.31 per Commission direction on 5/20/15

²⁰ \$17,454 and \$1,800 was reallocated to contingency from completed Projects # 2.29 and # 2.30, respectively

²¹ \$33,428 was reallocated from the Contingency Fund(2009) to cover the negative balance on Project #2.31

²² \$2,380 was reallocated from the Contingency Fund(2009) to cover the negative balance on Project #7.7

\$922,211 was reallocated from the Contingency Fund(2009) to partially fund the City Hall/Comm.

²³ Chambers/Art Gallery Proj. # 2.32 (Account# 320-572-7001-672-62300)

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 1 General Fund						
Taxes						
Ad Valorem Taxes						
311001		Current real/personal property tax	48,229,073	51,625,432	54,582,676	59,126,030
311002		Delinq real/personal property taxes	(93,065)	(109,658)	70,000	70,000
Ad Valorem Taxes			48,136,008	51,515,774	54,652,676	59,196,030
Insurance Premium Taxes						
312510-4003		Fire Insurance Premium Tax	1,414,138	1,257,401	1,414,138	1,257,401
312520		Casualty Insurance Premium Tax	1,214,943	1,213,521	1,214,943	1,213,521
Insurance Premium Taxes			2,629,081	2,470,921	2,629,081	2,470,922
Utility Taxes						
314100		Public service taxes- Electric service	8,819,837	8,974,725	9,053,613	9,313,350
314300		Public service taxes- Water	1,961,101	2,008,862	2,020,000	1,535,426
314400		Public service taxes- Gas	172,659	185,041	200,000	196,000
314800		Public service taxes- Propane	59,941	53,787	58,000	60,000
Utility Taxes			11,013,538	11,222,415	11,331,613	11,104,776
Communications Service Tax						
315000		Communications Services Tax	50,846	169,075	135,194	-
Communications Service Tax			50,846	169,075	135,194	-
Local Business Tax						
316000		Local business tax - City	3,272,689	3,378,223	3,395,000	3,404,000
Local Business Tax			3,272,689	3,378,223	3,395,000	3,404,000
Taxes			65,102,162	68,756,408	72,143,564	76,175,728
Permits, Fees & Licenses						
Franchise Fees						
323100		Franchise fees- Electricity	7,711,104	7,756,829	7,877,080	8,019,105
323400		Franchise fees- Gas	139,679	133,314	138,000	133,000
323600		Privilege fees- Sewer	2,665,419	2,728,365	2,739,000	2,811,000
323700		Franchise fees-Sanitation-Non-Franchisee	339,767	250,492	279,000	248,368
323720		Franchise fees- Sanitation-Franchisee	2,329,289	2,347,738	2,386,725	2,431,706
323910		Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000
323930		Franchise fees- Rsrc Rcvry Host Fee	1,533,278	1,558,343	1,520,400	1,520,400
323940		Franchise fees- Towing service	198,379	269,224	243,000	247,218
Franchise Fees			15,048,914	15,176,304	15,315,205	15,542,797
Building Permits						
322016-9002		Building permit review	113,111	276,256	90,000	100,000
322037-9002		Special event permit review	2,650	3,000	4,500	3,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Building Permits						
322040-1001		Garage sales	7,010	6,325	6,500	6,500
322041-1001		POD annual permits	1,000	500	500	500
322050-6006		Landscaping permit	5,559	-	-	-
322050-9002		Landscaping permit	48,046	133,797	55,000	40,000
322053-6006		Landscape replacement contribution	4,275	3,690	4,000	2,000
322055-6006		Paving/drainage permits	272,701	545,976	360,000	450,000
322075-1001		Sign renewal fee	28,523	29,933	30,000	30,000
Building Permits			482,875	999,476	550,500	632,000
Special Assessments						
325110-4003		Fire equipment assessment	37,347	31,140	36,000	32,000
325130-3001		Police equipment assessment	36,565	27,306	30,000	39,000
325220-4003		Fire protection special assmt	21,963,960	22,015,192	22,359,179	22,600,762
325221-4003		Interim Fire special assmt	174,385	106,152	175,000	100,000
Special Assessments			22,212,257	22,179,789	22,600,179	22,771,762
Other Licenses, Fees & Permits						
329101-7001		Background Ck/Contractor	1,326	1,825	1,300	1,800
329200-1001		Annual Lobbyist Registration Fee	850	750	1,000	1,000
329300-9002		Tree Removal-Relocation Permit	-	3,970	5,000	6,500
Other Licenses, Fees & Permits			2,176	6,545	7,300	9,300
Permits, Fees & Licenses						
			37,746,222	38,362,114	38,473,184	38,955,859
Intergovernmental Revenue						
Federal Grants						
331500-8001		Elderly energy assistance	21,321	21,705	28,032	28,032
331694-6008-55		DCF-Transitional Housing Federal	92,274	99,856	61,567	-
331710-7001-310		Promotion of the Arts Grant	-	21,545	28,455	-
331816-4003		Assistance to Firefighters Grant (AFG)	-	507,060	-	-
331940-4003		National Bioterrorism Hospital Prep	-	-	2,222	-
Federal Grants			113,595	650,166	120,276	28,032
Grants from Local Units						
337631-6008-55		In kind revenue	23,069	11,534	24,351	-
337656-7001-304		CSC Maximizing Out-of-Sch Time	79,255	85,024	99,407	-
337902-8001		Community Foundation for Broward	4,236	11,451	-	-
Grants from Local Units			106,561	108,009	123,758	-
Occupational Licenses / County						
338000		Local business tax - County	154,337	208,536	223,000	159,000
Occupational Licenses / County			154,337	208,536	223,000	159,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
State Grants						
334110-3001		National Maccabi Games & Arts Festival	-	6,409	-	-
334220-4003		EMS State Grant	-	91,600	-	-
334221-4003		EMS County Grant	-	-	5,415	-
334395-6004		Highway beautification grant	-	-	148,494	-
334510-6008-60		Local Economic Development Initiatives	-	-	250,000	-
334740-7010-312		General Program Support Grant	-	-	14,368	-
State Grants			-	98,009	418,277	-
State Shared						
335121		Sales Tax Proceeds	3,362,805	3,747,868	3,795,250	4,366,000
335140-800		Mobile home licenses	2,282	2,294	2,000	2,000
335150-800		Beverage licenses	47,904	54,356	46,000	48,000
335180		Local gov 1/2cent sale tax	9,526,264	10,013,065	10,324,896	10,859,606
335200-4003		Firefighter supplemental comp	91,235	89,692	91,235	90,235
335901-6008-55		DCF - Transitional Housing Match	23,069	24,940	15,391	-
State Shared			13,053,559	13,932,214	14,274,772	15,365,841
Intergovernmental Revenue			13,428,053	14,996,934	15,160,083	15,552,873

Charges for Services

Education Charges

347951-5002-201	EDC Fees - State VPK	-	104,976	150,627	140,415
347951-5002-203	EDC Fees - State VPK	112,169	129,527	134,310	119,658
347951-5002-205	EDC Fees - State VPK	161,021	145,240	140,415	140,415
347951-5002-208	EDC Fees - State VPK	231,357	218,275	303,048	235,980
347951-5002-209	EDC Fees - State VPK	227,948	196,336	242,535	204,240
347951-7001-201	EDC Fees - State VPK	95,592	-	-	-
347955-5002-203	EDC Fees - State Supplement	31,167	18,113	17,835	17,835
347955-5002-205	EDC Fees - State Supplement	7,089	15,377	23,052	23,052
347955-5002-208	EDC Fees - State Supplement	1,717	22,064	29,300	23,575
347955-5002-209	EDC Fees - State Supplement	7,049	8,535	8,058	6,355
347961-5002-201	Early Development Center Fees	19,997	199,451	283,293	289,968
347961-5002-203	Early Development Center Fees	356,749	312,956	575,518	518,184
347961-5002-205	Early Development Center Fees	772,379	728,241	899,336	911,817
347961-5002-208	Early Development Center Fees	1,022,725	1,064,936	1,024,360	1,055,358
347961-5002-209	Early Development Center Fees	1,123,014	1,165,256	1,164,216	1,188,571
347961-7001-201	Early Development Center Fees	283,235	-	-	-
347969-5002-201	EDC registration fees	6	5,321	6,050	6,450
347969-5002-203	EDC registration fees	3,579	1,672	9,251	5,576
347969-5002-205	EDC registration fees	20,262	14,224	17,784	17,784
347969-5002-208	EDC registration fees	19,455	16,509	25,256	24,168
347969-5002-209	EDC registration fees	26,609	22,923	27,208	27,263
347974-8001	Annual Registration Fee	63	-	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Education Charges						
		Education Charges	4,523,181	4,389,934	5,081,452	4,956,664
General Government Charges						
341200-800		Administrative fees	12,089,142	11,743,870	11,486,641	11,787,802
341210-800		Communication service-utility	78,241	-	-	-
341280-800		Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55		Housing application fee	365	470	595	-
341292-6008-55		Housing application fee	-	-	30	-
341292-6008-60		Housing application fee	-	80	500	500
341292-8002		Housing application fee	5,026	5,001	4,500	4,500
341292-8002-603		Housing application fee	18,746	17,574	16,000	16,000
341296-6008-670		Maintenance/administrative fees	29,401	29,842	30,400	30,400
341298-800		Payment in lieu of taxes	1,344,255	1,371,457	1,269,401	1,330,668
341300-3001-9007		Admin Hearing Fee	-	15,450	14,400	14,400
341300-9007		Admin Hearing Fee	13,350	-	-	-
341305-3001-9007		Registration of Abandoned Property	-	133,650	105,000	123,000
341305-9007		Registration of Abandoned Property	99,900	-	-	-
341310-800		Adm. Fee - Building Services	161,444	164,642	167,500	172,400
341311-2002		Admin Fee - Technical Services	171,798	689,962	698,271	710,213
341904-800		Administrative fee-25% surcharge	16,949	8,166	5,600	7,500
341905-9002		Planning & Zoning Board surcharge	2,462	2,048	2,300	3,000
341917-800		Administration fee - Sanitation	237,478	235,672	240,000	240,000
341918-800		Contract Administration - Sanitation	120,000	120,000	120,000	120,000
341921-9002		Local business tax review fee	17,317	18,791	22,000	22,000
341932-1001		Certify copy record search	3,523	8,972	1,200	5,000
341934-6006		Engineering charges to Utility	147,935	141,383	127,860	136,722
341936-6006		Engineering plan review fee	21,572	24,226	13,000	15,000
341940-9002		Land use plan amendments	24,776	25,252	27,000	18,000
341941-9002		(DRI) Development of Regional Impact Fees	16,893	11,482	5,800	5,880
341942-9002		Flexibility Allocation Fees	1,800	-	1,850	1,850
341948-2001		Lien research	248,859	288,450	279,700	252,150
341952-1001		Notary fees	1,294	496	980	980
341956-1001		Other government filing fees	3,556	1,800	9,364	-
341957-1001		Passport Fee	68,260	46,566	87,000	71,000
341960-9002		Plat approval fees	18,212	17,568	20,000	20,000
341968-1001		Sale of code of ordinance	277	235	100	100
341969-9002		BOA Review Fees	3,250	750	5,000	3,500
341976-9002		Sign approval fees	16,220	7,912	12,000	10,000
341979-9002		Group Home Research	102	173	25	80
341980-9002		Site review fees	94,293	102,435	40,000	55,000
341982-800		Advertising	24,483	22,618	43,000	33,000
341985-9002		Site or Zoning Inspection	4,291	31,063	5,000	10,000
341986-9002		P & Z Variance Review Fees	29,271	14,680	10,000	15,000
341987-9002		Deed Restriction processing	165	336	154	154

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
General Government Charges						
341991-9002		Zoning letters	11,484	16,183	12,000	14,000
341992-9002		Zoning fees (public hearings)	24,991	31,443	17,500	17,500
341994-9002		Miscellaneous Fees	47,577	41,694	60,000	53,000
341995-9002		Alcoholic Beverage License Review	4,141	4,549	5,130	6,000
341996-9002		Special Exception Fees	-	-	-	1,400
341997-9002		Deferral Fee	1,014	1,034	1,100	1,100
341999-9002		Appeal of Decision	1,119	1,441	1,200	1,200
General Government Charges			15,275,231	15,449,416	15,019,101	15,379,999
Public Safety Charges						
342100-3001		Police services	57,294	60,521	62,700	58,320
342120-3001-303		School Resource Officers	662,290	664,388	664,977	664,977
342120-3001-313		School Resource Officers	-	53,567	214,266	214,266
342150-3001		Take Home Vehicle Program	11,484	18,988	16,800	48,500
342202-4003-678		Annual Fire Inspection Fee	447,471	491,053	475,000	500,000
342203-4003-678		Life Safety Plan Reviews & Inspections	262,641	210,325	257,000	260,000
342204-3001		False Alarm Fee	158,473	140,400	142,300	137,600
342204-4003-678		False Alarm Fee	69,300	62,200	65,000	65,000
342501-4003-678		Fee - Expediting Overtime	9,502	9,559	10,000	15,000
342600-4003		Rescue transport fees	3,567,960	3,628,917	3,600,000	3,600,000
342900-4003		CPR certification	12,397	11,178	13,000	13,000
342901-4003		ILA-Fire Rescue services to Bwrđ County	15,000	9,000	10,000	12,000
342915-4003		Admin Fee SW Ranches Amb Transport	559	-	-	-
342930-4003		Fire detail	20,591	26,941	20,000	27,000
342940-3001		Police detail	190,416	185,931	192,000	204,000
342960-3001		Police civilian academy	1,510	3,080	2,500	2,800
Public Safety Charges			5,486,888	5,576,048	5,745,543	5,822,463
Recreation Charges						
347200-7001		Clean up fees	15,418	14,779	13,000	14,745
347210-5002-201		Summer program fees	-	41,185	53,391	65,667
347210-5002-203		Summer program fees	87,260	78,224	118,420	116,220
347210-5002-205		Summer program fees	246,254	191,703	232,722	233,631
347210-5002-208		Summer program fees	184,041	237,727	207,252	262,922
347210-5002-209		Summer program fees	258,976	258,791	264,236	262,525
347210-7001		Summer program fees	-	-	-	205,000
347210-7003		Summer program fees	168,276	200,137	190,000	-
347215-5002-201		Summer activity fees	-	1,972	2,250	2,970
347215-5002-203		Summer activity fees	3,968	1,675	4,950	4,650
347215-5002-205		Summer activity fees	27,952	15,889	26,790	26,790
347215-5002-208		Summer activity fees	36,891	27,155	24,200	26,410
347215-5002-209		Summer activity fees	45,792	43,914	45,900	41,950
347220-5002-203		Sch Year Activity Fee	3,406	2,125	8,450	5,475
347220-5002-205		Sch Year Activity Fee	5,048	6,944	8,275	8,275

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Recreation Charges							
347220-5002-208			Sch Year Activity Fee	3,575	31,332	28,760	27,090
347220-5002-209			Sch Year Activity Fee	36,058	34,838	40,640	39,400
347225-7001			Youth Athletic Program	149,539	153,565	130,000	130,000
347228-7001			Pines Athletic Club Program	83,804	98,744	104,700	104,000
347301-7010-340			Civic Center Operating Revenues	-	-	-	953,607
347400-7003			Special events	20,148	22,808	26,500	26,925
347450-7001			Special Population Programs	15,117	14,951	16,370	15,620
347504-7006			Driving range fees	62,610	67,050	72,000	67,000
347508-7006			Golf bag storage	5,730	3,215	5,040	4,400
347512-7006			Golf cart rental	1,361,982	1,455,312	1,408,700	1,500,000
347516-7006			Golf club rentals	7,720	6,545	7,700	7,100
347520-7006			Golf green fees	434,894	443,734	479,500	445,000
347524-7006			Golf handicaps fees	800	700	800	750
347528-7006			Golf locker rental	2,395	2,027	2,600	2,375
347532-7006			Golf memberships	100,722	88,445	99,000	92,000
347540-7001			Membership fitness center	7,527	8,213	8,800	9,200
347548-7001			Racquet club fees	3,110	2,855	2,800	2,800
347552-7001			Racquet club memberships	708	1,014	700	900
347556-7001			Recreation classes by staff	1,188	1,129	1,500	1,500
347556-8001			Recreation classes by staff	104,474	108,194	141,671	148,859
347564-7001			Swimming fees	9,901	6,238	6,700	6,200
347565-7001			Athletic fees-non resident	103,654	97,306	95,000	95,000
347566-7001			Youth Soccer Fees	189,901	192,524	189,200	191,000
347568-7001			Swimming lessons by staff	62,500	62,615	60,800	62,500
347572-7001			Swimming pool membership	18,995	14,829	19,100	19,040
347573-7001			Community Swim Team Fees	40,273	46,761	37,493	37,250
347576-7001			Tennis court fees	10,698	10,387	12,000	10,500
347580-7001			Tennis lessons	23,035	23,978	24,925	25,865
347584-7001			Tennis membership fees	23,393	25,667	26,750	26,755
347908-7001			Art & Cultural Program Fees	47,426	39,357	48,350	43,000
347909-7001			ArtsPark Program Fees	64,087	64,841	66,600	66,600
347911-7001			Community garden fees	740	640	780	780
347925-7001			Taxable Recreational Fees	1,348	-	350	350
Recreation Charges				4,081,334	4,252,032	4,365,665	5,440,596
Transportation Charges							
344910-8001			Transportation Services	286	124	240	240
Transportation Charges				286	124	240	240
Charges for Services				29,366,919	29,667,553	30,212,001	31,599,962

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Judgements, Fines & Forfeitures						
Fines & Forfeitures						
351010-3001		Parking citations	59,684	53,101	57,000	57,000
351020-3001		Parking fines-\$5 surcharge	2,772	2,603	2,760	2,640
359000-3001		Court fines & forfeiture	872,142	925,831	870,000	912,000
359200-2001		Penalty - returned checks	7,670	7,048	8,400	6,200
Fines & Forfeitures			942,267	988,583	938,160	977,840
Local Ordinance Violations						
354000-3001-9007		Violations of local ordinance	-	560,792	303,049	540,000
354000-9007		Violations of local ordinance	357,044	-	-	-
354100-3001-3001		Red Zone Infraction	22,096	3,693	-	-
Local Ordinance Violations			379,140	564,485	303,049	540,000
Judgements, Fines & Forfeitures			1,321,407	1,553,068	1,241,209	1,517,840
Miscellaneous Revenues						
Investment Income						
361010		Gain/loss on investments	-	(988,523)	-	-
361030		Interest from FLOC 1-3 yr Bond Fund	290,486	266,078	183,000	312,000
361035-4003		Interest on fire protection assmnt	3,387	2,143	1,500	1,500
361084		Interest on investments	94,889	279,620	101,100	103,600
361085		Interest on Money Market Acct	22	22	20	20
361088		Interest on tax deposits	7,341	5,107	4,000	4,500
361096		Miscellaneous Interest	980	2,725	1,000	1,000
Investment Income			397,105	(432,829)	290,620	422,620
Disp of Fix Assets / Sale of Equip/ Scrap						
364010		Sale of equipment	53,249	54,158	60,000	60,000
Disp of Fix Assets / Sale of Equip/ Scrap			53,249	54,158	60,000	60,000
Miscellaneous Revenues						
365000		Scrap or surplus sales	2,209	6,150	2,000	2,000
Miscellaneous Revenues			2,209	6,150	2,000	2,000
Other Miscellaneous Revenues						
369010		Cash - over + short	(575)	(306)	100	100
369030		Jury duty & subpoena money	13,244	15,525	10,000	10,000
369039-7001		Concession Sales	959	244	1,000	250
369040		Other miscellaneous revenue	2,041	15,602	2,000	2,000
369040-7006		Other miscellaneous revenue	4,250	2,800	2,800	2,800
369045-5002-201		Food Sales	414	6,594	5,460	6,001
369045-5002-203		Food Sales	7,585	4,945	22,765	11,838
369045-5002-205		Food Sales	20,304	23,331	26,400	26,400

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Other Miscellaneous Revenues						
369045-5002-208	Food Sales		43,991	39,742	41,250	46,750
369045-5002-209	Food Sales		42,388	39,606	42,625	42,625
369045-7001-201	Food Sales		8,068	-	-	-
369058	Purchasing discounts earned		1,850	1,415	2,000	1,500
Other Miscellaneous Revenues			144,518	149,500	156,400	150,264
Private Gifts / Contributions						
366015	Contributions		7,364	20,608	-	-
366015-3001	Contributions		-	-	-	1,000
366015-5002-208	Contributions		-	18,210	865	-
366015-5002-209	Contributions		9,552	8,910	1,000	1,000
366015-6008-60	Contributions		-	90,796	25,000	25,000
366015-7003	Contributions		15,070	18,445	18,300	25,000
366015-8001	Contributions		6,000	-	-	-
366015-8002-603	Contributions		377,000	-	-	-
Private Gifts / Contributions			414,986	156,969	45,165	52,000
Rents & Royalties						
362020-7001	Commission-recreation classes		8,709	8,161	8,100	8,500
362023-7006	Commission- Advertising		-	-	500	-
362024-800	Commission- Coke machines		6,689	4,598	8,000	7,000
362025-7006	Commission- Pro Shop		7,268	7,510	7,250	7,300
362030-6001	Rental-city facilities		327,136	332,214	286,971	302,816
362030-7001	Rental-city facilities		123,178	123,681	120,000	123,000
362030-8002	Rental-city facilities		61,164	81,201	72,000	60,000
362031-6001	Rental- cell towers - Exempt		1,418,374	1,604,820	1,473,024	1,549,356
362033-7005	Rental - dinner theatre		32,072	2,585	-	-
362034-7001	Rental-Gymnasium		4,275	3,509	2,900	3,900
362035-7001	Field Rentals		43,713	50,648	50,000	50,000
362037-6001	Rental - Fire Control		740,941	747,252	745,156	746,871
362038-7001	Rental - Storage Lot		324,854	338,297	330,000	346,000
362040-7006	Rental restaurant-facility		33,687	16,509	40,000	30,000
362041-5005	Rental-wcyrc		4,192	11,594	7,940	5,900
362042-8002	Rental-housing		1,789,198	1,825,321	1,824,578	1,824,868
362042-8002-603	Rental-housing		5,225,744	5,401,307	5,492,628	5,507,888
362043-5005	Rental-exempt organizations		9,469	7,323	9,470	6,500
362043-7005	Rental-exempt organizations		32,445	-	-	-
362045-800	Rental Charter School		-	49,477	49,477	49,477
362046-8001	Rental - Community Services		23,488	18,143	25,660	16,002
362051-6008-55	Rental Misc Fees		352	1,295	1,050	-
362051-6008-55	Rental Misc Fees		149	95	10	-
362051-7001	Rental Misc Fees		3,204	5,920	6,300	4,000
362051-8002	Rental Misc Fees		2,293	3,742	900	1,000
362051-8002-603	Rental Misc Fees		44,785	53,379	50,000	50,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Rents & Royalties							
362052-6008-55			Rent-Independent Living Youth	94,879	94,253	63,230	-
362053-6008-55			Rent-Young Professionals	9,962	13,706	8,077	-
362054-6008-55			Rental - Adult Day Care	20,320	470	6,374	-
362054-8001			Rental - Adult Day Care	101,688	115,359	115,359	115,889
362060-6001			Rental to utility fund	108,442	27,518	-	-
362060-6008			Rental to utility fund	-	112,115	149,486	150,533
362070-6008			Rental State Hosp Site- Exempt	326,285	364,915	338,074	338,074
362070-6008-60			Rental State Hosp Site- Exempt	-	2,200	60,000	72,000
362071-6008			Rental State Hosp Site- Taxable	401,162	304,597	584,104	865,456
Rents & Royalties				11,330,116	11,733,715	11,936,618	12,242,330

Miscellaneous Revenues				12,342,183	11,667,663	12,490,803	12,929,214

Other Sources**Appropriated Fund Balance**

389920			Appropriated fund balance	-	-	4,382,573	-
Appropriated Fund Balance				-	-	4,382,573	-

Beginning Surplus

389940			Beginning surplus	-	-	261,707	-
Beginning Surplus				-	-	261,707	-

Fund Balance VOIP & VDI

389947			Fund Balance - VOIP & VDI	-	-	2,726,800	62,497
Fund Balance VOIP & VDI				-	-	2,726,800	62,497

Other Sources				-	-	7,371,080	62,497

Entity 1 General Fund				159,306,946	165,003,741	177,091,924	176,793,973

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 51 Wetlands Trust Fund							
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	855	2,247	1,000	1,900
Investment Income				855	2,247	1,000	1,900
Miscellaneous Revenues				855	2,247	1,000	1,900
Other Sources							
Beginning Surplus							
389940			Beginning surplus	-	-	15,500	14,600
Beginning Surplus				-	-	15,500	14,600
Other Sources				-	-	15,500	14,600
Entity 51 Wetlands Trust Fund				855	2,247	16,500	16,500

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 100 Road & Bridge Fund						
Taxes						
Fuel Taxes						
312411		Local option gas tax - \$.06	1,553,748	1,617,019	1,621,421	1,676,000
312421		Addl local option gas tax \$.03	964,666	994,588	994,092	1,026,000
312422		Addl local option gas tax \$.01 (5th cent)	163,598	168,673	168,472	174,000
Fuel Taxes			2,682,012	2,780,280	2,783,985	2,876,000

Taxes			2,682,012	2,780,280	2,783,985	2,876,000

Permits, Fees & Licenses**Franchise Fees**

323720		Franchise fees- Sanitation-Franchisee	1,254,233	1,264,166	1,285,000	1,309,380
Franchise Fees			1,254,233	1,264,166	1,285,000	1,309,380

Permits, Fees & Licenses			1,254,233	1,264,166	1,285,000	1,309,380

Intergovernmental Revenue**State Grants**

334491-6003		County Incentive Grant Program	-	8,058	16,942	-
State Grants			-	8,058	16,942	-

State Shared

335120		Municipal gas tax 8th cent	1,134,099	1,201,413	1,200,200	1,301,000
335122		Motor fuel tax rebate	91,806	79,180	73,000	78,000
335124		Special/motor fuel tax	4,228	5,800	250	480
State Shared			1,230,132	1,286,394	1,273,450	1,379,480

Intergovernmental Revenue			1,230,132	1,294,452	1,290,392	1,379,480

Charges for Services**General Government Charges**

341965-6002		Road repair charges-utility	16,667	-	-	-
General Government Charges			16,667	-	-	-

Charges for Services			16,667	-	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Miscellaneous Revenues						
Investment Income						
361030		Interest from FLOC 1-3 yr Bond Fund	8,204	18,656	12,000	13,000
361084		Interest on investments	23,085	36,340	24,000	25,000
Investment Income			31,289	54,997	36,000	38,000
Disp of Fix Assets / Sale of Equip/ Scrap						
364010		Sale of equipment	-	5,656	500	200
Disp of Fix Assets / Sale of Equip/ Scrap			-	5,656	500	200
Other Miscellaneous Revenues						
369040		Other miscellaneous revenue	171,079	176,204	181,486	219,703
Other Miscellaneous Revenues			171,079	176,204	181,486	219,703
Miscellaneous Revenues			202,368	236,856	217,986	257,903
Other Sources						
Appropriated Fund Balance						
389920		Appropriated fund balance	-	-	5,177,592	-
Appropriated Fund Balance			-	-	5,177,592	-
Beginning Surplus						
389940		Beginning surplus	-	-	208,619	354,038
Beginning Surplus			-	-	208,619	354,038
Other Sources			-	-	5,386,211	354,038
Entity 100 Road & Bridge Fund			5,385,412	5,575,755	10,963,574	6,176,801

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 120 State Housing Initiative Program						
Intergovernmental Revenue						
State Grants						
334920-600	S.H.I.P.		252,719	448,299	2,329,470	1,010,364
334930-600	SHIP Recaptured Income		28,948	103,880	72,212	-
State Grants			281,667	552,178	2,401,682	1,010,364
Intergovernmental Revenue			281,667	552,178	2,401,682	1,010,364
Miscellaneous Revenues						
Investment Income						
361030	Interest from FLOC 1-3 yr Bond Fund		-	-	2,000	2,000
Investment Income			-	-	2,000	2,000
Miscellaneous Revenues			-	-	2,000	2,000
Other Sources						
Beginning Surplus						
389940	Beginning surplus		-	-	(2,000)	(2,000)
Beginning Surplus			-	-	(2,000)	(2,000)
Other Sources			-	-	(2,000)	(2,000)
Entity 120 State Housing Initiative Program			281,667	552,178	2,401,682	1,010,364

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 121 HUD Grants CDBG/HOME							
Intergovernmental Revenue							
Federal Grants							
331900-600			Community dev block grant	833,679	391,572	1,466,648	662,393
331900-8006			Community dev block grant	106,474	109,226	113,070	116,893
331903-600			Neighborhood Stabilization Program (NSP)	721,592	147,951	329,009	-
331904-600			NSP Program Income	571,843	154,981	201,660	-
331905-600			CDBG Recaptured Income	47,690	51,243	64,950	-
331907-600			HOME Recapture Income	-	-	17,503	-
331908-600			NSP Recaptured Income	19,000	59,387	-	-
331909-600			NSP 2010 Program Income	-	-	394,865	-
331930-600			HOME Grant	547,735	129,749	317,939	176,509
Federal Grants				2,848,013	1,044,110	2,905,644	955,795
Intergovernmental Revenue				2,848,013	1,044,110	2,905,644	955,795
Entity 121 HUD Grants CDBG/HOME				2,848,013	1,044,110	2,905,644	955,795

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 122 Law Enforcement Grant							
Intergovernmental Revenue							
Federal Grants							
331251-3015			Victims of Crime Act	17,730	17,843	17,918	17,918
331254-3026			Highway Planning and Construction	-	75,785	7,734	-
331627-3027			Substance Abuse & Mental Health	-	-	21,360	-
331810-3030			Urban Area Strategic Initiative (UASI)	367,842	-	239,395	-
Federal Grants				385,572	93,628	286,407	17,918
Intergovernmental Revenue				385,572	93,628	286,407	17,918
Entity 122 Law Enforcement Grant				385,572	93,628	286,407	17,918

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 124 Police Community Services Grant							
Intergovernmental Revenue							
Federal Grants							
331263-3018			Byrne Justice Asst Grant	34,888	19,345	17,476	-
Federal Grants				34,888	19,345	17,476	-
Intergovernmental Revenue				34,888	19,345	17,476	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	33	-	-	-
Investment Income				33	-	-	-
Miscellaneous Revenues				33	-	-	-
Entity 124 Police Community Services Grant				34,920	19,345	17,476	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 128 Community Bus Program						
Intergovernmental Revenue						
Federal Grants						
331801-8001		Capital Assistance Program/5310	66,277	194,687	198,000	-
331802-8001		Federal Transit-Capital Invest Grant	126,277	15,933	-	-
Federal Grants			192,554	210,621	198,000	-
Grants from Local Units						
337410-8004		Broward county transit grant	258,450	260,028	259,236	259,236
337410-8004-42		Broward county transit grant	48,985	49,199	49,359	49,359
Grants from Local Units			307,435	309,227	308,595	308,595
Intergovernmental Revenue			499,989	519,848	506,595	308,595
Other Sources						
Interfund Transfers						
381020		Transfer from General Fund	26,285	-	-	-
381020-8001		Transfer from General Fund	7,364	135,273	214,282	206,216
381100-8001		Transfer from Road & Bridge Fund	165,183	120,431	-	-
381100-8004		Transfer from Road & Bridge Fund	255,512	186,102	280,999	283,313
381100-8004-42		Transfer from Road & Bridge Fund	-	10,273	8,362	-
Interfund Transfers			454,344	452,080	503,643	489,529
Other Sources			454,344	452,080	503,643	489,529
Entity 128 Community Bus Program			954,333	971,928	1,010,238	798,124

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 131 Treasury - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351040-3011			Confiscated by Dept of Treasury	7,549	49,768	-	-
Fines & Forfeitures				7,549	49,768	-	-
Judgements, Fines & Forfeitures				7,549	49,768	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	1,853	2,140	1,000	2,000
Investment Income				1,853	2,140	1,000	2,000
Miscellaneous Revenues				1,853	2,140	1,000	2,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	306,424	-
Appropriated Fund Balance				-	-	306,424	-
Beginning Surplus							
389940			Beginning surplus	-	-	7,022	57,576
Beginning Surplus				-	-	7,022	57,576
Other Sources				-	-	313,446	57,576
Entity 131 Treasury - Confiscated				9,402	51,907	314,446	59,576

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 132 Justice - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351050-3012			Confiscated by Dept of Justice	59,871	109,708	-	-
Fines & Forfeitures				59,871	109,708	-	-
Judgements, Fines & Forfeitures				59,871	109,708	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	3,206	4,403	3,000	3,000
Investment Income				3,206	4,403	3,000	3,000
Miscellaneous Revenues				3,206	4,403	3,000	3,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	577,445	-
Appropriated Fund Balance				-	-	577,445	-
Beginning Surplus							
389940			Beginning surplus	-	-	46,967	107,623
Beginning Surplus				-	-	46,967	107,623
Other Sources				-	-	624,412	107,623
Entity 132 Justice - Confiscated				63,077	114,111	627,412	110,623

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 133 \$2 Police Education							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351030-3013			Police education \$2.00	37,076	35,248	38,703	35,616
Fines & Forfeitures				37,076	35,248	38,703	35,616
Judgements, Fines & Forfeitures				37,076	35,248	38,703	35,616
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	1,698	2,097	1,000	1,000
Investment Income				1,698	2,097	1,000	1,000
Miscellaneous Revenues				1,698	2,097	1,000	1,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	247,296	-
Appropriated Fund Balance				-	-	247,296	-
Beginning Surplus							
389940			Beginning surplus	-	-	-	(1,000)
Beginning Surplus				-	-	-	(1,000)
Other Sources				-	-	247,296	(1,000)
Entity 133 \$2 Police Education				38,773	37,345	286,999	35,616

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 134 FDLE - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351000-3004			Confiscated by FDLE	96,953	176,985	-	-
Fines & Forfeitures				96,953	176,985	-	-
Judgements, Fines & Forfeitures				96,953	176,985	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	3,293	3,739	2,000	3,000
Investment Income				3,293	3,739	2,000	3,000
Miscellaneous Revenues				3,293	3,739	2,000	3,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	348,507	-
Appropriated Fund Balance				-	-	348,507	-
Beginning Surplus							
389940			Beginning surplus	-	-	105,540	230,994
Beginning Surplus				-	-	105,540	230,994
Other Sources				-	-	454,047	230,994
Entity 134 FDLE - Confiscated				100,245	180,724	456,047	233,994

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 199 Older Americans Act						
Intergovernmental Revenue						
Federal Grants						
331690-8005	Oaa title iii-b&d		320,044	322,229	329,464	329,464
331691-8005	Oaa title iii-e		109,891	65,015	88,728	88,728
331693-8005	GEC Geriatric Education Center		3,040	3,040	-	-
Federal Grants			432,976	390,284	418,192	418,192
Grants from Local Units						
337630-8005	In kind rev from g.f.		101,023	99,621	95,284	95,284
337660-8005	Oaa cash match		42,158	41,253	43,867	43,867
Grants from Local Units			143,181	140,874	139,151	139,151
State Grants						
334692-8005	Local Service Providers (LSP)		245,368	260,759	256,020	254,388
State Grants			245,368	260,759	256,020	254,388
Intergovernmental Revenue			821,525	791,917	813,363	811,731
Miscellaneous Revenues						
Private Gifts / Contributions						
366050-8005	Recipient donations		25,170	8,319	25,000	25,000
Private Gifts / Contributions			25,170	8,319	25,000	25,000
Miscellaneous Revenues			25,170	8,319	25,000	25,000
Other Sources						
Interfund Transfers						
381020	Transfer from General Fund		425,467	512,652	561,569	487,850
Interfund Transfers			425,467	512,652	561,569	487,850
Other Sources			425,467	512,652	561,569	487,850
Entity 199 Older Americans Act			1,272,161	1,312,888	1,399,932	1,324,581

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 201 Debt Service						
Taxes						
Ad Valorem Taxes						
311001-900		Current real/personal property tax	5,470,524	5,406,078	5,833,898	5,889,763
Ad Valorem Taxes			5,470,524	5,406,078	5,833,898	5,889,763
Utility Taxes						
314100		Public service taxes- Electric service	1,641,489	1,642,948	1,647,387	1,646,650
314300		Public service taxes- Water	-	-	200,000	534,574
Utility Taxes			1,641,489	1,642,948	1,847,387	2,181,224
Communications Service Tax						
315000		Communications Services Tax	6,299,299	6,028,397	5,846,888	5,509,584
Communications Service Tax			6,299,299	6,028,397	5,846,888	5,509,584
Taxes			13,411,312	13,077,423	13,528,173	13,580,571
Permits, Fees & Licenses						
Franchise Fees						
323100		Franchise fees- Electricity	818,587	820,373	824,920	821,895
Franchise Fees			818,587	820,373	824,920	821,895
Permits, Fees & Licenses			818,587	820,373	824,920	821,895
Miscellaneous Revenues						
Investment Income						
361030		Interest from FLOC 1-3 yr Bond Fund	77,378	97,295	43,000	51,000
361088-900		Interest on tax deposits	837	542	758	758
Investment Income			78,215	97,837	43,758	51,758
Rents & Royalties						
362042-900		Rental-housing	5,011,007	4,669,304	4,718,645	4,718,302
362044-900		Rental- Early Development Centers	381,968	380,466	380,460	380,573
362045-900		Rental Charter School	6,380,982	6,283,007	6,283,497	6,259,568
362047-900		Rental - SBA Center	311,435	313,423	325,312	331,898
362049-900		Rental - Howard C. Forman	274,295	274,893	276,417	275,403
Rents & Royalties			12,359,687	11,921,093	11,984,331	11,965,744
Miscellaneous Revenues			12,437,902	12,018,931	12,028,089	12,017,502

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Other Sources							
Interfund Transfers							
381020			Transfer from General Fund	315,973	118,065	118,068	118,068
381040			Transfer from Municipal Construction	1,590	-	-	-
Interfund Transfers				317,564	118,065	118,068	118,068
Debt Proceeds/Installment Purchase							
384000-677A			Debt proceeds	-	66,133,497	-	-
384100			Bond Issuance	105,880,000	-	-	-
384200			Bond Premium/Discount	3,016,529	9,830,036	-	-
Debt Proceeds/Installment Purchase				108,896,529	75,963,533	-	-
Beginning Surplus							
389940			Beginning surplus	-	-	(300,589)	(181,729)
Beginning Surplus				-	-	(300,589)	(181,729)
Other Sources				109,214,092	76,081,599	(182,521)	(63,661)
Entity 201 Debt Service				135,881,893	101,998,325	26,198,661	26,356,307

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 320 Municipal Construction						
Intergovernmental Revenue						
Grants from Local Units						
337440-6003-627		Contribution from County JPA	97,224	-	-	-
337704-7001		TDT Capital Challenge Grant	-	-	462,350	-
Grants from Local Units			97,224	-	462,350	-
State Grants						
334730-7001		Cultural Facilities Grant Program	-	-	500,000	-
State Grants			-	-	500,000	-
Intergovernmental Revenue			97,224	-	962,350	-

Miscellaneous Revenues**Investment Income**

361030		Interest from FLOC 1-3 yr Bond Fund	6,565	2,154	-	-
361030-672		Interest from FLOC 1-3 yr Bond Fund	23,466	23,284	-	-
361030-673		Interest from FLOC 1-3 yr Bond Fund	6	-	-	-
361030-675		Interest from FLOC 1-3 yr Bond Fund	166	-	-	-
361030-676		Interest from FLOC 1-3 yr Bond Fund	131,646	144,918	-	-
361030-677A		Interest from FLOC 1-3 yr Bond Fund	-	21,813	-	-
Investment Income			161,849	192,169	-	-

Disp of Fix Assets / Sale of Equip/ Scrap

364030		Sale of Land	-	7,050,000	-	-
Disp of Fix Assets / Sale of Equip/ Scrap			-	7,050,000	-	-

Private Gifts / Contributions

366010-6003-627		Contribution in aid of construction	158,070	-	-	-
366035		Municipal dedication fees	473,871	630,861	284,300	-
Private Gifts / Contributions			631,941	630,861	284,300	-

Miscellaneous Revenues			793,790	7,873,030	284,300	-

Other Sources**Interfund Transfers**

381201		Transfer from Debt Service Fund	-	9,690	-	-
Interfund Transfers			-	9,690	-	-

Debt Proceeds/Installment Purchase

384000-677A		Debt proceeds	-	9,911,503	-	-
Debt Proceeds/Installment Purchase			-	9,911,503	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	14,549,980	-
Appropriated Fund Balance				-	-	14,549,980	-
Prior Year Bond Proceeds							
389935			Prior Year Bond Proceeds	-	-	11,792,884	-
Prior Year Bond Proceeds				-	-	11,792,884	-
Beginning Surplus							
389940			Beginning surplus	-	-	25,442,247	-
Beginning Surplus				-	-	25,442,247	-
Other Sources							
				-	9,921,193	51,785,111	-
Entity 320 Municipal Construction							
				891,014	17,794,223	53,031,761	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 471 Utility Fund						
Permits, Fees & Licenses						
Building Permits						
322085-6010		Utility construction fee	19,780	92,797	25,000	92,000
		Building Permits	19,780	92,797	25,000	92,000
Permits, Fees & Licenses			19,780	92,797	25,000	92,000
Charges for Services						
General Government Charges						
341922-6031		Backflow prevention certif fee	38,400	42,575	25,000	30,000
341944-6010		Lien recording/release	-	-	200	-
341990-6010		Utility plan review fee	12,071	6,669	10,000	6,600
		General Government Charges	50,471	49,244	35,200	36,600
Physical Environment Charges						
343310-6031		Water utility installation fees	33,639	3,825	30,000	30,000
343320-6031		Water utility record/penalty fees	673,005	663,016	650,000	650,000
343600-6010		New account charge	60,150	60,170	50,000	60,000
343910-6010		Lien recording/release	21,000	28,225	20,000	25,000
		Physical Environment Charges	787,794	755,236	750,000	765,000
Water/Sewer Charges						
343300-6031		Water charges	20,874,178	21,261,046	21,537,000	22,022,000
343510-6021		Sewer charges	22,211,823	22,586,436	22,824,000	23,423,000
		Water/Sewer Charges	43,086,001	43,847,482	44,361,000	45,445,000
Charges for Services			43,924,266	44,651,962	45,146,200	46,246,600
Miscellaneous Revenues						
Investment Income						
361010		Gain/loss on investments	2,854,464	-	-	-
361030		Interest from FLOC 1-3 yr Bond Fund	189,063	327,218	206,000	134,000
361030-845		Interest from FLOC 1-3 yr Bond Fund	55,033	57,692	-	31,000
		Investment Income	3,098,560	384,910	206,000	165,000
Disp of Fix Assets / Sale of Equip/ Scrap						
364010		Sale of equipment	268,300	39,655	5,000	5,000
		Disp of Fix Assets / Sale of Equip/ Scrap	268,300	39,655	5,000	5,000
Miscellaneous Revenues						
365000		Scrap or surplus sales	8,389	23,138	4,000	4,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Miscellaneous Revenues						
		Miscellaneous Revenues	8,389	23,138	4,000	4,000
Other Miscellaneous Revenues						
369010		Cash - over + short	(415)	(248)	100	100
369040		Other miscellaneous revenue	653	10	1,000	700
369060-6021		Sewer - other revenue	-	-	1,000	500
369080		Water - other revenues	1,800	375	2,000	1,500
		Other Miscellaneous Revenues	2,038	137	4,100	2,800
		Miscellaneous Revenues	3,377,288	447,841	219,100	176,800
Other Sources						
Water/Sewer Connection						
389802-6021		Sewer connection - East	172,844	412,340	500,000	425,000
389803-6021		Sewer connection - West	928,988	116,208	400,000	400,000
389804-6031		Water connection - East	203,726	441,352	500,000	450,000
389805-6031		Water connection - West	758,878	99,839	500,000	450,000
		Water/Sewer Connection	2,064,436	1,069,739	1,900,000	1,725,000
Appropriated Retained Earnings						
389910		Appropriated retained earnings	-	-	9,240,940	-
		Appropriated Retained Earnings	-	-	9,240,940	-
Capital Funded By Reserve						
389915		Capital Funded by Reserve	-	-	2,340,000	2,360,000
		Capital Funded By Reserve	-	-	2,340,000	2,360,000
Beginning Retained Earnings						
389946		Beginning retained earnings	-	-	572,173	1,484,961
		Beginning Retained Earnings	-	-	572,173	1,484,961
		Other Sources	2,064,436	1,069,739	14,053,113	5,569,961
		Entity 471 Utility Fund	49,385,771	46,262,339	59,443,413	52,085,361

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 504 Public Insurance Fund							
Charges for Services							
General Government Charges							
341212-203	-402		Contribution from Charter School	3,574,096	3,710,540	5,074,372	5,748,817
341212-203	-403		Contribution from Charter School	11,721	39,021	64,396	74,250
341212-203	-404		Contribution from Charter School	33,584	121,783	138,732	179,882
341212-203	-405		Contribution from Charter School	56,720	91,659	165,000	181,500
341235-203	-402		Contribution from general fund	7,926,706	7,628,081	10,608,672	10,790,506
341235-203	-403		Contribution from general fund	21,161	101,595	169,545	164,907
341235-203	-404		Contribution from general fund	615,255	2,285,933	2,525,042	2,696,640
341235-203	-405		Contribution from general fund	632,512	1,040,421	1,853,699	2,018,777
341240-203	-404		Contribution-law enforcement grants	-	-	-	59
341245-203	-402		Contribution from pp utility fund	101,775	86,841	142,348	105,712
341245-203	-403		Contribution from pp utility fund	327	1,529	3,626	4,383
341245-203	-404		Contribution from pp utility fund	8,357	27,106	28,541	32,111
341245-203	-405		Contribution from pp utility fund	646,492	1,149,587	1,912,637	1,964,810
341270-203	-402		Contribution from road/bridge	2,751	-	7,492	8,132
341270-203	-403		Contribution from road/bridge	6	-	118	236
341270-203	-404		Contribution from road/bridge	372	-	4,249	10,499
341270-203	-405		Contribution from road/bridge	77,681	148,166	277,747	260,647
General Government Charges				13,709,516	16,432,262	22,976,216	24,241,868
Charges for Services				13,709,516	16,432,262	22,976,216	24,241,868
Miscellaneous Revenues							
Investment Income							
361030-203	-402		Interest from FLOC 1-3 yr Bond Fund	15,768	26,344	7,000	18,000
361084-203	-402		Interest on investments	69,663	113,667	80,443	100,271
361084-203	-403		Interest on investments	4,431	7,454	5,135	6,979
361084-203	-404		Interest on investments	11,145	20,176	11,378	17,970
361084-203	-405		Interest on investments	25,547	45,043	29,000	44,000
Investment Income				126,555	212,684	132,956	187,220
Other Miscellaneous Revenues							
369022-203	-402		Specific Stop Loss Recovery	681,796	471,904	-	-
369052-203	-402		Cobra Premiums	73,860	56,252	5,000	5,000
369053-203	-402		RX Rebates	168,711	193,083	30,000	30,000
369055-203	-402		Health insurance coverage	1,562,253	1,497,333	1,596,952	1,487,314
369057-203	-403		Supplemental life insurance	179,029	95,331	99,627	94,076
369059-203	-402		Medical Claims - Refund/Adj.	115,866	151,515	-	-
Other Miscellaneous Revenues				2,781,515	2,465,417	1,731,579	1,616,390

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
	Miscellaneous Revenues	2,908,069	2,678,101	1,864,535	1,803,610
	Entity 504 Public Insurance Fund	16,617,585	19,110,363	24,840,751	26,045,478

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 655 General Pension Trust Fund						
Miscellaneous Revenues						
Investment Income						
361012-204		Investment Income	12,918,959	(1,726,137)	12,900,000	10,000,000
Investment Income			12,918,959	(1,726,137)	12,900,000	10,000,000
Pension Fund Contributions						
368010-204		City contribution - general	16,474,902	4,176,359	535,762	540,123
368011-204		City contribution - legacy	-	4,998,544	1,964,238	1,959,877
368050-204		Employee contribution - general	237,040	251,779	244,846	229,490
Pension Fund Contributions			16,711,942	9,426,681	2,744,846	2,729,490
Miscellaneous Revenues			29,630,901	7,700,544	15,644,846	12,729,490
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	(5,589,846)	(2,669,490)
Beginning Surplus			-	-	(5,589,846)	(2,669,490)
Other Sources			-	-	(5,589,846)	(2,669,490)
Entity 655 General Pension Trust Fund			29,630,901	7,700,544	10,055,000	10,060,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 656 Fire & Police Pension Trust Fund						
Miscellaneous Revenues						
Investment Income						
361000-204		Appreciation of investments	38,670,552	2,700,347	30,440,000	30,440,000
361012-204		Investment Income	7,926,169	9,743,415	10,810,000	10,810,000
Investment Income			46,596,721	12,443,762	41,250,000	41,250,000
Other Miscellaneous Revenues						
369040-204		Other miscellaneous revenue	44,649	72,859	-	-
Other Miscellaneous Revenues			44,649	72,859	-	-
Pension Fund Contributions						
368000-204		Casualty insurance premium tax	1,214,943	1,213,521	1,214,943	1,213,521
368005-204		City contribution - fire	11,647,078	11,417,200	11,501,733	11,284,810
368020-204		City contribution - police	11,938,249	12,302,161	12,183,024	13,600,076
368040-204		Employee contribution - fire	1,472,181	1,488,326	1,435,048	1,174,647
368042-204		Employee buybacks	11,528	10,762	-	-
368045-204		Employee Contribution - ESI	19,329	27,859	-	-
368060-204		Employee contribution - police	1,491,955	1,538,539	1,389,410	1,348,104
368090-204		Fire insurance premium tax	1,414,138	1,257,401	1,414,138	1,257,401
Pension Fund Contributions			29,209,399	29,255,767	29,138,296	29,878,559
Miscellaneous Revenues			75,850,769	41,772,388	70,388,296	71,128,559
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	(41,097,296)	(37,377,559)
Beginning Surplus			-	-	(41,097,296)	(37,377,559)
Other Sources			-	-	(41,097,296)	(37,377,559)
Entity 656 Fire & Police Pension Trust Fund			75,850,769	41,772,388	29,291,000	33,751,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Entity 657 Other Post Employment Benefits						
Miscellaneous Revenues						
Investment Income						
361084-204		Interest on investments	4,290,461	266,391	4,300,000	4,000,000
361085		Interest on Money Market Acct	1,565	1,414	1,000	1,000
Investment Income			4,292,026	267,804	4,301,000	4,001,000
Other Miscellaneous Revenues						
369022-204		Specific Stop Loss Recovery	50,765	-	-	-
369053-204		RX Rebates	-	-	15,000	15,000
369054		Part D Subsidy	146,505	168,262	75,000	100,000
369056-204		Medical contribution	675,017	665,596	150,000	150,000
369059-204		Medical Claims - Refund/Adj.	6,141	-	-	-
Other Miscellaneous Revenues			878,428	833,858	240,000	265,000
Pension Fund Contributions						
368035-204		City contrib-General retiree health	2,841,000	3,023,752	4,632,000	5,478,000
368036-204		City contrib-Police retiree health	3,634,000	3,900,993	4,521,000	4,244,000
368037-204		City contrib-Fire retiree health	2,856,000	3,069,809	5,038,000	4,414,000
368038-204		City contrib-Schools retiree health	21,000	16,429	2,000	57,000
Pension Fund Contributions			9,352,000	10,010,983	14,193,000	14,193,000
Miscellaneous Revenues			14,522,454	11,112,645	18,734,000	18,459,000
Other Sources						
Beginning Surplus						
389940		Beginning surplus	-	-	(7,565,977)	(6,632,381)
Beginning Surplus			-	-	(7,565,977)	(6,632,381)
Other Sources			-	-	(7,565,977)	(6,632,381)
Entity 657 Other Post Employment Benefits			14,522,454	11,112,645	11,168,023	11,826,619

City of Pembroke Pines, Florida
Revenue Detail
All Funds

Entity	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
1 General Fund	159,306,946	165,003,741	177,091,924	176,793,973
51 Wetlands Trust Fund	855	2,247	16,500	16,500
100 Road & Bridge Fund	5,385,412	5,575,755	10,963,574	6,176,801
120 State Housing Initiative Program	281,667	552,178	2,401,682	1,010,364
121 HUD Grants CDBG/HOME	2,848,013	1,044,110	2,905,644	955,795
122 Law Enforcement Grant	385,572	93,628	286,407	17,918
124 Police Community Services Grant	34,920	19,345	17,476	-
128 Community Bus Program	954,333	971,928	1,010,238	798,124
131 Treasury - Confiscated	9,402	51,907	314,446	59,576
132 Justice - Confiscated	63,077	114,111	627,412	110,623
133 \$2 Police Education	38,773	37,345	286,999	35,616
134 FDLE - Confiscated	100,245	180,724	456,047	233,994
199 Older Americans Act	1,272,161	1,312,888	1,399,932	1,324,581
201 Debt Service	135,881,893	101,998,325	26,198,661	26,356,307
320 Municipal Construction	891,014	17,794,223	53,031,761	-
471 Utility Fund	49,385,771	46,262,339	59,443,413	52,085,361
504 Public Insurance Fund	16,617,585	19,110,363	24,840,751	26,045,478
655 General Pension Trust Fund	29,630,901	7,700,544	10,055,000	10,060,000
656 Fire & Police Pension Trust Fund	75,850,769	41,772,388	29,291,000	33,751,000
657 Other Post Employment Benefits	14,522,454	11,112,645	11,168,023	11,826,619
Total All Funds	493,461,765	420,710,737	411,806,890	347,658,630

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative
Division 100 City Commission | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
11001	Mayor	46,030	46,030	45,854	45,854
11002	Vice - Mayor	23,476	23,476	23,387	23,387
11003	Commissioner	70,429	70,429	70,161	70,161
12884	Executive Assist	56,622	55,469	55,204	55,204
13682	P/T Executive Assistant	26,868	29,098	30,514	30,514
15001	Special Payment non P & F	7,784	7,784	-	-
15103	Expense allowance	35,250	68,250	68,250	68,250
15107	Automobile allowance	-	-	5,909	19,200
21000	Social Security- matching	18,985	21,648	22,904	23,923
22000	Retirement contributions	321,426	42,472	13,410	15,858
23000	Health Insurance	66,012	54,361	89,904	97,578
23100	Life Insurance	94	437	815	807
24000	Workers compensation	213	764	768	806
26300	General retiree health contrib	52,735	58,422	89,394	130,968
Personnel		725,924	478,639	516,474	582,510
Operating					
34990	Contractual services- other	242,853	250,000	250,000	250,000
40100	Travel/conferences	23,024	18,525	17,638	24,000
44200	Rents- machinery & equipment	-	368	2,207	2,207
46800	Maintenance contracts	-	12	790	1,200
49104	License fees	-	-	375	375
51100	Office supplies	1,154	1,885	1,500	1,500
52650	Equip < than \$1000	155	-	100	-
54100	Memberships/ dues/ subscription	13,557	14,080	13,992	13,992
Operating		280,742	284,871	286,602	293,274
Project Total		1,006,666	763,510	803,076	875,784
Division Total		1,006,666	763,510	803,076	875,784

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
11005	City Manager	276,319	276,319	274,997	274,997
12516	Assistant City Manager	82,168	82,168	83,590	86,186
13150	P/T Administrative Coordinator I	10,720	20,510	20,800	20,800
13682	P/T Executive Assistant	39,418	38,531	50,648	50,648
13685	P/T Clerical Aide	17,713	635	13,812	-
14000	Overtime	121	-	-	-
15001	Special Payment non P & F	14,271	14,271	-	-
15103	Expense allowance	4,800	4,800	4,801	4,801
15107	Automobile allowance	9,600	10,385	10,800	10,800
15116	Cell Phone Pay	2,850	2,850	2,851	2,851
21000	Social Security- matching	21,737	21,244	23,825	31,870
22000	Retirement contributions	112,493	119,493	28,980	31,986
23000	Health Insurance	5,502	5,436	22,476	24,395
23100	Life Insurance	37	183	1,469	1,754
24000	Workers compensation	408	1,517	1,505	1,815
26300	General retiree health contrib	4,392	14,606	22,349	32,742
Personnel		602,549	612,948	562,903	575,645
Operating					
40100	Travel/conferences	707	121	1,600	3,000
44200	Rents- machinery & equipment	-	293	1,761	1,764
46250	R & M equipment	-	173	-	-
46800	Maintenance contracts	144	116	1,161	750
51100	Office supplies	1,793	1,845	1,200	1,200
52650	Equip < than \$1000	725	-	-	-
54100	Memberships/ dues/ subscription	1,750	2,388	2,500	2,500
Operating		5,119	4,937	8,222	9,214
Project Total		607,668	617,885	571,125	584,859
Division Total		607,668	617,885	571,125	584,859

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 202 Human Resources | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	-	-	55,128	55,120
12440	Human Resources Director	153,824	153,824	156,724	162,088
12557	Risk Management/Benefits Specialist	50,369	50,369	-	-
12684	Clerical Spec II	-	-	26,950	-
12685	Clerical Aide	43,995	7,157	-	-
12790	Human Resources Manager	94,343	94,343	93,892	93,892
12992	Vacation leave - retire/term	-	10,555	-	-
12996	Sick leave - retire/term	-	3,572	-	-
14000	Overtime	-	105	-	-
15001	Special Payment non P & F	14,949	11,884	-	-
15107	Automobile allowance	4,800	4,800	5,540	7,200
15116	Cell Phone Pay	1,450	1,500	1,500	1,500
21000	Social Security- matching	23,923	22,580	23,552	23,892
22000	Retirement contributions	451,805	98,591	18,666	21,625
22010	Defined contribution - General	-	644	2,820	-
23000	Health Insurance	55,010	45,534	59,936	48,789
23100	Life Insurance	170	751	1,204	1,084
24000	Workers compensation	337	1,138	1,134	1,075
26300	General retiree health contrib	43,947	48,685	74,495	87,312
Personnel		938,922	556,034	521,541	503,577
Operating					
31400	Professional services- medical	19,282	17,229	12,000	15,000
31500	Professional services- other	5,093	2,775	5,100	3,500
34989	Contractual service provider	1,665	21,523	61,800	66,340
34990	Contractual services- other	17,593	1,482	3,700	10,000
40100	Travel/conferences	137	118	2,150	2,500
40229	Training	65	-	-	-
44200	Rents- machinery & equipment	2,669	2,398	2,669	2,669
46800	Maintenance contracts	1,905	2,279	5,400	5,400
47100	Printing	849	648	5,000	15,000
49000	Legal/employment ads	3,052	4,870	5,000	5,000
51100	Office supplies	2,612	3,208	4,000	4,000
52000	Operating supplies	791	574	800	800
52650	Equip < than \$1000	-	-	-	800
52652	Software < than \$1000 &/or licenses	325	325	350	-
52653	Computer equipment < \$1000	-	366	2,000	2,500
55229	Training	-	-	6,000	8,000
Operating		56,037	57,794	115,969	141,509
Capital					
64050	Copier machine	-	-	-	2,000
Capital		-	-	-	2,000
Project Total		994,959	613,828	637,510	647,086
Division Total		994,959	613,828	637,510	647,086

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 514 Legal counsel

Division 300 City Attorney | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31200	Professional services- retainer fees	215,100	225,852	232,625	239,604
31350	Professional services- on site	424,260	445,740	459,117	472,891
31360	Professional services- legal advisor	135,516	135,516	135,520	139,586
31500	Professional services- other	51,719	50,076	50,075	51,577
51100	Office supplies	18,073	19,716	19,710	20,301
52950	Out of pocket expenses	2,913	8,081	5,000	5,150
Operating		847,581	884,981	902,047	929,109
Project Total		847,581	884,981	902,047	929,109
Division Total		847,581	884,981	902,047	929,109

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 800 General Government | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12992	Vacation leave - retire/term	-	-	10,000	10,000
12996	Sick leave - retire/term	-	-	10,000	10,000
21000	Social Security- matching	1,107	533	1,530	1,530
22001	Retirement contribution - legacy	-	4,535,140	1,330,174	1,335,403
25000	Unemployment compensation	31,082	4,449	46,000	50,000
Personnel		32,189	4,540,122	1,397,704	1,406,933
Operating					
30010	Contingency	-	-	447,166	1,000,000
30030	Estimated Budget Savings	-	-	-1,052,970	-3,230,063
31300	Professional services-Outside Legal	694,199	694,038	650,000	700,000
31500	Professional services- other	398,496	360,850	391,718	281,400
34989	Contractual service provider	150,476	224,732	257,721	282,499
34990	Contractual services- other	27,246	25,012	23,325	23,848
36100	Excess benefit	44,204	42,283	43,552	44,858
41225	Cable fees	429	233	230	240
41400	Postage	100,531	100,476	100,531	99,196
44200	Rents- machinery & equipment	-	-	-	1,280
45000	Insurance	568,891	941,343	1,686,839	1,839,814
45030	Household hazard waste	19,058	-	-	-
47140	Printing - flyer/newspaper	94,003	99,552	98,368	111,873
48250	Employee award program	-	-	1,000	1,000
49150	Auto tags & titles	8,003	15,325	11,480	11,480
49201	Taxes and/or assessments	8,000	-	-	-
49356	Special projects	1,709	12,893	5,900	9,900
49965	Police & Fire Pension Misc. Costs	-	-	200,000	200,000
51100	Office supplies	3,187	3,078	3,000	3,200
52650	Equip < than \$1000	182	625	500	550
54100	Memberships/ dues/ subscription	54,570	55,359	55,359	56,430
Operating		2,173,185	2,575,799	2,923,719	1,437,505
Grants and Aid					
81001	Grant - Area Agency On Aging	91,891	89,693	108,635	97,548
82005	Grant - Women In Distress	12,000	12,000	12,000	15,000
82013	Grant - Learning for Success-KAPOW	3,000	3,000	6,000	6,000
82016	Grant - Here's Help	5,000	5,000	5,000	5,000
82023	Grant - American Cancer Society	-	10,000	10,000	10,000
83013	Grant - Family Central	33,917	68,084	68,084	68,084
Grants and Aid		145,808	187,777	209,719	201,632
Other					
91128	Transfer to Community Bus Program	33,649	135,273	214,282	206,216
91199	Transfer to OAA	425,467	512,652	561,569	487,850
91201	Transfer to Debt Service Fund	315,973	118,065	118,068	118,068
99800	Settlement	150,000	5,000	-	-
Other		925,090	770,990	893,919	812,134
Project Total		3,276,271	8,074,687	5,425,061	3,858,204

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	3,276,271	8,074,687	5,425,061	3,858,204

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 1001 City Clerk | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12047	City Clerk	117,715	102,515	102,024	102,024
12285	Micrographic Technician II	44,392	44,392	44,180	-
12287	Document Management Specialist	-	-	-	45,724
12525	Administrative Assistant I	26,615	-	-	-
12620	Cashier II	37,954	37,954	37,773	37,773
12684	Clerical Spec II	113,007	113,006	112,466	112,466
12775	Deputy City Clerk	55,531	55,531	55,266	55,266
12782	Deputy City Clerk/Occ Lic Admin	57,182	57,182	56,909	56,909
12992	Vacation leave - retire/term	52,240	-	-	-
12996	Sick leave - retire/term	32,445	-	-	-
13509	Shared - Secretary	14,147	12,575	29,835	29,835
13679	P/T Passport Clerk	-	-	16,500	18,720
14000	Overtime	104	65	300	300
15001	Special Payment non P & F	22,177	8,568	-	-
15107	Automobile allowance	-	-	1,108	3,600
15116	Cell Phone Pay	-	-	-	900
21000	Social Security- matching	38,450	32,337	34,916	35,464
22000	Retirement contributions	409,719	102,054	17,772	24,469
22010	Defined contribution - General	-	17,648	17,501	17,501
23000	Health Insurance	88,017	86,977	104,888	113,841
23100	Life Insurance	219	1,010	1,478	1,475
24000	Workers compensation	460	1,629	1,548	1,636
26300	General retiree health contrib	79,105	87,633	134,091	174,624

Personnel	1,189,481	761,077	768,555	832,527

Operating

31500	Professional services- other	-	31,976	32,088	32,088
34050	Contractual microfilming	8,932	13,962	287,856	18,000
34989	Contractual service provider	93,344	147,373	137,736	136,515
40100	Travel/conferences	389	2,893	4,500	4,400
44200	Rents- machinery & equipment	21,893	15,131	24,000	26,000
45440	Insurance- errors & omissions	145	290	400	600
46250	R & M equipment	-	830	1,500	2,000
46800	Maintenance contracts	1,877	3,009	4,875	7,941
46801	I.T. Maintenance contracts	15,902	13,262	23,768	60,263
47100	Printing	5,865	4,891	3,983	6,800
47400	Codification of ordinances	5,997	11,575	8,807	10,000
49000	Legal/employment ads	13,445	15,043	19,000	19,500
49100	Recording fees	3,731	1,033	4,100	4,100
51100	Office supplies	5,709	8,190	8,000	16,000
51300	Microfilm supplies	-	-	1,000	1,000
52650	Equip < than \$1000	516	1,439	2,000	2,000
52652	Software < than \$1000 &/or licenses	3,117	4,320	4,000	4,000
52653	Computer equipment < \$1000	1,466	-	500	1,500
54100	Memberships/ dues/ subscription	835	555	600	600

Operating	183,162	275,772	568,713	353,307

Capital

64039	Computer equipment not micro	-	2,578	-	-
64051	Computer programs	-	-	269,252	-
64132	Microfilm equipment	-	2,706	-	14,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services
Division 1001 City Clerk | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64400	Other equipment	-	-	5,817	-
Capital		-	5,284	275,069	14,000
Project Total		1,372,643	1,042,133	1,612,337	1,199,834
Division Total		1,372,643	1,042,133	1,612,337	1,199,834

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2001 Finance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12086	Finance Director	153,824	134,909	130,773	133,544
12428	Payables Supervisor	55,427	58,313	59,010	59,010
12431	Payroll Coordinator	114,030	114,116	115,004	116,679
12433	Payroll Supervisor	70,329	70,329	72,092	72,093
12513	Account Clerk III	54,012	40,304	-	-
12515	Accounting Clerk II	49,081	36,582	-	-
12517	Assistant Finance Director	115,619	115,619	115,066	115,066
12523	Accountant	47,950	49,619	33,212	-
12525	Administrative Assistant I	60,088	60,095	59,800	59,800
12552	Budget Analyst	44,077	-	-	-
12556	Budget Manager	82,012	82,012	84,068	84,074
12641	Chief Accountant	107,487	86,018	82,406	82,410
12642	Accounting Supervisor	42,558	-	61,437	63,960
12651	Programmer Analyst II	170,377	170,377	174,554	174,554
12686	Systems Supervisor	98,899	98,899	98,426	98,426
12992	Vacation leave - retire/term	5,026	39,405	-	-
12996	Sick leave - retire/term	86	14,455	-	-
13680	P/T Clerk Spec I	12,793	12,275	-	-
14000	Overtime	-	4,673	1,000	5,000
15001	Special Payment non P & F	63,543	24,907	-	-
15107	Automobile allowance	4,800	3,877	3,970	4,800
15116	Cell Phone Pay	600	1,841	2,100	2,101
21000	Social Security- matching	91,819	88,367	82,537	81,705
22000	Retirement contributions	1,344,058	295,171	58,757	65,467
22010	Defined contribution - General	-	42,385	41,711	37,200
23000	Health Insurance	176,035	163,082	209,776	211,419
23100	Life Insurance	516	2,369	3,986	3,776
24000	Workers compensation	1,169	4,151	3,799	3,750
26300	General retiree health contrib	149,325	165,641	238,260	283,648
Personnel		3,115,538	1,979,789	1,731,744	1,758,482
Operating					
32100	Accounting and auditing fees	43,998	43,683	39,500	38,800
34989	Contractual service provider	429,289	502,096	666,694	730,841
34990	Contractual services- other	-	19,293	18,683	-
34995	I.T. Contractual services	-	13,000	-	-
40100	Travel/conferences	725	1,605	2,600	3,180
41100	Telephone	772	433	500	500
44200	Rents- machinery & equipment	-	1,088	4,500	4,400
46250	R & M equipment	454	447	500	500
46800	Maintenance contracts	997	164	4,100	4,400
46801	I.T. Maintenance contracts	92,877	93,927	96,000	96,000
51100	Office supplies	11,117	10,317	11,500	11,500
52650	Equip < than \$1000	225	480	870	500
52652	Software < than \$1000 &/or licenses	813	3,701	10,800	9,985
52653	Computer equipment < \$1000	1,602	1,282	600	750
54100	Memberships/ dues/ subscription	3,092	2,799	3,825	4,665
55229	Training	1,752	315	1,600	1,500
Operating		587,714	694,630	862,272	907,521

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2001 Finance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64039	Computer equipment not micro	2,194	-	-	5,000
64051	Computer programs	-	-	2,600	2,600
64053	Micro computer	-	-	-	4,500
64055	Laptop/Tablet	-	3,752	-	-
Capital		2,194	3,752	2,600	12,100
Project Total		3,705,445	2,678,170	2,596,616	2,678,103
Division Total		3,705,445	2,678,170	2,596,616	2,678,103

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12011	Internet Specialist	42,089	-	-	-
12280	Help Desk Technician II	127,104	251,192	193,370	157,707
12303	Network Specialist II	193,116	194,092	192,193	192,193
12525	Administrative Assistant I	54,967	54,967	54,704	54,704
12643	Help Desk Technician I	9,647	38,162	38,002	38,002
12644	Help Analyst/Technician	68,928	68,920	68,599	68,599
12645	Help Desk Analyst	58,332	58,053	27,066	-
12652	Programmer/Analyst I	160,706	95,469	75,760	75,760
12693	Systems Programmer/Analyst II	67,151	65,592	86,695	86,695
12697	Proj Mangr/Systems Prog Analyst II	35,483	105,942	105,436	105,436
12720	Client & Infrastructure Support Mgr.	103,595	74,605	-	-
12721	Project Manager	11,451	-	-	-
12722	Manager of Systems Development	126,612	126,612	126,007	126,007
12723	Systems Administrator	69,618	69,593	69,285	69,285
12903	Technology Services Director	140,678	140,678	140,005	140,005
12904	Asst. Technology Services Director	-	-	82,493	109,991
12992	Vacation leave - retire/term	22,957	25,594	890	-
12996	Sick leave - retire/term	2,401	6,369	400	-
14000	Overtime	35,337	37,856	41,900	33,000
15001	Special Payment non P & F	81,591	19,098	-	-
15100	Holiday pay	-	333	1,800	-
15107	Automobile allowance	-	-	2,008	3,600
15115	Beeper pay	15,633	14,742	16,593	16,593
15116	Cell Phone Pay	3,555	5,940	6,390	6,000
21000	Social Security- matching	98,037	109,490	108,391	97,620
22000	Retirement contributions	1,519,788	180,764	45,574	58,217
22010	Defined contribution - General	-	80,557	85,108	80,070
23000	Health Insurance	170,520	195,973	269,712	243,945
23100	Life Insurance	607	3,074	5,139	4,390
24000	Workers compensation	1,144	4,648	4,832	4,360
26300	General retiree health contrib	140,628	146,055	268,182	327,420
Personnel		3,361,675	2,174,369	2,116,534	2,099,599

Operating

34989	Contractual service provider	168,653	292,308	625,032	942,706
34995	I.T. Contractual services	2,100	206	33,055	245,800
40100	Travel/conferences	-	375	1,599	5,200
41100	Telephone	1,921	2,548	1,833	4,382
41371	Streaming video service fees	1,125	2,250	3,523	4,400
41380	Data communication	21,600	23,307	23,988	34,800
44200	Rents- machinery & equipment	-	611	2,966	6,216
46250	R & M equipment	-	6,601	3,200	24,000
46300	R & M motor vehicles	2,039	2,130	2,376	1,500
46800	Maintenance contracts	-	-	900	2,136
46801	I.T. Maintenance contracts	99,738	131,897	186,772	154,191
51100	Office supplies	-	696	4,890	4,200
52000	Operating supplies	5,278	5,468	5,155	13,200
52015	Books	387	-	-	1,625
52470	Computer supplies	376	113	2,547	3,450
52540	Fuel	1,928	1,197	1,920	3,990
52650	Equip < than \$1000	6,295	2,268	15,720	12,960

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52652	Software < than \$1000 &/or licenses	206,125	211,855	383,020	249,076
52653	Computer equipment < \$1000	291,457	72,154	57,760	197,740
54100	Memberships/ dues/ subscription	562	226	558	2,400
55229	Training	-	12,760	29,015	69,760
	Operating	809,584	768,969	1,385,829	1,983,732
Capital					
63993	Improvements - Other	-	-	-	707,175
64039	Computer equipment not micro	39,638	114,704	63,800	49,000
64051	Computer programs	91,960	3,495	-	-
64053	Micro computer	51,969	-	-	-
64055	Laptop/Tablet	3,574	35,672	11,540	16,800
64214	Truck	-	21,739	21,809	24,890
	Capital	187,141	175,610	97,149	797,865
	Project Total	4,358,399	3,118,949	3,599,512	4,881,196

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34995	I.T. Contractual services	-	-	109,800	-
46801	I.T. Maintenance contracts	39,802	972	-	-
52470	Computer supplies	-	-	38,800	-
52652	Software < than \$1000 &/or licenses	92,775	-	-	-
52653	Computer equipment < \$1000	4,320	5,049	470,631	-
	Operating	136,897	6,021	619,231	-
Capital					
63993	Improvements - Other	-	1,761,289	315,213	62,497
64039	Computer equipment not micro	892,294	34,927	2,243,728	-
64051	Computer programs	27,690	-	214	-
	Capital	919,984	1,796,216	2,559,155	62,497
	Project Total	1,056,880	1,802,237	3,178,386	62,497
	Division Total	5,415,280	4,921,186	6,777,898	4,943,693

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12029	Special Operations Manager	-	-	11,765	56,909
12042	Projects and Research Manager	-	-	10,445	50,523
12043	Assistant Records Unit Manager	-	-	8,936	43,222
12044	Records Unit Manager	-	53,339	56,075	55,807
12045	Police Chief	160,240	162,669	165,952	165,943
12080	Social Media Manager	31,137	40,757	33,068	-
12081	Police Social Media Manager	-	-	8,936	43,222
12093	Police Service Aid	499,937	-	-	-
12115	Police Captain	207,882	386,292	526,026	615,284
12131	Professional Standards Supervisor	19,575	-	55,500	62,400
12174	Division Major	557,389	384,292	255,938	259,892
12425	Police Officer	11,025,823	10,927,813	11,917,328	12,467,780
12454	Logistics Coordinator III	-	-	24,920	76,128
12456	Logistics Coordinator II	46,245	41,027	15,312	-
12458	Enforcement Programs Manager	21,208	-	-	-
12459	Logistics Coordinator I	16,289	-	-	-
12467	Property Evidence Technician	77,748	77,748	77,377	77,377
12468	Property Supervisor	38,310	38,402	40,233	40,040
12481	Logistics Manager II	-	-	35,540	56,431
12490	Logistics Manager	32,061	55,520	20,741	-
12491	Program Manager	30,625	44,203	-	-
12492	Finance Coordinator	36,917	64,300	65,374	65,375
12493	Administrative Services Manager	-	-	46,738	46,738
12511	Administrative Assitant III	-	-	11,546	55,848
12525	Administrative Assistant I	29,290	42,638	43,284	42,016
12528	Administrative Assistant II	52,898	53,339	43,277	-
12552	Budget Analyst	25,546	-	-	-
12603	Support Services Coordinator	64,127	64,127	63,820	63,820
12631	Crime Scene Technician	66,854	49,812	50,648	50,648
12632	Crime Scene Unit Supervisor	16,738	47,280	64,043	55,516
12633	Crime Scene Investigator	187,189	147,366	149,821	191,840
12634	Crime Scene Shift Supervisor	16,222	59,974	60,964	60,965
12638	Forensic Examiner I	-	-	12,698	61,422
12639	Forensic Examiner	-	43,292	47,227	-
12651	Programmer Analyst II	37,837	65,276	51,987	-
12652	Programmer/Analyst I	95,796	70,830	70,492	70,492
12655	Sergeant	2,622,274	2,714,237	2,832,529	2,855,513
12684	Clerical Spec II	561,563	524,533	534,178	461,481
12685	Clerical Aide	77,998	97,277	50,179	36,608
12698	Police Programmer Analyst III	-	-	13,868	67,080
12723	Systems Administrator	-	-	-	54,725
12730	Court Liaison Specialist	46,273	7,528	-	-
12733	Crime Analyst Supervisor	-	-	58,012	58,012
12736	Crime Analyst	101,870	103,476	64,692	95,431
12800	Asst. Police Chief	122,298	128,421	135,621	140,210
12885	Victim's Advocate	41,886	48,843	48,610	48,610
12886	Assistant Victim's Advocate	28,482	42,218	42,016	42,016
12913	Finger Print Examiner	60,030	60,030	-	-
12937	Fingerprint Examiner II	-	-	61,568	61,568
12978	Police Support Specialist III	23,202	-	20,958	44,034
12979	Police Support Specialist II	207,488	157,671	173,136	173,140
12980	Police Support Specialist I	146,687	309,644	329,472	328,266

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12981	Police Administrative Specialist I	22,487	29,022	-	-
12984	Police Administrative Specialist II	-	12,551	35,923	-
12985	Police Service Aide I	-	512,465	510,433	549,792
12988	Police Payroll Specialist I	-	11,954	77,237	88,276
12992	Vacation leave - retire/term	170,188	164,110	156,785	204,044
12996	Sick leave - retire/term	235,037	314,299	372,379	400,491
12997	Sick leave - annual	409,340	420,908	609,848	615,287
13407	P/T Victim's Advocate - CITY	35,456	36,107	35,662	35,662
13412	P/T Police Support Specialist	27,002	71,353	71,555	77,059
13416	P/T Police Support Specialist I	-	-	-	31,925
14000	Overtime	965,436	1,096,909	875,000	1,000,000
15000	Incentive pay	202,635	197,417	190,218	193,818
15001	Special Payment non P & F	200,561	2,553	7,081	-
15003	New Hire Incentive Pay	-	-	5,000	110,000
15004	New Hire Relocation Pay	-	-	-	25,000
15010	Certification pay	120	120	120	120
15050	Stand-by pay	80,678	85,961	80,000	86,000
15100	Holiday pay	323,666	353,582	372,500	350,000
15101	Uniform cleaning allowance	109,248	297,303	302,640	291,960
15104	Assignment pay	183,853	159,242	146,187	137,530
15107	Automobile allowance	8,407	19,522	23,630	21,600
15108	Shift Differential	10,599	11,978	11,440	11,440
15109	Shift Differential- Certified Officer	60,765	61,713	60,840	65,520
15110	Dive team equipment allowance	3,750	3,600	3,600	3,600
15115	Beeper pay	16,959	16,118	18,500	18,000
15116	Cell Phone Pay	15,820	17,750	17,400	16,800
15200	Longevity pay	339,102	298,544	292,307	285,966
21000	Social Security- matching	1,530,973	1,601,444	1,737,647	1,817,488
22000	Retirement contributions	2,559,184	340,480	71,930	79,124
22010	Defined contribution - General	-	261,329	277,849	331,587
22100	Retirement contributions P & F	11,938,249	12,302,161	12,183,024	13,600,076
22110	State contribution P&F retirement	1,214,943	1,213,521	1,214,943	1,213,521
23000	Health Insurance	3,141,169	3,107,147	4,360,344	4,789,455
23100	Life Insurance	8,504	41,685	71,065	71,534
24000	Workers compensation	239,661	893,910	1,005,414	1,091,108
26300	General retiree health contrib	492,955	652,350	1,028,031	1,746,240
26305	Police retiree health contrib	3,634,000	3,900,993	4,521,000	4,244,000

Personnel	45,614,680	45,624,275	49,158,382	52,906,355

Operating

31400	Professional services- medical	7,200	8,000	18,700	18,700
31450	Professional services- veterinarian	12,660	19,830	13,500	23,000
31500	Professional services- other	24,873	14,617	56,750	41,750
31760	Off-duty Detail - PBA	-	6,409	8,160	8,160
34500	Contract- building maintenance	31,811	42,049	60,000	60,000
34982	Function sourcing- Grounds/Facilities	70	32,429	40,000	-
34989	Contractual service provider	-	-	-	70,004
34990	Contractual services- other	502,192	496,206	610,910	617,330
36100	Excess benefit	-	51,970	61,398	61,500
40100	Travel/conferences	12,809	28,618	75,370	102,568
41100	Telephone	107,857	71,182	139,095	114,625

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
41380	Data communication	114,312	125,703	134,340	137,395
43100	Electric	112,375	109,190	125,000	125,000
43200	Water & sewer	6,057	6,010	7,000	7,000
44200	Rents- machinery & equipment	72,825	70,181	70,853	90,173
46150	R & M- land- building & improvement	101,800	67,722	119,538	113,898
46250	R & M equipment	23,133	19,903	86,700	102,850
46300	R & M motor vehicles	580,224	536,822	650,060	627,910
46800	Maintenance contracts	26,419	26,357	32,900	40,950
46801	I.T. Maintenance contracts	59,806	61,450	215,643	233,506
47100	Printing	5,357	5,762	79,150	84,400
48250	Employee award program	1,261	1,448	1,300	1,500
49000	Legal/employment ads	-	40	3,400	5,400
49105	License renewals	-	2,518	9,753	10,000
49354	Drug investigation	5,000	7,000	16,000	16,000
49355	Special investigation	1,241	1,627	5,000	5,000
49357	False alarm program	38,813	34,448	32,060	31,120
49680	Special events- miscellaneous	27,274	23,372	34,800	46,500
51100	Office supplies	25,119	31,869	35,000	40,000
51400	Photo supplies	-	-	2,000	2,000
52000	Operating supplies	42,995	79,615	142,157	160,660
52002	Operating supplies- ID unit	10,807	11,849	16,500	16,500
52003	Operating supplies- Training Unit	52,966	153,220	131,937	127,050
52200	Cleaning/janitorial supplies	3,360	1,319	5,000	1,500
52540	Fuel	985,357	764,656	975,000	654,256
52600	Clothing/uniforms	155,465	141,118	235,444	249,036
52645	S.E.T. Equipment < \$1000	18,215	52,666	16,215	36,652
52650	Equip < than \$1000	93,642	187,731	151,230	346,101
52652	Software < than \$1000 &/or licenses	56,343	56,805	379,874	99,591
52653	Computer equipment < \$1000	18,021	31,654	77,326	66,112
52681	Operating supplies for K-9	4,435	5,486	9,600	9,600
52682	Operating supplies- dive team	-	45	-	-
52683	S.E.T. Operating supplies	15,811	63,223	58,473	66,200
54100	Memberships/ dues/ subscription	9,280	9,950	12,815	14,880
55200	College Classes - Education	19,949	23,190	35,000	35,000
55229	Training	31,670	31,507	125,712	124,130
Operating		3,418,803	3,516,763	5,116,663	4,845,507

Capital

62017	Building improvement	17,160	28,155	242,920	85,002
63115	Landscaping	-	9,200	-	-
63161	Parking lot	15,620	8,580	17,137	-
64023	Camera	5,184	3,500	29,328	-
64028	Car	268,320	61,729	206,920	35,000
64039	Computer equipment not micro	1,440	1,488	6,224	12,800
64051	Computer programs	-	137,032	154,182	222,248
64053	Micro computer	3,446	2,530	2,343	12,500
64055	Laptop/Tablet	178,010	33,841	383,298	177,160
64073	Generator	-	-	107,426	-
64110	K-9 dogs	-	8,500	25,000	18,000
64140	Motorcycle	73,709	38,100	48,000	48,000
64176	S.E.T. Equipment	3,348	33,800	97,547	94,676

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64181	Radio- portable	17,114	-	247	-
64182	Radar gun	-	8,988	24,943	-
64210	Truck pickup	50,019	9,085	-	-
64213	Trailer	-	-	-	27,000
64214	Truck	160,006	2,587,381	2,382,906	1,918,400
64221	Van	43,096	29,400	23,505	-
64400	Other equipment	105,416	103,605	462,829	534,520
Capital		941,887	3,104,914	4,214,755	3,185,306
Project Total		49,975,370	52,245,952	58,489,800	60,937,168

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31305	Prof services-Outside Legal-Red Light	11,186	19,068	-	-
Operating		11,186	19,068	-	-
Project Total		11,186	19,068	-	-

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 303 SRO program

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
13413	P/T SRO Coordinator	46,384	31,077	-	-
13414	P/T School Resource Officer	811,318	763,075	893,904	893,904
13415	P/T SRO Supervisor	-	7,440	96,224	96,224
15000	Incentive pay	21,742	19,793	37,440	37,440
15101	Uniform cleaning allowance	6,768	6,948	8,640	8,640
21000	Social Security- matching	63,906	59,942	79,313	79,312
23000	Health Insurance	253,053	250,059	344,632	390,312
23100	Life Insurance	485	2,101	3,103	3,266
24000	Workers compensation	11,988	49,498	55,272	59,848
Personnel		1,215,644	1,189,935	1,518,528	1,568,946
Operating					
31760	Off-duty Detail - PBA	110,806	132,295	87,600	100,000
Operating		110,806	132,295	87,600	100,000
Project Total		1,326,450	1,322,230	1,606,128	1,668,946

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
13414	P/T School Resource Officer	-	16,965	87,746	87,756

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
15000	Incentive pay	-	443	3,120	960
15101	Uniform cleaning allowance	-	150	864	600
21000	Social Security- matching	-	1,345	7,022	6,844
23000	Health Insurance	-	5,436	29,968	32,526
23100	Life Insurance	-	49	318	314
24000	Workers compensation	-	1,157	4,934	5,304
Personnel		-	25,545	133,972	134,304
Operating					
31760	Off-duty Detail - PBA	-	9,498	-	7,500
Operating		-	9,498	-	7,500
Project Total		-	35,042	133,972	141,804

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12085	Code Compliance Administrator	-	10,323	67,080	67,080
12684	Clerical Spec II	-	71,986	73,173	73,175
12985	Police Service Aide I	-	199,562	246,532	217,656
12986	Police Service Aide II	-	10,958	129,990	163,303
12987	Police Service Aide III	-	47,960	51,477	79,956
12992	Vacation leave - retire/term	-	36,471	4,284	-
12996	Sick leave - retire/term	-	10,917	620	-
14000	Overtime	-	1,448	2,500	3,000
15001	Special Payment non P & F	-	-	2,683	-
15010	Certification pay	-	120	120	120
15100	Holiday pay	-	241	12,500	15,000
15101	Uniform cleaning allowance	-	160	1,920	2,400
15116	Cell Phone Pay	-	1,625	5,000	4,800
21000	Social Security- matching	-	28,946	44,018	47,952
22000	Retirement contributions	-	73,168	4,273	8,586
22010	Defined contribution - General	-	29,177	55,232	56,123
23000	Health Insurance	-	108,721	194,792	211,419
23100	Life Insurance	-	1,174	2,140	2,155
24000	Workers compensation	-	16,535	28,150	30,795
26300	General retiree health contrib	-	107,107	163,889	327,420
Personnel		-	756,598	1,090,373	1,310,940
Operating					
31300	Professional services-Outside Legal	-	3,650	7,500	7,500
34990	Contractual services- other	-	1,636	4,000	-
41100	Telephone	-	102	3,361	5,904
41380	Data communication	-	2,620	5,760	9,360
44200	Rents- machinery & equipment	-	-	479	957
46250	R & M equipment	-	-	3,000	3,000
46300	R & M motor vehicles	-	12,488	20,000	27,000
46800	Maintenance contracts	-	1,145	1,440	1,440

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
46801	I.T. Maintenance contracts	-	-	-	780
47100	Printing	-	461	1,500	1,500
49100	Recording fees	-	2,954	7,500	7,500
51100	Office supplies	-	2,783	3,000	3,000
52000	Operating supplies	-	-	756	791
52540	Fuel	-	6,449	20,900	6,700
52600	Clothing/uniforms	-	-	14,500	20,500
52650	Equip < than \$1000	-	527	4,352	9,913
54100	Memberships/ dues/ subscription	-	177	615	970
55229	Training	-	-	6,000	9,750
Operating		-	34,992	104,663	116,565
Capital					
64051	Computer programs	-	-	-	1,400
64181	Radio- portable	-	-	60,000	20,316
64214	Truck	-	37,700	281,000	69,000
64221	Van	-	-	-	51,500
Capital		-	37,700	341,000	142,216
Project Total		-	829,290	1,536,036	1,569,721
Division Total		51,313,005	54,451,582	61,765,936	64,317,639

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 1545 FEMA-1545-DR - Hurricane Frances

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Grants and Aid					
81150	Repayment to FEMA	-	2,509	-	-
	Grants and Aid	-	2,509	-	-
	Project Total	-	2,509	-	-

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 1602 FEMA-1602-DR - Hurricane Katrina

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Grants and Aid					
81150	Repayment to FEMA	-	114,488	-	-
	Grants and Aid	-	114,488	-	-
	Project Total	-	114,488	-	-
	Division Total	-	116,997	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12010	Insurance Clerk	38,843	38,843	38,657	38,657
12099	Battalion Chief - PM	878,004	597,818	595,156	606,978
12130	Fire Chief	-	-	-	178,298
12172	Assistant Division Chief	354,351	357,555	356,923	364,167
12282	Micro Computer Specialist I	66,880	66,880	66,560	66,560
12528	Administrative Assistant II	65,020	65,020	64,709	64,709
12575	Lieutenant	1,993,215	2,043,736	2,063,973	2,069,647
12607	Captain - P/M	3,022,730	2,894,877	2,863,974	2,891,096
12651	Programmer Analyst II	95,806	95,806	95,348	95,348
12679	Clerical Spec I	34,067	34,067	33,904	33,904
12684	Clerical Spec II	38,728	38,728	38,543	38,543
12788	Division Chief	291,253	436,800	474,174	506,948
12835	Driver/Engineer	840,086	484,748	485,726	495,384
12836	Driver Engineer - P/M	1,899,652	2,115,960	2,104,570	2,097,322
12915	Firefighter/EMT	1,122,755	1,096,972	1,071,417	1,107,703
12918	Firefighter/PM	3,781,297	4,242,211	4,401,021	4,436,570
12934	Administrative Battalion Chief	308,796	130,839	109,314	115,607
12992	Vacation leave - retire/term	146,896	193,210	208,736	74,149
12996	Sick leave - retire/term	202,116	438,394	592,484	100,384
12997	Sick leave - annual	394,395	362,826	539,967	629,580
13003	Fire Chief	175,644	175,644	174,804	-
13474	P/T Courier/Custodian	16,415	12,756	18,850	-
13681	P/T Clerk Spec II	13,634	14,605	15,925	15,925
14000	Overtime	20,997	21,582	30,000	30,000
14016	Overtime - Non-City details	23,317	26,970	25,000	27,000
14017	Overtime - Staffing	77,730	119,810	150,000	100,000
14400	Off-duty detail	13,455	8,809	14,000	14,000
15000	Incentive pay	161,360	156,540	153,400	159,120
15001	Special Payment non P & F	23,640	-	-	-
15002	Special Payment P & F	333,828	-	-	-
15040	Inspector certification	205,800	202,240	201,760	192,400
15100	Holiday pay	588,322	613,014	650,000	650,000
15101	Uniform cleaning allowance	4,200	13,440	13,440	13,440
15104	Assignment pay	70,134	67,959	54,201	-
15111	Assignment pay - Rescue	39,924	39,621	41,000	41,000
15112	Assignment pay - FIRE/EMS	-	-	15,799	70,000
15116	Cell Phone Pay	6,210	6,960	7,200	7,200
15200	Longevity pay	246,953	221,822	218,698	154,378
21000	Social Security- matching	1,300,125	1,292,115	1,373,931	1,335,894
22000	Retirement contributions	451,044	46,609	15,796	24,902
22001	Retirement contribution - legacy	-	17,164	12,788	17,043
22010	Defined contribution - General	-	30,541	23,449	30,398
22100	Retirement contributions P & F	11,040,054	10,969,259	11,050,174	11,043,945
22110	State contribution P&F retirement	1,337,944	1,204,256	1,358,619	1,230,563
23000	Health Insurance	2,277,482	2,217,918	3,011,784	3,268,863
23100	Life Insurance	7,033	34,095	54,363	54,551
24000	Workers compensation	265,214	984,566	1,049,749	1,192,918
26300	General retiree health contrib	52,735	58,422	89,394	130,968
26310	Fire retiree health contrib	2,733,600	2,938,247	4,820,002	4,223,920
Personnel		37,061,680	37,230,254	40,849,282	40,039,982

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31300	Professional services-Outside Legal	1,073	1,582	5,000	5,000
31400	Professional services- medical	70,936	73,498	103,725	97,230
31500	Professional services- other	1,918	6,505	3,100	4,500
31508	Professional Services Other - Fire	5,686	36,367	11,801	12,126
31509	Professional Services Other - Rescue	43,255	42,742	47,600	49,028
34300	Contract- laundry & cleaning	25,435	28,668	30,000	30,900
34500	Contract- building maintenance	16,220	16,602	21,600	23,400
34982	Function sourcing- Grounds/Facilities	1,032	80,290	49,150	-
34988	Contractual Svcs Provider-Rescue	62,565	78,056	81,196	82,196
34989	Contractual service provider	243,525	227,376	271,998	298,825
34990	Contractual services- other	1,404	1,404	1,450	1,450
36100	Excess benefit	-	1,455	9,252	37,500
40100	Travel/conferences	1,396	1,444	7,972	5,750
41100	Telephone	171,017	129,356	117,000	129,000
41380	Data communication	13,293	15,200	20,000	20,000
41400	Postage	932	406	1,250	1,000
43100	Electric	128,722	129,939	130,000	133,900
43200	Water & sewer	21,854	25,956	23,000	27,600
43300	Gas	22,685	21,026	23,000	25,000
44200	Rents- machinery & equipment	809	967	4,300	4,300
44365	Rentals - Fire	687,223	693,194	690,535	691,994
46100	R & M office equipment	1,953	782	1,400	1,400
46150	R & M- land- building & improvement	95,143	45,580	105,000	144,000
46250	R & M equipment	43,214	27,425	56,000	44,000
46300	R & M motor vehicles	489,746	448,360	482,000	519,000
46800	Maintenance contracts	56,136	54,212	62,200	59,500
46801	I.T. Maintenance contracts	17,403	18,516	34,000	34,640
47100	Printing	4,425	3,765	4,500	4,500
48250	Employee award program	600	600	800	800
48500	Promotional activities	508	1,904	2,000	4,000
49104	License fees	-	-	2,000	2,000
49105	License renewals	9,240	26,819	26,855	26,855
49180	Administrative fees - Fire	415,867	496,967	475,901	487,433
49201	Taxes and/or assessments	27,962	28,036	29,187	29,187
49220	Promotional exams	9,900	16,359	30,060	30,060
51100	Office supplies	12,934	13,700	15,000	15,000
51200	Maps	1,210	770	2,000	2,000
51400	Photo supplies	430	175	1,000	1,000
52000	Operating supplies	-	-	5,000	7,500
52005	Operating supplies - Fire	17,268	19,630	21,000	21,000
52006	Operating supplies - Rescue	138,930	138,158	144,000	144,000
52015	Books	199	319	2,630	2,630
52020	Books - Rescue	4,676	3,519	5,000	5,000
52160	Pharmaceutical supplies	22,389	19,318	26,000	26,000
52200	Cleaning/janitorial supplies	12,896	6,578	16,000	16,000
52250	Linen/bedding	2,942	2,448	4,820	4,820
52431	Operating chemicals - Fire	4,080	7,648	9,000	9,000
52432	Operating chemicals - Rescue	3,256	3,548	6,000	6,000
52540	Fuel	211,783	183,611	221,882	261,407
52600	Clothing/uniforms	31,079	35,910	35,500	33,000
52630	Protective clothing	87,021	103,473	105,000	115,000
52652	Software < than \$1000 &/or licenses	441	-	79,487	4,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52653	Computer equipment < \$1000	6,514	10,505	8,000	10,000
52654	Nozzles < \$1000	-	-	4,465	4,465
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	-	9,431	10,000	10,000
52659	Equip less than \$1000 - Fire	12,546	21,480	45,415	40,000
52660	Equip less than \$1000 - Rescue	32,050	23,870	33,000	33,000
52701	Food purchases	1,000	1,459	3,000	2,000
54100	Memberships/ dues/ subscription	459	432	635	635
55200	College Classes - Education	70,965	55,438	70,000	70,000
55228	Training - Rescue	8,280	8,160	10,000	10,000
Operating		3,376,425	3,450,936	3,851,166	3,924,031
Capital					
62016	Fire station-9500 Pines	-	-	20,000	270,000
62018	Fire station- Century Village	-	77,979	37,069	25,000
62038	Fire Training Facility	4,375	-	-	250,000
64009	Ambulance refurbishment	-	-	15,000	15,000
64011	Air compressor	-	30,062	-	-
64015	Air conditioner	12,359	-	-	-
64016	Ambulances	475,806	475,806	247,880	500,000
64025	Breathing apparatus	-	4,690	-	-
64028	Car	-	39,942	48,000	40,000
64038	Communications systems	6,970	17,285	25,092	175,000
64051	Computer programs	-	-	-	20,000
64057	Laptop Computer - Rescue	-	23,226	31,114	-
64180	Radio	-	24,558	-	25,000
64181	Radio- portable	-	34,452	39,000	150,800
64189	Saw	2,398	-	-	-
64214	Truck	98,316	-	-	-
64351	Special equipment - Fire	-	9,990	84,295	35,000
64352	Special equipment - Rescue	-	-	112,000	-
64400	Other equipment	20,822	23,424	-	20,000
64440	Fire apparatus refurbish	22,000	-	25,000	25,000
64450	Fire engine	440,019	446,655	-	460,000
Capital		1,083,065	1,208,067	684,450	2,010,800
Project Total		41,521,170	41,889,256	45,384,898	45,974,813

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 40 EMS state grant

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64170	Stretchers	-	126,194	-	-
Capital		-	126,194	-	-
Project Total		-	126,194	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12172	Assistant Division Chief	116,032	119,035	119,018	121,389
12607	Captain - P/M	149,592	153,206	153,886	171,871
12685	Clerical Aide	36,037	36,037	35,865	35,865
12788	Division Chief	103,005	108,148	109,943	120,019
12912	Fire Inspector/PM	207,361	206,432	309,317	287,488
12925	Fire Inspector	61,697	61,697	61,402	62,629
12936	Fire Prevent Adm Battalion Chief	92,302	94,590	-	-
12992	Vacation leave - retire/term	-	258	11,629	31,613
12996	Sick leave - retire/term	-	34,152	50,297	19,324
12997	Sick leave - annual	22,515	25,786	34,785	28,977
13681	P/T Clerk Spec II	13,339	13,422	13,780	13,780
14000	Overtime	2,604	5,086	6,500	8,000
14012	Overtime- Hurricane	-	-	1,738	1,738
14018	Overtime - Expediting Expense	4,331	4,212	10,000	15,000
15000	Incentive pay	10,920	11,460	13,000	13,520
15001	Special Payment non P & F	2,511	-	-	-
15002	Special Payment P & F	15,174	-	-	-
15040	Inspector certification	16,800	16,640	16,640	16,640
15050	Stand-by pay	16,340	16,285	16,500	16,500
15100	Holiday pay	-	9,334	8,042	9,600
15101	Uniform cleaning allowance	1,440	5,040	5,040	3,360
15104	Assignment pay	6,437	6,437	6,141	6,263
15116	Cell Phone Pay	3,110	3,660	3,660	3,540
15200	Longevity pay	22,608	22,498	22,501	22,501
21000	Social Security- matching	65,204	70,468	76,945	77,027
22000	Retirement contributions	48,179	4,950	1,263	2,131
22010	Defined contribution - General	-	3,243	3,228	3,228
22100	Retirement contributions P & F	607,023	447,941	451,559	240,865
22110	State contribution P&F retirement	76,194	53,145	55,519	26,838
23000	Health Insurance	110,022	108,721	149,840	162,630
23100	Life Insurance	353	1,738	2,898	2,915
24000	Workers compensation	12,865	48,439	53,773	61,354
26300	General retiree health contrib	8,793	9,737	14,899	21,828
26310	Fire retiree health contrib	122,400	131,562	217,998	190,080
Personnel		1,955,187	1,833,359	2,037,606	1,798,513

Operating

34500	Contract- building maintenance	-	-	3,000	3,000
40100	Travel/conferences	-	1,243	1,500	4,500
41100	Telephone	742	-19	1,250	1,400
41380	Data communication	2,089	2,811	2,700	2,700
43100	Electric	6,458	6,472	6,700	6,700
44200	Rents- machinery & equipment	-	518	1,560	1,560
44365	Rentals - Fire	53,718	54,058	54,621	54,877
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	784	158	1,400	1,400
46300	R & M motor vehicles	9,840	18,065	19,600	20,000
46800	Maintenance contracts	499	469	350	350
47100	Printing	258	241	800	800
48500	Promotional activities	3,906	3,478	5,500	5,500
49104	License fees	30	30	200	150

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
49180	Administrative fees - Fire	26,391	25,623	24,438	14,263
51100	Office supplies	1,581	1,994	2,300	2,300
52000	Operating supplies	694	1,182	2,000	2,000
52015	Books	2,690	3,202	3,350	3,600
52200	Cleaning/janitorial supplies	67	-	850	850
52540	Fuel	14,473	10,123	15,500	15,500
52650	Equip < than \$1000	212	165	2,000	2,000
52652	Software < than \$1000 &/or licenses	-	-	500	500
52653	Computer equipment < \$1000	515	206	6,500	1,500
54100	Memberships/ dues/ subscription	405	405	600	600
Operating		125,351	130,425	157,719	146,550
Capital					
64028	Car	-	34,528	17,500	17,500
64039	Computer equipment not micro	-	-	2,500	5,000
64051	Computer programs	-	-	21,000	13,500
64055	Laptop/Tablet	-	-	7,700	-
Capital		-	34,528	48,700	36,000
Project Total		2,080,538	1,998,312	2,244,025	1,981,063

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 680 Assistance to Firefighters

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64025	Breathing apparatus	-	654,665	-	-
64400	Other equipment	-	-	16,223	-
Capital		-	654,665	16,223	-
Project Total		-	654,665	16,223	-

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12216	Asst Public Safety Comm Director	28,640	-	-	-
12694	Chief Director Pub. Safe. Com.	41,186	-	-	-
12814	Dispatch Supervisor	90,002	-	-	-
12815	Public Safety Dispatcher	405,303	-	-	-
12816	Public Safety Admin Support Dispatcher	3,344	-	-	-
12992	Vacation leave - retire/term	80,412	-	-	-
12996	Sick leave - retire/term	89,317	-	-	-
14000	Overtime	82,009	-	-	-
15100	Holiday pay	42,170	-	-	-
15101	Uniform cleaning allowance	3,080	-	-	-
15108	Shift Differential	5,288	-	-	-
15116	Cell Phone Pay	750	-	-	-
21000	Social Security- matching	63,596	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety
Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
22000	Retirement contributions	514,876	-	-	-
23000	Health Insurance	137,531	-	-	-
23100	Life Insurance	311	-	-	-
24000	Workers compensation	1,532	-	-	-
26300	General retiree health contrib	120,690	-	-	-
Personnel		1,710,039	-	-	-
Operating					
31500	Professional services- other	544	-	-	-
34500	Contract- building maintenance	15,799	37,511	55,800	49,800
41100	Telephone	23,806	11,438	12,000	12,000
43100	Electric	7,481	8,234	10,000	10,000
43200	Water & sewer	516	602	3,000	1,800
46150	R & M- land- building & improvement	9,551	3,527	10,000	10,000
46250	R & M equipment	-	-	10,000	10,000
49859	Reimbursement of 911 Expenses	-982,559	-	-	-
52200	Cleaning/janitorial supplies	11	-	2,500	2,500
52540	Fuel	467	617	1,000	1,000
52650	Equip < than \$1000	-	-	2,000	2,000
52653	Computer equipment < \$1000	-	-	500	500
Operating		-924,383	61,929	106,800	99,600
Capital					
62031	Fire station- Stirling Rd	93,205	16,375	-	-
Capital		93,205	16,375	-	-
Project Total		878,860	78,303	106,800	99,600
Division Total		44,480,568	44,746,730	47,751,946	48,055,476

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Other					
91171	Transfer to Charter Middle School	820,914	945,017	1,103,097	900,453
	Other	820,914	945,017	1,103,097	900,453
	Project Total	820,914	945,017	1,103,097	900,453

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12143	EDC Teacher	10,519	47,420	32,438	31,408
12781	Site Supervisor	-	20,357	38,392	38,397
13408	P/T EDC Clerical Spec I	4,345	27,951	29,431	14,558
13551	P/T Teacher Aide	16,595	103,356	128,530	132,794
14000	Overtime	-	58	-	-
21000	Social Security- matching	2,366	14,795	17,666	16,616
22500	ICMA - city portion	512	3,374	3,543	3,491
23000	Health Insurance	1,832	21,744	29,968	32,526
23100	Life Insurance	2	147	259	251
24000	Workers compensation	55	3,173	4,188	4,729
26300	General retiree health contrib	-	-	-	700
	Personnel	36,226	242,374	284,415	275,470

Operating

34500	Contract- building maintenance	192	29,560	26,152	26,152
34982	Function sourcing- Grounds/Facilities	159	6,112	3,750	-
34989	Contractual service provider	-	12,735	29,635	88,982
34990	Contractual services- other	-	2,821	11,747	13,000
41100	Telephone	-	1,186	1,500	1,500
43100	Electric	2,394	12,588	13,300	13,300
43200	Water & sewer	786	3,290	4,000	4,000
44200	Rents- machinery & equipment	70	891	1,000	1,000
46150	R & M- land- building & improvement	444	10,990	7,500	9,000
46250	R & M equipment	-	63	725	1,000
46800	Maintenance contracts	-	258	710	710
49104	License fees	-	312	576	271
49674	Special event- summer program	-	1,500	2,000	-
51100	Office supplies	224	706	699	1,000
52000	Operating supplies	2,317	7,547	5,754	7,100
52030	Sch year activities	-	230	-	-
52050	Playground/athletic supplies	-	48	140	180
52200	Cleaning/janitorial supplies	35	-	-	-
52600	Clothing/uniforms	-	500	-	-
52650	Equip < than \$1000	-	801	1,715	1,000
52652	Software < than \$1000 &/or licenses	-	-	370	100
52653	Computer equipment < \$1000	-	539	955	-
52701	Food purchases	1,944	5,326	6,000	6,000
54510	Media Books	252	378	-	-
54525	Professional Books	2,269	208	-	-
55229	Training	-	-	100	100

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
	Operating	11,085	98,589	118,328	174,395
Capital					
64204	TV-Closed Circuit/Security Camera	-	-	7,421	-
	Capital	-	-	7,421	-
	Project Total	47,311	340,963	410,164	449,865

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12143	EDC Teacher	23,281	23,281	23,888	23,879
12781	Site Supervisor	33,905	-	-	-
13551	P/T Teacher Aide	116,794	101,309	152,837	150,513
14000	Overtime	114	66	200	-
21000	Social Security- matching	12,908	9,419	13,550	13,345
22500	ICMA - city portion	2,980	1,165	1,195	1,194
23000	Health Insurance	22,005	21,744	14,984	16,263
23100	Life Insurance	28	140	88	86
24000	Workers compensation	789	3,012	3,213	3,799
26300	General retiree health contrib	204	218	-	350
	Personnel	213,008	160,355	209,955	209,429

Operating

34500	Contract- building maintenance	32,287	33,651	33,173	33,173
34982	Function sourcing- Grounds/Facilities	-	12,660	2,600	-
34989	Contractual service provider	222,209	284,858	326,075	317,350
34990	Contractual services- other	435	1,933	8,391	8,391
40100	Travel/conferences	-	-	350	350
41100	Telephone	1,141	1,640	2,000	2,000
41380	Data communication	-	-	2,000	2,000
43100	Electric	14,641	14,448	15,000	7,962
43200	Water & sewer	2,421	3,328	3,420	3,420
44200	Rents- machinery & equipment	-	357	1,500	1,500
44800	Transportation Rentals	480	-	-	-
46150	R & M- land- building & improvement	13,356	3,713	3,400	5,080
46210	Energy Savings Project	-	-	-	13,209
46250	R & M equipment	306	-	500	500
46800	Maintenance contracts	-	495	1,500	1,500
49104	License fees	903	377	911	911
49674	Special event- summer program	3,512	3,030	5,000	5,000
51100	Office supplies	1,632	1,448	1,500	1,500
52000	Operating supplies	15,427	17,860	18,000	18,000
52030	Sch year activities	4,422	5,758	5,500	5,500
52050	Playground/athletic supplies	-	432	1,500	1,500
52200	Cleaning/janitorial supplies	-	-	2,500	500
52650	Equip < than \$1000	3,184	5,333	2,500	2,500
52652	Software < than \$1000 &/or licenses	-	-	500	500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52653	Computer equipment < \$1000	-	-	350	350
52701	Food purchases	18,849	17,525	31,000	31,000
54100	Memberships/ dues/ subscription	160	-	450	450
54525	Professional Books	2,477	-	-	-
Operating		337,841	408,847	469,620	464,146
Project Total		550,849	569,202	679,575	673,575

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12143	EDC Teacher	106,234	87,473	89,726	89,732
12780	Teacher Aide	41,885	41,885	42,977	42,974
12781	Site Supervisor	39,175	44,182	45,334	45,324
12972	EDC Clerical Spec I	3,596	-	-	-
12992	Vacation leave - retire/term	6,439	-	100	100
12996	Sick leave - retire/term	2,851	-	100	100
12997	Sick leave - annual	1,016	1,789	20	20
13551	P/T Teacher Aide	165,032	149,620	200,329	203,047
14000	Overtime	145	-	50	50
15015	Payment in lieu of benefits	10,800	6,369	7,203	4,802
21000	Social Security- matching	28,080	24,521	29,549	29,552
22500	ICMA - city portion	10,011	8,677	8,907	8,905
23000	Health Insurance	88,017	33,714	59,936	81,315
23100	Life Insurance	126	441	657	638
24000	Workers compensation	2,236	6,667	6,927	8,300
26300	General retiree health contrib	1,224	1,310	-	2,450
Personnel		506,867	406,649	491,815	517,309

Operating

34500	Contract- building maintenance	36,824	35,527	37,393	37,393
34982	Function sourcing- Grounds/Facilities	281	6,389	8,000	-
34989	Contractual service provider	241,667	301,071	358,374	374,803
34990	Contractual services- other	1,089	1,118	3,000	3,000
40100	Travel/conferences	-	-	550	-
44200	Rents- machinery & equipment	845	594	1,000	1,000
44800	Transportation Rentals	3,270	4,605	5,700	3,000
46150	R & M- land- building & improvement	41,933	16,295	11,000	20,000
46250	R & M equipment	807	794	1,000	1,000
46800	Maintenance contracts	754	504	3,000	3,000
49104	License fees	407	445	850	850
49674	Special event- summer program	37,828	18,296	30,000	30,000
51100	Office supplies	2,077	4,002	2,500	2,500
52000	Operating supplies	29,293	27,506	30,000	30,000
52030	Sch year activities	5,357	4,695	4,600	4,000
52050	Playground/athletic supplies	-	-	500	1,000
52650	Equip < than \$1000	6,358	2,466	9,800	7,000
52652	Software < than \$1000 &/or licenses	-	-	500	300

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52653	Computer equipment < \$1000	-	-	1,000	600
52701	Food purchases	38,726	26,235	40,000	36,000
54525	Professional Books	2,477	-	-	-
55200	College Classes - Education	-	-	450	450
Operating		449,992	450,541	549,217	555,896
Project Total		956,859	857,190	1,041,032	1,073,205

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12120	Sch Accounting Clerk II	27,430	27,440	28,152	28,143
12143	EDC Teacher	228,275	201,473	200,312	200,317
12780	Teacher Aide	84,065	67,223	52,396	52,380
12781	Site Supervisor	42,553	42,553	43,663	43,660
12972	EDC Clerical Spec I	25,372	25,278	26,031	26,021
12992	Vacation leave - retire/term	-	2,501	500	500
12996	Sick leave - retire/term	-	2,486	500	500
12997	Sick leave - annual	2,827	2,125	1,300	1,300
13551	P/T Teacher Aide	282,633	294,756	307,993	317,037
14000	Overtime	-	-	200	200
15015	Payment in lieu of benefits	11,816	9,323	9,604	9,604
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	50,718	48,946	52,924	52,024
22500	ICMA - city portion	21,188	17,987	17,541	17,532
23000	Health Insurance	154,033	152,210	179,808	178,893
23100	Life Insurance	189	939	1,275	1,348
24000	Workers compensation	3,260	12,025	12,242	14,539
26300	General retiree health contrib	1,942	2,071	-	5,250
Personnel		936,301	909,337	934,541	949,348

Operating

31500	Professional services- other	-	309	500	500
34500	Contract- building maintenance	41,696	42,981	55,000	43,000
34982	Function sourcing- Grounds/Facilities	-	13,465	5,000	-
34989	Contractual service provider	70,454	71,035	122,074	119,363
34990	Contractual services- other	694	2,446	8,033	7,650
40100	Travel/conferences	-	-	500	500
41100	Telephone	1,141	-28	750	750
43100	Electric	20,672	11,256	10,000	14,299
43200	Water & sewer	3,841	3,814	4,000	4,000
44200	Rents- machinery & equipment	-	94	1,712	1,712
44360	Rentals	189,225	187,856	187,799	187,653
44800	Transportation Rentals	3,840	4,350	6,000	6,000
46150	R & M- land- building & improvement	28,629	9,770	20,000	21,138
46210	Energy Savings Project	-	-	-	28,944
46250	R & M equipment	5	-	800	500
46800	Maintenance contracts	973	1,346	1,800	1,800

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
49104	License fees	307	619	625	625
49674	Special event- summer program	19,379	22,277	21,644	22,000
51100	Office supplies	4,742	4,410	4,000	4,000
52000	Operating supplies	10,483	11,917	10,000	10,000
52030	Sch year activities	11,614	9,730	10,268	10,000
52050	Playground/athletic supplies	725	1,006	500	500
52650	Equip < than \$1000	2,110	2,192	1,227	1,500
52652	Software < than \$1000 &/or licenses	2,607	2,607	2,625	2,625
52653	Computer equipment < \$1000	-	-	205	500
52701	Food purchases	51,579	41,339	33,644	40,000
54525	Professional Books	2,477	-	-	-
55200	College Classes - Education	-	200	300	300
Operating		467,191	444,993	509,006	529,859
Capital					
64014	Aluminum shed	-	16,365	865	-
64400	Other equipment	1,679	-	-	-
Capital		1,679	16,365	865	-
Project Total		1,405,171	1,370,694	1,444,412	1,479,207

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12120	Sch Accounting Clerk II	26,323	26,395	28,152	28,143
12143	EDC Teacher	166,903	154,533	158,592	158,583
12780	Teacher Aide	104,053	104,053	106,765	106,762
12781	Site Supervisor	45,163	45,163	46,341	46,343
12972	EDC Clerical Spec I	24,847	24,847	25,495	25,501
12992	Vacation leave - retire/term	863	-	200	200
12996	Sick leave - retire/term	288	-	200	200
12997	Sick leave - annual	5,144	6,443	5,000	5,000
13551	P/T Teacher Aide	297,948	298,534	330,723	322,211
14000	Overtime	-	43	250	250
15015	Payment in lieu of benefits	7,200	7,200	14,406	4,802
21000	Social Security- matching	48,694	48,045	55,108	53,416
22500	ICMA - city portion	19,081	17,750	18,282	18,099
23000	Health Insurance	143,031	130,740	179,808	211,419
23100	Life Insurance	167	788	1,346	1,355
24000	Workers compensation	2,955	10,837	12,716	14,978
26300	General retiree health contrib	1,632	1,757	-	5,250
Personnel		894,292	877,129	983,384	1,002,512
Operating					
34500	Contract- building maintenance	36,184	35,585	36,000	36,000
34982	Function sourcing- Grounds/Facilities	1,259	8,133	4,500	-
34989	Contractual service provider	116,062	131,226	148,739	151,868
34990	Contractual services- other	613	1,523	7,494	5,200

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
40100	Travel/conferences	-	-	1,800	100
41100	Telephone	6,159	2,216	2,500	2,500
43100	Electric	41,240	40,838	37,686	21,713
43200	Water & sewer	4,513	4,329	5,000	5,000
44200	Rents- machinery & equipment	-	452	1,809	1,809
44360	Rentals	192,743	192,611	192,661	192,920
44800	Transportation Rentals	9,840	11,100	12,500	12,500
46150	R & M- land- building & improvement	25,282	14,762	13,000	14,138
46210	Energy Savings Project	-	-	-	29,488
46250	R & M equipment	450	327	1,200	1,200
46800	Maintenance contracts	1,186	1,644	4,000	4,000
49104	License fees	3,417	3,417	4,000	4,000
49674	Special event- summer program	32,757	31,516	37,500	35,000
51100	Office supplies	1,668	1,427	2,500	2,500
52000	Operating supplies	17,021	22,645	21,000	24,000
52030	Sch year activities	25,992	20,461	27,000	27,000
52050	Playground/athletic supplies	-	-	1,000	1,000
52200	Cleaning/janitorial supplies	-	-	100	100
52650	Equip < than \$1000	8,725	2,609	8,000	8,000
52652	Software < than \$1000 &/or licenses	2,726	2,370	2,700	2,700
52653	Computer equipment < \$1000	5,582	-	1,500	1,500
52701	Food purchases	47,548	39,074	51,000	51,000
54525	Professional Books	2,269	208	200	200
55229	Training	500	-	1,000	1,000
Operating		583,733	568,472	626,389	636,436
Capital					
64204	TV-Closed Circuit/Security Camera	3,757	-	-	-
Capital		3,757	-	-	-
Project Total		1,481,782	1,445,601	1,609,773	1,638,948
Division Total		5,262,886	5,528,667	6,288,053	6,215,253

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5005 W.C.Y Administration | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
13680	P/T Clerk Spec I	10,179	-	-	-
21000	Social Security- matching	779	-	-	-
24000	Workers compensation	11	42	-	-
Personnel		10,969	42	-	-
Operating					
32100	Accounting and auditing fees	949	943	900	900
34500	Contract- building maintenance	44,705	43,507	51,444	51,444
43100	Electric	31,776	26,989	31,000	31,000
43200	Water & sewer	4,121	2,999	3,675	3,675
46150	R & M- land- building & improvement	-	-	200	200
51100	Office supplies	207	-	220	220
Operating		81,757	74,437	87,439	87,439
Project Total		92,726	74,479	87,439	87,439
Division Total		92,726	74,479	87,439	87,439

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12246	Public Service Maintenance Worker I	7,113	-	-	-
12462	Plumber III	58,980	58,980	58,698	58,698
12469	Property Manager	-	-	46,010	46,010
12489	Facilities Manager	94,516	149,765	72,461	146,786
12494	Senior Facilities Manager	-	1,168	81,000	83,388
12523	Accountant	-	-	8,535	25,002
12533	Electrician II	55,573	55,613	55,308	55,308
12609	Carpenter Foreman	65,020	65,020	64,709	64,709
12650	Communication Technician	4,878	-	-	-
12741	Controller	10,094	30,210	31,494	34,996
13484	P/T Building Inspector	9,836	9,760	12,786	32,786
14000	Overtime	11,284	17,200	12,000	15,000
15001	Special Payment non P & F	19,450	7,159	-	-
15107	Automobile allowance	-	-	1,400	9,000
15115	Beeper pay	15,817	16,068	16,000	17,000
15116	Cell Phone Pay	1,500	3,150	4,050	4,050
21000	Social Security- matching	25,431	31,671	35,434	45,353
22000	Retirement contributions	452,853	51,175	21,043	29,219
22010	Defined contribution - General	-	16,165	18,061	26,231
23000	Health Insurance	56,847	59,660	112,380	130,105
23100	Life Insurance	125	788	1,866	2,178
24000	Workers compensation	5,006	28,922	42,416	51,191
26300	General retiree health contrib	61,528	48,685	96,844	174,624

Personnel	955,849	651,160	792,495	1,051,634

Operating

31100	Professional services- engineering	593	-	4,500	2,500
31500	Professional services- other	-	4,215	2,000	1,000
34300	Contract- laundry & cleaning	459	583	650	650
34500	Contract- building maintenance	52,270	52,526	58,032	56,661
34982	Function sourcing- Grounds/Facilities	3,381,746	3,688,409	3,621,244	4,170,453
34989	Contractual service provider	382,868	320,433	360,770	710,737
34990	Contractual services- other	85,516	119,888	160,824	146,824
40100	Travel/conferences	69	92	200	200
41100	Telephone	75,187	102,648	100,000	100,000
41225	Cable fees	24	4,379	2,500	4,760
41400	Postage	-	323	200	200
43100	Electric	132,754	131,498	115,500	135,000
43200	Water & sewer	6,802	4,891	6,500	5,000
44200	Rents- machinery & equipment	-	5,139	9,600	5,600
46150	R & M- land- building & improvement	4,070	13,915	374,050	900,000
46160	R & M garage building	1,264	-	2,000	2,000
46250	R & M equipment	683	6,046	30,000	16,600
46260	R & M garage equipment	134	1,937	3,000	3,000
46300	R & M motor vehicles	52,643	54,215	50,000	50,000
46800	Maintenance contracts	27,097	29,712	27,932	19,443
47100	Printing	-	342	3,000	1,500
49104	License fees	320	2,269	2,000	3,100
49105	License renewals	-	25	-	-
49201	Taxes and/or assessments	15,030	14,792	15,030	15,000
51100	Office supplies	1,434	9,870	7,500	7,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52000	Operating supplies	1,699	27,652	33,000	30,000
52150	First aid, safety equip & supplies	227	-	2,000	3,000
52200	Cleaning/janitorial supplies	940	2,128	1,000	12,000
52300	Expendable tools	174	53	3,000	5,000
52540	Fuel	17,884	44,406	25,000	25,000
52650	Equip < than \$1000	3,994	27,178	29,000	30,000
52652	Software < than \$1000 &/or licenses	394	-	1,300	1,500
52653	Computer equipment < \$1000	516	853	1,000	1,000
55200	College Classes - Education	-	-	2,000	2,000
Operating		4,246,790	4,670,420	5,054,332	6,467,228
Capital					
63061	Fencing	-	-	-	37,500
63115	Landscaping	-	-	-	25,000
63121	Lighting	-	-	-	20,000
63161	Parking lot	-	-	-	250,000
64015	Air conditioner	1,180	-	-	-
64028	Car	-	37,074	-	30,000
64055	Laptop/Tablet	-	1,490	-	-
64072	Storage tank	54,718	-	-	-
64073	Generator	-	-	253,896	-
64188	Saw- table	-	-	5,591	-
64400	Other equipment	5,073	10,612	195,068	96,000
Capital		60,971	49,175	454,555	458,500
Project Total		5,263,610	5,370,755	6,301,382	7,977,362

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34987	Contractual Services - SMG	-	-	-	63,397
43100	Electric	-	-	-	107,508
43200	Water & sewer	-	-	-	2,707
Operating		-	-	-	173,612
Project Total		-	-	-	173,612
Division Total		5,263,610	5,370,755	6,301,382	8,150,974

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12051	Public Services Director	-	1,160	80,404	70,200
12055	Deputy Public Services Director	85,392	78,881	3,635	-
12246	Public Service Maintenance Worker I	5,736	-	-	-
12250	Maintenance Worker II	8,236	-	-	-
12496	Grounds Maint/R&B Manager	-	-	15,909	32,895
12499	Deputy City Manager	90,591	90,591	91,749	93,750
12992	Vacation leave - retire/term	33,471	13,534	-	-
12993	Accrued vacation	-61,512	-	-	-
12994	Accrued sick leave	-79,889	-	-	-
12996	Sick leave - retire/term	30,601	-	-	-
13001	Public Services Director	76,912	66,513	-	-
13164	Special Projects Manager	-	481	37,500	50,005
14000	Overtime	2,962	-	-	-
15001	Special Payment non P & F	9,844	9,959	-	-
15100	Holiday pay	2,442	-	-	-
15107	Automobile allowance	-	-	1,800	1,800
15116	Cell Phone Pay	900	900	1,350	1,350
21000	Social Security- matching	19,156	14,709	15,797	18,452
22000	Retirement contributions	351,346	97,841	21,117	14,994
22010	Defined contribution - General	-	-	9,900	3,948
23000	Health Insurance	40,344	5,436	37,460	16,264
23100	Life Insurance	93	139	1,147	1,745
24000	Workers compensation	6,818	9,087	16,147	20,002
26300	General retiree health contrib	48,343	19,476	29,800	32,742
Personnel		671,787	408,707	363,715	358,147
Operating					
31100	Professional services- engineering	11,085	-	-	-
31500	Professional services- other	-	-	2,300	5,000
34300	Contract- laundry & cleaning	345	-	-	-
34500	Contract- building maintenance	4,518	4,420	1,000	-
34982	Function sourcing- Grounds/Facilities	1,036,673	1,260,872	1,061,078	1,061,986
34989	Contractual service provider	378,769	-	-	-
34990	Contractual services- other	81,153	48,837	34,620	31,920
40100	Travel/conferences	30	-	-	-
41100	Telephone	45,695	44,271	50,000	50,000
41400	Postage	93	17	-	-
43100	Electric	101,828	95,810	75,000	98,500
43200	Water & sewer	5,775	7,219	8,500	8,200
44200	Rents- machinery & equipment	-	188	24,100	2,300
46150	R & M- land- building & improvement	3,030	69,882	170,848	125,000
46170	R & M irrigation	1,221	-	35,575	225,000
46250	R & M equipment	924	4,630	5,000	23,000
46300	R & M motor vehicles	11,690	22,338	55,000	54,000
46800	Maintenance contracts	7,267	6,303	4,256	2,000
49104	License fees	80	1,400	1,000	1,400
49105	License renewals	-	125	-	-
49600	Trash disposal charges	8,199	7,170	15,000	25,000
51100	Office supplies	2,577	794	5,000	2,500
52000	Operating supplies	-	-8	3,000	8,000
52150	First aid, safety equip & supplies	27	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52200	Cleaning/janitorial supplies	174	-	2,000	-
52300	Expendable tools	100	-	1,000	-
52420	Horticultural chemicals	560	-	500	2,000
52430	Operating chemicals	720	-	28,000	30,000
52440	Fertilizers	65	-	-	-
52540	Fuel	7,680	2,482	9,000	10,000
52650	Equip < than \$1000	-	-	15,000	15,000
52653	Computer equipment < \$1000	468	-	-	-
Operating		1,710,746	1,576,750	1,606,777	1,780,806
Capital					
63115	Landscaping	152,454	92,862	2,137,921	-
63115	Landscaping	-	-	317,601	-
64012	Backhoe	-	-	-	100,000
64028	Car	-	-	-	30,000
64214	Truck	-	25,545	162,327	100,000
64400	Other equipment	-	-	40,500	-
Capital		152,454	118,407	2,658,349	230,000
Project Total		2,534,986	2,103,864	4,628,841	2,368,953

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12360	PS Maint WRK/HEO	87,258	78,926	86,924	-
12361	PS Maint WRK I	713,802	658,090	707,582	-
12362	PS MAINT WRK II	303,171	260,962	287,189	-
12363	PS MAINT WRK III	184,751	148,966	174,868	-
12364	PS Irrigation Maintenance Worker	88,719	88,719	88,380	-
12365	PS Irrigation Mechanic	50,926	50,926	50,732	-
12366	PS Landscape Maintenance Worker	42,679	42,679	42,516	-
12367	PS Maint Worker III/Playgrnd Safety	50,926	50,926	50,732	-
12368	PS Spray Fertilizer Technician	43,410	43,410	43,244	-
12408	PS Maintenance Crew Leader	52,367	52,367	52,167	-
12409	PS Park Supervisor	120,791	120,896	120,328	120,328
12476	PS Administrative Supervisor	57,726	44,744	-	-
12477	PS Div Director of Park Operations	72,837	56,457	-	-
12495	Parks Maintenance Manager	-	-	80,996	84,989
12992	Vacation leave - retire/term	46,110	82,491	5,000	-
12996	Sick leave - retire/term	38,173	41,638	5,000	-
13406	P/T PS Custodian	79,542	54,266	70,327	-
13521	P/T PS Maintenance Worker I	94,136	69,944	111,950	-
14000	Overtime	11,514	25,156	10,000	-
15001	Special Payment non P & F	120,738	10,011	-	-
15010	Certification pay	120	120	120	-
15100	Holiday pay	11,839	2,714	2,000	-
15107	Automobile allowance	-	-	3,600	-
15108	Shift Differential	5,521	4,776	6,240	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
15115	Beeper pay	268	-	-	-
15116	Cell Phone Pay	1,245	3,250	3,000	2,400
21000	Social Security- matching	158,622	154,534	153,254	15,892
22000	Retirement contributions	2,374,089	270,061	69,123	7,256
22010	Defined contribution - General	-	133,047	143,903	10,199
23000	Health Insurance	430,927	467,502	629,328	48,789
23100	Life Insurance	801	4,289	6,450	736
24000	Workers compensation	25,974	105,549	120,163	13,084
26300	General retiree health contrib	386,722	447,902	655,556	65,484
Personnel		5,655,704	3,575,318	3,780,672	369,157

Operating

31100	Professional services- engineering	-	-	5,000	-
34300	Contract- laundry & cleaning	21,878	11,479	15,200	-
34500	Contract- building maintenance	39,421	34,396	45,075	-
34982	Function sourcing- Grounds/Facilities	38,790	327,094	236,500	-
34984	Function sourcing-Parks Maintenance	-	-	-	5,671,064
34989	Contractual service provider	456,339	543,043	638,406	-
34990	Contractual services- other	192,398	228,550	505,702	-
40100	Travel/conferences	224	-	250	-
41100	Telephone	4,968	2,185	4,989	-
41380	Data communication	2,715	2,125	2,400	2,400
44200	Rents- machinery & equipment	14,220	47,502	14,220	-
46150	R & M- land- building & improvement	379,129	215,788	884,611	1,386,000
46170	R & M irrigation	39,706	42,299	37,579	-
46250	R & M equipment	49,960	35,115	35,500	-
46300	R & M motor vehicles	198,299	151,613	95,000	10,000
46800	Maintenance contracts	18,210	9,420	18,000	-
49105	License renewals	854	960	1,600	1,600
51100	Office supplies	1,896	1,848	4,500	500
52000	Operating supplies	11,099	23,654	37,950	-
52050	Playground/athletic supplies	22,182	47,396	69,345	-
52150	First aid, safety equip & supplies	3,591	2,399	3,401	-
52200	Cleaning/janitorial supplies	40,922	27,903	35,000	-
52300	Expendable tools	7,652	5,277	16,682	-
52350	Electrical/mechanical supplies	32,510	10,350	15,000	-
52420	Horticultural chemicals	146,287	123,015	193,705	-
52460	Sand- seed- soil	89,026	126,553	176,765	-
52540	Fuel	196,777	138,289	95,000	5,000
52600	Clothing/uniforms	849	-	1,000	-
52650	Equip < than \$1000	12,865	16,433	17,950	-
52653	Computer equipment < \$1000	498	316	1,000	-
52800	Horticultural supplies	26,101	8,382	34,650	-
54100	Memberships/ dues/ subscription	-	180	500	-
Operating		2,049,364	2,183,565	3,242,480	7,076,564

Capital

63015	Pines Recreation Center- improvement	-	-	-	400,000
63054	Josias Dog Park	-	-	87,500	-
63061	Fencing	-	11,920	63,080	-
63121	Lighting	-	-	21,960	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
63193	Sidewalk- new	8,626	-	-	-
63201	Silver Lakes South Park improvement	23,875	1,300	-	-
63997	Improvements - New Comm Facilities	-	-	-	57,000
64012	Backhoe	-	-	75,000	-
64015	Air conditioner	3,986	3,087	-	-
64139	Mowers- other	-	54,681	122,500	-
64204	TV-Closed Circuit/Security Camera	-	-	2,796	-
64210	Truck pickup	-	-	450,000	-
64214	Truck	-	-	270,384	-
64400	Other equipment	8,099	87,755	231,904	300,000
Capital		44,586	158,743	1,325,124	757,000
Project Total		7,749,654	5,917,626	8,348,276	8,202,721
Division Total		10,284,640	8,021,490	12,977,117	10,571,674

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6005 Purchasing/Contract Administration | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12486	Purchasing Manager	92,587	96,298	97,157	75,005
12487	Purchasing Agent/Contract Analyst	4,381	-	-	-
12488	Assistant Purchasing Manager	55,661	60,276	15,286	-
14000	Overtime	459	-	-	-
15001	Special Payment non P & F	6,085	6,286	-	-
15107	Automobile allowance	-	-	3,000	3,600
15116	Cell Phone Pay	1,800	1,800	1,800	900
21000	Social Security- matching	11,704	11,894	12,391	6,083
22000	Retirement contributions	199,239	28,107	8,016	4,741
23000	Health Insurance	22,006	21,744	29,968	16,263
23100	Life Insurance	68	341	579	269
24000	Workers compensation	135	515	543	267
26300	General retiree health contrib	17,577	19,474	29,798	21,828
Personnel		411,702	246,734	198,538	128,956
Operating					
34300	Contract- laundry & cleaning	9	-	100	100
34500	Contract- building maintenance	1,860	3,224	2,220	2,500
34982	Function sourcing- Grounds/Facilities	42,256	50,060	52,525	51,614
34989	Contractual service provider	170,687	187,198	304,615	394,004
40100	Travel/conferences	-	-	500	500
41100	Telephone	3,578	934	3,600	1,000
43100	Electric	10,241	10,006	9,500	9,500
43200	Water & sewer	378	1,302	360	360
46150	R & M- land- building & improvement	330	-	-	-
46300	R & M motor vehicles	1,771	-	2,000	2,000
49000	Legal/employment ads	4,516	1,463	4,500	4,500
51100	Office supplies	411	1,510	1,000	1,000
52000	Operating supplies	585	8	500	500
52200	Cleaning/janitorial supplies	22	178	750	250
52540	Fuel	2,253	-	500	500
52650	Equip < than \$1000	33	-	2,000	1,000
52652	Software < than \$1000 &/or licenses	24,660	24,660	21,350	14,600
52653	Computer equipment < \$1000	150	-	-	-
54100	Memberships/ dues/ subscription	804	529	570	610
55229	Training	-	50	1,500	1,500
Operating		264,543	281,121	408,090	486,038
Capital					
64055	Laptop/Tablet	2,740	-	-	-
Capital		2,740	-	-	-
Project Total		678,986	527,855	606,628	614,994
Division Total		678,986	527,855	606,628	614,994

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6006 Environmental Services (Engineering) | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12667	Chief Engineering Inspector	87,174	87,205	86,757	86,757
12770	Engineering Inspector	58,251	63,739	63,420	63,420
12774	Engineer	-	-	-	51,085
14000	Overtime	2,137	6,192	6,000	6,000
15001	Special Payment non P & F	10,512	-	-	-
15115	Beeper pay	250	-	-	-
21000	Social Security- matching	11,082	12,598	11,948	15,857
22000	Retirement contributions	200,683	20,727	5,287	8,922
22010	Defined contribution - General	-	13,585	13,517	18,115
23000	Health Insurance	27,508	27,181	37,460	40,658
23100	Life Insurance	82	448	727	904
24000	Workers compensation	1,810	7,196	7,589	10,043
26300	General retiree health contrib	21,973	24,343	37,248	54,570
Personnel		421,462	263,214	269,953	356,331
Operating					
31100	Professional services- engineering	150,000	150,000	150,000	155,000
34300	Contract- laundry & cleaning	660	639	1,000	1,000
34500	Contract- building maintenance	2,910	2,910	2,950	2,950
34989	Contractual service provider	34,716	102,657	140,101	220,987
34990	Contractual services- other	-	-	62,030	75,000
41100	Telephone	31	-75	200	200
44200	Rents- machinery & equipment	-	188	2,300	2,268
46250	R & M equipment	-	371	-	500
46300	R & M motor vehicles	6,019	4,668	8,500	6,500
46800	Maintenance contracts	3,874	1,932	6,720	6,720
51100	Office supplies	3,418	3,346	5,000	4,000
52000	Operating supplies	137	446	2,000	500
52540	Fuel	8,019	4,291	13,737	10,000
52650	Equip < than \$1000	-	-	11,713	1,500
52653	Computer equipment < \$1000	-	238	1,000	1,000
54100	Memberships/ dues/ subscription	-	-	150	150
Operating		209,785	271,611	407,401	488,275
Capital					
64210	Truck pickup	-	-	1,376	-
64214	Truck	-	-	19,567	25,000
64400	Other equipment	-	-	32,470	25,000
Capital		-	-	53,413	50,000
Project Total		631,247	534,826	730,767	894,606
Division Total		631,247	534,826	730,767	894,606

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12469	Property Manager	14,546	45,172	-	-
15001	Special Payment non P & F	1,729	1,840	-	-
15116	Cell Phone Pay	75	900	-	-
21000	Social Security- matching	1,176	3,442	-	-
23000	Health Insurance	-	10,872	-	-
23100	Life Insurance	-	97	-	-
24000	Workers compensation	-	146	1	-
Personnel		17,526	62,470	1	-

Operating

31100	Professional services- engineering	-	-	4,000	5,000
31300	Professional services-Outside Legal	4,322	15,545	27,000	10,000
31500	Professional services- other	-	20,645	40,000	50,000
34982	Function sourcing- Grounds/Facilities	716,967	720,267	768,961	79,692
34989	Contractual service provider	77,325	11,848	-	-
34990	Contractual services- other	125,596	142,971	178,142	178,142
41100	Telephone	2,011	5,839	6,000	6,000
43100	Electric	196,870	175,568	200,000	200,000
43200	Water & sewer	5,842	6,051	6,500	6,500
43300	Gas	293	329	1,000	1,000
44200	Rents- machinery & equipment	32	-	-	-
44360	Rentals	274,295	274,893	276,417	275,403
45000	Insurance	19,079	24,441	36,742	42,905
45065	Property insurance-Leasehold improvements	11,139	9,456	28,015	36,015
46150	R & M- land- building & improvement	-57,090	24,441	133,700	473,959
46250	R & M equipment	-2,591	-	-	-
46300	R & M motor vehicles	3,079	675	2,000	2,000
46800	Maintenance contracts	5,209	-	2,900	3,000
49105	License renewals	-	100	100	-
52000	Operating supplies	-	663	-	-
52540	Fuel	60	-	-	-
52652	Software < than \$1000 &/or licenses	-	300	-	-
52653	Computer equipment < \$1000	-	515	-	-
Operating		1,382,439	1,434,545	1,711,477	1,369,616

Capital

63000	Improvement other than building	-	74,759	71,700	75,000
64400	Other equipment	-	1,132	10,600	7,500
Capital		-	75,891	82,300	82,500

Project Total	1,399,965	1,572,907	1,793,778	1,452,116

Entity 1 General Fund | Function 569 Other human services

Division 6008 Howard C. Forman Human Services Campus | Project 55 DCF-Transitional Housing YR2

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Operating

30010	Contingency	-	-	3,000	-
31300	Professional services-Outside Legal	1,099	1,389	4,541	-
34500	Contract- building maintenance	5,033	6,298	3,755	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 6008 Howard C. Forman Human Services Campus | Project 55 DCF-Transitional Housing YR2

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34982	Function sourcing- Grounds/Facilities	36	6,768	2,580	-
34989	Contractual service provider	97,236	106,238	67,915	-
34990	Contractual services- other	9,100	8,810	11,850	-
40100	Travel/conferences	-	2,119	776	-
41100	Telephone	3,210	2,756	2,799	-
43100	Electric	16,074	26,520	17,362	-
43200	Water & sewer	10,028	8,283	8,706	-
44200	Rents- machinery & equipment	799	864	635	-
45065	Property insurance-Leasehold improvements	1,842	-	3,200	-
46150	R & M- land- building & improvement	21,189	28,097	3,785	-
46250	R & M equipment	1,290	515	892	-
46800	Maintenance contracts	581	540	776	-
49175	Administrative fees	-	-	21,376	-
49355	Special investigation	200	530	955	-
51100	Office supplies	877	362	100	-
52000	Operating supplies	6,996	9,076	6,542	-
52650	Equip < than \$1000	1,839	1,054	421	-
52652	Software < than \$1000 &/or licenses	712	-	-	-
Operating		178,141	210,221	161,966	-

Capital

63061	Fencing	13,575	-	-	-
63993	Improvements - Other	-	-	56	-
Capital		13,575	-	56	-

Grants and Aid

81121	In-kind- salaries	23,069	11,534	24,351	-
Grants and Aid		23,069	11,534	24,351	-

Project Total		214,785	221,755	186,373	-

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 60 Homes for Veterans

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31300	Professional services-Outside Legal	-	15,478	-	1,000
34982	Function sourcing- Grounds/Facilities	-	5,695	5,000	-
43100	Electric	-	-	5,000	5,000
43200	Water & sewer	-	10,290	9,000	9,000
44330	Credit application	-	-	1,000	1,000
46150	R & M- land- building & improvement	-	6,784	30,000	10,000
46800	Maintenance contracts	-	-	2,000	2,000
52650	Equip < than \$1000	-	-	8,000	-
Operating		-	38,247	60,000	28,000
Capital					
63063	Veterans Home Renovations	-	-	307,657	-
Capital		-	-	307,657	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services
Division 6008 Howard C. Forman Human Services Campus | Project 60 Homes for Veterans

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Project Total		-	38,247	367,657	28,000
Division Total		1,614,750	1,832,909	2,347,808	1,480,116

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12006	Assistant Athletic Coordinator	46,158	46,042	48,735	45,927
12181	Division Director of Recreation	39,547	-	-	-
12215	Senior Lifeguard	103,732	103,732	103,335	103,335
12230	Chief Curator/Head of Cultural Projects	-	30,381	51,522	-
12508	Rec & Cultural Arts Acct Clerk I	87,451	87,440	68,732	43,784
12509	Rec & Cultural Arts Acct Clerk II	-	-	18,296	43,244
12519	Recreation & Cultural Arts Director	144,482	144,482	143,791	115,000
12521	Assistant Recreation Director	56,555	97,687	97,220	100,007
12525	Administrative Assistant I	71,053	88,877	88,459	88,459
12546	Aquatic Coordinator	85,420	85,420	85,093	85,093
12547	Aquatic Coordinator Assistant	59,800	60,260	59,800	59,800
12559	Recreation Supervisor II	159,708	97,634	56,348	53,082
12562	Recreation Supervisor I	57,107	57,107	56,888	56,888
12563	Special Events Coordinator	60,189	61,172	60,924	60,924
12564	Special Events- Coordinator Assistant	25,102	43,384	43,223	43,223
12572	Division Director Cultural Arts	28,725	55,773	72,634	75,005
12573	Recreation Specialist	91,227	56,812	76,045	36,296
12581	Recreation Specialist II	99,086	81,643	84,615	42,516
12891	Special Population Prog Coord	62,951	62,936	62,733	62,733
12992	Vacation leave - retire/term	3,092	9,510	38,144	-
12996	Sick leave - retire/term	2,294	17	3,640	-
13405	P/T Art Teacher	55,895	44,542	71,555	96,766
13450	P/T Cashier	10,578	10,071	11,195	11,195
13454	P/T Administrative Assistant	36,896	35,691	38,826	38,826
13488	P/T Senior Lifeguard	37,317	38,325	41,496	41,496
13492	P/T Lifeguard	103,923	87,143	106,700	109,517
13495	P/T Recreation Aide	141,063	156,728	166,701	174,148
13507	P/T Summer Program	161,837	163,965	232,125	242,045
13526	P/T Recreation Therapeutics	10,331	9,306	16,438	16,438
13527	P/T Self Defense Instructor	6,785	9,565	10,400	10,383
13528	P/T Assistant PAC Program Director	18,391	18,247	18,850	18,850
13537	P/T Music Teacher	37,737	46,500	48,140	48,140
13539	P/T Drama Teacher	8,144	6,812	9,108	9,108
13549	P/T Storage Lot Attendant	5,704	10,529	10,047	10,047
13562	P/T Curator	24,418	15,891	56,461	25,672
13563	P/T Recreation Leader	53,222	39,835	54,604	55,664
13591	P/T Water Safety Instructor	92,010	100,891	111,150	81,575
13602	P/T Recreation Specialist	17,762	21,233	31,741	31,742
13680	P/T Clerk Spec I	25,258	21,669	26,202	26,203
14000	Overtime	4,701	11,960	11,820	16,000
15001	Special Payment non P & F	79,777	13,044	-	-
15010	Certification pay	550	600	240	240
15100	Holiday pay	409	613	1,000	1,000
15107	Automobile allowance	-	-	3,600	4,801
15108	Shift Differential	1,579	808	3,120	2,080
15116	Cell Phone Pay	1,800	1,800	4,500	5,100
21000	Social Security- matching	158,773	162,586	178,590	178,203
22000	Retirement contributions	1,543,132	237,776	53,033	66,219
22010	Defined contribution - General	-	83,928	84,875	75,626
23000	Health Insurance	225,546	228,315	314,664	292,734
23100	Life Insurance	592	2,992	4,798	4,156
24000	Workers compensation	24,271	85,831	82,895	89,070

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
26300	General retiree health contrib	196,310	243,426	327,778	436,560
	Personnel	4,368,389	3,180,932	3,452,829	3,334,920
Operating					
31500	Professional services- other	2,355	2,773	12,900	6,400
34989	Contractual service provider	177,408	195,039	235,331	270,807
34990	Contractual services- other	78,321	106,125	96,340	197,861
40100	Travel/conferences	9	310	1,185	2,000
41100	Telephone	32,324	28,148	29,200	29,000
41225	Cable fees	-	-	4,320	-
41400	Postage	32	-	200	200
43100	Electric	690,869	683,492	726,616	722,000
43200	Water & sewer	122,129	136,654	122,500	140,000
43320	Gas- Pool	11,132	11,747	13,700	13,700
44200	Rents- machinery & equipment	9,903	13,031	20,824	36,951
44700	Rent - Charter School facilities	501,657	509,182	508,934	488,080
46150	R & M- land- building & improvement	1,803	8,519	54,550	120,855
46250	R & M equipment	2,367	4,622	9,000	9,000
46300	R & M motor vehicles	22,379	16,183	35,100	20,000
46600	R & M pool	39,234	94,819	97,500	68,770
46800	Maintenance contracts	763	1,732	4,433	4,105
47100	Printing	2,207	1,093	2,200	2,200
48100	Advertising	-	1,161	2,000	2,000
48505	Special Population Program	3,110	6,992	11,000	12,000
48555	Youth Soccer	76,685	76,108	78,500	78,500
49105	License renewals	10,068	10,730	10,700	11,078
49645	Pines Athletic Club Program	-133	32,720	65,100	62,140
49649	Special events	-	-	-	200,000
49655	Special events- ArtsPark	6,285	5,899	6,800	6,500
51100	Office supplies	4,718	4,977	5,000	5,000
52000	Operating supplies	2,791	1,679	4,000	4,000
52050	Playground/athletic supplies	4,482	4,345	4,500	4,500
52070	Art & Cultural Supplies	23,093	23,907	30,700	30,674
52071	ArtsPark Supplies	9,853	19,167	31,240	44,000
52150	First aid, safety equip & supplies	1,793	1,997	2,500	2,500
52200	Cleaning/janitorial supplies	293	42	1,000	1,000
52300	Expendable tools	-	65	200	200
52350	Electrical/mechanical supplies	-114	-	300	300
52421	Community garden supplies	2,640	2,654	10,950	5,660
52460	Sand- seed- soil	1,825	3,015	3,250	3,000
52480	Pool Chemicals & Supplies	63,747	68,952	76,580	76,000
52540	Fuel	28,695	18,370	42,000	30,000
52600	Clothing/uniforms	4,857	5,682	5,200	5,500
52650	Equip < than \$1000	10,332	22,666	32,709	26,081
52652	Software < than \$1000 &/or licenses	-	288	100	100
52653	Computer equipment < \$1000	150	1,286	3,000	1,000
54100	Memberships/ dues/ subscription	637	185	1,250	1,500
55229	Training	1,666	1,609	3,015	1,700
	Operating	1,952,360	2,127,963	2,406,427	2,746,862

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
63000	Improvement other than building	-	-	38,090	25,000
64051	Computer programs	-	-	-	47,620
64214	Truck	-	37,700	71,949	38,000
64221	Van	-	-	25,399	26,000
64400	Other equipment	18,289	9,706	73,750	228,430
Capital		18,289	47,406	209,188	365,050
Project Total		6,339,039	5,356,300	6,068,444	6,446,832

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 201 West Pines pre-school

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12151	City Teacher	55,624	-	-	-
12559	Recreation Supervisor II	29,643	-	-	-
13409	P/T Day Care Clerical Spec	23,976	-	-	-
13552	P/T Teacher - Recreation	33,357	-	-	-
13567	P/T Recreation Teacher Aide	52,518	-	-	-
14000	Overtime	83	-	-	-
15001	Special Payment non P & F	2,629	-	-	-
15010	Certification pay	50	-	-	-
21000	Social Security- matching	14,801	-	-	-
22000	Retirement contributions	134,163	-	-	-
23000	Health Insurance	25,216	-	-	-
23100	Life Insurance	43	-	-	-
24000	Workers compensation	1,034	-	-	-
26300	General retiree health contrib	21,973	-	-	-
Personnel		395,110	-	-	-
Operating					
34500	Contract- building maintenance	960	-	-	-
34990	Contractual services- other	398	-	-	-
43100	Electric	10,546	-	-	-
43200	Water & sewer	2,168	-	-	-
44200	Rents- machinery & equipment	767	-	-	-
46150	R & M- land- building & improvement	1,374	-	-	-
46250	R & M equipment	541	-	-	-
46800	Maintenance contracts	420	-	-	-
49104	License fees	192	-	-	-
51100	Office supplies	780	-	-	-
52000	Operating supplies	4,040	-	-	-
52150	First aid, safety equip & supplies	300	-	-	-
52200	Cleaning/janitorial supplies	414	-	-	-
52600	Clothing/uniforms	405	-	-	-
52650	Equip < than \$1000	619	-	-	-
52701	Food purchases	7,293	-	-	-
54510	Media Books	441	-	-	-
Operating		31,659	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 201 West Pines pre-school

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Project Total		426,769	-	-	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Personnel

13507 P/T Summer Program		41,040	52,448	49,584	-
21000 Social Security- matching		3,140	4,012	3,794	-
Personnel		44,180	56,460	53,378	-

Operating

48505 Special Population Program		18,711	24,359	21,390	-
Operating		18,711	24,359	21,390	-

Project Total		62,891	80,819	74,768	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Operating

34990 Contractual services- other		-	20,606	26,994	-
40100 Travel/conferences		-	939	1,461	-
Operating		-	21,545	28,455	-

Project Total		-	21,545	28,455	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 350 Art Gallery

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Operating

34990 Contractual services- other		-	11,002	-	-
Operating		-	11,002	-	-

Project Total		-	11,002	-	-

Division Total	6,828,699	5,469,667	6,171,667	6,446,832

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 574 Special events

Division 7003 Special Events | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
49649	Special events	46,474	48,156	56,580	47,150
49651	Special event- teen program	1,192	1,557	3,080	1,450
49656	Special event- Xmas/Chanukah	21,285	31,002	32,275	35,650
49659	Special Event- Kids Konnection	6,543	1,423	7,900	7,900
49660	Special event- Easter egg hunt	9,262	12,016	11,702	13,000
49662	Special Event- 4th Of July	29,512	29,991	41,400	40,000
49666	Special event- Halloween contest	10,089	9,778	12,500	13,500
49670	Special event- Pines Day	24,518	57,134	41,698	43,000
49674	Special event- summer program	48,792	45,229	104,507	-
Operating		197,667	236,286	311,642	201,650
Project Total		197,667	236,286	311,642	201,650
Division Total		197,667	236,286	311,642	201,650

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 579 Other culture/recreation

Division 7005 Walter C Young Dinner Theatre | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	-	-	1,000	1,000
34500	Contract- building maintenance	8,975	8,703	-	-
34990	Contractual services- other	-	-	500	500
41100	Telephone	1,001	327	-	-
46150	R & M- land- building & improvement	138	-	500	500
46250	R & M equipment	85	-	-	-
49104	License fees	400	240	-	-
52000	Operating supplies	-	100	-	-
52350	Electrical/mechanical supplies	86	-	50	50
52650	Equip < than \$1000	920	-	-	-
Operating		11,604	9,371	2,050	2,050
Project Total		11,604	9,371	2,050	2,050
Division Total		11,604	9,371	2,050	2,050

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 575 Special recreation facility

Division 7006 Golf Course | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	572,347	586,033	601,162	601,162
32100	Accounting and auditing fees	1,747	1,734	1,600	1,600
34300	Contract- laundry & cleaning	78	78	100	100
34500	Contract- building maintenance	16,496	2,970	2,500	2,500
34900	Contract- cart rental	117,480	119,051	120,060	124,000
34950	Contract- maintenance	641,887	661,143	681,812	681,812
34990	Contractual services- other	4,382	3,904	4,300	4,000
41100	Telephone	4,041	3,735	4,000	4,250
41225	Cable fees	1,019	1,223	1,260	1,500
41400	Postage	-	-	100	-
43100	Electric	87,273	82,643	79,000	84,000
43200	Water & sewer	9,111	9,063	9,800	9,300
43340	Gas- restaurant	6,429	5,277	5,700	6,000
44200	Rents- machinery & equipment	837	741	838	900
46150	R & M- land- building & improvement	253,278	20,097	53,600	60,000
46170	R & M irrigation	-	-	500	500
46250	R & M equipment	8,726	5,245	11,980	8,000
46800	Maintenance contracts	1,680	431	1,700	200
47100	Printing	455	381	1,000	600
48100	Advertising	15,300	20,238	17,900	20,000
49105	License renewals	-	712	1,000	1,712
49201	Taxes and/or assessments	23,756	20,566	28,300	22,800
49400	Bank service charge	33,971	34,401	34,000	34,000
51100	Office supplies	579	543	600	600
52000	Operating supplies	22,533	19,532	20,000	20,000
52150	First aid, safety equip & supplies	-	-	100	-
52200	Cleaning/janitorial supplies	3,117	943	3,200	1,000
52300	Expendable tools	1,771	1,961	1,800	1,775
52350	Electrical/mechanical supplies	3,585	500	2,200	1,000
52420	Horticultural chemicals	175,140	174,995	171,804	176,000
52460	Sand- seed- soil	22,690	24,375	25,000	26,000
52650	Equip < than \$1000	7,830	6,389	9,420	9,360
52652	Software < than \$1000 &/or licenses	425	1,500	1,500	1,500
52653	Computer equipment < \$1000	1,538	-	-	-
52800	Horticultural supplies	14,675	11,592	12,600	16,000
54100	Memberships/ dues/ subscription	150	150	375	150
Operating		2,054,323	1,822,147	1,910,811	1,922,321
Capital					
63000	Improvement other than building	-	-	72,720	20,000
63067	Lake Bank Erosion Barrier	-	-	153,560	150,000
64039	Computer equipment not micro	-	6,896	-	-
64139	Mowers- other	-	27,874	-	55,000
64400	Other equipment	45,411	27,339	8,596	10,250
Capital		45,411	62,109	234,876	235,250
Project Total		2,099,735	1,884,256	2,145,687	2,157,571
Division Total		2,099,735	1,884,256	2,145,687	2,157,571

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 312 State General Program

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	-	-	14,368	-
Operating		-	-	14,368	-
Project Total		-	-	14,368	-

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31340	Management Fee - SMG	-	-	22,500	90,000
34340	Operating Expenses - SMG	-	-	268,600	1,052,134
41100	Telephone	-	-	-	23,450
43100	Electric	-	-	-	199,880
43200	Water & sewer	-	-	-	41,587
Operating		-	-	291,100	1,407,051
Project Total		-	-	291,100	1,407,051

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12230	Chief Curator/Head of Cultural Projects	-	-	-	51,002
13562	P/T Curator	-	-	-	25,441
13680	P/T Clerk Spec I	-	-	14,900	12,330
21000	Social Security- matching	-	-	1,140	6,793
22010	Defined contribution - General	-	-	-	4,591
23000	Health Insurance	-	-	-	16,263
23100	Life Insurance	-	-	-	183
24000	Workers compensation	-	-	51	317
26300	General retiree health contrib	-	-	-	21,828
Personnel		-	-	16,091	138,748

Operating

31340	Management Fee - SMG	-	-	-	7,836
34340	Operating Expenses - SMG	-	-	-	39,603
34989	Contractual service provider	-	-	-	90,591
34990	Contractual services- other	-	-	25,000	120,172
43100	Electric	-	-	-	35,000
43200	Water & sewer	-	-	-	700
44200	Rents- machinery & equipment	-	-	1,500	14,228
46150	R & M- land- building & improvement	-	-	1,000	-
46800	Maintenance contracts	-	-	-	300
47100	Printing	-	-	6,400	12,000
48100	Advertising	-	-	5,500	6,000
49649	Special events	-	-	5,000	27,950
51100	Office supplies	-	-	1,200	1,500
52000	Operating supplies	-	-	5,600	1,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52600	Clothing/uniforms	-	-	1,000	1,000
52650	Equip < than \$1000	-	-	13,500	1,000
52652	Software < than \$1000 &/or licenses	-	-	990	500
52653	Computer equipment < \$1000	-	-	450	-
54100	Memberships/ dues/ subscription	-	-	-	1,000
Operating		-	-	67,140	360,880
Capital					
63000	Improvement other than building	-	-	9,000	-
64055	Laptop/Tablet	-	-	1,200	-
64400	Other equipment	-	-	176,500	-
Capital		-	-	186,700	-
Project Total		-	-	269,931	499,628
Division Total		-	-	575,399	1,906,679

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 8001 Community Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12084	Community Service Director	65,250	65,250	65,000	68,256
12543	Activities Coordinator	47,481	47,481	47,300	47,300
12685	Clerical Aide	33,160	33,165	33,033	33,033
14000	Overtime	3,112	2,602	5,000	5,000
15001	Special Payment non P & F	8,223	2,600	-	-
21000	Social Security- matching	11,061	11,089	10,998	11,580
22000	Retirement contributions	180,533	23,095	6,143	8,889
22010	Defined contribution - General	-	7,258	7,230	7,230
23000	Health Insurance	27,508	27,181	37,460	40,658
23100	Life Insurance	62	325	526	778
24000	Workers compensation	540	2,208	2,265	4,190
26300	General retiree health contrib	21,973	24,343	37,248	54,570
Personnel		398,904	246,597	252,203	281,484
Operating					
31500	Professional services- other	770	1,117	1,560	1,560
34500	Contract- building maintenance	69,872	70,657	76,784	76,784
34982	Function sourcing- Grounds/Facilities	34,581	65,447	51,622	41,412
34989	Contractual service provider	113,485	109,323	129,115	154,142
34990	Contractual services- other	83,809	101,585	95,775	125,645
40100	Travel/conferences	299	284	532	-
41100	Telephone	18,526	8,909	14,000	15,000
41225	Cable fees	1,442	1,475	1,476	1,499
43100	Electric	100,941	104,903	101,000	105,000
43200	Water & sewer	9,936	9,918	10,000	10,000
43300	Gas	876	768	1,500	1,500
44200	Rents- machinery & equipment	425	1,695	5,300	4,693
46150	R & M- land- building & improvement	46,736	29,495	49,300	70,000
46250	R & M equipment	1,859	4,404	3,500	5,000
46300	R & M motor vehicles	4,728	956	3,000	3,000
46800	Maintenance contracts	1,705	2,126	7,500	5,600
46801	I.T. Maintenance contracts	3,000	3,000	4,350	4,350
47100	Printing	12,591	12,865	13,000	13,000
51100	Office supplies	4,516	4,024	4,500	4,500
52000	Operating supplies	6,508	6,144	8,133	6,500
52200	Cleaning/janitorial supplies	6,392	3,664	4,300	7,500
52350	Electrical/mechanical supplies	5,457	1,894	2,650	6,000
52540	Fuel	7,155	7,322	10,000	7,500
52650	Equip < than \$1000	1,599	4,317	5,500	5,500
52653	Computer equipment < \$1000	2,170	835	2,000	5,000
54100	Memberships/ dues/ subscription	610	610	685	660
Operating		539,989	557,735	607,082	681,345
Capital					
64050	Copier machine	-	-	5,000	-
64051	Computer programs	-	-	60,000	60,000
64214	Truck	-	32,792	-	-
64400	Other equipment	-	-	6,000	-
Capital		-	32,792	71,000	60,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 8001 Community Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Grants and Aid

82012 Grant- elderly energy assistance		19,455	20,057	28,022	25,572

Grants and Aid	19,455	20,057	28,022	25,572

Project Total	958,349	857,182	958,307	1,048,401

Entity 1 General Fund | Function 569 Other human services

Division 8001 Community Services | Project 305 Re-engage for Good

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Operating

31500 Professional services- other		4,236	-	-	-

Operating	4,236	-	-	-

Project Total	4,236	-	-	-

Division Total	962,585	857,182	958,307	1,048,401

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12084	Community Service Director	32,625	32,625	32,500	34,128
12101	Residential Rental Coordinator	5,482	-	22,017	-
12992	Vacation leave - retire/term	5,088	-	-	-
12996	Sick leave - retire/term	5,841	-	-	-
14000	Overtime	131	-	5,000	5,000
15001	Special Payment non P & F	1,300	1,300	-	-
21000	Social Security- matching	3,773	2,302	4,302	2,908
22000	Retirement contributions	62,645	6,004	1,658	2,058
22010	Defined contribution - General	-	-	3,964	-
23000	Health Insurance	2,749	8,154	11,238	4,066
23100	Life Insurance	21	122	198	490
24000	Workers compensation	154	682	699	3,024
26300	General retiree health contrib	6,595	7,304	11,175	16,371
Personnel		126,405	58,493	92,751	68,045
Operating					
31300	Professional services-Outside Legal	498	-	4,000	1,000
34500	Contract- building maintenance	50,854	54,015	58,000	63,000
34982	Function sourcing- Grounds/Facilities	81,191	140,646	105,133	102,852
34989	Contractual service provider	133,180	126,327	142,561	112,572
34990	Contractual services- other	81	1,340	2,225	2,400
41100	Telephone	3,876	4,739	5,400	6,000
41225	Cable fees	28,580	30,026	33,000	34,000
43100	Electric	47,255	47,573	56,200	58,000
43200	Water & sewer	77,875	82,873	87,000	89,000
44200	Rents- machinery & equipment	-	-	1,000	3,000
44330	Credit application	2,580	2,640	2,800	3,000
44360	Rentals	708,724	709,868	712,897	716,640
45000	Insurance	15,520	25,699	43,926	44,760
46150	R & M- land- building & improvement	66,516	54,285	113,900	123,000
46250	R & M equipment	2,390	2,107	2,900	6,000
46300	R & M motor vehicles	86	-	500	500
46800	Maintenance contracts	22,695	22,911	30,000	35,000
46801	I.T. Maintenance contracts	300	-	300	300
48100	Advertising	945	-	7,300	7,300
49175	Administrative fees	112,713	125,916	113,306	106,335
49201	Taxes and/or assessments	-	8,730	8,730	8,730
51100	Office supplies	2,318	1,880	3,200	3,300
52000	Operating supplies	1,283	3,761	5,000	5,150
52200	Cleaning/janitorial supplies	2,399	845	5,000	5,150
52540	Fuel	815	-	1,374	1,374
52650	Equip < than \$1000	17,482	35,795	68,000	75,000
52652	Software < than \$1000 &/or licenses	-	-	600	600
52653	Computer equipment < \$1000	600	358	2,200	2,300
Operating		1,380,756	1,482,332	1,616,452	1,616,263
Capital					
64400	Other equipment	-	-	5,620	-
Capital		-	-	5,620	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Project Total		1,507,161	1,540,825	1,714,823	1,684,308

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Personnel

12084	Community Service Director	32,625	32,625	32,500	34,128
12101	Residential Rental Coordinator	5,482	-	22,017	-
12525	Administrative Assistant I	61,864	61,864	61,568	-
12992	Vacation leave - retire/term	5,088	-	-	-
12996	Sick leave - retire/term	5,841	-	-	-
14000	Overtime	131	-	5,000	5,000
15001	Special Payment non P & F	5,610	1,300	-	-
21000	Social Security- matching	8,362	7,224	9,012	2,908
22000	Retirement contributions	144,924	14,501	3,826	2,058
22010	Defined contribution - General	-	5,568	9,506	-
23000	Health Insurance	13,751	19,026	26,222	4,066
23100	Life Insurance	50	260	420	490
24000	Workers compensation	210	890	908	3,024
26300	General retiree health contrib	15,378	17,041	26,074	38,199
Personnel		299,317	160,299	197,053	89,873

Operating

31300	Professional services-Outside Legal	17,478	4,171	18,000	18,500
31500	Professional services- other	19,008	29,000	29,000	30,000
34500	Contract- building maintenance	80,256	83,086	75,000	91,000
34982	Function sourcing- Grounds/Facilities	167,762	260,844	237,680	214,175
34989	Contractual service provider	106,651	104,384	105,143	164,985
34990	Contractual services- other	102,767	102,921	161,036	161,036
41100	Telephone	12,468	15,121	11,000	16,000
41225	Cable fees	92,306	96,957	100,000	105,000
43100	Electric	177,855	173,598	228,744	235,000
43200	Water & sewer	220,913	248,379	194,783	252,000
44200	Rents- machinery & equipment	3,016	2,730	9,112	10,000
44330	Credit application	9,095	8,805	10,500	10,500
44360	Rentals	4,302,283	3,959,436	4,005,748	4,001,662
45000	Insurance	29,022	48,938	86,192	91,298
46150	R & M- land- building & improvement	152,452	166,176	236,345	329,000
46250	R & M equipment	26,640	27,180	46,000	46,000
46800	Maintenance contracts	14,486	18,424	16,496	19,000
46801	I.T. Maintenance contracts	900	1,200	1,500	900
48100	Advertising	-	-	5,000	5,000
49104	License fees	1,170	2,130	2,161	2,400
49175	Administrative fees	210,777	239,784	222,329	216,390
51100	Office supplies	1,393	2,882	4,635	4,635
52000	Operating supplies	2,747	2,113	4,760	4,760
52200	Cleaning/janitorial supplies	9,849	6,094	20,000	21,000
52300	Expendable tools	-	-	209	209
52540	Fuel	919	-	1,374	1,374
52650	Equip < than \$1000	3,080	959	16,000	50,000
54100	Memberships/ dues/ subscription	109	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
	Operating	5,765,401	5,605,311	5,848,747	6,101,824
Capital					
64400	Other equipment	-	-	10,560	-
	Capital	-	-	10,560	-
	Project Total	6,064,718	5,765,610	6,056,360	6,191,697
	Division Total	7,571,878	7,306,436	7,771,183	7,876,005

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 515 Comprehensive planning

Division 9002 Planning and Economic Development | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12184	Zoning Administrator	81,573	81,573	81,183	81,183
12524	Administrative Coordinator I	56,158	56,158	55,890	55,890
12695	Plan/Econ Development Director	82,785	91,542	101,343	107,024
12696	Planning Administrator	70,329	70,329	74,109	75,005
13426	P/T Planning Administrator	33,657	30,502	42,609	42,609
13449	P/T CADD Operator	-	-	2,330	12,330
14000	Overtime	252	218	1,279	7,770
15001	Special Payment non P & F	13,603	9,691	-	-
15107	Automobile allowance	-	-	4,062	6,000
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	24,871	25,634	27,867	29,780
22000	Retirement contributions	437,874	50,052	14,326	19,182
22010	Defined contribution - General	-	5,054	5,031	5,031
23000	Health Insurance	44,008	43,489	59,936	65,052
23100	Life Insurance	130	667	1,231	1,279
24000	Workers compensation	308	1,200	1,201	1,314
26300	General retiree health contrib	43,947	38,948	59,596	87,312
Personnel		890,875	506,437	533,373	598,141
Operating					
31500	Professional services- other	-	-	15,900	15,900
34989	Contractual service provider	168,774	238,866	281,627	281,676
34990	Contractual services- other	3,825	750	7,431	7,431
40100	Travel/conferences	1,029	1,371	2,500	2,500
41100	Telephone	1,719	1,448	2,000	2,000
41380	Data communication	-	190	500	500
41400	Postage	106	-	5,000	5,000
44200	Rents- machinery & equipment	1,802	1,802	1,802	6,280
45440	Insurance- errors & omissions	-	175	150	150
46250	R & M equipment	-	179	750	750
46300	R & M motor vehicles	466	1,570	1,500	3,604
46800	Maintenance contracts	1,294	2,025	3,829	4,600
46801	I.T. Maintenance contracts	-	2,100	5,000	5,000
47100	Printing	-79	425	2,250	2,250
48510	Economic Development Activities	70,984	24,923	70,925	75,000
48511	Landscape Activities	-	16,751	3,000	3,000
49000	Legal/employment ads	6,043	5,432	7,800	7,800
51100	Office supplies	2,106	2,424	5,000	5,000
52000	Operating supplies	-5,488	-6,093	-1,069	260
52540	Fuel	1,026	1,063	1,525	2,000
52650	Equip < than \$1000	423	422	2,500	500
52652	Software < than \$1000 &/or licenses	1,323	1,298	4,000	4,000
52653	Computer equipment < \$1000	-	278	2,000	2,000
54100	Memberships/ dues/ subscription	2,145	2,663	2,850	3,500
Operating		257,499	300,061	428,770	440,701
Capital					
64051	Computer programs	3,898	-	11,100	11,100
64053	Micro computer	4,307	-	-	-
Capital		8,205	-	11,100	11,100

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 515 Comprehensive planning
Division 9002 Planning and Economic Development | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Project Total		1,156,578	806,498	973,243	1,049,942
Division Total		1,156,578	806,498	973,243	1,049,942

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 9007 Code Compliance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12085	Code Compliance Administrator	98,899	-	-	-
12192	Lead Code Officer	38,232	-	-	-
12684	Clerical Spec II	71,395	-	-	-
12715	Code Compliance Officer	280,926	-	-	-
12992	Vacation leave - retire/term	49,829	-	-	-
12996	Sick leave - retire/term	29,057	-	-	-
14000	Overtime	6	-	-	-
15001	Special Payment non P & F	23,067	-	-	-
15010	Certification pay	140	-	-	-
15100	Holiday pay	486	-	-	-
15116	Cell Phone Pay	2,565	-	-	-
21000	Social Security- matching	42,372	-	-	-
22000	Retirement contributions	622,909	-	-	-
23000	Health Insurance	121,025	-	-	-
23100	Life Insurance	253	-	-	-
24000	Workers compensation	4,698	-	-	-
26300	General retiree health contrib	96,682	-	-	-
Personnel		1,482,542	-	-	-
Operating					
31300	Professional services-Outside Legal	3,550	-	-	-
34990	Contractual services- other	2,880	-	-	-
41100	Telephone	467	-	-	-
41380	Data communication	4,443	-	-	-
46300	R & M motor vehicles	11,355	-	-	-
46800	Maintenance contracts	1,130	-	-	-
47100	Printing	105	-	-	-
49000	Legal/employment ads	400	-	-	-
49100	Recording fees	5,251	-	-	-
51100	Office supplies	883	-	-	-
52000	Operating supplies	1,494	-	-	-
52540	Fuel	17,185	-	-	-
52650	Equip < than \$1000	943	-	-	-
52653	Computer equipment < \$1000	920	-	-	-
54100	Memberships/ dues/ subscription	123	-	-	-
Operating		51,129	-	-	-
Capital					
64055	Laptop/Tablet	19,620	-	-	-
Capital		19,620	-	-	-
Project Total		1,553,290	-	-	-
Division Total		1,553,290	-	-	-
1 General Fund					
		157,230,969	157,372,365	177,091,924	176,793,973

City of Pembroke Pines, Florida - Expenditure Detail

Entity 51 Wetlands Trust Fund | Function 537 Conservation and resource management
Division 6007 Mitigation Trust | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	13,187	1,270	15,000	15,000
31750	Custodial fees	1,460	1,460	1,500	1,500
34989	Contractual service provider	1,286	-	-	-
46180	R & M mitigation	478	-	-	-
Operating		16,410	2,730	16,500	16,500
Project Total		16,410	2,730	16,500	16,500
Division Total		16,410	2,730	16,500	16,500
51 Wetlands Trust Fund		16,410	2,730	16,500	16,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 541 Road and street facilities

Division 6002 Maintenance | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12015	Irrigation Maintenance Worker	4,172	-	-	-
12091	Pub Works & Facility Supervisor	6,064	-	-	-
12496	Grounds Maint/R&B Manager	-	-	17,500	32,895
12992	Vacation leave - retire/term	12,685	-	-	-
12993	Accrued vacation	-24,740	-	-	-
12994	Accrued sick leave	-11,938	-	-	-
12996	Sick leave - retire/term	22,030	-	-	-
14000	Overtime	1,139	-	-	-
15107	Automobile allowance	-	-	1,800	1,800
15115	Beeper pay	876	-	-	-
15116	Cell Phone Pay	150	-	450	450
21000	Social Security- matching	3,578	-	2,660	2,690
22000	Retirement contributions	221,473	-	-	-
22001	Retirement contribution - legacy	-	199,151	55,325	58,075
22010	Defined contribution - General	-	-	3,900	3,948
23000	Health Insurance	2,751	-	7,492	8,132
23100	Life Insurance	6	-	118	236
24000	Workers compensation	372	-	4,249	10,499
26300	General retiree health contrib	26,370	-	-	10,914
Personnel		264,989	199,151	93,494	129,639
Operating					
34300	Contract- laundry & cleaning	134	-	-	-
34983	Function sourcing- Rights of Way	813,588	887,550	1,094,050	1,241,550
34989	Contractual service provider	91,033	-	-	-
34990	Contractual services- other	567,543	627,965	840,491	705,491
41100	Telephone	968	18	-	-
43400	Street lighting	1,228,690	1,225,881	1,200,448	1,327,286
45000	Insurance	77,681	148,166	277,747	260,647
46150	R & M- land- building & improvement	225	-	15,550	50,000
46250	R & M equipment	96	-	-	-
46300	R & M motor vehicles	1,308	-	-	-
51100	Office supplies	100	-	-	-
52000	Operating supplies	239	-	-	-
52200	Cleaning/janitorial supplies	43	-	-	-
52300	Expendable tools	9	-	-	-
52540	Fuel	9,354	-	-	-
53100	Road/street materials	6,762	-	-	-
53200	Road signs	125	-	-	-
53300	Street lighting material	3,971	-	-	-
Operating		2,801,869	2,889,580	3,428,286	3,584,974
Capital					
64400	Other equipment	8,087	-	-	-
Capital		8,087	-	-	-
Project Total		3,074,945	3,088,731	3,521,780	3,714,613
Division Total		3,074,945	3,088,731	3,521,780	3,714,613

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 541 Road and street facilities

Division 6003 Infrastructure | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31100	Professional services- engineering	295	48,601	22,775	100,000
34990	Contractual services- other	5,181	5,181	5,500	5,500
46150	R & M- land- building & improvement	-	-	2,000	-
46164	R & M resurfacing	191,957	982,278	1,511,836	732,375
46165	R & M drainage	29,025	17,631	126,199	150,000
53999	Transp Proj owned by Other G'vt	180,000	180,000	180,000	180,000
Operating		406,458	1,233,691	1,848,310	1,167,875
Capital					
63053	Pembroke Rd (Dykes-Silver Shores)	-	372,675	3,879,595	-
63061	Fencing	-	4,125	-	-
63187	Taft/University- Douglas	-	85,004	1,205,366	-
63193	Sidewalk- new	3,240	-	-	-
64087	Wheel Loader	6,750	-	-	-
64400	Other equipment	-	-	-	36,000
67173	IF - Road improvement	-	-	140,849	-
67999	IF - Transportation Projects	-	-	78,313	975,000
Capital		9,990	461,804	5,304,123	1,011,000
Project Total		416,448	1,695,494	7,152,433	2,178,875
Division Total		416,448	1,695,494	7,152,433	2,178,875

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 544 Transit system
Division 8004 Transit System | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Other					
91128	Transfer to Community Bus Program	420,695	316,807	289,361	283,313
Other		420,695	316,807	289,361	283,313
Project Total		420,695	316,807	289,361	283,313
Division Total		420,695	316,807	289,361	283,313
100 Road & Bridge Fund		3,912,088	5,101,033	10,963,574	6,176,801

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2011 2011 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	96,668	-	-	-
Operating		96,668	-	-	-
Project Total		96,668	-	-	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	15,424	137,986	-	-
Operating		15,424	137,986	-	-
Project Total		15,424	137,986	-	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	6,510	-	-	-
31510	Professional service- Direct cost	11,287	3,949	-	-
34991	Home repair/weatherization	129,038	103,892	-	-
Operating		146,835	107,841	-	-
Project Total		146,835	107,841	-	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	20,650	54,805	-	-
34991	Home repair/weatherization	2,090	208,731	363,576	-
49208	Home owner counseling	-	16,500	13,500	-
49216	Home Buyer Assistance	-	-	200,000	-
Operating		22,740	280,036	577,076	-
Project Total		22,740	280,036	577,076	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	-	26,315	50,519	-
34991	Home repair/weatherization	-	-	538,723	-
49208	Home owner counseling	-	-	25,000	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
49216	Home Buyer Assistance	-	-	200,000	-
Operating		-	26,315	814,242	-
Project Total		-	26,315	814,242	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	-	-	101,036	101,036
34991	Home repair/weatherization	-	-	604,328	604,328
49208	Home owner counseling	-	-	25,000	25,000
49216	Home Buyer Assistance	-	-	280,000	280,000
Operating		-	-	1,010,364	1,010,364
Project Total		-	-	1,010,364	1,010,364
Division Total		281,667	552,178	2,401,682	1,010,364

120 State Housing Initiative Program		281,667	552,178	2,401,682	1,010,364

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2007 2007 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	18,907	-	-	-
	Operating	18,907	-	-	-
	Project Total	18,907	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2008 2008 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	94,074	-	-	-
	Operating	94,074	-	-	-
	Project Total	94,074	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2008NSP 2008 NSP Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34940	Acquisition-Rehabilitation or New Construction	91,435	262,271	291,251	-
34991	Home repair/weatherization	120	49	99,418	-
49216	Home Buyer Assistance	180,000	100,000	140,000	-
	Operating	271,554	362,320	530,669	-
	Project Total	271,554	362,320	530,669	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2009 2009 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	160,530	41,152	-	-
	Operating	160,530	41,152	-	-
	Project Total	160,530	41,152	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2010 2010 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	70,555	13,000	46,871	-
	Operating	70,555	13,000	46,871	-
	Project Total	70,555	13,000	46,871	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2010HOME 2010 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	1,400	-	-	-
34991	Home repair/weatherization	202,383	-	-	-
Operating		203,783	-	-	-
Project Total		203,783	-	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2010NSP 2010 NSP Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	1,995	-	-	-
31510	Professional service- Direct cost	16,055	-	-	-
34940	Acquisition-Rehabilitation or New Construction	742,956	-	114,865	-
34991	Home repair/weatherization	154,875	-	-	-
49216	Home Buyer Assistance	125,000	-	280,000	-
Operating		1,040,881	-	394,865	-
Project Total		1,040,881	-	394,865	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2011 2011 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	109,659	56,716	15,129	-
Operating		109,659	56,716	15,129	-
Project Total		109,659	56,716	15,129	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2011HOME 2011 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	10,705	2,457	-	-
34940	Acquisition-Rehabilitation or New Construction	81,383	-	-	-
34991	Home repair/weatherization	48,458	23,185	-	-
Operating		140,546	25,642	-	-
Project Total		140,546	25,642	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	1,795	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
34991	Home repair/weatherization	122,816	55,443	826	-
	Operating	124,611	55,443	826	-
	Project Total	124,611	55,443	826	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2012HOME 2012 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	12,134	359	-	-
34991	Home repair/weatherization	98,106	29,151	-	-
	Operating	110,241	29,511	-	-
	Project Total	110,241	29,511	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	1,000	-	-	-
31501	Professional services- CRA admin	124,215	-	-	-
34991	Home repair/weatherization	177,819	136,194	293,376	-
	Operating	303,034	136,194	293,376	-
	Project Total	303,034	136,194	293,376	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2013HOME 2013 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	12,496	5,443	-	-
34991	Home repair/weatherization	80,669	50,891	-	-
	Operating	93,165	56,334	-	-
	Project Total	93,165	56,334	-	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	-	1,000	17,204	-
31501	Professional services- CRA admin	-	127,405	26	-
34991	Home repair/weatherization	-	11,905	517,430	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
	Operating	-	140,310	534,660	-
	Project Total	-	140,310	534,660	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014HOME 2014 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	-	9,967	11,216	-
34991	Home repair/weatherization	-	8,296	147,032	-
	Operating	-	18,263	158,248	-
	Project Total	-	18,263	158,248	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	-	-	18,865	-
31501	Professional services- CRA admin	-	-	131,916	-
34991	Home repair/weatherization	-	-	289,955	-
	Operating	-	-	440,736	-
Capital					
63014	Fletcher park- improvement	-	-	200,000	-
	Capital	-	-	200,000	-
	Project Total	-	-	640,736	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015HOME 2015 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	-	-	19,163	-
34991	Home repair/weatherization	-	-	158,031	-
	Operating	-	-	177,194	-
	Project Total	-	-	177,194	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	-	-	-	19,482

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31501	Professional services- CRA admin	-	-	-	136,375
34991	Home repair/weatherization	-	-	-	206,536
Operating		-	-	-	362,393
Capital					
63994	Improvements - Recreation Facilities	-	-	-	300,000
Capital		-	-	-	300,000
Project Total		-	-	-	662,393

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016HOME 2016 HOME Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31510	Professional service- Direct cost	-	-	-	21,181
34991	Home repair/weatherization	-	-	-	155,328
Operating		-	-	-	176,509
Project Total		-	-	-	176,509
Division Total		2,741,539	934,884	2,792,574	838,902

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 544 Transit system
Division 8006 Transportation | Project 6 Senior center transportation

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
46300	R & M motor vehicles	19,578	51,402	49,070	60,893
52540	Fuel	86,896	57,824	64,000	56,000
Operating		106,474	109,226	113,070	116,893
Project Total		106,474	109,226	113,070	116,893
Division Total		106,474	109,226	113,070	116,893
121 HUD Grants CDBG/HOME		2,848,013	1,044,110	2,905,644	955,795

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3015 Victims of Crime Act Grant | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
13576	P/T Victim's Advocate Grant	16,470	16,575	16,575	16,575
21000	Social Security- matching	1,260	1,268	1,268	1,268
24000	Workers compensation	-	-	-	59
	Personnel	17,730	17,843	17,843	17,902
Operating					
51100	Office supplies	-	-	75	16
	Operating	-	-	75	16
	Project Total	17,730	17,843	17,918	17,918
	Division Total	17,730	17,843	17,918	17,918

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3026 Federal-Aid Highway | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
14000	Overtime	-	75,785	7,734	-
Personnel		-	75,785	7,734	-
Project Total		-	75,785	7,734	-
Division Total		-	75,785	7,734	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3027 Health and Human Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
14000	Overtime	-	-	21,360	-
Personnel		-	-	21,360	-
Project Total		-	-	21,360	-
Division Total		-	-	21,360	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2011 2011 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64181	Radio- portable	35,008	-	-	-
64400	Other equipment	90,601	-	-	-
	Capital	125,609	-	-	-
	Project Total	125,609	-	-	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2012 2012 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64221	Van	121,099	-	-	-
	Capital	121,099	-	-	-
	Project Total	121,099	-	-	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2013 2013 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64181	Radio- portable	121,133	-	-	-
	Capital	121,133	-	-	-
	Project Total	121,133	-	-	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2014 2014 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64181	Radio- portable	-	-	119,700	-
	Capital	-	-	119,700	-
	Project Total	-	-	119,700	-

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3030 Homeland Security | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64181	Radio- portable	-	-	49,995	-
64400	Other equipment	-	-	69,700	-
	Capital	-	-	119,695	-
	Project Total	-	-	119,695	-

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	367,842	-	239,395	-
122 Law Enforcement Grant	385,572	93,628	286,407	17,918

City of Pembroke Pines, Florida - Expenditure Detail

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2011 2011 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64400	Other equipment	2,200	-	-	-
	Capital	2,200	-	-	-
	Project Total	2,200	-	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2012 2012 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52650	Equip < than \$1000	2,096	-	-	-
	Operating	2,096	-	-	-
Capital					
64400	Other equipment	11,973	-	-	-
	Capital	11,973	-	-	-
	Project Total	14,069	-	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2013 2013 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64400	Other equipment	18,652	-	-	-
	Capital	18,652	-	-	-
	Project Total	18,652	-	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2014 2014 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
64400	Other equipment	-	19,345	-	-
	Capital	-	19,345	-	-
	Project Total	-	19,345	-	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52650	Equip < than \$1000	-	-	1,430	-
52652	Software < than \$1000 &/or licenses	-	-	675	-
52653	Computer equipment < \$1000	-	-	400	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 124 Police Community Services Grant | Function 521 Law enforcement

Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
	Operating	-	-	2,505	-
Capital					
64051	Computer programs	-	-	3,200	-
64055	Laptop/Tablet	-	-	6,900	-
64400	Other equipment	-	-	4,871	-
	Capital	-	-	14,971	-
	Project Total	-	-	17,476	-
	Division Total	34,920	19,345	17,476	-
124 Police Community Services Grant		34,920	19,345	17,476	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31400	Professional services- medical	-	-	400	400
31500	Professional services- other	95	44	200	200
34300	Contract- laundry & cleaning	133	134	400	300
34990	Contractual services- other	106,672	121,917	108,709	116,216
46250	R & M equipment	-	-	200	600
46300	R & M motor vehicles	23,398	36,082	46,526	50,000
52540	Fuel	33,368	34,024	30,000	35,000
52652	Software < than \$1000 &/or licenses	2,507	3,274	5,847	3,500
Operating		166,172	195,475	192,282	206,216
Project Total		166,172	195,475	192,282	206,216

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project 5309 Federal Transit Adm.

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52650	Equip < than \$1000	609	15,933	-	-
Operating		609	15,933	-	-
Capital					
64221	Van	122,336	-	-	-
64400	Other equipment	3,332	-	-	-
Capital		125,668	-	-	-
Project Total		126,277	15,933	-	-

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52650	Equip < than \$1000	-	9,442	4,610	-
Operating		-	9,442	4,610	-
Capital					
64221	Van	73,930	206,084	215,390	-
Capital		73,930	206,084	215,390	-
Project Total		73,930	215,526	220,000	-
Division Total		366,379	426,934	412,282	206,216

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31400	Professional services- medical	-	-	900	900
31500	Professional services- other	295	392	500	500
34300	Contract- laundry & cleaning	1,653	1,442	1,900	1,900
34500	Contract- building maintenance	-	-	1,000	2,000
34990	Contractual services- other	387,930	368,189	388,435	370,000
41100	Telephone	2,644	-347	2,500	2,500
46300	R & M motor vehicles	90,245	89,660	81,000	90,000
51100	Office supplies	512	1,034	1,000	1,200
52000	Operating supplies	575	1,856	2,000	2,000
52540	Fuel	42,417	21,168	60,000	60,000
52650	Equip < than \$1000	-	440	1,000	1,000
Operating		526,272	483,834	540,235	532,000
Project Total		526,272	483,834	540,235	532,000

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31400	Professional services- medical	-	-	200	200
31500	Professional services- other	95	40	100	100
34300	Contract- laundry & cleaning	193	210	300	200
34990	Contractual services- other	34,387	38,707	33,571	33,758
41100	Telephone	79	21	100	100
46250	R & M equipment	-	-	200	200
46300	R & M motor vehicles	164	-	2,400	2,500
51100	Office supplies	197	25	250	250
52000	Operating supplies	293	59	300	300
52540	Fuel	26,272	21,802	20,000	22,000
52650	Equip < than \$1000	-	296	300	300
Operating		61,682	61,160	57,721	59,908
Project Total		61,682	61,160	57,721	59,908

Division Total		587,953	544,993	597,956	591,908

128 Community Bus Program		954,333	971,928	1,010,238	798,124

City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement

Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building & improvement	-	-	25,927	-
52650	Equip < than \$1000	10,522	-	2,278	-
52653	Computer equipment < \$1000	-	-	400	-
	Operating	10,522	-	30,605	-
Capital					
62000	Buildings	2,947	-	653	-
62052	Animal Facility	6,074	4,029	1,697	-
63061	Fencing	8,384	-	20,693	-
63115	Landscaping	4,200	-	-	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64175	Signs	2,549	-	952	-
64180	Radio	-	-	11	-
64214	Truck	-	-	362	-
64400	Other equipment	-	-	219,331	59,576
	Capital	24,154	4,029	283,841	59,576
	Project Total	34,676	4,029	314,446	59,576
	Division Total	34,676	4,029	314,446	59,576
	131 Treasury - Confiscated	34,676	4,029	314,446	59,576

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement

Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31300	Professional services-Outside Legal	-	-	5,000	-
31400	Professional services- medical	-	-	19,200	-
31500	Professional services- other	-	-	7,000	-
52000	Operating supplies	-	-	2,000	-
52600	Clothing/uniforms	825	147	60,653	-
52650	Equip < than \$1000	-	-	76,301	-
Operating		825	147	170,154	-
Capital					
63166	Shooting range	-	6,156	263,844	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	95,493	110,623
Capital		-	6,156	457,258	110,623
Project Total		825	6,303	627,412	110,623
Division Total		825	6,303	627,412	110,623
132 Justice - Confiscated		825	6,303	627,412	110,623

City of Pembroke Pines, Florida - Expenditure Detail

Entity 133 \$2 Police Education | Function 521 Law enforcement
Division 3013 \$2 Police Education | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
40100	Travel/conferences	10,255	17,981	130,452	15,616
54000	Police Training- Std Bnd \$2	14,835	22,380	156,547	20,000
Operating		25,090	40,361	286,999	35,616
Project Total		25,090	40,361	286,999	35,616
Division Total		25,090	40,361	286,999	35,616
133 \$2 Police Education		25,090	40,361	286,999	35,616

City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement

Division 3004 FDLE | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	5,550	9,900	33,000	-
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	3,963	21,733	16,721	35,361
52650	Equip < than \$1000	710	-	8,077	-
Operating		10,223	31,633	92,622	35,361
Capital					
62000	Buildings	142,912	-	105,774	-
64028	Car	500	-	147	-
64051	Computer programs	-	-	15,000	-
64176	S.E.T. Equipment	-	-	20,138	-
64181	Radio- portable	-	-	33,000	-
64214	Truck	-	-	1,600	-
64228	Video equipment	86,982	-	-	-
64400	Other equipment	1,485	-	180,681	198,633
Capital		231,879	-	356,340	198,633
Grants and Aid					
82014	Police Explorers	-	-	7,085	-
Grants and Aid		-	-	7,085	-
Project Total		242,103	31,633	456,047	233,994
Division Total		242,103	31,633	456,047	233,994
134 FDLE - Confiscated		242,103	31,633	456,047	233,994

City of Pembroke Pines, Florida - Expenditure Detail

Entity 199 Older Americans Act | Function 569 Other human services

Division 8005 SW Multipurpose Center | Project 24 Multipurpose center

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31400	Professional services- medical	-	-	600	600
31500	Professional services- other	135	322	800	800
34300	Contract- laundry & cleaning	853	859	1,450	1,400
34989	Contractual service provider	373,672	378,139	399,109	350,683
34990	Contractual services- other	684,241	731,283	722,623	740,780
46250	R & M equipment	-	-	800	800
46300	R & M motor vehicles	61,296	28,425	104,400	60,000
52540	Fuel	27,699	51,004	50,000	51,000
52920	Heater Meals	23,243	23,234	24,866	23,234
Operating		1,171,139	1,213,267	1,304,648	1,229,297

Grants and Aid

81121	In-kind- salaries	87,345	90,953	83,427	83,427
Grants and Aid		87,345	90,953	83,427	83,427
Project Total		1,258,484	1,304,219	1,388,075	1,312,724

Entity 199 Older Americans Act | Function 569 Other human services

Division 8005 SW Multipurpose Center | Project 45 III E Funds

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Grants and Aid					
81121	In-kind- salaries	13,677	8,669	11,857	11,857
Grants and Aid		13,677	8,669	11,857	11,857
Project Total		13,677	8,669	11,857	11,857

Division Total		1,272,161	1,312,888	1,399,932	1,324,581

199 Older Americans Act		1,272,161	1,312,888	1,399,932	1,324,581

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Debt Services					
71490	Bond Principal \$19,600,000	940,000	-	-	-
71493	Bond Principal \$39,935,000	890,000	-	-	-
71494	Bond Principal \$49,910,000	1,230,000	1,290,000	-	-
71495	Bond Principal \$20,140,000	520,000	540,000	-	-
71496	Bond Principal \$15,975,000	405,000	420,000	-	-
71499	Bond Principal \$26,805,000	605,000	630,000	655,000	680,000
71550	Bond Principal \$29,720,000	1,175,000	2,200,000	2,315,000	2,430,000
71551	Bond Principal \$45,050,000	1,725,000	1,795,000	1,870,000	1,975,000
71553	Bond Principal \$64,095,000	100,000	100,000	100,000	100,000
71554	Bond Principal \$8,040,000	150,000	155,000	170,000	180,000
71555	Bond Principal \$8,545,700	392,100	406,300	425,100	443,400
71556	Principal- Installment purchase	118,065	118,065	118,068	118,068
71557	Bond Principal \$35,300,000	-	1,240,000	1,255,000	1,270,000
71558	Bond Principal \$41,540,000	-	-	1,620,000	1,720,000
71559	Bond Principal \$29,040,000	-	-	890,000	985,000
72490	Bond interest \$19,600,000	20,210	-	-	-
72493	Bond interest \$39,935,000	1,061,168	-	-	-
72494	Bond interest \$49,910,000	2,193,431	29,025	-	-
72495	Bond interest \$20,140,000	871,610	10,463	-	-
72496	Bond interest \$15,975,000	708,879	8,610	-	-
72499	Bond interest \$26,805,000	1,111,963	1,087,263	1,061,563	1,034,013
72550	Bond interest \$29,720,000	1,173,050	1,094,550	981,675	863,050
72551	Bond interest \$45,050,000	1,648,013	1,575,675	1,491,088	1,394,963
72553	Bond interest \$64,095,000	2,734,091	2,593,770	2,596,425	2,591,687
72554	Bond interest \$8,040,000	161,435	158,423	155,312	151,898
72555	Bond interest \$8,545,700	312,318	295,721	278,439	260,385
72556	Bond interest \$35,300,000	812,633	1,618,155	1,602,591	1,581,210
72557	Bond Interest \$41,540,000	-	821,676	1,467,205	1,454,313
72558	Bond Interest \$29,040,000	-	692,867	1,232,057	1,208,382
73300	Payment to refunded bond escrow agent	109,277,444	75,230,994	-	-
73450	Escrow agent fees	-	-	700	700
73805	Variable Rate Bond Fees - CS	-	-	11,000	11,000
73850	Fiscal agent fees	2,400	3,600	5,400	5,400
Debt Services		130,338,809	94,115,157	20,301,623	20,458,469

Other

91320	Transfer to municipal construction fund	-	9,690	-	-
99540	Bond issue cost	1,619,557	-34,208	-	-
Other		1,619,557	-24,518	-	-

Project Total	131,958,366	94,090,640	20,301,623	20,458,469

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 675 GO Bonds 2005

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Debt Services					
71498	Bond Principal \$47,000,000	1,130,000	1,170,000	-	-
72498	Bond interest \$47,000,000	1,667,378	834,974	-	-
73850	Fiscal agent fees	400	400	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 675 GO Bonds 2005

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Debt Services

Debt Services		2,797,778	2,005,374	-	-
Project Total		2,797,778	2,005,374	-	-

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 676 GO Bonds 2007B

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Debt Services

71552 Bond Principal \$43,000,000		925,000	960,000	1,000,000	1,040,000
72552 Bond interest \$43,000,000		1,755,075	920,963	85,450	44,200
73850 Fiscal agent fees		400	-	450	450
Debt Services		2,680,475	1,880,963	1,085,900	1,084,650
Project Total		2,680,475	1,880,963	1,085,900	1,084,650

Entity 201 Debt Service | Function 517 Debt service payments

Division 900 General Debt Service | Project 677A GO Bonds 2015

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Debt Services

71560 Bond Principal \$76,045,000		-	760,000	1,265,000	1,305,000
72559 Bond Interest \$76,045,000		-	859,629	3,545,688	3,507,738
73850 Fiscal agent fees		-	-	450	450
Debt Services		-	1,619,629	4,811,138	4,813,188

Other

99540 Bond issue cost		-	732,540	-	-
Other		-	732,540	-	-
Project Total		-	2,352,169	4,811,138	4,813,188

Division Total		137,436,619	100,329,145	26,198,661	26,356,307

201 Debt Service		137,436,619	100,329,145	26,198,661	26,356,307

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 569 Other human services
Division 5059 Charter Schools | Project 673 Schools Expansion

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Other					
91201	Transfer to Debt Service Fund	1,590	-	-	-
Other		1,590	-	-	-
Project Total		1,590	-	-	-
Division Total		1,590	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 627 Washington St & Hiatus Rd

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
67051 IF - Traffic signal		250,685	-	-	-
	Capital	250,685	-	-	-
	Project Total	250,685	-	-	-

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 675 GO Bonds 2005

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
53999 Transp Proj owned by Other G'vt		218,326	-	-	-
	Operating	218,326	-	-	-
Capital					
63995 Improvements - Landscaping		41,590	990	1,765	-
67999 IF - Transportation Projects		1,715,270	-	-	-
	Capital	1,756,860	990	1,765	-
	Project Total	1,975,186	990	1,765	-

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 676 GO Bonds 2007B

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
63995 Improvements - Landscaping		57,400	271,748	169,652	-
	Capital	57,400	271,748	169,652	-
	Project Total	57,400	271,748	169,652	-

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
63995 Improvements - Landscaping		-	-	500,096	-
67999 IF - Transportation Projects		1,291,993	483,660	481,612	-
	Capital	1,291,993	483,660	981,708	-
	Project Total	1,291,993	483,660	981,708	-
Division Total		3,575,264	756,398	1,153,125	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 519 Other general governmental services
Division 6008 Howard C. Forman Human Services Campus | Project 672 Cap Improv - 2006

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
67175 IF - HCF Pembroke Rd		87,739	26,086	11,609	-
Capital		87,739	26,086	11,609	-
Project Total		87,739	26,086	11,609	-
Division Total		87,739	26,086	11,609	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
62301	Civic Center	748,763	3,556,546	28,378,248	-
	Capital	748,763	3,556,546	28,378,248	-
	Project Total	748,763	3,556,546	28,378,248	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 672 Cap Improv - 2006

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
62300	City Hall/Gallery/Chambers	609,291	2,823,622	1,373,842	-
	Capital	609,291	2,823,622	1,373,842	-
	Project Total	609,291	2,823,622	1,373,842	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 675 GO Bonds 2005

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
60010	Capital contingency	-	-	54,736	-
63994	Improvements - Recreation Facilities	18,695	68,306	-	-
63998	Improvements - Comm Rec Projects	470,238	-	-	-
64999	Equipment - Recreation/Playground	-	-	9,587	-
	Capital	488,933	68,306	64,323	-
	Project Total	488,933	68,306	64,323	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 676 GO Bonds 2007B

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
62300	City Hall/Gallery/Chambers	-	-	11,792,884	-
63994	Improvements - Recreation Facilities	-	14,809	3,547	-
	Capital	-	14,809	11,796,431	-
	Project Total	-	14,809	11,796,431	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
60010	Capital contingency	-	-	339,127	-
61999	Purchase/development of open space	-	379,381	-	-
62999	Buildings - New Comm Facilities	512,812	365,418	3,552	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Capital

Capital		512,812	744,798	342,679	-
Project Total		512,812	744,798	342,679	-

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Capital

62300 City Hall/Gallery/Chambers		-	-	9,911,504	-
Capital		-	-	9,911,504	-
Project Total		-	-	9,911,504	-

Division Total		2,359,798	7,208,082	51,867,027	-

320 Municipal Construction		6,024,391	7,990,566	53,031,761	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 519 Other general governmental services
Division 900 General Debt Service | Project 845 Alternative Water Supply

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Debt Services					
71505	Loan Principal \$12,300,000	-	-	733,532	759,205
72505	Loan interest \$12,300,000	366,201	341,536	316,008	289,586
Debt Services		366,201	341,536	1,049,540	1,048,791
Other					
99550	Amortization of bond issue cost	39,881	-	-	-
Other		39,881	-	-	-
Project Total		406,082	341,536	1,049,540	1,048,791
Division Total		406,082	341,536	1,049,540	1,048,791

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12027	Utility Operations Manager	83,500	-	56,358	79,893
12051	Public Services Director	-	1,160	80,404	70,200
12055	Deputy Public Services Director	117,500	197,867	50,960	-
12109	Administrative Supervisor	206,137	179,859	205,152	66,997
12148	Utilities Director	-	1,760	121,992	121,992
12499	Deputy City Manager	90,591	90,591	91,749	93,750
12516	Assistant City Manager	82,168	82,168	83,590	86,186
12523	Accountant	-	-	8,535	25,002
12741	Controller	10,094	30,210	31,494	34,996
12767	Utility Maintenance Supervisor	11,563	-	-	-
12774	Engineer	-	-	-	51,085
12786	S-Utility Service Worker II	4,837	-	-	-
12795	Utility Maintenance Manager	10,313	67,185	67,996	67,996
12992	Vacation leave - retire/term	42,275	48,964	17,862	-
12993	Accrued vacation	-15,605	-20,846	-	-
12994	Accrued sick leave	-5,489	-22,098	-	-
12996	Sick leave - retire/term	26,416	19,804	11,126	-
13001	Public Services Director	76,912	66,513	-	-
13163	Division Director of Utilities	73,775	54,795	24,993	79,592
13164	Special Projects Manager	-	481	37,500	50,005
13681	P/T Clerk Spec II	-	-	14,170	-
14000	Overtime	2,729	-	-	-
15001	Special Payment non P & F	29,808	30,235	-	-
15107	Automobile allowance	9,600	11,354	14,400	16,200
15116	Cell Phone Pay	4,800	5,100	5,101	5,101
21000	Social Security- matching	57,201	59,820	65,944	63,781
22000	Retirement contributions	504,478	-	52,666	40,240
22010	Defined contribution - General	-	-	15,588	16,437
22210	Pension Expense - Collective	-	103,146	-	-
22900	Retirement contribution - Lump Sum	-406,547	-	-	-
23000	Health Insurance	82,519	86,841	142,348	105,712
23100	Life Insurance	283	1,529	3,626	4,383
24000	Workers compensation	6,903	27,106	28,541	32,111
26300	General retiree health contrib	188,424	769,059	1,183,000	1,164,000
Personnel		1,295,184	1,892,601	2,415,095	2,275,659

Operating

31100	Professional services- engineering	151,835	167,161	151,270	175,000
31300	Professional services-Outside Legal	20,595	36,067	65,724	50,000
31500	Professional services- other	4,218	310,607	15,000	15,000
32100	Accounting and auditing fees	55,928	55,670	50,700	49,500
34300	Contract- laundry & cleaning	25	-	-	-
34500	Contract- building maintenance	4,597	5,571	12,000	12,000
34981	Function sourcing- Utilities	1,090,765	1,025,242	1,185,748	1,126,737
34982	Function sourcing- Grounds/Facilities	-	5,418	5,000	3,000
34989	Contractual service provider	172,138	141,439	132,662	488,619
34990	Contractual services- other	9,469	5,070	6,600	6,600
40100	Travel/conferences	-	32	200	200
41100	Telephone	43,695	30,221	51,136	40,000
41225	Cable fees	-	4,355	2,000	5,000
41400	Postage	172,331	179,468	188,000	180,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
44200	Rents- machinery & equipment	1,625	1,707	5,960	7,700
45000	Insurance	646,492	1,149,587	1,912,637	1,964,810
46150	R & M- land- building & improvement	1,829	11,878	77,000	85,000
46250	R & M equipment	896	1,453	5,000	5,000
46300	R & M motor vehicles	34,313	19,128	8,500	15,000
46800	Maintenance contracts	963	7,942	10,980	15,980
47100	Printing	4,082	5,440	18,500	35,600
49100	Recording fees	1,691	1,819	1,500	2,000
49104	License fees	-	-	1,000	1,000
51100	Office supplies	3,932	8,897	24,000	10,000
52000	Operating supplies	55	11,110	2,452	3,000
52150	First aid, safety equip & supplies	-	84	500	500
52200	Cleaning/janitorial supplies	58	-	-	-
52540	Fuel	24,688	35,680	25,000	30,000
52650	Equip < than \$1000	1,190	45,034	30,000	5,000
52652	Software < than \$1000 &/or licenses	530	558	18,997	1,000
52653	Computer equipment < \$1000	1,148	7,255	2,000	2,000
54100	Memberships/ dues/ subscription	-	744	1,500	2,000
55200	College Classes - Education	-	-	2,000	2,000
Operating		2,449,087	3,274,635	4,013,566	4,339,246

Capital

63061	Fencing	-	-	-	37,500
63161	Parking lot	-	-	-	250,000
64073	Generator	-	-	253,897	-
64214	Truck	-	-	18,245	25,000
64400	Other equipment	-	-	21,517	-
Capital		-	-	293,659	312,500

Project Total	3,744,271	5,167,236	6,722,320	6,927,405

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
22900	Retirement contribution - Lump Sum	1,179	-	-	-
Personnel		1,179	-	-	-
Operating					
34990	Contractual services- other	74,216	67,918	53,883	43,680
Operating		74,216	67,918	53,883	43,680
Project Total		75,395	67,918	53,883	43,680
Division Total		3,819,667	5,235,155	6,776,203	6,971,085

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6011 Non-Departmental Expense | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
22001	Retirement contribution - legacy	-	-	558,644	542,050
22210	Pension Expense - Collective	-	1,077,181	-	-
25000	Unemployment compensation	20,357	8,937	20,000	15,000
	Personnel	20,357	1,086,118	578,644	557,050
Operating					
31301	Professional Srvs-Outside Legal (City Ctr)	52,505	36,454	24,000	50,000
31303	Professional Srvs-Other (City Ctr)	2,751	7,126	8,000	8,000
44110	Interfund rental	108,442	139,633	149,486	150,533
49175	Administrative fees	10,280,628	9,750,070	9,565,012	9,821,811
49201	Taxes and/or assessments	1,344,255	1,371,457	1,269,401	1,330,668
49204	Road repair charges	16,667	-	-	-
49205	Communication service- utility	78,241	-	-	-
49207	Engineering Charges From General Fund	147,935	141,383	127,860	136,722
49211	Privilege fees	2,665,419	2,728,365	2,739,000	2,811,000
49990	Interest customer deposit	12,017	7,193	-	-
53100	Road/street materials	973	-	-	-
59000	Depreciation Expense	5,717,709	6,136,667	-	-
59100	Reserve for Capital Replacement	-	-	2,340,000	2,360,000
	Operating	20,427,542	20,318,347	16,222,759	16,668,734
Grants and Aid					
81008	Brwd Water Conservation Program	27,097	42,829	-	55,186
	Grants and Aid	27,097	42,829	-	55,186
	Project Total	20,474,996	21,447,293	16,801,403	17,280,970
	Division Total	20,474,996	21,447,293	16,801,403	17,280,970

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12753	Utility Service Worker II/Camera Operator	5,080	-	-	-
12785	S-Utility Service Worker I	3,260	-	-	-
12786	S-Utility Service Worker II	4,837	-	-	-
12992	Vacation leave - retire/term	19,177	-	-	-
12993	Accrued vacation	-38,215	-	-	-
12994	Accrued sick leave	-30,381	-	-	-
12996	Sick leave - retire/term	17,211	-	-	-
14000	Overtime	1,669	-	-	-
21000	Social Security- matching	3,882	-	-	-
22000	Retirement contributions	126,936	-	-	-
22900	Retirement contribution - Lump Sum	-120,855	-	-	-
23000	Health Insurance	3,668	-	-	-
23100	Life Insurance	8	-	-	-
24000	Workers compensation	187	-	-	-
26300	General retiree health contrib	100,491	-	-	-
Personnel		96,954	-	-	-
Operating					
31100	Professional services- engineering	-	-	-	100,000
34300	Contract- laundry & cleaning	223	-	-	-
34981	Function sourcing- Utilities	1,402,461	1,173,855	1,479,011	1,414,445
34982	Function sourcing- Grounds/Facilities	-	7,049	8,000	2,000
34989	Contractual service provider	199,987	488,316	491,895	571,976
40100	Travel/conferences	-	-	50	50
41100	Telephone	20,260	22,724	39,000	39,000
44200	Rents- machinery & equipment	119	-	5,000	5,000
46150	R & M- land- building & improvement	6,549	21,288	23,000	15,000
46250	R & M equipment	55,222	89,415	55,000	45,000
46300	R & M motor vehicles	15,703	20,158	40,000	25,000
49104	License fees	75	-	300	300
51100	Office supplies	-	62	500	500
52000	Operating supplies	1,407	2,644	5,500	3,500
52150	First aid, safety equip & supplies	3,063	1,690	4,000	3,000
52200	Cleaning/janitorial supplies	58	-	500	500
52300	Expendable tools	5,911	3,790	8,000	8,000
52430	Operating chemicals	3,979	-	761	2,500
52540	Fuel	10,503	1,759	5,000	5,000
52650	Equip < than \$1000	4,932	6,011	7,500	4,500
Operating		1,730,450	1,838,760	2,173,017	2,245,271
Capital					
63192	Sewer lines	-	-	293,794	-
64214	Truck	-	-	286,672	25,000
64350	Special equipment	-	-	124,422	100,000
64400	Other equipment	-	-	128,164	270,500
Capital		-	-	833,052	395,500
Project Total		1,827,404	1,838,760	3,006,069	2,640,771

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 812 Lift station upgrade

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Capital

63122	Lift station	-	-	1,196,751	410,000

Capital	-	-	1,196,751	410,000

Project Total	-	-	1,196,751	410,000

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget

Operating

34100	Contract- outside repairs	-	-	250,000	250,000

Operating	-	-	250,000	250,000

Project Total	-	-	250,000	250,000

Division Total	1,827,404	1,838,760	4,452,820	3,300,771

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12946	S-Treatment Plant Operator I	2,966	-	-	-
12947	S-Treatment Plant Operator II	7,416	-	-	-
12948	S-Treatment Plant Operator III	5,761	-	-	-
12992	Vacation leave - retire/term	17,663	-	-	-
12993	Accrued vacation	-23,931	-	-	-
12994	Accrued sick leave	-3,000	-	-	-
12996	Sick leave - retire/term	1,477	-	-	-
14000	Overtime	3,822	-	-	-
15100	Holiday pay	2,977	-	-	-
15108	Shift Differential	88	-	-	-
15115	Beeper pay	339	-	-	-
21000	Social Security- matching	3,212	-	-	-
22000	Retirement contributions	410,166	-	-	-
22900	Retirement contribution - Lump Sum	-314,554	-	-	-
23000	Health Insurance	5,502	-	-	-
23100	Life Insurance	12	-	-	-
24000	Workers compensation	284	-	-	-
26300	General retiree health contrib	150,732	-	-	-
Personnel		270,933	-	-	-
Operating					
31100	Professional services- engineering	1,536	37,768	30,000	135,000
31300	Professional services-Outside Legal	5,339	42,463	96,000	100,000
31500	Professional services- other	-	243,381	226,096	10,000
34300	Contract- laundry & cleaning	451	-	-	-
34450	Contract- sludge removal	216,606	128,775	300,000	150,000
34500	Contract- building maintenance	310	-	-	-
34981	Function sourcing- Utilities	1,562,889	1,352,971	1,681,342	1,615,978
34982	Function sourcing- Grounds/Facilities	-	11,331	15,000	2,000
34989	Contractual service provider	170,721	90,207	12,279	-
34990	Contractual services- other	-	73,503	98,004	98,004
40100	Travel/conferences	-	-	50	50
41100	Telephone	1,651	1,346	2,400	2,400
41225	Cable fees	-	-	-	60
43100	Electric	902,222	830,617	774,775	805,642
43200	Water & sewer	75,958	70,182	70,000	75,000
43600	Wastewater treatment charges	6,113,594	7,098,603	7,400,278	7,819,718
44200	Rents- machinery & equipment	118,641	32,100	1,050	15,000
46150	R & M- land- building & improvement	221,883	9,566	45,000	265,000
46250	R & M equipment	19,023	21,922	92,000	200,000
46300	R & M motor vehicles	1,007	3,872	5,000	5,000
46800	Maintenance contracts	1,746	-	2,000	12,000
49000	Legal/employment ads	-	-	1,000	500
49104	License fees	667	2,680	1,000	8,500
49105	License renewals	720	23,003	3,000	3,000
51100	Office supplies	4	-	-	-
52000	Operating supplies	279	468	1,500	500
52150	First aid, safety equip & supplies	210	986	-	-
52200	Cleaning/janitorial supplies	87	-	1,000	200
52300	Expendable tools	207	231	200	200
52410	Lab chemicals & supplies	858	7,300	2,500	2,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
52430	Operating chemicals	15,635	59,890	247,140	225,000
52540	Fuel	10,002	9,642	10,000	12,000
52650	Equip < than \$1000	1,183	956	2,500	1,500
Operating		9,443,432	10,153,762	11,121,114	11,564,252
Capital					
64073	Generator	-	-	246,103	250,000
64204	TV-Closed Circuit/Security Camera	-	-	-	50,000
64214	Truck	-	-	22,185	-
64400	Other equipment	-	-	450,000	750,000
Capital		-	-	718,288	1,050,000
Project Total		9,714,365	10,153,762	11,839,402	12,614,252

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
63183	Sewer treatment rehabilitation	-	-	7,459,398	200,000
Capital		-	-	7,459,398	200,000
Project Total		-	-	7,459,398	200,000
Division Total		9,714,365	10,153,762	19,298,800	12,814,252

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6031 Water Plants | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12779	W-Utility Ser Worker II	4,837	-	-	-
12926	Water Plant Operator I	12,603	-	-	-
12928	Water Plant Operator III	9,203	-	-	-
12992	Vacation leave - retire/term	28,441	-	-	-
12993	Accrued vacation	-34,569	-	-	-
12994	Accrued sick leave	-62,325	-	-	-
12996	Sick leave - retire/term	47,718	-	-	-
13674	P/T Chief Chemist	4,021	-	-	-
13926	P/T Water Plant Operator I	1,763	-	-	-
14000	Overtime	8,064	-	-	-
15100	Holiday pay	740	-	-	-
15108	Shift Differential	352	-	-	-
21000	Social Security- matching	8,936	-	-	-
22000	Retirement contributions	520,030	-	-	-
22900	Retirement contribution - Lump Sum	-409,426	-	-	-
23000	Health Insurance	7,335	-	-	-
23100	Life Insurance	18	-	-	-
24000	Workers compensation	760	-	-	-
26300	General retiree health contrib	200,985	-	-	-
Personnel		349,488	-	-	-
Operating					
31100	Professional services- engineering	-	-	30,000	50,000
31500	Professional services- other	343	1,843	31,000	110,000
34300	Contract- laundry & cleaning	446	-	-	-
34450	Contract- sludge removal	107,876	156,301	141,500	175,000
34500	Contract- building maintenance	669	-	-	-
34981	Function sourcing- Utilities	2,442,333	2,139,403	2,623,879	2,500,208
34982	Function sourcing- Grounds/Facilities	-	13,065	15,000	5,000
34989	Contractual service provider	69,940	-	-	-
41100	Telephone	64	-	-	-
41380	Data communication	-	-	3,000	3,000
43100	Electric	482,195	453,087	417,000	419,500
44200	Rents- machinery & equipment	45	-	500	-
46150	R & M- land- building & improvement	3,506	2,161	87,862	250,000
46250	R & M equipment	46,586	59,916	89,858	110,000
46300	R & M motor vehicles	1,813	-	500	5,000
46800	Maintenance contracts	120	-	-	-
49104	License fees	250	13,065	12,100	15,000
49105	License renewals	-	9,027	11,000	2,000
52000	Operating supplies	31	238	250	250
52150	First aid, safety equip & supplies	-	57	-	-
52200	Cleaning/janitorial supplies	58	-	-	-
52300	Expendable tools	128	430	250	250
52410	Lab chemicals & supplies	623	6,301	-	-
52430	Operating chemicals	103,034	326,977	1,272,539	1,227,126
52540	Fuel	5,404	1,193	10,000	5,000
52650	Equip < than \$1000	147	974	1,000	1,000
Operating		3,265,611	3,184,039	4,747,238	4,878,334

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services
Division 6031 Water Plants | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Capital					
62000	Buildings	-	-	-	125,000
63240	Water storage tank	-	-	24,895	-
63250	Water well	-	-	725,180	500,000
64073	Generator	-	-	-	50,000
64165	Pump	-	-	430,288	-
64400	Other equipment	-	-	2,109,148	3,100,000
Capital		-	-	3,289,511	3,775,000
Project Total		3,615,099	3,184,039	8,036,749	8,653,334
Division Total		3,615,099	3,184,039	8,036,749	8,653,334

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6032 Water Distribution | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12779	W-Utility Ser Worker II	14,371	-	-	-
12992	Vacation leave - retire/term	31,293	-	-	-
12993	Accrued vacation	-32,122	-	-	-
12994	Accrued sick leave	-17,802	-	-	-
12996	Sick leave - retire/term	18,480	-	-	-
14000	Overtime	1,579	-	-	-
15115	Beeper pay	209	-	-	-
21000	Social Security- matching	5,016	-	-	-
22000	Retirement contributions	221,917	-	-	-
22900	Retirement contribution - Lump Sum	-189,105	-	-	-
23000	Health Insurance	2,751	-	-	-
23100	Life Insurance	6	-	-	-
24000	Workers compensation	223	-	-	-
26300	General retiree health contrib	75,368	-	-	-
Personnel		132,184	-	-	-
Operating					
34300	Contract- laundry & cleaning	244	-	-	-
34981	Function sourcing- Utilities	1,338,295	1,118,824	1,411,758	1,348,122
34989	Contractual service provider	104,172	656	8,982	81,536
40100	Travel/conferences	-	3	-	-
44200	Rents- machinery & equipment	-	150	-	-
46150	R & M- land- building & improvement	7,214	38,583	4,000	2,500
46250	R & M equipment	977	3,250	5,000	5,000
46300	R & M motor vehicles	4,151	13,360	40,000	20,000
52000	Operating supplies	17	-	-	-
52200	Cleaning/janitorial supplies	43	-	-	-
52300	Expendable tools	654	210	1,000	1,000
52430	Operating chemicals	-	-	951	1,000
52540	Fuel	6,932	-	7,554	7,000
52650	Equip < than \$1000	1,920	24,471	500	5,000
52651	Meters < than \$1000	23,403	47,261	245,000	250,000
Operating		1,488,022	1,246,767	1,724,745	1,721,158
Capital					
63062	Fire hydrants	-	-	31,387	30,000
63233	Water main	-	-	1,009,500	-
64012	Backhoe	-	-	-	165,000
64087	Wheel Loader	-	-	143,653	-
64400	Other equipment	-	-	118,613	100,000
Capital		-	-	1,303,153	295,000
Project Total		1,620,206	1,246,767	3,027,898	2,016,158
Division Total		1,620,206	1,246,767	3,027,898	2,016,158
471 Utility Fund		41,477,819	43,447,312	59,443,413	52,085,361

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 401 Administration

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	61,133	61,133	-	-
12017	Risk/Benefits Manager	-	-	66,000	65,999
12993	Accrued vacation	2,048	3,802	-	-
12994	Accrued sick leave	-411	1,053	-	-
15001	Special Payment non P & F	2,434	2,434	-	-
15116	Cell Phone Pay	275	300	300	300
21000	Social Security- matching	4,632	4,641	5,073	5,072
22000	Retirement contributions	32,941	-	3,103	3,980
22001	Retirement contribution - legacy	-	-	7,307	7,306
22210	Pension Expense - Collective	-	-3,489	-	-
22900	Retirement contribution - Lump Sum	3,043	-	-	-
26300	General retiree health contrib	9,322	9,737	14,899	21,828
Personnel		115,416	79,610	96,682	104,485
Operating					
34989	Contractual service provider	50,226	86,038	81,576	81,450
34990	Contractual services- other	-	2,532	24,000	24,000
45025	Hazardous cleanup	-	-	6,311	6,000
45050	Insurance- administrative fees	77,734	134,639	200,000	200,000
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	12,360	-	7,000	12,000
49857	Allocation of Adm Expenses	-259,737	-305,486	-423,069	-435,435
51100	Office supplies	4,001	2,667	4,500	4,500
52650	Equip < than \$1000	-	-	1,000	1,000
Operating		-115,416	-79,610	-96,682	-104,485
Project Total		-	-	-	-

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
45053	Health- Administrative fees	457,879	600,329	656,250	679,053
45085	Dental/Cobra Fees	-	-	2,200	2,420
45420	Health- Premium	510,477	614,148	913,000	1,004,300
45808	Health Claims	13,143,741	12,493,867	15,684,925	16,302,713
49857	Allocation of Adm Expenses	181,148	227,217	295,904	305,266
Operating		14,293,245	13,935,560	17,552,279	18,293,752
Project Total		14,293,245	13,935,560	17,552,279	18,293,752

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
45095	Insurance- Life	213,740	240,078	337,047	339,062
49857	Allocation of Adm Expenses	2,935	4,851	5,400	5,769

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
	Operating	216,675	244,929	342,447	344,831
	Project Total	216,675	244,929	342,447	344,831

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
45070	Insurance-excess wrkrs compensation	266,544	268,866	533,094	639,713
45080	State assessment- self ins wrkrs comp	50,573	38,835	62,300	62,300
45742	Workers compensation 1985-86	1	-1,499	-	-
45751	Workers compensation 1993-94	0	0	-	-
45752	Workers compensation 1994-95	1,504	206,727	-	-
45753	Workers compensation 1995-96	103	87	-	-
45754	Workers compensation 1996-97	0	29,938	-	-
45756	Workers compensation 1998-99	-26,145	-5,280	-	-
45757	Workers compensation 1999-00	-79,501	64,118	-	-
45758	Workers compensation 2000-01	-19,265	98,712	-	-
45759	Workers compensation 2001-02	100	161,984	-	-
45760	Workers compensation 2002-03	0	136,489	-	-
45761	Workers compensation 2003-04	-2,662	62,185	-	-
45762	Workers compensation 2004-05	483	223,330	-	-
45763	Workers compensation 2005-06	-50,991	34,777	-	-
45764	Workers compensation 2006-07	-121,732	32,490	-	-
45765	Workers compensation 2007-08	13,964	23,620	-	-
45766	Workers compensation 2008-09	449,809	47,327	-	-
45767	Workers compensation 2009-10	-13,324	-76,701	-	-
45768	Workers compensation 2010-11	-238,586	24,547	-	-
45769	Workers compensation 2011-12	-223,268	-104,322	-	-
45771	Workers compensation 2012-13	-212,189	-998	-	-
45772	Workers compensation 2013-14	840,974	-57,510	-	-
45773	Workers compensation 2014-15	-	1,203,732	-	-
45774	Workers compensation 2015-16	-	-	2,068,092	-
45778	Workers compensation 2016-17	-	-	-	2,185,965
49857	Allocation of Adm Expenses	32,323	43,540	44,456	49,183
	Operating	668,713	2,454,997	2,707,942	2,937,161
	Project Total	668,713	2,454,997	2,707,942	2,937,161

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
45060	Insurance- excess property	719,150	796,397	1,443,750	1,593,750
45200	Insurance- Gallagher package	451,567	477,212	1,025,929	1,128,522
45225	Insurance - bus	239,725	269,909	330,000	300,000
45600	Insurance- fidelity bonds	9,099	9,201	11,132	12,245
45707	Insurance claims paid 2016-17	-	-	-	1,100,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
45708	Insurance claims paid 2015-16	-	-	1,100,000	-
45709	Insurance claims paid 2014-15	-	443,000	-	-
45711	Insurance claims paid 2013-14	457,609	39,138	-	-
45712	Insurance claims paid 2012-13	36,651	132,374	-	-
45713	Insurance claims paid 2011-12	-471,121	82,205	-	-
45714	Insurance claims paid 2010-11	30,101	70,449	-	-
45715	Insurance claims paid 2009-10	24,753	149,547	-	-
45716	Insurance claims paid 2008-09	-16,828	-26,217	-	-
45717	Insurance claims paid 2007-08	9,607	1,596	-	-
45718	Insurance claims paid 2006-07	-1,709	673	-	-
45719	Insurance claims paid 2005-06	-26,458	-3,645	-	-
45722	Insurance claims paid 1993-94	-	-1	-	-
45723	Insurance claims paid 1994-95	-56,448	-7,059	-	-
45724	Insurance claims paid 1995-96	-27	-21	-	-
45725	Insurance claims paid 1996-97	-	5,591	-	-
45727	Insurance claims paid 1998-99	-11,452	-5,477	-	-
45728	Insurance claims paid 1999-00	18,425	-5,934	-	-
45729	Insurance claims paid 2000-01	-15,326	-3,584	-	-
45731	Insurance claims paid 2001-02	-99	-4,842	-	-
45732	Insurance claims paid 2002-03	-	-2,825	-	-
45733	Insurance claims paid 2003-04	-1,599	755	-	-
45734	Insurance claims paid 2004-05	-2	-810	-	-
45736	Insurance claims paid 1985-86	-	-138	-	-
45770	Claims not part of Gallagher	-	-	260,000	260,000
49857	Allocation of Adm Expenses	43,331	57,381	67,272	75,217
Operating		1,438,952	2,474,877	4,238,083	4,469,734
Project Total		1,438,952	2,474,877	4,238,083	4,469,734
Division Total		16,617,585	19,110,363	24,840,751	26,045,478
504 Public Insurance Fund		16,617,585	19,110,363	24,840,751	26,045,478

City of Pembroke Pines, Florida - Expenditure Detail

Entity 655 General Pension Trust Fund | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	2,100	103	10,000	10,000
31700	Professional service-investment mgt	45,401	48,172	45,000	50,000
36000	Retirement benefits	10,027,752	9,839,428	10,000,000	10,000,000
49851	Contribution refund	-5,806	-25,282	-	-
Operating		10,069,446	9,862,420	10,055,000	10,060,000
Project Total		10,069,446	9,862,420	10,055,000	10,060,000
Division Total		10,069,446	9,862,420	10,055,000	10,060,000
655 General Pension Trust Fund		10,069,446	9,862,420	10,055,000	10,060,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 656 Fire & Police Pension Trust Fund | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Operating					
31500	Professional services- other	606,484	597,262	625,000	625,000
31700	Professional service-investment mgt	2,469,734	2,793,162	2,600,000	3,000,000
49910	Retirement benefits	25,357,071	26,957,754	25,940,000	30,000,000
49952	Contribution refund	34,255	112,757	126,000	126,000
Operating		28,467,544	30,460,935	29,291,000	33,751,000
Project Total		28,467,544	30,460,935	29,291,000	33,751,000
Division Total		28,467,544	30,460,935	29,291,000	33,751,000
656 Fire & Police Pension Trust Fund		28,467,544	30,460,935	29,291,000	33,751,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 657 Other Post Employment Benefits | Function 519 Other general governmental services

Division 204 Post Employment Benefits | Project Blank

Object	Object Description	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Personnel					
21000	Social Security- matching	2,424	2,999	3,000	-
Personnel		2,424	2,999	3,000	-
Operating					
31700	Professional service-investment mgt	180,373	259,962	250,000	300,000
34990	Contractual services- other	15,500	28,328	15,000	15,000
45053	Health- Administrative fees	203,394	201,472	275,000	302,500
45095	Insurance- Life	36,611	68,328	60,500	72,600
45420	Health- Premium	226,073	284,186	316,800	380,160
45425	Health insurance subsidy	-	8,465	10,000	5,000
45650	Fiduciary bond Insurance	15,314	15,195	25,000	28,000
45808	Health Claims	5,143,641	6,865,862	10,212,723	10,723,359
Operating		5,820,906	7,731,799	11,165,023	11,826,619
Project Total		5,823,329	7,734,797	11,168,023	11,826,619
Division Total		5,823,329	7,734,797	11,168,023	11,826,619
657 Other Post Employment Benefits		5,823,329	7,734,797	11,168,023	11,826,619

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
1 General Fund	157,230,969	157,372,365	177,091,924	176,793,973
51 Wetlands Trust Fund	16,410	2,730	16,500	16,500
100 Road & Bridge Fund	3,912,088	5,101,033	10,963,574	6,176,801
120 State Housing Initiative Program	281,667	552,178	2,401,682	1,010,364
121 HUD Grants CDBG/HOME	2,848,013	1,044,110	2,905,644	955,795
122 Law Enforcement Grant	385,572	93,628	286,407	17,918
124 Police Community Services Grant	34,920	19,345	17,476	-
128 Community Bus Program	954,333	971,928	1,010,238	798,124
131 Treasury - Confiscated	34,676	4,029	314,446	59,576
132 Justice - Confiscated	825	6,303	627,412	110,623
133 \$2 Police Education	25,090	40,361	286,999	35,616
134 FDLE - Confiscated	242,103	31,633	456,047	233,994
199 Older Americans Act	1,272,161	1,312,888	1,399,932	1,324,581
201 Debt Service	137,436,619	100,329,145	26,198,661	26,356,307
320 Municipal Construction	6,024,391	7,990,566	53,031,761	-
471 Utility Fund	41,477,819	43,447,312	59,443,413	52,085,361
504 Public Insurance Fund	16,617,585	19,110,363	24,840,751	26,045,478
655 General Pension Trust Fund	10,069,446	9,862,420	10,055,000	10,060,000
656 Fire & Police Pension Trust Fund	28,467,544	30,460,935	29,291,000	33,751,000
657 Other Post Employment Benefits	5,823,329	7,734,797	11,168,023	11,826,619
Total All Funds	413,155,560	385,488,070	411,806,890	347,658,630

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 WW II 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-WW II, new Broward County towns, created and run by the 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 houses City offices and the Commission Chambers. The lobby is the home of the "Glass Gallery," where art exhibits are 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 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 the largest Charter School system in the nation, with four elementary schools, three middle schools, and one high school, serving an estimated 5,905 students in 2015-16.

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. Florida International University has a facility at the Academic Village, with plans for the expansion of courses.

As the City grew, so did the need for leisure and recreation services. Currently, there are 47 baseball/softball diamonds, 19 football/soccer fields, 25 basketball courts, 25 paddleball courts, 6 indoor racquetball courts and 7 in-line hockey rinks. Tennis programs and lessons are available on the 45-lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide services for senior residents, the 52,000 square-foot Southwest Focal Point Senior Center was constructed in 1996 for residents over 55 years of age. The facility includes a library, gym, billiard room, classrooms, computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs.

In 1997, Pines Point was built. Pines Point is a 190-apartment complex adjacent to the Southwest Focal Point Senior Center. This complex offers affordable housing to seniors over 55 years of age capable of independent living.

Additionally, during a period of three years (2005-2008), Pines Place Senior Residences was constructed. Pines Place consists of three towers with a combined total of 614 affordable apartments. Originally these apartments were available to seniors over 55 years of age. However in the summer of 2008, City Commission lowered the age restriction to 18.

Pembroke Pines now has an area of about 35 square miles. It is a full-service City with its own Police and Fire Departments. While providing above average services and amenities to an estimated population of 159,922 (OEDR) residents, this year's City's budget stands at \$347.7 million, and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well being of its residents the City's primary concern.

Abbreviations & Acronyms

ADA	Americans with Disabilities Act	ICS	Incident Command System
ADRC	Aging & Disability Resource Center	ILA	Interlocal Agreement
AED	Automatic External Defibrillator	ISO	Insurance Service Organization
AFG	Assistance to Firefighters Grant	IT	Information Technology
ALS	Advanced Life Support	JAG	Justice Assistance Grant
APB	Accounting Principles Board	JPA	Joint Participation Agreement
ARC	Annual Required Contribution	KAPOW	Kids & the Power of Work
AWS	Alternative Water Supply	KPI	Key Performance Indicator
BCT	Broward County Transit	LBTR	Local Business Tax Receipt
BLS	Basic Life Support	LEACH	Law Enforcement Against Child Harm
BOD	Biochemical Oxygen Demand	LHAP	Local Housing Assistance Plan
CAD	computer aided dispatch	LLC	Limited Liability Company
CADD	Computer-Aided Drafting Design	LSP	Local Service Program or Provider
CAFR	Comprehensive Annual Financial Report	MFI	Median Family Income
CASI	Council on Accreditation and School Improvement	MG	Million Gallons
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	MGD	Million Gallons per Day
CDBG	Community Development Block Grant	MMRS	Metropolitan Medical Response System
CERT	Community Emergency Response Team	MPO	Metropolitan Planning Organization
CIP	Capital Improvement Program	N/A	Not (yet) available
COLA	Cost-of-Living Adjustment	NIMS	National Incident Management System
CPI	Consumer Price Index	NPDES	National Pollutant Discharge Elimination System
CRA	Community Redevelopment Association	NSP	Neighborhood Stabilization Program
CPR	Cardio-Pulmonary Resuscitation	NTU	Nephelometric Turbidity Unit
DEO	Department of Economic Opportunity	OAA	Older American Act
DCF	Department of Children & Families	OEDR	Office of Economic and Demographic Research (FL)
DRI	Development of Regional Impact	OPEB	Other Post Employment Benefits
DROP	Deferred Retirement Option Plan	P & F	Police & Fire
EDC	Early Development Center	P/M or PM	Paramedic
EMT	Emergency Medical Technician	P/T	Part Time
EDR	Economic and Demographic Research	PAC	Pines Athletic Club
F	Fahrenheit	PC	Personal computer
F.S.	Florida Statute(s)	R & M	Repair & Maintenance
F/T	Full Time	RDA	Recommended Daily Allowance
FASB	Financial Accounting Standards Board	RFP	Request for Proposal
FCAT	Florida Comprehensive Assessment Test	ROSC	Return of Spontaneous Circulation
FDLE	Florida Department of Law Enforcement	ROW	Right of Way
FDOT	Florida Department of Transportation	SACS	Southern Association of Colleges and Schools
FEMA	Federal Emergency Management Association	SBA	Susan B. Anthony Center
FHOP	Florida Homebuyer Opportunity Program	SCADA	Supervisory Control and Data Acquisition
FLOC	Florida League of Cities	SCBA	Self-Contained Breathing Apparatus
FMIvT	Florida Municipal Investment Trust	SFWMD	South Florida Water Management District
FSU	Florida State University	SHIP	State Housing Initiative Partnership
FTE	Full Time Equivalents	SIFMA	Securities Industry and Financial Markets Association
FW	Florida Wetlandsbank TM	Spec	Specialist
FY	Fiscal Year (ends Sept. 30)	SRO	School Resource Officer
GAAP	Generally Accepted Accounting Principles	SWFP	Southwest Focal Point
GASB	Government Accounting Standards Board	TBD	To Be Determined
GEC	Geriatric Education Center	TIL	Transitional Independent Living
GEPP	General Employees Pension Plan	TRIM	Truth in Millage
GFOA	Government Finance Officer's Association	TSS	Total Suspended Solids
GIS	Geographic Information System	UASI	Urban Area Security Initiative
GO or G.O.	General Obligation	USDA	United States Department of Agriculture
GOB	General Obligation Bond	USPS	United States Postal Service
GRADE	Gang Resistance and Drug Education	USTA	United States Tennis Association
Gvt	Government(al)	VIN	Vice Intelligence Narcotics
HIPAA	Health Insurance Portability Accountability	VOCA	Victims of Crime Act
HOME	HOME Investment Partnerships Program	VPK	Voluntary Pre-Kindergarten
HR	Human resources	WCY	Walter C. Young
HS	High School	YMCA	Young Men's Christian Association
HUD	Housing and Urban Development		
ICMA	International City/County Management 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 Principles Board (APB) – Authoritative private-sector standard-setting body that preceded the Financial Accounting Standards Board (FASB). The APB issued guidance in the form of *Opinions*.

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.

Accretion of a Discount – An accounting process by which the book value of a bond purchased at a discount from par value is increased during the bond's holding period.

Accrual Basis of Accounting – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

Accrued Interest – The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

Activity – A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

Ad Valorem Taxes – Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and applying 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.

Allot – To divide an annual appropriation of revenue or expense into amounts that may be encumbered or expended during an allotment period.

Americans with Disabilities Act (ADA) – a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

Amortization of a Premium – An accounting process by which the book value of a bond purchased at a price above par value is decreased during the bond's holding period.

Annualize – To adjust or calculate to reflect a rate or cost for a full year.

Appropriated Budget – The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

Appropriation – A legal authorization to incur obligations and to make expenditures for specific purposes.

Appropriation Ordinance – The official enactment by the City Commission establishing the legal authority for City officials to obligate and expend resources.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

Asset – Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

Assigned Fund Balance – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

Attrition – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

Authorized Positions – Employee positions, which are approved and funded in the adopted budget.

Balanced Budget – To the extent that the sum of Appropriated Revenues, Beginning Surplus, and Estimated Budget Savings equals the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change.

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.

Basis Point – Equal to 1/100 of one percent; for example, if interest rates rise from 4.75% to 5.00%, the difference is referred to as an increase of 25 basis points.

Beginning Surplus - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

Benchmark – A point of reference, anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

Biochemical Oxygen Demand (BOD) – A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

Bond – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

Bond 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.

Bond Refinancing – 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.

Bonded Debt – That portion of indebtedness represented by outstanding bonds.

Broward County Transit (BCT) – One public transportation option for getting around Broward County.

Budget – An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives and the anticipated means and resources for achieving them.

Budget Calendar – The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

Budget Message – An executive-level overview of the proposed and adopted budgets delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

Budgetary Basis of Accounting – This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. Budgetary control is exercised at the department level, at which point expenditures cannot legally exceed the appropriated amount.

Capital Assets – Assets of significant value that meet or exceed the capitalization threshold and have a useful life extending beyond a single accounting period. Capital assets are also called "fixed assets" and may include land, improvements to land, easements, buildings, building improvements, machinery, equipment, vehicles, infrastructure, works of art and 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 Improvements Program (CIP) – All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

Capital Lease – A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

Capital Outlay – Expenditures that result in the acquisition of or addition to fixed assets that have a value of \$1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least \$750.

Capital Project – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

Capital Reserve – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

Capitalization Threshold – The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is \$1,000 or more, with the exception of computers. Computers retain a threshold of at least \$750.

Capitalized Interest – A portion of the proceeds of a bond issue, which is set aside to pay future interest payments of the bond issue for a specified period of time.

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.

Chart of Accounts – The classification system used by a City to organize the accounting records.

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 or Real 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, Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the

cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost-of-living Adjustment (COLA) - An increase in salaries to offset the adverse effect of inflation on compensation.

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".

Dedicated Tax – A tax levied to support a specific government program or purpose.

Defeasance – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding".

Deficit – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

Department – An organizational unit of government, which is functionally unique in its delivery of services.

Depreciation – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Derivative – A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the US 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.

Disbursements – The payment of monies by the City from a bank account or cash fund.

Discount – The amount by which the par value of a bond exceeds the price paid for it.

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.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

Entitlements – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

Estimated Budget Savings – refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget savings are shown in the City's budget as a revenue item.

Existing Resources – Includes beginning surplus and appropriated fund balance.

Expenditure – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a 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”.

Fair Value – Amount at which an investment or capital asset could be exchanged in a current transaction, other than a forced or liquidation sale, between willing parties at arms’ length. Certain investments or capital asset exchanges are required by the FASB and GASB to be reported at fair value.

Fiduciary Fund – Fiduciary funds 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 Accounting Standards Board (FASB) – The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The GASB and its predecessors have elected to apply a number of the FASB’s standards as well as those of its predecessors to state and local governments.

Fiscal Policy – A government's policies with respect to revenues, spending, and debt management as these 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”.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent Position (FTE) – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to 50% of a full-time position.

Function – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

Fund Balance – The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

GAAP – Generally Accepted Accounting Principles. 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.

GIS – Geographic Information System.

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 government 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 are available 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 Service 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.

LAN – A local area network. A series of computers connected to a common communications system (server), which enables them to share data. A LAN covers a smaller service area than a MAN- Metropolitan Area Network and is normally limited to one or two buildings in relatively close geographic proximity.

Lapsing Appropriation – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or terminates, unless otherwise provided by law. The City can avoid the termination of the appropriation by automatically appropriating any unexpended or unencumbered balance outstanding at the end of the prior budget year as part of the budget for the following year.

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.

Net Budget – The legally adopted budget less all interfund transfers and interdepartmental charges.

Nominal Dollars – The presentation of dollar amounts including the influence of inflation. Real dollar values, on the other hand, are the result of restating amounts to reflect the real purchasing power of money by adjusting for the inflation factor.

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-operating Expenses - Expenses chargeable to a program, which are not personnel costs or purchases of services, supplies or materials. One example would be debt service. Another example would be proprietary fund expenses not directly related to the primary activities of the fund, such as interest.

Non-operating Revenues – Governmental Revenues that are not derived from the basic operations of such government, such as beginning surplus, estimated budget savings, water and sewer connection fees. Another example would be proprietary fund revenues incidental to, or by-products of, the primary activities of the fund.

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).

Object of Expenditure – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personal 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 Lease – A rental-type lease agreement in which the risks and benefits of ownership are substantially retained by the lessor and that does not meet the criteria for capitalization set forth in Statement of Financial Accounting Standards No. 13.

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 assessment and service charges, require ordinances.

Original Issue Discount – An amount by which the par value of a bond exceeds its public offering price at the time it was originally offered to the investors.

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 (for example, 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 expenditures in the Utility Fund and as revenue in the General Fund. Also, 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 Budget – A budget format that relates the input of resources and the output of services for each organizational unit individually. Performance budgeting facilitates the evaluation of program efficiency and effectiveness.

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 acid condition of a liquid; may range from 0 to 14, where 0 is the most acid 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 attaining specific purposes or objectives.

Program Budget – A budget that allocates resources to the functions or activities of a group of related activities with a common focus for the attainment of specific objectives.

Program Performance Budget – A method of budgeting whereby the services provided to the residents are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing the service by the program.

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 & 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".

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 Assets – Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, contributors, or other governments, or that are imposed by law.

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.

Restricted Net Assets – A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related outstanding debt.

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 Lease – A lease under which the lessor maintains and services the asset.

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".

Site-based Budgeting – A decentralized budget process whereby budget preparation and development are based on an individual organizational component or site(s).

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.

Supplemental Requests – Programs and services that departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

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.

Tax Levy – The resultant product when the millage rate per one thousand dollars of taxable property value is multiplied by the taxable values of all properties in the tax base.

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.

Temp Employee – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temp employees are paid on a per-hour basis and receive limited or no benefits.

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.

Truth in Millage (TRIM) Act – Incorporated in Florida Statutes 200.065, it requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings and the content and order of business of the hearings.

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."

Unassigned Fund Balance – The residual classification for the general fund and includes amounts that are not contained in the other classifications. Unassigned amounts are the portion of 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.

Variable Cost – A cost that changes with increases/decreases in the amount of service provided, such as the payment of a salary.

Variance - The variance, s^2 , of a set of n sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by $(n-1)$.

Working Capital – Excess of current assets over current liabilities. This measure largely depends upon the availability of cash and cash equivalents that may be used to satisfy immediate cash needs.

Workload Indicator – A unit of work to be done (for example, number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

Work Years – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, 12-month employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position. See also "Full-time Equivalent Position (FTE)," above.

Z Score – Number of standard deviations that a given value is above or below the mean.

PROPOSED ORDINANCE NO. 2016-21**ORDINANCE NO. 1853**

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE OF 5.6736 OR \$5.6736 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE, WHICH IS 7.67% ABOVE THE ROLLED-BACK RATE OF 5.2692, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2016-2017 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.5645 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 0.5645 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2016-21**ORDINANCE NO. 1853**

and other related fees of those bonds issued by the City in 2005, 2007 and 2015; and

WHEREAS, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to adopt the City's operating millage at 5.6736;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "Whereas" clauses are hereby incorporated herein.

Section 2. The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

Section 3. Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 7th day of September, 2016, and a second Public Hearing shall be held on the 21st day of September, 2016.

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 0.5645.

PROPOSED ORDINANCE NO. 2016-21**ORDINANCE NO. 1853**

Section 6. The City's operating millage shall be set at 5.6736, which is greater than the rolled-back rate of 5.2692 mills by 7.67%.

Section 7. The City's aggregate millage is 6.2381, which consists of an operating millage of 5.6736 and a debt service millage of 0.5645.

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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Page 3 of 4

JFK:

PROPOSED ORDINANCE NO. 2016-21

ORDINANCE NO. 1853

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7TH DAY OF SEPTEMBER 2016. TIME PASSED 6:39 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, 2016. TIME ADOPTED 6:05 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: _____

MAYOR FRANK C. ORTIS

ATTEST: _____

MARLENE GRAHAM, CITY CLERK

ORTIS _____ AYE _____

CASTILLO _____ AYE _____

SCHWARTZ _____ AYE _____

SHECHTER _____ AYE _____

SIPLE _____ AYE _____

APPROVED AS TO FORM: _____

OFFICE OF THE CITY ATTORNEY



PROPOSED ORDINANCE NO. 2016-22**ORDINANCE NO. 1854**

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2016-2017; 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 2016-2017 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. 2016-22**ORDINANCE NO. 1854**

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, 2016 and terminating on September 30, 2017.

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 2016-2017, 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 2016-2017.

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 2016-2017 are incorporated in the budget; while the remaining four years, 2017-2018 to 2020-2021, are subject to review and amendment during the preparation of subsequent years' budgets.

Section 6. The provisions of this ordinance shall not be deemed to be a limitation on the powers granted to the City Commission by the City Charter, which

PROPOSED ORDINANCE NO. 2016-22**ORDINANCE NO. 1854**

relates to the fiscal management of the City's funds.

Section 7. From time to time, the City Commission may transfer funds from one fund, account or department to another as the necessity for the same may occur. Furthermore, City administration may authorize budget amendments if the total appropriations of the fund is not changed. Pursuant to Chapter 166, Florida Statutes, changes to the total appropriation of any fund requires City Commission approval, and such changes are formalized by an amending ordinance adopted within 60 days of the end of the fiscal year.

Section 8. All ordinances or parts of ordinances and resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 9. If any clause, section, or other part or application of this ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. This Ordinance shall become effective immediately upon its passage and adoption.

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BEEN LEFT BLANK]**

PROPOSED ORDINANCE NO. 2016-22

ORDINANCE NO. 1854

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7 DAY OF SEPTEMBER, 2016.

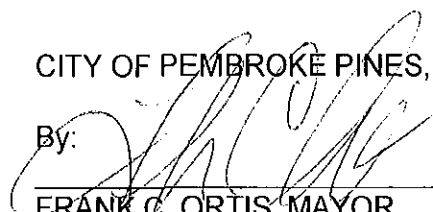
PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 21 DAY OF SEPTEMBER, 2016.

ATTEST:


MARLENE D. GRAHAM, CITY CLERK

CITY OF PEMBROKE PINES, FLORIDA

By:


FRANK C. ORTIS, MAYOR

ORTIS AYECASTILLO AYESCHWARTZ AYESHECHTER AYESIPLE AYE

APPROVED AS TO FORM:

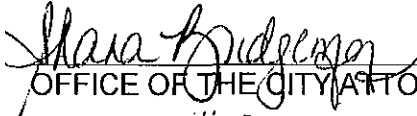

OFFICE OF THE CITY ATTORNEY



**Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2016-22**

Revised 9/8/16

		2016-17					
Fund #	Fund Description	Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	Total Expenditures
1	General Fund	\$ 176,731,476			62,497	176,793,973	\$ 176,793,973
51	Wetlands Trust Fund	1,900			14,600	16,500	16,500
100	Road & Bridge Fund	5,822,763			354,038	6,176,801	6,176,801
120	State Housing Initiative Program	1,012,364			(2,000)	1,010,364	1,010,364
121	HUD Grants CDBG/HOME	955,795			-	955,795	955,795
122	Law Enforcement Grant	17,918			-	17,918	17,918
128	Community Bus Program @	798,124			-	798,124	798,124
131	Treasury - Confiscated	2,000			57,576	59,576	59,576
132	Justice - Confiscated	3,000			107,623	110,623	110,623
133	\$2 Police Education	36,616			(1,000.00)	35,616	35,616
134	FDLE - Confiscated	3,000			230,994	233,994	233,994
199	Older Americans Act @	1,324,581			-	1,324,581	1,324,581
201	Debt Service	26,538,036			(181,729)	26,356,307	26,356,307
471	Utility Fund	48,240,400		2,360,000	1,484,961	52,085,361	52,085,361
504	Public Insurance Fund	26,045,478			-	26,045,478	26,045,478
655	General Pension Trust Fund	12,729,490			(2,669,490)	10,060,000	10,060,000
656	Fire & Police Pension Trust Fund	71,128,559			(37,377,559)	33,751,000	33,751,000
657	Other Post Employment Benefits	18,459,000			(6,632,381)	11,826,619	11,826,619
Total All Funds		\$ 389,850,500	\$ -	\$ 2,360,000	\$ (44,551,870)	\$ 347,658,630	\$ 347,658,630

@ Balanced through transfers from a different fund.

* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2016-22

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Summary by Fund
 In Present Value as Provided by Department Directors

	<u>FY2016-17</u>	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>Total</u>
TOTAL GENERAL FUND	\$ 4,042,236	\$ 12,472,735	\$ 10,307,735	\$ 7,323,535	\$ 6,013,535	\$ 40,159,776
TOTAL ROAD & BRIDGE FUND	918,375	1,750,000	1,750,000	1,750,000	1,750,000	7,918,375
TOTAL UTILITY FUND	4,095,500	19,100,500	18,061,000	16,035,500	15,940,500	73,233,000
TOTAL - ALL FUNDS	\$ 9,056,111	\$ 33,323,235	\$ 30,118,735	\$ 25,109,035	\$ 23,704,035	\$ 121,311,151

Note: Details of the 5-Year Capital Improvement Program can be found in the budget book.

STATE OF FLORIDA
 COUNTY OF BROWARD

I HEREBY CERTIFY that the above
 foregoing is a true and correct copy of
Ordinance No. 1854 with Exhibits A & B
 as recorded in the Office of the City Clerk. (6 pages)

Witness my hand and official seal this
10th day of October A.D., 2016.

CITY OF PEMBROKE PINES

By: [Signature]
 Deputy City Clerk





CERTIFICATION OF TAXABLE VALUE

DR-420
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year : 2016	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	\$	10,565,940,520 (1)
2.	Current year taxable value of personal property for operating purposes	\$	416,788,321 (2)
3.	Current year taxable value of centrally assessed property for operating purposes	\$	0 (3)
4.	Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>	\$	10,982,728,841 (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.)	\$	107,866,020 (5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	10,874,862,821 (6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	10,165,732,678 (7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	☐ YES ☒ NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	☒ YES ☐ NO	Number 1 (9)
SIGN HERE	Property Appraiser Certification		I certify the taxable values above are correct to the best of my knowledge.
	Signature of Property Appraiser:		Date :
	Electronically Certified by Property Appraiser		6/29/2016 10:38 AM
SECTION II : COMPLETED BY TAXING AUTHORITY			
If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.			
10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>	5.6368	per \$1,000 (10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	57,302,202 (11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i>	\$	0 (12)
13.	Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>	\$	57,302,202 (13)
14.	Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>	\$	0 (14)
15.	Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>	\$	10,874,862,821 (15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>	5.2692	per \$1000 (16)
17.	Current year proposed operating millage rate	5.6736	per \$1000 (17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	62,311,610 (18)

Continued on page 2

19.	TYPE of principal authority (check one)	☐ County	☐ Independent Special District	(19)
		☒ Municipality	☐ Water Management District	
20.	Applicable taxing authority (check one)	☒ Principal Authority	☐ Dependent Special District	(20)
		☐ MSTU	☐ Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	☐ Yes	☒ No	(21)
DEPENDENT SPECIAL DISTRICTS AND MSTUs			STOP HERE - SIGN AND SUBMIT	
22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>		\$ 57,302,202	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.2692 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>		\$ 57,870,195	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i>		\$ 62,311,610	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6736 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, <u>minus 1</u>, multiplied by 100)</i>		7.67 %	(27)
First public budget hearing		Date : 9/7/2016	Time : 6:00 PM EST	Place : Commission Chamber, 10100 Pines Boulevard, Pembroke Pines, Florida 33026
S I G N H E R E	Taxing Authority Certification		I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.	
	Signature of Chief Administrative Officer :			Date :
	Electronically Certified by Taxing Authority			8/1/2016 3:58 PM
	Title : CHARLES F. DODGE, CITY MANAGER		Contact Name and Contact Title : LISA CHONG, FINANCE DIRECTOR	
	Mailing Address : 10100 PINES BOULEVARD		Physical Address : 10100 PINES BOULEVARD	
	City, State, Zip : PEMBROKE PINES, FLORIDA 33026		Phone Number : 954/450-1090	Fax Number : 954/435-6524

Instructions on page 3

CERTIFICATION OF TAXABLE VALUE INSTRUCTIONS

DR-420
R. 5/12
Page 3

"Principal Authority" is a county, municipality, or independent special district (including water management districts).

"Taxing Authority" is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387 (2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue
Property Tax Oversight - TRIM Section
P. O. Box 3000
Tallahassee, Florida 32315-3000

Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. "Dependent special district" (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

"Independent special district" (ss. 200.001(8)(e) and 189.403 (3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

"Non-voted millage" is any millage not defined as a "voted millage" in s. 200.001(8)(f), F.S.

Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

Line 24

Include only those levies derived from millage rates.

All TRIM forms for taxing authorities are available on our website at
<http://dor.myflorida.com/dor/property/trim>

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